

Finance and Performance Report – April to June 2026

Recommendation

That Cabinet notes the progress achieved during Q1 of 2026/27 and endorses the contents of the report.

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Performance Report

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Finance report.

Section 7 - Financial report

Updates since Q4 25/26 report

The council's revenue and capital financial position, including information for both the General Fund and the Housing Revenue Account (HRA), is set out in Section 7 of this report

The report also includes an update on actions that were identified as ongoing or incomplete as at 31 March 2026 in the Quarter 4 2025/26 report

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.

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

PERFORMANCE REPORT

Section 1 Greener Faster

Delivery highlights – April to June 2026

- Software solution has been procured and is now being used to support the long-term monitoring and management of Biodiversity Net Gain (BNG) units.
- Five planning applications requiring BNG Plans had their BNG conditions discharged, delivering a total of 3.3 BNG units across a combination of habitat creation and hedgerow enhancements.
- Delivered a Climate and Nature Open Forum which focused on the district's Nature and Ecology. There were 50 attendees and presentations from WCC's Ecology Manager, Magnificent Meadows and local nature friendly projects.
- Procured consultants to carry out baseline mapping of woodland on council owned land and identify potential areas for woodland creation. Outputs to be delivered in Q2 and will be used to inform the development of potential tree planting and woodland creation projects.
- 22 council homes (which are scheduled to have their roofs replaced) had routine Preliminary Roost Assessments to check for features that may be suitable for roosting bats as a result five properties were shortlisted as having potential for roost features.
- Work is progressing to identify suitable sites for tree planting later this year. This includes reviewing the opportunity to plant a 'Tiny Forest', approximately the size of a tennis court, designed to maximize biodiversity in urban spaces. The 'Tiny Forest' scheme will be funded by 'Ringo Miyawaki' (style of planting) income.
- Progressing the Climate Adaptation and Opportunities Assessment for both the council and the district, reviewing and refining the outputs to ensure closer alignment with the Government's recently published Fourth Climate Change Risk Assessment.

Our Carbon Neutrality Action Plan (Council)

Lead Cabinet Member: Cllr Kelsie Learney						Project Sponsor: Cheryl Headon									
Programme RAG status	Timeline					Budget					Carbon				
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1
RAG Status update: The anticipated carbon savings attributed to decarbonising corporate assets (Guildhall & City Offices and Winchester Sports & Leisure Park) is a risk. In February 2026, Cabinet approved circa £5M budget for the refurbishment of the Guildhall this will include energy efficiency measures subject to planning approval. Work is ongoing to identify opportunities for further decarbonisation at Winchester Sports & Leisure Park															
Progress achieved during the last quarter: CNAP council actions have been reviewed and updated to reflect deliverables in the service plans. Great progress has been made across all pathways. The following updates are some of the key highlights: • Compiling and verifying utility, transport and waste data for the council’s annual carbon footprint report 2025/26. • Received 194 responses from the annual staff travel survey. This has fed into the data required for council’s annual carbon footprint for 2025/26. • Return and evaluation of stage 2 submissions for the Grounds Maintenance and Public Realm Cleansing contracts. This included evaluation of the service design and delivery plans to use lower carbon kit and transition to EV vehicles subject to location, grid capacity and the availability of reliable low carbon alternatives. • New River Park pavilion completed and opened. Procured solar PV panels for installation. • Consultants completed technical surveys and reports for additional rooftop solar PV at Chesil Lodge and Winchester Sports and Leisure Park, this will help to inform the full business case for these projects.															
Actions for the next quarter: • Delivery of council’s annual carbon footprint report for 2025/26. • Solar PV rooftop installation at Meadowside Leisure Centre and at River Park Pavilion. • Anticipated delivery of four low carbon transits vans for Special Maintenance. Two of these will be electric and two of these will be dual fuel and run on HVO. HVO to be supplied from BIFFA depot and fuel use will be monitored via key card. Repairs to EV charge point at Cipher House required. • Final report from consultants who carried out baseline GIS mapping of woodland on council owned land to identify potential areas for further woodland creation. • Delivery of a staff engagement webinar on Heat Pumps by My Home Made Better.															

Our Carbon Neutrality Action Plan (District)

Lead Cabinet Member: Cllr Kelsie Learney						Project Sponsor: Cheryl Headon									
Programme RAG status	Timeline					Budget					Carbon				
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1
RAG status update Timeline: While good progress is being made across all pathways, some projects are still in an early stage of development and will require time to deliver measurable carbon savings. Carbon: A key challenge for the CNAP is measuring and evidencing the carbon savings achieved through council-led actions and projects across the district, this is because the Government dataset is reported two years in arrears and in kilotonnes of CO2e.															
Progress achieved during the last quarter: CNAP district actions have been reviewed and updated to reflect deliverables in the service plans. - HCC Active Travel Grant – procured and awarded the contract for a delivery partner for the active travel scheme in Stanmore. - Local Area Energy Plan and Community Led Energy Plan – draft report outputs shared with Carbon Neutrality Board in April. Final outputs currently being reviewed internally - All 20 business carbon assessments, funded by the council for 2025/26, have now been delivered. Progress made on securing funding and setting up a further programme of 15 carbon assessments for businesses for delivery in 2026/27. - Launch of Greener Faster Grant which provides up to £1,000 to help local not-for-profit organisations reduce energy use, enhance biodiversity, and improve resilience against extreme climate events. - All EVCP in council car parks have transitioned and are being integrated into 'Be.EV's' existing network. 'Be.EV's' offer more competitive pricing structure for off peak times.															
Actions for the next quarter: - Local Area Energy Plan and Community Led Energy Plan - Further work to develop an implementation plan will commence in Q2. - Works for converting the existing Puffin crossing at Friarsgate (near Middle Brook Street) into a new, accessible Toucan crossing to be delivered. - Review of Greener Faster grant applications and allocate funding. - Solar PV and Battery installation on Council homes: following the pilot and awarding of contracts, delivery of the programme will commence supporting the reduction of carbon emissions and energy costs across the housing stock. - Delivering a range of engagement events including Greener Futures Partnership and Winchester Green Fair.															

Future of Waste and Recycling

Lead Cabinet Member: Cllr Kelsie Learney / Cllr Steve Cramoysan						Project Sponsor: Cheryl Headon				
Programme RAG status	Timeline					Budget				
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1

Progress achieved during the last quarter:

- **Contract Extension**
 - Following Cabinet approval in March 2026 (CAB3535), the legal documentation for the waste and recycling contract extension has now been completed.
 - The extended contract will run from February 2029 to January 2037, providing long-term service certainty and reducing the need for the new unitary authority to undertake an immediate waste collection procurement following Local Government Reorganisation.
- **Timeline and Simpler Recycling Implementation**
 - Work is underway to establish the budget required for the procurement of fibre collection bins and containers, ensuring funding is in place ahead of transition to the new unitary authority. A figure is planned to be included in the MTFs for November 2026 Cabinet.
 - Subject to approval, the budget for the procurement of fibre collection bins and containers will be considered by Full Council in February 2027.
 - Securing funding at this stage will allow the budget provision to transfer to the shadow authority, enabling service design decisions to be taken by the new authority during summer 2027.
 - This approach maintains progress towards Simpler Recycling implementation whilst providing flexibility for the new authority to determine the final service design.
- **Communication**
 - A specialist behaviour change consultant has been appointed to support the development of a behaviour change campaign.
 - Initial project work has begun, including data gathering, and research to better understand resident behaviours, barriers and opportunities to improve recycling performance.
 - Findings from the research phase will be used to inform the design of a targeted behaviour change campaign and future communications activity.

Actions for the next quarter:

- Biffa depot lease extension

The Deed of Variation for the contract extension has now been signed. Work will continue to secure an extension to the depot lease, ensuring Biffa can remain on site for the duration of the extended contract.

- Behavioural change campaign development

Progress the development of the behaviour change campaign through research, stakeholder engagement, workshops and site visits. This work will inform campaign content, targeting and delivery, with a planned launch in Autumn 2026.

- Simpler Recycling container procurement

Undertake research and supplier engagement to establish indicative costs for paper and card bins/containers required to support Simpler Recycling. The resulting cost estimates will inform Medium-Term Financial Strategy (MTFS) planning and budget requirements in November 2026, ensuring funding provision can be reflected within the shadow authority's budget-setting process. Subject to approval, the budget proposals will be considered by Full Council in February 2027. Securing the budget at an early stage will ensure the project is well positioned to progress with implementation once the new authority has confirmed its future waste collection service design and approach to Simpler Recycling.

Greener Faster - Progress against actions in service plans 2026-28

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G
1	Deliver the Air Quality Strategy and Action Plan	Cllr Learney/ Cllr Cramoysan	March 2030	
2	Take steps to reduce carbon from council owned occupied estate	Cllr Tod	Ongoing	
3	Restoring nature through implementation of the Nature Improvement Plan	Cllr Learney	Ongoing	
4	Working with partners to deliver solar PV at key sites including Sport and Leisure Centre, Cathedral and Science Centre.	Cllr Learney	March 2027	

Ongoing service plan actions from 2025-26

- Develop a Local Area Energy Plan – Final report provided and is now being tested against other energy infrastructure strategy and planning work to ensure consistency and alignment.
- Create sustainable travel networks and projects in local areas – this is now ongoing BAU (business as usual) work, so will be removed from actions going forward.
- Develop an Electric Vehicle Charging Points framework for the district – Following initial scoping completion, the decision was made not to progress this, so it is now closed.

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	25/26	Target & Status 25/26	Target 26/27
GF1	Council total market-based emissions (tCO ₂ e) ¹	Learney	Cheryl Headon	4,251.2	4,260.2	3,970.3	4,090.5	2,252.1	tbc	2,100	2,900
GF1a	Council market-based Scope 1 & 2 emissions (tCO ₂ e) ²			1,444.3 ²	595.6	523.4	398.2	57.7	tbc		
GF1a	% change relative to 2017/18 baseline year			n/a	-59%	-64%	-72%	-96%	tbc		
GF1b	Council market-based Scope 3 emissions (tCO ₂ e) ¹			2,806.9	3,664.6	3,446.9	3,692.3	2,194.4	tbc		
GF1b	% change relative to 2017/18 baseline year			n/a	31%	23%	32%	-22%	tbc		

○ **Basis of targets:**

GF1 to GF1b - Estimated from the annual Council Carbon Footprint report - based on several interventions with associated carbon savings. Revised target is factoring in that MLC and WSLP will no longer be on REGO (renewable energy guarantee) backed tariff in 26/27 so we will see an increase in market based emissions.

○ **Footnotes:**

¹ 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 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.

² 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	2024	Target 2030	Status
GF2a	District territorial GHG (ktCO ₂ e) ²	Learney	Cheryl Headon	957.4	792.8	833.6	800.6	772.3	781.1		
GF2a	% change relative to 2017/18 baseline year				-17%	-13%	-16%	-19%	-18%		
GF2b	District carbon emissions under scope of LA influence (ktCO ₂ e)			673.5	561.5	594.00	558.0	537.6	547.6	470 ktCO ₂ e	n/a
GF2b	% change relative to 2017 baseline year				-17%	-12%	-17%	-20%	-19%		

○ **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:**

²Data are the overall values for GF2a and b as they are sub-sets. Previously reported figures will / may have been updated as government adjusts its calculation methodology and changes all past data to be consistent and enable direct comparison.

Commentary: Methodology for reporting has now changed, so previous figures and targets are revised accordingly. The Government data for 2024 shows that Winchester’s annual emissions have increased compared with 2023. Analysis shows that this is due to higher emissions from transport, domestic gas consumption, agriculture, and public sector organisations. The population of Winchester has also grown during this time which may have contributed to increased emissions for transport, domestic energy use, and public services.

Emissions per capita remain unchanged, indicating that average emissions per resident have not increased. Overall, the data shows that district-wide emissions remain on a long-term downward trajectory and continue to be lower than the baseline year. It emphasises the continued importance of projects to improve energy efficiency, promote sustainable transport, and support the deployment of renewable and low carbon technologies across the district.

Long range trackers (Annual – financial year)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director		2022	2023	2024	2025	Target 2030	Status
GF3	WCC air quality measure	Learney / Cramoysan	Cheryl Headon	NO ₂ (district average)	22.3	22.5	21.3	19.7	NO ₂ <30 & PM2.5 <10 µg/m ³ by 2030	
				Highest	36.5	38.1	33.0	31.1		
				Lowest	13.1	12.4	12.2	11.1		
				PM2.5	9.0	10.3	8.8	8.5		

○ **Basis of targets:**

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

○ **Footnotes:**

¹ The actual objective as set out in the Air Quality Strategy is to achieve levels of <30 NO₂ and <10 PM2.5 annual mean in all areas of the district. Whilst the average might provide some trending, this is not the metric used to establish achievement of the ASR by Dec 31, 2030. There are currently 32 NO₂ monitoring locations in the district primarily centred in the city. It should be noted that the lower the number the better the air quality, showing that Romsey Road returns the poorest air quality levels and Stockbridge Road returns the best air quality readings

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Q4 - 25/26	Q1 - 26/27	Target 26/27	Status
GF4	% of household waste sent for reuse, recycling, and composting – higher is better	Cramoysan	Cheryl Headon	40.89%	38.68%	42.27%	43.07%	47.85%	45%	
GF5	Residual household waste per household (kg/hh) – lower is better			103.62	103.38	97.98	92.33	92.31	<400 kg/hh	
GF6	Energy usage (kWh) – Electricity – City Offices ³	Learney	Simon Hendey	24,491	26,743	39,340	37,757	23,421	Measure only	n/a
GF7	Energy usage (kWh) – Electricity – Guildhall ³			62,400	69,509	74,969	73,686	68,347	Measure only	n/a
GF8	Energy usage (kWh) – Gas – City Offices ³			0	0	40,366	52,383	4,929	Measure only	n/a
GF9	Energy usage (kWh) – Gas – Guildhall ³			18,010	7,905	76,683	91,059	21,498	Measure only	n/a
GF10	Renewable energy generated (kWh) from solar panels ⁴			140,117	115,262	34,790	54,451	171,860	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:**

³ *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), and CAB are recharged a percentage for their usage.*

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

Section 2 Healthy Communities

Delivery highlights – April to June 2026

- The new River Park Pavilion was officially opened in May by the Mayor of Winchester. The £2.3 million cost included contributions from the Town Forum and The Pavilion Project, as well as grant funding from Hampshire County Council.
- Cabinet in June approved in principle to progress an Agency Variation to the council's leisure management contract, which will strengthen the long-term sustainability and resilience of the council's leisure offer, provide greater financial certainty through a guaranteed annual return alongside the council's existing contractual arrangements, and support the continued delivery of high-quality leisure services for residents.
- Work began on a new soft play provision at Winchester Sport and Leisure Park, funded primarily through a £200,000 investment by Everyone Active.
- Community grants totalling £35,000 were awarded to seven organisations for 2026/27 from the Healthy and Thriving Communities Fund. This will enable support for young people and families, people with learning disabilities, and for our more deprived communities.
- A series of discussions took place with local GPs and other health professionals to help shape the emerging neighbourhood health programme being introduced by the NHS Hampshire Integrated Care Board.
- The 2026 Park Yoga programme started in May. This year's programme includes a new location at Bishops Waltham to add to established sessions in Winchester and Whiteley and attendance during May totalled more than 1,100 across the three sites.
- The Stanmore community network met in June with guests from health agencies who talked about the emerging neighbourhood health programme and how it could benefit awareness of health services and make them more accessible to people locally. Conversations also took place with the Carroll Centre, University of Winchester and Community First about increasing volunteer activity locally.
- Work commenced on the sports pavilion at Kings Barton, which is being delivered by the developer as part of its Section 106 planning obligations.
- A second round of bidding for Community Infrastructure Levy (CIL) funding was introduced and opened in June, to increase access to funding for community organisations across the district.

River Park Cricket Pavilion

Lead Cabinet Member: Cllr Kathleen Becker					Project Sponsor: Cheryl Headon						
Project RAG status	Timeline					Budget					
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1	
Progress achieved during the last quarter:											
• The building was completed and handed over in the second week of April. • Additional facilities have also been delivered. These are replacement practice nets open for general public use and an artificial wicket which extends use and increases accessibility. • Soft opening commenced with the first cricket match played on the weekend of 2 May. • Official opening was held on 14 May with the City Council, The Pavilion Project, and the design and construction teams represented and local sports, community groups and individual supporters in attendance. • Cricket and community groups are now hiring the new Pavilion and its facilities.											
Actions for the next quarter:											
• The pavilion is complete and operational. Solar panels are to be installed as the final element, which was slightly delayed due to supply availability. • This will be the final quarterly highlight report for this project.											

Healthy Communities – progress against actions in service plans 2026-28

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G
1	Making CIL work harder and faster - Accelerate delivery through swift use of Community Infrastructure Levy funding	Cllr Porter	March 2028	
2	Driving income and exploring new models for leisure contract • Maximise the performance of our leisure contract • Explore the introduction of an agency model	Cllr Becker	Ongoing	
3	A community-led future Implementing the Thriving and Resilient Communities strategy to build leadership, inclusion, access to services and networks, support those facing the toughest circumstances.	Cllr Becker	Ongoing	
4	Secure new open space and community facilities on major development sites and establish appropriate management mechanisms.	Cllr Tod	March 2030	

Ongoing service plan actions from 2025-26

- Review data and agree scope of the work for community facility audit(s) - Completed and local forum / network of centre operators and managers established and meetings held, so will be removed from actions. Work continues as BAU (Business as usual)
- Deliver a programme of engagement and activity sessions enabling residents to live longer better (HCC fund) – HCC funding for this programme continues until end of September 2026. New delivery model being introduced that will be sustainable beyond that date.
- Complete the construction to replace the River Park cricket pavilion – this has been completed and the site is now open, so will be removed from ongoing actions
- Community Integration programme for overseas guests - deliver the HCC funded support for independent living and community integration – This programme is reducing in scale as guest numbers reduce, and one member of staff has recently left. A reduced programme of support will be maintained until the HCC funding ends in September 2027.

- Deliver a programme of grants to community and voluntary sector organisations – This is BAU, an ongoing rolling programme incorporating a few different funding streams, one of which is referenced in the delivery highlights above.

Measuring our performance

Long range trackers (Annual)											
No.	Performance measure	Cabinet member (Cllr)	Lead Director	20/21	21/22	22/23	23/24	24/25	25/26	Target & Status 25/26	Target 26/27
HC1	% adults participating in 150+ mins of sport / physical activity p/w within the Winchester district ¹	Becker	Cheryl Headon	71.0%	73.7%	73.0%	73.3%	69.2%	From Apr 27	Measure only	Measure only

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Q4 - 25/26	Q1 - 26/27	Target 26/27	Status
HC2	Winchester Sport and Leisure Park - total number of visits	Becker	Cheryl Headon	356,284	353,328	334,092	351,758	324,507	1,410,000	
HC3	Winchester Sport & Leisure Park - number of all concessionary rate visits			137,710	138,069	132,254	140,141	135,437	550,000	
HC4	Meadowside - total number of visits			19,506	18,511	17,412	21,347	21,039	80,600	
HC5	Meadowside - all concessionary rate visits			3,463	2,936	2,141	2,327	2,276	11,400	
HC6	Number of housing benefit claimants (rolling total)	Cutler	Liz Keys	2,154	2,012	1,925	1,930	1,908	Measure only	n/a
HC7	Number of Council tax reduction claimants (rolling total)			5,767	5,718	5,761	5,858	5,880	Measure only	n/a
HC8	Average time taken to process new housing benefit claims (days)			21.39	19.12	19.35	20.02	24.33	21 days	
HC9	% Winchester residents claiming out-of-work benefits ²	Thompson	Cheryl Headon	2.10%	2.10%	2.00%	2.10%	2.00%	Measure only	n/a

- Basis of targets:**

HC2 to HC5 - Target reflects less growth this year as other budget operators capture more of the market, but may be improved if planned improvements get approved
 HC8 - Target based on performance improvement against previous years actuals

- Footnotes:**

¹ Data is only provided a year or more in arrears – the reporting period covers November to November, but they do not provide the figures until the following April or thereabouts. E.g. 24/25 data is received at end of 25/26, 25/26 data will be received at end of 26/27

² Data provided by ONS – “CC01 Regional labour market: Claimant Count by unitary and local authority”. Published 17th of the month.

Commentary

HC8 - Resourcing issues (small team, which has since lost a resource due to ill-health), coupled with extended time needed to process new individual claims has impacted the performance figure. However, it is being addressed with the sourcing of additional help, and where instances are deemed high priority, these are being accelerated so as not to cause problems for the individuals

Section 3 Thriving Places

Delivery highlights – April to June 2026

- **Building our visitor identity – delivering the district tourism plan:**
 - Targeted campaigns aligned with the priorities outlined in the Tourism Strategy have supported the continued growth in visitwinchester.co.uk page, Instagram and Facebook views which were up 4%, 298% and 212% compared with same period last year. Five pieces of media coverage (including Best Magazine, The Daily Telegraph, Daily Express, Daily Mirror and House & Garden), reaching an audience of over 53.3 million and 20 brand mentions.
 - City and district itineraries: [Winchester walks with pub pitstops](#), showcasing a walking itinerary across the district and supporting local food and drink providers, achieved 5,618 page views and over 218,000 views across Facebook and Instagram since publication in June.
 - Visitor market focus: [Things to Do with Kids in Winchester \(Ages 0–16\)](#) launched in April, targeted at Curious Families (over 2,360 page views since publication in April).
- **Championing tourism regionally:**
 - Represented Hampshire LVEP at Visit England National LVEP conference and attended meeting of the LVEP Advisory Board to further discuss draft of Hampshire Destination Management Plan.
- **Culture with impact:**
 - Following submission of Winchester's UK Town of Culture bid in March, a digital postcard of Winchester was submitted to DCMS for a planned showcase of bidding towns on DCMS social platforms in July.
 - From Behind Closed Doors: Winchester's first creative industries festival in April successfully showcased the city's thriving creative sector through a collaborative programme and partnership led festival. This included an exhibition featuring 12 leading local studios, an open studios weekend involving 17 studios and four freelance creatives, and a design challenge for 10 university students. The event attracted over 230 visitors, generated strong digital engagement, including 4000 views of the open studios map.
- **Powering Rural Growth and the Green Economy:**
 - Green Economic Development Strategy: has been refreshed and updated to cover the period through to 2029.
 - Solar for Business Project: The outline planning application for Winchester Science Centre has been received and a roof condition survey completed. All project contracts have been drafted.
 - Abattoir project: Interim board established and an inaugural meeting held. Current government scoping work to assess the need for abattoir provision in the southeast as been extended to include the Winchester district.

Bar End Depot

Lead Cabinet Member: Cllr Martin Tod					Project Sponsor: Simon Hendey					
Programme RAG status	Timeline					Budget				
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1
Progress achieved during the last quarter: - Cabinet on 28 May approved a conditional sale contract (subject to planning) with Places for People Development Ltd PfP as the preferred bidder. - Draft contract issued. - Pre-application planning submitted by PfP.										
Actions for the next quarter: Legal exchange.										

Central Winchester Regeneration (CWR)

Lead Cabinet Member: Cllr Martin Tod					Project Sponsor: Simon Hendey / Ken Baikie						
Programme RAG status	Timeline					Budget					
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1	
Progress achieved during the last quarter:											
- Jigsaw carried out further public engagement in early June, providing updated information on the scheme’s progress and gathering feedback from the community. - A paper was presented to Cabinet in May, and approval was secured for the proposed land acquisition required to support delivery of the scheme. - RIBA Stage 1 design work was completed, enabling the project to progress into the next phase of design development and cost planning.											
Actions for the next quarter:											
- Further development of the scheme’s design, cost plans and supporting technical information will continue to strengthen the planning application. - Project governance and stakeholder engagement activities will continue to ensure risks, dependencies and delivery milestones are effectively managed. - The Full Business Case (FBC) and accompanying Cabinet report will be finalised and submitted for approval in August. - Subject to Cabinet approval, work will continue to progress on the key actions required to support submission of Jigsaw’s planning application in Autumn/Winter 2026.											

Lead Cabinet Member: Cllr Jackie Porter					Project Sponsor: Cheryl Headon					
Programme RAG status	Timeline					Budget				
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1
Progress achieved during the last quarter: Winchester City Council Local Plan 2044: In order to be legally compliant, the Council was required to issue a Notice of Intention to start plan preparation on Local Plan 2044 by the 30 June 2026. This confirmed in the transitional provisions in Town and Country Planning (Local Planning) (England) Regulations 2026 for certain Councils meeting the relevant criteria which includes Winchester City Council. • A Notice of Intention to commence plan preparation for a Local Plan 2044 was issued on the 30 June 2026 • A timetable for the preparation of the Local Plan 2044 was also published on the 30 June 2026 along with a Project Initiation Document On the 30 June 2026 Cabinet also agreed to revise Winchester City Council’s approach to commencing preparation of a new Local Plan or Local Plans for the LPA area under the Levelling Up and Regeneration Act 2023 in the context of Local Government Reorganisation, proposed local authority boundary changes and emerging devolution arrangements across Hampshire and the Solent. In order to reflect the desire to produce a joint Local Plan, Officers are using this upcoming period to explore opportunities for collaborative plan-making across the proposed Mid Hampshire geography whilst continuing engagement with Government regarding future transitional planning arrangements.										
Actions for the next quarter: Local Plan 2044: • Work with Officers from East Hampshire, Test Valley, New Forest to create and agree a series of proformas to establish the baseline situation for preparing a joint local plan on issues such as housing, infrastructure, economy retail and environmental issues. • Continue engagement with Government regarding plan making requirements, transitional arrangements and future strategic planning responsibilities arising from Local Government Reorganisation and devolution. • Continue to work with consultants on the commissions (Water Cycle Study, Retail, Employment and Strategic Housing Market Assessment) that we have existing contractual arrangements with to progress these evidence base documents to completion.										

- Joint Leader's Board meeting on the 16 July 2026 to seek agreement to work on a collaborative joint local plan, work on a shared evidence base and issue jointly Notices of Intention to commence plan preparation on a joint local plan for the proposed Mid Hampshire geography.

Lead Cabinet Member: Cllr Kelsie Learney					Project Sponsor: Simon Hendey					
Programme RAG status *Q1-3 25/26 were previously incorrectly transposed as green	Timeline					Budget				
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1
RAG status update: Funding for transport related schemes are now via CIL applications and Central Government bids, therefore schemes rely on successful bids. We are working to develop schemes with HCC to bring forward.										
Progress achieved during the last quarter: Work on the ten next step proposals continues. • Micro-Logistics Hub Trial – Solent Transport ended their trial of a micro logistics hub in the city centre. Hub deinstalled and car parking bays returned to use. Equipment either returned to provider or reused elsewhere. Solent Transport no longer an entity. • A number of LCWIP active travel schemes are still being progressed or have been installed by HCC in the city including: ○ Hillier Way, walking and cycling improvements – Proposed plan developed, engagement with stakeholders undertaken, costing of proposed scheme undertaken. ○ Minor Works – Liaison with HCC Engineering Services to discuss possible minor work schemes across the city. Awaiting funding to undertake works. ○ Liaison with HCC and Southern Water on the temporary shared use path between Olivers Battery and Compton - ongoing ○ Liaison with HCC and SDNP on a potential active travel route from Hockley Link to Shawford Railway Station - ongoing ○ Fulflood Liveable Neighbourhood Pilot - Next steps being discussed by HCC • CIL Funding – CIL application made for Hillier Way walking and cycling improvements										
Actions for the next quarter: • Review of any further transport schemes to take forward from City and District LCWIP. • Feedback from the public consultation of potential schemes for Fulflood Liveable Neighbourhood Pilot to be reviewed.										

- Development of a drainage plan and costing exercise to be undertaken
- Implementation of upgraded crossing at Friarsgate
- Review of Last-Mile Freight Study, review of potential uses for the Micro-Hub

Thriving Places - progress against our actions in service plans 2026-28

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G
1	Future of former Leisure Centre: market the site for sale and find a new investor	Cllr Tod	September 2026	
2	Continue leadership role in the LVEP and actively contribute and steer the production of a Destination Management Plan	Cllr Thompson	March 2028	
	Work across our Cultural Partnerships to build future long-term sustainability and to secure recognition as a model of best practice	Cllr Thompson	March 2028	
	Delivering the District Tourism Plan	Cllr Thompson	March 2028	
5	Guildhall - undertake competitive bid process to obtain bids required to appoint contractors to complete essential structural and repair works.	Cllr Tod	September 2026	
6	Decision on future business model and operator for the Guildhall	Cllr Tod	March 2027	

Ongoing service plan actions from 2025-26

- Manage the delivery of UKSPF programme – This has since been completed, so will be removed from actions going forward

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	25/26	Target & Status 25/26	Target 26/27
TP1	% of economically active people in employment (aged 16-64)	Thompson	Cheryl Headon	77.4%	83.7%	75.1%	81.5%	83.6%	tbc	Measure only	Measure only
TP2	Business counts (micro, small, medium, large enterprises; source: NOMIS)			8,035	8,110	8,165	8,225	8,095	8,130	Measure only	Measure only
TP3	No. of unemployed (source: ONS)			1,800	1,700	1,235	1,900	1,600	tbc	Measure only	Measure only
TP4	% of addresses with Gigabit availability			n/a	n/a	n/a	n/a	62.2	69.3% (Jan 26)	Measure only	Measure only

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Q4 - 25/26	Q1 - 26/27	Target 26/27	Status
TP5	Number of reported fly-tips (actual incidents) ¹	Cramoysan	Cheryl Headon	102	162	182	276	231	Measure only	n/a
TP6	% of fly-tips cleared within contract deadlines/days ²			75%	75%	80%	83%	80%	80%	
TP7	Number of reported graffiti incidents (online form totals)			11	15	7	3	7	<120	
TP8	"Public Space" issue reports ³			110	118	109	144	99	<500	
TP9	% of WCC revenue spend with local suppliers ⁴	Cutler	Gareth John	23.3%	23.0%	24.6%	25.3%	19.5%	25%+	
TP10	City centre high street footfall ⁵	Thompson	Cheryl Headon	2,779,719	2,660,538	2,780,565	2,897,387	2,834,428	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:**

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

² Figures included for previous quarters may be revised when further clearance confirmations are received after the end of the quarter and reflected in the calculations (percentages are based on numbers we have had confirmation for at time of collation).

³ 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.

⁴ Local revenue spend is calculated for creditor types of trader only, and excludes grants/local government/private individual etc.

⁵ Provided by the Winchester BID Place Informatic reports

Fly-tip clearance breakdown:

	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27
Total fly tips confirmed cleared	85	144	171	265	218
Fly- tips up to 1 metre cubed in size	13	16	10	10	14
<i>Number of which cleared in time (5 working days submission to clearance)</i>	7	8	6	7	8
<i>Percentage of up to 1 metre cubed cleared in time</i>	54%	50%	60%	70%	57%
Fly-tips size 1 metre cubed and above	72	128	161	255	204
<i>Of which in time (15 working days submission to clearance)</i>	57	100	131	212	166
<i>Percentage of 1 metre cubed and above cleared in time</i>	79%	78%	81%	83%	81%
Overall percentage of all fly-tips cleared in time	75%	75%	80%	83%	80%

- 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).
- Figures included for previous quarters may be revised when further clearance confirmations are received after the end of the quarter and reflected in the calculations (percentages are based on numbers we have had confirmation for at time of collation).

Section 4 Good Homes for All

Delivery highlights – April to June 2026

- In preparation for the implementation of the Renters' Rights Act on 1st May 2025, the Private Sector Housing Team revised its' Enforcement Policy and developed a New Civil Penalties Policy and recruited to a Strategic Tenancy Relations Officer and Regulatory Compliance Officer to enable the council to effectively deliver its duties under the Act by strengthening tenants' rights and improving housing standards.
- The Housing Options Team assessed and awarded more than £11,000 through the Crisis Resilience Fund to support households facing financial hardship. The fund enabled residents to reduce immediate financial pressures and sustain existing tenancies, preventing homelessness and reducing demand on temporary accommodation and wider services.
- The council brought back into use twelve self-contained one-bedroom properties at Sussex Street as Temporary Accommodation. This has increased the availability of decent quality temporary accommodation for homeless households, reducing reliance on expensive bed and breakfast accommodation, improving customer outcomes and supporting the council's approach to managing temporary accommodation costs.
- HQN mock inspection undertaken for the Landlord Service across all the Consumer Standards to support the continuous improvement journey.
- Signix M and E contract go live in May with no disruption or reduction in the customer service offer and achieving 99% compliance across both gas and electrical servicing. New affordable homes continue to be completed and handed over to the council at the Kings Barton development in Winchester. In total, the council will take ownership of 146 affordable homes for rent and low-cost home ownership.
- The Winchester City Council Local Plan 2020 – 2040 was adopted in March 2026. This provides an up-to-date policy framework to facilitate housing delivery based on the sustainable development strategy in the Local Plan. The aim is to provide good quality homes in the right places to meet the Council's housing needs. The Plan includes clear policy guidance on the provision of affordable housing that meets a wide range of community requirements, and a range of types and sizes are provided.

New Homes Programme

Lead Cabinet Member: Cllr Mark Reach					Project Sponsor: Simon Hendey					
Programme RAG status	Timeline					Budget				
	Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1
RAG status update There is an increase in programme confidence due to successful 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.										
Progress achieved during the last quarter: - Contracts were exchanged with Cala in September 2025 for the acquisition of 146 S106 units at Kings Barton, Winchester. The council has taken handover of 34 of these units to date; 4 shared ownership and 30 for affordable rent. - Construction continues on the 10 affordable units at Hazeley Road, Twyford. - Works have commenced on the Woodman Close site in Sparsholt, comprising two 2-bed detached bungalows and three 1-bed terraced houses for social rent. The council has received Homes England funding for the scheme. - Market engagement with SME and volume housebuilders is ongoing, with the aim of securing new build S106 and additionality units for use as council housing. - 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.										
Actions for the next quarter: - 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. - Hazeley Road, Twyford – attend site progress meetings alongside Employer’s Agent and liaise with housing colleagues regarding build progress and handover. - Woodman Close, Sparsholt – project manage the construction of 5 social rent units. - Continue market engagement with SME and volume housebuilders to identify new build S106 and additionality opportunities. - Continue feasibility studies on council commissioned schemes.										

Housing Compliance Improvement Plan

Lead Cabinet Member: Cllr Mark Reach		Project Sponsor: Simon Hendey									
Programme RAG status		Timeline					Budget				
		Q1	Q2	Q3	Q4	Q1	Q1	Q2	Q3	Q4	Q1
Progress achieved during the last quarter: - No Access Policy 2025-2028 approved at Cabinet Member for Good Homes decision day on 17 June. - HQN mock inspection work across all consumer standards-feedback for compliance was positive with no concerns raised. - Drafted monthly reconciliation process document for stock and dwelling numbers developed and shared for review. - Compliance data review underway following completion of block inspection validation work by Ecosafe. - Block review in progress to simplify how structures are held within systems - High level action plan developed for consumer standards following HQN feedback, presented to Cabinet Committee: Housing											
Actions for the next quarter: - Develop action plan following HQN mock inspection feedback delivered in June - No Access Policy and procedure dissemination to be carried out - Mapping governance structure to support development of Housing Assurance Board - Finalise block structure review and schedule MRI consultancy time to apply system changes to block hierarchy structure - Finalise monthly reconciliation process document for stock and dwelling numbers											

- Repairs and Maintenance procurement and audit report update to be presented to Cabinet Committee: Housing on 6 July.
- Go live with Wates and embed the contracts into the service

Good Homes for All - Progress against our actions in service plans 2026-28

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G
1	Council housing retrofit carbon reduction programme – <i>propose rewording to reflect Housing Service Plan and include reference to EPC</i> Deliver a Council Housing Retrofit Programme to achieve energy efficient ratings of EPC C and above in our council homes (this is working version of rewording)	Cllr Reach	Ongoing	
2	Complete the Digital Switchover programme in Sheltered Housing Schemes - analogue to digital by January 2027	Cllr Reach	January 2027	
3	Achieve regulatory response times for dealing with damp and mould in council homes	Cllr Reach	April 2026	
4	Establish a Retrofit Carbon Reduction Strategy for Council homes	Cllr Reach	March 2027	

Ongoing service plan actions from 2025-26

- Procurement of major repairs and maintenance contract for council homes, Inclusive of tenant engagement (Green in Q4) – This has since been completed, with the initial contract beginning August 2026 – see highlight report above

Red/Amber Status

- 3 We arranged an independent review of our approach to damp and mould, and from this we have an action plan in place to deliver the recommendations. This is supported by the introduction of a team of two specialist Damp and Mould Case Officers who are the points of contact for customers reporting damp and mould in their homes.

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	25/26	Target & Status 25/26	Target 26/27
GH1	% of all WCC homes achieving energy efficiency rating of C or above	Reach	Simon Hendey	62%	63%	65%	70%	70%	71%	73%	73%
GH2	Total new home completions across the district (rolling total)			n/a	121	139	276	308	353	1,000 by 2032	61 for 26/27; 1,000 by 2032
GH3	Homelessness – numbers recorded as rough sleepers ¹ (as at year end)			n/a	n/a	2	3	5	6	5	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:**

¹ Figures are updated from an annual MHCLG rough sleeping count annual snapshot, which takes place every November.

Commentary

- GH1** - We were unfortunately slightly under target due to a combination of delay in fabric works delivery and DESNZ temporarily holding their installation of batteries. As a result of the above we rescinded the SHF funding which took time and impacted on the construction contract programme of works. Escalated costs also created further delays and requiring redesign of the retrofit delivery strategy. However, two contractors were piloted to support this new strategy with the pilots now concluded giving us confidence in the new delivery strategy, and ability to increase control over future uncertainties. Through accelerated programmes over years 26/27 and 27/28, the Retrofit Team are confident we will meet the overall target which is to achieve EPC C and above on all WCC Housing Stock by 2030.
- GH3** - The annual rough sleeping snapshot (In November 2026) recorded 6 people, compared with the target of 5. Whilst this represents a small variance the target was not achieved due to increasing pressures within the homelessness system. We are still feeling the impact of the loss of 29 beds of stage 1 accommodation in 2025, reducing the availability of supported

accommodation for those individuals with the most complex needs alongside an increase in the number of single people presenting with complex and multiple needs. Securing accommodation for these individuals requires a multi-agency approach and can take longer to achieve sustainable outcomes.

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Q4 - 25/26	Q1 - 26/27	Target 26/27	Status
GH4	Avg time for homeless household to receive offer of a permanent home (days)	Reach	Simon Hendey	256	348	279	164	222	320 days	
GH5	Retrofit adjustments – total number of houses (running total)			0	37	101	269	36	514	
GH6	Retrofit adjustments – total number of adjustments made (running total)			0	37	135	346	37	1,167	
GH7	Percentage of planning decisions upheld at appeal (WCC / SDNP)	Porter	Cheryl Headon	100% / n/a	61% / 100%	80% / 67%	100% / 100%	84% / 100%	70%	

○ **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

Measuring our progress – Housing TSM

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Q4 - 25/26	Q1 - 26/27	Target 26/27	Status
GH8	Proportion of homes for which all required gas safety checks have been carried out	Reach	Simon Hendey	99.91%	99.89%	99.93%	99.82%	99.07%	100%	
GH9	Proportion of homes for which all Electric Checks have been carried out			98.30%	98.81%	99.21%	99.19%	98.86%	100%	
GH10	Asbestos Inspections % of Reg 4 Surveys			66.78%	98.29%	100%	100%	100%	100%	
GH11	Proportion of Lifts with 100% of valid Loler Certificates			97.50%	97.50%	100%	100%	100%	100%	
GH12	Proportion of homes with a 100% of Working Smoke Detector checked			99.70%	99.56%	99.60%	99.42%	99.54%	100%	
GH13	Proportion of homes with a 100% of Working Carbon Monoxide Detector checked			99.70%	99.62%	99.70%	99.57%	99.64%	100%	
GH14	Percentage Damp and Mould open cases inspected and resolution agreed within 14 days			71.00%	75.33%	98.00%	83.67%	tbc	98%	tbc
GH15	Number of outstanding High Risk Fire Risk Assessment actions			3	0	0	0	0	0	
GH16	Number of outstanding Fire Risk Assessments			76	0	0	0	0	0	

- **Basis of targets:**

GH8 to 16 - Targets based on regulatory standards

Commentary

GH8 – 42 properties outstanding, out of which 3 are on a notice to quit, 1 is long term hospital and 38 have access issues which are being addressed

GH9 – 59 properties outstanding, out of which 3 are void / 3 are long term hospital, 3 are going through injunctions and 50 have access issues which are being addressed

GH12 – 24 current non-compliant dwellings which are being progressed

GH13 – 17 current non-compliant dwellings which are being progressed

GH14 – Regulator have revised reporting expectations, so work is still being done to collate figures from raw data

Section 5 Efficient and Effective

Delivery highlights – April to June 2026

- Completed delivery of the mobile devices review project, reducing staff mobile connections by around 100 through more efficient use of alternative technology.
- Begun creation of a new complaints dashboard for housing to make it more efficient to update and share for tenant engagement, which also aligns with the TIA (transparency and influence standard) set out by the social regulator for housing (RSH).
- In response to feedback from the Housing Complaints Focus Group, we are strengthening access routes for digitally excluded customers to ensure they can easily access our services and understand how to raise a complaint.

Lead Cabinet Member: Cllr Cutler				Project Sponsor: Laura Taylor		
Programme RAG status	Timeline			Budget		
	Q3	Q4	Q1	Q3	Q4	Q1
Progress achieved against last quarter MHCLG - An area-wide response was sent to MHCLG covering: - Warding Arrangements, - Returning Officer for Shadow Authority Elections, - Parish Election alignment and - Future Unitary names. Mobilisation - Service self-reflection project commenced to engage service areas to identify strengths, opportunities, watchouts, and any specific implications of the decision related to the Newlands Boundary Change. - Foundational Phase of the programme begun with the Implementation Team (CXs) stood up. - Implementation Team agreed overall programme governance structure and mobilisation work packages. - Laura Taylor appointed as the Deputy Senior Responsible Officer (DSRO) for Mid-Hampshire. 10 Programme Themes (Finance, Assets, Procurement & Contracts, Legal/Democratic, Data, Comms & Engagement, People & Culture, Neighbourhoods & Communities, Strategy & Policy, Technology) and 5 service portfolios (Children's, Adults/Public Health, Housing & Communities, Corporate Services, Place) agreed. - Laura Taylor appointed as Sponsor for People and Culture Theme. - WCC Theme representatives agreed - Initial Data Hub Upload completed Political Governance - Appointments made to the Mid-Hampshire and South-East Hampshire (Voluntary) Joint Committees (CAB3552). - JC Terms of Reference and Terms of Procedure drafted. Engagement - Staff and member engagement has continued with an all staff briefing, two all member briefings and a parish briefing which included LGR updates.						

Actions for the next quarter:

- Preparations for Joint Committees for first meetings in September
- Recruitment of Mid-Hampshire Programme Director
- A draft Implementation Plan for Hampshire to guide the area-wide programme
- A meeting of Mid-Hampshire Senior colleagues planned for 30th July
- Theme's to be fully scoped and workstreams mobilised
- Programme Finance principles to be finalised and agreed

Efficient and Effective - Progress against actions in service plans 2026-28

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G
1	Digitisation and review of the Planning Service (linked to this, other services that use IDOX platform).	Cllr Porter	On-going	
2	Deliver customer focused digital improvements of housing landlord services to support our tenants	Cllr Reach	April 2027	
3	Protecting our places by strengthening planning enforcement	Cllr Porter	On-going	
4	Introduction of a drone policy and purchase of a drone for use in planning enforcement / other regulatory activities. Also covers drone and other footage provided by interested parties. To include legal governance over the use of footage.	Cllr Porter	April 2027	
5	Successful procurement and mobilisation for a new and resilient grounds maintenance contract	Cllr Cramoysan and Cllr Learney	July 2026	
6	Digital Transformation to modernise the customer journey and make the way our residents' contact us easier and faster	Cllr Cutler	March 2027	

Ongoing service plan actions from 2025-26

- Review of website to improve digital customer experience (Green in Q4) – Due to a loss of resource, this is now absorbed into business as usual, and will be aligned to preparation for LGR

Red/Amber status

1 - There are a number of vacancies in the Digital Transformation Project Team which has led to digitalisation work in planning being temporarily paused pending successful recruitment.

2 – The Landlord service recognises the need to modernise the service to enable customer to self-serve at a time of day that suits them. To support this we have created a high-level project plan to support the development of the 'My Winchester Tenancy' portal with a system demonstration arranged in August 2026

6 – There are several vacancies in the project team leading on transformation which means the digitalisation work in Housing has temporarily been slowed / paused. Recruitments are currently underway to fill these vacancies with supporting planning to move this work forward again.

Measuring our progress

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Q4 - 25/26	Q1 - 26/27	Target 26/27	Status
EE1	% complaints responded to within 10 working days	Becker	Liz Keys	88%	90%	97%	90%	96%	90%	
EE2	% of upheld and partially upheld complaints			60%	70%	59%	70%	52%	Measure only	n/a
EE3	Number of digital resident interactions with the council (online reports)		Laura Taylor	7,564	7,049	7,021	17,820	9,611	41,000	
EE4	% of major planning applications decided within time or agreed extension (WCC / SDNP)	Porter	Cheryl Headon	91.67% / ~	100% / ~	100% / 100%	100% / 100%	100% / ~	80%	
EE5	% of non-major planning applications decided within time or agreed extension (WCC / SDNP)			93.67% / 84.67%	94% / 81%	89% / 95%	97% / 98%	89% / 98%	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, inclusive of reductions in 'issues' submissions (also allowing for plateau in 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

Section 6 Listening and Learning

Delivery highlights – April to June 2026

- Stage 2 public consultation held seeking views on the proposals for two new parish councils in Winchester from April 2027. Two drop-in events were held with one being at the Cala Sales Office in Kings Barton. In total 337 responded to the consultation questionnaire.
- Published our Tenants Satisfaction Survey results which saw an overall satisfaction score of 78% for Winchester as a Landlord.
- Consulted with residents, tenant representatives, registered providers, support organisations and partner agencies as part of the development of the updated Tenant Strategy and Tenancy Management Strategy and as a result of the feedback made changes to the Strategy before
- Involved two TACT members in the procurement and evaluation process for the new repairs and maintenance contract.
- Working to improve tenant equality, diversity and inclusion data through engagement with housing groups
- Held five themed Housing Improvement workshops with TACT (Tenants and Council Together)
- Complaint focus group held with housing tenants which gathered informed tenant feedback on quality of complaint response letters, to identify specific improvements that can be embedded into future responses.
- Commissioned Housing Quality Network (HQN) to undertake a mock inspection of the Landlord Service in May, with feedback informing service improvement plans to ensure the landlord service is inspection ready and focussed on achieving a C1 Judgement in the future.

Listening and Learning – Progress against actions in service plans 2026-28

Ref	Project	Cabinet Member	Delivery Date	Status R/A/G
1	Community Governance Review – creation of a Winchester Town Council	Cllr Becker/ Cllr Cutler	April 2027	
2	Oversee the successful transfer of assets, including responsibility for public conveniences to parish and town councils.	Cllr Becker	April 2027	
3	Local Government Reorganisation - Establish and manage a dedicated Programme Management Office (PMO) to lead and coordinate the council's activities in alignment with the LGR Implementation Plan, ensuring readiness for the new Unitary Authority.	Cllr Cutler	April 2028	

Ongoing service plan actions from 2025-26

- Prepare a consultation policy and charter for adoption and use across the council (Green in Q4) - The consultation policy and charter are in draft and expected to be adopted during Q3.

Measuring our progress

Long range trackers (Annual)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	2021	22/23	23/24	24/25	25/26	Target & Status 25/26	Target 2027
LL1	% of residents satisfied with the way the council runs things (LG Survey) ¹	Becker	Laura Taylor	No survey	75% (SE 62%)	No survey	69% (LG 55%)	N/A (LG 51%)	> LGA average	> LGA average
LL2	Resident's satisfaction with local area (LG survey) ¹			No survey	96% (SE 74%)	No survey	87% (LG 75%)	N/A (LG 72%)	> LGA average	> LGA average
LL3	Housing Satisfaction survey scores TSM	Reach	Simon Hendey			78%	76%	78%	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:**

¹ Previous year's data relates to past resident survey responses for equivalent questions. The city council is not expecting to undertake a further resident's survey prior to LGR implementation. Last LG polling was October 2025.

Practical real-time measures (Quarterly)										
No.	Performance measure	Cabinet member (Cllr)	Lead Director	Q1 - 25/26	Q2 - 25/26	Q3 - 25/26	Q4 - 25/26	Q1 - 26/26	Target 26/27	Status
LL4	Number of respondents to consultations	Becker	Laura Taylor	98	1,745	1,526	0	337	Measure only	n/a

Section 7 Financial Report

Financial Position

This section presents a summary of the council's financial position as of 30 June 2026 regarding the General Fund (Revenue and Capital) and Housing Revenue Account budgets.

General Fund Revenue

Summary

A balanced budget was set by Council in February 2026. Regular budget monitoring has identified the following variances during the first quarter of 2026/27. The net of these variances is currently a very small full year deficit forecast of £50k.

To date, TC25 has secured total budget reductions of £1,675,000. A number of projects are underway with further savings expected and will be reported in the next quarter.

Budget Variance forecasts:

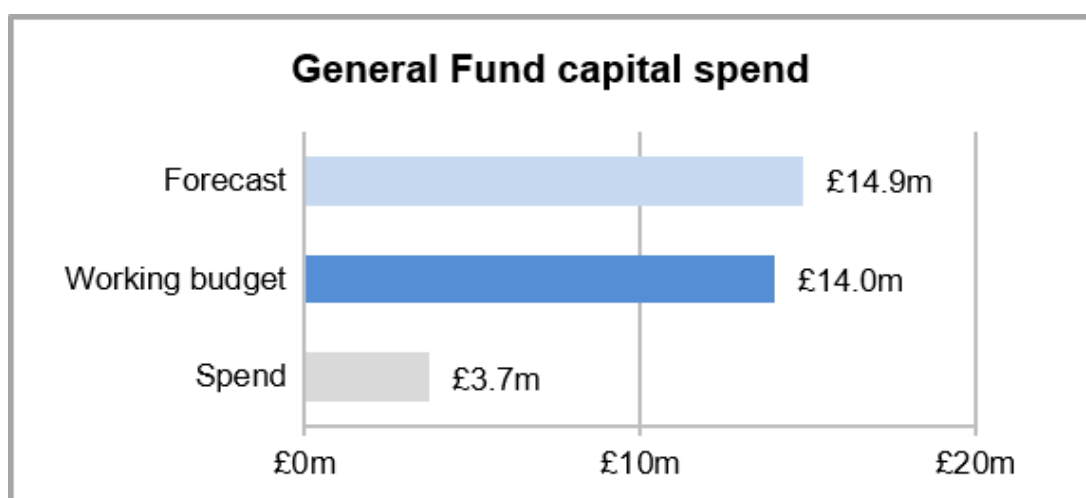
- A review of general fund rent forecasts is currently showing a forecast deficit of £250k. This is a forecast of rent reviews during the year and also any potential void periods.
- A proposed agency arrangement for the leisure centres is forecast to provide a budget saving of £250k per annum. This would be pro-rated for 2026/27 and is current forecast at a saving of £100k (TC25 project).
- A review of contract budgets has identified baseline savings of £90k. This is the result of revised assumptions around inflation and property escalators.
- HVO costs relating to the waste contract have increased substantially since a previous one-year fixed arrangement expired in March 2026. The total budget of £270k is forecast to be overspent by £70k in 2026/27. This overspend could be funded by reserves in 2026/27 with further options developed for 2027/28 alongside the budget setting process.
- Early forecast savings from employee vacancy management is expected to achieve additional savings of £300k in 2026/27. High-level assumptions have been made about vacancies to the end of the year. The main areas of forecast underspend are Legal, Building Control, Democratic Services, and Estates.
- Guildhall income is forecast to be £50k below budget due to reduced bookings of the Bapsy Hall.
- Due to a VAT change in relation to the Park & Ride, baseline income is forecast to be £170k below budget.

2026/27

	Budget	Forecast
Greener Faster	11.493	11.643
Thriving Places	1.343	1.343
Healthy Communities	2.560	2.460
Good Homes for All	3.595	3.595
Effective and Efficient	10.797	10.547
Parish Precepts	5.168	5.168
TOTAL NET EXPENDITURE	34.956	34.756
<u>Tax and Grant Income</u>		
<u>Council Tax Requirement:</u>		
- <i>Winchester District Charge</i>	9.438	9.438
- <i>Winchester Town Charge</i>	1.435	1.435
- <i>Precepts Levied by Parishes</i>	5.168	5.168
Retained Business Rates / New Homes Bonus / Other Grants	15.635	15.635
Investment Activity	1.392	1.142
Reserve Related Movements	1.888	1.888
TOTAL FUNDING	34.956	34.706
TOTAL FORECAST OVERSPEND / (UNDERSPEND)		0.050

General Fund Capital

1. General Fund capital expenditure to the end of June was £3.7m the majority of which relates to the following projects: Purchase of the former St Clement's surgery (£2.88m), River Park Cricket Pavilion (£0.19m), CIL funded community projects (£0.21m), and Disabled Facilities grants (£0.26m). There have also been smaller amounts of expenditure on several other projects.
2. Capital budgets for 2026/27 were revised for brought forward balances and other changes, such as reforecasting and new approvals, as part of the General Fund 2025/26 outturn also reported to September cabinet (CAB3567 refers), and this is reflected in the forecast below. 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 2026/27.



4. Key items of expenditure in Q1 2026/27:

Acquisition of former St Clement's Surgery *Total Budget: £2.877m*

<i>Exp: Prior years</i>	<i>£nil</i>	<i>Q1</i>	<i>£2.877</i>	<i>Total</i>	<i>£2.877m</i>
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An opportunity arose for the Council to consider acquiring the former St. Clements Surgery property in Tanner St. The property is in the middle of the Central Winchester Regeneration (CWR) area and adjoins the red line boundary

of the Development Agreement (DA) that the Council has with Jigsaw. It therefore presented an opportunity to de-risk part of Jigsaw's proposals for the land covered by the DA as well as provide more homes and commercial space in line with the CWR Supplementary Planning Guidance adopted in 2018.

River Park Cricket Pavilion

Total Budget: £2.3m

<i>Exp: Prior years £1.883m</i>	<i>Q1 £0.188m</i>	<i>Total</i>	<i>£2.071m</i>
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The new pavilion officially opened on 14 May with only the installation of solar panels remaining to be completed. It is a valuable additional asset in River Park, which is already a hub for sporting, community and social activity and recreation. It provides 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 providing changing and club house facilities to support their events or sports.

Disabled Facilities Grants

Total Budget: £1.53m

<i>Expenditure: recurring annually</i>	<i>Q1</i>	<i>£0.26m</i>
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During the period 1 April to 30 June £261,000 of grants were paid over. In addition to the grant allocation, the council holds £1.4m 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 £3.54m was set by Council in February 2026 (CAB3490 refers) and subsequently amended to reflect decisions made in Quarter 1.
2. An overall deficit of £3.466m is forecast for 2026/27. This represents an overall favourable movement of £0.138m

	2026/27	
	Budget	Forecast
Housing Management - General	6,750	6,802
Housing Management - Special	1,322	1,177
Repairs and Repairs Administration	12,459	12,413
Debt Management & Interest income	8,006	7,706
Contribution to Major Repairs	11,087	11,387
TOTAL NET EXPENDITURE	39,624	39,484
Rent, Service Charges and other income	(36,020)	(36,018)
TOTAL FUNDING	(36,020)	(36,018)
TOTAL FORECAST OVERSPEND / (UNDERSPEND)	3,604	3,466
Variance to budget		(138)

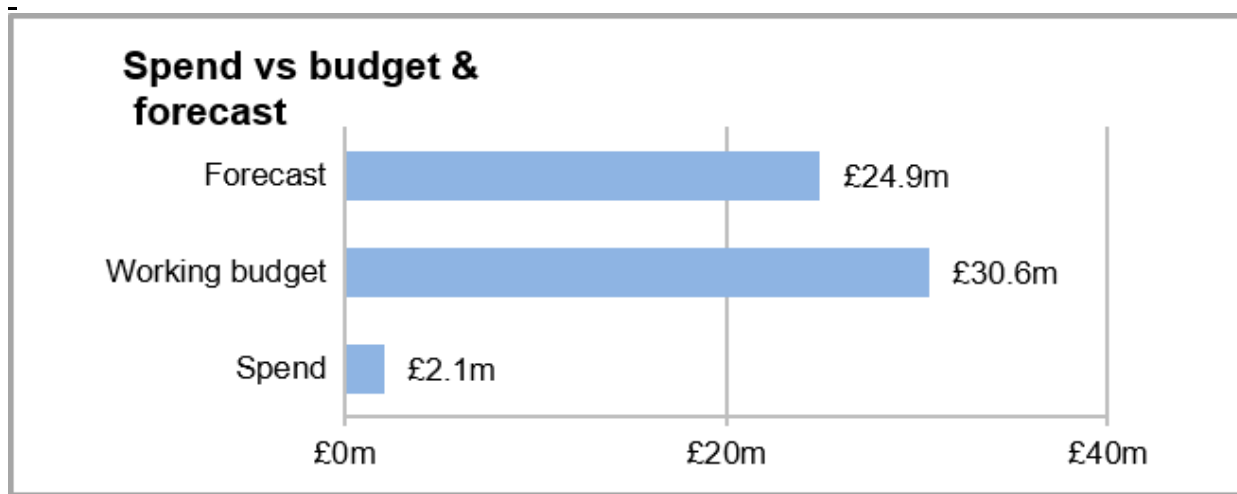
3. In total there is a forecast adverse variance of £3.466m, compared to a budgeted draw from the HRA of £3.604m; a favourable movement of £0.138m which is made up of the following key variances:
4. A vacancy management target of £0.1m was set within the budget for 2026/27. As at quarter 1, based on existing vacancies and committed agency spend, the forecast vacancy management achievement is £0.08m. This target will continue to be managed as and when vacancies arise, and alternatives to the use of agency staff explored, to ensure the target is met by 31st March.

5. The budget for the stock condition survey was split across the 2025/26 and 2026/27 financial years, based on commencement in summer 2025 and completion in summer 2026. The forecast for this budget is expected to be favourable by £0.1m, based on current profiling of spend, which was higher in 2025/26 by an equivalent amount.
6. Rental income is forecast to be slightly higher than budget by £0.05m, in part due to lower-than-expected RTB sales as a result of fraud prevention activity and in part due to the number of units expected to be handed over at Kings Barton over the course of the year.
7. 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 2025/26 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.
8. A favourable variance of £0.3m on external interest is forecast. 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. Based on the current capital forecast, and assuming unallocated new homes budget remains unspent, demonstrates a favourable variance of £0.3m.

Housing Revenue Account Capital Spend

1. Housing capital expenditure to the end of June was £2.339m, of which:
 - £0.569m was on major works.
 - £1.340m on the New Build programme; and
 - £0.430m on other schemes.
2. 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 over the remainder of the year is expected to include expenditure on the acquisitions at Kings Barton, with the next tranche of units at 'golden brick' stage due to transfer over in July 2026. Expenditure on Hazeley Road and Woodman Close will continue throughout the year. Major repairs contracts are now largely in place. Furthermore, contracted retrofit works on 514 properties are expected in this financial year.



4. Key items of expenditure in Q1 2026/27 includes:

- *Major repairs* *Total Budget £11.404m*

Exp: Recurring Annually *Q1 £0.568m* *Total £0.568m*

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. The remaining works from 2025/26, for which carry forwards are being requested, have now been completed and contracts for 2026/27 programme have largely been procured or in the process of being procured. The forecast spend for 2026/27 is currently £10.926m against budget of £11.404m.

- *Climate Emergency* *Total Budget £6.055m*

Exp: Recurring annually *Q1: £0.210m* *Total £0.210m*

The HRA Business plan includes a £45m investment into energy efficiency measures across the housing stock, covering expenditure on insulation and ventilation measures, and significant energy investment measures. The current programme for 2026/27 is anticipated at £6m. The main variance relates to the termination of the contract at Swiss Cottages, which was considered by Cabinet at its October meeting.

- *Fire Safety Improvement works* *Total Budget £6.000m*

Exp prior years: £0.78m Q1: £0.06m Total £0.84m

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 major works at Whitewings House now complete.

- *Improvements & Upgrades* *Total budget £0.279m*

Exp: Recurring annually Q1: £0.042m Total £0.042m

The budget for improvements and upgrades relates specifically to Sheltered Housing upgrades and Estates improvements. The Estates improvements programme expected spend for 2026/27 is £0.35m, against budget of £0.46m.

- *Sewage treatment plant upgrades* *Total budget £1.567m*

Exp: Prior Years £0.146m Q1: £0.00m Total £0.146m

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. PAC considered the outline business case for four sites to be upgraded by WCC, and a number of sites to be funded by PfSH. Following expected approval of final business cases in Q2, work is expected to commence in Q3.

New build:

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

Exp: Prior years £0.513m Q1: £0.00m Total £0.513m

In September 2024 the Cabinet approved the spend of up to £1.36m on the repurchase of former Council properties. To date, two properties have been purchased, and the Council continues to review any ex-Council houses that are offered back for purchase.

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

Exp: Prior years £18.303m Q1: £0.716m Total £19.019m

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, as at 30 June, to date 34 units have been completed and handed over.

- *Hazeley Road Property Acquisition* *Total budget: £1.83m*

Exp: Prior years £0.906m Q1: £0.301m Total £1.207m

Acquisition of 10 units at Hazeley Road, agreed during 2024/25, and scheduled for completion in Q4 2026/27.

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

Exp: Prior years £0.162m Q1: £0.323m Total £0.485m

The construction of five units at Woodman Close was agreed during 2025/26, and construction commenced in early 2026.

- *Unallocated budgets New Homes* *Total budget: £4.29m*

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

The capital programme includes £4.29m of budgets subject to approval of expenditure. Proposed purchases of properties part funded by LAHF round 4 grant funding will be drawn from this budget as and when they are identified and delegated decisions to purchase are agreed.