

REPORT TITLE: Q2 FINANCE AND PERFORMANCE MONITORING

14 DECEMBER 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 provide a summary of the council's progress during the period July to September (Q2) 2022 against the five priorities in the refreshed Council Plan 2020-25, adopted by Council on 24 February 2021.

Appendix 2 provides a financial update for both the General Fund and Housing Revenue Account (HRA) as of 30 September 2022.

Appendix 3 provides the data, where available, for Q2 against each of the Strategic Key Performance Indicators (KPIs).

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

Appendix 5 are the action notes of the Performance Panel meeting that took place on 7 November 2022.

RECOMMENDATIONS

That Cabinet notes the progress achieved during Q2 of 2022/23 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 highlight when performance falls below agreed targets for improvement plans including remedial actions to be agreed and implemented.

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 where they require consideration of the council's Financial Procedure Rules, Contract Procedure Rules and Public Contracts Regulations 2015 (PCR2015).

### 4 WORKFORCE IMPLICATIONS

There are no workforce implications directly, but staff are engaged and actively working across all projects.

### 5 PROPERTY AND ASSET IMPLICATIONS

There are no property asset implications 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 7 November 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 23 November 2022.

Detailed questions were also raised at the meeting and have been added to the list of actions raised at the Performance Panel to be progressed.

## 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

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<u>Community Support</u> - 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.
<u>Timescales</u> - 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.
<u>Project capacity</u> - 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.
<u>Financial exposure</u> - Budget deficit or	Regular monitoring of budgets and financial	Early notification of unplanned

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
unforeseen under or overspends.	position including forecasting to year end to avoid unplanned over/underspends. To include consideration of impact on rise in inflation.	under/overspends through regular monitoring allows time for plans to be put in place to bring the finances back into line with budget forecast.
<u>Exposure to challenge.</u>	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.
<u>Innovation -</u> Improvement in service delivery.		KPIs used to evidence the need for innovation to improve service delivery.
<u>Reputation -</u> 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.
<u>Achievement of outcome.</u>	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.
<u>Other – none</u>		

## 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 4) that set out the progress of the council's 'Tier 1' projects. All information and data are as at the end of Q2 (30 September 2022).

The strategic key performance indicators included in Appendix 3 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 several 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 2023/24 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. The refreshed Council Plan and agreed KPI's is due to be available on 6 December 2022.

12 OTHER OPTIONS CONSIDERED AND REJECTED

None.

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

CAB3361 – Q1 Finance and Performance Monitoring dated 22 September 2022

Other Background Documents: -

None

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – Q2 July to September 2022

Appendix 2 Financial update to 30 September 2022

Appendix 3 Strategic Key Performance Indicators Q2 update

Appendix 4 Programme and Project Management – Tier 1 project highlight reports  
Q2 update

Appendix 5 Notes from Performance Panel meeting 7 November 2022

## **COUNCIL PLAN 2020–25**

### **Q2 2022/23 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 second stage of energy efficiency works to city offices will see the installation of an air source heat pump which will reduce emissions further through replacement of the gas boiler. We are in the process of procuring this, which will be funded from existing budgets, being part of the same Public Sector Decarbonisation Scheme grant as the window replacement.*

*Consultants WSP have progressed work to develop a roadmap to decarbonisation of the district. The consultants presented at Health and Environment Policy Committee in July and the finished document will be considered by the Policy Committee in December. This work will provide direction for the council's role in bringing about a reduction in carbon emissions by residents, businesses and all stakeholders across the district. In acknowledgement that BEIS data on district emissions has a two-year reporting lag, the roadmap will be used to supplement KPI TCE08 to provide more timely data on the reduction of emission achieved by intervention.*

*A Carbon Literacy training session in September 2022 saw training delivered to a further 13 members of staff. This brings the number of staff trained to 128 (plus 15 elected members). To date a total of 67 officers and elected members have been certified as Carbon Literate, though recent staff changes mean that only 49 remain at the council. Steps are being taken to get more certified and bring the council closer to achieving Carbon Literate silver accreditation, an accreditation that only two councils in the country have achieved to date.*

*A highlight report for Q2 for the Carbon Neutral programme is included at Appendix 4.*

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

*Information gathered from a specialised carbon neutrality virtual information event and feedback from the Strategic Issues & Priorities consultation document have been used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan).*

*The draft Local Plan includes 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.*

*The draft Local Plan also includes Policy CN3 (Energy efficiency to reduce carbon emissions). This is based on the energy efficiency standards for residential development that have been developed by the London Energy Transformational Initiative (LETI).*

*Key elements of the LETI next generation energy standard for residential homes are:*

- *The need for low energy use in new buildings,*
- *A low carbon energy supply with no use of fossil fuels for heating, hot water and cooking*
- *Opportunities for on-site renewable electricity is maximised.*

*In the case of non-residential developments, proposals will need to demonstrate that the design process has used the energy hierarchy (Policy CN3) and can meet at least BREEAM1 certificate Excellent standard by an accredited assessor.*

*A highlight report for Q2 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) generated more than 52,000 kWh during the 3-month period from July to September 2022, saving more than 12 tCO<sub>2</sub>e. They have now saved more than 27 tCO<sub>2</sub>e since installation in December 2021.*

*The solar PV panels at Winchester Sport & Leisure Park generated 27,460 kWh during the period July to September 2022.*

*A further 399 solar panels have been installed at the Vaultex car park (now known as Barfield 2) and a system for collecting the amount of renewable energy from these panels is also being developed..*

*The next stage of the Local Plan (Regulation 18 – draft Local Plan) also includes Local Plan policies to promote and encourage increased renewable energy generation, which will be consulted on in the draft Regulation 18 Local Plan. Research has been undertaken to better understand the solar capacity of the district for both utility scale ground-based energy generation (solar farms) and roof mounted solar energy.*

*Hampshire County Council's Solar Together registration phase closed in late September and 1,574 registrations came from Winchester residents, which represented more than 11% of the total number. All registrants will be sent their personal recommendation during October, and they will have until late November to decide if they wish to accept their offer.*

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

*The council hosted its third Carbon Neutrality Open Forum (CNOF) event in September 2022, as part of the Green Week programme of activity. The subject was food and climate change and an audience of 37 heard speakers from the Winchester Food Partnership and BIFFA discuss the implications of food production, consumption and waste on our carbon footprints.*

*Winchester City Council has secured funding from Low Carbon Across the South & East (LoCASE) to assist business owners undertake low carbon and energy efficiency adaptations to their businesses. A total of £53,399 was secured for Winchester. The majority of this contributes to staff time spent on the project and the cost of the business support service operated for the council by Meercat Associates, which provides advice to local businesses and makes referrals to LoCASE advisors. Business can access grants up to a value of £10,000 to invest in carbon reduction measures. More details can be found in the Vibrant Local Economy section.*

*A consortium of local authorities including the council secured funding from the government's Sustainable Warmth funding competition. The funding will support the implementation of measures to improve the energy efficiency of homes within the Winchester district. The scheme will be operated by AgilityEco, is available until March 2023 and can support households with an EPC rating of E, F or G for insulation, solar PV panels and air source heat pumps.*

*To improve understanding and awareness of the options that exist, we have improved the information that it is available on the website. This has been done alongside the launch of the programme of Cost of Living support, recognising the close link between the two. All schemes signposted on the website are recognised and credible.*

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



*We are waiting for formal guidance from the government on the introduction and funding of a food waste collection system which is their preferred direction of travel and will be made mandatory across every household by 2023.*

*Once funding is confirmed, we plan to introduce a food waste collection system across the district at the earliest opportunity rather than running a pilot scheme as this will provide much greater benefits in terms of carbon reduction and it was felt that a pilot would only provide information which is already available to the project team through other work undertaken elsewhere.*

- **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 Q2 for this programme is included at Appendix 4.*

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

*The year 2 action plan has been published, which includes 75 actions of which 11 have already been completed and another 52 have started, 30 of which are progressing well and a further 22 are making progress. A large proportion of these actions are ongoing throughout the year and will not be completed until the end of the year. Given the number of actions progressing well we are on target to complete 80% of actions by December 2022. 50*

*Key actions include*

*At Topfield in Kings Worthy, the path improvement work has been completed and picnic tables and benches installed. A public engagement event took place in July to update residents on plans for the open space. A full ecological appraisal has been completed on Topfield and this will feed detail into the Management Plan of the site, including the management of Invasive Non-Native Species (INNS).*

*The road verge project has seen a more frequent monitoring programme implemented. With the assistance of New Leaf Alresford group, we are now undertaking monthly fixed-point photography surveys, so we have a record of how the verges are looking/changing throughout the season and across years. We recorded a variety of botanical species within the pilot verges and New Leaf Alresford group fed back very positively. A report on the project will be presented to the Health and Environment Policy Committee in October.*

*The annual survey reports and updates on the progress of the Biodiversity Action Plan will be published on the council's website in December.*

*A Technical Advice Note (TAN) on Biodiversity Net Gain has been through internal senior officer consultation with a draft guide being presented to a Joint Planning team meeting on 12 October 2022.. Plan.*

*As part of the estates work, with the WCC Property Services Team and in partnership with the Hampshire Swifts charity, 8 Swift nest boxes were erected on Test and Meon House in Highcliffe to offer further nesting opportunities for this species.*

*The Biodiversity Action Plan will be reviewed at an all members' briefing early in 2023. This will replicate the successful briefing that took place earlier this year.*

- **Work with other public authorities to expand the range of materials we recycle as solutions become available**

*Hampshire County Council hope to achieve planning permission for the single Material Recycling Facility (MRF) in Eastleigh. An update will be available in Q3.*

*We are working to develop the timetable to increase access to a wider range of recycling, for example pots, tubs, trays and cartons as soon as the MRF is built and opened. This is scheduled for 2025.*

*These are signification changes for our residents, and we will be engaging on key decisions to ensure we develop a system which offers the best carbon reduction, highest resident satisfaction and lowest overall cost.*

*We have introduced bin hangers to help advise residents on what they can do to minimise contamination, along with new services for batteries, Waste, Electrical and Electronic Equipment (WEEE) and cartons. We are reviewing options for additional collections with BIFFA and will bring forward options where they are low cost and high impact.*

## **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 achieved the following:**

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

*The council announced the launch of a cost-of-living intervention to support households in the Winchester district who are struggling with the rapidly rising cost of living. The £200,000 package of measures will provide help and support to those who need it most, including:*

- *A cost-of-living Emergency Grant Fund that will be used to provide additional support to partner organisations who can provide advice and practical support to residents – this includes help to reduce and manage energy bills, help to access benefits and grants, help to access food and other types of emergency support.*
- *Calling a local Cost of Living Summit, to bring together partner organisations from across the Winchester District to discuss how we can best work together to coordinate and maximise our efforts and our impact which will include understanding the potential need to provide a network of warm, safe spaces this winter.*
- *Setting up a dedicated webpage to help people find the information they need quickly and easily, with direct links to available support; and*
- *Ensuring, where appropriate, that the council's own services are focused on offering targeted cost of living support.*

*A further 38 Ukrainian families (88 individuals) moved to Winchester district bringing the total to 196 families (363 individuals). Community support hub sessions at the Guildhall moved to monthly, with staff from the council and partner agencies continuing to provide confidential advice, guidance and support on housing, employment opportunities, information about benefits and financial aid initiatives as well as more general support. 165 visits were made*

*by Ukrainians or their hosts during the period, meaning 353 visits in total since the sessions started. One-off sessions were also held in other settlements across the district, with a combined total of 53 visits made to sessions in New Alresford, Kings Worthy, Bishops Waltham, Wickham and Denmead.*

*Five new posts were created to support the ongoing work with Ukrainian families and their hosts. Four housing officers and one community officer are employed for 12 months, funded by the Homes for Ukraine scheme. Two briefing sessions have been scheduled for hosts during October - a Q&A regarding housing options and a session on bridging the cultures.*

*Rematching of the Ukrainians to new hosts is now underway. 948 potential hosts who initially expressed an interest have been contacted and 37 have responded to say that they would still be interested in being a host. We have supported 3 further rematches, 6 in total. A further 69 Ukrainians have been provided with housing advice in quarter 2 and 7 more households have approached the council because they are believed to be threatened with homelessness.*

*We continue to provide core grant support to key voluntary sector organisations supporting our more vulnerable residents. One example is Citizens Advice (CA), who support some of the most vulnerable residents across the district and reports that support with cost-of-living issues is continuing to escalate, especially for certain groups, such as disabled people/those with long-term health conditions, older people, social tenants and single people (and especially those who fit within several of these categories). They are seeing an increasing number of people at crisis point – in August 2022 they saw more than 200 clients, compared to less than 90 in August 2021.*

*Six organisations ran successful crowdfunding campaigns during the period. The £10,000 paid in match funding grants by the council enabled the organisations to raise over £24,000 collectively for their activities. Examples include Olive Branch Counselling to provide additional free/low-cost counselling sessions and Design Junction to support disadvantaged people through art projects.*

*Demand for our district small grants has been higher this quarter than previous years and applications total £9,327 at the end of September (50% of the budget). In recognition of the impact the cost-of-living crisis is having on voluntary and not for profit organisations across the district, the criteria for the small grant and crowdfunding grants have been temporarily relaxed and the maximum small grant increased from £500 to £1,000 from October. Competition for these grants is expected to be high over the next six months and priority will be given to organisations whose work supports the most vulnerable people in our communities.*

*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 67 referrals made to the PCN, and 55 made to EA, meaning that since the opening of the new leisure centre there have been 512 referrals made. Community classes for people with long-term health conditions have attracted 456 attendees during the 3-month period, with a total of 918 during the year to date.

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

WSLP continued to perform well, with health and fitness membership up slightly over the three months at 4,824 and swim only membership also up to 396. The number of children that are having swimming lessons has remained stable at around 1,300 a month, despite continuing challenges in staffing levels. The overall monthly attendance remained high, with the quarterly visitor number of 189,247 being the highest quarterly total since opening.

Everyone Active launched free memberships to the following groups: cared for children / care experienced young people, Ukrainian refugees and individuals with Parkinson's. WSLP has provided an additional 18 Ukrainian memberships, taking the total to 247 (one of the highest numbers in the South region) and now has 24 memberships for individuals with Parkinson's.

WSLP welcomed the Queen's Baton Relay as it passed through the district on 6 July ahead of the Commonwealth Games, as part of its 254-day journey spanning the Commonwealth totalling more than 140,000 kilometres. Schoolchildren and local residents lined the approach as the Baton was greeted. The council, Everyone Active and the University of Winchester, organised a Commonwealth Games themed sports festival with over 100 children involved from seven local primary schools – All Saints, Stanmore, Weeke, Winnall, Owslebury, Harestock and St Peters – at which the children sampled a range of Commonwealth sports and followed the Baton on a processional lap around the athletics track.

WSLP also hosted the council's annual Paralympic Personal Bests event – 10 years on from the first event, which celebrated the London 2012 Paralympic Games. The event saw 150 children and adults with learning and physical disabilities take part in swimming, squash, rugby, circuits, athletics, football, and cricket. Local groups, sports clubs and the University of Winchester provided 50 volunteers to support the event.

- **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**

The tender for construction of a new pavilion at KGV playing fields in Highcliffe resulted in a budget increase, with the project now estimated to cost £3.3M. Additional CIL funding was approved by Cabinet to add to a grant of £450,000 secured from the Football Foundation. A contractor has been appointed and work is expected to start on site by early 2023.

*At West of Waterlooville, footpath applications have been submitted to planning that will progress the town park application.*

*At North Whiteley, eight allotments are under construction with a further 21 allotments and seven raised beds for disabled users commencing during October. A new play area has been completed and will be opened in November, with planning permission granted for another play area*

*New Alresford was given £20,000 from CIL for the construction of a new outdoor gym. This has now been completed and is in popular use. The town has also received £20,000 towards new allotments. These amount to 0.35ha, (close to an acre.) Planned to open in 2023.*

- **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 was presented to the Health and Environment Policy Committee on 6 July 2022. Work on preparing a district wide LCWIP will begin in Q3.*

*Also see project highlight report for Q2 included at Appendix 4.*

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

*The planned refurbishment of Abbey Gardens play area began in September. The works will be completed in two phases, with the first phase seeing play area equipment already removed and replacement path, surfacing and seating due to be completed in November. Phase two quotes are due back in late October and the site will be empty until the expected start of work in January 2023 on the installation of new play equipment, surfacing and seating.*

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

*Open space at Erskine Road in Winchester has been transferred to the council and will now be managed within our maintenance contract.*

- **Develop Local Plan policies that promote healthy lifestyles in healthy surroundings**

*Information gathered from a specialised Living Well virtual information event along with feedback from the Living Well topic in the Strategic Issues & Priorities consultation document have been used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan). The draft Local Plan includes a number of Local Plan policies in a new design topic on living well and creating healthy lifestyles, A key component of the draft Local Plan is that it needs to address all of the identified housing needs in the district whilst ensuring that the right mix of homes is built for all sectors of our society. This*

*includes affordable housing, older persons and those with difficulties, family households, younger people, students, built to rent, self-build, custom housing and community housing. The draft housing policies that have been included in Regulation 18 Local Plan will be consulted on in early November.*

## **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**

*130 new homes were under construction at the end of Quarter 2 at sites in Winnall and Whiteley.*

*Tenders were returned for the Micheldever Passivhaus pilot project for 6 flats, work is scheduled to commence in early 2023*

- **Strengthening our Local Plan to ensure the right mix of homes is built for all sectors of our society, including young people**

*Feedback from the Next Generation Winchester project (which explored the challenges faced by younger people aged 18-35) along with the feedback from the Strategic Issues & Priorities consultation document and the three Local Plan Design workshops have been used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan). The draft Local Plan includes a range of policies in a Homes for All topic which will be consulted on in the draft Regulation 18 Local Plan.*

*A highlight report for Q2 for the Local Plan is included at Appendix 4.*

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

*The detailed business case for the Winnall Flats proposed development was agreed by council in July 2021 with a preferred option being to deliver a block either through a housing company or through a third party. Build Contract negotiations have now been completed and the Winnall Flats scheme has started on site. A revised business case on the Housing Company is being prepared for consideration by Cabinet Committee in December 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 extreme weather periods including that of the heatwave during the summer. Severe Weather Emergency Provision (SWEPP) was instigated throughout the second heatwave, 1 resident accessed SWEPP throughout the second heatwave.*

*In June 2022, Hampshire County Council announced a budget cut to their social inclusion services of £360,000 across the eleven district councils. The impact of the cuts for Winchester is that there will be an overall reduction in our social inclusion funding received from HCC of 20%. The cuts will have two impacts for Winchester:*

- 1. It will include a reduction to the Beacon's (formerly Winchester Night Shelter) funding, and this will decrease from £62,544 to £24,500.00.*
- 2. The 'outreach' service for Winchester that is currently delivered by Two Saints will not continue past March 2023*

*Officers are working with members and the organisations affected to evaluate the impact this will have on service delivery and devise a plan on how to move forward. This work is still undergoing in quarter 2.*

*HCC's social inclusion tender is due for renewal in March 2023 and will be split into five lots, with Winchester being in a lot on their own. The tender is to commission the support that is delivered at the accommodation that is used to accommodate individuals who are at risk of, or have slept rough, and move on accommodation. For Winchester that is West View and Sussex Street, a total of 42 bed spaces. This process will be started in September 2022 and the Service Lead for Strategic Housing will be part of the panel looking at the tenders throughout November 2022 with a decision being made in December 2022. This will allow officers to review the current outreach service and analyse what a new service could look like.*

*The annual rough sleepers count (across Hampshire) will take place on the evening on 16 November 2022. There were two rough sleepers as of 30 September 2022.*

*The Strategic Housing Service have received five expressions of interest from providers to deliver the housing support element of the Housing First model which was part of the council's Rough Sleepers Initiative Bid 2022-2025*

- **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: -*

- *£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.*

*Two properties have now been selected to begin the retrofit pilot. As part of the pilot, an innovative way to measure and pre-cut the internal wall insulation is being trialed and its continued use will be subject to ongoing value for money assessments. The market, and the retrofit market is already very stretched - so arranging the various consultants and achieving the tight deadlines is proving particularly challenging.*

*The works to the two trial void properties provides a good information gathering opportunity. When they are completed a formal review will take place to assess value for money and subsequent programme acceleration opportunities.*

*The department for Business, Energy, and Industrial Strategy (BEIS) funding competition was launched on 29 September with a closing date of 18 November 2022 for applications. Unfortunately, latest competition guidance makes clear that both internal wall insulation' (the Council's main proposed energy improvement measure in void houses and bungalows) and external wall insulation (future preferred solution for flats) is not now defined by BEIS as 'value for money.' The bid will therefore now focus on 20 Swedish Cottages and approx. 400/500 loft insulation upgrades.*

- *£187,000 to address energy efficiency of communal areas in sheltered/communal housing schemes, including the installation of solar photovoltaic panels where appropriate.*

*Options to reduce the heating demand and carbon emissions to Chesil Lodge are being evaluated. The evaluation proposes a 3-phased approach:*

- (i) Changes to hot water supply system (complete),*
- (ii) monitor the anticipated reduction in energy use and demand over winter months (review Jan 2023) and*
- (iii) feasibility assessment to switch the combined heat and power (CHP) unit and/or back-up gas boilers to air sourced heat pump (ASHP).*

*The council's other sheltered and cared for homes are not managed or monitored in terms of energy usage. A feasibility study will be undertaken to assess the cost vs ease of installing secondary meters and data capturing of these meters. The team have met two specialist companies who can carry out feasibility studies and install secondary meters in appropriate properties.*

- *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.*

*The primary purpose of this group will be to start discussions about options for replacement heating systems to the council housing stock. The panel will consist of tenants, elected members and officers. The first meeting is planned for late January early February 2023.*

*We currently only have six tenant volunteers. On 18 November 2022, a tenant survey will be sent to all tenants (with an email address) to reach a wider cross section of tenant representatives at panel.*

*The 'retrofit ready' programme will initially hard target and focus on houses and bungalows as this represents 90% of council properties that have the poorest energy efficiency rating (EPC Band D or below). The energy assessment will focus on basic energy improvement measures that can be improved in advance of future major planned retrofit works. It also helps tenants to reduce their usage and energy bills. The key advanced upgrade measures include loft insulation, cavity wall insulation, kitchen and bathroom extract fans and the replacement of energy inefficient front and back doors and windows.*

*The deep retrofits on the Swedish property trials are nearing completion with the 20 remaining included in the Social Housing Decarbonisation Fund (SHDF) bid which is due for completion over the next two financial years.*

*The tenant "Retrofit Ready" invitations have been dispatched with a deadline date of 30 November for return. The subsequent programme of energy assessments will be programmed during December and rolled out during January to March 2023.*

*The bid for the Social Housing Decarbonisation Fund (SHDF) is progressing with a submission date of 18 November 2022.*

*An all-Member briefing on Council Homes Retrofit Roadmap and Building Safety is to be delivered on 1 December 2022. 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 flats. 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 approved. The build has been tendered and a total of five proposals have been returned for the scheme, the results of which will be reported to Members at Cabinet (Housing) on the 31 October 2022.*

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

*No further discussions have taken place with CALA Homes with regard to the Extra Care Scheme due in part to discussions over other build elements in phase 2B. A project brief has been prepared by the Council and architects appointed to provide a capacity study to ensure site is of sufficient size to meet the S106 requirements. Negotiations have commenced with developers at Whiteley for the construction of an Extra Care scheme on an upcoming phase (as set out in the S106 agreement for the Major Development Area).*

## **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 is 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**

*As part of the work to develop recognition of the district's cultural and creative sectors, the council is working with the Winchester Business Awards' organisers (Winchester Business Improvement District, Hampshire Chamber of Commerce and Hampshire Chronicle) to create and sponsor a brand-new category called 'Cultural and Creative' Award to be promoted at a launch event in February 2023.*

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

*Work has commenced to develop two new strategies under the Green Economic Development Strategy (GEDS) action plan; sustainable tourism and cultural. The scoping plans for each will be brought to the November and February Policy Committees respectively for consideration.*

*In terms delivery of the GEDS action plan progress has been made towards housing and transport targets including actions to deliver a significant retrofit campaign, EV infrastructure and the Winchester Movement Strategy. The Warmer Homes campaign provides funding for the retrofit of private housing stock including Home Upgrade Grants (HUG) and Local Area Delivery Grants (LAD). During the last quarter, the council has received 14 applications for HUG grants and 38 applications for LAD grant funding. Considerable progress has also been made on retrofit in council housing stock with the first*

*live void retrofit completed, an application to the Social Housing Decarbonation Fund and remedial work to the heating system and Chesil Lodge. In Sheltered and Cared for Homes - groundwork for a feasibility study has taken place.*

*Work has also taken place to deliver a plan for the next phase of EV charging. The revised local plan will include private EV charging facilities in new private sector commercial and housing developments. All new WCC housing developments will now also have EV charging points.*

*A highlight report for the Winchester Movement Strategy is included at Appendix 4*

### **Supporting business in meeting the challenge of carbon neutrality and encouraging 'green growth'**

*Following Winchester City Council securing funding from Low Carbon Across the South & East (LoCASE) to assist business owners undertake low carbon and energy efficiency adaptations to their businesses, Meercat were appointed in May 2022 to deliver this targeted business support programme. They are assisting businesses in accessing LoCase funding and supporting them to become zero carbon, reduce energy consumption and carbon emissions. Since the launch in May 44 businesses have accessed the service, either received one to one support or attended five online webinars. One Winchester district business has received funding with six other projects at an advanced stage.*

*This support is free of charge and a dedicated webpage can be found at [www.meercatassociates.com/winchester](http://www.meercatassociates.com/winchester).*

*With the council's ongoing support, on Thursday 29 September the Sustainable Business Network held a virtual event on the Circular Economy as part of Winchester Green week. This included speakers from business and academia providing their insights into how businesses could adopt a circular approach and benefit from a different way of purchasing, reducing the resources consumed and saving money at the same time. 27 businesses joined the live event and a further 44 have watched the recording. 83% of businesses surveyed said that they found the event extremely useful.*

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

*Following the successful bid for £264,000 to the Department of Work and Pension's Flexible Support Fund in partnership with the local councils of Eastleigh, Winchester, New Forest and Test Valley two youth employment hubs were formed at the Carroll Centre and Unit 12, Winnall. These provide specialist help and support to move young people from welfare benefits into employment. In the last quarter 28 young people have received tailored support with one going on to secure permanent employment and 11 being*

*signposted to access voluntary work or work experience creating a springboard into permanent employment.*

*An outreach Youth Hub event took place in Wickham Community Centre on 20 July.*

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

*A new member of staff took up the new post of Culture and Creative Sector Development Officer at the end of August. This post will support and develop the council's programme of work in this sector. As a priority it will support the collaborative development of a district-wide Sustainable Cultural Strategy, a key output on the first two-year Green Economic Development Strategy Action Plan. The officer has already established links with culture and creative networks across Hampshire, including Creative Network South, and met with key partners across the district including Winchester Cathedral, Hampshire Cultural Trust, The Gurkha Museum and Winchester Poetry Festival.*

*The council will again be supporting businesses and working in partnership to maximise the opportunities the festive period offers. A Christmas in Winchester stakeholder meeting took place in August with key partners including Play to the Crowd, Winchester BID and Winchester Cathedral to ensure a collaborative approach to Christmas in Winchester. Events and activities are currently being added to [www.christmasinwinchester.co.uk](http://www.christmasinwinchester.co.uk).*

*Two editions of Arts News have been issued in this quarter featuring spotlights on local creatives and/or organisations. Features have included opportunities for the creative sector, details of funding available, events, sign up form for the newly re-formed Cultural Networking Group plus an introduction from the Council's new Culture and Creative Sector Development Officer.*

*A contract has been drawn up between the council and the artist selected to deliver a mural in St Maurice's Covert. A further site visit has taken place and the commission is due to commence week starting 24 October 2022 along with associated PR activity.*

*In order to recommence work on the West of Waterlooville Arts programme, funded through S106 contributions, a paper has been prepared for the West of Waterlooville Arts Advisory Panel and Forum setting out the resources needed to manage the delivery of a refreshed programme. This paper will be discussed at West of Waterlooville meetings in the next quarter.*

*The council is taking a lead on co-ordinating activities relating to Jane Austen 2025 celebrations and convened an initial meeting with key partners to discuss marketing and collaborative activities to ensure the opportunities arising from the anniversary of Jane Austen's birth in 1775 are maximised.*

## **Consumer marketing and promotion.**

### *Marketing & Communications*

*A Local Food and Drink Heroes map featuring producers across the district was launched to coincide with Hampshire Food Festival and Independents Month. The council worked with Hampshire Fare to deliver this map which is available to view at [www.visitwinchester.co.uk/food-drink/](http://www.visitwinchester.co.uk/food-drink/) (392 page views since launch on 12 July and for the remainder of quarter two).*

*Three business to consumer (B2C) electronic newsletters were issued with an average open rate in line with previous quarters of 34% and click rate of 1.9% – including features on the new Local Food Heroes Map, St James' Way, ideas for cost-saving and stress-free family days out closer to home during the summer holidays, Hares of Hampshire and shop local during Independent Business Month. One business to business (B2B) e-newsletter was issued in July (37.2% open rate, a 5% increase from last quarter and 4.7% click rate) providing updates on Visit Winchester activity and campaigns (including Independent Business Month) and advertising packages for 2022 and job opportunities. A further B2B e-newsletter was issued in September in response to the passing of HM The Queen with a message from Winchester City Council and National Mourning Guidance (open rate 55% and click rate 6.7%).*

### Website & Social Media

*[Visit Winchester](#) website continues to be a key go to platform for visitors and residents to find out information about the district to inform their leisure time and spend decisions with over 100,000 sessions and over 80,000 users this quarter. However, this quarter has seen a slight drop-in website activity compared with the same period in 2021. Intelligence from other destinations across the region suggest a similar pattern. A likely cause could be consumers are faced with more choice as international markets begin to open up post-pandemic.*

*In addition to the regular '5 things to do this week/weekend' blog posts, further blog posts have been published including:*

- Half term and Halloween fun,*
- Follow the St James' Way (marketed in partnership with Visit Reading and other destinations in Hampshire),*
- Stress-free family fun in Winchester this summer*
- two blogs supporting Independents across the district as part of Independent Business Month.*

*A further blog was posted – 'There's now twice as many reasons to visit Marwell!' which included details of a free return ticket valid for seven days. This content was also repurposed for the Visit Winchester social media channels along with further content (e.g. save 25% off admission to the*



*Science Centre in September and ideas for free days out included in the summer holidays blog) to promote cost-saving or 'free' days out in response to the cost-of-living crisis.*

### PR and press

*Through the council's Discover Winchester PR partnership opportunities to position Winchester district continue to be pro-actively sought. For example, a press releases entitled 'Stress-free family fun in Winchester this summer' issued in July was read by 101 journalists on the TravMedia global media network and 'Discover Winchester at Christmas' has been read by 62 journalists so far since it was released in August. Christmas content has been issued in response to media requests from Delicious Magazine and Good Housekeeping, and half term events were issued to Bella Magazine.*

*A PR ambassadors programme has been developed through which ambassadors will tell the story of Winchester through press, PR and social media, using themes including heritage, cultural, wellness, sustainability, family, food & drink and STEM. The first Discover Winchester Ambassadors Meeting was held in September and a content plan for the first year has been devised.*

*A press trip organised in March resulted in coverage in New Zealand Herald on the 11 August, featuring locations across Winchester (Cheesefoot Head), villages (Cheriton, West Meon) and pubs (Wykeham Arms, Flowerpots, Black Boy) - (<https://www.nzherald.co.nz/travel/uk-holidays-walking-cricket-and-proper-pubs-on-the-south-downs-way/7WQTL0ML6SYJC5V4XO5FAPGYVQ/> circulation: print over 115,000).*



Winter afternoon on the South Downs in West Sussex. Photo / Getty Images

NZ Herald  
By Chris Folley

*A press release was also issued in response to the Which? Magazine article reporting that Winchester was voted second best city staycation holiday in the UK.*

*During Q2, Social media was suspended for the period of National Mourning as a tribute to HM the Queen. Taking this into account, Visit Winchester Twitter impressions have still reached 55.6k in the last 90 days, averaging 611 impressions per day. Followers increased by 17 in the last 90 days, the engagement rate has increased to 2% (compared with 1.8% for quarter 1) and further activity has included 120 retweets, 323 likes and 9 replies. Visit Winchester Facebook engagement is up 15.7% at 2k. However Visit Winchester Instagram engagement at 1.2k represents a decrease on the previous quarter.*

*The top performing organic post for Facebook was the new King Alfred avatar image which was changed to grayscale as a tribute to HM The Queen – this post reached 11,012 more people than the median post (401 people), 510 more reactions than the median (4 reactions) and 17 comments on Facebook.*

*In recognition that there are opportunities to further develop Visit Winchester's engagement and effectiveness in social media channels providing more support to the visitor economy, a specialist Social Media Consultant has been commissioned to work with the council to deliver a social media audit, content plan and strategy.*

*The council continues to represent the voice of the visitor economy. Attendance at the Tourism Southeast AGM and Conference and a Destination Management Organisation (DMO) meeting with VisitEngland took place this quarter where intelligence on business recovery, recruitment in the hospitality sector, best practice and collaborative opportunities are considered – in particular, updates on the DMO Review and Sustainability.*

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

*The initial High Streets' Priorities Plan, a tactical approach to the immediate challenges brought about by COVID-19 ended on 31 March 2022. It was agreed at the Business & Housing Policy Committee on 21 June 2022 that ongoing activity will be delivered through existing and emerging work programmes resulting from the Green Economic Development Strategy first two-year action plan.*

*Visits to the market towns and villages (including Denmead, Alresford and Bishop's Waltham) have taken place throughout the quarter to discuss their challenges, priorities and funding opportunities. Topics discussed have included public toilet provision, parking and joint marketing initiatives. Visits to Wickham and Whiteley are planned for the next quarter.*

*The findings of the district wide Review of Street Markets, funded by the Return to the High Street/Welcome back activity have been shared with market organisers across the district. A number of the recommendations will be taken forward as the council re-tenders the street markets contract for the city.*

### *Shared Prosperity Fund*

*An investment plan to access £1m of UK Shared Prosperity Fund over the next three years has been created and was submitted to government in July 2022. Developed in partnership with key stakeholders across the district, if approved the fund will support activity and projects around the key themes of Community and Place, Supporting Local Business and People and Skills. Funding is heavily weighted to year three (2024/25) and will consider improvements to town centres and high streets; creation of and improvements to local green spaces; local arts, cultural, heritage and creative activities; community measures to reduce cost of living; supporting decarbonisation and improving the natural environment, increased levels of digital inclusion and essential digital skills.*

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

#### *Independent Business Month*

*During Independents month in July local businesses across the Winchester district were championed via Visit Winchester social media channels and the Visit Winchester B2C e-newsletter (see above under marketing and campaigns). The blog 'Support local during Independent Business Month' encouraged visitors and locals to pick up the market town maps to find listings for local independent shops in Bishop's Waltham, Wickham and Alresford, and the BID independents map to find city centre independent shops. The blog also promoted the destination and market towns guides and the Shop, Eat, Explore Winchester film. The 'Local food and drink heroes' map was also linked to in order to support food and drink producers.*

*A special independents themed Winchester Business Bulletin was issued. This content was used to create case studies of independent businesses on the corporate website. This information was also published on [visitwinchester.co.uk](http://visitwinchester.co.uk).*

**P&G Wells, Winchester city centre**



*Photo by P&G Wells*

Situated in one of the most historic parts of Winchester, P&G Wells won the Independent Business Award at the Winchester Business Excellence Awards this year, as well as being a regional finalist in the Independent Bookshop of the Year Awards.

*"We are approaching our 300th anniversary, if we can get to 300 years, I will be happy. I am thankful to the whole team for the hard work they put in to keep the business going and to adapt to the current challenges." - Steve Scholey, Manager of P&G Wells*

*Three Winchester Business Bulletins were issued during the last quarter. The Winchester Business Bulletin has been redesigned and now includes a regular Business of the Month feature which regularly highlights independent businesses.*

## **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.***

*The results from the Resident's and Young Person's surveys are currently being analysed and being used to inform the refresh of the Council Plan. A plan is being drawn up for the communication of the results to staff, members, parish councils and residents during Q3.*

*The Station Approach consultation took place between 1 August 2022 and 23 October 2022 and over 1000 residents and stakeholders responded. These comments are now being reviewed to help shape proposals.*

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

*In Q2 2022/23 there was an increase of 39% in the volume of complaints closed in the quarter compared to Q1. In comparison to Q2 2021/22, there was a 4% decrease.*

*The biggest increase was in housing complaints which increased by 55% from 29 in Q1 to 45 in Q2. This is due in the main to Housing staff more consistently logging formal complaints and the team have also done a lot of promoting on how to make a complaint via social media, newsletter and posters/flyers to our customers. The Corporate Head of Service continues to monitor the complaint levels and types of complaints to identify trends and areas for service improvement.*

*The percentage of closed complaints either partially upheld or fully upheld in Q2 decreased to 48% from 61% in Q1.*

- **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 The Scrutiny Committee.*

*The Strategic Key Performance Indicators in Appendix 3 of this report are also published on the Winchester City Council website [Access to data - Winchester City Council](#). 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 on-line consultation on the Strategic Issue and Priorities (SIPS) document won two Royal Town planning institute awards and in September was shortlisted for a National Award. The final awards will be held in November.*

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

*Cabinet at its meeting on 22 June 2022 approved the establishment of a Members' Equality, Diversity and Inclusion Forum to engage and communicate with our communities and local organisations to better understand issues around equality, diversity and inclusion within the district. The date for the first meeting of the Forum is currently being arranged.*

- **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.*

## **FINANCIAL UPDATE**

### **AS AT 30 SEPTEMBER 2022**

This section presents a summary of the council's financial position as of 30 September 2022 with regard to the General Fund and Housing Revenue Account budgets.

#### **General Fund Revenue**

##### **Summary**

1. A balanced 2022/23 budget was set by Council in February 2022 (CAB3335 refers) alongside a new 'Exceptional Inflation Pressures' earmarked reserve to reflect the considerable risks around contract and pay inflation. This reserve has sufficient balance to cover the forecast increased costs identified below.
2. Inflation has continued to increase beyond expectations, including very significant increases in utility costs. It is now considered prudent to forecast that inflation will remain at higher-than-expected levels for the medium term and therefore forecast costs will increase both in 2022/23 and over the medium term. The key elements relating to 2022/23 are:
  - b) Contract inflation is now forecast to average 7% over 2022/23 (4% was budgeted) which is an additional baseline cost of £326k. This is below current inflation levels because many contract costs for 2022/23 are based at least in part on inflation levels prior to April 2022.
  - c) Pay inflation is now forecast at an overall 5% increase from April 2022 (2% was budgeted) at an additional baseline cost of £508k.
  - d) Utility inflation is forecast to increase by up to 100% on average which would increase 2022/23 costs by c£300k. The majority of the increase relates to electricity costs as the general fund electricity to gas cost ratio is approx. 90:10.
3. Despite the expenditure pressures highlighted above, a number of one-off favourable variances identified below mean that the forecast outturn position is balanced. It is important to note that this is not a formal revision to the 2022/23 budget and forecasts will be kept under review monthly and refreshed for Q3 reporting. The other key variances and full year variance forecasts for Q3 are listed below:
4. monthly and refreshed for Q3 reporting. The other key variances and full year variance forecasts for Q3 are listed below:
  - a) Car Parking income for the full year is forecast at £7.0m against a budget of £8.3m (an adverse variance of £1.3m). Income has been picking up in Q2 which is a positive sign and Q3 will be a crucial quarter considering it is the highest earning quarter of the year. One area of significant reduction

is season tickets, commuters would need to return to Winchester on a daily basis in order to return to previous levels.

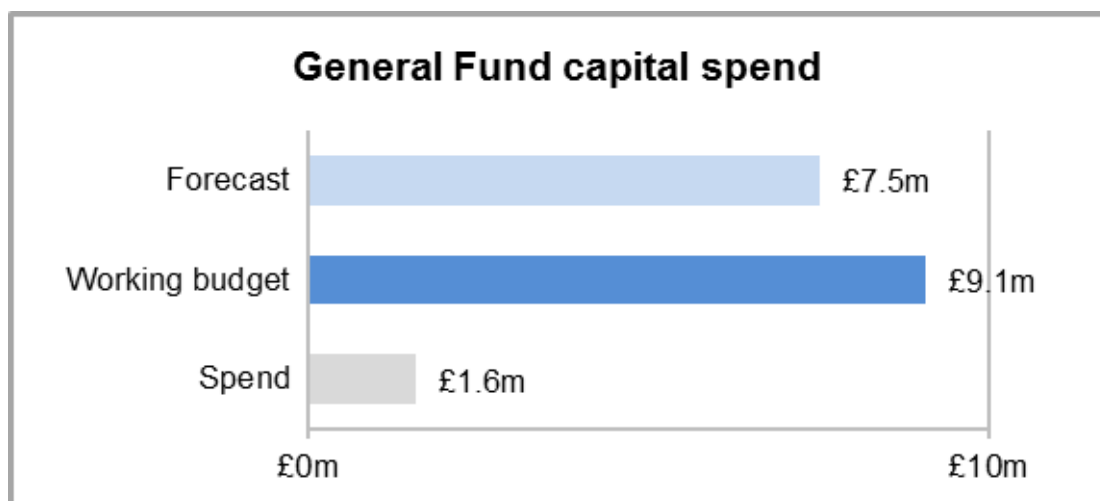
- b) A Covid contingency budget of £1.278m offsets a significant proportion of the above adverse forecast. A phased return to budgeted income levels was planned and budgeted over a four-year period ending in 2023/24.
- c) Building Control and Market income are forecast to be a combined £200k lower than budget and will need review as part of the 2023/24 budget process.
- d) Grounds Maintenance and Waste and Recycling budgets are forecast to be overspent by £320k. These budgets will need review as part of the 2023/24 budget process.
- e) Tree works are expected to overspend by c£50k in 2022/23 due to the high volume of works currently being identified.
- f) Funding / Income - Business Rates Retention and other funding is forecast at £1.09m above budget. This revised forecast takes into account 2021/22 outturn and reflects the removal of any previous negative Covid effects. It is instead based on a continual increase in funding as seen in the last few years. The Winchester Sport and Leisure Park income contribution has been increased to reflect the 2022/23 inflationary uplift.
- g) Net interest receivable is forecast to achieve an additional £300k of income above budget. This is mainly resulting from higher than budgeted investment rates due to the recent increases in the base interest rate. The additional income is based on an average rate of 1.1% (excluding LAMIT investments).
- h) Recycling income is forecast to be £150k above budget. This is in line with 2021/22 outturn and reflects the current high rates of return being achieved for glass and MRF.
- i) Bus Subsidy / P&R Bus discount – current estimates of additional government bus subsidy funding and discount relating to the reduced stagecoach bus frequency total £300k favourable to budget.
- j) Legal income – reduced S106 volumes to the end of Q2 mean a revised full year forecast adverse variance of £70k.
- k) Employee agency spend is currently significantly above savings accrued from budgeted vacant established posts. This is mainly within the Planning and Legal departments and results in a forecast employee overspend of £200k for the year.



<u>General Fund Budget Forecast 2022/23 (£000)</u>	<u>Expenditure</u>	<u>Income</u>	<u>NET</u>
<b>Environment</b>	<b>18,344</b>	<b>(11,582)</b>	<b>6,762</b>
<b>Living Well</b>	<b>5,455</b>	<b>(1,009)</b>	<b>4,446</b>
<b>Homes for All</b>	<b>2,844</b>	<b>(284)</b>	<b>2,560</b>
<b>Vibrant Local Economy</b>	<b>1,745</b>	<b>(544)</b>	<b>1,201</b>
<b>Your Services, Your Voice</b>	<b>7,764</b>	<b>(1,886)</b>	<b>5,878</b>
<b>TOTAL before funding</b>	<b>36,153</b>	<b>(15,305)</b>	<b>20,848</b>
<b>TOTAL Funding</b>			<b>(20,842)</b>
<b>FORECAST BUDGET UNDERSPEND</b>			<b>6</b>

## General Fund Capital

1. General Fund capital expenditure to the end of September was £1.56m of which the majority relates to four projects: Disabled Facilities grants (£0.45m); CIL funded community grants (£0.36m); KGV Skate Park (£0.12m); and the decked car park at the former Vaultex site (£0.12m). There were small amounts of expenditure (<£0.1m) on a number of other projects. Capital expenditure is typically spread unevenly throughout the year and current forecasts indicate expenditure in the second half of the year will be higher than the first.
2. Capital budgets for 2022/23 were revised for brought forward balances and other changes as part of the General Fund 2021/22 outturn reported to July cabinet and this is reflected in the working budget below.
3. The full year budget and forecast below excludes £20.5m in respect of the Strategic Asset Purchase scheme (SAPS). This budget will only be spent if suitable assets are identified. There have been no SAPS purchases to date in 2022/23.



4. Expenditure on key projects in Q2 of 2022/23:

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

*Exp: Prior years £42.887m      Q1-Q2      £0.0m      Total £42.887m*

Work commenced on site in 2019 and, despite the significant challenges presented by Covid-19, the new park officially opened on 29th May 2021. Final contract closure negotiations are anticipated to be completed in 2022/23 and further spend is therefore expected in the second half of the year.

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

*Exp: Prior years £6.4m      Q1-Q2      £0.12m      Total £6.52m*

The former Vaultex site at Barfield Close provides just under 300 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 at the site as well as a green “living wall” which helps improve air quality and minimises the visual impact of the site. The project completed in spring 2022 with final contract payments to be made in 2022/23

• **Disabled Facilities Grants** *Total Budget: £1.23m*

*Expenditure: recurring*                      *Q1-Q2*                      *£0.45m*

During the period 1 April to 30 September £448,000 of grants were paid over.

Such grants enable residents of private and / or social housing who are disabled or have a mobility or other limiting condition to apply for adaptations to be undertaken in their home. Adaptations can include the installation of stair lifts, level access showers, kitchen adaptations or ramping etc. and enable residents to remain in their homes rather than having to move, go into hospital, or into residential care.

## Housing Revenue Account

### Summary

The HRA revenue budget for 2022-23 was approved in February and is a deficit budget with a budgeted call on HRA Reserves of £606k. The forecast position at period 6 is a positive variance of £1.574m with an anticipated contribution to reserves of £968k, resulting in forecast HRA year-end general reserves increasing from £16.052m to £17.626m. The impact of inflation on repairs and staffing has been taken into account within this forecast.

At Period 6 the following major variances are reported: -

[1] Rent Service Charges and Other - Income is now anticipated to be some £580k more favourable. There are two main reasons contributing to this, the first is the unbudgeted receipt of £142k of insurance income in respect of claims, the second is that with the current emphasis on raising bank base rates to tackle inflation that the HRA is now getting a both a higher rate 1.8% and has more cash backed resources £52m, which has resulted in an anticipated additional income of £538k in 2022-23.

[2] Housing Management and special – This underspend of £131k is largely due to the high level of overall vacancies compared to budget at period 6 and includes the forecast impact of this year's pay award estimated to be £175k.

[3] Repairs (including administration) the budgets for both cyclic repairs £300k and responsive repairs £100k are forecast to overspend this year. The reason for the cyclic repairs overspend is largely due to the additional scope of works required servicing / compliance checks that are now being undertaken and also changes in the associated costs

[4] Interest charges – This is now forecast to underspent by £1.326m and is largely down to the volatility and increases in the cost of PWLB borrowing from the Government, which is linked to gilts trading. As a consequence it is anticipated that any forecast borrowing for 22-23 is likely to be funded initially from internal borrowing. If events change and the cost of long term PWLB debt falls then this position will be reviewed.

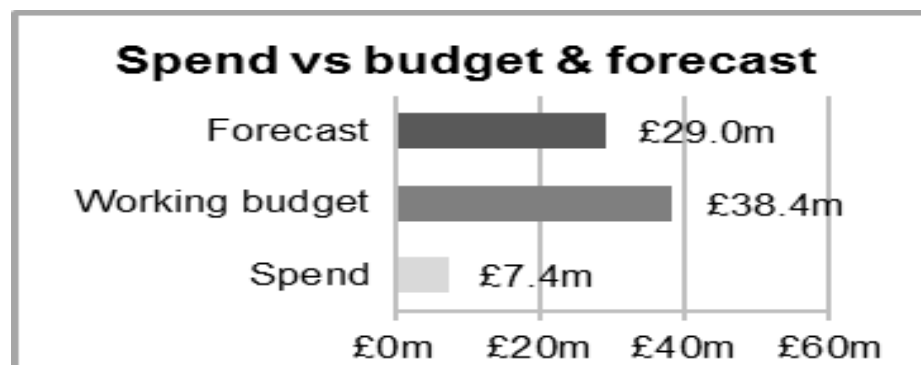
[5] Other income and expenditure – This variance of £56k represents the unbudgeted contribution to the Sinking fund at Chesil and Victoria court, which is an ongoing obligation and for which a budget will be established in next year's budget.

## Housing Revenue Account 2022/23

	Housing Revenue Account					Notes
	Budget		Forecast			
	Income	Expenditure	Net contribution / (spend)	Full Year Outturn	Full Year Variance	
	£'000	£'000	£'000	£'000	£'000	
Rent Service Charges & Other Income	29,036	0	29,036	29,616	580	1
Housing Management General	164	(5,952)	(5,788)	(5,657)	131	2
Housing Management Special	1,155	(2,993)	(1,838)	(1,793)	45	2
Repairs (including Administration)	101	(6,814)	(6,713)	(7,165)	(452)	3
Interest	0	(6,689)	(6,689)	(5,363)	1,326	4
Depreciation	0	(8,635)	(8,635)	(8,635)	0	
Capital Expenditure Funded by HRA	0	0	0	0	0	
Other Income & Expenditure	29	(7)	21	(35)	(56)	5
	<u>30,485</u>	<u>(31,091)</u>	<u>(606)</u>	<u>968</u>	<u>1,574</u>	
<b>Working Balance at 1 April 2022</b>			<u>16,658</u>	<u>16,658</u>	<u>0</u>	
<b>Add Surplus / (Deficit)</b>			<u>(606)</u>	<u>968</u>	<u>1,574</u>	
<b>Projected Working Balance at 31 March 2023</b>			<u>16,052</u>	<u>17,626</u>	<u>1,574</u>	

## HRA Capital Spend

The original HRA Capital budget was approved in February and since then has been revised following the closure of accounts to take account of slippage from closing and to re-profile in light of the expectations of likely spend in the year. The Revised Budget of £28.90m was approved at Cabinet on 19<sup>th</sup> July 2022. At period 6 spend to date was £7.4m or 19% of the programme.



With the exception of the New Build area of spend managers forecast at period 6 they will largely be on course to spend to budget. Within New Build around 85% of spend is currently committed.

## New Build Programme

The largest variance to forecast within the New Build programme area is on North Whitely where it was originally assumed that the site would complete and pass over to the council in 2022-23, this has now been revised and £6.7m of the anticipated spend will now fall into 2023-24. The anticipated spend on Witherbed lane has been revised down by £616k to virtually nil reflecting issues bring the site forward at present. In addition delays in procurement and costs on Southbrook cottages has resulted in a reduced forecast here as £709k of the original budget is slipped in 2023-24. There is also a variance on the sum allocated for new homes unallocated sites £699k (which represents a budget virement to Southbrook cottages of funding towards the additional spend required there). Further work to establish likely spend on Winnall in 2022-23 from the EA is currently being undertaken but at present indications are that spend will be £588k lower than expected..

## Housing Revenue Account

### Capital 2022/23

HRA Capital Programme			
Budget	Forecast Outturn	Variance	Notes
<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	
Housing Major Works	(5,672)	(5,672)	0
Improvements and Conversions	(553)	(579)	(26)
Other Capital Spend	(2,324)	(2,120)	204
New Build Programme	(29,820)	(20,618)	9,202
<b><u>(38,369)</u></b>	<b><u>(28,990)</u></b>	<b><u>9,380</u></b>	

### 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 are in a separate table followed by KPIs with less frequently available data.

A column has been added to capture helpful commentary where applicable for each of the KPIs.

#### 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%**

#### QUARTERLY KPI's

	REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q2	Q3	Q4	Q1	Q2	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(21/22)	(21/22)	(22/23)	(22/23)			
Tackling Climate Change	TCE02	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of household waste sent for reuse, recycling and composting	Climate Emergency	Higher = better	20/21 audited figure 40.5 % 2nd highest in Hampshire (2019/20) unaudited 38.10%	41.8	38.2	35.6	41.55	37.79		Increase against 2019/20 outturn	Lower percentage in Q2 as very dry summer significantly reduced garden waste collections  Monthly figures are subject to a confirmation process at the end of the year but give a good indication of direction of travel.
	TCE03	Reduced levels of waste and increased recycling, exceeding national targets	Kgs of domestic residual waste collected per household	Climate Emergency	Lower = better	449kg (2019/20) audited fig for 20/21 475kg best figure in Hampshire	111	110	111	105	105		Reduction against 2019/20 outturn	Whilst unaudited shows a positive decrease against 2021/22 outturn.



	REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q2	Q3	Q4	Q1	Q2	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(21/22)	(21/22)	(22/23)	(22/23)			
	TCE06	Increased opportunities for active travel	Proportion of visitors using parking sessions in each of three main areas of parking, central, inner, and outer	Climate Emergency	Higher = better	2019/2020 - Centre 63.50% 2020/2021 - Centre 73.50%  2021/22 centre 70%,	Centre 71.9% Inner 17.4% P & R 10.7%	Central - 64% Park & Walk - 16.8% Park & Ride - 19.2%	Centre 69%, Park and Walk 13.4%, Park and Ride 17.6%	Centre 68.2%, Park and walk 17.4%, Park and Ride 14.3%	Centre 69.4%, park and walk 16%, park and ride 14.6%		To be developed	Parking numbers returning to similar numbers before the outbreak of the pandemic in 2020  Monthly figures are subject to a confirmation process at the end of the year but give a good indication of direction of travel.
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	Business & Culture	Higher = better	N/A – new indicator	169,493 (Year to date 223,827)	153,561 (Year to date 377,388)	187,182 (Year to date 564,570)	186,722	189,247 (Year to date 375,969)		500,000	
Homes for All	HA06	Diverse, healthy and cohesive communities - not just homes	No. of new homes started or in progress / completed	Community & Housing	Higher = better	Started 121 Completed 121	Started 0 Completed 0	Started 129 Completed 0	In progress 129 Completed 0	In progress 129 Completed 0	In progress 130 Completed 0		Complete 121 Start 85	
Vibrant & Economy	VLE13(a)	Increased opportunities for high quality, well-paid employment across the district	% Of procurement spend with local suppliers – Revenue spend	Business & Culture	Higher = better	21.99% (19/20) 24.50% (20/21)	23.70%	19.50%	26.87%	23.64%	22.73%		Min 25% Revenue	
	VLE13 (b)	Increased opportunities for high quality, well-paid employment across the district	% Of procurement spend with local suppliers – Capital spend	Business & Culture	Higher = better	46.60% (19/20)	48.28%	49.72%	81.99%	82.13%	80.64%		Min 25% Capital	

	REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q2	Q3	Q4	Q1	Q2	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(21/22)	(21/22)	(22/23)	(22/23)			
Your Services Your Voice	YSYV04	Improved satisfaction for our services	Percentage of closed complaints upheld or partially upheld (Total number of complaints closed in Qtr. shown in brackets)	Service Quality	Lower = better	2019/20 - 59% 2020/21 - 51%	42%	66%	76%	61% (67)	49% (95)		58.75% (average for 2021/22)	
	YSYV05		No. of valid Ombudsman complaints	Finance and Value	Lower = better	1 - 2018/19 2 - 2019/20 0 - 2020/21	0	1	0	0	0		0	
	YSYV06	High accessibility and usage of our services	Availability of WCC critical infrastructure services excluding planned downtime - Email - Storage - Telephony - DMS (document Management System)	Finance and Value	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%	Email - 100% Storage - 100% Telephony - 99.52 DMS - 100%	Email - 100% Storage - 100% Telephony - 99.71 DMS - 100%	Email - 100% Storage - 100% Telephony - 98.17 DMS - 100%	Email - 100% Storage - 100% Telephony - 98% DMS - 100%	Email - 99.9 Storage - 100% Telephony - 99.78 DMS - 100%		99.5%	
	YSYV07	Improved satisfaction for our services	Efficient waste collection services - missed bin collection report	Finance and Value	Lower = better	AWC Q1 2019/20 68.89 per 100k bin collections  AWC Q1 2020/21 57.79 per 100k bin collections	AWC 50 per 100k bin collections	AWC 36/100k bin collections	AWC 60/100k bin collections	AWC 55/100k bin collections	99.96%		99.93% (monthly)	Contractual target changed since contract started in Feb 21 – rather than having a target for missed bins it now relates to service failures (currently a contract limit of 200 service failures a month). A missed bin counts as a

	REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q2	Q3	Q4	Q1	Q2	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(21/22)	(21/22)	(22/23)	(22/23)			
														service failure. From Q2 the collection rate will be shown as a percentage.

**ANNUAL KPI'S**

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
TRACKING CLIMATE EMERGENCY	TCE01	Winchester City Council to be carbon neutral by 2024	WCC carbon emissions	Climate Emergency	Economy & Community	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  Target for 2022/23 1,075 tCO2e (location based)	Data for 2021-22 is <b>expected in Q3 2022</b>	Annual Target reduction of 1,075 tCO2e (location based) or  888 tCO2e/year (market based i.e. taking into account renewable electricity)
	TCE04	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of recycling waste contaminated	Climate Emergency	Regulatory	Lower = better	13.33% contamination from 43 samples. Second best of Hampshire authorities	16.33% from 61 samples. Fifth best in Hants, and below Hampshire average of 17.54%	15.74	Reduction against 2018/19 outturn - 13%		Remains fifth best contamination of Hampshire authorities and remains below Hampshire average.
	TCE05	Everything most residents need should be in reach by foot, bike or public transport	No. bus users	Climate Emergency	Head of Programme	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 <b>reported in January 2023</b>	On-going issues post covid with low (although rising) passenger numbers and operational issues with lack of drivers. HCC unsuccessful with BSIP bid meaning no funding for additional services currently. WMS looks at potential for bus priority schemes as part of the one-way system review. LTP4 'Public Transport' policies will also look to address fares, demand responsive travel and P&R.
	TCE07	Everything most residents need should be in reach by foot, bike or public transport	Traffic movement into Winchester	Climate Emergency	Head of Programme	Lower = better	Average daily traffic flows (HCC source) St Cross Rd 13,500 Stockbridge Rd 7,300 Andover Rd (N) 12,000 St Cross Rd 9300 NB 2020 traffic figs severely distorted	2020 traffic flows severely distorted	Average daily traffic flows (HCC source) St Cross Rd 11,000 Stockbridge Rd 6,130 Andover Rd (N) 9,800	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 <b>reported in January 2023</b>	The WMS looks to reduce traffic levels by 10% through the implementation of all the schemes in the action plan and through the M3J9 works.
	TCE08	The Winchester district to be carbon neutral by	District carbon emissions - annual report - year on year reduction	Climate Emergency	Economy & Community	Lower - better	<b>2017/18</b> 617,000 tCO2e (1.9% reduction)	<b>2018/19</b> 603,000 tCO2e (2.3% reduction)	<b>2019/20</b> See notes	548,182 tCO2e (2020 figures)	Data released annually 2 years in arrears - data for 2019-20 is <b>expected in Autumn 22</b>	The Carbon Roadmap will supplement this national data measure with local detail of carbon reduction from delivery of specific interventions.

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
		2030										2023
	TCE09	The Winchester district to be carbon neutral by 2030	Produce Local Plan - plan adoption	Climate Emergency	Regulatory	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 .	The draft Regulation 18 Local Plan has been discussed at Scrutiny/LPAG meeting on the 29 September and at Cabinet on the 18 October. A 6-week public consultation on the draft Regulation 18 Local Plan is due to commence on the 2 <sup>nd</sup> November for a period of 6 weeks..	Deliver Plan to adoption in accordance with Local Development Scheme which was updated on the 21 July 2021.	Members have now been briefed on the dates of the Reg 18 LP consultation which will now take place between 2 Nov and 14 December 2022.	<p>The dedicated local plan website has been updated to improve its functionality which will enable people to find out more about the local plan,</p> <p>In order to encourage a wide range of people to have their say on the draft Regulation 18 Local Plan there will be radio advertising, advertisements in newspapers and other publications, 6 public drop-in sessions, 2 online specialised events (one on design and one on energy efficiency standards) along with presentations to Parish/Town Councils, Town Forum and the BID.</p> <p>A consultation calendar that outlines all of the different methods of engagement is available on the local plan website. consultation.</p>
	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	Higher = better	N/A – new indicator	N/A – new indicator	86%	Deliver 80% of actions included in BAP	<b>Data is collected at the end of each calendar year. Figures for 2022 will be reported in January 2023</b>	<p>Year 2 of BAP Action Plan progressing with 16% not yet started; 29% progressing; 40% progressing well and 15% completed.</p> <p>Given the number of actions progressing well or progressing we are on target to complete 80% of actions in December.</p>
	TCE11	Our district's extensive natural habitats safeguarded and enhanced	Number of trees planted per year	Climate Emergency	Economy & Community	Higher = better	N/A – new indicator	398 trees planted	129 trees planted	100 trees planted	<b>Data is collected at the end of each calendar year. Figures for 2022 will be reported in January 2023</b>	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	Higher = better	N/A – new indicator	4%	69%	25%	<b>Updated annually after the end of each financial year</b>	WCC is providing grant support to Winchester Action on Climate Change (WeCAN) in 2022-23 to build capacity.

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
	TCE13	The Winchester district to be carbon neutral by 2030	Number of people participating in carbon reduction event per year	Climate Emergency	Economy & Community	Higher = better	N/A – new indicator	2457	8078	2703	<b>Updated annually after the end of each financial year</b>	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	Lower = better	St Georges St 2018: 41µg/m <sup>3</sup> 2019: 39µg/m <sup>3</sup> (First 6 months only) Chesil St & Romsey Rd 2018: 47.5µg/m <sup>3</sup> 2019: 47.2µg/m <sup>3</sup> (First 6 months only)	2020 Data St Georges St 26.9µg/m <sup>3</sup> Romsey Road 40.8 µg/m <sup>3</sup> (Note: 20202 data is atypical as 'Covid' Year	Data expected to be validated and informing 2021 ASR in October 22	<i>October 2022, determine whether to review the extent of AQMA in light of 2021 data, or subsequent to the findings within AECOM air quality consultant's report, submitted in June 2022, defer until 2023. Also, to consider whether to adopt more stringent AQ standards taking into account new WHO recommended limits. NB: Government required to amend national PM<sub>2.5</sub> standards by Oct 2022. November 2022 commence review of Air Quality Action Plan and deliver by March 2023.</i>	<b>Annual Status Report (ASR) to be submitted to DEFRA June 2022.</b> Air Quality Supplemental Planning Document now adopted by Cabinet, will commence active implementation in April 2021.	ASR submitted to and agreed by DEFRA. Cabinet considering next steps on whether to review AQMA now or in late 2023 when it is expected that the 2022 data set will show compliance with air quality standards in most if not all of the AQMA. Cabinet also considering probable and aspirational targets for Winchester by 2027, which will inform local air quality policy over the next 5 years.
LIVING WELL	LW01	Reduced health inequalities	Inequality in life expectancy at birth (male)	Community & Housing	Economy & Community	Lower = better	2018 – 5.8 years 2019 – 5.9 years	2020 – 4.7 years	Data not yet available (checked 28/09/22)	≤ 4.7 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)	Community & Housing	Economy & Community	Lower = better	2018 – 6.4 years 2019 – 4.6 years	2020 – 3.5 years	Data not yet available (checked 28/09/22)	≤ 3.5 years	Data has not been released by ONS. Review date unknown	Relevant data not yet available from ONS.
	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	Community & Housing	Place / Economy & Community	Higher = better	23 organisations	23 organisations	30 organisations	+10%	Data collected at the end of each financial year.	Engagement maintained via Arts News. Cultural network meetings paused whilst recruiting a Creative & Cultural sector Officer. Since then virtual network reconvened. On track to meet 22/23 target

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
			to strategically develop the offer									
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	Community & Housing	Services / Housing	Higher = better	60%	62%	63%	66%	Data available quarterly	022
	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	Community & Housing	Services / Housing	Higher = better	96.48%	96.54%	100%	100%	ONS Data available retrospectively each November. Next update due <b>Nov 2022</b>	
	HA02 b	All homes are energy efficient and affordable to run	% ALL homes in the district achieving energy efficiency rating of C or above	Community & Housing	Services / Housing	Higher = better	New dataset from ONS started 2020	Owner Occupier 34.25% Private Rented 36.82% Social 61.71% Total: <b>48.10%</b>	Data not yet available	60% by 2028 Improvements should become evident as the law changes for private landlords	ONS Data available retrospectively each November. Next update due <b>Nov 2022</b>	
	HA03	Diverse, healthy and cohesive communities – not just homes	No. of domestic properties in the district, previously No. of households in district (all tenures)	Community & Housing	Services / Finance	Higher = better	54,017	54,584	55,923	Trend data for monitoring only	Data collected in March each year. Next update March 2023.	
	HA04	No one sleeping rough except by choice	No. of rough sleepers	Community & Housing	Services / Housing	Lower = better	N/A	7	3	Trend data for monitoring only	Rough Sleepers count was conducted on the 10 November 2021. 3 were found (2 were from out of area). All 3 have now been accommodated. The annual Count for 2022 is 16 November.	

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
	HA05	Diverse, healthy and cohesive communities – not just homes	1000 new homes planned (10-year supply). No. completed each year, commencing 2021/22	Community & Housing	Services / Regulatory	Higher = better	N/A	N/A	To date 121 completed with a further 129 on site	1000 over 10 years	New indicator decided in March 2021. Next update in <b>May 2023</b>	economic downturn and nutrient neutrally targets will impact housing delivery in the short to medium term
	HA07	Diverse, healthy and cohesive communities – not just homes	WCC housing stock, directly owned, housing company	Community & Housing	Services / Housing	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	Business & Culture	Place / Economy & Community	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	Business & Culture	Place / Economy & Community	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	Business & Culture	Place / Economy & Community	Higher = better	£39,714	ONS has not released data	See notes	Trend data for monitoring only	Data collected each January	Data £39,714 is the latest data available on the ONS website



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) –	Business & Culture	Services / Regulatory	Higher = better	Data not available	Data not available	See notes	KPI to be removed – no longer valid	KPI to be removed – no longer valid	Measuring offices and workspaces is no longer a valid measure to demonstrate success as many people successfully working from home, and office down-space could mean success in reducing costs and increasing profits and salaries.
VLE05	More younger people choose to live and work in the district	Percentage of residents aged 25-35 years old	Business & Culture	Place / Economy & Community	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	Checked ONS – no update since June 2021 – next update due Sept 2022	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	Business & Culture	Place / Economy & Community	Higher = better	Figures not yet available	172 businesses	78 businesses joined events live (virtual and in person) and a further 199 downloaded content at a later date	Baseline to be set when data available	77 businesses engaged in carbon reduction measures and projects	In the last quarter 44 businesses accessed the Zero Carbon Service and a further 27 attended Sustainable Business Network events.
VLE07	A shift to a greener, more sustainable economy	Crowd funder grants offered for green projects	Business & Culture	Place / Economy & Community	Higher = better	N/A – new indicator	Launched 15/6/20	1 grant of £1500 paid to food recycling project	To be developed	<b>Data will be updated after the end of Q1 and then annually at Year End going forward.</b>	In Q2 we awarded one Crowdfunder match funding grant of £4,000 towards a project to install solar panels on a village hall roof.
VLE08	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer	Visitor stay length increasing	Business & Culture	Place / Economy & Community	Higher = better	2.6 days domestic 6.7 days overseas	0.25m bed nights (domestic) 0.13m bed nights (international)	See notes	Trend data for monitoring only	<b>2021 data will be available in Q3 of 2022</b>	Industry intel indicates that 2021 data will continue to show a downturn in activity as a result of the COVID-19 pandemic. Recovery to pre-pandemic levels, particularly in overseas markets, unlikely until at least 2022/23 reports
VLE09	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer	Visitors spend increases	Business & Culture	Place / Economy & Community	Higher = better	£263.4m	£87.4m spent by tourists during their visit to the area (2020)	See notes	Trend data for monitoring only	<b>2021 data will be available in Q3 of 2022</b>	See above

VLE10	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer)	Value of tourism to the economy increases	Business & Culture	Place / Economy & Community	Higher = better	£339m	£112.8m spent in the local area as a result of tourism (2020)	See notes	Trend data for monitoring only	<b>2021 data will be available in Q3 of 2022</b>	See above
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 Southeast and all of England, strengthening the number of trips to Winchester	Business & Culture	Place / Economy & Community	Higher = better	5.05m trips	3.8m trips (2020)	See notes	Trend data for monitoring only	<b>2021 data will be available in Q3 of 2022 Individual</b> campaign activity impact is contained in narrative of quarterly reports Q1 report will include an annual summary	See above
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	Business & Culture	Place / Economy & Community	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.	Business support contract with Inclusive ended in June 2021 so no further data available. Meercats are now contracted to provide carbon support service. See VLE06 Therefore this KPI is no longer valid

SIX MONTHLY KPI'S

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
Living Well	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	Community & Housing	Economy & Community	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.  The next update for year to May 2022 is due in <b>November</b> .	Activity levels have returned to pre-lockdown levels.

BI-ANNUAL KPI'S

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
YOUR SERVICES, YOUR VOICE	YSYV01	Improved satisfaction for our services	Residents' Survey – satisfaction with the way the council runs things	Service Quality	Resources / Strategic Support	Higher = better	79%	N/A	Data not yet available	≥ 79%	Survey fieldwork completed and data to be published end of Q3.	
	YSYV02		Tenants' Survey – satisfaction with the overall service provided by the council	Community & Housing	Services / Housing	Higher = better	87%	N/A	Data not available until Spring 2023 – see notes	≥ 87%	Survey due to be carried out in <b>Spring 2023</b>	
	YSYV03	Good value compared to other similar authorities	Residents' Survey – percentage of residents who agreed the council provides value for money	Finance and Value	Resources / Strategic Support	Higher = better	65%	N/A	Data not yet available	≥ 65%	Survey fieldwork completed and data to be published end of Q3.	

### TIER 1 PROJECTS for Q2 – July to September 2022

This report provides an update on the progress of the council's Tier 1 projects for Q2 2022/23 (July to September 2022). Below is a summary of each project and their current RAG Status.

Project Name	RAG Status	
	Timeline	Budget
Bar End Depot	Yellow	Green
Carbon Neutral Programme	Yellow	Green
Central Winchester Regeneration	Green	Green
Local Plan	Green	Green
New Home Programme	Yellow	Yellow
Winchester Movement Strategy Programme	Green	Green

#### Key

RAG Status	Description
Green	"Normal level of attention". No material slippage. No additional attention needed
Yellow	"Minor concern – being actively managed." Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
Red	"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

**Bar End Depot**

**Highlight Report**

Lead Cabinet Member	Tier	Project Sponsor	Project Manager	RAG Status	
				Timeline	Budget
Cllr Martin Tod	1	Dawn Adey	Geoff Coe		

**Description and Outcome**

Preparation for appointment of Selling Agent and Site Disposal.

**Project Update Summary**

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 2022 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 August 2022 for additional advice.

Abortive negotiations with a national retailer have resulted in a delay of approximately 10 months to this project, although this has given time for markets to stabilise following the pandemic.

Vail Williams have completed stage one marketing and secured a long list of 47 Expressions of Interest, with uses including residential, industrial, retail, healthcare, leisure and food and beverage. A further community engagement event is schedule for 21<sup>st</sup> and 24<sup>th</sup> November, the results of which will help inform a recommendation for target uses and stage two marketing that will seek formal offers.

**Project Gateways**

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
Concept					
Feasibility	7	April 2022	June 2022	June 2022	Appointment of Selling Agent completed – Vail Williams
Design					
Plan for Delivery		January 2023	March 2023		Marketing for Formal Bids
Delivery		July 2023	September 2025		Selection of developer(s) and construction completion
Handover & Review					

**Upcoming Milestones for Project Stage**

Stage	Original Target	Current Target	Milestones and Actions	Outcome
Feasibility		Mar 2022	Public consultation	Positive feedback on Hobb's scheme. A food retail use would be welcome by the community.
Feasibility		Jul 2022	Appointment of Selling Agent	Vail Williams appointed
Transport Feasibility		August 2022	Transport planning advice	Further transport planning advice and pre-app being sought
Market feedback		Sept 2022	Expressions of Interest from market to identify potential market demand have been received. Analysis to be carried out.	An analysis of user mix will be undertaken with recommendations to ELB and Cabinet
Community Engagement		Nov 2022	Community Engagement re mix of uses proposed	Feedback will be factored into next stage of marketing for bids
Formal Marketing		Jan 2023	Request for formal bids	
Preferred Bidder Selection		Mar 2023	Preferred Bidder Selection	
Cabinet		July 2023	Cabinet Approval	
Contract documentation		July 2023	Contract documents issued	
Exchange		Sept 2023	Contract exchange	Purchaser to progress with planning application
Planning Application		March 2024	Submission of planning application	
Planning		June 2024	Planning approval	

approval				
Legal Completion		June 2024	Legal completion of sale	
Construction		Sept 2024	Construction starts on site	
Project Completion and Close		Dec 2025	Completion of works on site	

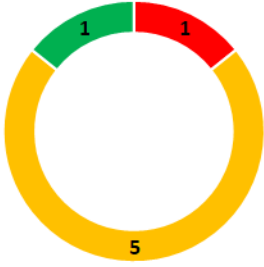
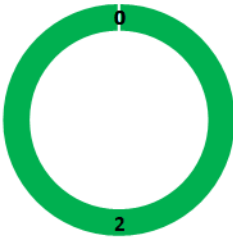



## Carbon Neutral Programme

### Highlight Report

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status			On track
					Timeline	Budget	Carbon	30% off track but likely to hit target
Cllr Kelsie Leamey	1	Dawn Adey	Susan Robbins	Steve Lincoln				60% off track and unlikely to hit target
<b>Description and Outcome</b>								
<p>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.</p>								
Carbon Emission Targets	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Council by 2024 Target (tCO<sub>2</sub>e)</b>								
<b>Actual</b>	4276.71	2665.27						
<b>District by 2030 Target (ktCO<sub>2</sub>e)</b>								
<b>Actual</b>	603.01							

Programme Update Summary							
	RAG Project Status	Key Project Deliverables this Quarter			Tasks for Next Quarter		
Transport	<p><b>Transport</b></p> <p>■ Red ■ Amber ■ Green</p>	<p>Trial of electric Park &amp; Ride bus is still pending. Use of biodiesel (HVO) is being considered in waste collection vehicles as an interim measure. A costed programme is due to be presented to the CN Board in November 2022.</p>	<p>6 further EV council cars are due to arrive in 2023. Overall, strategy to replace WCC vehicles with EVs and to introduce EV pool cars to replace own staff business travel in petrol/diesel vehicles is on hold until Sustainable Transport Officer is recruited.</p>	<p>Strategy to Implement differential charging for low emission vehicles in council car parks has been developed but is on hold due to current economic circumstances.</p>	<p>Trial of electric Park &amp; Ride bus service is outstanding and trial of HVO in waste vehicles is still in the planning stages. Budget may need to be carried over to next financial year.</p>	<p>WCC needs to recruit a Sustainable Transport Officer to take forward implementation of WCC EV replacement programme and EV Pool Cars to reduce emissions from business travel</p>	
Domestic Energy	<p><b>Domestic Energy</b></p> <p>■ Red ■ Amber ■ Green</p>	<p>Work is on-going in Chesil Lodge to repair/replace faulty CHP system and hence reduce high gas use and costs.</p>	<p>Social Housing Decarbonisation Fund (SHDF) application - working on the bid which includes 20 Swedish Cottages and approx. 160 Cavity Walled Properties</p>	<p>Regulation 18 consultation on the Local Plan policy is due to commence Nov 2022 for 6 weeks which includes the low carbon LETI standard for all new housing.</p>	<p>Publish SOI for ECO4 on WCC website to allow residents to access this funding stream for low income households; WCC has agreed to act as a trial area for Parity Projects retrofit trial in association with HCC in 2023, some budget may be required.</p>	<p>Energy use is not measured or managed in many council properties and a need has been identified to employ an Energy Manager to remedy this. Solar PV not being measured or FIT payments made due to contract dispute with Ecolution which can also come under this role.</p>	

<p>Commercial Energy</p>	<p><b>Commercial Energy</b></p>  <p>■ Red ■ Amber ■ Green</p>	<p>PSDS application for Meadowside Leisure Centre submitted for new ASHP and Solar PV which would save 11 tCO2e per annum.</p>	<p>Renewable energy – Council has agreed to source a strategic partner to ensure positive delivery of renewable energy across the district, including operational, financial and engagement advice</p>	<p>LoCASE funding continues to make small contribution towards district carbon reduction.</p>	<p>A quote to sub-meter our Solar PV arrays has been obtained for the following sites: City Offices; Vaultex; Bishops Waltham Depot, Cipher House. If export of electricity is found, WCC will apply for SEG payments.</p>	<p>Indications are that £30k could be made available for a project team to take forward development of Energy Management &amp; Decarbonisation Strategy for WCC's commercial properties. Geoff Coe to confirm.</p>	
<p>Land use &amp; Natural Environment</p>	<p><b>Land use &amp; Natural Environment</b></p>  <p>■ Red ■ Amber ■ Green</p>	<p>Target of planting 100 trees per year is being met</p>	<p>Recommendations to continue and expand the verge project agreed at HEP committee.</p>				
<p>Behaviour Change</p>	<p><b>Behaviour Change</b></p>  <p>■ Red ■ Amber ■ Green</p>	<p>This is a new addition to the CNAP Dashboard and is under development</p>			<p>A Decarbonisation Roadmap has been produced in Q2 by WSP which will be complete in Nov 2022.</p>		

Upcoming Decisions / Reports	
Publication of District Decarbonisation Roadmap	Nov-22
Tree Strategy to be considered at December Cabinet meeting	Dec-22
Sustainable Tourism Strategy - scope to be considered at Policy	tbc
Regulation 18 6 weeks consultation on the Local Plan policy which includes the LETI standard as well as other low carbon measures	Nov-Dec 2022
Carbon Offsetting Strategy	Spring 2023
WCC Carbon Footprint 2021/22	Dec-22

**Central Winchester Regeneration (CWR)**

**Highlight Report**

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Martin Tod	1	John East	Veryan Lyons	Rachel Robinson / Stewart Pegum		

**Description and Outcome**

Central Winchester Regeneration (CWR) 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 Update Summary**

The CWR Development Proposals were approved at Cabinet on 10th March 2021 (CAB3281) following public consultation. The options for delivery of the CWR site were then explored through the Strategic Outline Case and the preferred delivery option, 'to enter into a contractual agreement with a single development partner across the defined site' was approved at Cabinet on 21 July 2021 (CAB3303) and approval for officers to progress to and develop the Outline Business case was granted.

The Outline Business case was developed alongside the procurement documentation and approved at Cabinet on 22 December 2021. At Full Council on 12 January 2022 authorisation was given to initiate and conduct the procurement process for the selection of a development partner. Work to market the site has been completed and the procurement process is currently underway. 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 (FGMC) and replacement interim public space, short term improvements to Kings Walk ground floor and surrounding public realm; and further archaeology investigations across the site.

**Project Gateways**

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
<b>Roadmap Review</b>	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
<b>Scheme Options</b>	6	Sept 10	Jan 20	Mar 20	Test different land uses / mix to determine priorities
<b>Development Proposals</b>	3	Jan 20	Jan 20	Apr 20	Generate development framework (preferred option)
<b>Development Proposals &amp; Delivery Strategy</b>	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
<b>Delivery Strategy</b>	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
<b>Market Preparation</b>	5/6	July 21	Dec 21	Jan 22	Prepare a marketing and procurement strategy, associated documents, and the Outline Business Case.
<b>Market Launch and Procurement Process</b>	13	Jan / Feb 22	Dec 22	Mar 23	Data room set up, market launch, market engagement with potential developers carrying out the procurement process and appointment of development partner.

**Upcoming Milestones for Project Stage**

Stage / description	Original Target	Current Target	Milestones and Actions	Outcome
Market Launch and Procurement Process	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, carrying out procurement process and appointment of development partner.
Meanwhile Use	June 2021	Nov 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 implemented. Planning application ref 22/01882/FUL is currently live and scheduled for the November planning committee.
Meanwhile Use	Jan 2022	Q3/4 FY 22/23	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. Plans also include transforming the loading bay to create events space. Architect appointed and planning application due to be submitted. Procurement of a contractor also underway. Procurement process did not return any results, now progressing with negotiated solution on reduced scope of works.
Archaeology trenching	May 2023	May 2023	<ul style="list-style-type: none"> <li>• Seek approval of required budget</li> <li>• Draft procurement documents</li> <li>• Launch procurement process</li> <li>• Evaluate tenders and appoint winning bidder</li> </ul>	Procure contractor for archaeology trenching to enable progression of further archaeological investigations on the CWR site



**Local Plan**  
**Highlight Report**

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	<u>RAG Status</u>	
					Timeline	Budget
Cllr Jackie Porter	1	TBC (formerly Simon Finch)	Adrian Fox	Adrian Fox		

**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**

Discussions have taken place with parish/town councils regarding the selection of SHELAA sites to meet the council's development strategy.

The shortlisted SHELAA have been tested and a draft Regulation 18 Local Plan has been discussed at a meeting of Scrutiny/Local Plan Advisory Group on 29 September.

The draft Regulation 18 Local Plan is going to be discussed at a Cabinet meeting on the 18 October.

Subject to the views of Cabinet a, 6 week public consultation on the Draft Regulation LP is due to take place from the 2 November to 14 December 2022.

**Project Gateways**

<b>Stage</b>	<b>Duration</b>	<b>Start Date</b>	<b>Planned End Date</b>	<b>Projected End Date</b>	<b>Outcome</b>
<b>Concept</b>	28	Jul-18	Oct-20		Produce the new Local Plan Evidence base
<b>Feasibility</b>	2	Feb - 2021	April - 2021	Completed April 2021	Consultation on the Strategic Issues and Priorities document took place between Feb and April 2021 for a period of 8 weeks
<b>Design</b>	2	Nov -2022	Dec – 2022		Consultation on the Draft Regulation18 Local Plan
<b>Plan for Delivery</b>	2	Aug - 2023	Sept - 2023		Consultation on the Submission version of the LP (Reg 19)
<b>Delivery</b>	-	July -2024	Aug -2024		Adoption of the Local Plan
<b>Handover &amp; Review</b>	-	Ongoing	Ongoing		Monitoring the Local Plan and start the review process at the appropriate time

**Upcoming Milestones for Project Stage**

Stage	Original Target	Current Target	Milestones & Actions	Outcome
Consultation on the SIP Document	21/09/2020	Feb 2021		<p>Consultation on the Strategic Issues &amp; Options Document took place from 11 February to midnight on the 12 April 2021. The consultation period was extended to 8 weeks in recognition that it was taking place during a national lockdown. Despite this, there was a really excellent response (over 2,200 representations).</p> <p>All of the feedback that has been received from the Strategic and Priorities consultation is now being used to help inform and develop the new draft Local Plan ('Regulation 18' stage) which will be published for consultation on the new LP website. <a href="http://www.localplan.Winchester.gov.uk">www.localplan.Winchester.gov.uk</a></p> <p>An updated Local Development Scheme was agreed at Cabinet on 21 July 2021. We are waiting for further information on the government's proposed changes to the planning system, and this is being monitored as and when further information is published.</p>
Consultation on the draft Reg 18 Local Plan		Nov /Dec 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/ Mar 2024		
Adoption of the Local Plan		Aug 2024		

**New Homes Programme**

**Highlight Report**

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Paula Ferguson	1	Richard Botham	Andrew Palmer	Andrew Palmer		

**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.

**Project Update Summary**

Updated summaries are provided against each project below. A total of 130 new homes are currently on-site (at Whiteley and Winnall)

The main risks to the programme are workforce productivity and availability, the supply of materials along with property values and economic outlook, all impacted by COVID-19, Brexit, higher interest rates and war in Ukraine. All are being closely monitored.

**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	Dec-23		Final Business Case – Cabinet (Housing) 31 <sup>st</sup> October	Tenders returned, results and recommendations will be considered by Cabinet (Housing).
Woodman Close, Sparsholt	5	Design	Oct-19	Aug-24		approval of planning application – dependant on phosphate solution	Outline business case approved. Planning application submitted, is affected by new Phosphate regulations
Burnet Lane, Kings Worthy	35	Delivery	June 2019	Jul-21	Denise Partleton	Completion	Completed
Winnall Flats	76	Design	Apr-20	Oct-23	Andrew Palmer	Completion	Started on site Dec 21. Completion Oct 23
Dyson Drive, Abbotts Barton	8	Design	Jan-20	Dec-23	Deborah Sunley	Final Business Case	Planning application submitted; determination will be delayed whilst nutrient mitigation solution investigated.
Corner House	6	Design	Jan-20	Nov -24	Duncan Faires	Final Business Case	Planning application submitted determination will be delayed whilst nutrient mitigation solution investigated.

Project Name	No. new homes	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Upcoming Milestone	Comments
Witherbed Lane	4	Design	Sep-19	Mar-23		Approval of planning application	Ecology objection to planning application due to loss of woodland, off-setting options being considered.
Whiteley (CAB3304 refers)	54			Mar-23		Completion	Condition purchase agreement signed Dec 21 – on site. 1 <sup>st</sup> phase handover in Nov 22.

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

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

**Winchester Movement Strategy (WMS)**

**Highlight Report**

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Kelsie Learney	1	Dawn Adey	Andy Hickman	Lucy Mckeown		

**Description and Outcome**

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

**Project Update Summary**

A joint HCC/WCC members briefing was held on 27 July 2022 setting out the progress on the study work, the next steps are to update members on the Government's new Bus Strategy and the Active Travel schemes. The Bus Strategy Study is still under development.

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

In addition, study work on potential changes to

- the one-way system on Friarsgate,
- improvements for walking and cycling along Worthy Lane and
- the development of Walking Route 1 as detailed in the City LCWIP

have commenced.

## **PROJECT GATEWAYS**

Phase 1 - Identify Options

Phase 2 - Detailed Assessment.

Phase 3 - Engagement with the public

<b>Project Name</b>	<b>Phases</b>	<b>Current Project Gateway*</b>	<b>Start Date</b>	<b>Projected End Date</b>	<b>Internal Resources</b>	<b>Upcoming Milestone</b>	<b>Comments</b>
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	Draft report completed.
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.



Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Internal Resources	Upcoming Milestone	Comments
	Phase 2	Completion of phase 2	May-20	Jan-21	None required	Review of designs based on engagement with HCC engineers	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	Consultation Report published
Friarsgate / Union Street One-Way Study	Phase 3	Atkins led Study underway	Oct 21	September 22	Transport Team to input and review study	Study Report August 22	Draft Feasibility Study completed.
Worthy Road / Worthy Lane Study	Phase 3	HCC led Study underway	Oct 21	October 22	Transport Team to input and review study	Study Report September 22	Feasibility study ongoing
W1 Pre-Feasibility Study (section 1) – Upper High Street / Sussex Street	Phase 3	HCC led Study Underway	Oct 21	September 22	Transport Team to input and review study	Study Report September 22	Draft Concept Study competed