

REPORT TITLE: Q3 FINANCE AND PERFORMANCE MONITORING

24 MAY 2022

REPORT OF CABINET MEMBER: CLLR NEIL CUTLER – CABINET MEMBER FOR  
FINANCE AND SERVICE QUALITY

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WARD(S): ALL

PURPOSE

This report and Appendix 1 provides a summary of the council's progress during the period October to December (Q3) 2021 against the five priorities in the refreshed Council Plan 2020-25, adopted by council on 24 February 2021.

Appendix 2 provides a financial update for both the General Fund and Housing Revenue Account (HRA) as at 31 December 2021

Appendix 3 provides the data, where available, for Q3 against each of the Strategic Key Performance Indicators (KPIs) and a brief narrative covering the impact that the COVID-19 pandemic has had or will have on performance.

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

Appendix 5 provides an update to the COVID-19 council services demand data from April 2020 to 31 December 2021.

Appendix 6 are the action notes of the Performance Panel meeting that took place on 24 February 2022.

**RECOMMENDATIONS:**

1. That Cabinet notes the progress achieved during Q3 of 2021/22 and endorses the contents of the report.

## IMPLICATIONS:

### 1 COUNCIL PLAN OUTCOME

This report forms part of the framework of performance and financial monitoring in place to report the progress being made against the projects and programmes supporting delivery of the priorities included in the Council Plan 2020-25 (annual refresh adopted by Council on 24 February 2021).

### 2 FINANCIAL IMPLICATIONS

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

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

Key Performance Indicators (KPIs) and performance reporting must be fit for purpose, monitored and managed to ensure effective council governance. KPIs enable evidence based quantitative management reporting and where necessary allow for remedial actions and decisions to be taken.

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

### 4 WORKFORCE IMPLICATIONS

None directly but staff are engaged and actively working across all projects.

### 5 PROPERTY AND ASSET IMPLICATIONS

None directly, but council assets are used to deliver this work

### 6 CONSULTATION AND COMMUNICATION

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

This report and appendices were reviewed and discussed by Performance Panel on behalf of Scrutiny Committee on 24 February 2022 Appendix 6 are the action notes from this meeting.

A verbal update from the Chairman of the Performance Panel was given at The Scrutiny Committee meeting held 10 March 2022.

## 7 ENVIRONMENTAL CONSIDERATIONS

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

## 8 EQUALITY IMPACT ASSESSMENT

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

## 9 DATA PROTECTION IMPACT ASSESSMENT

None required.

## 10 RISK MANAGEMENT

As previously reported the COVID-19 pandemic continues to have an impact on the way we live and work with the council reviewing and adapting its services to the changes as they are announced by government.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
Community Support - Lack of consultation and community engagement on significant projects that affect residents and can cause objections and lead to delay.	Regular consultation and engagement with stakeholders and residents regarding projects or policy changes.	Positive engagement and consultation can bring forward alternative options that might not have otherwise been considered.
Timescales - Delays to project delivery can lead to increased cost and lost revenue.	Regular project monitoring undertaken to identify and resolve slippage.	
Project capacity - Availability of staff to deliver projects.	Resources to deliver projects are discussed at the project planning stage and agreed by the project board and monitored by the Programme and Capital Strategy Board	Opportunities present themselves for staff to get involved in projects outside their normal role enabling them to expand their knowledge and skills base as well as working with others.
Financial exposure - Budget deficit or	Regular monitoring of budgets and financial	Early notification of unplanned

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
unforeseen under or overspends	position including forecasting to year end to avoid unplanned over/underspends.	under/overspends through regular monitoring allows time for plans to be put in place to bring the finances back into line with budget forecast.
Exposure to challenge	Legal resources are discussed with project leads.	Opportunity for the use of in- house resources able to input through the life of a project with local Winchester and cross council knowledge.
Innovation - improvement in service delivery		KPIs be used to evidence the need for innovation to improve service delivery
Reputation - Ensuring that the council delivers the outcomes as set out in the Council Plan.	Regular monitoring and reporting of the progress the council is achieving against its priorities included in the Council Plan, including this report.	Work with communications team on press releases to promote and celebrate successes.
Achievement of outcome	Through the quarterly monitoring report, officers and members can monitor the progress of the priorities in the Council Plan	
Other - none		

**11     SUPPORTING INFORMATION:**

This report provides an update on the council's progress achieved against the priorities included in the Council Plan 2020-25 and KPIs. Information is also provided in the form of highlight reports (Appendix 3) that set out the progress of the council's 'Tier 1' projects. All information and data is as at the end of Q3 i.e. 31 December 2021.

**12     OTHER OPTIONS CONSIDERED AND REJECTED**

None.

**BACKGROUND DOCUMENTS:-**

Previous Committee Reports:-

CAB3320 – Q2 Finance and Performance Monitoring dated 08 December 2021

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – Q3 October - December 2021

Appendix 2 Financial update to 31 December 2021

Appendix 3 Strategic Key Performance Indicators Q3 update

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

Appendix 5 COVID-19 Council services demand data – April 2020 to December 2021

Appendix 6 Notes from Performance Panel meeting 24 February 2022

## **COUNCIL PLAN 2020–25**

### **Q3 21/22 PROGRESS UPDATE**

#### **PRIORITY – TACKLING THE CLIMATE EMERGENCY AND CREATING A GREENER DISTRICT**

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

##### **What we want to achieve:**

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

##### **Over the last quarter we have achieved the following:**

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

*Preparatory work has begun in advance of energy efficiency works to City Offices that will be undertaken during the early part of 2022. These works were part funded via a grant of £257k from the Public Sector Decarbonisation Scheme and will include replacement of all windows in the building.*

*Two additional electric vehicle charging points (EVCP) were installed in the Guildhall Yard, increasing provision to four EVCP. These meet the needs of the council fleet during working hours, but are available for public use during evenings and weekends. Further proposals are being developed for provision of two EVCP at the council's special maintenance depot, Cipher House.*

*Construction and commissioning work continues on a new decked park and ride car park at the former Vaultex site in Barfield Close with an opening date in March 2022. This will provide 287 spaces to reduce traffic in the city – linking in with the aims of the City of Winchester Movement Strategy and supporting the city council's pledge to become a carbon neutral council by 2024, with the whole district becoming carbon neutral by 2030. Photovoltaic panels and electric vehicle charging points also feature in the plans for the site. The construction includes green 'living walls' to help improve air quality and minimise the visual impact of the car park.*

*Two Carbon Literacy sessions held for the city council officer team in October and November saw training delivered to a further 17 members of staff. This brings the number of staff trained to 106, of which 63 have been certified as Carbon Literate and brings the council close to achieving Carbon Literate silver accreditation – an accreditation that only two councils in the country have achieved to date. In recognition of its Carbon Literacy achievements, the council was invited to be one of four local authorities from across the country on a panel to discuss Carbon Literacy at a national webinar that formed part of the COP26 programme of events.*

*A new post of Retrofit Co-ordinator - Zero Carbon has been recruited and will focus on the retrofit of the council housing stock.*

*Over 25 young people aged between 16 and 30 came together in November at Winchester District's first-ever young person's climate assembly. The event at the University of Winchester was supported by the Mayor of Winchester and gave young people a platform to discuss and debate a vision for a fair transition to a zero carbon future for Winchester.*

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

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

*A specialised Carbon Neutrality virtual information event was hosted as part of the consultation on the Local Plan Strategic Issues & Priorities document that took place between February and April 2021. This event was attended by 78 people. The council received a very substantial number of comments in relation to the Local Plan consultation. The analysis of the comments on the carbon neutrality topic were reported to LPAG on the 13<sup>th</sup> December 2021. This feedback will be used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan)*

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

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

*The council completed installation of solar PV panels on three buildings at Marwell Zoo and commenced installation of solar PV on the Winchester depot (Biffa waste collection service). These projects were 50% funded by the EM3 LEP and the panels will reduce energy consumption on both sites and generate an income stream for the council via the sale of energy to the businesses.*

*Cabinet in October 2021 adopted the new 10-year Green Economic Development Strategy. Work will now commence with internal and external*

*stakeholders on a detailed action plan to respond to the scenarios, themes and outcomes outlined in the strategy.*

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

*Continuation of a 12-month community carbon mapping and engagement project, being delivered on the council's behalf by the Centre for Sustainable Energy in collaboration with WinACC. Two virtual action planning workshops were hosted in October as part of the annual Winchester Green Week. The purpose of these workshops was to support attendees to build upon the findings from their carbon footprint reports and develop climate action measures and plans within their parishes and communities. Following the workshops, communications bundles have been sent out each month on a variety of climate change topics to support parish council's and community groups to develop communications campaigns around the climate emergency.*

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

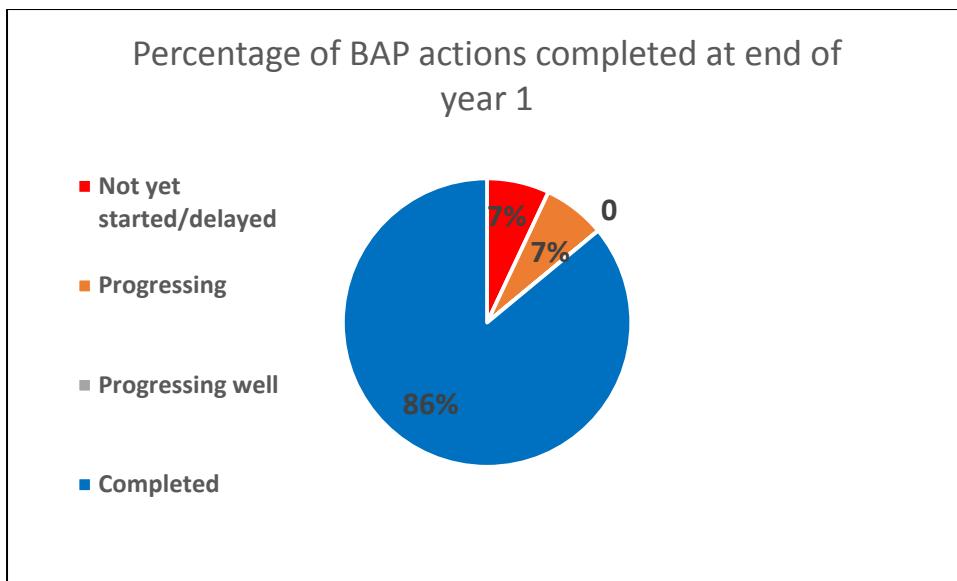
*We continue to work with Project Integra to understand the impact of introduction of food waste recycling which is governments preferred direction of travel by 2023 for every local authority.*

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

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

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

*The Biodiversity Action Plan (BAP) was approved by cabinet in January 2021 and launched in February 2021. Focus has now turned to the delivery of at least 80% of the actions identified within the plan. A summary of actions delivered by the end of Q4 ie December 2021 is below:*



*Of the 72 actions identified within the BAP, 62 have been completed, 5 not yet started/delayed and 5 progressing. The target for delivery was set at 80% which has been exceeded.*

*Of particular note are:*

- *Training and raising awareness has been delivered both internally and externally in relation to biodiversity and planning.*
- *Delivered and analysed survey results for sites. Key findings are:*
  - *Whiteshute Ridge - Found more species associated with chalk grassland*
  - *West Hill – results show greater numbers of reptiles and slowworms year on year;*
  - *Magdalen Hill Cemetery – recorded slowworms for the first time and greater numbers of butterfly.*
- *Greenacres – recorded smooth newt for the first time and the highest count for reptiles to date (ie grass snakes and slowworms). Pilot verge project was undertaken on 2 pilot areas at Badgers Farm and Alresford. Baseline botany data collected, gained better understanding of the issues involved in delivering the project; communications improved throughout the project; there is scope to make changes which will result in increased biodiversity.*
- *Hookpit – proceeded with dormouse mitigation and establishment of permanent chalk grassland.*
- *34 swift boxes put up in Winnall and Weeke on properties not involved in the reroofing project.*
- *The draft Tree Strategy has been written and will be considered by the Health and Environment Policy Committee in March.*
- *Responded to 13 Hedgerow Regulation Notice applications/breaches.*
- **Work with other public authorities to expand the range of materials we recycle as solutions become available**

*Winchester City Council continues to work through the Project Integra partnership and submit data to support the review of options for a single Materials Recovery Facility (MRF) in Eastleigh and support the work to review the option of moving to a twin stream or kerbside sort system to greatly increase the range of material being collected.*

## **PRIORITY – LIVING WELL**

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

### **What we want to achieve:**

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

### **Over the last quarter we have achieved the following:**

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

*We continue to provide core grant support to key voluntary sector organisations supporting our more vulnerable residents. The current round of core funding comes to an end in March 2022 so Cabinet in December 2021 approved the process and criteria for the new Strategic and Priority Outcomes Funds for the next three year period 2022-2025.*

*Citizens Advice (CA) are adapting their delivery models as COVID-19 restrictions permit. They have re-opened reception in both offices (Winchester and Bishops Waltham) to meet small, but growing, demand for face-to-face support. In addition, they continue to provide support via phone and email, and are working to extend their provision for video calls. In person support has been prioritised for those that need it most, including some of the 18% of clients aged 65+ who find remote services less easy to use. They have also begun to pilot a 'co-volunteering' model at Wickham Food Pantry (in Wickham Community Centre), with trained CA advisers volunteering at the food pantry alongside their core volunteer team, to improve reach and access to services.*

*Grants criteria remain relaxed to allow groups greater flexibility to respond to the effects of COVID-19. Grants totalling £4,761 were awarded to 10 different organisations across the district (5 Winchester Town wards, 5 Winchester district). Grants supported new initiatives in the district including a new group to support parents of children with autism, and creation of an internet café for elderly residents in Swanmore. Virtual drop in sessions were held with 16 organisations in December to assist with their fundraising needs – groups that work with many vulnerable residents across the district including those with mental health difficulties and low income families.*

*Liaison and dialogue has continued with Hampshire County Council and other stakeholders to ensure no vulnerable people were left unsupported as a result of the changing COVID-19 restrictions. Referral numbers to the local response centre (within Housing) were minimal, with only four during the 3-month period, taking the total requests for support handled by the Winchester LRC since the pandemic started to exactly 1000, in addition to the many more tasks undertaken by the wider community support network.*

*The Active Lifestyle programme of classes and bespoke activities for people with long-term health conditions continues to grow in the hands of Winchester City Primary Care Network (PCN) and Everyone Active (EA). During the last quarter there were 50 referrals from the Winchester City practices and 136 from the remainder of the district, meaning that since the opening of the new leisure centre there have been 308 referrals made.*

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

*Winchester Sport and Leisure Park continued to outperform projections, with 4,461 health and fitness members and 1,364 swim only members at the end of November.*

*There are now over 1,300 children having swimming lessons every week. The target for the Centre is 2,500 children having swimming lessons at maturity (without Covid-19 restrictions). There are also around 4,400 individuals participating in health and fitness workout sessions every month and the overall attendance is approximately 50,000 per month despite the uncertainty around restrictions.*

*In October, the Winchester Sport and Leisure Park hosted the return of Winchester City Council's Paralympic Personal Best event alongside British wheelchair tennis player and Tokyo 2020 silver medallist, Lucy Shuker. The annual event, delivered by Winchester City Council, in partnership with Everyone Active, University of Winchester, Winchester Go LD and Simplyhealth involved more than 200 people with a range of disabilities.*

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

*Architect appointed to develop a new design for the North Walls pavilion, with discussions ongoing regarding the building design.*

*Planning permission was granted on 14 December 2021 for a new pavilion at KGV playing fields in Highcliffe. Funding options for the project have been considered and a grant application for external funding is pending.*

*Planning consent was given for a MUGA at Kings Barton, as part of the approval for phase 2A of the development. At West of Waterlooville,*

*applications have been submitted by the developer for a new sports pavilion and the town park.*

- **Enable and promote safe cycleways and pathways to make it safer and more appealing for our residents to cycle and walk to their destination**

*The draft Local Cycling and Walking Infrastructure Plan (LCWIP) for Winchester which has been developed as part of the City of Winchester Movement Strategy is currently out for feedback from the public. A members briefing was held on 9 December sharing the engagement material on the Winchester Movement Strategy public engagement.*

*Also see project highlight report for Q3 included at Appendix 4.*

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

*Work is continuing on the maintenance and enhancement of open spaces and parks.*

*Of particular note are:*

- *The development of the North Walls Park Plan which received high levels of public support and was formally adopted by Winchester Town Forum as its meeting on 10 November 2021, report WTF303 refers. The next stage of this process is a feasibility study to assess the costs and resources required for project delivery and generate the information required to develop a detailed business case.*
  - *Allegra's ambition - a site at the Garrison Ground has been approved by the trustees and a draft plan has been produced. A legal agreement between the City Council and Allegra's Ambition will be required before works can proceed.*
  - *Refurbishment of Abbey Gardens Play area – the tender for civil works has been prepared and an arboricultural consultant has been commissioned to do a full arboriculture impact assessment which is required as part of the tender documentation. Once the arb report is received the tender for the civil works will be published.*
- **Develop Local Plan policies that promote healthy lifestyles in healthy surroundings**

*A key theme in the Strategic Issues and Options consultation (SIP) on the new Local Plan, which ran for 8 weeks and closed on 12 April 2021, was Living Well. This covered a number of important issues relating to open space provision, air quality, and active travel with accessibility to local facilities and services. A specialised Living Well virtual information event was also hosted as part of the consultation document that attracted some 21 people. The council received a substantial number of responses to the SIP (over 2,200). The analysis of these comments on the Living Well topic were reported to LPAG on 24 November 2021. This feedback will be used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan).*

## **Priority - Homes for all**

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

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

### **What we want to achieve:**

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

### **Over the last quarter we have achieved the following:**

- **Building significantly more homes ourselves**  
*129 new homes were started in quarter 3 on two schemes at Winnall and Whiteley.*
- **Strengthening our Local Plan to ensure the right mix of homes is built for all sectors of our society, including young people**

*Consultation has taken place on the Next Generation Winchester project to explore the challenges faced by younger people (aged 18-35) who may want to work and/or live in the Winchester district. This was followed up by another event in July 2021 which has been used to help inform people about the different types of affordable housing that is available and on mortgages. The Next Generation project is exploring the options available for young people and families and provide an opportunity to influence housing policy, future house building and local housing options across the district. The information gathered together as part of this consultation will be used to help inform the policies and proposals in the emerging Local Plan.*

*The consultation on Strategic Issues and Options for the new Local Plan, sought views on the type of residential development required to support the needs of everyone living, or wanting to live, in the district. This covered a range of accommodation including affordable housing, housing for students and older people as well as gypsies and travellers. The analysis of comments on the Homes for All topic was reported to LPAG on the 27 September 2021 and Specialised housing was reported to LPAG on the 13 December 2021. The feedback received is being used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan).*

*Three Local Plan design workshops took place in October/November 2021 with a range of local people, parish councils, developers, house builders, consultants and architects as well as members. These events, which were*

*facilitated by Design South East, focussed on the effectiveness of the council's current policies and sought to identify how the council could potentially improve and develop the way that we address and approach design issues in the new Local Plan especially in light of recent changes to national planning guidance which emphasises more than ever the importance of good design and creating beautiful places. The workshops looked at design policies generally as well as specific spatial planning issues in Winchester town, the market towns and rural areas.*

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

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

*The detailed business case for the Winnall Flats proposed development was agreed by Council in July 2021 with a preferred option being to deliver a block either through a housing company or through a third party. Build Contract negotiations have now been completed and the Winnall Flats scheme has started on site. A "final business case" report on the Housing Company will be prepared in June 22.*

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

*Working with partners The Beacon, Two Saints and Trinity to make plans to utilise empty space within existing projects to provide additional emergency beds over the coming cold weather period for individuals sleeping rough. In addition to this the providers have assisted WCC with the provision of SWEP, SWEP has been called 4 times since 1st November 2021 and nobody to date has been placed.*

*In December 2021 the Government through the Rough Sleepers initiative launched the 'protect and vaccinate scheme'. Funds were provided to local authorities to support rough sleepers into accommodation and to use as an incentive to break down barriers that rough sleepers faced in getting the vaccine. Our partners are assisting us with this.*

*Hampshire County Council has announced a proposed budget cut of £360,000 across the 11 districts social inclusion services for this cohort. The proposal is now available for consultation for a period of 8 weeks, commencing on the 7 February 2022. The council will be responding to the consultation.*

*We are developing a Tenancy Ready Programme to roll out to our Temporary Accommodation residents to ensure individuals have the right skills to move on to independent accommodation and do not return to rough sleeping.*

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

Making Homes Carbon Neutral (CAB3293) was presented to cabinet on 11 March 2021 and the following recommendations were approved:-

*That the 2021/22 budget (£1.587m) for additional energy efficiency works to council dwellings be committed as follows:-*

- £1.250m to fund additional insulation (mainly wall and floor insulation) to 100 properties currently subject to an Energy Performance Certificate (EPC) rating of D or below and that the programme focus mainly on void properties where possible.

*The formal contract variation to install additional insulation to voids is being finalised between the Council and Osborne Property Services. Works should start on site by the middle of March*

- The new Retrofit Co-Ordinator has just started in the Housing Property Services team. The immediate priorities are to establish a retrofit team which will include commissioning external support in the form of a Retrofit Assessor and Retrofit Designer in addition to the Retrofit Installer (Osborne). The retrofit Co-ordinator is also working up the strategy and risk assessments to ensure a “right first time/least regrets” approach from the outset.
- £150,000 set aside to support “match funding” bids for major retrofit programmes (such as the existing project to improve “Swedish timber” council homes in Bramdean).
- The two Swedish units at Bramdean are complete. EPC and thermal imaging were carried out pre-works. Temperature, humidity and kWh usage will be monitored for a further year. The second Swedish unit trial (at Cheriton) is due to start in the next couple of months subject to the ecology issues being resolved.
- £187,000 to address energy efficiency of communal areas in sheltered/communal housing schemes, including the installation of solar photovoltaic panels where appropriate. Approx. 85% of the communal areas in housing sheltered/communal areas now have new LED lighting. Energy audits will be commissioned for the highest carbon emitting sites and appropriate measures brought forward.
- That a member/tenant/officer panel/forum be established to assess progress with national trials, review funding options and bring forward proposals for a long term programme to replace gas heating systems in Council homes, subject to consultation with tenants and the Business and Housing Policy Committee. Tenants who originally responded to the digital survey “Carbon Efficient Housing” (Nov 2020) are being invited to form a focus group to help inform and contribute to the panel’s work

*That the Council join the “Net Zero Collective” partnership to support the work of the above Panel. Officers are currently working with Net Zero Solutions and the National Energy Foundation to produce a sustainable and long-term retrofit plan to ensure the Council are de-carboning their stock in a sensible and efficient manner.*

*Cabinet approved a revised Housing Development Strategy that highlights the council’s objective to provide all new affordable housing at highest thermal efficiency levels to help achieve the net zero carbon target.*

*The Passivhaus development proposals for Micheldever received planning permission in August 2021. This is for the development of a disused garage site to build 4 x 1 bed and 2 x 2 bed homes. Passivhaus building provides a high level of comfort while using very little energy for heating and cooling. They are built with meticulous attention to detail and rigorous design and construction according to the principles developed by the Passivhaus Institute in Germany and certified by a very exacting quality assurance process. Whilst planning permission has been granted for the scheme, negotiations are ongoing with the Parish Council and Members regarding additional car parking to reduce the impact of the development. Agreement has now been reached and a planning application for additional parking has been submitted. The scheme will start on site in summer 2022.*

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

*Discussions continue with Cala Homes regarding an affordable extra-care scheme at Kings Barton. The timing of this scheme will be dependent upon the developer progressing further phases of Kings Barton. Agreement has been reached with CALA for a site to provide a minimum 60 Extra Care flats in Phase 2b of the Kings Barton development. A project brief has been prepared and architects appointed by the council to provide capacity study to ensure site is of sufficient size to meet the S106 requirements.*

## **PRIORITY - VIBRANT LOCAL ECONOMY**

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

### **What we want to achieve:**

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

### **Over the last quarter we have achieved the following:**

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

*Following on from the 'A Digital Winchester' Task and Finish Group a Digital Winchester online debate took place on 23 November 2021. The 90 minute debate, was attended by over 50 delegates and gave businesses, residents and experts a chance to have their say on Winchester Digital Future. The key challenges of 'infrastructure', 'access', 'opportunity' and 'future potential' were debated. The results of the Digital Winchester survey, debate and call for evidence will be published in March 2022.*

*The Government's and the European Development Fund (EDRF) Reopening High Street Safely Fund has been extended to end of March 2022 and now forms the Welcome Back Fund. The fund has provided a programme of business support launched in late January 2021 and was then extended to the end of August 2021.*

*Feedback from businesses using the service indicated that they were accessing the service for the following advice and support:*

- COVID-19 secure operations 29%
- Business planning 29%
- Business transformation 14%
- Cash flow/accessing finance 29%

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

*The next 10 year Green Economic Development Strategy was adopted by the Council in October 2021. Since then a governance structure has been created to support the delivery of the strategy. This has included the inception of a Steering Group of key stakeholders from across the district who will work with the Council to consider the indicative actions illustrated in the framework strategy. Along with input from the wider business community, these actions will be prioritised and any areas of work not considered within the strategy established, leading to the development of a two year action plan*

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

*A virtual Sustainable Business Network (SBN) Meeting took place on Friday 25 November 2021. It considered the subject of ‘Post COP 26 Roundup and Carbon Action’. 39 businesses attended the event and 31 watched the video afterwards. The feedback following the event was excellent with 77% of respondents reporting that they found the event extremely useful. The event video can be downloaded here:*

[www.carbonfootprint.com/carbonacademy\\_sbn.html](http://www.carbonfootprint.com/carbonacademy_sbn.html)

*As part of a consortium bid, funding has been secured from Low Carbon Across the South & East (LoCASE) which will enable low carbon and energy efficiency adaptations to businesses. A professional consultancy is being commissioned to help businesses to:*

- *become zero carbon, reduce energy consumption and carbon emissions*
- *access LoCASE (Low Carbon Across the South East) funding to reduce their energy use*

*The Request to Quote for this consultancy work will be advertised early in 2022.*

*Three new industrial units at Bishops Waltham Depot were completed in November 2021, with one unit already let to the fire brigade and negotiations underway for the other two. The buildings achieved a BREEAM rating of ‘Excellent’, benefiting from permeable paving, solar panels, EV charging points and other sustainable measures.*

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

*Eastleigh Borough Council’s bid for an employment hub to cover Eastleigh, Winchester, New Forest and Test Valley has been successful in gaining Department of Work and Pension’s Flexible Support Grant. The hubs provide*

*specialist help and support to move young people from welfare benefits into work. The total project value is £264,000 across all partners.*

*The Winchester hubs were launched in mid-November, with young people attending alternate Mondays at the Carroll Centre (Stanmore) and Unit 12 (Winnall). From mid-November to the end of December 2021 eight young people had already been provided with bespoke support with one participant already finding work following support.*

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

#### **Festivals update**

*Engagement with the festivals sector has continued via the Festivals Networking events that are delivered in partnership with Winchester BID and Tourism South East has been commissioned to research and produce a report on the economic impact of festivals across the Winchester district. Three editions of Arts News have been issued in this quarter with a new section highlighting local talented creatives and their achievements as well as details of Covid funding available. The team has been involved in conversations relating to creative sector presence in Kings Walk with Estates as part of developing a curated creative sector ‘ecosystem’. The team will also be leading on commissioning an arts mural in St Maurice’s Covert with the plan to complete the installation by early Autumn 2022. Working with key partners including Hampshire Cultural Trust, Winchester Cathedral, the BID and Play to the Crowd, and funded by the Welcome Back Fund, the Council has commissioned Ichthus to project manage installation of a Winchester – Lights in the City event at the end of January, aimed at raising awareness and driving footfall during this typical quiet trading period.*

#### **Consumer marketing and promotion.**

*Partner activity and district events for Christmas were promoted across all our digital channels and via [christmasinwinchester.co.uk](http://christmasinwinchester.co.uk). Highlights include the 12 days Christmas social media competition supporting local independents – 933 entrants across the competition period. The total combined reach of Christmas social media activity across Facebook was 12,973 reach and 4,754 on Instagram.*

*Three festive B2C e-news were issued and twelve Christmas-related blogs supporting events, news and activities of businesses across the district were written and promoted via our channels – including the ‘Festive family days out’ blog featuring attractions which received over 3,000 page views.*

*Other activity included a partnership with South Western Railway which resulted in Christmas in Winchester branded posters across 54 poster sites across the SWR network.*

*For Quarter 3, [visitwinchester.co.uk](http://visitwinchester.co.uk) website sessions were up 312% compared with 2020 (up 130% compared with 2019). Users up 278%*

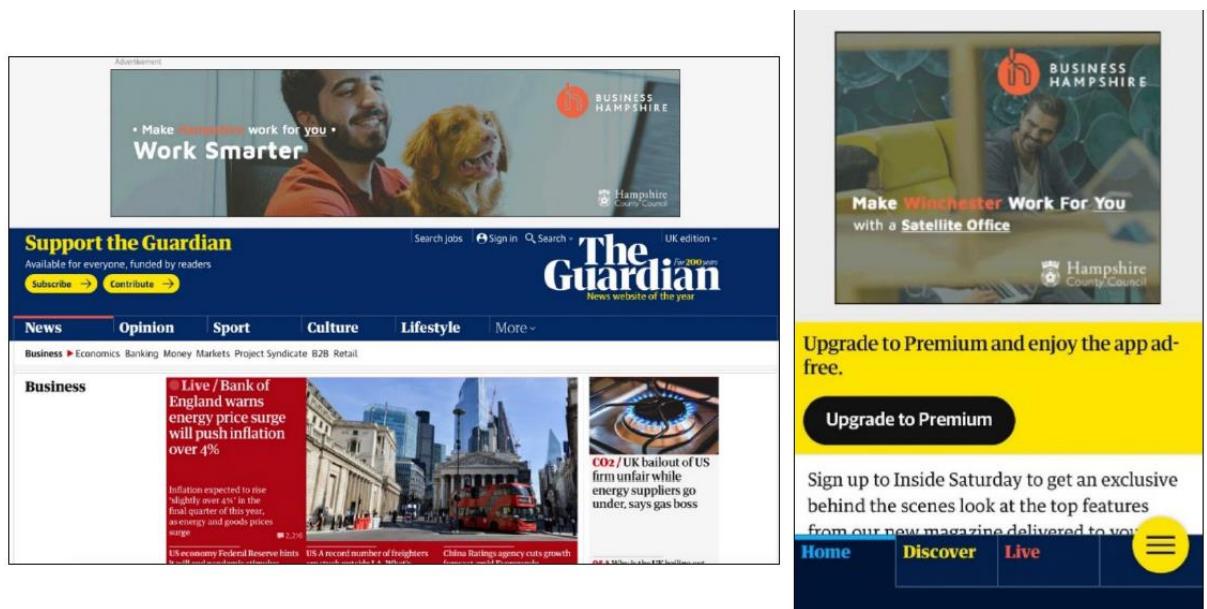
compared with (115% 2019) – this equates to an average of 77,000 users per month for this period in 2021 versus 20,432 in 2020 (36,000 in 2019).

One B2B e-newsletter has been issued for this quarter detailing information and updates around business support, allergen training, grant funding for green projects, the latest COVID-19 related guidance, national and regional initiatives alongside Visit Winchester updates and details of how businesses in the visitor economy can get involved in marketing campaigns and initiatives. - Open rate 40% and 4% click rate (October). Engagement with the visitor attractions sector has been maintained via virtual group meetings sharing advice, experience, intelligence and recovery plans.

Visit Winchester continues to be represented at TSE Tourism Alliance Meeting and a Destination Management Organisation (DMO) meeting with VisitEngland this quarter where intelligence on business recovery, best practice and collaborative opportunities are considered – in particular updates on the DMO Review and Sustainability.

### **Business to Business Inward Investment Campaign**

A satellite office campaign is underway that will promote opportunities in Winchester to London based companies who have a significant number of employees that commute out of the district/county and current activity includes reaching a new audience through the targeting of London readers in a national broadsheet newspaper. This involved a four-week ad banner campaign on The Guardian website as shown below.



Working with the county council a combined total of 202,900 impressions of the GIF adverts during the four week period. This resulted in a 0.1% click through rate (industry average is 0.04%).

*This activity has resulted in four Inward Investment enquiries into the Winchester District. All investors are currently reviewing options.*

### **High Streets' Priorities Plan 2021 to 2022**

*Activity has continued to be undertaken as part of the delivery of the High Streets' Priorities Plan 2021 to 2022, a one year tactical plan to reinvigorate our Districts' high streets post COVID-19, to support our businesses to reopen and innovate and to enable people to enjoy social and cultural experiences.*

*The plan is aligned with the Welcome Back Fund which is supporting the delivery of a number of initiatives, outlined below.*

#### **Welcome Back Fund**

*Further to the original Return to the High Street Safely Fund an additional £110,000 government funding as part of the Welcome Back fund has been secured. A delivery plan has been discussed with stakeholders across the city and market towns. Activity will be delivered up until March 2022 including promotional print for each market town, a district wide mini guide, both of which form part of a co-ordinated promotional campaign to raise awareness and drive footfall.*

*A Welcome Back Fund Project Officer has been appointed to lead on this area of work. The officer has met with stakeholders including market towns and Winchester Business District and plans are being made to use the funding on marketing, events and public realm improvements.*

*In the Central Winchester Regeneration Area, the Government's Reopening High Street Safely and Welcome Back Fund European Regional Development Fund programme, has been used for enhancements to Busket Yard including seating and planters.*

*Officers are commissioning two research studies into local festivals and street markets across the district, to look at the potential for future development. The results of both studies will support our plans for responding to the medium-term impact of COVID-19 and inform future decision making on how we can develop the current offer.*

*Vincent Creative have been commissioned to dress the windows of the vacant Debenhams store with artistic vinyl wraps that reflect important buildings, people and life in our historic city.*

#### **Government Grant Funding**

*The Economy team have been responsible for administering the government's discretionary grant funding through the Local Authority Discretionary Grant Fund and the Additional Restrictions Grant Fund.*

*Since June 2020 over five million pounds of discretionary grants has been allocated to businesses impacted by the COVID-19 pandemic. This included*

*an additional £1.3m of funding followed by a further £343,816 just before Christmas. The new Winter Support Payment grant was developed, ready for launch after Christmas, a typically quiet trading period where businesses are likely to require most support.*

*In the final quarter of 2021 final inspection visits were undertaken to rural businesses who were awarded LEADER European funding.*

*In addition to the above businesses have been kept informed of the latest support available via regular updates to dedicated business pages on Winchester.gov.uk and business bulletins. The business bulletins continue to serve as one of the “go to” places for latest information.*

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

*As part of the Government and the European Development Fund (EDRF) Reopening High Street Safely Fund the city council has procured ShopAppy as its provider of an e-commerce platform. This dedicated on-line shopping platform offers independent businesses an alternative route to market to support their existing high street and on-line presence. The platform offers consumers the opportunity to browse products across all participating independent businesses in one place and either go on to visit in person or make purchases on-line from any number of outlets.*

*Since the website was launched in September, shoppers have made over 20,000 virtual shopping visits to our district’s digital high streets, to browse more than 7500 products and services from more than 175 independent businesses resulting in £17,500 direct and indirect spend to the Winchester District.*

#### **Local Plan**

*The consultation on Strategic Issues and Options for the new Local Plan, sought views on the Vibrant Economy and the future of the high streets. The analysis of comments on the Vibrant Economy topic was reported to LPAG on the 13<sup>th</sup> December 2021. The feedback received is being used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan).*

## **YOUR SERVICES, YOUR VOICE**

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

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

### **What we want to achieve:**

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

### **Over the last quarter we have achieved the following:**

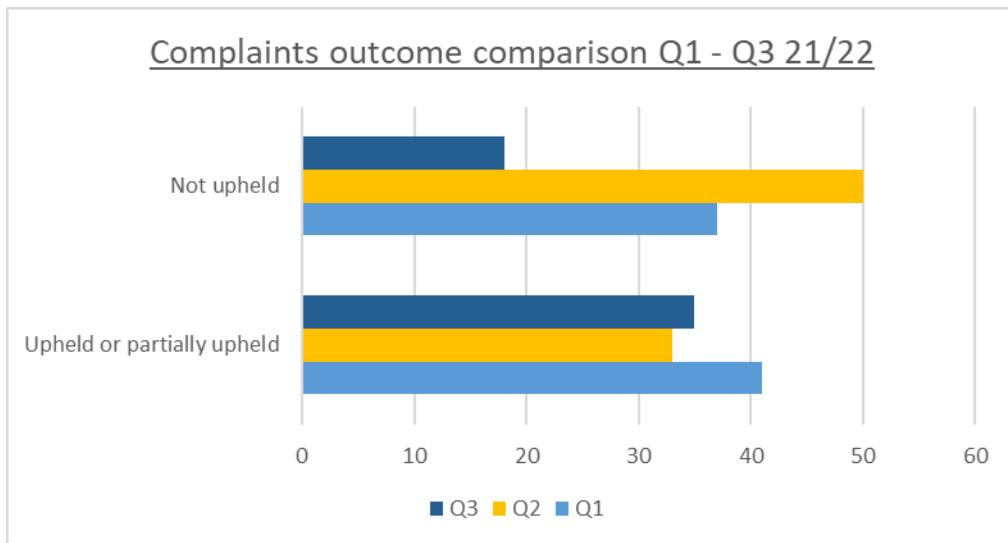
- Continuously improving process that:

**Involve the public, businesses, stakeholders and ward councillors earlier in the design, deliberation and decision making process**

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

*In Q3 the council logged 60 formal complaints compared to 131 in Q1 and 121 in Q2. The reduction in complaints follows the introduction of the new complaints policy and officer training in Sept 2021. The revised policy includes a clear complaints definition and has led to improvements to the on-line complaints form which now helps signpost our customers to the best place to get their issue resolved quickly (logging service requests direct with the service and complaints, where customers feel there has been a failure of standards or lack of delivery, on the complaints form). As well as helping customers to quickly resolve service requests (e.g. report a missed bin collection or a housing repair) to get the best response time; it also ensures that the complaints process is focussed on remedying service breakdowns and raising standards of delivery.*

*The number of complaints upheld or partially upheld in Q3 remained level however this equates to a higher proportion as the overall number of complaints had reduced.*



*Management information on complaints received and response times is now provided to each Corporate Head of Service monthly which improves visibility and identification in trends, allowing reviews and remedial action to be taken where appropriate.*

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

*The Sustainable Procurement Guide has been published on the council's website and the intranet and an education session on Sustainable Procurement was delivered for staff in November.*

*Regular meetings continue with representatives from the market towns, focussing recently on the Welcome Back Fund and successful reopening of the high streets.*

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

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

*The Strategic Key Performance Indicators in appendix 3 of this report are also published on the Winchester City Council website under the 'Access to Data' section. This aligns to the goal of transparency by allowing the public to monitor our progress towards achieving the council priorities and drives performance to meet publicly visible targets.*

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

*The outbreak of COVID-19 continues to drive forward and accelerate the agenda in terms of 'digital first', seeing high volume services switch to online and phone service delivery as default..*

*The council has continued to promote ‘digital first’ and encourage residents to only visit if they have a pre-booked appointment.*

*The garden waste annual renewal process opened in November. Residents have a number of options available and the on-line renewal and payment by direct debit has been improved to encourage this as the option of choice.*

*In relation to the development of the new Local Plan the Strategic Issues & Priorities consultation (SIP), which was undertaken during a national lockdown between February and April last year, achieved two regional Royal Town Planning Institute (RTPI) awards in November 2021: ‘Planning Excellence’ in the Plan making category and the consultation also won the overall RTPI South East Regional award. The RTPI judges were particularly complimentary about the innovative and collaborative ways that were undertaken to the public consultation during the pandemic. The SIP will now be considered at the national RTPI awards in 2022.*

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

*A refresh of the council’s Public Sector Equality Duty was reviewed by Audit and Governance Committee in December before being considered for approval by cabinet in January. A number of actions were included with the updated policy and these will be undertaken during the early part of 2022. .*

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

*The council has continued to respond to COVID-19 by encouraging staff to play to their skills in supporting us with our emergency response and maintaining resilience. Following a staff survey employees have been given new on-line learning packages, IT kit and other home equipment such as laptop risers, office chairs etc on request to assist with working from home. Employees have continued to access training during the pandemic via our comprehensive range of e-learning tutorials and courses and several colleagues are undertaking formal qualifications using the ‘upskilling’ option in the government’s apprenticeship scheme.*

**FINANCIAL UPDATE**  
**AS AT 31 DECEMBER 2021**

This section presents a summary of the council's financial position as at 31 December 2021 with regard to the General Fund and Housing Revenue Account budgets.

**General Fund Revenue**

**Summary**

- 12.1 CAB3312 dated 15 September included a revised forecast of a £0.8m net General Fund underspend for 2021/22. This related to the extension of the lease of the Guildhall to Her Majesty's Courts and Tribunal Service and to additional Government subsidy in relation to Park and Ride.
- 12.2 Further work completed since that report was published accounted for the following:

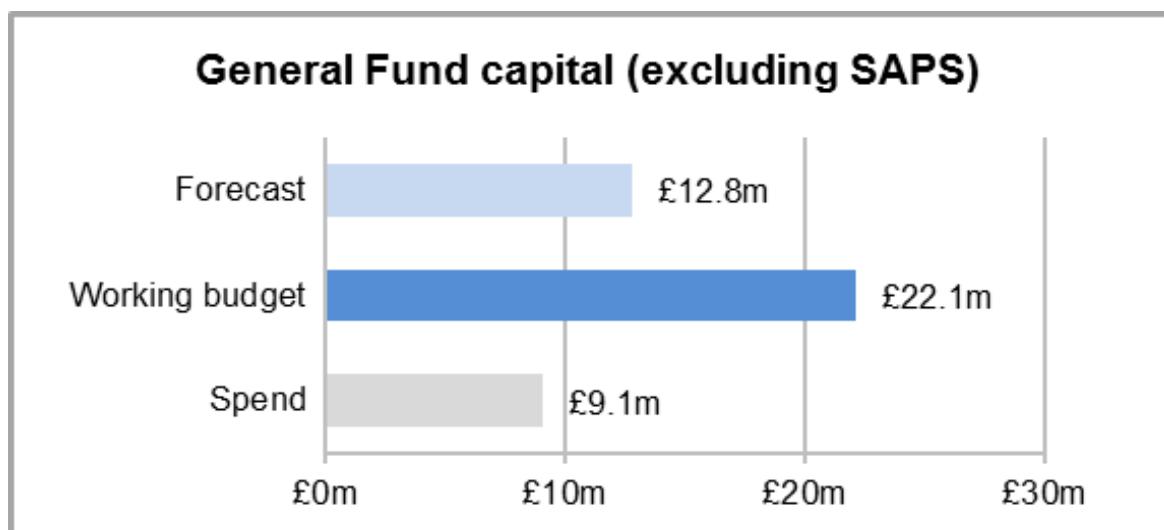
<b>Projected surplus at Jul 21</b>	<b>£800,000</b>
a. Additional Garden Waste Income	£165,000
b. Reduced net Business Rates	-£700,000
c. Additional P&R Subsidy	£250,000
d. Additional Leisure Centre Income	£500,000
e. Project Delivery Resources	-£400,000
f. Support for core service delivery	-£200,000
<b>21/22 Projected Net Surplus (at Sept 21)</b>	<b>£415,000</b>

- 12.3 Owing to the impact of the COVID-19 pandemic on income budgets, the council reduced its General Fund budget forecast income for 2020/21 by 20% (£3.65m). Current indications suggest a stronger than budgeted income recovery across all services. Parking income forecasts indicate that recovery will be £2m below 2019 base budget targets, mainly in relation to off street parking outside of Winchester city centre and the park and ride service. However, with other income recovery by March 2021 will be 14% below previous budgets rather than 20% (a potential difference of c£1.5m). However, this remains uncertain, will be subject to activity in the final quarter and will be confirmed as part of the budget outturn in June 2022.
- 12.4 In light of the above factors, the revised forecast underspend for 2021/22 is now projected at £1.915m.

<u>General Fund Budget Forecast 2021/22 (£000)</u>	<u>Expenditure</u>	<u>Income</u>	<u>NET</u>
<b>Environment</b>	<b>16,594</b>	<b>(10,055)</b>	<b>6,539</b>
<b>Living Well</b>	<b>3,414</b>	<b>(329)</b>	<b>3,085</b>
<b>Homes for All</b>	<b>2,358</b>	<b>(227)</b>	<b>2,131</b>
<b>Vibrant Local Economy</b>	<b>4,818</b>	<b>(499)</b>	<b>4,318</b>
<b>Your Services, Your Voice</b>	<b>7,886</b>	<b>(2,714)</b>	<b>5,172</b>
<b>TOTAL before funding</b>	<b>35,070</b>	<b>(13,825)</b>	<b>21,246</b>
TOTAL Funding			<b>(23,161)</b>
<b>FORECAST BUDGET UNDERSPEND</b>			<b>(1,915)</b>

## General Fund Capital

1. General Fund capital expenditure to the end of December was £9.1m of which the majority relates to four projects: the decked car park at the former Vaultex site (£4.7m); Winchester Sport & Leisure Park (£0.9m); Bishop's Waltham depot (£1.5m); and Disabled Facilities Grants (£0.7m).
2. Capital budgets for 2021/22 were revised for brought forward balances and other changes as part of the General Fund 2020/21 outturn reported to July cabinet and this is reflected in the working budget below.
3. The budget and forecast below excludes £20.5m in respect of the Strategic Asset Purchase scheme (SAPS). This budget will only be spent if suitable assets are identified. There have been no SAPS purchases to date in 2021/22.



4. Key items of expenditure in Q1-Q3 of 2021/22:

- **Winchester Sport & Leisure Park**      Total Budget: £43.24m

Expenditure: Prior years £41.7m    Q1-Q3      £0.9m      Total £42.6m

Work commenced on site in 2019 and, despite the challenges presented by Covid 19, significant progress had been made by the end of the financial year and the new park officially opened on 29th May 2021.

- **Decked car park at Barfield Close**      Total Budget: £6.45m

Expenditure: Prior years £0.74m    Q1-Q3      £4.7m      Total £5.44m

Construction work has continued on the new decked car park at the former Vaultex site in Barfield Close which will provide 287 spaces to reduce traffic in the city – linking in with the aims of the City of Winchester Movement Strategy and supporting the city council's pledge to become a carbon neutral council by 2024, with the whole

district becoming carbon neutral by 2030. Photovoltaic panels and electric vehicle charging points also feature in the plans for the site. The project is expected to be completed in spring 2022. The construction includes green 'living walls' to help improve air quality and minimise the visual impact of the car park.

• <b>Bishop's Waltham depot</b>	<i>Total Budget: £1.775m</i>
<i>Expenditure: Prior years £0.2m      Q1-Q3      £1.5m</i>	<i>Total £1.7m</i>

The redevelopment of the former depot at Bishop's Waltham involves the construction of three new terraced industrial units, including hard and soft landscaping, and will provide much needed entry level accommodation for small businesses as well as providing a small annual return to the council. The main works commenced in March 2021. Works are progressing well and the fire brigade are due to occupy one of the units, with tenants being considered for the remaining two units.

• <b>Disabled Facilities Grants</b>	<i>Total Budget: £1.23m</i>
<i>Expenditure: recurring</i>	<i>Q1-Q3      £0.7m</i>

During the period 1 April to 31 December of this year £736,000 of grants were awarded.

Expenditure on disabled facilities grants is to enable adaptations to be undertaken within the homes of individuals in the private sector or in housing association properties who are not necessarily registered as disabled (although they can be) but additionally for those who have a serious illness or physical condition that impairs mobility. The adaptations undertaken enable individuals to stay in their own homes by, for example, providing access to suitable toilet and/or washing facilities; making it easier to get in and out and around their home by having doors widened; installing ramps and stair lifts; or adapting heating and lighting controls to make them easier to use.

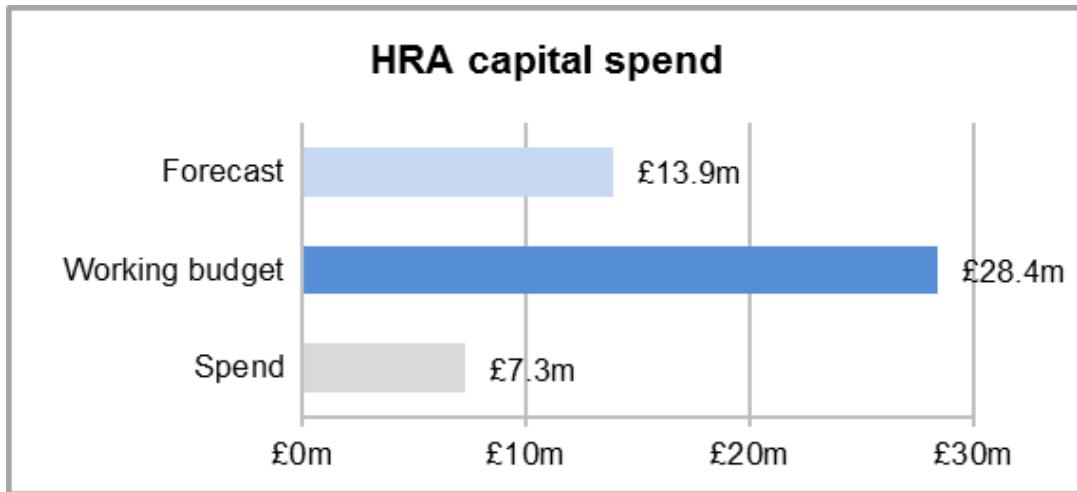
## Housing Revenue Account 2021/22

	Housing Revenue Account					Notes
	Budget		Forecast			
	Income	Expenditure	Net contribution / (spend)	Full Year Outturn	Full Year Variance	
	£'000	£'000	£'000	£'000	£'000	
Rent Service Charges & Other Income	28,491	0	28,491	28,108	(383)	1
Housing Management General	164	(5,659)	(5,495)	(4,936)	559	2
Housing Management Special	1,155	(3,266)	(2,111)	(1,739)	372	2
Repairs (including Administration)	101	(5,548)	(5,447)	(6,525)	(1,078)	3
Interest	0	(6,012)	(6,012)	(5,536)	476	4
Depreciation	0	(8,544)	(8,544)	(8,544)	0	
Capital Expenditure Funded by HRA	0	0	0	0	0	
Other Income & Expenditure	29	(76)	(48)	24	72	
	<hr/> <u>29,939</u>	<hr/> <u>(29,106)</u>	<hr/> <u>834</u>	<hr/> <u>852</u>	<hr/> <u>18</u>	
Working Balance at 1 April 2021			14,889	15,594	704	
Add Surplus / (Deficit)			<u>834</u>	<u>852</u>	<u>18</u>	
Projected Working Balance at 31 March 2022			<u>15,723</u>	<u>16,445</u>	<u>722</u>	

**Notes:**

At the end of quarter 3 the overall HRA forecast revenue outturn is largely in line with the net budget showing a small surplus of £18k. However underlying this performance there are a number of material variances that overall largely cancel each other out.

1. There is a shortfall in rental income for dwellings and garages largely down to a number of factors including an increase in voids and impact of the large number of new dwellings available to let coupled with the impact of COVID-19 on relets and the changing desirability and demand for certain property types. There has also been an increase in tenant arrears of £49k since the beginning of the year, with overall arrears (current and former tenants) now standing at £835k that will be reflected in the bad debt provision at year end.
2. There are a large number of factors behind the projected underspends on Housing General and Special, the key variations include a number of one off amounts of £250k representing compensation, returned deposits and the impact of capital adjustments; an underspend on employees of £161k due to staff vacancies; an underspend of £151k on the purchase of equipment, and an underspend of £147k on professional and consultancy.
3. The large variance on repairs is largely down to a review of the ability of the council to capitalise certain types of expenditure. This has resulted in a reduction in capital spend offset by an increase in revenue spend. This is coupled with an increase in demand led activity such as an increase in voids and in compliance testing.
4. The underlying need to borrow to finance the capital programme has reduced in line with the current reduction in anticipated spend, this coupled together with larger HRA cash balances. ...



**Housing Revenue Account**  
**Capital 2021/22**

	HRA Capital Programme			
	Budget	Forecast Outturn	Variance	Notes
	£'000	£'000	£'000	
<b>Housing Major Works</b>	(5,878)	(4,520)	1,358	1.
<b>Improvements and Conversions</b>	(1,531)	(1,016)	515	
<b>Other Capital Spend</b>	(3,231)	(1,032)	2,199	2.
<b>New Build Programme</b>	(17,762)	(7,328)	10,434	3.
	<b><u>(28,402)</u></b>	<b><u>(13,896)</u></b>	<b><u>14,506</u></b>	

Notes

The overall forecast outturn on the HRA capital Programme is now £13.896m against a revised budget of £28.402m, an underspend of £14.506m.

1. The review of major works expenditure mentioned above has led to spend being redirected to revenue if it does not meet the requirements to be capitalised, again this is coupled with together with delays caused by biodiversity issues and material shortages caused by ongoing supply chain issues.
2. Other capital spend includes budgets for Fire Safety, Climate Change and Sewage Treatment Works. The Fire Safety spend is for the provision of new doors for leaseholders and is still on course for completion by 31/3/2024. Delays due to procurement and officer resources have impacted on the ability to mobilise spend on climate change. The sewage treatment works budget contained provision for the purchase of a new sewage vehicle, the lead in time for this has now been established as 18 months plus and there are currently supply chain and procurement issues affecting this spend.
3. The current forecast for New Homes is now an underspend of £10.436m on the revised budget. This is largely down to slippage from the delayed start of the Winnall project (£4.0m), an emerging underspend on the approved budgets for the Valley (£1.0m), and on Hookpit (£0.2m), where final costs are still awaited, as well as other small variances elsewhere within the programme. In addition the Council's agreement to purchase the North Whitely site for (£4.2m) is now considered to be a payment in advance and is no longer recorded in 20-21 as capital expenditure. This spend will now be recognised as phases are completed and handed over to the council in future years.

### Strategic Key Performance Indicators

The following table presents an update against the strategic key performance indicators that were approved by cabinet on 21 May 2020 (report CAB3230 refers).

The availability of the data for each KPI is often from sources external to the council and varies from quarterly, annually and biennially. Where the data is available at annual intervals, this will usually be reported after the end of each financial year.

For ease of reading, the KPIs with quarterly data have been moved to the top of the table followed by KPIs with less frequently available data.

A column has been added to the table below to capture the impact and effect that the COVID-19 pandemic is having or will have on the performance data for the year.

#### RAG Parameters:

This performance indicator is on target

This performance indicator is below target but within 5% of the target

This performance indicator is below target by more than 5%

Ref	What we want to achieve	KPI Definition	Cabinet Member	Polarity	Previously Reported Data	Q3 (20/21)	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	Q3 (21/22)	R A G Status	KPI Target 2021/22	Impact of COVID-19 - update
<b>QUARTERLY KPIs</b>													
<b>Tacking Climate Emergency</b>													
TCE02 Reduced levels of waste and increased recycling, exceeding national targets													
TCE02	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of household waste sent for reuse, recycling and composting	Economic Recovery	Higher = better	20/21 audited figure 40.5 %, 2nd highest in Hampshire (2019/20) unaudited 38.1%	40.4%	37.1%	42.9%	43.8%	40.6%	Unaudited and subject to change	Increase against 2019/20 outturn	Main collection services maintained despite COVID-19. Volume of waste increased.
TCE03	Reduced levels of waste and increased recycling, exceeding national targets	Kgs of domestic residual waste collected per household	Economic Recovery	Lower = better	449kg (2019/20) unaudited audited fig for 20/21 475kg best figure in Hampshire	115,41kg	121.04 kg	118.7 kg	115.4kg	114.2kg	Unaudited and subject to change	Reduction against 2019/20 outturn	Main collection services maintained despite COVID-19. Volume of waste increased
TCE06	Increased opportunities for active travel	Proportion of visitors using parking sessions in each of three main areas of parking, central, inner, and outer	Economic Recovery	Higher = better	<u>2019/2020</u> Centre 63.50% Inner 21.00% P&R 15.50% <u>2020/2021</u> Centre 73.50% Inner 16.50% P&R 10%	Centre 73% Inner 17% P&R 10%	Centre 71% Inner 16% P&R 13%	Centre 73.5% Inner 16.7% P&R 9.7%	Centre 71.9% Inner 17.4% P&R 10.7%	64% central, 16.8 park and walk, 19.2 Park and ride	Not applicable	To be developed	All parking patterns substantially affected and overall demand greatly reduced. Use determined by Tier/lockdown status
<b>Living Well</b>													
LW03	A wide range of physical and cultural activities for all ages and abilities	Number of users of the Winchester Sport & Leisure Park	Communities & Wellbeing	Higher = better	N/A – new indicator	N/A	N/A	54,334	169,493	153,561	500,000	Centre opened on 29 May with Government COVID-19 restrictions in place until July 2021. It is estimated that	Centre opened on 29 May with Government COVID-19 restrictions in place until July 2021. It is estimated that

Ref	What we want to achieve	KPI Definition	Cabinet Member	Polarity	Previously Reported Data	Q3 (20/21)	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	Q3 (21/22)	R A G Status	KPI Target 2021/22	Impact of COVID-19 - update
													it will take 18 months for usage levels to return to their original pre-Covid-19 forecast.
<b>Homes for All</b>													
HA06	Diverse, healthy and cohesive communities - not just homes	No. of new homes started or in progress / completed	Housing & Asset Management	Higher = better	Started 121 Completed 21	No change	Started 121 Completed 28	Started 0 Completed 112	Started 0 Completed 0	Started 129 Completed 0	Not applicable	Complete 121 Start 85	Starts delayed due to material shortages and project cost inflation
<b>Vibrant local economy</b>													
VLE13 (a)	Increased opportunities for high quality, well-paid employment across the district	% of procurement spend with local suppliers – Revenue spend	Economic Recovery	Higher = better	21.99% (19/20) 24.50% (20/21)	22.21%	27.02%	16.67%	23.70%	19.50%	Red	Min 25% Revenue	An increase in agency staff from national firms to address vacancies/staff turnover
VLE13 (b)	Increased opportunities for high quality, well-paid employment across the district	% of procurement spend with local suppliers – Capital spend	Economic Recovery	Higher = better	46.60% (19/20)	39.18%	38.67% Q4 34.76% 20/21	75.85%	48.28%	49.72%	Green	Min 25% Capital	No identified impact
<b>Your Services, Your Voice</b>													
YSYV04	Improved satisfaction for our services	Percentage of upheld complaints	Finance & Service Quality	Lower = better	59% 2019/20 51% 2020/21	48%	41%	51%	42%	66%	Yellow	≤ 51% (average for 2020/21)	No identified impact
YSYV05		No. of valid Ombudsman complaints	Finance & Service Quality	Lower = better	1 2018/19 2 2019/20 0 2020/21	0	0	0	0	1	Yellow	0	No identified impact
YSYV06	High accessibility and usage of our services	Availability of WCC critical infrastructure services excluding planned downtime - email - storage - telephony - document management system(s)	Finance & Service Quality	Higher = better	2019/20 Email 100% Storage 100% Telephony 99.5% DMS 100% 2020/21 Email 100% Storage 100% Telephony 97.93% DMS 100% Email 100% Storage 100% Telephony 98.18% DMS 100%	100% Storage 100% Telephony 97.76% DMS 100%	100% Storage 100% Telephony 97.96% DMS 100%	Email 100% Storage 100% Telephony 99.52% DMS 100%	Email 100% Storage 100% Telephony 99.71% DMS 100%	Green	≥ 99.5%		No identified impact
YSYV07	Improved satisfaction for our services	Efficient waste collection services - missed bin collection report	Finance & Service Quality	Lower = better	AWC Q4 2019/20 68.89 per 100k bin collections AWC Q1 2020/21 57.79 per 100k bin	AWC 46.91 per 100k bin collections	AWC 36 per 100k bin collections	AWC 55.7 per 100k bin collections	AWC 36/100k bin collections	Not applicable	Contract compliance		No identified impact

Ref	What we want to achieve	KPI Definition	Cabinet Member	Polarity	Previously Reported Data	Q3 (20/21)	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	Q3 (21/22)	R A G Status	KPI Target 2021/22	Impact of COVID-19 - update
					collections								

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
<b>ANNUAL/ BIENNIAL KPIs</b>												
Tacking Climate Emergency												
TCE01	Winchester City Council to be carbon neutral by 2024	WCC carbon emissions	Climate Emergency	Place / Economy & Community	Annual	Lower = better	4268 tCO2e (Like for like reduction of 11.7%)	Data expected Jan 2022	See notes	Target for 2020/21 3201 tCO2e (-25%) Target for 21/22 2134 tCO2e	Data for 2020/21 expected Jan 2022	Awaiting data for 20/21, which we anticipate will show positive impact as staff work from home and leisure centre closed for several months
TCE04	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of recycling waste contaminated	Economic Recovery	Services / Regulatory	Annual	Lower = better	13.33% contamination from 43 samples. 2 <sup>nd</sup> best of Hampshire authorities	16.33% from 61 samples. 5 <sup>th</sup> best in Hants, and below average of 17.54%	See notes	Reduction against 2018/19 outturn - 13%	Data for 2021-22 is expected in Summer 22	Main collection services maintained despite COVID-19. Volume of waste increased.
TCE05	Everything most residents need should be in reach by foot, bike or public transport	No. bus users	Economic Recovery	Place / Head of Programme	Annual	Higher = better	4.2m passenger journeys in the year 2019 in Winchester and surrounding area (Stagecoach figures).	2020 patronage figs severely distorted	2m passenger journeys in the year 2021 in Winchester and surrounding area (Stagecoach figures).	target to be considered in line with WMS and in Liaison with HCC	Data is collected at the end of each calendar year. Figures for 2022 will be reported in January 2023	With the ongoing Work From Home directive of many organisations whose staff use the P&R, the large reduction in passenger figures, especially P&R passengers, seen in 2021 is not unexpected. In addition, the first three months of 2021 were lockdown, and before Christmas, passenger figures went backwards again for Omicron.
TCE07	Everything most residents need should be in reach by foot, bike or public transport	Traffic movement into Winchester	Economic Recovery	Services / Head of Programme	Annual	Lower = better	Average daily traffic flows (HCC source) St Cross Rd 13,500	2020 traffic flows severely distorted	Average daily traffic flows (HCC source) St Cross Rd 11,000	target to be considered in line with WMS and in Liaison with HCC	Data is collected at the end of each calendar year. Figures for 2022 will be reported in	Reduced impact as people started to return to work / shop / visit the city

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
							Stockbridge Rd 7,300 Andover Rd (N) 12,000 St Cross Rd 9300 NB 2020 traffic figs severely distorted		Stockbridge Rd 6,130 Andover Rd (N) 9,800		January 2023	
TCE08	The Winchester district to be carbon neutral by 2030	District carbon emissions - annual report - year on year reduction	Climate Emergency	Services / Economy & Community	Annual	Lower - better	<u>2017/18</u> 617,000 tCO2e (1.9% reduction)	<u>2018/19</u> 603,000 tCO2e (2.3% reduction)	See notes	548,182 tCO2e (2020 figures)	Data released annually 2 years in arrears <b>2019/20 due Sept 2022</b>	2-year data lag means we won't see extent of impact until 2023
TCE09	The Winchester district to be carbon neutral by 2030	Produce Local Plan - plan adoption	Climate Emergency	Services / Regulatory	Annual	N/A	N/A – new indicator Evidence base being developed.	Consultation on Strategic Issues and Priorities took place for 8 weeks and closed 12/4/21 .	Representations collected to the end of April 21 have been analysed & reported to the Local Plan Advisory Group on the 13 <sup>th</sup> December 2021. This information is being used to help inform the Draft 18 Local Plan	Deliver Plan to adoption in accordance with Local Development Scheme which was updated on the 21 <sup>st</sup> July 2021.	Update expected <b>January 23</b>	No significant impact apart from the fact that Strategic Issues & Priorities consultation was undertaken online. Over 2,200 representations were submitted as Local Plans teams had to adapt to new ways of engaging.
TCE10	Our district's extensive natural habitats safeguarded and enhanced	Deliver 80% of actions in the approved annual action plan - percentage completed	Climate Emergency	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	Biodiversity Plan approved by cabinet January 2021 and launched in February 2021. 10% completed as at 31.03.21	Currently at 86% delivered	Deliver 80% of actions included in BAP	Update expected <b>March 22</b>	No significant impact.

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
TCE11	Our district's extensive natural habitats safeguarded and enhanced	Number of trees planted per year	Climate Emergency	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	398 trees planted in 20/21 planting season	Data not yet available	100 trees planted	<b>Numbers will be reported at the end of each financial year</b>	No significant impact to date.
TCE12	The Winchester district to be carbon neutral by 2030	Number and percentage of all parish councils (Inc. Town Forum) that have local carbon reduction action groups / campaigns	Climate Emergency	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	4%	Data not yet available	25%	<b>Updated annually after the end of each financial year</b>	New indicator – no impact
TCE13	The Winchester district to be carbon neutral by 2030	Number of people participating in carbon reduction event per year	Climate Emergency	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	2457	Data not yet available	2703	<b>Updated annually after the end of each financial year</b>	New indicator - no impact
TCE14	Clean air, more ambitious than national targets	Improvement trends in nitrogen dioxide and particulates, with the intent of complying with national mandatory standards	Climate Emergency	Services / Regulatory	Annual	Lower = better	St Georges St 2018: 41µg/m³ 2019: 39µg/m³ (First 6 months only) Chesil St & Romsey Rd 2018: 47.5µg/m³ 2019: 47.2µg/m³ (First 6 months only)	2020 Data St Georges St 26.9µg/m³ Romsey Road 40.8 µg/m³ (Note: 2020 data is atypical as 'Covid' Year	Data expected to be validated and informing 2021 ASR in June 22	Review extent of AQMA & update the AQAP in light of 2021 data with Cabinet report recommendations expected in Autumn of 2022. Also to consider whether to set revised standards higher than statutory requirements taking into account new WHO recommended standards. NB: Government required to amend national PM <sub>2.5</sub> standards by Oct 2022.	<b>Annual Status Report (ASR) to be submitted to DEFRA June 2022.</b> Air Quality Supplemental Planning Document now adopted by Cabinet, will commence active implementation in April.	Levels of traffic reduced with corresponding impact on air quality in the town centre (to be quantified). NB: COVID-19 has impacted this year's data set for 2020
	<b>Living Well</b>											
LW01	Reduced health inequalities	Inequality in life expectancy at birth (male)	Communities & Wellbeing	Place / Economy & Community	Annual	Lower = better	2018 – 5.8 years 2019 – 5.9 years	Data not yet available	Data not yet available	≤ 5.8 years	Data has not been released by ONS. Review date unknown	Relevant data not yet available from ONS.
LW02	Reduced health inequalities	Inequality in life expectancy at birth (female)	Communities & Wellbeing	Place / Economy & Community	Annual	Lower = better	2018 – 6.4 years 2019 – 4.6	Data not yet available	Data not yet available	≤ 6.4 years	Data has not been released by ONS. Review	Relevant data not yet available from ONS.

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
							years				date unknown	
LW04	A wide range of physical and cultural activities for all ages and abilities	Percentage of adults participating in 150+ minutes of sport or physical activity per week within the Winchester district	Communities & Wellbeing	Place / Economy & Community	6 Monthly	Higher = better	June 2018 – May 2019 72.6%  Dec 2018 – Nov 2019 71.4%	June 2019 - May 2020 70.5%  Dec 2019 – Nov 2020 71.0%	June 2020 - May 2021 71.7%	71.0%	Data is measured from June to May and from December to November each year. Time lag for receiving data. Next update for year to Nov 2021 is due <b>March 22</b>	Activity levels remained fairly constant during lockdown and are now increasing.
LW06	A wide range of physical and cultural activities for all ages and abilities	Increase participation in the Cultural Network in order to strengthen engagement with and support of the arts and cultural sector working collaboratively to strategically develop the offer	Communities & Wellbeing	Place / Economy & Community	Annual	Higher = better	23 organisation s	23 organisation s	Data not yet available - see notes	+10%	Data collected at the end of each financial year. Next update for 2021/22 figures due <b>May 22</b> , however as at 28/07/21 <b>30 organisations</b>	No identified impact
<b>Homes for All</b>												
HA01	All homes are energy efficient and affordable to run	% of all WCC homes achieving energy efficiency rating of C or above	Housing & Asset Management	Services / Housing	Annual	Higher = better	60%	62.27%	Data not yet available	66%	Next update due <b>May 22</b>	None identified
HA02 a	All homes are energy efficient and affordable to run	% all new homes in the district achieving energy efficiency rating of C or above	Housing & Asset Management	Services / Housing	Annual	Higher = better	96.48%	96.54%	Data not yet available	100%	ONS Data available retrospectively each November. Next update due <b>Nov 2022</b>	None identified
HA02 b	All homes are energy efficient and affordable to run	% ALL homes in the district achieving energy efficiency rating of C or above	Housing & Asset Management	Services / Housing	Annual	Higher = better	New dataset from ONS started 2020	Owner Occupier 34.25% Private Rented 36.82% Social 61.71% Total: <b>48.10%</b>	Owner Occupier 34.25% Private Rented 36.82% Social 61.71% Total: <b>48.10%</b>	Data not yet available	60% by 2028 Improvements should become evident as the law changes for private landlords	ONS Data available retrospectively each November. Next update due <b>Nov 2022</b>
HA03	Diverse, healthy and cohesive communities - not just homes	No. of domestic properties in the district, previously No. of households in district (all tenures)	Housing & Asset Management	Services / Finance	Annual	Higher = better	54,017	54,584	Data not yet available	Trend data for monitoring only	Data collected in March each year	None identified
HA04	No one sleeping rough except by choice	No. of rough sleepers	Housing & Asset Management	Services / Housing	Annual	Lower = better	N/A	7	3	Trend data for monitoring only	Rough Sleepers count was conducted on the 10.11.2021. 3	Governments directive to get 'Everyone in' in response to COVID-19 meant anyone rough

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
											were found (2 were from out of area). All 3 have now been accommodated.	sleeping was offered accommodation. Financial implications - increased use of B&B, lease of a supported housing property.
HA05	Diverse, healthy and cohesive communities - not just homes	1000 new homes planned (10 year supply). No. completed each year, commencing 2021/22	Housing & Asset Management	Services / Regulatory	Annual	Higher = better	N/A	N/A	Data not yet available	1000 over 10 years	New indicator decided in March 21. Next update in <b>May 22</b>	None detected to date, but economic downturn may impact housing delivery
HA07	Diverse, healthy and cohesive communities - not just homes	WCC housing stock, directly owned, housing company	Housing & Asset Management	Services / Housing	Annual	Higher = better	N/A – new indicator	0	Data not yet available	Complete 5 new houses	Delay to launch of Housing Company	Completions delayed. Less general fund capital investment in the company.
<b>Vibrant local economy</b>												
VLE01	Increased opportunities for high quality, well-paid employment across the district	No. of business enterprises in professional / technical sectors	Economic Recovery	Place / Economy & Community	Annual	Higher = better	21.3%	21%	20.6%	Trend data for monitoring only	Data collected each January	No discernible change in trend revealed in the data so far
VLE02	Increased opportunities for high quality, well-paid employment across the district	Close the gap between workplace earnings and residents' earnings	Economic Recovery	Place / Economy & Community	Annual	Lower = better	£105.4	£52.9	£63.6	Trend data for monitoring only	Data collected each January	Economic downturn likely to have an impact
VLE03	Increased opportunities for high quality, well-paid employment across the district	Productivity measure – gross value added (GVA) per head	Economic Recovery	Place / Economy & Community	Annual	Higher = better	£39,714	ONS has not released data	See notes	Trend data for monitoring only	Data collected each January	Insufficient data available to judge the impact.
VLE04	New offices and workspaces meet changing business needs and are located in areas with sustainable transport links	Amount of floor space developed in market towns (planning approvals) – Data is not recorded for this specific measure, see notes	Economic Recovery	Services / Regulatory	Annual	Higher = better	Data not available	Data not available	See notes	To be developed, Refer to Planning team	<b>Data is not readily available in this format</b>	Economic downturn may affect delivery of new floor space.
VLE05	More younger people choose to live and work in the district	Percentage of residents aged 25-35 years old	Economic Recovery	Place / Economy & Community	Annual	Higher = better	ONS Data mid-2018 11.4%	ONS Data mid-2019 12.5%	ONS Data mid 2020 10.6%	Trend data for monitoring only	next update <b>Jan 22</b>	May decrease if fewer job opportunities exist for young people
VLE06	A shift to a greener, more sustainable economy	No. of businesses engaged on carbon reduction measures/projects	Economic Recovery	Place / Economy & Community	Annual	Higher = better	Figures not yet available	Figures not yet available	See notes	Baseline to be set when data available	Data will be collected at year end after the re-launch of the Sustainable Business Network. Update expected <b>April 22</b>	COVID restrictions have resulted in far fewer opportunities for engagement.
VLE07	A shift to a greener, more sustainable	Crowd funder grants offered for green	Economic Recovery	Place / Economy &	Annual	Higher = better	N/A – new indicator	Launched 15/6/20	1 Grant of £1500 paid	To be developed	<b>Data will be updated after</b>	No identified impact

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
	economy	projects		Community					to food recycling project		the end of Q4 and then annually at Year End going forward.	
VLE08	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer	Visitor stay length increasing	Economic Recovery	Place / Economy & Community	Annual	Higher = better	2.6 days domestic 6.7 days overseas	0.25m bednights (domestic) 0.13m bednights (international)	See notes	Trend data for monitoring only	2021 data will be available in Q3 of 2022	Likely to reduce due to a downturn in visitors staying overnight
VLE09	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer	Visitor spend increases	Economic Recovery	Place / Economy & Community	Annual	Higher = better	£263.4m	£87.4m spent by tourists during their visit to the area (2020)	See notes	Trend data for monitoring only	2021 data will be available in Q3 of 2022	May increase as more staycation visitors to the district
VLE10	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer)	Value of tourism to the economy increases	Economic Recovery	Place / Economy & Community	Annual	Higher = better	£339m	£112.8m spent in the local area as a result of tourism (2020)	See notes	Trend data for monitoring only	2021 data will be available in Q3 of 2022	May increase as more staycation visitors to the district
VLE11	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer)	Deliver tourism marketing activities alongside sector and key stakeholder engagement to influence Winchester's competitive position comparative with the South East and all of England, strengthening the number of trips to Winchester	Economic Recovery	Place / Economy & Community	Annual	Higher = better	5.05m trips	3.8m trips (2020)	See notes	Trend data for monitoring only	2021 data will be available in Q3 of 2022 Individual campaign activity impact is contained in narrative of quarterly reports Q4 report will include an annual summary	No identified impact
VLE12	Increased opportunities for high quality, well-paid employment across the district	Business support service - percentage of businesses using the service seeing an increased turnover, improved efficiency or progression to a more sustainable business module. Service currently contracted to June 2021	Economic Recovery	Place / Economy & Community	Annual	Higher = better	New outcome based KPI for 2020/21. Previous data collected against different KPI	88%	See notes	50%	88% of businesses using the service saw an increased turnover, improved efficiency or progression to a more sustainable business module over the two years of the contract.	Increase in use of business support service during COVID-19 pandemic

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
YSYV01	Improved satisfaction for our services	Residents' Survey – satisfaction with the way the council runs things	Finance & Service Quality	Resources / Strategic Support	Biennial	Higher = better	79%	N/A	Data not yet available	≥ 79%	Survey due to be carried out in spring 2022	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction
YSYV02		Tenants' Survey – satisfaction with the overall service provided by the council	Finance & Service Quality	Services / Housing	Biennial	Higher = better	87%	N/A	Data not yet available	≥ 87%	Survey not carried out in 2021	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction
YSYV03	Good value compared to other similar authorities	Residents' Survey – percentage of residents who agreed the council provides value for money	Finance & Service Quality	Resources / Strategic Support	Biennial	Higher = better	65%	N/A	Data not yet available	≥ 65%	Survey due to be carried out in spring 2022	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction

## **BAR END DEPOT** **HIGHLIGHT REPORT**

**LEAD CABINET MEMBER:** Cllr Kelsie Learney

**PROJECT SPONSOR:** Richard Botham

**PROJECT LEAD:** Geoff Coe

**PROJECT TIER:** 1

**DATE:** Quarter 3 (October - December 2021)

**Project description and outcome:**

Preparation for appointment of Selling Agent and Site Disposal.

**Project update summary:**

Project RAG Status:	Timeline	Budget
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This project is currently in Stage 1: Feasibility

CAB3268 approved the marketing of the site and gave delegated authority to the Strategic Director in consultation with the Cabinet member to take all appropriate action to initiate and complete the marketing of the Bar End Depot site for best consideration, based on the development framework and planning guidance note appended to the report. The intention is to host a public drop-in event on 8 March to invite the community to feedback on the intention to market the site.

<span style="background-color: green; width: 10px; height: 10px; display: inline-block;"></span>	"Normal level of attention". No material slippage. No additional attention needed
<span style="background-color: yellow; width: 10px; height: 10px; display: inline-block;"></span>	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
<span style="background-color: red; width: 10px; height: 10px; display: inline-block;"></span>	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

**PROJECT GATEWAYS – Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:**

	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Documents
<b>Stage 0: Concept</b>						
<b>Stage 1: Feasibility</b>	7	Nov 2020	April 2022	April 2022	Appointment of Selling Agent	
<b>Stage 2: Design</b>						

<b>Stage 3: Plan for Delivery</b>							
<b>Stage 4: Delivery</b>							
<b>Stage 5; Handover &amp; Review</b>							

### UPCOMING MILESTONES FOR PROJECT STAGE

Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Feasibility	March 2021	April 2022	Appointment of Selling Agent	
Feasibility		March 2022	Public consultation	

### BUDGET PERFORMANCE

REVENUE	Prior Years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Budget</b>	10	0	0	0	0	0	10
<b>Spend</b>	0	10	0	0	0	0	10
<b>Unspent budget</b>	10	-10	0	0	0	0	0
<b>Forecast</b>	0	10	0	0	0	0	10
<b>Variance to budget</b>	10	-10	0	0	0	0	0

**Total Revenue spend to date**



## CARBON NEUTRAL PROGRAMME HIGHLIGHT REPORT

**LEAD CABINET MEMBER:** Cllr Hannah Williams  
**PROJECT SPONSOR:** Dawn Adey  
**PROJECT LEAD:** Susan Robbins  
**PROJECT TIER:** 1  
**DATE:** Quarter 3 (October - December 2021)

### **Project description and outcome:**

In June 2019, the Council declared a 'Climate Emergency' and to commit to the aim of making activities of the City Council carbon neutral by 2024, and the District of Winchester carbon neutral by 2030. In December 2019, the Council approved the [Carbon Neutrality Action Plan](#) sets out a number of priority actions that will help address nearly all the Council's carbon emissions by 2024 and contribute to reducing emissions district-wide by 2030.

Project RAG Status:	Timeline	Budget
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### **Programme update summary:**

- Various works underway towards the aim of a carbon neutral council by 2024, including energy efficiency works to City Offices scheduled for early 2022.
- Further projects and research, some involving other stakeholders, towards the aim of a carbon neutral district by 2030. This includes an investigation into the feasibility of solar farm on council-owned land.
- District-wide programme of community engagement underway and ongoing behaviour change campaign commenced.
- Updated council carbon footprint report expected January 2022 to show progress during the year to end of March 2021.
- The main risks to this programme is the timescales. The risk register and progress on the programme is regularly reviewed and managed by the Carbon Neutrality Programme Board and the Implementation Group.

<span style="background-color: green; width: 10px; height: 10px; display: inline-block;"></span>	"Normal level of attention". No material slippage. No additional attention needed
<span style="background-color: yellow; width: 10px; height: 10px; display: inline-block;"></span>	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
<span style="background-color: red; width: 10px; height: 10px; display: inline-block;"></span>	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

**PROGRAMME DETAIL – Moving from one Gateway to another is actively managed by the Project Teams, escalating if necessary**

Proportion of projects or activities within each priority sector (Council Carbon Footprint) by RAG status:



#### COUNCIL CARBON FOOTPRINT:

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
TRANSPORT	Introduce electric pool cars	1500		2	TBC	TBC		This was not progressed due to COVID-19 restrictions. It is now on hold pending the return of staff to the office where after demand can be established.
	Pilot use of electric refuse freighter and/or P&R bus		286	N/A	2022	Campbell Williams / Andy Hickman	Early 2022 - recruitment of Sustainable Transport Officer	Potential bus pilot project in 2020 not progressed as result of COVID-19.  In discussion with EBC to learn from their pilot with electric refuse vehicles.
	Ultra low or zero emission council vehicles		52	100%	2024	David Howarth	Early 2022 - Three new electric vehicles for Neighbourhood Services	council fleet currently ultra-low or zero emission - Neighbourhood Services – 2/5

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	Refuse and bus fleet converted to minimum EURO6 standard						See Air Quality Action Plan highlight report	Special Maintenance – 1/10  Two new fully electric vehicles being used by Biffa to supervise delivery of the waste service across Winchester.
			361	100%	COMPLETE	Campbell Williams /Andy Hickman		Bus fleet already all at Euro6 standard.  New waste contract allows for trial of electric vehicle but full electric fleet won't be possible until the contract expires in 2028.
	Increased home working / remote working		197	N/A	2024	CHo IMT / Robert O'Reilly	Feb 2022 – council carbon footprint report for 2020/21  Mar 2022 – staff travel survey	2021 staff travel survey results show staff working from home increased from 3% to 78% during 2021, which should result in approx. 1/3 reduction (of 657 t CO2e) in 2020/21.  Some elements of the new ways we have had to work because of COVID-19 over the last 2 years clearly have benefits and as we move our way out of the pandemic we will look to review ways of working to seek to ensure ongoing benefits are realised – this can include the benefits

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
								of reduced commuting.
HOUSING / PROPERTY	Re:Fit programme to retrofit corporate property	420	600	N/A	2022	Graeme Todd	April until July 2022 – replacement of windows in City Offices	£257k grant secured for decarbonisation of City Offices and public conveniences. Enabling works commenced. £22k grant secured for Guildhall and West Wing decarbonisation feasibility study. BREEAM excellent accreditation awarded to Winchester Sport and Leisure Park. Re:Fit programme paused in favour of property-by-property, in-house approach.
	Energy efficiency measures in communal areas of council sheltered housing schemes			N/A	2022	Andrew Kingston	2022 - Energy audit of top 8 sites to be commissioned.	Cabinet approved £187k (March 21) to address energy efficiency of communal areas in sheltered/communal housing schemes. Approx. 85% have now been converted to LED lighting and work to remaining property is ongoing.
ENERGY	Source electricity purchased by the council from renewable sources	1780	898	100%	COMPLETE	Graeme Todd	N/A	New green energy tariff signed up April 2020.

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	Solar panels on council owned sites		66	N/A		Steve Lincoln  Andy Hickman	January 2022 - Solar panels to be installed on the <b>Biffa depot</b>  Early 2022 – Vaultex completion, including PV panels to power EV points	£38k grant secured for solar panels at the <b>Biffa depot</b> - 11tco2e.  400 solar panels on <b>WSLP</b> will provide enough energy to power the main swimming pool hall for 21.5 hours a day - 55tco2e
	Purchase/lease only highly energy efficient / low carbon technologies / materials, electrical equipment and appliances		N/A	100%		Amy Tranah		Procurement and Contract Management Strategy 2020-25 requires a minimum of 10% to environmental and social value to be included in tender evaluation criteria.
			13.10	N/A	COMPLETE	Ellen Simpson	See Transformation highlight report Jan 2021	Positive climate change efficiencies as a result of the Transformation programme, however the programme has been cancelled because of

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
								budget constraints.
		<b>3700</b>	<b>2473</b>					

## DISTRICT CARBON FOOTPRINT:

District Strategic Project Overview								
Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
TRANSPORT	Expanded network of EV charging points	287000		34	COMPLETE	David Ingram	Early 2022 – Vaultex completion, including 16 EVCPs powered by solar PV	41 EVCP installed to date: <ul style="list-style-type: none"> <li>• 33 now installed at council car parks (Alresford Station car park outstanding).</li> <li>• 4 installed at WSLP</li> <li>• 4 installed at Guildhall yard</li> </ul> UoS research identified list of 28 optimal EV charging point locations across the Winchester District.
	Private charging facilities in new commercial and housing developments					Graeme Todd Andy Hickman	Late spring 2022 – Install of 5 EVCP at Cipher House	All new council housing developments will have EVCPs, including 4 completed in June 2021 at the Valley in Stanmore.  Possible changes to building regulations requiring private charging facilities in new developments from 2025.

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	Winchester Movement Strategy					Andy Hickman	See Winchester Movement Strategy highlight report October 2021	
	Require buses and taxis to be low emission / alternative fuel vehicles			100%	2030	Dave Ingram	N/A	Currently 1 licensed electric taxi.  Taxi licensing policy approved by Cabinet Nov 20 to encourage uptake of EV taxis (and reducing emissions).
	Increase Park & Ride capacity			300	2021	Andy Hickman / Dan Lowe	Early 2022 - Opening of Vaultex P&R	£5.6m secured to develop decked car park at Vaultex site to provide 287 additional car parking spaces.
	Smart mobility projects especially at Park & Ride sites and key gateways			N/A	2021	Andy Hickman		Solent Transport and HCC investigating potential for mobility hub in Winchester.  WMS freight work stream will promote and seek to develop e-cargo solutions in the city.  New cycle lockers installed at park and ride sites.
	Implement differential charging for low emission vehicles in council car parks					Campbell Williams	See Air Quality Action Plan highlight report - October 2021	New 'pay by phone' contract makes this possible.

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	Expand and enhance public transport services					Andy Hickman	Late 2021 - Engage with BID and My Journey team for Winchester on workplace travel planning. Early 2022 - recruitment of Sustainable Transport Officer	Not presently active, this was to be funded through the parking and access strategy. Income levels very low at present compared to pre-COVID-19.
HOUSING / PROPERTY	LEAP programme to facilitate energy efficiencies in homes	193400	67000  (UoS research, 2021)			Kevin Reed		151 applicants to LAD to date in Winchester, with 38 installations completed: <ul style="list-style-type: none"><li>• 21 Park Home external wall insulation (of which 8 have also received under-floor insulation)</li><li>• 17 solar PV panels installation</li></ul> Entered consortium with Agility ECO / PCC for LAD3 funding  UoS research identified potential carbon reduction for buildings with existing EPC of 67k.
	Deliver campaigns to inspire people to reduce energy consumption					Levana Hayes	Jan 2022 - New logo for our CNAP campaign and associated material.  Jan 2022 - Winchester Food and Climate Working Group established.  Feb 2022 - Staff Green	First Climate Open Forum held in September 2021.  ITV interview with Cllr Lynda Murphy on CNAP and our targets.  Submitted nomination for Regen Green Energy Awards for the Local Energy

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
							Team to launch terracycling initiative. Feb 2022 – Second Climate Open Forum meeting	Leadership category.
	Local groups to provide support in communities			N/A		Alex Eburne		CSE work with WINACC on 12-month programme of parish engagement and fuel consumption mapping has engaged more than 60 groups and communities. WinACC hosted community engagement event with 60+ attendees. Hambledon signed up to Greening Campaign.
	Develop a council led pilot Passivhaus housing scheme			N/A	2022	Andrew Palmer	2022 – Start of development of 6 Passivhaus units at Southbrook Cottages in Micheldever September 2023 – Completion of 73 Passivhaus units at Winnall Flats	The 73 new flats at the Winnall Flats site are being built to passivhaus low energy building standard, the 3 houses to AECB standard
	All new council homes will be built to the highest efficiency standards,			100%	ONGOING	Andrew Palmer	2022 – Start of development at Tower Street	Housing Development Strategy, approved March 2021, sets outs high efficiency standards.

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
								New Homes Employers Requirements (ER's) amended to reflect no gas heating with immediate effect.  All new homes schemes reviewed and gas heating systems removed from designs.  We now receive an EPC rating for all completed units at the handover stage.  Planning permission obtained for conversion of Tower Street building to 2 flats, to Enerphit standard (refurb equivalent to Passivhaus standard). Tenders returned and being assessed.
	Local Plan update with an emphasis on low carbon housing development			N/A	2024	Adrian Fox	Sep 2022 – Draft Reg 18 Local Plan published.  See Local Plan highlight report	Carbon neutrality event hosted as part of the Strategic Issues & Priorities consultation was attended by 78 people. Consultation responses reported to the Local Plan Advisory Group.
	Retrofit of council housing stock to EPC standard C			100%	2027	Andrew Kingston	Early 2022 – commencement of programme of additional insulation to void properties	£10M over 10 years made available in HRA business plan for works to 2030. £1.25m approved for additional insulation in 21/22 to 100 properties currently

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
								subject to an EPC rating of D or below.  Retrofit Co-ordinator recruited.  Member/tenant/officer panel/forum established to assess progress and Council joined the “Net Zero Collective” partnership.  Currently registering with Elmhurst Energy and Trustmark to enable us to lodge the works undertaken under Retrofitting onto the Trustmark Government Quality Assurance Website.
ENERGY	Solar PV panels on Trinity Centre new housing	172000		N/A	COMPLETED	Gillian Knight		Trinity's Bradbury View scheme of 12 residential units opened July 2021, with £25k capital grant from council for solar panels.
	Undertake research into suitable alternatives to natural gas especially in relation to local generation potential			N/A		Alex Eburne		
	Build or invest in large scale renewable			N/A		Alex Eburne	Feb 2022 - feasibility report into potential for solar farm on council-	

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
High	generation project(s)						owned land.	
	Explore the feasibility of developing a hydrogen generating plant			N/A		Alex Eburne		Would require large scale investment and countywide collaboration.
	Engage with the district's largest businesses to reduce energy use or generate renewable energy			N/A	Ongoing	Sharmila Singh	Jan 2022 – Complete installation of solar PV panels at Marwell Zoo  Spring 2022 – commencement of LoCASE 3 programme of business energy audits.	£55k secured from Enterprise M3 LEP for Marwell Zoo  £23.9 k applied for from ERDF for business engagement and energy audits.
			67000					

*Comment on Budget:*

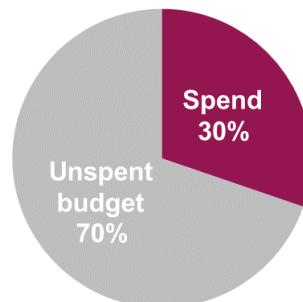
*Capital cost of £279k for third party solar in 2020-21 was delayed and projects are happening in 2021-22. Cost reduced to £138k and external funding totalling £79k secured to offset this cost.*

*Energy works to City Offices in 2021/22 (including grant of £257k) are not part of this budget.*

*Revenue budget for 2021/22 reflects entire one-off budget and any unspent will carry forward to future years.*

**BUDGET PERFORMANCE**

**Total Revenue spend to date**



<b>CAPITAL</b>	<b>Prior years</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Budget</b>	<b>6</b>	<b>218</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>724</b>
<b>Spend</b>	<b>6</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>83</b>
<b>Unspent budget</b>	<b>0</b>	<b>141</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>641</b>
<b>Forecast</b>	<b>6</b>	<b>133</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>419</b>
<b>Variance to budget</b>	<b>0</b>	<b>85</b>	<b>-30</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>305</b>

<b>REVENUE</b>	<b>Prior years</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Budget</b>	<b>105</b>	<b>781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>886</b>
<b>Spend</b>	<b>105</b>	<b>163</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>268</b>
<b>Unspent budget</b>	<b>0</b>	<b>618</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>618</b>
<b>Forecast</b>	<b>105</b>	<b>272</b>	<b>100</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>522</b>
<b>Variance to budget</b>	<b>0</b>	<b>509</b>	<b>-100</b>	<b>-45</b>	<b>0</b>	<b>0</b>	<b>364</b>

## CENTRAL WINCHESTER REGENERATION (CWR) HIGHLIGHT REPORT

**LEAD CABINET MEMBER:** Cllr Kelsey Learney

**PROJECT SPONSOR:** John East

**PROJECT LEAD:** Veryan Lyons

**PROJECT TIER:** 1

**DATE:** Quarter 3 (October - December 2021)

**Project description and outcome:**

Central Winchester Regeneration is a major regeneration project in the centre of the city. The Central Winchester Regeneration Supplementary Planning Document was adopted in June 2018. The vision is for the delivery of a mixed use, pedestrian friendly quarter that is distinctly Winchester and supports a vibrant retail and cultural/heritage offer which is set within an exceptional public realm and incorporates the imaginative re-use of existing buildings. Development within the Central Winchester Regeneration area should meet the following objectives:

1. Vibrant mixed use quarter
2. Winchesterness
3. Exceptional Public Realm
4. City Experience
5. Sustainable Transport
6. Incremental Delivery
7. Housing for all
8. Community
9. Climate change and sustainability

Project RAG Status:	Timeline	Budget
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**Project Summary:**

The CWR Development Proposals were approved at Cabinet on 10th March 2021 (CAB3281) following public consultation. The options for delivery of the CWR site were then explored through the Strategic Outline Case and the preferred delivery option, to enter into a contractual agreement with a single development partner across the defined site was approved at Cabinet on 21<sup>st</sup> July 2021 (CAB3303) and approval for officers to progress to and develop the Outline Business case was granted. The Outline Business case was developed alongside the procurement documentation and approved at Cabinet on 22<sup>nd</sup> December 2022. At Full Council on 12<sup>th</sup> January 2022 authorisation was given to initiate and conduct the procurement process for the selection of a development partner. Work is now underway to market the site, before launching the procurement process and developing the Full Business Case. A decision on the preferred bidder will be brought to Cabinet in early 2023.

Alongside this officers are also tasked with the demolition of Friarsgate Medical Centre and replacement interim public space, short term improvements to Kings Walk ground floor and surrounding public realm; whilst archaeology investigations continue across the site.

<span style="background-color: green; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	"Normal level of attention". No material slippage. No additional attention needed
<span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
<span style="background-color: red; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

**PROJECT GATEWAYS – Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:**

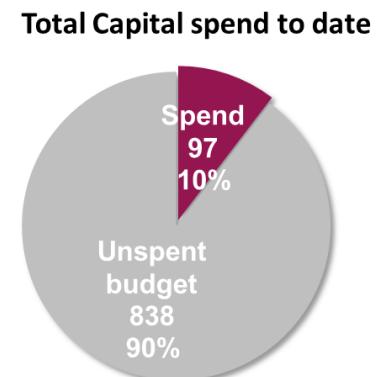
	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Documents
Roadmap Review	5	Jun 19	Sept 19	Nov-19	"Review of CWR project to inform: - Land uses / mix - Delivery options and associated timeline - Key risks, constraints and opportunities"	<a href="#">Cabinet 22 December 2021</a>
Scheme Options	6	Sept 10	Jan 20	Mar 20	Test different land uses / mix to determine priorities	
Development Proposals	3	Jan 20	Jan 20	Apr 20	Generate development framework (preferred option)	
Development Proposals & Delivery Strategy	5	Mar 20	Jul 20	Nov 20	Agree solution for bus operations and carry out soft market testing to further inform the development proposals and delivery strategy	
Delivery Strategy	13	May 20	Dec 20	July 21	Assessment of delivery models and appetite for risk and control, refinement of development proposals Approval of delivery strategy	
Market Preparation	5/6	July 21	Dec 21	Jan 22	Prepare a marketing and procurement strategy, associated documents, and the Outline Business Case.	
Market Launch	13	Jan / Feb 22	Dec 22	Mar 23	Data room set up, market launch, market engagement with potential developers and procurement process. Prepare Full Business Case	

### UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Market Launch	December 22	March 23	Approval of preferred bidder and approval of the Full Business Case	Data room set up, market launch, market engagement with potential developers and procurement process. Prepare Full Business Case
	June 2021	May 2022	Planning permission approved for FGMC demolition and interim public space	Carry out demolition of the old FGMC to enable designs for the interim public space to be progressed. Decision yet to be made regarding timing of planning application submission – likely to be next spring.
	Jan 2022	March 2022	Carry out improvements to Kings Walk ground floor and surrounding public realm	Improve the ground floor areas of Kings Walk and surrounding public realm to help create more footfall in the area and reduce issues with antisocial behaviour whilst a development partner is procured. Plans also include transforming the loading bay to create events space and activating the Iceland roof top car park. Process of appointing an architect for the designs is underway

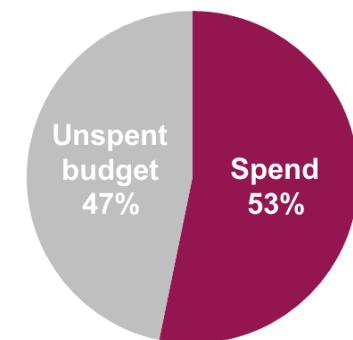
### BUDGET PERFORMANCE

CAPITAL	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	40	895	0	0	0	0	935
Spend	40	57	0	0	0	0	97
Unspent budget	0	838	0	0	0	0	838
Forecast	40	64	831	0	0	0	935
Variance to budget	0	831	-831	0	0	0	0



REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	995	1906	0	0	0	0	2,901
Spend	995	549	0	0	0	0	1,544
Unspent budget	0	1357	0	0	0	0	1,357
Forecast	995	875	1031	0	0	0	2,901
Variance to budget	0	1031	-1031	0	0	0	0

Total Revenue spend to date



## LOCAL PLAN HIGHLIGHT REPORT

**LEAD CABINET MEMBER:** Cllr Russell Gordon-Smith

**PROJECT SPONSOR:** Simon Finch

**PROJECT LEAD:** Adrian Fox

**PROJECT TIER:** 1

**DATE:** Quarter 3 (October - December 2021)

**Project description and outcome:**

In accordance with planning legislation, the council must review its Local Plan every 5 years.

The Plan is a key corporate document, as it is a statutory requirement under planning legislation to have an up to date development plan with the objective of sustainable development and setting out detailed planning policies for the management and development of land and buildings.

**Project update summary:**

Project RAG Status:	Timeline	Budget
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Consultation on the Strategic Issues & Priorities Document took place between 11th February and midnight on the 12th April 2021. The consultation period was extended to 8 weeks in recognition that the public consultation was taking place during a national lockdown. Despite the fact that the consultation took place during a national lockdown, there was a really excellent response to the public consultation (over 2,200 representations).

All of the feedback that has been received from the Strategic and Priorities consultation has now being analysed and reported to three separate LPAG meetings that took place on 27<sup>th</sup> September, 24<sup>th</sup> November and 13<sup>th</sup> December 2021. An updated Local Development Scheme (the timetable for preparing the new Local Plan) was agreed at Cabinet on the 21<sup>st</sup> July 2021.

The Strategic Issues & Priorities consultation, which was undertaken during a national lockdown between February and April last year, achieved two Royal Town Planning Institute (RTPI) awards in November 2021: 'Planning Excellence' for Plan Making and the consultation also won the overall RTPI 'Regional' award. The RTPI judges were particularly complimentary about the innovative and collaborative ways that were undertaken to the public consultation during the pandemic.

Three Local Plan design workshops took place in October/November 2021 with a range of local people, Parish Councils, developers, house builders, Consultants and architects. These events, which were facilitated by Design South East, focussed on ways that the council could potentially improve and develop the way that we currently address and approach design issues in the adopted Local Plan especially in light of recent changes to national planning guidance which emphasises more than ever the important of good design and creating beautiful places.

The feedback from the consultation and the Local Plan design workshops will be used to help inform and develop the new draft Local Plan ('Regulation 18' stage) which will be published for consultation on the new LP website [www.localplan.winchester.gov.uk](http://www.localplan.winchester.gov.uk)

	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

**PROJECT GATEWAYS – Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:**

	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Documents
<b>Stage 0: Concept</b>	28	Jul-18	Oct-20		Produce the new Local Plan Evidence base	<a href="https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2018-2038-emerging">https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2018-2038-emerging</a>
<b>Stage 1: Feasibility</b>	2	Feb - 2021	April -2021	Completed April 2021	Consultation on the Strategic Issues and Priorities document took place between Feb and April 2021 for a period of 8 weeks	<a href="https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2018-2038-emerging/local-development-scheme">https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2018-2038-emerging/local-development-scheme</a>
<b>Stage 2: Design</b>	2	Aug -2022	Sept – 2022		Consultation on the Draft 18 Local Plan	
<b>Stage 3: Plan for Delivery</b>	2	Aug - 2023	Sept -2023		Consultation on the Submission version of the LP (Reg 19)	
<b>Stage 4: Delivery</b>	-	July - 2024	Aug -2024		Adoption of the Local Plan	
<b>Stage 5: Handover &amp; Review</b>	-	Ongoing	Ongoing		Monitoring the Local Plan and start the review process at the appropriate time	

## UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Consultation on the SIP Document	21/09/2020	Feb -2021		<p>Consultation on the Strategic Issues &amp; Options Document took place from 11th February to midnight on the 12th April 2021. The consultation period was extended to 8 weeks in recognition that the public consultation was taking place during a national lockdown. Despite the fact that the consultation took place during a national lockdown, there was a really excellent response (over 2,200 representations).</p> <p>All of the feedback that has been received from the Strategic and Priorities consultation is now being used to help inform and develop the new draft Local Plan ('Regulation 18' stage) which will be published for consultation on the new LP website <a href="http://www.localplan.Winchester.gov.uk">www.localplan.Winchester.gov.uk</a></p> <p>An updated Local Development Scheme was agreed at Cabinet on 21<sup>st</sup> July 2021. Further information is still awaited on the government's proposed changes to the planning system and this monitored as and when further information is published.</p>
Consultation on the draft Reg 18 Local Plan		Aug/Sept 2022		This milestone is based on an updated timetable for preparing the Local Plan and we are currently on track to achieve this milestone.
Consultation on the submission version of the Local Plan (Reg 19)		Aug/Sept 2023		
Examination of the Local Plan		Feb/March 2024		
Adoption of the Local Plan		August 2024		

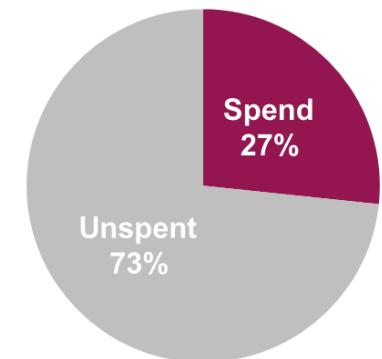
## BUDGET PERFORMANCE

REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	170	203	104	44	124	0	645
Spend	172	0	0	0	0	0	172
Unspent budget	-2	203	104	44	124	0	473
Forecast	172	193	104	44	106	0	619
Variance to budget	-2	10	0	0	18	0	26

### Budget Comments:

Work has commenced the review of the LP. On the 23rd October 2019 Cabinet, approved one-off revenue expenditure proposals for additional Local Plan resource at £160k to fund 2 x 2 year fixed term posts. A Principal Planner started work in the team but has subsequently left for another position. A permanent Principal Planner has now been appointed and started work in February. A Local Plan Action Paper has been agreed by Cabinet. Consultation on the Strategic Issues & Priorities document took place between 15th February and midnight on the 12th April 2021. Responses have been analysed and reported to LPAG. Information that has been gathered from this consultation is being used to help develop and inform the Regulation 18 LP. A new Local Plan timetable was agreed at Cabinet on the 21st July 2021.

Total Revenue spend to date



## NEW HOMES PROGRAMME HIGHLIGHT REPORT

**LEAD CABINET MEMBER:** Cllr Kelsey Learney

**PROJECT SPONSOR:** Richard Botham

**PROJECT LEAD:** Andrew Palmer

**PROJECT TIER:** 1

**DATE:** Quarter 3 (October - December 2021)

### **Project description and outcome:**

The cost and affordability of housing in Winchester District is a serious problem and there is a genuine shortage of affordable properties in Winchester. Providing affordable housing can help tackle these problems and delivering new homes is a Council priority.

The Council is constructing new affordable Council Homes and also working with Registered Providers (sometimes known as Housing Associations) to provide new affordable housing across the district.

Housing will not be built for profit; it will be to meet the needs of Winchester people who cannot afford a home of their own.

### **Programme update summary:**

Project RAG Status:	Timeline	Budget
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Updated summaries are provided against each project below.

The main risks to the programme are workforce productivity and availability, the supply of materials along with property values and economic outlook, all due to COVID-19. Both are being closely monitored.

<span style="background-color: green; width: 15px; height: 15px; display: inline-block;"></span>	"Normal level of attention". No material slippage. No additional attention needed
<span style="background-color: yellow; width: 15px; height: 15px; display: inline-block;"></span>	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
<span style="background-color: red; width: 15px; height: 15px; display: inline-block;"></span>	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

## PROGRAMME DETAIL

Project Name	No. new homes	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Upcoming Milestone	Comments
The Valley, Stanmore	77	Delivery	Apr-19	Aug-21	Denise Partleton	Completion	completed
Rowlings Road, Weeke	7	Delivery	Jan-19	Mar-21	Sarah Charlton	Completion	completed
Dolphin Road, Twyford	2	Delivery	Jun-19	Sept.-20		Completion	Completed
Southbrook Cottages	6	Design	Nov-19	Mar-23		Final Business Case – March 22	planning approval for scheme now received, planning application being prepared for additional car parking in the Close
Woodman Close, Sparsholt	5	Design	Oct-19	Aug-23		approval of planning application	Outline business case approved. Planning application submitted
Burnet Lane, Kings Worthy	35	Delivery	June 2019	Jul-21	Denise Partleton	Completion	Completed
Winnall Flats	75	Design	Apr-20	Apr-23	Debbie Rhodes	completion	Started on site Dec 21. Completion May 23
Dyson Drive, Abbotts Barton	8	Design	Jan-20	Dec-22	Deborah Sunly	Outline Business Case	Planning application being prepared for submission mid-January 22
Corner House	6	Design	Jan-20	Dec-22	Duncan Faires	Outline Business Case	Community consultation complete, design being amended to address concerns. Progress effected by staff shortages
Witherbed Lane	4	Design	Sep-19	Mar-23		Submission of planning application	Planning application was submitted but had to be withdrawn and a new application prepared due to “red line” issue
Whiteley (CAB3304 refers)	54			Mar-23		Completion	Condition purchase agreement signed Dec 21 – on site
Tower St, Winchester	2			Jul-22		Final Business Case – Jan-22	Currently subject to tender

**Moving from one gateway to another is actively managed by Project Teams, escalating if necessary**

**\*Project Gateways**

- Stage 0: Concept
- Stage 1: Feasibility
- Stage 2: Design
- Stage 3: Plan for Delivery
- Stage 4: Delivery
- Stage 5: Handover & Review

**PROGRAMME BUDGET PERFORMANCE**  
**Quarter 3 2021-22**

NEW BUILD	Revised Budget £000	Forecast Outturn £000	Actual Spend £000
Winnall Flats	8,641	4,600	856
The Valley, Stanmore	2,118	1,045	775
Small Sites/Unallocated Programme	4,250	0	0
Sites funded by 1-4-1 receipts	1,000	643	643
Hookpit, Kings Worthy	790	510	417
Wickham CLT	205	205	0
Other Schemes	757	325	105
Total	17,762	7,328	2,796

The Table above shows the material HRA New build schemes by value together with their revised budgets, forecast outturns and actual spend to date.

- Winnall Flats has experienced delays in starting on site which has led to slippage.
- The Valley is now completed and final costs are awaited.

- The Small Sites and Sites funded from 1-4-1 are unallocated budgets for funding new homes spend. Initially the deposit of £4.25m for North Whitley was to be charged here but is because of the nature of the transaction will now be funded when the scheme is completed in 2022-23.
- Hookpit Kings worthy is now completed and final costs are awaited
- The grant to Wickham CLT is dependent on a number of external events

## WINCHESTER MOVEMENT STRATEGY (WMS) HIGHLIGHT REPORT

**LEAD CABINET MEMBER:** Cllr Martin Tod

**PROJECT SPONSOR:** Dawn Adey

**PROJECT LEAD:** Andy Hickman

**PROJECT TIER:** 1

**DATE:** Quarter 3 (October - December 2021)

### **Project description and outcome:**

The City Council and Hampshire County Council are working together to deliver the aims of a long term Movement Strategy for Winchester designed to improve all forms of movement in and around the city.

### **Programme update summary:**

Project RAG Status:	Timeline	Budget
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A joint HCC/WCC members briefing was held on 27<sup>th</sup> July setting out the progress on the study work, the next steps and to update members on the Government's new Bus Strategy and the Active Travel schemes. The Bus Strategy Study is still under development.

The public have been asked for feedback on 10 next step proposals for the WMS.

In addition, study work on potential changes to the one-way system on Friarsgate, improvements for walking and cycling along Worthy Lane and the development of Walking Route 1 as detailed in the City LCWIP have commenced.

	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

**PROJECT GATEWAYS - Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:**  
**WMS - Phase 1 - Identify Options; Phase 2 - Detailed Assessment; Phase 3 - Engagement with the public**

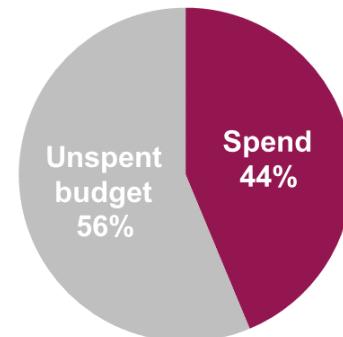
Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
Cycling and Walking Improvement Plan	Phase 1	Phase 1 study completion	Aug-19	Feb-20		Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Nov-20		None required	Review of designs based on engagement with HCC engineers, the walking group and the cycling groups	Completed. Summary Report issued.
Freight & Delivery	Phase 1	Phase 1 study completion	Aug-19	Jan-20		Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Oct-20		None required	Comments on Draft Freight and Delivery Plan to be provided	Completed. Summary Report issued.
Bus Provision	Phase 1	Phase 1 study completion	Sep-19	Mar-20		Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	Jun-20	Jan-21		None required	Continued coordination with CWR as design developed	An additional study was commissioned, resulting in delayed completion. Comments on draft completed, report to be amended. WMS Board to meet to approve. Summary Report to be issued.

Movement and Place	Phase 1	Phase 1 study completion	Sep-19	Mar-20		Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	Jun-20	Dec-20		None required	Engagement with walking and cycling groups	Comments on draft completed. Summary Report issued.
Park & Ride	Phase 1	Phase 1 study completion	Jul-19	Mar-20		Next stage contained in transport team	Phase 2 study completion Sept	Completed Phase 1. Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Jan-21		None required	Review of designs based on engagement with HCC engineers	Comments on draft completed. Summary Report issued.
WMS Public Consultation	Phase 3	Underway	Dec 21	May 22		Transport team assisting HCC who are leading	Consultation Report issue May 2022	
Friarsgate / Union Street One-Way Study	Phase 3	Atkins led Study underway	Oct 21	April 22		Transport Team to input and review study	Study Report April 22	
Worthy Road / Worthy Lane Study	Phase 3	HCC led Study underway	Oct 21	April 22		Transport Team to input and review study	Study Report April 22	
W1 Pre-Feasibility Study (section 1)	Phase 3	HCC led Study Underway	Oct 21	Jan 22		Transport Team to input and review study	Study Report Jan 22	

## BUDGET PERFORMANCE

REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	289	211	161	0	0	0	661
Spend	289	0	0	0	0	0	289
Unspent budget	0	211	161	0	0	0	372
Forecast	289	50	161	161	0	0	661
Variance to budget	0	161	0	-161	0	0	0

Total Revenue spend to date



COVID period Demand tracking – April 2020 – December 2021

SERVICE AREA	MEASURE	2020			2021												TOTAL
		Q1 total	Q2 total	Q3 total	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
Business Rate Relief and Grants (running total)	All Retail, Hospitality & Leisure Relief (RHL)	£26.77m	£27.88m	£27.88m													£27.88m *
	Small Business Rate Relief	£4.81m	£4.87m	£4.89m													£4.89m *
	Other Reliefs	£5.48m	£5.47m	£5.44m													£5.44m *
	RHL - £10k grants	£2.23m	£2.39m	£2.40m													£2.40m *
	RHL - £25k grants	£9.45m	£9.98m	£9.98m													£9.98m *
	Small Business Grants - £10k	£14.49m	£15.33m	£15.33m													£15.33m *
	(LRSG & Restart) Rateable value £15k or less				£2.65m	£3.21m	£4.38m	£6.85m	£7.17m	£7.27m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m*	
	(LRSG & Restart) Rateable value £15,001 to £50,999				£2.42m	£2.73m	£3.67m	£5.50m	£5.93m	£6.09m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m*	
	(LRSG & Restart) Rateable value £51k or over				£1.23m	£1.46m	£2.23m	£3.32m	£3.78m	£4.11m	£4.17m	£4.17m	£4.17m	£4.17m	£4.17m	£4.17m*	
Local Resource Centre / Community Support	Total New Referrals from HCC	536	23	42	25	8	9	1	0	0	0	0	2	2	0	2	650
	Referrals passed to Voluntary Support Groups	198	10	5	7	1	3	1	0	0	1	0	0	1	0	1	228
	Prescriptions delivered	146	41	18	21	9	7	1	0	0	0	0	0	0	0	0	243
	Food parcels delivered	77	28	9	3	0	3	0	0	0	0	0	0	0	0	0	120
	Shopping purchased/delivered	30	9	3	3	0	0	0	0	0	0	0	0	0	0	0	45
	Council tenants contacted by phone to offer support	1665	1	8	6	3	5	0	0	0	0	0	0	0	0	0	1688
Housing	Total Arrears (running total)	£571k	£553k	£632k	£585k	£580k	£526k	£557k	£555k	£544k	£585k	£565k	£557k	£593k	£590k	£641k	£641k *
	% of Housing tenants in arrears (running total)	22%	23%	47%	23%	21%	22%	21%	30%	28%	22%	24%	23%	24%	24%	48%	48% *
	% claiming Universal credit (running total)	16%	18%	19%	20%	20%	20%	21%	21%	22%	22%	23%	23%	24%	24%	24%	24% *
	% claiming UC in arrears (running total)	55%	54%	65%	51%	48%	46%	46%	47%	46%	47%	46%	45%	47%	48%	60%	60% *
	% current debt due to UC claimants (running total)	61%	67%	64%	64%	64%	65%	67%	66%	68%	65%	66%	69%	66%	67%	65%	65% *
	Voids cumulative re-let time ( general/older persons )															21.33 days	
	Residents in B&B (number at month close)	9	2	1	6	2	1	1	1	0	0	0	0	1	2	1	1 *
	Rough Sleepers in Council units (no. at month close)	6	0	12	13	13	13	13	8	0	0	0	0	0	2	3	3 *
Waste / Env / Licensing	Tenancy Support Caseload (weekly new referrals)	107	55	42	11	15	13	14	18	8	18	8	8	14	6	1	338
	Planning – Decisions issued (inc. SDNP)	602	580	708	246	221	245	250	273	252	272	221	217	205	225	182	1699
	Bonfires reported	68	30	8	3	2	3	4	1	1	3	11	9	5	4	2	154
	Fly-tipping - reported	517	614	528	235	168	280	237	183	177	176	209	206	180	171	107	3988
	Waste Collection – Missed Bin reports (cases closed)	770	974	569	211	145	270	178	128	137	216	134	116	113	93	141	4195

**NOTES:** \*Totals in italics are a 'running total' / 'point in time' amount only  
From Mid November 2020, LRSG & Restart Grants replaced the previous grants