

REPORT TITLE: Q4 PERFORMANCE MONITORING

19 JULY 2022

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

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WARD(S): ALL

PURPOSE

This report and Appendix 1 provides a summary of the council's progress during the period January to March (Q4) 2022 against the five priorities in the refreshed Council Plan 2020-25, adopted by council on 24 February 2021.

Appendix 2 provides the data, where available, for Q4 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 3 includes highlight reports for each of the council's 'Tier 1' programmes and projects.

Appendix 4 provides an update to the COVID-19 council services demand data from April 2020 to 31 March 2022.

Appendix 5 are the action notes of the Performance Panel meeting that took place on 6 June 2022.

RECOMMENDATIONS:

1. That Cabinet notes the progress achieved during Q4 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 6 June 2022. Appendix 5 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 14.June 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 ASSESSEMENT

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.

Risk	Mitigation	Opportunities
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.	Improve subsequent forward planning and identify bottle necks
Project capacity - Availability of staff to deliver projects.	Resources to deliver projects are discussed at the project planning stage and agreed by the project board and monitored by the Programme and Capital Strategy Board	Opportunities present themselves for staff to get involved in projects outside their normal role enabling them to expand their knowledge and skills base as well as working with others.
Financial exposure -	Regular monitoring of budgets and financial	Early notification of unplanned

Risk	Mitigation	Opportunities
Budget deficit or 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	Benefits of lessons learned from previous projects that have been completed
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 Q4 i.e. 31 March 2022.

The strategic key performance indicators included in Appendix 2 were approved by Cabinet at its meeting on 21 May 2020 (Report CAB3230 refers). The purpose of the indicators is to demonstrate the progress achieved against the five priorities included in the Council Plan.

The data for a number of the performance indicators is provided by organisations external to the council and due to the pandemic there has been a delay to the publication or availability of some of the data.

Over the coming months officers will be working with cabinet members to refresh the Council Plan for the 23/24 year and at the same time review the strategic key performance indicators to ensure that they are fit for purpose, ensuring the future availability of the relevant data

OTHER OPTIONS CONSIDERED AND REJECTED

None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3339 – Q3 Finance and Performance Monitoring dated 24 May 2022

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – Q4 January to March 2022

Appendix 2 Strategic Key Performance Indicators Q4 update

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

Appendix 4 COVID-19 Council services demand data – April 2020 to March 2022

Appendix 5 Notes from Performance Panel meeting 6 June 2022

COUNCIL PLAN 2020–25

Q4 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**

The council's carbon footprint report for 2020/21 was published and showed a 34.2% reduction in emissions, bringing total annual emissions down to 2,810 tCO₂e (tonnes CO₂ equivalent).

Work has begun on energy efficiency works to City Offices, which will continue until June 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.

Construction and commissioning work has been completed and for the new decked park and ride car park at the former Vaultex site in Barfield Close and it came into operation on 11th March 2022. This provides 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.

A Carbon Literacy session was held for the city council officer team in February which saw training delivered to a further 6 members of staff. This brings the number of staff trained to 107, of which 67 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.

Principles for carbon offsetting were discussed by the Housing and Environment Policy Committee. These will be developed into a policy and brought to Cabinet for approval later in 2022.

A highlight report for Q4 for the Carbon Neutral programme is included at Appendix 3.

- **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 December 2021. This feedback will be used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan) which includes developing a number of Local Plan policies to promote and assist with low carbon development, sustainable travel and increased biodiversity which will all be consulted on in the draft Regulation 18 Local Plan.

A highlight report for Q4 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's solar PV panels on three buildings at Marwell Zoo and the Winchester depot (Biffa waste collection service) are fully operational and have generated more than 16,000 kWh across the 3-month period, saving more than 4 tCO₂e.

Business engagement to underpin the prioritisation of actions in new 10-year Green Economic Development Strategy via Steering Group meetings in January and February, along with a virtual business forum in February. The action plan will be considered at the Business & Housing Policy Committee on 21 June 2022.

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

A 12-month community carbon mapping and engagement project, delivered on the council's behalf by the Centre for Sustainable Energy in collaboration with WinACC, came to a close early in 2022. Nearly 70% of parishes in the district engaged with the process and they very much want to continue to

have support in their sustainability and carbon reduction efforts from the Council. An agreement has now been reached with WinACC and South Downs National Park to collaborate on a continuation of this work.

Grants were awarded to organisations addressing the climate emergency, included

- *Denmead Community Association, to trial a new heating system*
- *Bishops Waltham Town Team, to promote freecycling events in the town*

- **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 Q4 for this programme is included at Appendix 3.

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

The year 2 action plan has been published, which includes 71 actions of which 2 have already been completed. Key actions include delivering year 1 of the management plan for the Micheldever Nitrate Neutrality site; producing a Technical Advice Note on Biodiversity Net Gain for internal and external use, biodiversity improvements within WCC car parks, adoption of the Tree Strategy and habitat creation at Chilcomb, Hookpit and King George V.

- **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.

One example is Citizens Advice (CA), which continues to see a high and growing demand for finance/benefits advice, with 53% of all clients helped in 21-22 needing support with this area (up from 35% the previous year). Increases have also been seen in the number of people seeking debt advice. In total, 4,730 clients were helped during the year, with 15,118 advice issues over the whole of 2021-22. Another funded organisation is Home-Start, which has supported 256 families across the district with weekly visits. This includes those fleeing domestic violence, in temporary accommodation, whose funds are tight due to other financial stresses due to disability or debt and with parenting issues.

The current round of core funding came to an end in March 2022 so an application process was undertaken and a new set of Strategic and Priority Outcomes Fund partners were chosen for the next three year period 2022-2025. Grants totalling £480,014 were awarded to 16 organisations for 2022/23.

Grants totalling £17,630 were awarded to 39 different organisations across the district (14 in the Winchester Town wards, 25 in the wider Winchester district). This reflected a significant upturn in demand and represents nearly 70% of the funding awarded during the year. Grants supported new initiatives including:

- *Winchester Pregnancy Crisis Centre, for help with marketing costs to make more people aware of their services*

- *Worthys Community Shed, towards disabled ramp and covered outdoor area to increase opportunities for participation*
- *Friends of the Family, to set up new group in Winchester bringing together families of children with autism.*
- *Winchester Young Carers, for wellbeing resources for 35 young carers*

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 six during the 3-month period, taking the total requests for support handled by the Winchester LRC since the pandemic started to 1,006, in addition to the many more tasks undertaken by the wider community support network. The LRC network ceased operating at the end of March 2022, in response to the changes to legislation around COVID-19 restrictions.

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 69 referrals from the Winchester City practices and 59 from the remainder of the district, meaning that since the opening of the new leisure centre there have been 390 referrals made. Community classes for people with long-term health conditions have attracted 462 attendees during the 3-month period, with a total of 950 during the year.

- **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 health and fitness membership rising by 10% over the three months to 4,913 and swim only membership rising by 22% over the three months to 401.

The number of children having swimming lessons has remained stable at over 1,300 a month, despite significant challenges in staffing levels. The target for the Centre is 2,500 children having swimming lessons every month when there are no Covid restrictions. There were also more than 8,000 individuals participating in health and fitness group workout sessions during December and the overall monthly attendance grew to more than 62,000 in March – an increase .

- **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**

New design prepared for the North Walls pavilion and discussions scheduled with the Pavilion Project team.

Tender documents prepared for construction of a new pavilion at KGV playing fields in Highcliffe. Budget implications confirmed and a grant application for

external funding has been submitted to the Football Foundation for a proportion of the cost.

Lighting has been upgraded at the North Walls ATP and work commissioned to replace the fencing, which will take place in the coming months.

At West of Waterlooville, the developer's plans for a new sports pavilion have been approved and foot path applications have been submitted to hopefully progress the town park application.

- **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 which has now been subject to consultation . Results of the consultation and a progress report on next steps will be prepared and issued over the summer.

Also see project highlight report for Q4 included at Appendix 3.

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

Work is due to begin on a replacement skate park at KGV in Highcliffe in April.

The tender for the civil works to refurbish Abbey Gardens play area was issued and is due back shortly.

A tender for the replacement of the North Walls play area is due to be issued shortly.

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

- **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) which includes developing a number of Local Plan policies in the design topic on living well and creating healthy lifestyles that will be consulted on in the draft Regulation 18 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 under construction at the end of Quarter 4 at sites in 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. The outputs from these design workshops were reported to LPAG on the 9th March 2022 and are being incorporated into a new design topic in the Local Plan which will be consulted on in the draft Regulation 18 Local Plan.

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

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

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 summer 2022.

- **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. SWEP has been activated on seven occasions from 1st January – 31st March for a total period of 28 nights. three individuals were supported through Two Saints ebed and one individual on Trinity's ebed with a further four individuals supported with hotel placements.

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. This fund supported 5 individuals into accommodation to support them to receive their vaccinations and a further 5 individuals who were previously sleeping rough or at risk of sleeping rough were able to access vaccinations.

Hampshire County Council has announced a proposed budget cut of £360,000 across the 11 districts social inclusion services for this cohort. The consultation period has now ended and County are evaluating all the responses. County have met with the all the districts individually regarding the cuts. The next step for WCC is to consider the proposed cuts, the impact this will have on current service delivery and propose a response to this.

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**

The progress against the projects provided below also contribute to the priority of tackling the Climate Emergency and achieving a carbon neutral district by 2030.

Making Homes Carbon Neutral (CAB3293) was presented to cabinet on 11 March 2021 and the following 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 has been finalised.

- *The new Retrofit Co-Ordinator has assembled the retrofit team and initial property assessments are underway. Retrofit Designer and Retrofit Co-ordinator will draw up medium term retrofit plan for each property as they arise. Commencement of works programme is due to start late May/early June subject to materials availability).*
- *£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 second Swedish unit trial (at Cheriton) is due to start late May/early June subject to materials delivery supply 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. Possible heating and fabric upgrades and metering changes currently under review on a site by site basis. Awaiting report on possible changes/upgrade to CHP unit at worst performing site (Chesil Lodge).*
- *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. Tenant focus group meeting planned for mid- May. Tenant reps to attend the formal carbon neutral panel in June/July.

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 decarbonising their stock in a sensible and efficient manner. Net Zero Solutions are the chosen retrofit assessor for the initial void properties subject to performance and delivery.

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 on-going 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' Informal Scrutiny Group the results of the Digital Winchester report including the outcomes of the survey, debate and call for evidence were considered at the Business and Housing Committee on 1 March 2022. The committee were asked to comment on and endorse the report alongside noting the key findings to be used to influence relevant policies and strategies across the council and beyond. The recommendations included:

- *While there is a strong need for reliable high speed broadband, this is not being fully met and therefore a relatively low rate of satisfaction with its current provision.*
- *A clear plan and goal are needed to increase the quality of access, speed and reliability of broadband across the district in order to fully support the economy beyond the COVID-19 pandemic.*
- *Ongoing investment in infrastructure to support reliable high-speed broadband, and in the development of digital skills, is required to overcome digital exclusion and sustain the journey towards ubiquitous access.*
- *There are potential opportunities to exploit and deploy digital services in business, education and health sectors.*

- *EM3 LEP and Hampshire County Council continue to invest in infrastructure*
 - *Winchester needs to remain active to ensure it benefits fully.*
- **Focusing on a ‘green economy’ post COVID-19 and providing tailored, sector specific business support**

Business engagement to underpin the prioritisation of the actions to be undertaken in the first two year plan have been undertaken via Steering Group meetings held on 21 January and 18 February 2022, along with a virtual business forum with live polling which took place on 21 February 2022 and associated feedback analysis. Proposed actions have been subject to an impact and effort analysis and co-dependency/co-benefit analysis. A Programme Board meeting took place on 4 February 2022. The action plan will be considered at the Business & Housing Policy Committee on 21 June 2022.

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

A virtual Sustainable Business Network (SBN) Meeting took place on Thursday 17 March 2022. 172 businesses have now signed up to view the virtual meetings or to be sent YouTube content. The 90 minute March event was on the subject of measuring businesses carbon footprint. 92% of those attending found the event to be extremely useful. Next quarter’s in person sustainable transport themed event will take place on Friday 17 June at the University of Winchester. The event videos can be downloaded here: 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. One Winchester District business has already received funding through the LoCASE programme.

A professional consultancy has been 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*

Subject to contract work will commence during May 2022. The contractor will prioritise support to businesses applying for LoCASE funding to facilitate their reduction in carbon emissions.

Three new industrial units at Bishop’s Waltham Depot were completed last year, with one unit already let to the Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) and strong interest in 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**

Working with Eastleigh Borough Council bid to provide a youth employment hub in Eastleigh, Winchester, New Forest and Test Valley a grant from the Department of Work and Pension's Flexible Support Fund has been delivered. 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 areas.

The Winchester hubs were launched in mid-November, with young people attending alternate Mondays at the Carroll Centre (Stanmore) and Unit 12 (Winnall). During the last quarter 25 young people have been provided with bespoke support with ten of these finding work.

- **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 in Winchester meeting, delivered in partnership with Winchester BID, held on 20 January 2022. Tourism South East has been commissioned to research and produce a report on the economic impact of festivals across the Winchester district (see below under Welcome Back Fund for update).

Two editions of Arts News have been issued in this quarter highlighting local talented creatives and their achievements as well as details of funding available and events.

A project to commission an artist to undertake the delivery of a mural in St. Maurice's Covert, as part of wider public realm investment, has commenced. A two stage selection process has been established. Stage one has attracted 32 expressions of interest. A selection panel has been formed who will select the top 3 expressions who will go on to complete a full application. The artist will be commissioned in the next quarter with work planned to be completed by late summer.

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 delivered Winchester – Lights in the City event at the end of January, aimed at raising awareness and driving footfall during this typically quiet trading period (see below under Welcome Back Fund for further details).

Consumer marketing and promotion.

Three B2C e-news were issued with an average open rate of 36% and click rate of 2.8%, including key features and themes on new for 2022, Spring in Winchester, discounts, Licoricia unveiling, English Tourism Week in

Winchester plus a feature on a market town in each and one B2B (40% open rate and 5% click rate). The B2B e-news provided updates on Visit Winchester activity and campaigns for 2022 plus news from partners.

Eleven themed blogs have been published on visitwinchester.co.uk during quarter 4 including content to support our attractions with their school half-term holiday activities and events, Valentine's Day – supporting local independent eateries and shops, International Women's Day (discover Winchester's famous women), Licoricia statue unveiling, Tourism Week and Bishop's Waltham Henry VIII anniversary events – also supporting the market town businesses. February half-term holiday ideas and Tourism Week received the highest page views at 450 and 334 page views respectively.

Six '5 things to do in Winchester district this week/weekend...' blogs and associated social posts published this quarter, content included attractions' exhibitions/events/shows etc., market town and themed historical trails, Lights in the City, hire an e-bike and discover the district and the Pancake Day Race.

An advert was placed in the Saturday Times Travel Checklist on Saturday 19 March which put Winchester district in front of over 1.1 million readers with 488,000 copies printed. The Times readership aligns well with our visitor demographic and the advert promoted our heritage city, vibrant market towns, countryside and visitor attractions.

Discover Winchester PR consultant has worked with journalists from the New Zealand Herald and the Daily Mail to arrange press trips to the district in March. Also issued 'affordable Easter' press release at the end of March in response to enquiries supported by associated blog content on social media via Visit Winchester channels.

For quarter 4, visitwinchester.co.uk website sessions were up 139% compared with the same period for 2021 (up by 35% compared with the same period in 2020 – pre pandemic) in 2020) and number of users increased by 127% compared with the same period for 2021 (up 31% compared with quarter 4 in 2020 - pre-pandemic). This equates to an average of 25,789 users per month for this period in 2022 versus 11,376 in 2021 (19,744 in 2020).

Visit Winchester Facebook audience reach for quarter 4 was up 98% on previous 3 months.

A slight drop on reach in Instagram compared with quarter 3 was expected due to increased activity in December as a result of the 12 days of Christmas competition. Twitter 89k impressions slightly down on last period/last year. However, engagement is up by 13% across all social media channels.

Visit Winchester continues to be represented at a Tourism South East 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.

High Streets' Priorities Plan 2021 to 2022

Activity has continued to be undertaken as part of the delivery of the High Streets' Priorities Plan ending March 31 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 on initiatives, outlined below.

Welcome Back Fund

Welcome Back funded activity aimed at supporting High Street recovery has continued throughout this quarter as outlined below:

The Lights in the City event at the end of January was a huge success and positive feedback was received from residents and visitors. The event was extended by a week due to its popularity. A short promotional film for the event was commissioned and released on Facebook and YouTube www.youtube.com/watch?v=bJTl0zmDYSA&t=9s. Digital content encouraged visitors to the event to explore the rest of the city's evening economy and come back in the day to explore attractions. The trail was available to follow digitally via visitwinchester.co.uk, attracting 3479 views and the event listing generating 3,652 page views. Two press releases were issued – one launching the event and one announcing the extension and coverage was received in the Hampshire Chronicle and About Winchester.

The Debenhams building has been wrapped to improve the impact and look of this currently vacant unit. Providing a sense of place, the imagery included heritage attractions across the city. Some of these windows were also back lit as part of the Lights in the City event.

Work has continued on market town maps for Alresford, Wickham and Bishop's Waltham and the Discover Winchester District's Market Towns guide, working with independent businesses for case studies to support local businesses and drive footfall to our district centres. Work has also continued on the Destination Guide.

A promotion video entitled 'Shop, Eat, Explore' was launched during English Tourism Week (18-27 March) and received over 500 views on YouTube here: www.youtube.com/watch?v=RP8iffh4S5w (and 195 page views on the dedicated Visit Winchester website page). Also published in the Council's e-newsletter to Residents.

Two Visit Winchester adverts were placed in BRITAIN magazine – the official magazine of VisitBritain, attracting a readership of 155,000 and is a respected

voice on UK travel, heritage, culture and style. A full page advert placed on the inside back cover sat alongside four pages of editorial coverage on Winchester in the March/April 2022 issue. . Its readers are an affluent mix of high-earning nationals and anglophiles, with a high number in North America. 80,000 copies are printed and sold in high profile outlets including WH Smiths, Waitrose, Marks & Spencer's and Barnes & Noble in the U.S.

Following this fund's investment in public realm improvements at Busket Yard this location was chosen to host an outdoor cinema. A delivery partner was selected in this quarter and the event took place over the middle two weekends in April.

Two research studies have been commissions which aim to inform plans responding to the medium-term impact of COVID-19 and future decision and policy making. These are:

Tourism South East was commissioned to conduct a review study of festivals across the Winchester district. As part of the study, festival organisers were asked to complete a short survey at the beginning of January. The final report produced by Tourism South East was received at the end of March and the finding are currently under review.

The Retail Group were commissioned to conduct a review of the street market provision across the district. A draft of the study has been received which includes a survey of current businesses and market traders, along with recommendations for future development.

Government Grant Funding

Since June 2020, £5,309,811 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 Winter Support Payment grant was developed and 651 businesses or organisations were paid a total of £1,351,560 during March 2022. The city council has received £5,309,811 of covid related discretionary grant funding since June 2020. The full grant fund has been dispensed to those businesses most impacted by the COVID-19 pandemic via self-declaration applications across a range of grant programmes. The Winter Support payment was the concluding programme and completed in this quarter. 651 business made eligible applications who went on to receive £1,351,560 of discretionary grant funding.

Businesses have been kept informed of the latest support, advice and information 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 with three being dispatched in the last quarter

- **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 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.

The first six months were funded and this was matched by ShopAppy allowing business to trade on this platform free of charge for one year. Since the service launched in September 2021, shoppers have made over 24,000 virtual shopping visits browsing over 6200 products and services from more than 170 independent businesses. The city council funded period has now come to an end during this period of free access provided by ShopAppy the provider will discuss the future of the success direct with businesses across the district.

PRIORITY - YOUR SERVICES, YOUR VOICE

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

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

What we want to achieve:

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

Over the last quarter we have achieved the following:

- **Continuously improving 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

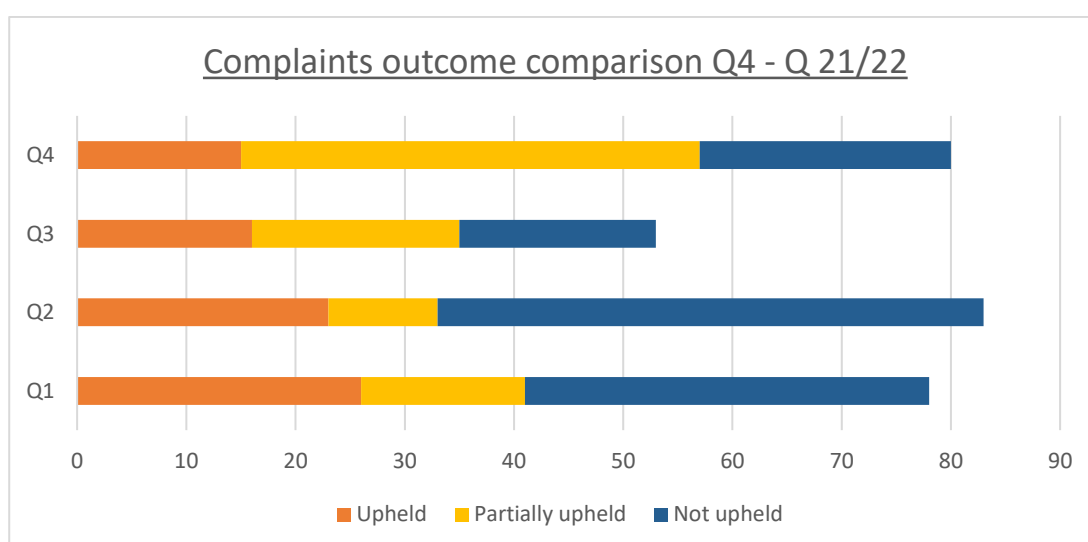
Following a successful procurement exercise towards the end of 2021, MEL Research began the 2022 Resident's and Young Person's Survey on behalf of the council in February. With a target of interviewing 1600 residents and 500 young people aged between 18 and 24 from across the district. Progress was made before the start of the pre-election period with good levels of engagement with resident's and young people. The results from both surveys will inform the next refresh of the Council Plan.

Since the introduction of a revised complaints policy in September 2021, the combined percentage of complaints partially upheld or fully upheld has increased quarter on quarter (see KPI YSYV04 in Appendix 2), however, in both Q3 and Q4 a larger percentage have been partially upheld rather than fully upheld. The revised policy includes a clear complaints definition and improvements have been made to the on-line complaints form to signpost our customers to the best place to get their issue resolved quickly (whether that is by logging service requests direct with the service or logging a complaint).

In Q3 there was a decrease of 36% in the volume of complaints received but in Q4 we have seen the numbers increase again. In the main, this increase was related to Housing Services. The majority of these are a seasonal increase due to heating issues but also due to contractors experiencing increased staff absences due to COVID infections. The Housing team are working with contractors to prioritise work and minimise any delays.

The total number of complaints upheld or partially upheld in Q4 increased and the total number of complaints received (78) was on a par with Q1 (78) and Q2 (83).

In Q4 74% of all upheld complaints were partially upheld compared to 54% in Q3, 30% in Q2 and 67% in Q1. The below chart gives a comparison for 21/22:



Moving forward the KPI's for complaints are being reviewed to ensure the information reported provides a more complete picture.

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

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 council continues to promote 'digital first' and encourage residents to only visit if they have a pre-booked appointment.

The garden waste annual renewal process was undertaken in Q4. 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**

Cabinet at its meeting on 25 January adopted the updated Public Sector Equality Duty and appointed Cllr Clear as the Cabinet Member and Councillor Becker as the Member Champion to provide leadership for the council to meet its Public Sector Equality Duty.

A training session for members to support understanding of equality, inclusion and diversity issues was held on 21 March and further sessions for senior managers and newly formed officer panel held before the end of March.

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

Employees have access to training via our comprehensive range of e-learning tutorials and courses and several colleagues are undertaking formal qualifications using the 'upskilling' option in the government's apprenticeship scheme.

Strategic Key Performance Indicators

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

The availability of the data for each KPI is often from sources external to the council and varies from quarterly, annually and biennially. Where the data is available at annual intervals, this will usually be reported after the end of each financial year. A review of the indicators will take place over the coming months in conjunction with the refresh of the Council Plan.

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

As this report includes data for the Q4 period, lead cabinet members for each KPI have not been updated to reflect the changes announced after the local election on 5 May. These will be updated for the next report.

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	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	Q3 (21/22)	Q4 (21/22)	R A G Status	KPI Target 2021/22	Commentary
QUARTERLY KPIs													
Tacking Climate Emergency													
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%	35.45	40.91	41.79	38.20	35.99	Unaudited and subject to change	Increase against 2019/20 outturn	Whilst unaudited, shows a slight positive increase in recycling against 2020/21 outturn
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	112.17kg	106.57kg	104.91kg	103.42kg	103.93kg	Unaudited and subject to change	Reduction against 2019/20 outturn	Whilst unaudited shows a slight positive decrease against 2020/21 outturn.
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 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	Centre 69%, Park and Walk 13.4%, Park and Ride 17.6%	2021/22 centre 70%, Park and Walk 16%, Park and Ride 14%	To be developed	Moving back towards post covid position, similar to pre covid after unusual 20/21
Living Well													
LW03	A wide range of physical and cultural activities for all ages and abilities	Number of users of the Winchester Sport & Leisure Park	Communities & Wellbeing	Higher = better	N/A – new indicator	N/A	54,334	169,493 (year to date 223,827)	153,561 (year to date 377,388)	187,182 (year to date 564,570)		500,000	

Ref	What we want to achieve	KPI Definition	Cabinet Member	Polarity	Previously Reported Data	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	Q3 (21/22)	Q4 (21/22)	R A G Status	KPI Target 2021/22	Commentary
Homes for All													
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	Started 121 Completed 28	Started 0 Completed 112	Started 0 Completed 0	Started 129 Completed 0	In progress 129 Completed 0	Not applicable	Complete 121 Start 85	
Vibrant local economy													
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)	27.02%	16.67%	23.70%	19.50%	26.87%		Min 25% Revenue	
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)	38.67% Q4 34.76% 20/21	75.85%	48.28%	49.72%	81.99%		Min 25% Capital	
Your Services, Your Voice													
YSYV04	Improved satisfaction for our services	Percentage of upheld complaints	Finance & Service Quality	Lower = better	59% 2019/20 51% 2020/21	41%	51%	42%	66%	76%		≤ 51% (average for 2020/21)	The percentage of upheld complaints has risen significantly in the last two quarters. Please see the narrative in the 'Your Services, Your Voice' section of Appendix 1 for further analysis of complaints
YSYV05		No. of valid Ombudsman complaints	Finance & Service Quality	Lower = better	1 2018/19 2 2019/20 0 2020/21	0	0	0	1	0		0	
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	<u>2019/20</u> Email 100% Storage 100% Telephony 99.5% DMS 100% <u>2020/21</u> Email 100% Storage 100% Telephony 98.18% DMS 100%	100% Storage 100% Telephony 97.76% DMS 100%	Email 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%	To follow		≥ 99.5%	

Ref	What we want to achieve	KPI Definition	Cabinet Member	Polarity	Previously Reported Data	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	Q3 (21/22)	Q4 (21/22)	R A G Status	KPI Target 2021/22	Commentary
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 collections	57.12 per 100k bin collections	AWC 36 per 100k bin collections	AWC 50 per 100k bin collections	AWC 36/100k bin collections	AWC 60/100k bin collections		Contract compliance	

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes on data availability	Commentary
ANNUAL/ BIENNIAL KPIS												
Tacking Climate Emergency												
TCE01	Winchester City Council to be carbon neutral by 2024	WCC carbon emissions	Climate Emergency	Economy & Community	Annual	Lower = better	4268 tCO2e (Like for like reduction of 11.7%)	2810 tCO2e (Like for like reduction of 34.2%)	See notes	Target for 21/22 1873 tCO2e	Data for 2021-22 is expected in Summer 22	
TCE04	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of recycling waste contaminated	Economic Recovery	Regulatory	Annual	Lower = better	13.33% contamination from 43 samples. 2 nd best of Hampshire authorities	16.33% from 61 samples. 5 th 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	
TCE05	Everything most residents need should be in reach by foot, bike or public transport	No. bus users	Economic Recovery	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	Head of Programme	Annual	Lower = better	Average daily traffic flows (HCC source)	2020 traffic flows severely distorted	Average daily traffic flows (HCC source)	target to be considered in line with WMS	Data is collected at the end of each calendar year. Figures for	

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes on data availability	Commentary
							St Cross Rd 13,500 Stockbridge Rd 7,300 Andover Rd (N) 12,000 St Cross Rd 9300 NB 2020 traffic figs severely distorted		St Cross Rd 11,000 Stockbridge Rd 6,130 Andover Rd (N) 9,800	and in Liaison with HCC	2022 will be reported in January 2023	
TCE08	The Winchester district to be carbon neutral by 2030	District carbon emissions - annual report - year on year reduction	Climate Emergency	Economy & Community	Annual	Lower - better	2017/18 617,000 tCO2e (1.9% reduction)	2018/19 603,000 tCO2e (2.3% reduction)	2019/20 See notes	548,182 tCO2e (2020 figures)	Data released annually 2 years in arrears - data for 2019-20 is expected in Autumn 22	2-year data lag means we won't see extent of impact from the pandemic until 2023
TCE09	The Winchester district to be carbon neutral by 2030	Produce Local Plan - plan adoption	Climate Emergency	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 a series of Local Plan Advisory Group meetings. This information is being used to help inform the Draft 18 Local Plan. Discussions have now commenced with parish /town councils regarding the selection of sites to meet the council's	Deliver Plan to adoption in accordance with Local Development Scheme which was updated on the 21 st July 2021.	Update expected January 23	Over 2,200 representations were submitted as Local Plans teams had to adapt to new ways of engaging.

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes on data availability	Commentary
									development strategy.			
TCE10	Our district's extensive natural habitats safeguarded and enhanced	Deliver 80% of actions in the approved annual action plan - percentage completed	Climate Emergency	Economy & Community	Annual	Higher = better	N/A – new indicator	N/A – new indicator	86%	Deliver 80% of actions included in BAP	Data is collected at the end of each calendar year. Figures for 2022 will be reported in January 2023	Year 2 of BAP Action Plan progressing with 31% not yet started; 63% progressing; 1% progressing well and 5% completed.
TCE11	Our district's extensive natural habitats safeguarded and enhanced	Number of trees planted per year	Climate Emergency	Economy & Community	Annual	Higher = better	N/A – new indicator	398 trees planted	129 trees planted	100 trees planted	Data is collected at the end of each calendar year. Figures for 2022 will be reported in January 2023	Planting season now closed and due to reopen in October 2022
TCE12	The Winchester district to be carbon neutral by 2030	Number and percentage of all parish councils (Inc. Town Forum) that have local carbon reduction action groups / campaigns	Climate Emergency	Economy & Community	Annual	Higher = better	N/A – new indicator	4%	69%	25%	Updated annually after the end of each financial year	
TCE13	The Winchester district to be carbon neutral by 2030	Number of people participating in carbon reduction event per year	Climate Emergency	Economy & Community	Annual	Higher = better	N/A – new indicator	2457	8078	2703	Updated annually after the end of each financial year	Includes Winchester Green Week, WeCAN, Climate Open Forum
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	Regulatory	Annual	Lower = better	St Georges St 2018: 41µg/m ³ 2019: 39µg/m ³ (First 6 months only) Chesil St & Romsey Rd 2018: 47.5µg/m ³ 2019: 47.2µg/m ³ (First 6 months only)	2020 Data St Georges St 26.9µg/m ³ Romsey Road 40.8 µg/m ³ (Note: 20202 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	Annual Status Report (ASR) to be submitted to DEFRA June 2022. Air Quality Supplemental Planning Document now adopted by Cabinet, will commence active implementation in April.	

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes on data availability	Commentary
										PM _{2.5} standards by Oct 2022.		
	Living Well											
LW01	Reduced health inequalities	Inequality in life expectancy at birth (male)	Communities & Wellbeing	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	Economy & Community	Annual	Lower = better	2018 – 6.4 years 2019 – 4.6 years	Data not yet available	Data not yet available	≤ 6.4 years	Data has not been released by ONS. Review date unknown	Relevant data not yet available from ONS.
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	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% Dec 2020 – Nov 2021 73.7%	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 April 22	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	Economy & Community	Annual	Higher = better	23 organisations	23 organisations	Data not yet available - see notes	+10%	Data collected at the end of each financial year. Next update for 2021/22 figures due May 22 , however as at 28/07/21 30 organisations	
	Homes for All											
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	Housing	Annual	Higher = better	60%	62%	Data not yet available	66%	Next update due May 22	
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	Housing	Annual	Higher = better	96.48%	96.54%	Data not yet available	100%	ONS Data available retrospectively each November. Next update due Nov 2022	
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	Housing	Annual	Higher = better	New dataset from ONS started 2020	Owner Occupier 34.25% Private Rented 36.82% Social 61.71%	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 Nov 2022	

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes on data availability	Commentary
								Total: 48.10%				
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	Finance	Annual	Higher = better	54,017	54,584	Data not yet available	Trend data for monitoring only	Data collected in March each year	
HA04	No one sleeping rough except by choice	No. of rough sleepers	Housing & Asset Management	Housing	Annual	Lower = better	N/A	7	3	Trend data for monitoring only	Rough Sleepers count was conducted on the 10.11.2021. 3 were found (2 were from out of area). All 3 have now been accommodated. Next update due May 2022 when a half year count is due to take place	Governments directive to get 'Everyone in' in response to COVID-19 meant anyone rough 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	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 May 22	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	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.
Vibrant local economy												
VLE01	Increased opportunities for high quality, well-paid employment across the district	No. of business enterprises in professional / technical sectors	Economic Recovery	Economy & Community	Annual	Higher = better	21.3%	21%	20.6%	Trend data for monitoring only	Data collected each January	
VLE02	Increased opportunities for high quality, well-paid employment across the district	Close the gap between workplace earnings and residents' earnings	Economic Recovery	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	Economy & Community	Annual	Higher = better	£39,714	ONS has not released data	See notes	Trend data for monitoring only	Data collected each January	
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	Regulatory	Annual	Higher = better	Data not available	Data not available	See notes	To be developed, Refer to Planning team	Data is not readily available in this format	

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes on data availability	Commentary
VLE05	More younger people choose to live and work in the district	Percentage of residents aged 25-35 years old	Economic Recovery	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 Jan 22	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	Economy & Community	Annual	Higher = better	Figures not yet available	172 businesses	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 April 22	
VLE07	A shift to a greener, more sustainable economy	Crowd funder grants offered for green projects	Economic Recovery	Economy & Community	Annual	Higher = better	N/A – new indicator	Launched 15/6/20	1 Grant of £1500 paid to food recycling project	To be developed	Data will be updated after 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	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	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	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	
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	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	
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	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	

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

BAR END DEPOT HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Kelsie Learney
PROJECT SPONSOR: John East
PROJECT LEAD: Geoff Coe
PROJECT TIER: 1
DATE: Quarter 4 (January – March 2022)

Project description and outcome:

Preparation for appointment of Selling Agent and Site Disposal.

Project update summary:

Project RAG Status:	Timeline		Budget	
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. A public drop-in event was held on 8th March to invite the community to feedback on the intention to market the site and comment on the Hobbs proposal. £8k spent on transport planning so far with additional £5k to be incurred in June 2022 for additional advice. Abortive negotiations with a potential occupier have resulted in a delay of approximately 10 months to this project.				
	"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
Stage 0: Concept						

Stage 1: Feasibility	3	April 2022	June 2022	June 2022	Appointment of Selling Agent	
Stage 2: Design						
Stage 3: Plan for Delivery						
Stage 4: Delivery						
Stage 5; Handover & Review						

UPCOMING MILESTONES FOR PROJECT STAGE

Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Feasibility		June 2022	Appointment of Selling Agent	
Feasibility		March 2022	Public consultation	Positive feedback on Hobbs scheme. A food retail use would be welcome by the community.
Transport Feasibility		June 2022	Transport planning advice	Further transport planning advice and pre-app being sought
Market feedback		June 2022	Expressions of Interest from market to identify potential uses an market demand	An analysis of user mix will be undertaken with recommendations to ELB and Cabinet
Community Engagement		Sept/Oct 2022	Community Engagement re mix of uses proposed	Feedback will be factored into next stage of marketing for bids
Formal Marketing		November 2022	Request for formal bids	
Preferred Bidder Selection		January 2023	Preferred Bidder Selection	
Cabinet		March 2023	Cabinet Approval	
Contract documentation		April 2023	Contract documents issued	

Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Exchange		June 2023	Contract exchange	Purchaser to progress with planning application
Planning Application		December 2023	Submission of planning application	
Planning approval		March 2024	Planning approval	
Legal Completion		April 2024	Legal completion of sale	
Construction		June 2024	Construction start on site	
Project Completion and Close		September 2025	Completion of works on site	

BUDGET PERFORMANCE

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

Budget Comments:

Under £10k has been spent on transport planning analysis and a highways pre-application. A further study has been commissioned at a cost of circa £7k. A budget was approved by cabinet in October 2020.

CARBON NEUTRAL PROGRAMME HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Hannah Williams
PROJECT SPONSOR: Dawn Adey
PROJECT LEAD: Susan Robbins
PROJECT TIER: 1
DATE: Quarter 4 (January - March 2022)

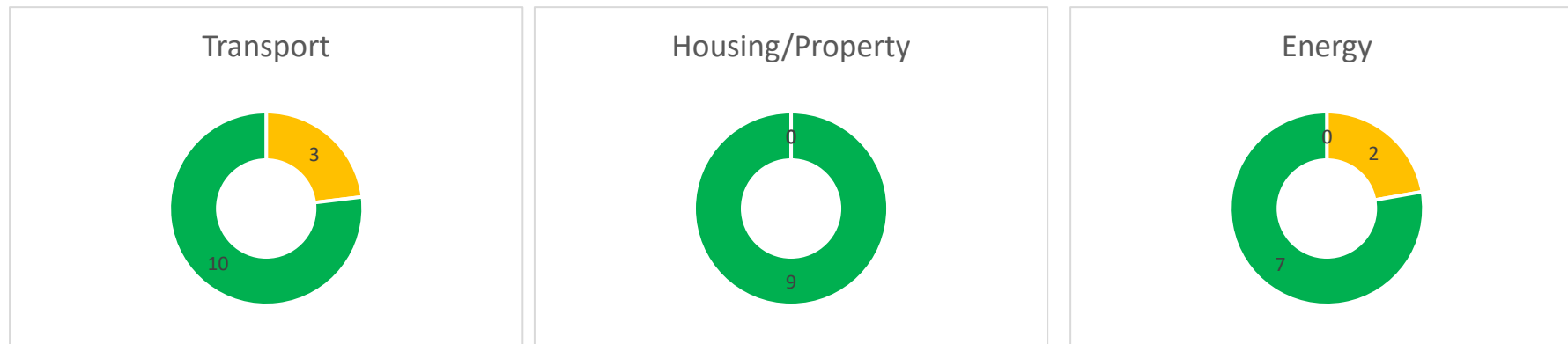
Project description and outcome:

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
<p>Programme update summary:</p> <ul style="list-style-type: none"> • Various works underway towards the aim of a carbon neutral council by 2024, including energy efficiency works to City Offices which started 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 received in February 2022 shows positive progress and a 34.2% reduction during the year to end of March 2021. • The main risk 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. 		
	"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	

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 has not been progressed due to COVID-19 restrictions. It is now on hold until demand can be established following the return of staff to the office.
	Pilot use of electric refuse freighter and/or P&R bus		286	N/A	2022	Campbell Williams / Andy Hickman	Summer 2022 – trial of electric bus for Park and Ride by Stagecoach	£250k included in budget for 2022/23

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	Ultra low or zero emission council vehicles		52	100%	2024	David Howarth	Late 2022 - Five new electric vehicles for Neighbourhood Services (on order) See Air Quality Action Plan highlight report	6 ultra-low or zero-emission vehicles in fleet currently (5 x 100% electric and 1 x hybrid). A further 7 x 100% electric vehicles are on order. However, all orders are delayed due the pandemic, demand and shortage of components. Two new fully electric vehicles being used by Biffa to supervise delivery of the waste service across Winchester.
	Refuse and bus fleet converted to minimum EURO6 standard		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		638	N/A	2024	CHoS IMT / Robert O'Reilly	May 9 th launch of staff travel survey 2022	2021 staff travel survey results show staff working from home increased from 3% to 78% during 2021. Resulting reduction in carbon emissions from staff commuting of 97% from 657 to 19 t CO2e in 2020/21 offset slightly by home working emissions of 52 t CO2e.

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
HOUSING / PROPERTY	Re:Fit programme to retrofit corporate property	420	600	N/A	2022	Graeme Todd	April until June 2022 – replacement of windows in City Offices	<p>£257k grant secured for decarbonisation of City Offices and public conveniences. Enabling works commenced.</p> <p>£22k grant secured for Guildhall and West Wing decarbonisation feasibility study.</p> <p>BREEAM excellent accreditation awarded to Winchester Sport and Leisure Park.</p> <p>Re:Fit programme paused in favour of property-by-property, in-house approach.</p>
	Energy efficiency measures in communal areas of council sheltered housing schemes			N/A	2022	Andrew Kingston	Spring 2022 - Report on possible changes/upgrade to CHP unit at worst performing site (Chesil Lodge)	<p>Cabinet approved £187k (March 21) to address energy efficiency of communal areas in sheltered/communal housing schemes.</p> <p>Approx. 85% have now been converted to LED lighting and work to remaining property is ongoing.</p> <p>Heating and fabric upgrades and metering changes currently under review on a site by site basis.</p>
ENERGY	Source electricity purchased by the	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
	council from renewable sources							
	Solar panels on council owned sites		66	N/A		Steve Lincoln Andy Hickman	Spring 2022 - Site surveys for automated PV meter readers on other council owned sites	£38k grant secured for solar panels at the Biffa depot – installed December 2021 with anticipated saving of 11tco2e. Vaultex car park completed, including PV panels to power EV points 400 solar panels on WSLP 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%	ONGOING	Amy Tranah	See Guide to Sustainable Procurement	Procurement and Contract Management Strategy 2020-25 requires a minimum of 10% to environmental and social value to be included in tender evaluation criteria. A Guide to Sustainable Procurement has been developed by the Procurement Team and approved by ELB. This was launched in November at Management Forum and the Procurement Team continue to promote this

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
								and provide support and guidance.
			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 budget constraints.
		3700	2914					

DISTRICT CARBON FOOTPRINT:

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	Anna Wyse/David Ingram Graeme Todd Andy Hickman	Late spring 2022 – Install of 5 EVCP at Cipher House Summer 2022 – proposal for second phase of EVCP	57 EVCP installed to date: <ul style="list-style-type: none"> 33 at council car parks (Alresford Station car park outstanding). 4 at WSLP 4 at Guildhall yard 16 at Vaultex P&R Second phase likely to include bid to LEVI fund. UoS research identified list of 28 optimal EV charging point locations across the Winchester District.
	Private charging facilities in new commercial and housing developments					Andrew Palmer Adrian Fox	Sep 2022 – Draft Reg 18 Local Plan published	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.
	Winchester Movement Strategy					Andy Hickman	See Q4 Winchester Movement Strategy highlight report	
	Require buses and taxis to be low			100%	2030	Dave Ingram	N/A	Currently 1 licensed electric taxi.

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	emission / alternative fuel vehicles							Taxi licensing policy approved by Cabinet Nov 20 to encourage uptake of EV taxis (and reducing emissions).
	Increase Park & Ride capacity			300	COMPLETE	Andy Hickman / Dan Lowe		£5.6m secured to develop decked car park at Vaultex site to provide 287 additional car parking spaces – opened early 2022.
	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 Q4 Air Quality Action Plan highlight report	New 'pay by phone' contract makes this possible.
	Expand and enhance public transport services					Andy Hickman	Summer 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.

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
HOUSING / PROPERTY	LEAP programme to facilitate energy efficiencies in homes	193400	67000 (UoS research, 2021)			Kevin Reed	May 2022 – Launch of LAD3/HUG1 funding for people to apply	<p>LAD can provide funding of up to £10,000 per on-gas property. This is the same as the previous phases under LAD 1a & 1b.</p> <p>HUG can provide funding of up to £25,000 per off-gas property</p> <p>17 referrals to LEAP, resulting in 10 in-depth energy advice calls and 2 home energy visits.</p> <p>226 applicants to LAD to date in Winchester, with 55 installations completed:</p> <ul style="list-style-type: none"> • 25 park home external wall insulation (of which 8 have also received under-floor insulation) • 30 solar PV panels installation <p>Entered consortium with Agility ECO / PCC for LAD3 funding.</p> <p>UoS research identified potential carbon reduction for buildings with existing EPC of 67k.</p>

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	Deliver campaigns to inspire people to reduce energy consumption					Levana Hayes	<p>Spring 2022 - Staff Green Team to launch terracycling initiative.</p> <p>Spring 2022 - Climate Emergency webpages to be revamped</p> <p>Spring 2022 - Warmer Homes comms plan</p> <p>June 2022 – Second Climate Open Forum meeting</p> <p>June 2022 – to create video on Marwell Zoo solar panel installation</p>	<p>First Climate Open Forum held in September 2021.</p> <p>ITV interview with Cllr Lynda Murphy on CNAP and our targets.</p> <p>Winchester Food and Climate Working Group established</p> <p>External communications plans for:</p> <ul style="list-style-type: none"> Road verge scheme yr 2 Marwell Zoo and Biffa solar panel installation
	Local groups to provide support in communities			N/A	ONGOING	Anna Wyse	<p>May 2022 – Start of further 2 year WeCAN programme run by WinACC in collaboration with SDNP</p>	<p>CSE and WINACC 12-month programme of parish engagement and fuel consumption mapping completed and engaged more than 60 groups and communities.</p> <p>WinACC hosted community engagement event with 60+ attendees.</p> <p>Hambledon signed up to Greening Campaign.</p>
	Develop a council led pilot Passivhaus housing scheme			N/A	2022	Andrew Palmer	<p>2022 – Start of development of 6 Passivhaus units at</p>	<p>The 73 new flats at the Winnall Flats site are being built to Passivhaus low</p>

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
							Southbrook Cottages in Micheldever October 2023 – Completion of 73 Passivhaus units at Winnall Flats	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	Summer 2022 - Planning consent expected for 2 new energy efficient schemes submitted at Witherbed Lane and Woodman Close	Housing Development Strategy, approved March 2021, sets out high efficiency standards. 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.
	Local Plan update with an emphasis on low carbon housing development			N/A	2024	Adrian Fox	Spring 2022 – Commission consultants to produce report on viability of energy standards Sep 2022 – Draft Reg. 18 Local Plan published.	Carbon neutrality event hosted as part of the Strategic Issues & Priorities consultation was attended by 78 people.

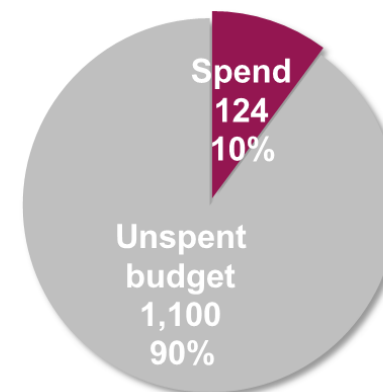
Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
							See Q4 Local Plan highlight report	
	Retrofit of council housing stock to EPC standard C			100%	2027	Andrew Kingston	<p>April 2022 - Netzero will complete their first Retrofit Assessment on trial properties.</p> <p>Apr/May 2022 - Retrofit designer + RC will draw up medium term retrofit plan for each trial property.</p> <p>May/June 2022 – commencement of programme of additional insulation works to void properties (subject to materials availability)</p>	<p>£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 subject to an EPC rating of D or below.</p> <p>Retrofit team (consisting of various external third parties) has now been assembled by WCC Retrofit Co-ordinator.</p>
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		Anna Wyse		Green Gas from anaerobic digestion plants can be purchased on the open market.

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	Build or invest in large scale renewable generation project(s)			N/A		Anna Wyse	Spring 2022 – consideration of feasibility of solar farm on council-owned land.	
	Explore the feasibility of developing a hydrogen generating plant			N/A		Anna Wyse		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	<p>Spring 2022 – commencement of LoCASE 3 programme of business energy audits.</p> <p>April 2022 - LoCASE double page advertisement in Hampshire Chamber of Commerce, then quarterly</p>	<p>£55k secured from Enterprise M3 LEP for Marwell Zoo – installed December 2021 with anticipated saving of 19tco2e</p> <p>£23.9 k secured from ERDF for business engagement and energy audits and all businesses contacted through business rate bills. Currently 23 Winchester businesses are in the LoCASE 'pipeline' with one business approved for 40% LoCASE grant funding.</p> <p>Procurement of Business Engagement Support engaged to assist with referrals to LoCASE.</p>
			67000					

BUDGET PERFORMANCE

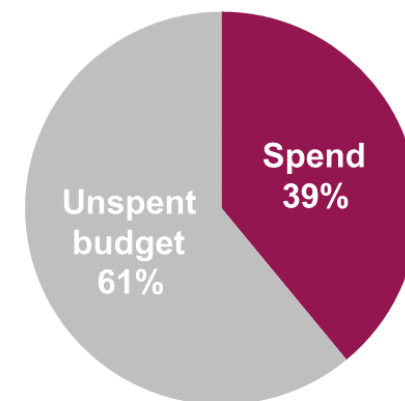
CAPITAL	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	6	218	250	250	250	250	1,224
Spend	6	118	0	0	0	0	124
Unspent budget	0	100	250	250	250	250	1,100
Forecast	6	118	282	0	0	0	406
Variance to budget	0	100	-32	250	250	250	818

Total Capital spend to date



REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	105	200	250	250	15	0	820
Spend	105	215	0	0	0	0	320
Unspent budget	0	-15	250	250	15	0	500
Forecast	105	215	235	50	4	0	609
Variance to budget	0	-15	15	200	11	0	211

Total Revenue spend to date



Budget Comments:

Capital cost of third party solar reduced to £128k and external funding from EM3 LEP will offset 50% of this cost. Energy works to City Offices in 2021/22 (including grant of £257k) are not part of this capital budget.

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 4 (January – March 2022)

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 21st 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 22nd December 2022. At Full Council on 12th January 2022 authorization 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.

	"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?
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"
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

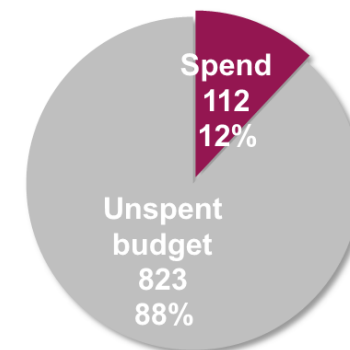
Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
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Market Launch	December 2022	March 2023	Approval of preferred bidder and approval of the Full Business Case	Data room set up, market launch, market engagement with potential developers 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

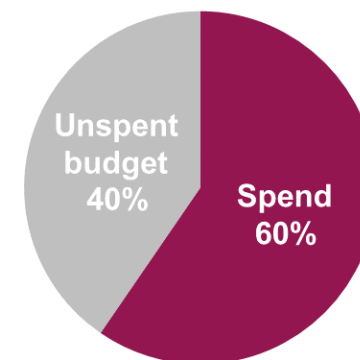
CAPITAL	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	40	72	823	0	0	0	935
Spend	40	72	0	0	0	0	112
Unspent budget	0	0	823	0	0	0	823
Forecast	40	72	823	0	0	0	935
Variance to budget	0	0	0	0	0	0	0

Total Capital spend to date



REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	995	733	1172	0	0	0	2,900
Spend	995	733	0	0	0	0	1,728
Unspent budget	0	0	1172	0	0	0	1,172
Forecast	995	733	1172	0	0	0	2,900
Variance to budget	0	0	0	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 4 (January – March 2022)

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
<p>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)</p> <p>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 27th September, 24th November and 13th December 2021. An updated Local Development Scheme (the timetable for preparing the new Local Plan) was agreed at Cabinet on the 21st July 2021.</p> <p>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.</p> <p>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.</p> <p>The feedback from the consultation and the Local Plan design workshops were reported to LPAG on the 9th March 2022 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</p>		

Discussions have now commenced with parish/town councils regarding the selection of sites to meet the council's development strategy.	
	"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
Stage 0: Concept	28	Jul-18	Oct-20		Produce the new Local Plan Evidence base	https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2018-2038-emerging
Stage 1: Feasibility	2	Feb - 2021	April -2021	Completed April 2021	Consultation on the Strategic Issues and Priorities document took place between Feb and April 2021 for a period of 8 weeks	https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2018-2038-emerging/local-development-scheme
Stage 2: Design	2	Aug - 2022	Sept – 2022		Consultation on the Draft 18 Local Plan	
Stage 3: Plan for Delivery	2	Aug - 2023	Sept -2023		Consultation on the Submission version of the LP (Reg 19)	
Stage 4: Delivery	-	July - 2024	Aug -2024		Adoption of the Local Plan	
Stage 5; Handover & Review	-	Ongoing	Ongoing		Monitoring the Local Plan and start the review process at the appropriate time	

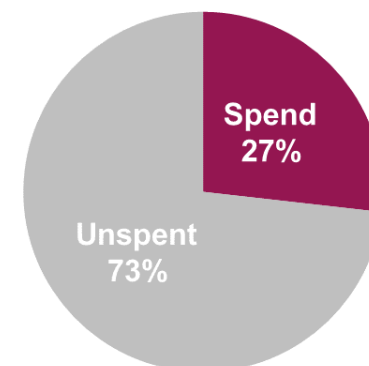
UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

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 & 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 www.localplan.Winchester.gov.uk</p> <p>An updated Local Development Scheme was agreed at Cabinet on 21st 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

Total Revenue spend to date



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.

NEW HOMES PROGRAMME HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Kelsey Learney
PROJECT SPONSOR: Richard Botham
PROJECT LEAD: Andrew Palmer
PROJECT TIER: 1
DATE: Quarter 4 (January – March 2022)

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.

	"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

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 – July 22	planning approval for scheme now received, planning application submitted for additional car parking in the Close. Tender documents prepared and ready to be advertised
Woodman Close, Sparsholt	5	Design	Oct-19	Aug-23		approval of planning application	Outline business case approved. Planning application submitted, will be effected by new Phosphate regulations
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 Oct 23
Dyson Drive, Abbots Barton	8	Design	Jan-20	Dec-22	Deborah Sunley	Outline Business Case	Planning application being prepared for submission April 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. Planning application submitted
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	Project aborted due to high refurbishment costs, Members agreed disposal of property to open market

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

<p>*Project Gateways Stage 0: Concept Stage 1: Feasibility Stage 2: Design Stage 3: Plan for Delivery Stage 4: Delivery Stage 5: Handover & Review</p>

PROGRAMME BUDGET PERFORMANCE

Forecast Outturn period 11 to Provisional Outturn			
NEW BUILD	Revised Budget	Forecast Outturn	Provisional Outturn
	£000	£000	£000
Winnall Flats	8,641	1,743	2,463
The Valley, Stanmore	2,118	1,045	845
Small Sites/Unallocated Programme	4,250	0	0
Sites funded by 1-4-1 receipts	1,000	643	643
Hookpit, Kings Worthy	790	510	425
Wickham CLT	205	205	0
Other Schemes	757	60	278
Total	17,762	4,206	4,654

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

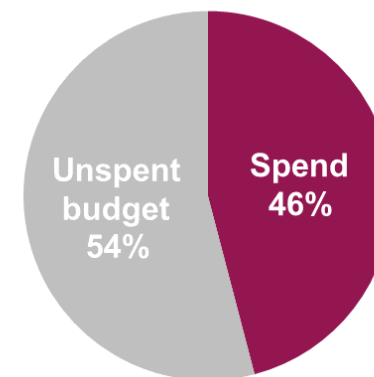
Cycling and Walking Improvement Plan	Phase 1	Phase 1 study completion	Aug-19	Feb-20		Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Nov-20		None required	Review of designs based on engagement with HCC 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	Summary Report to be amended based on most recent discussions. . Meeting to be held to discuss comments
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	May 22		Transport Team to input and review study	Study Report May 22	Second round of stakeholder engagement undertaken. Modelling work ongoing.
Worthy Road / Worthy Lane Study	Phase 3	HCC led Study underway	Oct 21	July 22		Transport Team to input and review study	Study Report July 22	Site visit with Cycle Winchester undertaken.
W1 Pre-Feasibility Study (section 1) – Upper High Street / Sussex Street	Phase 3	HCC led Study Underway	Oct 21	June 22		Transport Team to input and review study	Study Report July 22	First stage of residential engagement undertaken.

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	86	0	0	747
Spend	289	0	0	0	0	0	289
Unspent budget	0	211	161	86	0	0	458
Forecast	289	50	75	86	0	0	500
Variance to budget	0	161	86	0	0	0	247

Total Revenue spend to date



Budget comments:

Out of the total budget of £500k, £250k is funded by the Community Infrastructure Levy.

COVID period Demand tracking – April 2020 – 31 March 2022

SERVICE AREA	MEASURE	2020 - 2021				2021							2022				
		Q1 total	Q2 total	Q3 total	Q4 total	Q1 total	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	
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				£4.38m	£7.27m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m	£7.31m*
	(LRSG & Restart) Rateable value £15,001 to £50,999				£3.67m	£6.09m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m	£6.11m*
	(LRSG & Restart) Rateable value £51k or over				£2.23m	£4.11m	£4.17m	£4.17m	£4.17m	£4.17m	£4.17m	£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	42	1	0	0	2	2	0	2	2	4	0	656	
	Referrals passed to Voluntary Support Groups	198	10	5	11	1	1	0	0	1	0	1	0	0	0	228	
	Prescriptions delivered	146	41	18	37	1	0	0	0	0	0	0	0	0	0	243	
	Food parcels delivered	77	28	9	6	0	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	45	
	Council tenants contacted by phone to offer support	1665	1	8	14	0	0	0	0	0	0	0	0	1	0	1689	
Housing	Total Arrears (running total)	£571k	£553k	£632k	£526k	£544k	£585k	£565k	£557k	£593k	£590k	£641k	£630k	£535k	£523k	£523k *	
	% of Housing tenants in arrears (running total)	22%	23%	47%	22%	28%	22%	24%	23%	24%	24%	48%	32%	21%	21%	21% *	
	% claiming Universal credit (running total)	16%	18%	19%	20%	22%	22%	23%	23%	24%	24%	24%	24%	24%	24%	24% *	
	% claiming UC in arrears (running total)	55%	54%	65%	46%	46%	47%	46%	45%	47%	48%	60%	46%	40%	41%	41% *	
	% current debt due to UC claimants (running total)	61%	67%	64%	65%	68%	65%	66%	69%	66%	67%	65%	64%	67%	70%	70% *	
	Residents in B&B (number at month close)	9	2	1	1	0	0	0	0	1	2	1	0	1	0	0 *	
	Rough Sleepers in Council units (no. at month close)	6	0	12	13	0	0	0	0	0	2	3	3	3	3	3 *	
	Tenancy Support Caseload (weekly new referrals)	107	55	42	39	40	18	8	8	14	6	1	5	14	21	378	
Waste / Env / Licensing	Planning – Decisions issued (inc. SDNP)	602	580	708	712	775	272	221	217	205	225	182	220	284	251	5454	
	Bonfires reported	68	30	8	8	6	3	11	9	5	4	2	4	4	3	165	
	Fly-tipping - reported	517	614	528	683	597	176	209	206	180	171	107	210	173	196	4567	
	Waste Collection – Missed Bin reports (cases closed)	770	974	569	626	443	216	134	116	113	93	141	193	139	184	4711	

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