

REPORT TITLE: Q3 FINANCE AND PERFORMANCE MONITORING

16 MARCH 2023

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

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WARD(S): ALL

PURPOSE

The Council Plan sets out the strategic priorities of the council and this report and Appendix 1 provide a summary of the council's progress during the period October to December (Q3) 2022.

Appendix 2 provides a financial update for both the General Fund and Housing Revenue Account (HRA) as of 31 December 2022.

Appendix 3 provides the data, where available, for Q3 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 15 February 2023.

RECOMMENDATIONS

That Cabinet notes the progress achieved during Q3 of 2022/23 and endorses the contents of the report.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOMES

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

All the information in this report, including the narratives in Appendix 1 relate to Q3; October to December 2022.

The Council takes the opportunity to review the Council Plan on an annual basis to make any necessary strategic changes. The Council Plan 2023 refresh was adopted by Council in January 2023. There were no significant changes in strategic direction, but the Council proposed four areas of focus for the coming year. To ensure continuity of reporting, the 2023 plan will form the basis of review from April 2023 but the four areas of focus, cost of living support, greener faster, pride in place and listening better are detailed in this report.

A refreshed set of key performance indicators was adopted by Cabinet in December 2022 but to retain continuity the previously reported set of indicators are presented in this report.

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 or 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 contributed into the content of this report.

This report and appendices were reviewed and considered by Performance Panel on behalf of The Scrutiny Committee on 15 February 2023. 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 27 February 2023.

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 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

The council's Corporate Risk Register identifies the main risks associated with service delivery and performance and is reviewed by ELB each quarter.

Risk	Mitigation	Opportunities
<u>Community Support</u> - Lack of consultation and community engagement on significant projects that affect residents and can cause objections and lead	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.

Risk	Mitigation	Opportunities
to delay.		
<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 unforeseen under or overspends.	Regular monitoring of budgets and financial position including forecasting to year end to avoid unplanned over/underspends. Exceptional Inflation Reserve approved in July 2022 to offset financial impact of increased inflation and price rises of some commodities particularly in the construction industry and energy price pressures.	Early notification of unplanned 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	Benefits of lessons

Risk	Mitigation	Opportunities
	monitoring report, officers and members can monitor the progress of the priorities in the Council Plan.	learned from completed projects.
<u>Other</u> – none		

11 SUPPORTING INFORMATION:

Council on 18 January 2023 adopted the refreshed Council Plan which refined some of the actions the council will be undertaking and also outlines four areas of enhanced focus for the upcoming year.

Progress against the four areas of enhanced focus during Q3 was:

11.1 **Cost of living support** – *pivoting our services and resources to support our residents, businesses and voluntary organisations with the cost of living crisis*

Cabinet in September announced the launch of a £200,000 package of measures to provide additional support for residents who have been particularly impacted by the Cost of Living (CoL) crisis.

A dedicated section was established on the council's website for residents to find the information they need. The pages cover key CoL issues such as debt, benefits and bills; housing, energy, food and wellbeing and have received more than 7,000 visits since they were launched in October.

All organisations that offer warm spaces are being encouraged to sign up to the national "Warm Welcome" initiative, linked to by the council CoL pages. Residents and partners can now search for warm spaces across the Winchester district.

Citizen Advice is seeing a significant increase in the number of people asking for advice, specifically from groups such as disabled people/those with long-term health conditions, older people, social tenants and single people. In response, we have provided Citizen Advice Winchester with funding for additional capacity and resource that enables them to respond to the increased demand. This includes:

- Helping residents to understand and access the benefits and grants they are entitled to using the benefits eligibility checks and helping with applications (and challenging decisions). Helping with charitable support referrals (e.g. grants and food banks), utility/energy advice, debt advice and help around housing and homelessness.
- Providing emergency/crisis vouchers for people in immediate need.
- Outreach that takes services to places across the district where vulnerable people are in need and struggle to access services.

- Supporting partner organisations to build their skills and capacity to provide basic help and advice on CoL issues.

During the first month of increased service in December, Citizens Advice has seen an increase of 23% (adjusted to account for short working month) in the number of clients seen. They have also increased their percentage of calls answered from 61% to 83% within the first month.

The CoL emergency grant fund was launched on 28 November to help partner organisations provide support to residents across the district who have been particularly affected by the crisis.

Three grants, totalling a combined £9,901 have been awarded to Methodist Homes Housing Association (MHA) Communities, Street Reach and Winchester and District Young Carers. These projects will benefit more than 70 residents across Winchester district and also St Bartholomew and St Michael wards. Further applications are under consideration, and we continue to actively promote the scheme and encourage applications.

A Cost of Living summit was held that brought together partners from across the district to discuss how they can coordinate and maximise their impact on the issue. The summit took place on 22 November and was attended by over 70 delegates representing organisations from the voluntary, private and public sector. There was a strong sense of collaboration and positive discussion, with connections formed, ideas shared, and plans made.

A CoL parish briefing was held on 13 December, led by Cllr Ferguson (Deputy Leader) and supported by Cllr Tod (Leader). Representatives attended from a number of parish councils across the district and updates were provided on the CoL summit and recently launched CoL Grant Fund scheme.

We continue to assist council and private rented tenants in maintaining their tenancies through support with budget plans and money management. New tenants are screened to identify those who need early assistance with money management and/or income maximisation. The council is also investing in a low-income tracker to target those in need of income maximisation and support and improve targeting of support in the future.

Crisis food provision has been established to provide FareShare food to tenants in immediate need, supplemented by food and fuel vouchers, which are easy and quick to access. A welfare fund supports tenants with items such as white goods and furniture as a last port of call. The team also recognises the impact of the cost-of-living crisis on tenants' mental health and is working with the Primary Care Network and Social Prescribers to ensure that they can access the right mental health support.

Other support administered by the council, but funded independently from the targeted CoL support package, includes the Council Tax Reduction (CTR) scheme, Council Tax Hardship Fund, Discretionary Housing Payment and Council Tax Energy Rebate. In September we distributed £257k in food

vouchers to all CTR households (£30) and to all pensioners on Pension Credit (£65) via the Household Support Fund. Further funding of £189k has just been received from the County which will be distributed in food vouchers over the next coming weeks.

11.2 **Greener faster** – *adding weight to our commitment to achieve our net zero targets for 2024 and 2030*

The Council Plan overarching priority is to deal with the climate crisis and for the council to be carbon neutral by 2024 and the district to be carbon neutral by 2030. The climate emergency is considered to be one of the most significant challenges facing our communities and a key focus for 2023 is to go 'greener faster'. A full narrative of climate change work is set out in the main report, but forward looking activities are set out here.

Arrangements were made before the end of the year with Stagecoach for an electric bus to be brought to Winchester early in 2023. This vehicle is en route to a permanent destination in Scotland but will be in Winchester for one month and integrated into the Park & Ride fleet during that period to help us understand the operational implications and capabilities of an electric vehicle here.

Work is underway to explore using Hydrotreated Vegetable Oil (HVO) instead of Diesel Engine Road Vehicle (DERV) for the 20 waste and recycling vehicles managed and run by Biffa on behalf of the council. This has the potential to reduce emissions by 88% - 94% and would be an interim solution to improve carbon performance whilst work continues to explore the potential of using electric vehicles.

The Retrofit Ready programme was launched to all council tenants occupying standard construction council houses and bungalows with an EPC rating D or below. Tenants living in eligible homes were written to and offered a free energy assessment. This received an overwhelming response, with more than 800 positive replies wishing to register. The tenants of non-traditional (e.g. concrete; steel; timber) houses and bungalows that are EPC band D or below will be written to separately in early January 2023 as these will be subject to a much larger/deeper and separate retrofit works programme.

A tender was issued during December for a consultant or strategic partner to ensure the positive delivery of utility scale renewable energy generation scheme(s) across the district, including advice on engagement, site identification and business plan development. The consultant will advise and guide the council in the identification and development of renewable energy project(s), providing technical, legal, financial and engineering advice.

11.3 **Pride in place** – *making a visible difference to our places to delight residents and visitors*

The council has increased its resources for dealing with graffiti and vandalism across the city and appointed a new street scene officer to work closely with

the car parking team, Business Improvement District (BID) and our special maintenance team to coordinate tackling and removing graffiti from around the city.

Taking a more fundamental approach to tackling the wider vandalism and graffiti across the city, a Pride In Place task and finish group was established and as a result of partner collaboration with both internal and external services including the police, Hampshire Youth Offending Team and local youth charities. A group of young people have been identified including the primary perpetrators and an intervention programme was put in place. A successful application was made to the Police and Crime Commissioner requesting grant funding for three deployable cameras to strengthen our capability to tackle any further issues.

Contributing to making the district a safer and more welcoming place to live and work, Cabinet in December approved the retender of the CCTV monitoring service with a tender exercise to appoint a contractor for a period of 5 years.

An outline document and action plan has been developed that sets out the activities to be undertaken which includes enhanced cleaning regimes in high profile areas such as Chesil MSCP or 'grot spot' locations such as Royal Oak Passage, improvements to cycle parking with new bike shelters in Colebrook Street and Middle Brook Street car parks, 17 additional 'Sheffield' cycle stands in the city and 10 in the district, the provision of two bike maintenance stations in the city, and better bin storage areas in Bishops Waltham.

Street furniture including old and worn out benches in the High Street have been removed so that they can be refurbished or replaced with new ones, the High Street planters are being converted to additional seating after a successful trial, and benches in open spaces are also being removed and refurbished before being reinstalled.

11.4 **Listening better** – being more effective at hearing the voice of residents and enabling them to influence our decision-making.

Responding to the Listening Better priority, the action plan includes activities grouped under three themes - understanding more, listening better and acting on what we learn.

Supporting us to understand more, data from the Residents' Survey completed in 2022 and the ongoing releases of Census 2021 data are providing a valuable insight into the views and opinions of our residents

The results from the survey told us that 96% of our residents are satisfied with their local area as a place to live and compares favourably with the average for the South East area being at 74% satisfaction.

Of those surveyed, 75% of residents' are satisfied with the way that the council runs things, this is also a favourable score when compared to the average of 62% for the South East.

The recently published data from Census 2021 shows that the population of the district has increased by 9.4% or 10,905 residents since 2011 and that our residents are living longer.

Listening to feedback from our residents and to make it easier for everyone to engage with the council online, during Q3 we refreshed our 'Your Winchester' resident app. The updated version is simplified with the aim of providing a much better user experience. Feedback so far has been positive.

We have developed an Equality, Diversity and Inclusion (EDI) Action Plan that was considered by the EDI Forum at their meeting in November. The Forum will monitor progress against the action plan. During Q3 subtitles were added to all committee and Cabinet meeting videos available online.

11.5 Supporting Information

Appendix 1 to this report provides an update on the council's progress achieved during Q3 against the priorities included in the Council Plan that was adopted in February 2021. An update against the priorities included in the refreshed Council Plan adopted by Council on 18 January 2023 will be provided in the 2022/23 Q4 report.

Appendix 2 gives an update on the council's financial position for both the General Fund and Housing Revenue Account (capital and revenue) as of 31 December 2022.

Appendix 3 provides an update against the strategic key performance indicators 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.

Cabinet at its meeting on 14 December 2022 adopted a refreshed set of strategic key performance indicators that will replace the measures included in Appendix 3 from 1 April 2023.

Appendix 4 provides Information in the form of highlight reports that set out the progress of the council's 'Tier 1' projects. All information and data are as at the end of Q3 (31 December 2022).

12 OTHER OPTIONS CONSIDERED AND REJECTED

None.

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

CAB3367 – Q2 Finance and Performance Monitoring dated 14 December 2022

Other Background Documents: -

None

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – Q3 October to December 2022

Appendix 2 Financial update to 31 December 2022

Appendix 3 Strategic Key Performance Indicators Q3 update

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

Appendix 5 Notes from Performance Panel meeting 15 February 2023

COUNCIL PLAN 2020–25

Q3 2022/23 PROGRESS UPDATE

PRIORITY – TACKLING THE CLIMATE EMERGENCY AND CREATING A GREENER DISTRICT

The climate crisis remains a significant challenge to all of us in the coming years and decades and is causing a decline in the biodiversity of the district 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**

Consultants WSP completed their roadmap to decarbonisation of the district, which was presented at Health and Environment Policy Committee in December and subsequently approved at Cabinet Member Decision Day in January. This work provides clear 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.

The second stage of energy efficiency works to city offices (installation of an air source heat pump) is on hold whilst we carry out some further checks on viability. The planned installation deals with 3 of the 8 boilers that heat the council offices campus, however if found to be viable may be extended to replace more than the originally proposed 3 boilers.

A further 23 members of staff received Carbon Literacy training during Q3, of which 12 have received full accreditation. This brings the number of staff trained to 151 (plus 15 elected members). As a result of staff changes and as not all trained staff have yet been accredited, a total of 49 officers and elected members are currently certified as Carbon Literate.

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

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

The draft Regulation 18 Local Plan that was consulted on from the 2 November to the 14 December 2022 included policies to promote and assist with low carbon development, sustainable travel and increased biodiversity.

A specialised online event on energy efficiency standards for residential homes, which was arranged during the 6 week public consultation period, was attended by over 80 people.

The Strategic Planning team received a number of responses to the draft Reg 18 Local Plan, and these are being entered into Citizen Space. The data on how many individual comments we have received on the various policies/topics will be reported in Q4.

A LPAG meeting to outline the different consultation techniques used, number of representations received, and key issues raised, will be arranged towards the end of February 2023.

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

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

During Q3 solar PV panels continued to generate renewable energy that contributed positively to reducing the council's energy consumption and also towards reducing carbon emissions across the district. Panels at Marwell Zoo, Winchester depot (Biffa waste collection service), City Offices, Cipher House and Winchester Sport & Leisure Park generated more than 32,000 kWh, saving nearly 7.5 tCO₂e.

The panels at Marwell and Winchester Depot have saved more than 30 tCO₂e during the first year following installation.

A grant of £4,000 was awarded from the council's Greener Futures fund to Itchen Abbas and Avington Village Hall to install solar panels on the roof. The charity raised more than £10,000 in total via the council's crowdfunding platform.

Hampshire County Council's Solar Together registration phase saw 1,507 registrations from Winchester residents, which represented more than 11% of the total number. All registrants were sent their personal recommendation during October and 306 (20%) accepted their offer – the highest number of take-ups in the county.

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

Winchester City Council has secured funding totaling £53,399 from Low Carbon Across the South & East (LoCASE) to assist business owners in

undertaking low carbon and energy efficiency adaptations to their businesses. The majority of this provides ongoing support to local businesses by Meercat Associates, which results in referrals to LoCASE advisors. During Q3, Itchen Abbas & Avington Village Hall was awarded £9,830 for solar PV panels and three more businesses have completed applications. More details can be found in the Vibrant Local Economy section of this report.

A total of 47 applications were made by Winchester households to the government's Sustainable Warmth funding competition, managed in this area through Agility Eco's Warmer Homes scheme to supply insulation, solar PV panels and air source heat pumps in low-income households:

- 16 applications were made from households on mains gas (LAD3), bringing the total number of applications to 62, of which 11 have been completed and a further 26 are in active measures.*
- 31 applications were made from households off the gas grid (HUG1), bringing the total number of applications to 52, of which 2 have been completed and a further 33 are in active measures.*

The council has improved the information available on the website to give a better understanding and awareness of the options available to businesses, and residents. This has been done alongside the Cost of Living support, recognising the close link between the two. All schemes that are signposted on the website are recognised and credible.

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

A number of proposals for alternative waste and recycling collection scenarios in order to meet Government future requirements are being drafted, although the Government has yet to announce formal guidance 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 has been confirmed, we plan to introduce a food waste collection system across the district at the earliest opportunity. Once more clarity has been provided by the Government the council will need to decide on the best course of action to meet the new objectives, this will be followed by consultation with those affected and then a period of implementation. This will be subject to further considerations and approvals in due course.

- **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**

Alongside Hampshire County Council we have continued to work on the next 10 step proposals of the Winchester Movement Strategy. Primary and secondary cycle route networks are being reviewed as part of the city LCWIP and the Mini Holland Feasibility Study bid for funding from Active Travel England will, if successful, unlock funding for walking and cycling improvements in the city. As part of the Movement Strategy study work will

start to look at measures to improve public transport journey times through the city. District wide, the development of the district LCWIP is ongoing with assessments of background data having had the first engagement session.

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

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

91% of the year 2 actions were completed by the end of 2022.

A report on the road verge project was presented to the Health and Environment Policy Committee in October and the project was well supported. A Technical Advice Note (TAN) on Biodiversity Net Gain has been prepared and has gone out to external developers for feedback.

The Tree Strategy was approved at Cabinet in December and the latest phase of tree survey work at Badger Farm has been 75% completed with work expected to be finalised by mid-January.

Land management recommendations have been built in to the Topfield Open Space Management Plan, based on the ecological surveys and mapping conducted on site. Annual ecological survey reports have been completed for our open spaces at Whiteshute Ridge, Greenacres, West Hill Cemetery and Magdalen Hill Cemetery.

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

Hampshire County Council has approved the business case for investing in a new materials recycling facility (MRF) in Eastleigh that will allow for additional materials to be accepted from kerbside collections, waste recycling centres and waste transfer stations. It is estimated that once planning permission is granted the project will take approximately 12 – 18 months until the facility is completed.

The timetable is being developed for the project 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.

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 has agreed that supporting residents, businesses and voluntary organisations with the cost of living crisis be an area of enhanced focus. An update on progress is available in the Supporting Information Section of this report.

A further 26 Ukrainian families (88 individuals) moved to Winchester district bringing the total to 222 families (451 individuals). Community support hub sessions at the Guildhall continued each month, 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. 144 visits were made by Ukrainians or their hosts during the period, meaning 497 visits in total since the sessions started.

Four briefing sessions were provided to Ukrainian guests and their hosts during Q3. Q&A sessions regarding housing options were held for (42 attendees), sessions on cultural awareness for guests (13) and hosts (15) and a session for guests who are seeking to set up their own business (7).

Rematching of the Ukrainians to new hosts is now underway. We have supported 19 further rematches, 25 in total. A further 37 Ukrainians have been provided with housing advice in quarter 3 and 2 more households have approached the council because they are believed to be threatened with homelessness. The council has also assisted 19 Ukrainian households to access accommodation in the private rented sector

We continue to provide core grant support to key voluntary sector organisations supporting our more vulnerable residents. For example, the core grant to Trinity has enabled a reduction in social isolation and improved

personal outcomes and confidence among hard-to-reach groups. Over the last six months 57 women have benefitted, through regular attendance at a support café and counselling sessions (156 held). Every participant reported enhanced self-confidence and self-assurance, while 95% reported reduced social isolation and increased support networks.

The Crowdfund Winchester match funding scheme closed in December 2022, with no further grants awarded but a total of £12,100 awarded during the year. Organisations in the district can still crowdfund by accessing the Crowdfunder website, and there is advice and support available to help them with their campaigns.

Demand for our district small grants continues to be high, with £10,172 awarded to 18 different not for profit organisations and community groups. Awards included £567 to support Fancy a Bop, a new community dance group set up to support older people suffering from isolation and/ or inactivity, and £500 to Awaaz Radio to help publicise this community radio provision to BAME communities in Winchester district.

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 53 referrals made to the PCN, and 39 made to EA, meaning that since the opening of the new leisure centre there have been 565 referrals made. Community classes for people with long-term health conditions have attracted 425 attendees during the 3-month period, with a total of 1,343 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 previous period to 4,944 members (an increase of 120 members). The overall monthly attendance dropped slightly, with a quarterly visitor number of 164,272, but represented an increase of 7% on the same quarter last year.

Everyone Active's free memberships to cared-for children / care experienced young people, Ukrainian refugees and individuals with Parkinson's all continued to grow. WSLP has provided an additional 30 Ukrainian memberships, taking the total to 380 (one of the highest numbers in the South region) and now has 28 memberships for individuals with Parkinson's.

- **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**

Pre-start meeting held with the contractor appointed for construction of a new pavilion at KGV playing fields in Highcliffe and work is due to start on 9 January 2023.

At North Whiteley, eight allotments have been constructed with a further 21 allotments and seven raised beds for disabled users commenced during October. A new play area has been completed and will be opened imminently. New footpaths created to improve accessibility to open space at Hangman's copse and Sawpit copse.

Community Infrastructure Levy (CIL) L payments made to complete or ongoing projects including:

- *Whiteley Skate Park (£65k of CIL paid in December 2022)*
 - *Shedfield Pavilion (£50k of CIL paid in October 2022)*
- **Enable and promote safe cycleways and pathways to make it safer and more appealing for our residents to cycle and walk to their destination**

Further work on the primary and secondary cycle route networks is currently being undertaken. The development of a district wide LCWIP has commenced with the first engagement session being undertaken and assessment work of background data underway.

Also see project highlight report for Q3 included at Appendix 4.
- **Maintain and enhance the open spaces and parks**

The first phase of planned refurbishment of Abbey Gardens play area was completed in November. This work saw existing play area equipment removed and replacement of the paths and surfacing. A contractor has been selected for phase two, which will start February 2023 and is expected to be complete for the Easter holidays.

A tender was issued for the replacement of the North Walls play area. Technical reports have been commissioned to support delivery of the North Walls park plan, most of which should be undertaken during Q1 of 2023.
- **Develop Local Plan policies that promote healthy lifestyles in healthy surroundings**

The draft Regulation 18 Local Plan included 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 the design process and the need 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. As part of the 6 week public consultation on the Regulation 18 Local Plan, a specialised online event was arranged to explain the importance of the design process, the role of design review panels and Local Design Guides. Over 80 people attended this online event.

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**

118 new homes were under construction at the end of Quarter 3 at sites in Winnall and Whiteley. The 1st phase of 12 new homes, built to AECB standard were completed at Whiteley.

A tender has been approved and contract awarded 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**

The draft Regulation 18 Local Plan that was consulted on in November/December 2022 included a range of policies in a 'Homes for All' topic. The representations that were submitted on the Homes for All topic are currently being analysed by Officers from the Strategic Planning Team.

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

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

Cabinet on 14 December 2022 (report CAB3366 - Housing Company – Revised Options and Business Case) approved the proposed Business case to establish a wholly owned council Housing Company for housing purposes was approved at Cabinet on 14 December 2022.

The Local Housing Company will provide high quality energy efficient council owned homes to rent for households who struggle to rent privately and access council and other affordable housing options. The Housing Company has an opportunity to lease from the council and manage one block of 41 units of accommodation at market rents currently under development at Winnall.

The next steps are to review the strategic and financial businesses cases to develop more detailed proposals to include a final financial business case, timing, governance arrangements, director appointments and specific company conditions. Detailed proposals will be brought for consideration at Cabinet in the summer. In the meantime, operational work streams are in place to prepare for the letting and management of the 41 Winnall flats.

- **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. Severe Weather Emergency Provision (SWEPP) was instigated for the period 6 to 17th December 2022 and 8 individuals were supported off the streets during this period.

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 was started in September 2022 and the Service Lead for Strategic Housing was part of the panel looking at the tenders in November 2022. Unfortunately, the tenders received did not allow WCC and HCC to award the tender/contract in full. The tender was then split into two parts, with a direct award for Stage 1 accommodation made to A2 Dominion. The bids for stage 2 are currently being evaluated the successful tender will be announced once the tender process is concluded.

The annual rough sleepers count took place on 16 November 2022. WCC's result has been verified and returned to the Department for Levelling Up Housing & Communities (DLUHC). The result of the count will be published by DLUHC in February 2023.

The Strategic Housing Service have received 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, the bids will to be evaluated in Jan-Feb 2023.

- **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 progress was made during Q3: -

- *Void properties are currently in the retrofit pilot programme. In addition to overcoming a number of technical hurdles and the challenge of new*

technologies, the market is still not properly ready or developed to resource and respond to the complex demands of whole house retrofits to existing properties.

The works to the pilot void properties provides a good source and opportunity for information gathering. Once the initial trail properties are complete, a full review will take place to assess value for money and the carbon savings achieved.

Changes to the existing heating/hot water system have already been completed. Flow and return temperatures have been successfully lowered to no ill effect. Final design options are still being worked up to replace the existing CHP unit with an ASHP and to only fire up the gas boilers during peak demand. The extent of savings will be known and confirmed once access to the data from HCC and the utility companies is available.

The cost of installing secondary meters for monitoring energy usage has proven to be significant. The intention is to review other ways and opportunities at each scheme to reduce energy demand and consumption. For example, by reducing unused appliances, and/or unused communal heated areas. Any impact to tenants will need to be assessed, carefully managed and in consultation with tenants to make informed and final recommendations.

The first meeting of the member/tenant/officer panel is planned for late February/early March 2023. A tenant survey was sent out in November. 706 returns have been received, including 182 who have expressed an interest in joining the heating panel focus group.

The 'Retrofit Ready' programme targets houses and bungalows as this represents 90% of council properties that have the poorest energy efficiency rating (EPC Band D or below). The tenant "Retrofit Ready" invitations were dispatched with a deadline date for return of 30 November. 806 responses have been received. The subsequent programme of energy assessments and associated remedial works will be programmed during January and rolled out from February to June 2023.

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. The Council bid focusses on 20 non-traditional Swedish cottages and approx. 400/500 loft insulation top-ups. The bid result is expected late February/early March.

The build works for Passivhaus development proposals for Micheldever have been tendered and a quote accepted from Ascia Construction for the completion of the homes. Work will commence mid-February 2023.

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

Discussions have re-commenced with CALA Homes with regard to the Extra Care Scheme in phase 2B of the scheme. A project brief has been prepared

by the council in conjunction with Hampshire County Council and architects appointed to provide a capacity study to ensure site is of sufficient size to meet the S106 requirements. Negotiations are on-going 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 sponsoring and has developed the criteria for a new Cultural and Creative Award which will form part of the Winchester Business Awards 2023, organised by Winchester Business Improvement District, Hampshire Chamber of Commerce, and the Hampshire Chronicle. The new category will launch as part of the Awards event to be held on 7 February 2023.

One of the actions arising from the Winchester District ten-year Green Economic Development strategy is the coordination of a creatively themed business network. This concept was tested with representatives from the cultural sector at various opportunities during the last period and was received well. A non-creative business was secured to speak at the next Cultural Networking meeting to be held on Tuesday 24 January 2023. Topics will include marketing and PR along with a range of best practice examples that creative sector businesses attending will benefit from. This initiative will be further developed to form a co-mentoring scheme so that creative businesses can learn skills from non-creative businesses and vice versa.

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. Scoping plans for the

development of a Sustainable Tourism Strategy were considered at the Business and Housing Committee on 29 November 2022 and the scoping plan for the Cultural Strategy will be considered at the same committee on 28 February 2023. Discussions have taken place with the University of Winchester and Arts Council England to develop these respective strategies in partnership. An extensive evidence base has been completed, which will underpin the development of the Cultural Strategy and a range of stakeholder events have been set up to continue the development of this strategy.

Shared Prosperity Funds

Confirmation was received in December that the council had been allocated £1million from the UK Shared Prosperity Fund (UKSPF) to be spent between the 22/23 and 24/25 financial years. The funding will be split between three key areas: Communities and Place, Supporting Local Businesses and People and Skills.

The council's investment plan was developed in partnership with key stakeholders across the district. 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.

Supported by the UK Shared Prosperity Fund, a request to quote was issued in December for an 'Enchanted Light Garden' event planned for February/March 2023.

The council submitted its plans for the Rural England Prosperity fund in December. If successful, this will provide access to £749k of funding for activity undertaken in the 2023/24 and 2024/25 for capital projects to support rural locations and businesses across the district.

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

As a result of us being part of the Low Carbon Across the South & East (LoCASE) partnership of local authorities delivering support to business owners to undertake low carbon and energy efficient adaptations, 62 Winchester district businesses have accessed the service, delivered on behalf of the council by Meercats. Thirteen businesses have received over three hours extensive support to work on their carbon calculations and carbon reduction strategies and a further thirteen businesses have submitted LoCASE applications with one Winchester district business receiving funding

This support is free of charge and a dedicated webpage can be found at www.meercatassociates.com/winchester.

Further support has been provided to businesses with dedicated information on Solar PV and Green Technologies via the business bulletin and on the council web pages.

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

Nothing to update for this period In 2022 the council carried out a procurement process for the selection of a development partner for Central Winchester Regeneration (CWR), to deliver a scheme for the defined area which reflects the objectives in the CWR Supplementary Planning Document (SPD) and the CWR development proposals, to provide a city space that attracts more people, supports the economy, welcomes overnight visitors and in particular enables more of our young people to stay – to build a career in their home district, to live, work and play. Final tenders were submitted in December 2022 and a preferred bidder has been identified. A decision on the preferred development partner will be brought to Cabinet on 6 March 2023.

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

Following the relaunch of the Cultural Network a range of engagement activities including attendance at meetings and e-communications were undertaken in the last period resulting in the network doubling in size. One to one meetings also took place with a range of organisations including the Nutshell on 1 December, the University of Winchester on 8 December 2022 the Color Factory on 13 December 2022. Engagement and best practice sharing across the Hampshire Arts Officers network was undertaken including attendance at a network meeting on 12 October 2022.

Open rates of Arts News were up by 14% for this period in comparison to the same period last year. Three editions have been issued featuring news and events for local creatives. Regular features include what is on, plus jobs and opportunities, special features include the completion of the St Maurice's Covert mural, relaunching the Cultural Network, a feature on Christmas and invitations to input on local plans.

The mural at St Maurice's Covert was completed at the end of October 2022. There was a photo opportunity with members upon completion and the artist said they had received lots of positive comments throughout the painting progress.

To recommence work on the West of Waterlooville Arts programme, funded through S106 contributions, a paper was considered by the West of Waterlooville Arts Advisory Panel and Forum at its last meeting on 1 November 2022. It set out the resources needed to manage the delivery of a refreshed programme. The resource commitment was agreed, and work is now underway to procure an agency to lead on this.

ZC Social Media, the appointed contractor supporting the redevelopment of Visit Winchester's social media channels, presented at the Attractions Partnership meeting in November on 'Top tips for building social media engagement – working together as a destination.'

The council continues to represent the voice of the visitor economy by attending the Tourism Southeast Alliance Meetings and Hampshire Tourism Officers Meeting where trends in tourism, best practice and the latest Visit England and Visit Britain initiatives are discussed.

Consumer marketing and promotion – Big Christmas

The council supported businesses and worked in partnership to maximise the opportunities the festive period offered. Events, activities and festive-related content were added to www.christmasinwinchester.co.uk.

Marketing & Communications

In the last period local businesses were supported through content across Visit Winchester's various social media channel and its website covering key themes including shopping local for gifts, festive food and places to stay. Consumers were encouraged to travel sustainably with links to the South Western Railway booking widget on the Visit Winchester website. One business to consumer (B2C) electronic newsletter was issued with an average open rate of 38% and click rate of 4.3%. This e-newsletter included details of the Christmas Lights Switch On, Christmas Market and festive events at attractions across the district.

Businesses operating in the visitor economy were updated on Visit Winchester activity via a business to business (B2B) e-newsletter that included the appointment of new social media contractor, update on developing the Sustainable Tourism Strategy, call for content, St Maurice's Covert mural and details of the Christmas in Winchester campaign. Issued in November with a 39% open rate and 14% click rate, it also provided businesses with information about energy support guidance from UK Hospitality and support for businesses to begin their journey to net zero along with a link for businesses to engage with the consultation on the council's draft 'Regulation 18' Local Plan.

Branded 'Christmas in Winchester' wayfinding banners were installed, in December, along the route into the city from the Park and Ride to encourage people to walk into the city. The banners carried messages aimed at supporting local businesses and attractions – for example, 'support independent businesses this Christmas,' 'walk this way to festive food and drink,' 'enjoy a family day out,' 'come back again and enjoy the rest of the district.'

Website & Social Media

[Visit Winchester](http://www.visitwinchester.co.uk) website continues to be a key platform for visitors and residents to find information about the district to inform their leisure time and

spend decisions with over 149,000 sessions and over 120,000 users between October and December. Users and sessions remain up on pre-pandemic levels for the same quarter in 2019 (11% and 12% respectively).

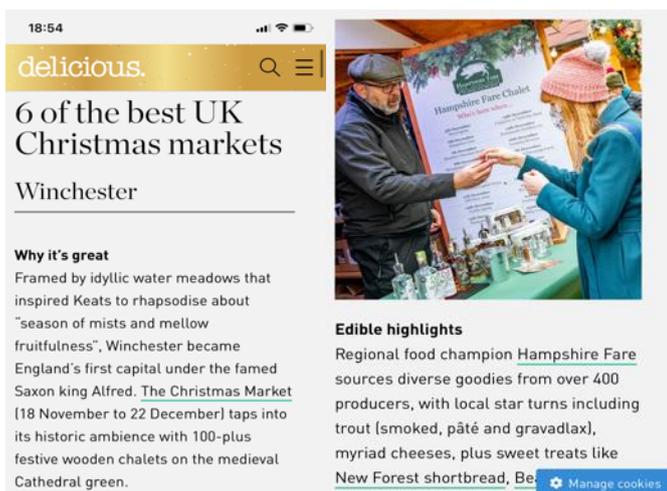
Four festive-themed blogs were published on the Visit Winchester website and the campaign site, christmasinwinchester.co.uk saw an average 817 page views per blog. 'Discover Winchester this Christmas' was the top performing blog receiving 2,394 page views.

The Rediscover Christmas in Winchester film was updated and shared via social media and the website resulting in a reach of 4.5k across all digital platforms. Shots of Christmas in the city and across the market towns were profiled along with attractions and local independent businesses. Messaging around 'free days out' was also included in order to be sensitive to households impacted by the cost of living crisis.

Reach across Visit Winchester social media platforms during the Christmas period doubled compared with the same period in 2021. Posts supported attraction partners and businesses by promoting their events and activities, ideas for free days out and travelling sustainably by train were also included. The Visitor Information Centre's Black Friday event, which saw its strongest sales since 2019, was also advertised via social media and via digital banners on the Visit Winchester website. A successful '12 days of Christmas competition' also ran on Instagram and Facebook with a prize from a local business on offer each day and an average reach of over 1,000 impressions for each post.

PR and press

Through the council's Discover Winchester PR partnership, opportunities to position Winchester district continue to be pro-actively sought and activity has continued to promote the new group of PR ambassadors and influencers, dedicated to promoting the city and district. A press release introducing the ambassadors was issued in November ('Want to find your happy place? Ask a Winchester Ambassador,' had 118 views by journalists on Trav Media) and was selected to feature on Trav Media highlights. Trav Media is the global media network providing news and information for all travel journalists and influencers. A press release entitled 'Discover Winchester this Christmas' (131 views on Trav Media) was also issued in November and coverage was received in several media outlets including Delicious Magazine.



A Canadian travel blogger behind 'Happy to Wander', a digital publication that reaches over 1.5 million readers a year, and also the founder of [ChristmasMarketsInEurope.com](https://www.ChristmasMarketsInEurope.com), one of the top resources for European Christmas Markets on the web, featured Winchester Cathedral Christmas Market in her 'Best Christmas Markets in England' roundup which was in both written and digital format: <https://www.youtube.com/watch?v=lgwK-xRdrGE> Visit England also requested content on Winchester Cathedral's Christmas Market for a press release distributed to media in October featuring 11 other destinations and attractions including Blenheim Palace, Warwick Castle, Leeds Castle, York, County Durham, Nottingham and Birmingham.

A press trip facilitated by Visit Hampshire, in collaboration with Winchester and other destinations along The St James' Way, resulted in coverage in The Guardian in December <https://www.theguardian.com/travel/2022/dec/27/i-did-the-english-leg-of-the-camino-de-santiago-starting-in-reading>

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

In partnership with the Enterprise M3 Local Enterprise Partnership Growth Hub the council organised free business start-up training in December 2022 for Ukrainian businesses looking to set up their own business. The Growth Hub has allocated two of these businesses for further, more extensive support.

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 and sustainable good practice.

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.***

Top-line results from the Residents' Survey have been published on the council's website and shared with parish councils via the Parish Connect email bulletin.

Residents were updated on the survey results via Your Council News email in December.

The results from the survey provided a valuable insight into the views and opinions of our residents and help support the refresh of the Council Plan and in the future shape council services.

To make it easier for everyone to engage with the council both online and in person, we have in conjunction with the refresh of the Council Plan developed an action plan that will deliver against the Listening Better area of enhanced focus.

The Station Approach consultation took place between 1 August 2022 and 21 October 2022 and over 1,000 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***

As a direct result of complaints received concerning the cleanliness of public conveniences, a review was undertaken into the adequacy of the

frequency of cleaning and the way the cleaning was carried out. This has resulted in improvements to the service.

Housing Services continuously use the details provided in complaints to review their service and identify potential improvements. Q3 examples are below:

- A complaint from a resident was received about the delays and lack of communication they experienced with their right to buy purchase. As a result, a dedicated homeownership team has been established. The team will be sufficiently resourced and trained to ensure the right to buy process is appropriately managed and our tenants receive a helpful and efficient service. We will also be implementing an IT management system to improve our case monitoring and ensure regulatory and legislative timescales are met.*
- Complaints related to Disabled Facilities Grants (DFG) being processed in a timely manner and the process itself were utilised to inform the revised DFG policy that is due to be presented to Housing Cabinet in February 2023.*

In December there was a period of sustained cold weather, which led to an unprecedented volume of calls being made to the council's Housing out of hours service in respect of heating breakdowns resulting in increased tenant complaints.

To remedy the initial problem, housing officers held a number of emergency meetings with its Out Of Hours Provider (First Call). This resulted First Call implementing a new-tiered system for incoming calls with Winchester City Council being assigned a high priority call response level for its social housing customers. The council has committed to undertaking an independent review of the Out of Hours housing service to explore alternative options to improve the service and improve future customer satisfaction levels.

A new initiative as part of lesson learnt is to contact all tenants in the autumn this year to remind them to test their heating systems and report issues early in preparation for the winter switch on. This will be re-enforced within tenant monthly newsletters and by a social media campaign. This is in addition to the regular boiler maintenance checks that are undertaken.

In relation to the data reported against KPI YSYV04 shown in Appendix 3, the percentage of closed complaints either partially upheld or fully upheld in Q3 decreased to 44% from 49% in Q2. There was an increase of 25% in the volume of complaints closed in Q3 compared to Q2 (Please note this includes 11 complaints received that were subsequently withdrawn). All complaints are monitored closely each Corporate Head of Service.

Q3 saw the biggest increase of complaints closed in:

- *Housing Property Services, which increased from 8 in Q2 to 18 in Q3 - the colder months result in more housing related complaints due to heating, water and boiler breakdowns.*
- *Parking Services and CCTV which increased from 6 in Q1 to 20 in Q3 - Q3 attracts more visitors to the City mainly due to Graduation week and the Christmas Market. Visitors are less used to the local parking payment systems, parking locations, we are however, reviewing the complaints to see if improvements can be made to make these clearer.*

In terms of total complaints received in Q3, this was 73 compared to 100 in Q2.

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

The council hosted a Cost of Living Summit in November with around 40 partner organisations from across the district in attendance that encouraged collaboration and coordination of organisations to provide maximum support for residents struggling with rising costs.

To tackle the increasing amount of graffiti appearing across the city, the council has worked collaboratively with the Business Improvement District and set up a Pride in Place task and finish group, working with the police, Hampshire's Youth Offending Team and local youth charities.

Regular meetings continue with representatives from the market towns, to discuss issues and areas of interest to support their high streets and local businesses.

Supported Winchester Business Improvement District undertake its ballot for a fourth term, which was successful.

The first meeting of the Winchester District UK Shared Prosperity Fund Partnership Board was held in November, bringing together public and private sector business, education, voluntary, environmental representatives from across the district. The Board will consider projects for funding, provide their expert insight and add value to the council's delivery of this funding programme.

In partnership with the Enterprise M3 Local Enterprise Partnership Growth Hub the Council organised free business start-up training in December 2022 for Ukrainian businesses looking to set up their own business.

As part of the public consultation on the Reg 18 Local Plan, presentations were given to the Winchester BID and town/parish councils as well having a number of Local Plan drop in sessions that took place during the public consultation period.

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

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

Cabinet approved a refreshed set of strategic key performance indicators that will be reported from 1 April 2023. The data against these indicators will be published on the council's website and replace the indicators included in Appendix 3 of this report which are also published on the Winchester City Council website [Access to data - Winchester City Council](#).

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

As part of the Regulation 18 Local Plan consultation the Local Plan website was updated to make it easier for people to access and engage with the consultation process. A video was available on the Citizen Space consultation portal to show people how to submit their comments directly on Citizen Space. This ensured that people's comments were attributed to the correct policy in the Local Plan.

During Q3, the 'Your Winchester' resident app was re-launched. The updated version is simplified with the aim of providing a much better user experience. Feedback so far has been positive. Updates to My Council Services will take place in Q1 to improve the user experience, particularly in relation to garden waste renewals.

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

The first meeting of the recently established Members' Equality, Diversity and Inclusion Forum took place in November where forum members considered the draft Equality, Diversity and Inclusion Statement of Policy and Action Plan.

Subtitles have been added to all committee meeting videos and guidance for viewers of the meetings has been updated.

A new mandatory online learning module was introduced for all staff and members to complete covering the importance of Equality, Diversity and Inclusion.

- **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 31 DECEMBER 2022

This section presents a summary of the council's financial position as of 31 December 2022 with regard to the General Fund and Housing Revenue Account budgets. Members will note that this report is considered by Cabinet after budget setting council in February 2023 and where the budget for 2023/24 was set.

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 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:
 - i. 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.
 - ii. Pay inflation is now forecast at an overall 5% increase from April 2022 (2% was budgeted) at an additional baseline cost of £508k.
 - iii. 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. 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

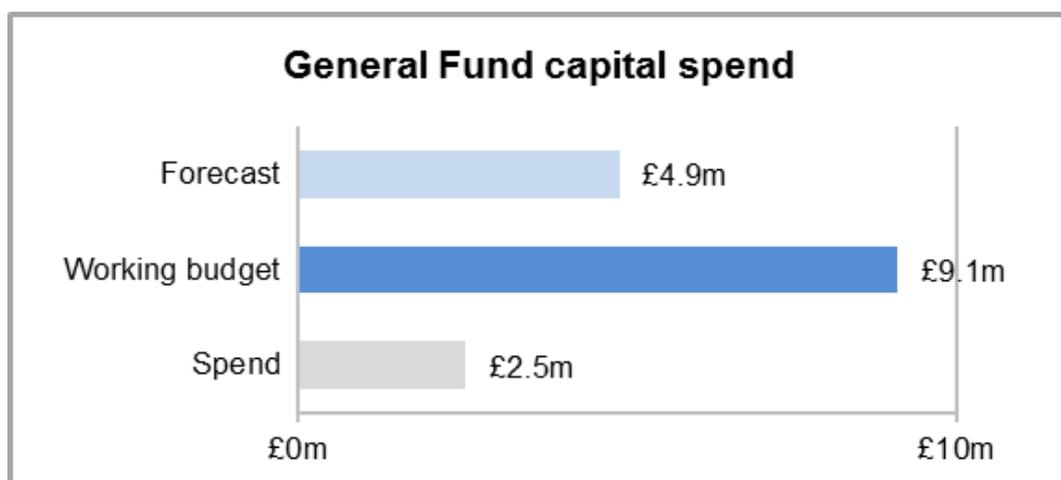
Q3 which was in line with the forecast made at Q2. One area of significant reduction is season tickets, commuters would need to return to Winchester on a daily basis in order to return to previous levels.

- 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.
- d) Grounds Maintenance and Waste and Recycling budgets are forecast to be overspent by £320k.
- e) Tree works are expected to overspend by c£56k 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.
- 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>
Environment	18,338	(11,582)	6,756
Living Well	5,455	(1,009)	4,446
Homes for All	2,844	(284)	2,560
Vibrant Local Economy	1,745	(544)	1,201
Your Services, Your Voice	7,764	(1,886)	5,878
TOTAL before funding	36,153	(15,305)	20,842
TOTAL Funding			(20,842)
FORECAST BUDGET UNDERSPEND			0

General Fund Capital

1. General Fund capital expenditure to the end of December was £2.54m of which the majority relates to the following: Disabled Facilities grants (£0.84m); CIL funded community grants (£0.5m); Car parks – various including the new decked park at the former Vaultex site (£0.28m); and play areas at Abbey Gardens and KGV park (£0.24m). There were small amounts of expenditure on a number of other projects.
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. Due to the nature of capital expenditure, there is risk of programme slippage particularly in respect of projects that have yet to commence. The forecast has been revised as part of the February budget setting process and reflects the revised capital programme presented to Council in February 2023 (CAB3389 refers).
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 Q1-Q3 of 2022/23:

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

Exp: Prior years £42.887m Q1-Q3 £0.1m Total £42.987m

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-Q3 £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. Some end of defect period rectification works are being carried to in January 2023 following which the retention will be released to the contractor.

- **Disabled Facilities Grants** *Total Budget: £1.23m*
Expenditure: recurring Q1-Q3 £0.84m

During the period 1 April to 31 December £838,000 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**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	29,618	582	1
Housing Management General	164	(5,952)	(5,788)	(5,788)	0	
Housing Management Special	1,155	(2,993)	(1,838)	(1,838)	0	
Repairs (including Administration)	101	(6,814)	(6,713)	(7,157)	(444)	2
Interest	0	(6,689)	(6,689)	(5,360)	1,329	3
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	21	0	
	<u>30,485</u>	<u>(31,091)</u>	<u>(606)</u>	<u>861</u>	<u>1,467</u>	
Working Balance at 1 April 2022			16,658	16,658	0	
Add Surplus / (Deficit)			(606)	861	1,467	
Projected Working Balance at 31 March 2023			<u>16,052</u>	<u>17,519</u>	<u>1,467</u>	

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 £0.606m. The forecast position at period 9 is a positive variance of £1.467m with an anticipated contribution to reserves of £0.861m, resulting in forecast HRA year-end general reserves now increasing from £16.052m to £17.519m. The impact of inflation on repairs and staffing has been taken into account within this forecast.

At Period 9 the following major variances are reported: -

[1] Rent Service Charges and Other - Income is now anticipated to be some £0.582m more favourable. The reason for this is that with the current emphasis upon raising the BOE bank base rates to tackle inflation that the HRA is now getting both a higher rate of interest on its funds (1.8% estimated) and has more cash backed resources £60m, which has resulted in an anticipated additional income of £582k in 2022-23. This contrasts with interest of (0.03%) in 2020-21 and interest on receipts of just £17k in the previous year.

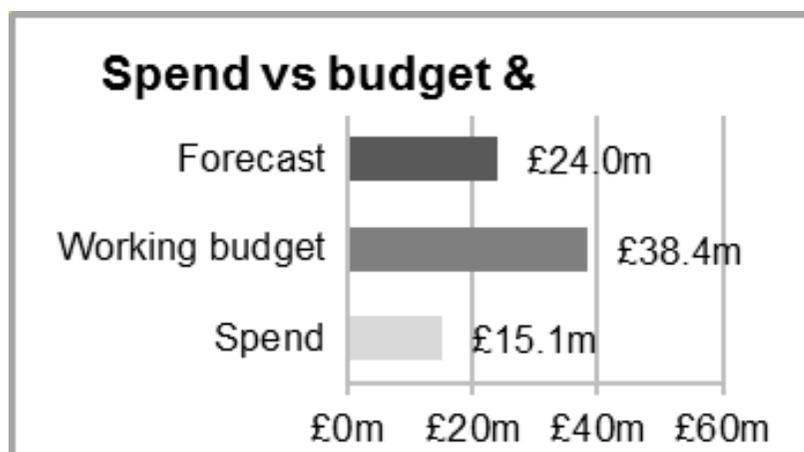
[2] Repairs (including administration) - the budgets for both cyclic repairs £300k and responsive repairs £200k are forecast to overspend this year. This is largely due to both an increase in the scope of works required for servicing / compliance checks that are now being undertaken and also to underlying increases in cost. In addition there is an overspend on agency staff of £85k, that is partly offset by one off insurance fund receipts £141k received from recent claims for fire and water damage.

[3] Interest charges – This is now forecast to underspend by £1.326m and is largely down to the recent volatility and increases in the cost of PWLB external borrowing from the Government. 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.

HRA Capital Spend

The original HRA Capital budget was approved in February 2022 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 £38.4m was approved at Cabinet on 19 July 2022.

The current projected forecast outturn spend is £24m or 63% of spend. The main reason for this variance (£9.9m) was the initial overly optimistic assumption that North Whitely would largely be completed in 2022-23. There has also been £1.4m slippage due at Southbrook cottages due to delays in contracting, and the failure to find any appropriate spend for £2.3m of the unallocated budget. At period 9 spend to date was £15.1m or 64% of the forecast outturn.



Housing Services

The forecast outturn on Housing Services which includes decent homes major works, estate improvements, sheltered housing upgrades, disabled adaptations and fire and retro fitting budgets is £7.4m, with spend to date of £5.6m or 76% of the forecast.

New Build Programme

There are essentially 3 major schemes currently underway that make up 98% of forecast new homes spend in 2022-23, these are Winnall £11.4m, North Whitely £3.9m and Southbrook cottages £0.7m, with an additional proposed grant to Wykeham CLT of £255k.

Housing Revenue Account

Capital 2022/23

	HRA Capital Programme			Notes
	Budget	Forecast Outturn	Variance	
	£'000	£'000	£'000	
Housing Major Works	(5,672)	(5,422)	250	
Improvements and Conversions	(468)	(206)	262	
Other Capital Spend	(2,324)	(1,800)	524	
New Build Programme	(29,905)	(16,590)	13,314	
	(38,369)	(24,018)	14,351	

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	Q3	Q4	Q1	Q2	Q3	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(21/22)	(22/23)	(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%	38.2	35.6	41.55	37.79	38.75		Increase against 2019/20 outturn (38.1%) National figures for 21/22 due out Feb / March 2023	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	110	111	105	103	105		Reduction against 2019/20 outturn	Whilst unaudited shows a positive decrease against 2021/22 outturn. 6% gross reduction in waste volumes per household
	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	<u>2019/2020</u> - Centre 63.50% <u>2020/2021</u> - Centre 73.50% 2021/22 centre 70%,	Central - 64% Park & Walk - 16.8% Park & Ride - 19.2%	Centre 69%, Park and Walk 13.4%, Park and Ride 17.6%	Centre 66.9%, Park and walk 17.9%, Park and Ride 15.2%	Centre 68.2%, park and walk 16.1%, park and ride 15.7%	Centre 65.4%, park and walk 17.5%, park and ride 17.2%		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.

	REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q3	Q4	Q1	Q2	Q3	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(21/22)	(22/23)	(22/23)	(22/23)			
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	153,561 (YTD 377,388)	187,182 (YTD 564,570)	186,722	189,247 (YTD 375,969)	164,272 (YTD 540,241)		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 129 Completed 0	In progress 129 Completed 0	In progress 129 Completed 0	In progress 130 Completed 0	In progress 118 Completed 12		Complete 121 Start 85	Phase 1 of Whiteley completed Dec 22 = 12 properties
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)	19.50%	26.87%	23.64%	22.73%	22.31%		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)	49.72%	81.99%	82.13%	80.64%	60.92%		Min 25% Capital	
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%	66%	76%	61% (67)	49% (95)	44% (119)		58.75% (average for 2021/22)	See narrative in Appendix 1 for further information related to complaints.
	YSYV05		No. of valid Ombudsman complaints	Finance and Value	Lower = better	1 -2018/19 2 - 2019/20 0 - 2020/21	1	0	0	0	1		0	

REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q3	Q4	Q1	Q2	Q3	RAG Status	KPI Target 2022/23	Comments
						(21/22)	(21/22)	(22/23)	(22/23)	(22/23)			
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	2019/20 Email - 100% Storage - 100% Telephony - 99.5% DMS - 100% 2020/21 Email - 100% Storage - 100% Telephony - 98.18% 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%	Email - 100% Storage - 100% Telephony - 99.9 DMS - 100%		99.5%	
YSYV07	Improved satisfaction for our services	Efficient waste collection services - missed bin collection report	Finance and Value	Lower = better	AWCQ1 2019/20 68.89 per 100k bin collections AWC Q1 2020/21 57.79 per 100k bin collections	AWC 36/100k bin collections	AWC 60/100k bin collections	AWC 55/100k bin collections	99.95 %	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 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 expected in Q1 2023	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%	We are getting some data now on a monthly basis, but not enough to provide annual figures with confidence.	There is no data available on national contamination which is comparable, so we can only use Hampshire average. A once a year figure. 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	2.9m passenger journeys in the year 2022 in Winchester and surrounding area. Of the 2.9m, 0.6m passenger journeys were made using the P&R service. (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 2023 will be reported in January 2024	Still on-going issues post covid with low (although rising) passenger numbers and operational issues with lack of drivers and increasing operating costs. WMS looking 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	2022 traffic flows steadily rising but not at pre covid levels	Average daily traffic flows (HCC source) St Cross Rd 12,305 Stockbridge Rd 6,586 Andover Rd (N) 11,220	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 2023 will be reported in January 2024	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 2030	District carbon emissions - annual report - year on year reduction	Climate Emergency	Economy & Community	Lower - better	2018 617,000 tCO2e (1.9% reduction)	2019 579,700 tCO2e (6.2% reduction)	2020 506,900 tCO2e (12.5% reduction)	456,210 tCO2e (2020 figures)	Data released annually 2 years in arrears	Data for 2020 influenced by COVID so 2021 figures likely to revert back to previous levels. The Carbon Roadmap will supplement this national data measure with local detail of carbon reduction from delivery

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
												of specific interventions.
	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 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. The key target for 2023 will be to progress the Local Plan to the Regulation 19 stage.	A 6 week public consultation on the Reg 18 LP took place between 2 Nov and 14 December 2022.	The Strategic Planning team have received a number of responses to the draft Reg 18 Local Plan directly into Citizen Space and are now prioritising entering the remaining comments into Citizen Space. We will then know how many individual comments we have received on various policies/topics in the Local Plan. An LPAG meeting will be arranged towards the end of February 2023. At this meeting Officers will outline the different consultation techniques that were used, number of representations received, and they will update Members on the key issues that have been raised (there will be no analysis of the responses).
	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	Data is collected at the end of each calendar year. Figures for 2022 will be reported in January 2023 We can collect data more often to monitor progress however a large proportion of these actions are ongoing throughout the year and as such will not be completed until the end of the year.	Year 2 of BAP Action Plan completed at end of December 2022. 91% completed; 2% progressing well; 4% progressing; and 3% not yet started.
	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	Data is collected at the end of each year. Figures for 2022/23 will be reported in April 2023	Planting season now closed and due to reopen in October 2022
	TCE12	The Winchester district to be carbon neutral by 2030	Number and percentage of all parish councils (Inc. Town Forum) that have local carbon reduction	Climate Emergency	Economy & Community	Higher = better	N/A – new indicator	4%	69%	25%	Updated annually after the end of each financial year (Q1 2023/24)	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
			action groups / campaigns									
	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	Updated annually after the end of each financial year (Q1 2023/24)	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	Place and Local Plan	Regulatory	Lower = better	St Georges St 2018: 41µg/m ³ 2019: 39µg/m ³ (First 6 months only) Chesil St & Romsey Rd 2018: 47.5µg/m ³ 2019: 47.2µg/m ³ (First 6 months only)	<u>2020 Data</u> St Georges St 26.9µg/m ³ Romsey Road 40.8 µg/m ³ (Note: 2020 data is atypical as 'Covid' Year)	<u>2021 Data</u> St Georges St 27.0 µg/m ³ Romsey Road 36.5 µg/m ³	Subsequent to AECOM's report, in consultation with the Cabinet Member, it was agreed to retain the existing AQMA and seek to update the current AQAP, with a focus on improving air quality along Romsey Road. However it was also agreed that in order to inform the updated AQAP that officers would need to review the full 2022 data set in early 2023 as this would be required to inform the AQAP. Also, to consider whether to adopt more stringent AQ standards taking into account new WHO recommended limits. NB: Government required to set new national PM _{2.5} standards by Oct 2022, which still has not yet happened. Spring 2023 commence review of Air Quality Action Plan and deliver by September 2023.	Annual Status Report (ASR) to be submitted to DEFRA June 2023. Air Quality Supplemental Planning Document now adopted by Cabinet and in use.	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 January 2023)	≤ 4.7 years	Data has not been released by ONS. Review date unknown	Relevant data not yet available from ONS.
	LW02	Reduced health	Inequality in life	Community & Housing	Economy & Community	Lower = better	2018 – 6.4 years	2020 – 3.5 years	Data not yet available (checked January 2023)	≤ 3.5 years	Data has not been released by ONS. Review	Relevant data not yet available from ONS.

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
HOMES FOR ALL		inequalities	expectancy at birth (female)				2019 – 4.6 years				date unknown	
	LW06	A wide range of physical and cultural activities for all ages and abilities	Increase participation in the Cultural Network in order to strengthen engagement with and support of the arts and cultural sector working collaboratively to strategically develop the offer	Community & Housing	Place / Economy & Community	Higher = better	23 organisations	23 organisations	30 organisations	+10%	Data collected at the end of each financial year. (Q1 2023/24)	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
	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%	Annual figure – next update April/May 2023	
	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%	97.41	100%	ONS Data available retrospectively each November. Next update due Nov 2023	
	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: 48.10%	Owner Occupier 39.45% Private Rented 41.41% Social 66.04% Total: 50.98%	60% by 2028 Improvements should become evident as the law changes for private landlords	ONS Data available retrospectively each November. Next update due Nov 2023	
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	55923	Trend data for monitoring only	Data collected in March each year. Next update March 2023.		
HA04	No one sleeping	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		

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
		rough except by choice									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.	
	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 133 completed with a further 117 on site	1000 over 10 years	New indicator decided in March 2021. Next update in May 2023	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	Housing Company agreed in principle, first completions will occur in QTR 3 2023/24
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 no longer available	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% ONS Data mid 2021 10.4%	Trend data for monitoring only	ONS Data	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	Data will be updated after the end of Q1 and then annually at Year End going forward.	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	2021 data from Cambridge Model Report relies on Visit England data which has been delayed.	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	2021 data from Cambridge Model Report relies on Visit England data which has been delayed.	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	2021 data from Cambridge Model Report relies on Visit England data which has been delayed.	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	2021 data from Cambridge Model Report relies on Visit England data which has been delayed. Individual 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	Cabinet	Lead	Polarity	2019/20	2020/21	2021/22	KPI Target	Notes on data availability	Comments
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			definition	Member	CHoS					2022/23		
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%	June 2019 - May 2020 70.5%	June 2020 - May 2021 71.7%	71.0%	Data comes from Sport England and has been measured from June to May and from December to November each year.	Activity levels have returned to pre-lockdown levels.
							Dec 2018 – Nov 2019 71.4%	Dec 2019 – Nov 2020 71.0%	Dec 2020 – Nov 2021 73.7%		Has changing to annual reporting, with data for the year to November 2022 expected in April 2023.	

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	75%	≥ 79%		Council compares well to the Southeast and other councils for this metric: <ul style="list-style-type: none"> • Southeast - 62% • Stratford upon Avon District Council (residents' survey July 2022) – 61% • Royal Borough of Windsor and Maidenhead (residents survey – September 2022) – 63% • Cornwall Council (residents survey December 2021) – 63% • Bristol City Council (Quality of Life Survey June 2022) – 39%
	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 carried out in Spring 2023	
	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	57%	≥ 65%		Council compares well to the Southeast and other councils for this metric: <ul style="list-style-type: none"> • Southeast – 43% • Stratford upon Avon District Council – 41% • Royal Borough of Windsor and Maidenhead – 52% • Cornwall Council – 48% • Bristol City Council – 26%

TIER 1 PROJECTS
Reporting Period Q3 – October to December 2022

This report provides an update on the progress of the council's Tier 1 projects for Q3 2022/23 (October to December 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	Yellow
Local Plan	Green	Green
New Home Programme	Yellow	Yellow
Station Approach	Green	Green
Winchester Movement Strategy Programme	Green	Green

Rag Status 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

On track
30% off track but likely to hit target
60% off track and unlikely to hit target

BAR END DEPOT

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, leisure and food and beverage. A community engagement event was held on 21st and 24th November, the results of which will help inform a recommendation for target uses and stage two marketing that will seek formal offers. the timetable in the report will be updated to show new timelines.

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

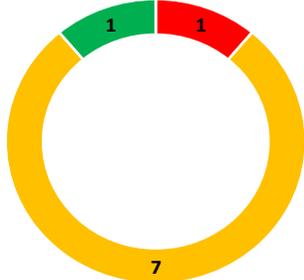
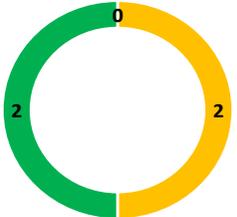
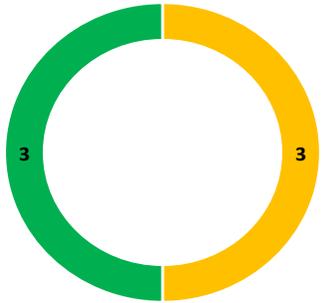
Stage	Original Target	Current Target	Milestones and Actions	Outcome
Feasibility		Mar 2022	Public consultation	Positive feedback on Hobb's scheme. A food retail use would be welcome by the community.
Feasibility		Jul 2022	Appointment of Selling Agent	Vail Williams appointed
Transport Feasibility		August 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		Feb 2023	Request for formal bids	
Preferred Bidder Selection		July 2023	Preferred Bidder Selection	
Cabinet		Sept 2023	Cabinet Approval	
Contract documentation		Oct 2023	Contract documents issued	
Exchange		Dec 2023	Contract exchange	Purchaser to progress with planning application

Stage	Original Target	Current Target	Milestones and Actions	Outcome
Planning Application		June 2024	Submission of planning application	
Planning approval		December 2024	Planning approval	
Legal Completion		December 2024	Legal completion of sale	
Construction		March 2025	Construction starts on site	
Project Completion and Close		June 2026	Completion of works on site	

Carbon Programme Project 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 Learney	1	Dawn Adey	Susan Robbins	Steve Lincoln				60% off track and unlikely to hit target
Description and Outcome								
<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
Council by 2024 Target (tCO₂e)	N/A	3,201	1,873	2,764	1,382	0	0	0
Actual	4,268	2,665	4,147					
District by 2030 Target (ktCO₂e)	N/A	527,000	456,210	These figures will be updated in Q4 now that the Carbon Neutrality Roadmap has been adopted				
Actual	579,700	506,900						

Programme Update Summary							
	RAG Project Status	Key Project Deliverables this Quarter			Tasks for Next Quarter		
Transport	<p>Transport</p> <p>■ Red ■ Amber ■ Green ■ Paused ■ Complete ■ Stopped</p>	Options are being considered for introducing biodiesel (HVO) to replace DERV. Factors including increasing cost of fuel will be evaluated further in Q1 2023.	Parking Charges were reviewed in 2022 and being taken forward in line with parking and access strategy.	Research undertaken to identify ways to encourage more sustainable staff commuting. These ideas will be developed further in Q4, along with options for the reintroduction of an EV pool car.	Trial of electric Park & Ride bus service scheduled for Feb 2023. Details of how the trial will work, metrics and logistics are under development.	Local Walking and Cycling Infrastructure Plan (LCWIP) continues in its development. Progress to be reviewed in Feb 2023.	One electric van due for delivery in Q4. Five more electric vans are on order for the Housing service.
Domestic Energy	<p>Domestic Energy</p> <p>■ Red ■ Amber ■ Green ■ ■ ■ ■ Paused ■ Complete ■ Stopped</p>	Work is on-going in Chesil Lodge to repair/replace the faulty CHP system and reduce high gas use and costs.	The Solar Together scheme saw a strong response from Winchester residents with over 1500 responses and a 20% acceptance rate. This is one of the highest acceptance rates in the HCC area.	Regulation 18 consultation on the Local Plan policy commenced Nov 2022 for 6 weeks which includes the low carbon LETI standard for all new housing.	Retrofit Ready programme had responses from over 800 council households interested in home retrofit. Implementation phase now commencing.	HUG2 funding stream to be decided (council is in consortium bid led by Portsmouth City Council). Opportunity for council to partner with National Energy Foundation to release further retrofit funding via ECO4 Flex funding stream.	Outcome of grant application to the Social Housing Decarbonisation Fund for retrofit of Swedish Cottages.

<p>Commercial Energy</p>	<p>Commercial Energy</p>  <p>■ Red ■ Amber ■ Green</p>	<p>PSDS grant secured for installation of ASHP and Solar PV at Meadowside Leisure Centre, which would save 11 tCO2e per annum. CIL funding also being sought.</p>	<p>Request for quotes issued for the development of large scale renewable energy across the district. Closing date for submissions is 30th Jan 2023. This is to appoint 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>Following completion of procurement, sub-metering of solar PV arrays will be rolled out across all corporate sites. SEG payments will be applied for two sites -Vaultex and BIFFA's Winchester depot.</p>	<p>Work to continued on Energy Management & Decarbonisation Strategy for WCC's commercial properties with intention of preparing PSDS grant for submission Sept 2023.</p>	<p>Carbon Offsetting Strategy scheduled for adoption at Jan Cabinet meeting.</p>
<p>Land use & Natural Environment</p>	<p>Land use & Natural Environment</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.</p>	<p>Tree Policy approved by Cabinet in December 2022.</p>	<p>Commence dialogue on developing nature based solutions with SDNPA further to adoption of Offsetting Policy in Jan Cabinet.</p>	<p>Council engaging with HCC '1 million trees' initiative to maximise planting in the right places across the district.</p>	<p>Planning Guidance on 10% Net gain requirement under development.</p>
<p>Behaviour Change</p>	<p>Behaviour Change</p>  <p>■ Red ■ Amber ■ Green</p>	<p>New 'Greener Faster' logo and branding has been developed, with broader communications strategy for the programme to follow in Q4.</p>	<p>Carbon Neutrality Roadmap was completed as key evidence base and scheduled for adoption at Cabinet Member Decision Day in January 2023. Revision of CNAP to follow in first 6 months of 2023.</p>	<p>23 more staff undertook carbon literacy training, of which 12 have achieved full accreditation. Staff turnover means we now have 49 accredited staff.</p>	<p>HCC decision tool to be rolled out across council decision making during Q1 2023/24. This will strengthen consideration of climate and other environmental issues in all decision making.</p>	<p>Improvements to website information. This will also maximise scoring potential as part of the national Climate Scorecard assessment process taking place Q4.</p>	<p>Support for WeCAN programme to continue and forward look to future years when funding from SPF expected to become available for wider climate engagement activity.</p>

Central Winchester Regeneration (CWR) – Project Tier 1

LEAD CABINET MEMBER: Cllr Martin Tod

PROJECT SPONSORS: John East & Dawn Adey

PROJECT LEAD: Veryan Lyons

PROJECT MANAGERS: Rachel Robinson

REPORT DATE: January 2023

Project 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 Managers Progress Report

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. Final tenders were submitted on 09/12/22, the evaluation process has been completed and a business case on the procurement is currently underway. A decision on the preferred development partner will be brought to Cabinet on 06/03/23.

If approved, the council will enter into a Development Agreement with the preferred development partner and the next stage of project will commence – Development Delivery Plan.

Alongside this, officers are also tasked with implementing further archaeology investigations across the site.

The demolition of Friarsgate Medical Centre (FGMC) and replacement space, and improvements to Kings Walk ground floor and surrounding public realm sit with the CWR portfolio – a separate Highlight Report exists for these work streams.

Key Documents

Latest Cabinet Decision / Report: [Cabinet 22 December 2021](#)

PROJECT GATEWAYS

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
Roadmap Review	5	Jun 19	Sept 19	Nov-19	Review of CWR project to inform: - Land uses / mix - Delivery options and associated timeline - Key risks, constraints, and opportunities
Scenario Options	6	Sept 10	Jan 20	Mar 20	Test different land uses / mix to determine priorities
Development Proposals	3	Jan 20	Jan 20	Apr 20	Generate development framework (preferred option)
Development Proposals & Delivery Strategy	5	Mar 20	Jul 20	Nov 20	Agree solution for bus operations and carry out soft market testing to further inform the development proposals and delivery strategy
Delivery Strategy	13	May 20	Dec 20	July 21	Assessment of delivery models and appetite for risk and control, refinement of development proposals Approval of delivery strategy
Market Preparation	5/6	July 21	Dec 21	Jan 22	Prepare a marketing and procurement strategy, associated documents, and the Outline Business Case. Seek approval to procure a single development partner for the CWR site.
Market Launch and Procurement Process for Development Partner	13	Jan / Feb 22	Dec 22	Mar 23	Data room set up, market launch, market engagement with potential developers, carry out the procurement process including evaluations. Identify preferred development partner and seek approval to appoint.
Development Delivery Plan	6	Apr 23	Sept 23*		On signing the Development Agreement, there will be an initial version of the draft Development Delivery Plan drawn from the preferred development partner's agreed submission. The draft Development Delivery Plan is to be in accordance with the Development Objectives. The content will describe and enable further work by the preferred developer to support a planning application.

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
					<p>Following the signing of the Development Agreement, the preferred developer will update the draft Development Delivery Plan.</p> <p>The updated Development Delivery Plan will need to be approved by Cabinet. The Development Agreement Long Stop date for the updated draft Development Delivery Plan is 6 months from signing of the Development Agreement.</p>
Planning Application	18	Sept 23*	Q3 25*		<p>Work up detailed scheme, carry out financial modelling, prepare Full Business Case and planning application for Cabinet approval prior to submission - a hybrid application is required, seeking a detailed Planning Permission for Phase 1 and an outline Planning Permission for the remainder of the Development</p> <p>The Development Agreement Long Stop date for the submission of the planning application is 24 months from the date on which the council approves the Development Delivery Plan.</p>
Planning	18	Q3 25*	Q2 27*		<p>Planning permission granted - the Development Agreement Long Stop date for the Planning Decision is 42 months from the date on which the council approves the Developer's Development Delivery Plan</p>
Phase 1 Primary Condition Satisfaction	6	Q2 27*	Q4 27*		<p>The preferred development partner is required to satisfy the Primary Conditions in order to take a Phase 1 Building Lease and commence Development. Phase 1 Primary Conditions to be approved by Cabinet prior to start on site.</p> <p>The Development Agreement Long Stop date for the Phase 1 Primary Conditions to be satisfied is 48 months from the date on which the council approves the Developer's Development Delivery Plan.</p>
Start on Site	3	Q1 28*			<p>Subject to Cabinet approval of Phase 1 Primary Condition satisfaction.</p> <p>The Development Agreement Long Stop date for start on site is</p>

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
					3 months from the date on which the relevant Phase Building Lease is granted.

**based on the draft Development Agreement Long Stop Dates – to be replaced with Target Dates. Target dates will be agreed with the preferred development partner following appointment. Target dates will be sooner than the Long Stop dates.*

UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

Task/Milestone	Start Date	End Date	Current End Date	% Complete	Comments / Actions	Outcome
Conduct procurement process	March 22	Jan 23	Jan 23	90%	Evaluate SQ submissions and shortlist bidders Dialogue with shortlisted bidders Evaluate final tender submissions Moderate final tender submissions Issue draft standstill letters	Identify preferred development partner
Cabinet decision on approval of preferred development partner	Jan 23	March 23	March 23	10%	Produce Cabinet report for the Contract Award, recommending approval of the preferred development partner for consideration at Scrutiny Committee 27/02/23 Cabinet report and comments from Scrutiny Committee considered at Cabinet 06/03/23 Alongside the business case, appended to the Cabinet report will be a paper setting out the preferred bidders approach to delivering the Development Brief and outlining details of the Development Agreement.	Approval of preferred development partner
Archaeology evaluation (trial trenching)	Sept 22	May 23	May 23	40%	Draft a brief, procurement documents and Cabinet report Seek approval of required budget from Cabinet Cttee: Regeneration Launch procurement process Evaluate tenders and appoint winning bidder	Procure contractor for archaeology trenching to progress further archaeological investigations and inform development on the CWR site

Deliverables	Expected Date of achievement	On target (Y/N)	Comment
Identify preferred development partner	Jan 23	Y	Complete – final tenders moderated on 11/01/23
Archaeology evaluation (trial trenching) report for Cabinet Committee: Regeneration	Feb 23	Y	Decision to be taken at Cabinet Committee: Regeneration on 07/02/23 Draft report currently under review – to be discussed at Leaders Board in w/c 23/01/23
Archaeology evaluation (trial trenching) procurement launch	Feb 23	Y	Pending decision at Cabinet Committee: Regeneration, procurement for contractor to launch towards the end of w/c 06/02/23. Procurement documentation currently in draft.
Business Case – Development Partner procurement	Feb 23	Y	The business case will form an appendix to the Development Partner Cabinet report. Latest version shared with CWR Project Team on 20/01/23.
Paper setting out the preferred bidders approach to delivering the Development Brief	Feb 23	Y	The paper will form an appendix to the Development Partner Cabinet report. First draft currently underway.
Development Agreement (DA) paper	Feb 23	Y	The DA paper will set out key elements from the DA and form an appendix to the Cabinet report.
Development Partner Cabinet Report	Feb 23	Y	Initial ELB review on 25/01/23 Leaders Board review in w/c 06/02/23 Dispatch report for Scrutiny 17/02/23 Report considered at Scrutiny Committee 27/02/23 Dispatch paper from Scrutiny Committee 02/03/23 Report considered at Cabinet 06/03/23

New Homes Programme

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Paula Ferguson	1	Simon Hendey	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 118 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

Completed to date - 133 (target of 1,000 between 2021 – 2030)

Project Name	No. new homes	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Upcoming Milestone	Comments
Southbrook Cottages	6	Design	Nov-19	Feb-24	Deborah Sunley	Start on site - Feb 23	
Woodman Close, Sparsholt	5	Design	Oct-19	Aug-24	Duncan Faires	approval of planning application – dependant on phosphate solution	Outline business case approved. Planning application submitted, is affected by new Phosphate regulations
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	Nov-24	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	Deborah Sunley	Final Business Case	Planning application submitted determination will be delayed whilst nutrient mitigation solution investigated.
Witherbed Lane	4	Design	Sep-19	June 24	Duncan Faires	Approval of planning application	Ecology objection to planning application due to loss of woodland, off-setting options being

Project Name	No. new homes	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Upcoming Milestone	Comments
							considered.
Whiteley (CAB3304 refers)	54			June-23	Andrew Palmer	Completion	1 st phase of 12 properties completed and handed over by contractor

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

LOCAL PLAN

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Jackie Porter	1	Dawn Adey	Adrian Fox	Adrian Fox		

Description and Outcome

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

The Local 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

Consultation on the Regulation 18 Local Plan has now closed.

Comments are currently being collated with first consideration being given by the Local Plan Advisory Group (LPAG) meeting in March

Project Gateways

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
Concept	28	Jul-18	Oct-20		Produce the new Local Plan Evidence base
Feasibility	2	Feb - 2021	April - 2021	Completed April 2021	Consultation on the Strategic Issues and Priorities document took place between Feb and April 2021 for a period of 8 weeks
Design	2	Nov -2022	Dec – 2022	Completed December 2022	Consultation on the Draft Regulation18 Local Plan took place between 2 November and 14 December 2022, a period of 6 weeks.
Plan for Delivery	2	Aug - 2023	Sept - 2023		Consultation on the Submission version of the Regulation 19 Local Plan
Delivery	-	July -2024	Aug -2024		Adoption of the Regulation 19 Local Plan
Handover & Review	-	Ongoing	Ongoing		Monitoring the Local Plan and start the review process at the appropriate time

Useful Links

[Winchester District Local Plan 2018 – 2039 \(Emerging\) - Winchester City Council](#)
[Local Development Scheme 2021 and Local Plan Action Plan - Winchester City Council](#)

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 & 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 informed draft Local Plan ('Regulation 18' stage) which was published for consultation in November/December 2022 on the new LP website. www.localplan.Winchester.gov.uk</p>
Consultation on the draft Reg 18 Local Plan		Nov /Dec 2022		This milestone has been achieved.
Consultation on the submission version of the Local Plan (Reg 19)		Aug/ Sept 2023		Once all of the representations have been entered into Citizen Space, work will commence on analysing the representations and assessing any sites that have come forward as part of the Reg 18 LP consultation.
Examination of the Local Plan		Feb/ Mar 2024		
Adoption of the Local Plan		Aug 2024		

Station Approach – Stage 1

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Kelsie Learney & Cllr Martin Tod	1	John East & Dawn Adey	Emma Taylor	Kirstin Shaw		

Description and Outcome

This is a fresh look at an area of opportunity that has potential to create a welcoming gateway to the city and an enhanced public realm. Stage One of this project will explore the opportunities for development of the area around the Winchester Railway Station known as Station Approach. We are collaborating with Network Rail (NR) and London & Continental Railway (LCR) to understand how we can plan a development in the area that considers the whole site and how the elements within it interact. We will explore the opportunities and gather evidence of the aspirations of residents as well as the constraints of the site. The outcome of Stage one will be the production of a capacity study for the area and a Strategic Outline Case to be presented to Cabinet for decision on the future of the project in June 2023.

Project Managers Progress Report

In collaboration with Hampshire County Council and the Winchester Movement Strategy, parking usage surveys have been undertaken in the Station Approach area. These will be fed into the capacity study work considering the potential to regenerate car parking sites and when these could be released for phased development based on current usage and predicted future demand. The study will conclude in January 2023.

We are continuing the dialogue with Network Rail and London & Continental Railways to explore the opportunities for producing a joined-up plan for the area. Part of this work is to undertake a Capacity Study that will draw on the results of public consultation and other technical studies. Architects have been appointed and work commenced on this at the start of October and will continue until the end of February 2023. Cost and Commercial advisors have begun to analyse the options and the project team have involved planning, transport and Hampshire County Council from early in the process to ensure we are moving in the right direction and any concerns are being addressed. Further meetings have been held with our heritage and sustainability officers to check for any red flags in the options being considered.

The public consultation, which ran from 01 August to 23 October 2022, has received very high levels of engagement – we have received almost 1000 completed surveys, over 250 comments on the interactive map with over 600 likes on those comments. This shows the level of interest this project attracts within the community. Due to the high levels of returned surveys, we have allowed a longer turnaround time for collating and analysing the data. This has been agreed by Members and the team are now working towards a Cabinet decision in June 2023. This will provide sufficient time to digest the results of the public consultation and capacity study as well as providing space for public debate as the team will take early results to the Cabinet Regeneration Committee in March before submitting the Strategic Outline Case and Cabinet reports to Scrutiny Committee and Cabinet for final decision in June 2023. Members have already been briefed on the high level public consultation results to ensure transparency and that members are well informed before wider public feedback is given.

Project Gateways

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
<p>Concept – This stage consists of high-level explorative studies to determine indicative viability. It will also begin the engagement process with stakeholders to determine aspirations and appetite for any potential future proposals.</p>	19 months	Nov 21	June 23	June 23	<ul style="list-style-type: none"> ○ Fresh market analysis to capture changes post COVID - completed ○ Parking surveys to determine uses and demand for short- and long-term strategy ○ First round of engagement with all stakeholders ○ Key risks, constraints and opportunities ○ A high-level Capacity Study for the whole site ○ Strategic Outline Case (SOC) ○ End of stage gateway – Cabinet decision on SOC and continued justification of proceeding to the next stage.
<p>Exploration & Feasibility Dependent on Cabinet decision June 23</p>	TBC 18 months	July 23	December 24		If approved, this stage will consist of more detailed studies and analysis of options available for development. It will continue to build on the engagement process to ensure stakeholders are involved in the development of any viable scheme that may come forward.
Design					
Plan for Delivery					
Delivery					
Handover & Review					

Upcoming Milestones for Project Stage

Stage	Start Date	End Date	Current End Date	% Complete	Comment
Public engagement	01/08/22	23/10/22	23/10/22	100%	Key messages have been agreed by all parties. Website online and social media adverts working well. 4 successful face to face engagement sessions held in September/October.
Parking Usage Study	15/07/22	12/01/23	12/01/23	90%	Surveys undertaken as part of the Movement Strategy need to be updated. Results to be used to inform the capacity study.
Capacity Study	01/10/22	28/02/23	28/02/23	70%	Programme of works agreed to allow the results of the parking usage study and public engagement to feed into the work.
Cabinet: Regen Committee	10/01/23	09/03/23	09/03/23		This report will provide an update on progress made on developing the capacity study for the project and contain the results of the public consultation and transport studies undertaken. This will allow for debate ahead of drafting the SOC.
Strategic Outline Case	09/03/23	21/06/23	21/06/23		Noting the feedback from the Regen Committee, officers will prepare the SOC for submission to Scrutiny Committee and Cabinet in June 2023.

WINCHESTER MOVEMENT STRATEGY (WMS)

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

Work on the ten next step proposals continues with the city LCWIP primary and secondary cycle route network being updated and the development of the Mini Holland Feasibility Study bid which if successful will unlock funding for walking and cycling measures in the city. Much study work has been completed so that we are in a good position to bid for funding once opportunities become available. Further funding for scheme implementation needs to be identified to help move this project forward over coming years. Preparation work is being undertaken so that we are prepared once those funding opportunities are announced by Government.

PROJECT GATEWAYS

Phase 1 - Identify Options

Phase 2 - Detailed Assessment.

Phase 3 - Engagement with the public

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

Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Internal Resources	Upcoming Milestone	Comments
	Phase 2	Completion of phase 2	Jun-20	Dec-20	None required	Engagement with walking and cycling groups	Comments on draft completed. Summary Report issued.
Park & Ride	Phase 1	Phase 1 study completion	Jul-19	Mar-20	Next stage contained in transport team	Phase 2 study completion Sept	Completed Phase 1. Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Jan-21	None required	Review of designs based on engagement with HCC engineers	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	Spring 23	Transport Team to input and review study	Feasibility study Spring 2023	Feasibility study ongoing. Second Engagement event to be undertaken February 2023
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 completed

