

## Finance and Performance Report – October to December 2025

### Recommendation

That Cabinet notes the progress achieved during Q3 of 2025/26 and endorses the contents of the report.

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#### Performance Report

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### **Updates since Q2 25/26 report**

This report has been updated to include the Tier 1 project highlight report for Local Government Reorganisation and is included under the Efficient and Effective Council Plan priority.

### Red/Amber/Green status

The table below provides a brief explanation of the RAG status used throughout this report to quickly and visually communicate the status of projects and service plan actions.

<b>GREEN</b>	<b>Normal level of attention</b> Project is on track to be delivered on time and within agreed resources
<b>AMBER</b>	<b>Minor concern</b> Some issues, being managed, needs to be closely monitored
<b>RED</b>	<b>Major concern</b> Serious issues, milestone dates being missed, recovery plan required

## **PERFORMANCE REPORT**

### **Section 1 Greener Faster**

#### **Delivery highlights – October to December 2025**

- Local Plan Inspector has accepted in her post-hearing note (ED38a) that the emerging Local Plan policies on climate neutrality that go beyond current or planned Building Regulations (Policies CN1 and CN3) are (subject to consultation to Main Modifications, consistent with national policy), justified and effective.
- New tree manager in post. Applied for and secured grant funding for planting disease resistant elms.
- Published an executive summary of Nature Improvement Plan and worked with communications to promote via video, website and social media.
- The Local Nature Recovery Strategy for Hampshire was published on 8<sup>th</sup> December 2025 with Winchester City Council contributing towards the development of the document in partnership with Hampshire local authorities, Natural England, Hampshire and Isle of Wight Wildlife Trust and other organisations.
- 27 swift bird boxes have been erected as part of property services work in relation to repairs, maintenance and retrofit, creating nesting habitat.
- Usage of council Electric Vehicle Charge Points continues to remain higher than the corresponding period last year. The council's new rapid charging points have now been operational for over a year. The increase in EV charging is primarily due to more electric vehicles on UK roads and the install of other fast vehicle chargers such as at KGV Pavilion and Belvoir House.
- Progressed the Climate Risk and Vulnerability Assessment to assess ways in which council, residents, businesses, and infrastructure may be affected by climate risks and impacts. Engaged a range of key internal stakeholders to input into the council's Climate Risk and Vulnerability Assessment (CRVA). Attended HEP committee in December to provide an update on the CRVA.
- The bike bus network in Winchester remains popular during quarter 3. A stall was held at Bishops Waltham Greening event to promote the bike bus. In December, the Winchester Bike Bus project ended, and a report has been submitted to Hampshire County Council highlighting its success.

## Our Carbon Neutrality Action Plan (Council)

<b>Lead Cabinet Member:</b> Cllr Kelsie Learney					<b>Project Sponsor:</b> Cheryl Headon							
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>				<b>Carbon</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>RAG Status update:</b> The anticipated carbon savings attributed to decarbonising corporate assets (Guildhall &amp; City Offices and Winchester Sports and Leisure Park) are at risk. Work is ongoing to identify opportunities for further decarbonisation.</p>												
<p><b>Progress achieved during the last quarter:</b> Good progress has been made across all pathways for Q3. The following updates are some of the key highlights:</p> <ul style="list-style-type: none"> <li>• Approval given for the purchase of three additional low carbon vehicles for Special Maintenance fleet; work has progressed with their procurement.</li> <li>• Two electric vehicles for Animal welfare retrofitted and are now in use.</li> <li>• Repair of solar PV panels at Vaultex car park complete. Monitoring shows these panels are now generating as expected. Application for Smart Export Guarantee payments submitted for this site.</li> <li>• PAC board supported development of two Outline Business Case rooftop solar PV projects to Full Business Case. Completed a pre-market engagement exercise for technical work for solar PV projects.</li> <li>• Organised series of engagement sessions to gather updated requirements for Grounds maintenance contract, including exploring efficiencies, changes in priority, and market innovation. Completed a pre-market engagement exercise with interested suppliers.</li> </ul>												
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>• Issue Request for Quote and appoint solar PV consultancy contractors to proceed with technical surveys. Outcome of surveys which will help inform Full Business Case for small scale rooftop PV projects.</li> <li>• Finalise plans and deliver tree planting.</li> <li>• Appoint a supplier, through a framework agreement, to order four low carbon vehicle replacements for Special Maintenance fleet.</li> <li>• Instruct contractor to proceed with solar PV rooftop install at Meadowside Leisure Centre. Installation of new, more energy efficient, boilers.</li> <li>• Member Briefing held on 9 February to provide an update on 'Nature Markets'</li> </ul>												

## Our Carbon Neutrality Action Plan (District)

<b>Lead Cabinet Member:</b> Cllr Kelsie Learney					<b>Project Sponsor:</b> Cheryl Headon							
Programme RAG status	Timeline				Budget				Carbon			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>RAG status update</b> Timeline: whilst good progress has been made across the pathways some projects are still in their infancy and will take time to deliver the kilotonnes of CO2e savings required. Carbon: A key continuing challenge for the district CNAP is tracking the carbon saved by the actions/ projects as this is because the government dataset is reported 2 years in arrears.</p>												
<p><b>Progress achieved during the last quarter:</b></p> <p>Significant progress has been made across all pathways for Q3.</p> <p><b>Key progress</b></p> <ul style="list-style-type: none"> <li>• Successful bid for HCC Active travel grant. Allocated £40,000 to deliver active travel initiatives in Stanmore. Finalising grant funding agreement.</li> <li>• Carried out five business carbon saving assessments this quarter. Obtained PAC Board approval to develop a Full Business Case for second Solar for Business site.</li> <li>• Local Area Energy Plan (LAEP) – Received draft modelling stages for the LAEP and the Community Led Energy Plan for achieving net zero energy system by 2030, 2040 and 2050. Reviewing and compiling feedback.</li> <li>• Large scale renewable energy scheme – financial modelling outputs reviewed, current options are not financially viable. Drafting report to PAC board to provide an update on financial viability of the scheme for Q4.</li> <li>• Community Solar Support Scheme – successful UKSPF bid, delivery of second phase commenced in October. Scoped and supporting eight buildings (including one school) keen to progress with small scale solar.</li> </ul>												
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>• HCC Active Travel Grant – procuring delivery partner for Stanmore scheme.</li> <li>• Working with Sparsholt College to initiate delivery of Digital Inclusion project.</li> <li>• Local Area Energy Plan – provide feedback on modelling stages and expecting final outputs of Local Area Energy plan by March 2026.</li> <li>• Launch peer-to-peer mentoring scheme, available to businesses in the district.</li> <li>• Completion of second phase of Community Solar support Scheme – reporting on outcomes and carbon savings.</li> </ul>												

## Future of Waste and Recycling

<b>Lead Cabinet Member:</b> Cllr Kelsie Learney / Cllr Steve Cramoysan	<b>Project Sponsor:</b> Cheryl Headon							
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>Progress achieved during the last quarter:</b></p> <p><b>Food Waste Rollout</b></p> <ul style="list-style-type: none"> <li>• Four collection rounds fully implemented; rollout remains on track.</li> <li>• 318 tonnes of food waste collected from October to December 2025</li> <li>• No significant complaints reported regarding the food waste service.</li> </ul> <p><b>Procurement of food waste containers</b></p> <ul style="list-style-type: none"> <li>• All containers and liners were received by 18<sup>th</sup> December 2025.</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Ongoing communications to support rollout of new food waste service, including targeted social media advertising as rounds are introduced.</li> </ul> <p><b>Funding and Budgets</b></p> <ul style="list-style-type: none"> <li>• An EPR funding payment for Q1&amp;2 of 25/26 totalling £843,000 has been received. The remaining payments for Q3 and Q4 are expected in January and March 2026 respectively.</li> <li>• Reported our New Burdens Transitional Funding spend to date in October and December 2025 to Defra as required.</li> <li>• Awaiting New Burdens ongoing service delivery funding confirmation (expected by April 2026).</li> <li>• DEFRA have confirmed EPR funding will need to be allocated to improvements in household recycling. This will likely be allocated to Simpler Recycling Implementation, subject to a spending plan and Cabinet approval.</li> </ul> <p><b>Timeline &amp; Simpler Recycling Implementation</b></p> <ul style="list-style-type: none"> <li>• HCC have confirmed that they will be building a new Materials Recovery Facility to accommodate the full suite of Simpler Recycling materials, which includes pots, tubs, tray, cartons, co-mingled glass and recycling, and separated paper and card. The Project team have started working on a delivery timetable to accommodate these changes by Spring/Summer 2028 when the new MRF is expected to become operational.</li> </ul>								
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>• Prepare for and implement remaining food waste rollout phases scheduled for completion March 2026.</li> <li>• Simpler Recycling preparation: looking at options to introduce additional recycling streams and reviewing future service delivery options. Engagement activities to educate and support behavioural change, to improve recycling performance.</li> </ul>								

## Nutrient Mitigation Solution

<b>Lead Cabinet Member:</b> Cllr Jackie Porter, Cllr Mark Reach	<b>Project Sponsor:</b> Cheryl Headon							
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>RAG status update</b></p> <p>The original timelines were ambitious, relying on desk-based research, but detailed site studies, due for completion by the end of 2025, will provide more precise data on site conditions and potential upgrade options.</p> <p>Due to the evolving nature of the scope, the project approach has been adjusted to remain aligned with developing requirements. These changes have affected the original timeline, however once the feasibility studies across the sites are completed and the civil engineering firm is onboarded, a more accurate and realistic delivery timeline will be provided.</p>								
<p><b>Progress achieved against last quarter</b></p> <p><b><u>Housing Revenue Account (HRA)</u></b></p> <ul style="list-style-type: none"> <li>• Nitrate and phosphate credit sales for the two completed wastewater treatment work upgrades at Northington Road and The Goodens are ongoing:</li> <li>• <b>Northington Road</b> – three quarters of nitrate credits (50 of 63) and nearly all the phosphate credits (4.9 of 5.3) from Northington Road have been allocated to developers. Prices are £3,250 per nitrate credit and £50,000 per phosphate credit (or part thereof). £224k has been invoiced to date and £325k further is expected to be paid once all balances are settled prior to development starting on site (in line with signed Allocation Agreements). Plant installed at Northington Road cost £68k so the income generated to date represents a good return on investment alongside achieving water quality improvements.</li> <li>• <b>The Goodens</b> – credits are now starting to be allocated following the payment of an index-linked monitoring fee to SDNPA. There are 90 nitrate credits and 10.51 phosphate credits available. An initial 8.59 nitrate credits and 0.77 phosphate credits have been allocated to date. £63k has been invoiced to date and £309k is expected to be paid once all balances are settled prior to development starting on site. Some phosphate credits from this scheme will be sold for £100k (each or part thereof) because the mitigation location is upstream of the Alresford area where there are very few phosphate credits available to mitigate development in this area of the catchment.</li> <li>• Commissioned consultants to undertake surveys and feasibility studies for further four sites at Hobbs Close, Baring Close, The Pastures, and Kiln Lane. Awaiting site investigation reports to inform business case development for viable sites in Q4 2025/26.</li> </ul> <p><b><u>Partnership for Southern Hampshire (PFSH)</u></b></p>								

- First PfSH WwTW upgrade at Itchen View completed on behalf of PfSH in May 2025 with credits valid for sale from August 2026. LPA pack sent to the council, as host authority, for approval for PfSH to sell the credits as per the Inter Authority Agreement and CAB3459.
- Feasibility studies and CCTV investigations currently in progress across the nine shortlisted sites. Awaiting site investigations to inform business case development for viable sites.
- Note: Due to the evolving nature of the scope, the project approach has been adjusted to remain aligned with developing requirements. The original timelines for the PfSH sites were ambitious, relying on desk-based research. However detailed site studies have been commissioned to provide more accurate data on site conditions and identify potential upgrade options. These changes have affected the original delivery timescales. The feasibility studies are due for completion in Q4 2025/26, and more accurate and realistic delivery timescales will be set out within the individual business cases

**Actions for the next quarter:**

**Housing Revenue Account (HRA)**

- Ongoing sale of nitrate and phosphate credits from the two existing wastewater treatment works at Northington Road and The Goodens
- Completion of surveys and feasibility studies for four sites at Hobbs Close, Baring Close, The Pastures, and Kiln Lane. Detailed site studies will provide more precise data on site conditions and potential upgrade options.
- Development of individual business cases for viable sites for approval from the Chief Finance Officer and Strategic Director as per CAB3470.
- Subject to business case approval, commence procurement exercise for a civil engineering contractor to deliver the HRA site upgrades. Proposed that HRA sites will be prioritised within the overall works schedule.

**Partnership for South Hampshire (PfSH)**

- Completion of surveys and feasibility studies for the nine shortlisted sites. Detailed site surveys will provide more precise data on site conditions and potential upgrade options.
- Commence development of individual business cases for viable sites, in agreement with PfSH. Subject to approval of the business case, the council will seek to appoint a civil engineering contractor to manage, procure, and lead the delivery of this programme.

**Greener Faster - Progress against actions in service plans**

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G		
				Q1	Q2	Q3
1	Prepare full business case for a large-scale renewable energy project	Cllr Learney	April 2027			
2	Produce a business case for delivery for phase 1 of the small-scale renewable energy generation	Cllr Learney	October 2025			<b>Complete</b>
3	Deliver Air Quality Strategy and Action Plan	Cllr Learney/ Cllr Cramoysan	March 2030			
4	Take steps to reduce carbon from council-owned occupied estate	Cllr Tod	Ongoing			
5	Develop a Local Area Energy Plan	Cllr Learney	March 2026			
6	Create sustainable travel networks and projects in local areas	Cllr Learney	April 2026			
7	Develop an Electric Vehicle Charging Points framework for the district	Cllr Learney	April 2026			
8	Develop a Nature Improvement Plan	Cllr Learney	March 2026			

**Red/Amber Status**

1 – Reviewed the financial modelling outputs and viability of project. Report to PAC board in Q4.

7 - The LAEP this will inform the level of investments for EVCP. The timing and nature of work on a council EVCP framework has been reprioritised until after that information is available.

## Measuring our progress

Long range trackers (Annual – financial year)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	17/18 (base)	21/22	22/23	23/24	24/25	Target & Status 24/25	Target 25/26
GF1	Council total market-based emissions (tCO <sub>2</sub> e) <sup>1</sup>	Learney	Cheryl Headon	4,251.2	4,260.2	3,970.3	4,090.5	2,252.1	3,700	2,100 Set in July 2025
GF1a	Council market-based Scope 1 & 2 emissions (tCO <sub>2</sub> e) <sup>2</sup>	Learney	Cheryl Headon	1,444.3 <sup>2</sup>	595.6	523.4	398.2	57.7		
GF1a	% change relative to 2017/18 baseline year	Learney	Cheryl Headon		-59%	-64%	-72%	-96%		
GF1b	Council market-based Scope 3 emissions (tCO <sub>2</sub> e) <sup>1</sup>	Learney	Cheryl Headon	2,806.9	3,664.6	3,446.9	3,692.3	2,194.4		
GF1b	% change relative to 2017/18 baseline year	Learney	Cheryl Headon		31%	23%	32%	-22%		
GF3	WCC air quality measure	Learney	Cheryl Headon	Not available	Not available	Not available	Not available	Not available		NO <sub>2</sub> 30 µg/m <sup>3</sup> by 2030

- Basis of targets:**

GF1 to GF1b - Estimated from the annual Council Carbon Footprint report - based on several interventions with associated carbon savings

GF3 - Target derived from the ['Air Quality Strategy'](#) for targets achieved by 2030

- Footnotes:**

<sup>1</sup> Since 2017/18 the council has acquired more assets and reports more activities under scope 3 (this includes WSLP, Chesil Lodge, Home working and staff commuting, council cared for housing schemes); Target of 3,700 is the overall target for GF1 to GF1b as they are sub-sets  
Scope 1 = Direct emissions from our activities e.g. gas, council owned cars and vans; Scope 2 = Indirect emission from energy use e.g. electricity; Scope 3 = Indirect emissions from our activities and supply chain e.g. contractor emissions including P&R buses, Winchester Sport & Leisure Park and waste collection.

<sup>2</sup> Figures for baseline year (2017/18) have been revised and updated. This reflects the reclassification of two sites, which were previously reported under Scope 2, these are now correctly reported under scope 3.

Long range trackers (Annual – calendar year)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	2017 (base)	2020	2021	2022	2023	Target 2030	Status
GF2a	District territorial GHG (ktCO <sub>2</sub> e) <sup>2</sup>	Learney	Cheryl Headon	953.7	790.5	828.9	796.8	768.6		
GF2a	% change relative to 2017/18 baseline year	Learney	Cheryl Headon		-17%	-13%	-16%	-19%		
GF2b	District carbon emissions under scope of LA influence (ktCO <sub>2</sub> e)	Learney	Cheryl Headon	669.9	560.1	591.3	556.7	533.0	520.00	n/a
GF2b	% change relative to 2017 baseline year	Learney	Cheryl Headon		-16%	-12%	-17%	-20%		

- Basis of targets:**

GF2a and GF2b – As set out in the Winchester District Carbon Neutrality Roadmap and [Carbon Neutrality Action Plan](#) to achieve zero carbon emissions.

- Footnotes:**

<sup>2</sup>Data are the overall values for GF2a/b as they are sub-sets. Previously reported figures will/may have been updated as government adjusts its calculation methodology & changes all past data to be consistent / enable direct comparison. Data reported 2 years in arrears; 2024 data from July.

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q3 - 24/25	Q4 - 24/25	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Target 25/26	Status
GF4	% of household waste sent for reuse, recycling, and composting	Cramoysan	Cheryl Headon	37.79%	35.70%	40.89%	38.68%	42.27%	40%	
GF5	Residual household waste per household (kg/hh)	Cramoysan	Cheryl Headon	103.91	102.42	103.62	103.38	97.98	<420 kg/hh	
GF6	Energy usage (kWh) – Electricity – City Offices <sup>3</sup>	Learney	Simon Hendey	41,260	41,002	24,491	26,743	39,340	Measure only	n/a
GF7	Energy usage (kWh) – Electricity – Guildhall <sup>3</sup>	Learney	Simon Hendey	77,890	78,998	62,400	69,509	74,969	Measure only	n/a
GF8	Energy usage (kWh) – Gas – City Offices <sup>3</sup>	Learney	Simon Hendey	28,262	62,786	0	0	40,366	Measure only	n/a

GF9	Energy usage (kWh) – Gas – Guildhall <sup>3</sup>	Learney	Simon Hendey	82,805	89,345	18,010	7,905	76,683	Measure only	n/a
GF10	Renewable energy generated (kWh) from solar panels <sup>4</sup>	Learney	Simon Hendey	25,842	43,123	140,117	115,262	34,790	Measure only	n/a

- Basis of targets:**

*GF4 and GF5 - Target based on performance improvement against previous years actuals, and ensuring top percentile performance amongst peers*

- Footnotes:**

<sup>3</sup> *Due to the way metering is set up this includes the whole of each building (less Shoal who are sub-metered) - tenants occupying space including the university (West Wing, Guildhall), CAB and NHS (City Offices) are recharged a percentage for their usage.*

<sup>4</sup> *Data reported relates to: WCC Sites (City Offices, Cipher House, Vaultex,), Winchester Sport and Leisure Park, Depot and Marwell Zoo.*

## **Section 2 Healthy Communities**

### Delivery highlights – October to December 2025

- The Winchester Sport and Leisure Park (WSLP) was announced as the winner of the 'Regional Public Club / Centre of the Year' category for the Southern region at the 2025 UK Active awards during October.
- A lease was completed with Winchester Boxing Club for the former air cadet building at Hillier Way in Winchester, providing the club with a long-term permanent home.
- The draft Community Resilience Strategy was considered by the Health and Environment Policy Committee in November, and community stakeholders in Winchester, Wickham and New Alresford attended sessions to provide their input to the emerging document.
- The bidding round for community applications for Community Infrastructure Levy (CIL) funding attracted 20 bids, totalling nearly £1.4M, from seven different parishes in addition to the Winchester town area. These will be determined by Cabinet in March.
- Three CIL funded community projects were completed at Allegra's Ambition outdoor gym and art installation, at the Garrison Ground by [Winchester Sport and Leisure Park](#); new flooring at Wickham Community Centre and new toilets at Unit 12 in Winnall.
- The first Winchester Aqua Bests event took place at WSLP in October, extending the Personal Bests event to the swimming pool. Led by Active LD, but supported and part-funded by the council, it attracted 34 participants.
- The Live Longer Better programme continued, with 87 new participants joining the programme and new sessions introduced at King Harold Court and Hyde Lodge schemes.
- October half-term football sessions at Wickham, Whiteley, Stanmore and River Park, attracted 92 participants of which 27% met Sport England's definition of inactive.
- 16 community grants were awarded, totalling £16,089, for projects including conservation of Bishops Waltham north pond, storage for 1<sup>st</sup> Harestock Brownies and a forest school cooking project at The Hornbeam Hideout in Northington Down.
- The first issue of the new Community Connect newsletter was published in October and sent to 378 email subscribers from the community sector.
- Support to Ukrainian guests saw people referred to skills bootcamps on project management, hospitality and data analytics. The Independence Support Grant scheme saw a final 23 awards made before the scheme closed, having supported 546 applications totalling approx. £273k over more than two years.

- Refurbishment of Chaundler Road Play Area completed. It includes a safer ground surface made from over 7,000 recycled training shoes. New equipment, sensory board and communications board also installed.
- Strategic housing contributed towards the cost of funding for the new Legacy Plus programme in Winchester, delivered by Yellow Brick Road. This is to support young people aged 12-25 who are at risk of criminal exploitation and living in or educated in Winchester. This is a multi agency approach and support is based on the young person's individual need, Nominations are provided from the Housing options and Temporary accommodation team, for young people who would benefit from the programme to prevent their homelessness.
- Strategic Housing have implemented weekly briefings including partners from Community safety team, Trinity and Outreach officers, to ensure relevant information sharing, with a multi agency approach to ensure efficient support is provided to any person rough sleeping in Winchester, to manage anti-social behaviour and prevent homelessness.

**River Park Cricket Pavilion**

<b>Lead Cabinet Member:</b> Cllr Kathleen Becker	<b>Project Sponsor:</b> Cheryl Headon							
<b>Project RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>Progress achieved during the last quarter:</b></p> <ul style="list-style-type: none"> <li>• Site visit with the whole project team, community group, Hampshire Cricket Board and future users to tour the facilities, see the layout and discuss the design, fixtures and fittings and facilities that will be made available.</li> <li>• Roof completed</li> <li>• External cladding completed</li> <li>• External windows and doors fitted</li> <li>• Internal walls completed; plastering has begun</li> <li>• First fix electrical completed</li> </ul>								
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>• Continue to update key stakeholders at key stages of design</li> <li>• Regular contract meetings with Contractor and Consultants</li> <li>• Regular liaison meetings with internal team</li> <li>• Monitor progress of works against programme</li> <li>• Review ongoing budget</li> <li>• Scheduled for practical completion</li> </ul>								

**Healthy Communities – progress against actions in service plans**

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G		
				Q1	Q2	Q3
1	Review data and agree scope of the work for community facility audit(s)	Cllr Becker	March 2026			
2	Deliver a programme of engagement and activity sessions enabling residents to live longer better (HCC fund)	Cllr Becker	March 2026			
3	Adopt a Winchester District Community Wellbeing and Resilience strategy, supported by a statement of our health priorities	Cllr Becker	October 2025			
4	Complete the construction to replace the River Park cricket pavilion	Cllr Becker	June 2026			
5	Community Integration programme for overseas guests - deliver the HCC funded support for independent living and community integration	Cllr Becker	Ongoing			
6	Deliver a programme of grants to community and voluntary sector organisations	Cllr Becker	February 2026			
7	Active Travel Networks – bike bus programme with schools	Cllr Learney	April 2026			
8	Roll out programme of training for Spaces of Sanctuary scheme	Cllr Becker	June 2025		Complete	

**Red/Amber Status**

3 – Draft Community Resilience Strategy was considered by Health and Environment Policy Committee in December and is scheduled to go to Cabinet in March 2026.

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q3 - 24/25	Q4 - 24/25	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Target 25/26	Status
HC2	Winchester Sport and Leisure Park - total number of visits	Becker	Cheryl Headon	347,038	358,832	356,284	353,328	334,092	1,455,549	
HC3	Winchester Sport & Leisure Park - number of all concessionary rate visits	Becker	Cheryl Headon	136,816	140,036	137,710	138,069	132,254	570,653	
HC4	Meadowside - total number of visits	Becker	Cheryl Headon	18,892	20,977	19,506	18,511	17,412	83,224	
HC5	Meadowside - number of all concessionary rate visits	Becker	Cheryl Headon	2,631	3,481	3,463	2,936	2,141	11,908	
HC6	Number of housing benefit claimants (rolling total)	Cutler	Liz Keys	2,452	2,301	2,154	2,012	1,925	Measure only	n/a
HC7	Number of Council tax reduction claimants (rolling total)	Cutler	Liz Keys	5,805	5,784	5,767	5,718	5,761	Measure only	n/a
HC8	Average time taken to process new housing benefit claims (days)	Cutler	Liz Keys	16.24	21.38	21.39	19.12	19.35	22 days	
HC9	% Winchester residents claiming out-of-work benefits <sup>1</sup>	Thompson	Cheryl Headon	2.20%	2.10%	2.10%	2.10%	2.00%	Measure only	n/a

- Basis of targets:**

HC2 to HC5 - Target reflects a 5% increase on actuals in 2024/25 and is 11% higher than the projections for 25/26 set out in the original tender

HC8 - Target based on performance improvement against previous years actuals

- Footnotes:**

<sup>1</sup> Data provided by ONS – “CC01 Regional labour market: Claimant Count by unitary and local authority”. Published 17<sup>th</sup> of the month.

### **Section 3 Thriving Places**

#### Delivery highlights – October to December 2025

- UK Shared Prosperity Fund programme 2025/2026 programme remains on track to support 24 projects with grants totalling £550k, and eight projects completed this quarter.
- As part of the council's green business support, Arthian were commissioned at the end of the last quarter to deliver a programme of carbon audits. This quarter, four audits have been undertaken and four green grants applications were received.
- 14 local businesses attended the digital support programme workshop on 'Next Steps Artificial Intelligence' workshop in October.
- The Winchester District Tourism Strategy emerging themes and priorities were tested with a newly established Strategy Advisory Group (10 attended the workshop) in October and a further 24 businesses via the Meet in Winchester and Attractions Partnership meetings.
- A paper was taken to the Economy and Housing Policy Committee in November on the Local Visitor Economy Partnership (LVEP) covering the benefit of the LVEP, the council's role in the Executive Delivery Group and emerging themes and priorities of the Hampshire Destination Management Plan.
- The Visit Winchester website page views were up by 31% compared with same period last year with 460k page views. Winchester Cathedral Christmas Market listing was the highest performer of the quarter with 47k views.
- Use of social media channels saw strong growth with views up by 1,388% (1.6m) for Facebook and 154% (461.5k) for Instagram on the same quarter last year. A new weekly what's on round-up was also introduced.
- Discover Winchester achieved 82 pieces of national coverage in the quarter with a combined reach of 539.2 million. Winchester district received over 278 brand mentions and coverage included Daily Mirror, Daily Express, BBC Good Food, London Reviews, Wales Online, London Herald and The Independent.
- The first Plot Lines book of poetry was published as part of the West of Waterlooville Public Arts programme. It was distributed to local residents throughout October and was well received with residents appreciating the gift putting their stories front and centre. Further workshops took place in December to work on the second publication. Over 200 young people have already been engaged.
- A creative education directory was launched which connects schools to creative opportunities and organisations and was circulated and promoted through Discover Creative Careers Month.
- PSPO due to expire Sept 2026 (Alcohol Control Zone) – EQIA drafted and an extension of the current PSPO will be sought via June L & R Committee.
- X2 Criminal Behaviour Orders issued via courts for shop lifting offences.
- 3 Trauma Bleed Kits and subsequent training provided to staff members of Beacon, Trinity and Milford House. Staff on those sites can use the kits, and

any of the 9 kits currently available can also be used by emergency services, the kits are mapped via the police call centre.

- ASB Hot Spot Patrol grant fund (funding for additional patrols outside of normal core patrols) = 18 patrols (152 hours) via the Community Safety Team (ASB Officer) and BID Rangers.
- Active Patrol Engagement
- Community Safety Team (ASB Officer) Active Patrol and Engagement = 69 patrol logs (58 Town Forum and 11 Rural locations).

**Bar End Depot**

<b>Lead Cabinet Member:</b> Cllr Martin Tod				<b>Project Sponsor:</b> Simon Hendey				
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<b>Progress achieved during the last quarter:</b>								
<p>Cabinet approved remarketing of the site on 14<sup>th</sup> October 2025.</p> <p>Formal Bids were received by the bid deadline on 10<sup>th</sup> December 2025.</p> <p>Due diligence is being undertaken on the bids. Subject to satisfactory assurances and agreed heads of terms with the successful bidder a report will be presented to Cabinet for their consideration.</p>								
<b>Actions for the next quarter:</b>								
Cabinet to consider the successful bid in quarter 2 of 2026/7.								

**Central Winchester Regeneration (CWR)**

<b>Lead Cabinet Member:</b> Cllr Martin Tod	<b>Project Sponsor:</b> Simon Hendey / Ken Baikie							
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>Progress achieved during the last quarter:</b></p> <ul style="list-style-type: none"> <li>The project team attended a design team meeting, contributing to the development of the emerging proposals and ensuring alignment across partners.</li> <li>The council were notified that GKRL, one of the two partners within the Jigsaw consortium, will be exiting the partnership and withdrawing from the CWR project. Legal and financial advice have been sought to understand the implications of this decision and inform the council's decision on the way forward.</li> </ul>								
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>A paper will be presented to January Cabinet to outline and formalise the change in consortium composition.</li> <li>Public engagement will take place in February, led by Jigsaw, who will provide an update to the community on the emerging proposals and how the scheme is developing.</li> </ul>								

## Local Plan

<b>Lead Cabinet Member:</b> Cllr Jackie Porter	<b>Project Sponsor:</b> Cheryl Headon							
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>RAG status update</b></p> <p>The RAG status remains as an amber for this quarter as public consultation only finished on the Main Modifications on the 16th January 2026. Whilst outside this quarter, the comments and Officers response to this public consultation have now been sent to the Local Plan Inspector. The City Council is now awaiting the Inspector’s Report that will determine the date that that Full Council can consider the Local Plan.</p>								
<p><b>Progress achieved during the last quarter:</b></p> <p><b>Emerging Local Plan</b></p> <p>During Q3 (October to December 2025) the team have been:</p> <ul style="list-style-type: none"> <li>• Working on the Local Plan Inspector’s note ED38a (Post hearing action points) and agreeing all the Proposed Main Modifications, Additional Modifications and Changes to the Policies Map with the Local Plan Inspector prior to the start of the public consultation</li> <li>• Undertaking training on ‘Keystone Objective’ and undertaken public consultation on the Main Modifications using the new Councils new consultation software</li> <li>• Organising, with the support of the Coms team, the public consultation material that was needed for the Main Modifications, Additional Modifications and the Changes to the Policies Map which commenced on 21<sup>st</sup> November 2025 and runs until 11:59pm on Friday 16<sup>th</sup> January 2026</li> <li>• Processing representations and working through our responses as they arrive</li> <li>• Preparing a draft report on the output from the public consultation on the Main Modifications which has been sent to the Local Plan Inspector using the new public consultation software. This is to agree the format and the content of the document with the Inspector prior to the close of the public consultation</li> <li>• Holding meetings with Portsmouth City Council, Southern Water Services and a number of other organisations to discuss their draft responses to the Main Modifications; and</li> <li>• The Local Plan Inspector has also undertaken an Inspector led public consultation (<a href="#">ED43a</a>) on the Government’s Written Ministerial Statement (<a href="#">ED43b</a>) and the letter from Matthew Pennycock MP (<a href="#">ED43c</a>). This Inspector led public consultation was centred around</li> </ul>								

the Duty to Co-operate. We prepared and submitted a response to this Inspector led public consultation ([ED44](#)).

In between working on the Main Modifications public consultation in accordance with the agreed Local Development Scheme, work has started on the next Local Plan (please note that this work on the emerging Local Plan has been temporarily paused until April 2026 in order to allow Officers time to progress the emerging Local Plan to adoption):

- Entered into a contract with AECOM to undertake the Integrated Impact Assessment/Habitats Regulations Assessment and entering in contracts with Consultants to update Employment and Retail assessments
- Assessing the tenders that have been received for the Water Cycle Study
- Undertaken a new 'Call for sites' for the next Local Plan (which commenced the first week of October)
- Attending Duty-to-Cooperate meetings with neighbouring Local Planning Authorities
- Agreeing with the Cabinet Member for Place and Local Plan responses to the Portsmouth and Basingstoke and Deane Local Plans
- Working on finalising the Authority Annual Monitoring Report (which includes the updated 5-year Housing Supply) and the preparing the Annual Brownfield Register
- Completing the Self Build quarterly return and an updating the Self Build Position Statement
- Assisting at two major Public Inquiries and giving evidence/assisting Consultants at these Public Inquiries on the 5-year Housing Land Supply (Wickham and Lanham Lane in Winchester)
- Working on the Business Case for the Keystone Objective Collaborative authoring software
- Undertaken internal training with Development Management and Heritage/Design Officers on the 5-year Housing Land Supply and the new policies in the emerging Local Plan
- Working with Weblabs to update the Local Plan website (to enable both the emerging Local Plan and the next Local Plan to be shown on the website); and
- Ensuring that the Local Plan websites were kept up-to-date with the latest news

**Actions for the next quarter:**

**Emerging Local Plan**

- Continue to process the Main Modifications representations and ensure that all of the responses to this public consultation are sent to the Local Plan Inspector by the end of January 2026; and

- Undertake internal training on the latest 5-year Housing Land Supply and on the Infrastructure Delivery Plan.

**Next Local Plan:**

- Understand what is involved with the Government's new 30-month timeframe for preparing a Local Plan and once the regulations have been published, prepare a Project Management Plan
- Review the briefs for the different commissions that will need to be undertaken for the next Local Plan, review any lessons learnt and go out to tender
- Appoint Consultants to undertake various commissions
- Engage with the statutory agencies (Natural England, Environment Agency and Historic England) to discuss and agree the IIA framework and the 'reasonable alternatives'
- In consultation with other department undertake desktop assessments of the SHELAA sites and then start to consider which sites might be suitable to be allocated for development
- Review reports that have been prepared by Consultants and incorporate the findings into the next Local Plan
- Work on reviewing the Local Plan policies in light of the Government's draft National Development Management policies and identify any local specific policies that need to be included in the next Local Plan
- Review the NPPF/National Development Management policies when they are published in their final version and prepare the next Local Plan; and
- Continue to liaise with neighbouring Local Plan authorities and attend Duty-to-cooperate meetings

## Winchester Movement Strategy

<b>Lead Cabinet Member: Cllr Kelsie Learney</b>				<b>Project Sponsor: Cheryl Headon</b>				
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>RAG status update:</b></p> <p>Funding for transport related schemes will now be via individual CIL applications, and central government bids, therefore development of schemes rely on successful bids.</p>								
<p><b>Progress achieved during the last quarter:</b></p> <p>Work on the ten next step proposals continues.</p> <p>City Local Cycling and Walking Infrastructure Plan (LCWIP) Plan to be consolidated by HCC into one document</p> <p>District Local Cycling and Walking Infrastructure Plan (LCWIP) Approved City Plan to be collated into one document.</p> <p>Micro-Logistics Hub Trial – Consultancy Agreement with hub management company signed, and Licence to Occupy signed and Grant Funding Agreement with Solent Transport processed. Installation works of Hub commenced.</p> <p>A number of LCWIP active travel schemes are still being progressed or have been installed by HCC in the city including:</p> <ul style="list-style-type: none"> <li>• A modal filter on Hyde Church Lane completed,</li> <li>• TRO to permit cycling on the pedestrianised section of Middle Brook Street implemented</li> <li>• Upgrading the crossing at Friarsgate / Middle Brook Street – review of additional tactile paving to the scheme undertaken</li> <li>• Hillier Way, walking and cycling improvements – Topographical survey undertaken, on site engagement with the groups, liaison with the rugby and football club</li> </ul> <p>Fulford Liveable Neighbourhood Pilot HCC engineers reviewed potential options based on feedback in preparation for engagement.</p> <p>CIL Funding CIL bids for transport schemes considered</p>								
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>• Review of any further transport schemes to pursue from City &amp; District LCWIP.</li> <li>• Engagement of potential schemes for Fulford Liveable Neighbourhood Pilot.</li> <li>• Development of potential options for Hillier Way</li> <li>• Implementation of upgraded crossing at Friarsgate</li> <li>• Production of a Freight Study, engagement with independent businesses, appointment by Hub Management Company of an Operator and preparation for launch of the trial</li> </ul>								

**Thriving Places - progress against our actions in service plans**

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G		
				Q1	Q2	Q3
1	Deliver a programme of events to mark the 250th anniversary of Jane Austen's birth	Cllr Thompson	December 2025			
2	Manage the delivery of UKSPF programme	Cllr Thompson	March 2026			
3	Produce a Winchester District Tourism Strategy	Cllr Thompson	March 2026			
4	Deliver a programme of green business support and investment in renewable technologies (Green Economic Development Strategy (GEDS) Carbon Neutrality Action Plan (CNAP))	Cllr Thompson	March 2026			
5	Deliver the West of Waterlooville Public Arts programme	Cllr Thompson	March 2026			
6	City Street Market Development Programme	Cllr Thompson	December 2025			
7	Deliver the actions in year 1 Action Plan of the Cultural Strategy	Cllr Thompson	March 2026			
8	Contribute to and engagement with the creation of a Local Visitor Economy Partnership (LVEP). Deliver the actions in year 1 Action Plan of the Cultural Strategy	Cllr Thompson	March 2026			
9	Future of former Leisure Centre: Market the site for sale and find a new investor	Cllr Tod	September 2026			

## Measuring our progress

Long range trackers (Annual)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	20/21	21/22	22/23	23/24	24/25	Target & Status 24/25	Target 25/26
TP1	% of economically active people in employment (aged 16-64)	Thompson	Cheryl Headon	77.4%	83.7%	75.1%	81.5%	83.6%	Measure only	Measure only
TP2	Business counts (micro, small, medium, large enterprises– source: NOMIS)	Thompson	Cheryl Headon	8,035	8,110	8,165	8,225	8,095	Measure only	Measure only
TP3	No. of unemployed (source: ONS)	Thompson	Cheryl Headon	1,800	1,700	1,235	1,900	1,600	Measure only	Measure only
TP4	% of addresses with Gigabit availability	Thompson	Cheryl Headon	n/a	n/a	n/a	n/a	62.2%	Measure only	Measure only

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q3 - 24/25	Q4 - 24/25	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Target 25/26	Status
TP5	Number of reported fly-tips (actual incidents) <sup>1</sup>	Cramoysan	Cheryl Headon	183	210	102	162	182	Measure only	n/a
TP6	% of fly-tips cleared within contract deadlines/days	Cramoysan	Cheryl Headon	85%	82%	75%	75%	80%	80%	
TP7	Number of reported graffiti incidents (online form totals)	Cramoysan	Cheryl Headon	9	12	11	15	7	<150	
TP8	"Public Space" issue reports <sup>2</sup>	Cramoysan	Cheryl Headon	121	163	110	118	109	<570	
TP9	% of WCC revenue spend with local suppliers	Cutler	Gareth John	28.39%	18.80%	23.30%	23.00%	35.10%	25%+	
TP10	City centre high street footfall <sup>3</sup>	Thompson	Cheryl Headon	2,792,881	2,930,567	2,779,719	2,660,538	2,780,565	Measure only	n/a
TP11	Market Towns high street footfall	Thompson	Cheryl Headon	n/a	n/a	n/a	tbc	tbc	Measure only	n/a

- Basis of targets:**

*TP6 - Target based on viable baseline of numbers that fall within contract timescales (to accommodate where a proportion of fly-tips are more complicated or take longer to clear due to content, e.g. asbestos)*

TP7 and 8 - Target based on performance improvement against previous years actuals

TP9 – Notional target to monitor and encourage value of spend in district to support local business in conjunction with our contract procedure rules.

• **Footnotes:**

<sup>1</sup> Figures are net total of 'actual' reports received (less any that have been identified as duplicates, out of district, private land etc.)

<sup>2</sup> Figures based on total form reports received for 'Clean my Street' relating to bins/bring sites, street mess – human, syringes, spilt waste, street sweeping, overflowing litter/dog waste bins etc.-- glass, litter, alongside report forms submitted for Park Areas and Public Conveniences.

<sup>3</sup> Provided by the Winchester BID Place Informatic reports

Commentary where practical real-time KPI not on target:

**Fly-tip clearance breakdown:**

	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26
<b>Total fly tips confirmed cleared</b>	156	187	85	144	171
Fly- tips up to 1 metre cubed in size	31	27	13	16	10
<i>Number of which cleared in time (5 working days submission to clearance)</i>	21	16	7	8	6
<i>Percentage of up to 1 metre cubed cleared in time</i>	68%	59%	54%	50%	60%
Fly-tips size 1 metre cubed and above	125	160	72	128	161
<i>Of which in time (15 working days submission to clearance)</i>	111	137	57	100	131
<i>Percentage of 1 metre cubed and above cleared in time</i>	90%	86%	79%	78%	81%
<b>Overall percentage of all fly-tips cleared in time</b>	<b>85%</b>	<b>82%</b>	<b>75%</b>	<b>75%</b>	<b>80%</b>

- The completion targets of 5 and 15 working days include 3 to 5 days for evaluation of fly-tip to assess if any enforcement action can be taken and 2 to 10 days for clearance (depending on size of up to a metre cubed / 1 metre cubed and above)
- Q2 figures are revised from previous report as further clearance data has been received since it was published and is now slightly below target, as the later clearance dates took longer due to sites needing investigating (e.g. oil found, asbestos, access issues)

## **Section 4 Good Homes for All**

Delivery highlights – October to December 2025

- The Preventing Homelessness and Rough Sleeping Strategy 2025 – 2030 was published which sets out the council's approach to tackling homelessness and supporting the vulnerable members of our community locally. A working group has been set up to deliver on the ambitious action plan.
- Strategic Housing launched a Tenancy Ready Programme delivered to residents on Hampshire Home Choice and in Temporary Accommodation to provide them with the skills and knowledge to sustain a long-term housing tenancy.
- The new Disabled Facilities Grant Policy was adopted at cabinet, which will allow a more equitable offering of grant funding to disabled residents and those who are most vulnerable. The policy also introduced more strategic options of discretionary funding which better align with the core principles of the better care fund and the ethos of the funding stream.
- Since the self-referral to the RSH, good progress is being made to ensure compliance against the Safety and Quality Consumer Standard, supported by regular monthly meetings with the RSH, from which we have received positive feedback about progress to date.
- The Landlord Service restructure has been delivered, within existing budget and enabled creation of a Building Safety team, alignment of resources to improve the tenant experience and journey, supported by the creation of more Housing Officers to be the 'single point of contact' for tenants.
- At Kings Barton, 10 affordable flats (6 affordable rent and 4 shared ownership) were completed by Cala and handed over to WCC Housing.
- Construction continues on 10 affordable units at Hazeley Road, Twyford.
- Cabinet approved the Final Business Case for the construction of 5 new social rent homes at Woodman Close in Sparsholt.
- Updated Housing Development Strategy 2025-2032 approved by Cabinet in November 2025.
- Multi-agency professionals met to agree process standards for managing the impact of the street attached on the city centre including rough sleeping, waste and tenants not using their accommodation.
- Legacy Plus Project launched in October (aimed at putting in place opportunities that impact on behavioural change and tenant readiness) via an application to WCC Strategic Housing, OPCC ASB Task Force and Yellow Brick Road Projects. The combined applications achieved a total of £37K.

## New Homes Programme

<b>Lead Cabinet Member:</b> Cllr Mark Reach				<b>Project Sponsor:</b> Simon Hendey				
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
<p><b>RAG status update</b></p> <p>There is an increase in programme confidence due to the recent S106 acquisition negotiations, but the RAG status remains Amber due to the lack of control over the pace of delivery by the private developer market. Continued commitment to commissioned schemes to mitigate S106 acquisitions risks.</p>								
<p><b>Progress achieved during the last quarter:</b></p> <ul style="list-style-type: none"> <li>• Market engagement with SME and volume housebuilders is ongoing, with the aim of securing new build units for use as council housing.</li> <li>• Contracts have now been exchanged with Cala for the acquisition of 146 S106 units at Kings Barton, Winchester. The first 10 units were handed over to the council during autumn 2025.</li> <li>• Construction continues on the 10 affordable units at Hazeley Road, Twyford.</li> <li>• Cabinet approved the Final Business Case for the construction of 5 new social rent homes at Woodman Close in Sparsholt.</li> <li>• Feasibility studies are underway on a number of pipeline council commissioned schemes with the aim of making them financially viable against a challenging economic backdrop.</li> <li>• The finalised accounts and lessons learned for Southbrook Cottages, Micheldever were reviewed by Scrutiny Committee and Cabinet in November 2025.</li> <li>• The updated Housing Development Strategy 2025-2032 was approved by Cabinet in November 2025.</li> </ul>								
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>• Kings Barton, Winchester - completed units to be handed over from Cala to the council for allocation to tenants on the council's housing register and for sale as shared ownership homes.</li> <li>• Hazeley Road, Twyford – attend site progress meetings alongside Employer's Agent and liaise with housing colleagues regarding build progress and handover.</li> <li>• Continue feasibility work on the suitability of various council-owned sites for development as affordable housing.</li> <li>• Continue engagement with SME and volume housebuilders with the aim of securing new build units for use as council housing.</li> </ul>								

## Housing Compliance Improvement Plan

<b>Lead Cabinet Member:</b> Cllr Mark Reach	<b>Project Sponsor:</b> Simon Hendey					
<b>Programme RAG status</b>	<b>Timeline</b>			<b>Budget</b>		
	Q1	Q2	Q3	Q1	Q2	Q3
<p><b>Progress achieved during the last quarter:</b></p> <ul style="list-style-type: none"> <li>• All compliance activities tracking above 99%</li> <li>• Positive feedback from Regulator</li> <li>• Building safety manager appointed to permanent role</li> <li>• Building safety team structure appointed</li> <li>• True compliance system Gas and Electric live</li> <li>• Heating contract tender live</li> <li>• Electric contract tender live</li> <li>• Building safety cases 2 complete</li> <li>• Stock condition survey tracking against programme</li> <li>• Polices approved and disseminated</li> </ul>						
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>• 2 remaining building safety cases to complete and implement recommendations</li> <li>• Phase II True compliance Asbestos, water, Loler</li> <li>• Appoint and mobilise Heating and Electrical contracts</li> <li>• Induct new starters</li> <li>• Continue with block inspection regimes</li> </ul>						

**Housing procurement of Repairs, Maintenance, Voids, Compliance and Retrofit**

<b>Lead Cabinet Member:</b> Cllr Mark Reach	<b>Project Sponsor:</b> Simon Hendey							
<b>Programme RAG status</b>	<b>Timeline</b>				<b>Budget</b>			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<p><b>Progress achieved during the last quarter:</b></p> <ul style="list-style-type: none"> <li>• Fire Risk Assessment (FRA) consultant tendered and appointed</li> <li>• FRA remediation contractor tendered and appointed</li> <li>• Repairs &amp; Maintenance / Voids contract tender live</li> <li>• Positive regulator feedback</li> <li>• FRA programme / upgrades in flight with holistic whole block approach</li> <li>• Satisfied Fire brigade with Winnall remediation work in conjunction with contractor.</li> </ul>								
<p><b>Actions for the next quarter:</b></p> <ul style="list-style-type: none"> <li>• Appoint / demobilise incumbent repairs contractor</li> <li>• Mobilise new repairs contractor</li> <li>• Interface with MRI asset management system</li> </ul>								

**Good Homes for All - Progress against our actions in service plans**

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G		
				Q1	Q2	Q3
1	Procurement of major repairs and maintenance contract for council homes. Inclusive of tenant engagement.	Cllr Reach	August 2026			
2	Council housing retrofit carbon reduction programme. Focus on lowest EPC properties to achieve more energy efficient homes to meet the carbon neutral 2030 target. Establish a Retrofit Carbon Reduction Strategy	Cllr Reach	Ongoing			
3	Review and refresh the Preventing Homelessness and Rough Sleeping Strategy	Cllr Reach / Becker	March 2026		<b>Complete</b>	
4	Achieve regulatory requirements to address damp and mould cases. Ensuring cases are identified and dealt with promptly / effectively when raised by council and private rented tenants	Cllr Reach / Becker	March 2026			

**Red/Amber status**

2. Council Housing retrofit carbon reduction programme this is amber due to having to adjust targets in consideration of the time required to complete the required documentation under SHF Wave 3. With the new Resident Liaison Officer in post, to support tenants, the team is accelerating the work programme where possible to ensure targets are achieved by year end.

4. Damp and Mould process in place in readiness for the implementation of Awaabs Law on 27<sup>th</sup> October 2025 to ensure reports are managed and responded to within required timescales. To further support this work, we have an independent consultant reviewing our approach to ensure it is robust whilst recruitment is underway for two Damp and Mould Case Officers to enable good case management and oversight for council tenants.

## Measuring our progress – Good Homes for All

Long range trackers (Annual)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	20/21	21/22	22/23	23/24	24/25	Target & Status 24/25	Target 25/26
GH1	% of all WCC homes achieving energy efficiency rating of C or above	Reach	Simon Hendey	62%	63%	65%	70%	70%	70%	73%
GH2	Total new home completions across the district (rolling total)	Reach	Simon Hendey	n/a	121	139	276	322	1,000 by 2032	1,000 by 2032
GH3	Homelessness – numbers recorded as rough sleepers <sup>1</sup> (as at year end)	Reach	Simon Hendey	n/a	n/a	2	3	5	0	5

- Basis of targets:**

GH1 - Derived from Council Plan priorities and HRA Asset Management Policy

GH2 - Derived from affordable housing target laid out in Housing Strategy

GH3 - Derived from Preventing Homelessness Strategy, Government National Housing Priorities and annual homeless survey assessments

- Footnotes:**

<sup>1</sup> Figures are updated from an annual MHCLG rough sleeping count annual snapshot, which takes place every November

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q3 - 24/25	Q4 - 24/25	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Target 25/26	Status
GH4	Avg time for homeless household to receive offer of a permanent home (days)	Reach	Simon Hendey	332	310	256	348	279	365 days	Green
GH5	Retrofit adjustments – total number of houses (running total)	Reach	Simon Hendey	223	247	0	37	101	256	Yellow
GH6	Retrofit adjustments – total number of adjustments made (running total)	Reach	Simon Hendey	424	486	0	37	135	772	Red
GH7	Percentage of planning decisions upheld at appeal (WCC / SDNP)	Porter	Cheryl Headon	n/a	n/a	100% / n/a	61% / 100%	80% / 67%	70%	Green

- Basis of targets:**

GH4 – Reflects council allocation policy

*GH5 and 6 - Derived from maximum number of homes funded in housing annual capital programme.*

*GH7 – Government target is for at least 2 out of 3 cases to be dismissed at appeal., so target based on improving above government targets*

### **Commentary**

**GH3** - Several local challenges are currently contributing to an increase in rough sleeping numbers including the reduction in stage 1 supported housing accommodation available for those sleeping rough or at risk of rough sleeping and a lack of suitable accommodation, particularly one-bedroom accommodation. Westview House, previously the district's Stage 1 accommodation provider, closed in April 2025 following A2's termination of their support contract. This decision was prompted by the county council's announcement to withdraw all funding for Stage 1 accommodation from March 2026. The closure resulted in the loss of 29 bed spaces.

In response, the council is actively collaborating with alternative accommodation providers to mitigate the impact. Plans include:

- Increasing capacity at Trinity, The Beacon, and Emmaus House
- Exploring the potential to bring Westgate back into use

The council has secured county funding to establish an in-house Housing First scheme, which will offer 7 beds dedicated to supporting the district's most complex and vulnerable individuals who are homeless or at risk of rough sleeping

We are constantly working with those found rough sleeping through our outreach work. It should be noted that the figure of 5 rough sleepers in the table above is from the annual rough sleeping count which is undertaken in November each year and is not a quarterly figure.

**GH5 and GH6-** Council Housing retrofit carbon reduction programme this is amber due to having to adjust targets due to the time required to complete the required documentation under SHF Wave 3. With the new Resident Liaison Officer in post, to support customers, the team is accelerating the work programme where possible to ensure targets are achieved by year end whilst recognising that delivering the Retrofit programme faces a number of challenges due to the complexities of the sector and targets may need to be adjusted.

## Measuring our progress – Housing TSM

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (CIlr)	Lead Director	Q3 - 24/25	Q4 - 24/25	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Target 25/26	Status
GH8	Proportion of homes for which all required gas safety checks have been carried out	Reach	Simon Hendey	n/a	n/a	99.91%	99.89%	99.93%	100%	
GH9	Proportion of homes for which all Electric Checks have been carried out	Reach	Simon Hendey	n/a	n/a	98.30%	98.81%	99.21%	99.84%	
GH10	Asbestos Inspections % of Reg 4 Surveys	Reach	Simon Hendey	n/a	n/a	66.78%	98.29%	100%	100%	
GH11	Proportion of Lifts with 100% of valid Loler Certificates	Reach	Simon Hendey	n/a	n/a	97.50%	97.50%	100%	100%	
GH12	Proportion of homes with a 100% of Working Smoke Detector checked	Reach	Simon Hendey	n/a	n/a	99.70%	99.56%	99.60%	100%	
GH13	Proportion of homes with a 100% of Working Carbon Monoxide Detector checked	Reach	Simon Hendey	n/a	n/a	99.70%	99.62%	99.70%	100%	
GH14	Numbers of Damp and Mould open cases inspected, and resolution agreed within 14 days	Reach	Simon Hendey	n/a	n/a	71%	75.33%	98.00%	95%	
GH15	Number of outstanding High Risk Fire Risk Assessment actions	Reach	Simon Hendey	n/a	n/a	3	0	0	0	
GH16	Number of outstanding Fire Risk Assessments	Reach	Simon Hendey	n/a	n/a	76	0	0	0	

- **Basis of targets:**

*GH8 to 16 - Targets based on regulatory standards*

### Commentary

**GH8** – 2 voids, the meter has been capped and will be uncapped and serviced at the end of the void works. This is done to ensure there is no gas safety issues while the property is being prepared ready for a new customer. We have one property that is going through the eviction process so no access has been granted and when the eviction takes place it will then go through the void process

**GH9** - 4 voids (EICR is carried out at the end of the void to ensure no works have damaged the electrics); additionally, 22 inspections booked, and 15 being chased to allow completion of inspections.

**GH12 & 13** - 7 and 5 voids respectively (meaning will be done as part of all the void process, as for GH8); 3 each for GH12 and 13 awaiting fuel upgrades, which have been booked in and the checks are booked at the same time, with additional properties (11 and 6) being chased and again trying to gain access to properties where we haven't got legal backing to force entry we go through our no access process

## **Section 5 Efficient and Effective**

Delivery highlights – October to December 2025

- Digital Customer Experience business case prepared with one-off funding proposed in the General Fund Budget 2026/27 that will be considered in February. Approval will enable the council to move forward by procuring a CRM and digital telephony platform to improve council customer's experience, modernize core customer-facing systems and prepare our systems and workforce for a smooth transition to the new Unitary Authority.
- Project is building relationships with neighbouring councils to form an effective network of ideas and support, ahead of the LGR decision.
- Business case approved to introduce automation of Housing Income annual Universal Credit (UC) checks, which currently relies on significant manual effort to complete each year.
- The Planning Digitalization project has focused on scoping potential improvements within current systems, with the option of a new system dismissed as this would disadvantage the council as it transitions to the new Unitary Authority. Working with officers of the Planning, Built Environment and Enforcement teams, the project is investigating the potential to adopt automation to reduce manual, repetitive admin tasks with the aim of taking pressure off teams and helping them to become more efficient and improve customer experience.
- My Council Services (MCS) forms on WCC website completely refreshed to coincide with MCS upgrade which contributes to improved digital customer journey.
- Updated web pages include Environmental Health and Animal Welfare, Parking, Housing Repairs, Tenant Involvement, and Air Quality (to promote new Air Quality Strategy).
- Guildhall Events has switched to a fully digital booking and payment system (Lemon) which simplifies the booking journey and makes payment easy and quick. This could work very well for other services, including Pest Control.
- Phase 1 of the M365 SharePoint Online project has successfully completed, delivering modernised sites and simpler ways of working for the teams involved. Early benefits include easier access to information, clearer document management, and more streamlined collaboration, helping services work more efficiently and effectively.

## Local Government Reorganisation (LGR)

<b>Lead Cabinet Member: Cllr Neil Cutler</b>		<b>Project Sponsor: Laura Taylor</b>	
<b>Programme RAG status</b>	<b>Timeline</b>	<b>Budget</b>	
	<b>Q3</b>	<b>Q3</b>	
<b>Progress achieved during the last quarter:</b>			
<ul style="list-style-type: none"> <li>• Launch of “Close enough to be local, big enough to stay strong” website and statutory consultation.</li> <li>• A rapid assessment was undertaken against the MHCLG suggested list for preparedness and internal teams have started work in recommended areas.</li> <li>• KPMG commissioned to support development of a countywide data hub and standard service taxonomy structure.</li> <li>• LGR Programme established as a Tier 1 project, governance arrangements agreed and PMO initiated.</li> <li>• Establishment of the principles of our unitary ready transition plan.</li> <li>• LGR all staff and all member briefings continue.</li> <li>• Began developing a two-year service plan covering 2026–28, extending the planning period to support effective preparation for LGR and continued high quality service delivery for residents.</li> </ul>			
<b>Actions for the next quarter:</b>			
<ul style="list-style-type: none"> <li>• First LGR Programme Board meeting to be held (February 2026)</li> <li>• Government decision on the future structure for Hampshire and the Solent area is expected in March 2026</li> <li>• Standing up and defining scope of the LGR workstreams across local authority partners</li> <li>• Development of a county wide data hub</li> <li>• Voluntary joint committee governance arrangements to be agreed</li> <li>• Internal systems and data review in preparation to ensure LGR preparedness</li> <li>• Establishing the internal LGR Programme Plan and risk register</li> </ul>			

**Efficient and Effective - Progress against actions in service plans**

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G		
				Q1	Q2	Q3
1	Further promotion of self-serve and digital services including the increased take-up of electronic billing (rollout of “Digital by Default”) and notifications for Council Tax, Business Rates and Housing Benefits services, and the further roll out of SMS for the issue of electronic payment alerts and reminders.	Cllr Cutler	Ongoing			
2	Support TC25 transformation and digital agenda by supporting digital innovation and digital initiatives across the Council.	Cllr Cutler	Ongoing			
3	Digitalisation and review of the Planning Service (linked to this, other services that use the IDOX platform).	Cllr Porter	TBC			
4	Review of website to improve digital customer experience.	Cllr Cutler	Ongoing			
5	Customer focused digital improvements of Housing & Landlord services.	Cllr Reach	April 2026			
6	Development of Cyber Security and Resilience Strategy to increase cyber resilience and awareness across the council.	Cllr Cutler	April 2025	Complete		
7	Lead on the review and refresh of strategic key performance indicator set that align to the new Council Plan priorities.	Cllr Cutler	June 2025		Complete	

**Red/Amber status**

**3** Pace of digitalisation within Planning services has been impacted by operational pressures however work is underway to seek opportunities for automation which could significantly improve efficiency and customer experience. The project’s discovery was extended, and deliverables are now actively being replanned due to the constraints of LGR and existing, widely used systems.

**5** The customer focussed digital improvements for landlord services has a number of strands and we are investing further in MRI housing management systems to support the digital journey for the service and customers. We are recruiting temporary resource to support this significant project work to ensure its successful delivery.

## Measuring our progress

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q3 - 24/25	Q4 - 24/25	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Target 25/26	Status
EE1	% complaints responded to within 10 working days	Becker	Liz Keys	86%	90%	88%	90%	97%	90%	
EE2	% of upheld and partially upheld complaints	Becker	Liz Keys	45%	68%	60%	70%	59%	Measure only	n/a
EE3	Number of digital resident interactions with the council (online reports)	Becker	Laura Taylor	6,706	16,616	7,564	7,049	7,021	42,000	
EE4	% of major planning applications decided within time or agreed extension (WCC / SDNP)	Porter	Cheryl Headen	100% / ~	94.3% / ~	91.67% / ~	100% / ~	100% / 100%	80%	
EE5	% of non-major planning applications decided within time or agreed extension (WCC / SDNP)	Porter	Cheryl Headen	82% / 81%	93% / 88%	93.67% / 84.67%	94% / 81%	89% / 95%	80%	

- Basis of targets:**

*EE1 - Target based on achievable outcome times, aligned with customer expectation and common target used by other authorities*

*EE3 - Target based on performance improvement against previous years actuals (also allowing for plateau in new garden waste sign-ups as limited number of properties are viable for garden waste, i.e. have gardens)*

*EE4 & 5 - Government targets are 60%, WCC target based on performance being above government targets*

## Commentary

**EE3** – Currently interactions by form are projected to be just under target for the year, however Q4 generally more than doubles in numbers (as can be seen by the number Q4 24/25) so totals may well reach target; Additionally, Q3 is also higher than for the same period 24/25

## **Section 6 Listening and Learning**

Delivery highlights – October to December 2025

- The council undertook the stage 1 consultation for the Community Governance Review with targeting key stakeholders and including engagement with all town and parish councils. This was achieved through a dedicated web page, public notices, drop in events and widespread distribution of an initial consultation document.
- Launch of the 8-week consultation on the Main Modifications, Additional Modifications and Changes to the Policies Map which is one of the final stages in the Local Plan development.
- The district Social Inclusion Partnership was relaunched in December and attended by 18 people from a range of organisations.
- The Stanmore community network met in November, with 17 people in attendance from a variety of organisations representing the community, faith, housing and education sectors. They discussed how to improve communication, collaboration and awareness of services.

**Listening and Learning – Progress against actions in service plans**

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G		
				Q1	Q2	Q3
1	Community Governance Review – creation of a Winchester Town Council	Cllr Becker Cllr Cutler	April 2027			
2	Local Government Reorganisation and Devolution	Cllr Tod	2027/28			
3	Transfer of assets to parish councils – public conveniences	Cllr Becker	April 2026			
4	Parish Council engagement – planning	Cllr Porter	September 2025		Complete	
5	Review and refresh EDI Policy, Strategy and Action Plan	Cllr Becker	February 2025	Complete		
6	Prepare a consultation policy and charter for adoption and use across the council	Cllr Becker	March 2026			

**Red/Amber status**

3. Discussions underway with parishes to offer transfer of assets. Whether transfer takes place will be dependent upon decisions by Town and parish councils.

Long range trackers (Annual)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	21/22	22/23	23/24	24/25	25/26	Target & Status 24/25	Target 2026
LL1	% of residents satisfied with the way the council runs things (LG Survey) <sup>1</sup>	Becker	Laura Taylor	No survey	75% (SE 62%)	No survey	69% (LG 55%)	n/a	> LGA average	> LGA average
LL2	Resident's satisfaction with local area (LG survey) <sup>1</sup>	Becker	Laura Taylor	No survey	96% (SE 74%)	No survey	87% (LG 75%)	n/a	> LGA average	> LGA average
LL3	Housing Satisfaction survey scores TSM	Reach	Simon Hendey			78%	76%	tbc	n/a	82%

- Basis of targets:**

*LL1 & 2 - Target based on outperforming scores from LG surveys to provide better satisfaction for our residents*

*LL3 – Target agreed with the TACT board based on benchmarking similar housing providers so as to aim for top quartile performance*

- Footnotes:**

<sup>1</sup> Previous year's data relates to past resident survey responses for equivalent questions.

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q3 - 24/25	Q4 - 24/25	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Target 25/26	Status
LL4	Number of respondents to consultations	Becker	Laura Taylor	1,332	112	98	1,745	1,526	Measure only	n/a

## **Section 7 Financial Report**

### **Financial Position**

This section presents a summary of the council's financial position as of 31 December 2025 regarding the General Fund (Revenue and Capital) and Housing Revenue Account budgets.

### **General Fund Revenue**

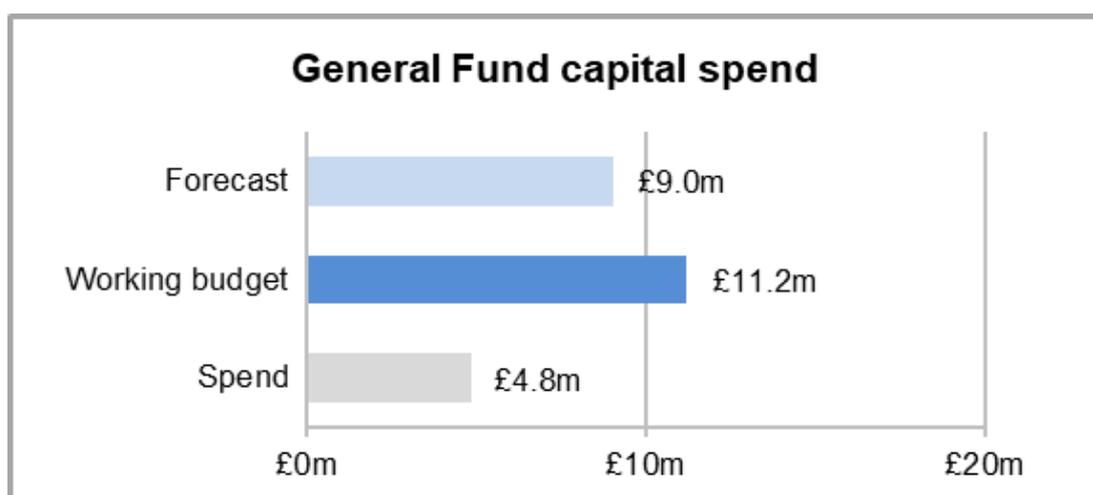
#### **Summary**

1. A balanced budget was set by Council in February 2025 (CAB3494 refers).
2. Inflation is currently 3.4% as at December 2025 (CPI). This remains within the original budget forecast.
3. An employee underspend of £0.4m is forecast, which is made up of higher than anticipated vacancy management savings (originally budgeted at £0.3m) and a lower than budgeted for pay settlement.
4. The ongoing TC25 project has identified further budget savings of approximately £0.310m per annum in 2025/26. The total achieved by TC25 to date is £1.67m (56%).
5. Interest receivable has been reviewed and a total net interest receivable of £0.792m is now forecast, which is £0.3m higher than budget.
6. Extended Producer Responsibility grant was confirmed at £1.680m for 2025/26, which was £0.846m higher than the provisional figure of £0.834m which was used in the budget.
7. Guildhall income is forecast at £60k lower than budget, mainly due to the temporary closure of the Bapsy Hall.
8. Parking overtime budgets are forecast to be £30k overspent for the year, this is under review for 2026/27.
9. The latest NNDR pool forecast is £195k below the original budget.
10. Utility costs are forecast to be £150k above budget.
11. HVO costs for waste vehicles are forecast at £40k for 2025/26, which is £160k below the £200k annual budget.

<u>General Fund Budget Forecast 2025/26 (£000)</u>	<u>Budget</u>	<u>Forecast</u>	<u>Variance</u>
Greener Faster	8,783	8,453	330
Healthy Communities	4,108	4,258	(150)
Good Homes for All	1,378	1,378	
Thriving Places	2,920	2,980	
Efficient and Effective	7,209	6,499	710
<b>TOTAL before funding</b>	<b>24,396</b>	<b>23,566</b>	<b>830</b>
<b>TOTAL funding</b>	<b>(24,396)</b>	<b>(25,447)</b>	<b>1,051</b>
<b>FORECAST BUDGET UNDERSPEND</b>			<b>1,881</b>

## General Fund Capital

1. General Fund capital expenditure to the end of June was £4.8m the majority of which relates to the following projects: Food Waste including the purchase of vehicles (£1.51m), River Park Cricket Pavilion (£1.18m), CIL funded community projects (£0.44m), Disabled Facilities grants (£0.68m), Resurfacing of St Catherine's car park (£0.1m), and the refurbishment of public conveniences (£0.17m). There have also been smaller amounts of expenditure on several other projects.
2. Capital budgets for 2025/26 were revised for brought forward balances and other changes, such as reforecasting, as part of the General Fund 2024/25 outturn reported to September cabinet (CAB3514 refers), and this is reflected in the working budget below. The forecast of full year spend is lower due to some forecast slippage such as Energy Management projects (£0.3m) and CIL funded community projects (£0.4m) and forecast savings with the largest being the acquisition of vehicles and containers for food waste (£0.3m). Due to the nature of capital expenditure, there is always a risk of programme slippage particularly in respect of projects that have yet to commence.
3. The full year budget and forecast below excludes £4m 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 2025/26.



4. Key items of expenditure in Q1-Q3 2025/26:

**River Park Cricket Pavilion**

*Total Budget: £2.3m*

*Exp: Prior years £0.039m*

*Q1-Q3 £1.178m*

*Total*

*£1.217m*

Work on the new pavilion is substantially complete and is expected to open in Spring 2026. The new pavilion will be a valuable additional asset in River Park, which is already a hub for sporting, community and social activity and recreation. It will provide the required standard of changing rooms, umpire facilities, toilets and accessibility to enable a wide and diverse range of people to participate in

cricket. By providing high quality facilities, increased community sport outcomes can be achieved across a wider demographic and the pavilion can be used to support users of River Park, not just cricket, by provided changing and club house facilities to support their events or sports. The current variance is at 31 December 2025 and reflects the timing of payments to contractors as per the agreed schedule.

**Food Waste**

*Total Budget: £1.8m*

<i>Exp: Prior years £nil</i>	<i>Q1-Q3 £1.51m</i>	<i>Total</i>	<i>£1.51m</i>
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The council has completed its purchase of the food waste vehicles and containers; the collection of food waste commenced in October. Food waste recycling has the potential to reduce the district's carbon footprint by an estimated 1,900 tonnes of CO2e per year by recycling this waste to generate clean green energy and nutrient dense soil improver.

**Disabled Facilities Grants**

*Total Budget: £1.53m*

<i>Expenditure: recurring annually</i>	<i>Q1-Q3</i>	<i>£0.68m</i>
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During the period 1 April to 31 December £678,000 of grants were paid over. In addition to the grant allocation, the council holds £0.6m of unapplied grant from prior years which can be applied to DFG expenditure should it exceed grant received in year.

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

## Housing Revenue Account summary

### Summary

1. A deficit budget of £2.03m was set by Council in February 2025 (CAB3490 refers).
2. The inflationary uplift budget forecast for salaries, as with the General Fund, was 4.0% for 2025/26. The final uplift was 3.2%, which will reduce pressure on staffing budgets but will be offset by low government grant for increase in Employers NI.
3. An overall deficit of £0.578m is forecast for 2025/26.

<b>Housing Revenue Account Budget Forecast 2025/26 (£000)</b>	<b>Expenditure</b>	<b>Income</b>	<b>NET</b>
Housing Management - General	6,752	(258)	6,493
Housing Management - Special	4,123	(3,083)	1,039
Repairs & Repairs administration	12,762	(182)	12,580
Debt management & interest income	5,800	0	5,800
Contribution to Major Repairs costs (Depreciation)	10,917	0	10,917
<b>TOTAL</b>	<b>40,353</b>	<b>(3,524)</b> 	<b>36,830</b>
Rent, Service Charges & Other income			(34,236)
<b>FORECAST BUDGET OVERSPEND</b>			<b>2,593</b>
<b>AGREED BUDGET OVERSPEND</b>			<b>2,016</b>
<b>Forecast movement:</b>			<b>578</b>
<b>Of which (net):</b>			
<b>Baseline</b>			<b>887</b>
<b>One-off</b>			<b>(309)</b>

4. In total there is a forecast adverse variance of £0.578m which is made up of a number of variances which offset one another as follows.
5. There were a high number of vacancies in the first half of 2025/26. Much of this vacancy has been offset through the use of interim staff in quarter 2 and quarter 3 to cover vacancies, which has now largely offset any savings from

vacancies. Most vacant posts have now been filled and the use of agency staff is expected to fall in Quarter 4.

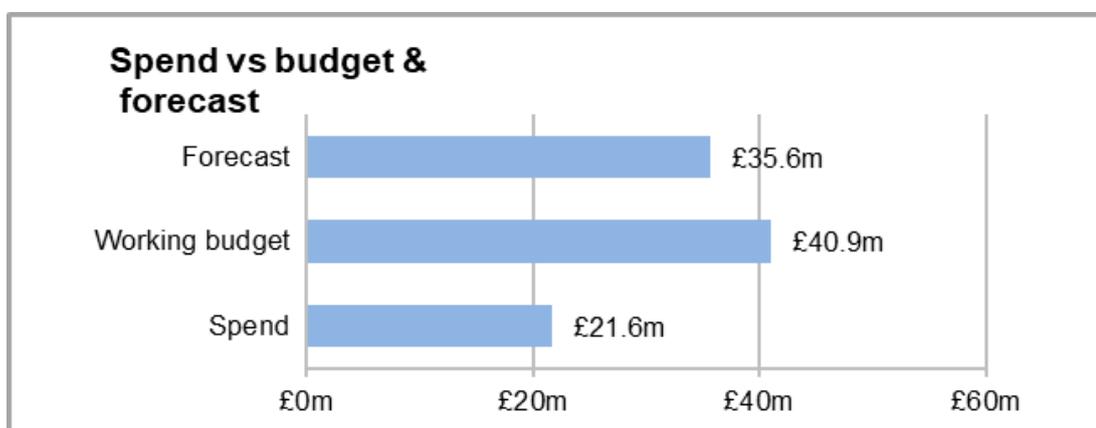
6. The 2025/26 budget included a one-off investment budget for software upgrades, stock condition survey, and repairs procurement. It is expected that £0.15m of the budget set aside for software development will not be spent in 2025/26 and will be returned to the working balance to be reprofiled over future years.
7. So far in 2025/26, there has been a trend demonstrating both an increase in void properties, and an increase in the associated average cost of repairing void properties to bring these back into use. On current trend, the likely overspend on void properties is likely to be approximately £1m. Additional void costs are also reflected in a forecast adverse variance of £0.03m on empty property council tax charges.
8. Adverse variances on reactive repairs arise due to a waking watch, which was in place at Winnall flats while fire safety issues were resolved, generating an adverse forecast variance of £0.07m. In addition, the continuing stock condition surveys are identifying HHSRS repairs that are being dealt with which, in the short term, are adding pressure of £0.2m to reactive repairs budgets. Compensation payments in respect of complaints and disrepair are also forecast to exceed budget by £0.1m.
9. The depreciation charge is notoriously difficult to estimate accurately, as the actual charge for the year is calculated based on both component cost of assets and valuation of properties. However, based on the 2024/25 outturn, the projected depreciation forecast has been increased by £0.3m. Whilst depreciation is a notional figure, the council is required to transfer a sum equal to depreciation to the major repairs reserve which is restricted to capital expenditure only.
10. Following the changes to the Right to Buy legislation in November 2024, making RTB sales less attractive, the business plan included an assumption that RTB sales would peak in 2025 due to high demand in applications immediately prior to changes. However, the business plan assumption of 20 sales has been surpassed, with over 30 sales as at quarter 3, virtually all of which relate to applications made in November 2024. This has resulted in a reduction in forecast rental income of £0.1m.
11. Adverse variances are offset by a reduction in the net interest cost forecast for 2025/26. The interest cost of external borrowing is based on known PWLB debt and the rates at which the loans were taken out. Interest income on internal balances, and internal borrowing costs are based on estimated cashflow in and out of the HRA and an assumed interest rate based on short term PWLB rates. The rate achieved to date on interest on balances has been

significantly better than assumed which, combined with a slower spend on capital throughout 2025, has generated a favourable variance of £1.3m.

12. Issues with the quality of retrofit work to void properties undertaken in 2023/4 have been identified. Engagement with the contractor responsible has taken place and a sample of 30 properties has been selected to determine the extent of retrospective work required. At this stage it is prudent to make provision for the gross cost of works of £ 0.5m in 2025/6 and £ 0.5m in 2026/7 until the extent and nature of works is confirmed, as well as the proportion of the cost that may fall back to the Council.

### Housing Revenue Account Capital Spend

1. Housing capital expenditure to the end of December was £22.48m, of which:
  - £3.29m was on major works.
  - £0.21m improvements & upgrades.
  - £17.09m on the New Build programme; and
  - £1.89m on other schemes.
2. Capital budgets for 2025/26 have been revised for carried forward balances and other changes following the approval of the HRA outturn report in September 2025. (report CAB3465). Due to the nature of capital expenditure, there is always a risk of programme slippage, particularly in respect of the unallocated new builds budget that is largely pending decisions to proceed with specific projects.
3. Capital expenditure in quarter 4 is expected to continue to include expenditure on the acquisitions at Kings Barton, with further stage payments expected, and will account for nearly half of the overall capital forecast by March 2026. Furthermore, contracted retrofit works on 125 properties are expected to commence in Quarter 4.



4. Key items of expenditure in Q3 2025/26 includes:

• **Major repairs** *Total Budget £8.21m*

*Exp: Recurring Annually*                      *Q1-Q3 £3.286m*                      *Total £3.286m*

The major repairs programme reflects the planned major repairs to the council's housing stock, and includes investment in doors, windows, wall structures, kitchens and bathrooms, roofing and other similar major works. Expenditure on planned programme works doubled between Quarter 2 and Quarter 3, and major works contract are expected to be largely complete by 31<sup>st</sup> March, with the exception of block works of £1m, which is currently being scoped and anticipated to be carried forward to 2026/27. Expenditure on reactive major repairs is demand led and, as at quarter 3, was forecast to be £0.25m below budget. The forecast spend for 2025/26 is currently £6.6m against revised budget of £8.21m.

• **Climate Emergency** *Total Budget £5.336m*

*Exp: Recurring annually*                      *Q1-Q3: £0.744m*                      *Total £0.744m*

The HRA Business plan includes a £45m investment into energy efficiency measures across the housing stock, and includes expenditure on insulation and ventilation measures, and significant energy investment measures at the Swedish Cottages. The current programme for 2025/26 is anticipated at £3.22m. The main variance relates to the termination of the contract at Swedish Cottages, which was considered by Cabinet at its October meeting. In addition, the programme is being reviewed following the decision by DESNZ to withdraw grant funding within the SDHF programme, and this is covered in detail in the 2026/27 HRA budget report. Forecast spend for 2025/26 has been revised downwards to £3.2m as a result.

• **Fire Safety Improvement works** *Total Budget £6.00m*

*Exp prior years: None*                      *Q1-Q3: £0.26m*                      *Total £0.26m*

The HRA Business plan included a budget of £6m, phased between 2025/26 and 2027/28, to cover potential fire safety upgrade works, such as compartmentation, in blocks. Since the beginning of the year, a dedicated fire safety manager has been employed, relevant survey work completed and reviewed, and work is now commencing with compartmentation works at one block currently underway. The majority of spend will take place in 2026/27.

• **Improvements & Upgrades** *Total budget £0.68m*

*Exp: Recurring annually*                      *Q1-Q3: £0.2119m*                      *Total £0.21m*

The budget for improvements and upgrades relates specifically to Sheltered Housing upgrades and Estates improvements. The Estates improvements programme expected spend for 2025/26 is £0.35m, against budget of £0.46m.

• **Victoria House Sewerage Connection** *Total Budget £0.516m*

*Exp: Prior years - None*                      *Q1-Q3 £0.00*                      *Total £0.00m*

The budget included £0.5m for potential remedial upgrades to the sewerage connection at Victoria House. However, the work has been undertaken at no cost to the Council and the budget will therefore not be spent.

- **Sewage treatment plant upgrades** Total budget £1.58m

Exp: Prior Years – None                      Q1-Q3 £0.23m                      Total £0.23m

The budget includes £1.5m for upgrades to sewage treatment plants across the HRA stock. This is divided into works to reduce costs where running costs are high and works to generate nutrient credits. Sites are currently being surveyed, and one site currently expected to be upgraded by the end of the year. As a result, forecast spend in 2025/26 is expected to be £0.3m and a carry forward request made for the remaining budget.

**New build:**

- **Local Authority Housing Fund Round 3** Total budget: £0.530m

Exp: Prior years None                      Q1-Q2 £0.51m                      Total £0.51m

The Council was successful in securing £0.9m in Round 3 of the Local Authority Housing fund. No properties were identified in Quarter 1; however, two suitable properties were subsequently identified for purchase during July 2025. Both properties completed during Quarter 3. Two further properties have been identified within the Kings Baerton development, and, subject to decision record, remaining funding will be applied to the completion of these units.

- **Buyback of former Council Houses** Total budget: £1.36m

Exp: Prior years £0.312m                      Q1-Q3 £0.20m                      Total £0.512m

In September 2024 the Cabinet approved the spend of up to £1.36m on the repurchase of former Council properties. To date, one property has been purchased in 2024/25, and one further acquisition made in 2025/26.

- **Kings Barton Property Acquisition** Total budget: £33.927m

Exp: Prior years £0.03m                      Q1-Q3 £16.45m                      Total £16.48m

The acquisition of 146 units at Kings Barton was agreed during 2024/25. The deposit and advance works payments have now been made. Build at the scheme is progressing and 10 units were completed and handed over during Quarter 3.

- **Woodman Close New Build** Total budget: £2.16m

Exp: Prior years £0.00m                      Q1-Q3 £0.06m                      Total £0.06m

The construction of five units at Woodman Close was agreed during Quarter 3, and construction is due to commence in early 2026.

- **Unallocated budgets New Homes** Total budget: £6.43m

Exp: Prior years £0.00m                      Q1-Q3 £0.00m                      Total £0.00m

The capital programme includes £6.43m of budgets subject to approval of expenditure. During Quarter 2, Cabinet agreed in July 2025 to dispose of Cornerhouse and return the budget to unallocated, and subsequent delegated decisions have been made to allocate £0.5m to match fund the purchases of LAHF properties, and in quarter 3 agreed to proceed with a development at Woodman Close, which reduced the unallocated funding to £6.43m.