

## **STRATEGIC PRIORITIES 2004/05– First Quarter Monitoring**

### Key:

- Objective fully completed and any on-going work integrated with routine activities
- ☺ On track to be completed (NOTE: This will include objectives where no action is yet required provided the Lead Officer is satisfied that resources are in place to deliver to the deadline stated)
- ☹ Uncertain whether the objective can now be completed within the timescale indicated – the comment column will show the reason for uncertainty and action being taken to address this.
- ☹ The objective has not or will not be completed within the timescale indicated – the comment column will show any revised timetable and future monitoring will be against the revised timescale, once this has been agreed.

- Ldr** Leader
- CHPH** Culture, Heritage and Sport Portfolio Holder
- ETPH** Economy and Transport Portfolio Holder
- FRPH** Finance and Resources Portfolio Holder
- HOPH** Housing Portfolio Holder
- ICPH** Healthy and Inclusive Communities Portfolio Holder
- PLPH** Planning Portfolio Holder
- EHPH** Environmental Health Portfolio Holder
  
- CX** Chief Executive
- CSS** City Secretary and Solicitor
- DCS** Director of Community Services
- DDS** Director of Development Services
- DF** Director of Finance
- DHH** Director of Health and Housing
- DP** Director of Personnel

Strategic Priority Improvement	Objectives for 2004/05	Lead	Q1	Q2	Q3	Q4	Comments
<p>HOMES AND ENVIRONMENT:</p> <p>To provide affordable homes in safe and pleasant environments for all sectors of our community</p> <p><b>1. Make best use of Council owned land and use our planning policies to secure sufficient land and funding to provide, in partnership, a full range of high quality homes for rental or ownership to meet the needs of our residents</b></p>	a) Bid for £3m social housing grant from the Housing Corporation and, subject to planning permission and free land, produce 110 units of affordable housing	HOPH/DHH	☺				<b>Q1:</b> Housing Corporation has made a range of allocations to the South East Region for the Winchester area in it Approved Development Programme. Affordable Hsg capital programme detailed in CAB874 dated 5 July 2004. Potential for 143 completions this year
	b) Investigate the use of LA resources to fund the new provision of affordable housing	HOPH/DHH	☺				<b>Q1:</b> Butlers currently reviewing options for funding future development programmes. Draft report to be submitted to Housing Options Steering Group on 20 July 2004
	c) Deliver, subject to Planning Permission, housing units on the sites identified in the Urban Capacity Study	HOPH/DHH	☹				<b>Q1:</b> An on-going part of the work of the Enablement Team. Sites in the pipeline in Stanmore should come forward in the 2 <sup>nd</sup> quarter.
	d) Consider the West of Waterlooville proposals and aim for 50% of the units to be affordable of mixed tenure	HOPH/DHH	☺				<b>Q1:</b> Being considered as part of Local Plan Inquiry later this year and as part of planning application. 50% figure to be justified in Local Plan Inquiry and negotiated within the planning application. Local Plan Inquiry to be completed around about November 2004
	e) Support the creation of a RSL LIFT model of financing the delivery of affordable homes for West of Waterlooville in the first instance	HOPH/DHH	☺				<b>Q1:</b> Work being undertaken to support the WOW affordable housing proposals. The LIFT will be reliant on timing and acceptance by the developer of the RSL case.
	f) Consider the affordable housing implications of any proposed Major Development north of Winchester	HOPH/DHH	☺				<b>Q1:</b> Preliminary discussions with applicant. Understand that an RSL has been involved in discussions with developer. Planning are currently considering the planning application, due for decision in August/September 2004.

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<p>HOMES AND ENVIRONMENT (cont.):</p> <p>To provide affordable homes in safe and pleasant environments for all sectors of our community</p> <p><b>1. Make best use of Council owned land and use our planning policies to secure sufficient land and funding to provide, in partnership, a full range of high quality homes for rental or ownership to meet the needs of our residents</b></p>	g) Develop a Key Worker Housing Strategy	HOPH/DHH	☺				<b>Q1:</b> Strategy currently being drafted. Survey of local employers currently underway.
	h) Obtain Fit For Purpose status for the Housing Strategy	HOPH/DHH	☹				<b>Q1:</b> GOSE have now confirmed that the Fit for Purpose status has been achieved
	i) Develop a Home Improvement Agency (HIA) with neighbouring authorities to deliver housing improvements and to enable vulnerable groups to stay in their own homes as long as possible. The HIA will be a channel for new Government funding in future years	HOPH/DHH	☺				<b>Q1:</b> Discussions progressing. Work should be complete 2 <sup>nd</sup> quarter.
	j) Review the pilot scheme of using Ground Floor Hard-to-Let sheltered accommodation for homeless people and depending on the results consider roll out to other schemes where there are similar hard-to-let problems	HOPH/DHH	☺				<b>Q1:</b> Trial at Harwood Place and Colson Close currently underway. Positive feedback received and formal review will be completed in the autumn. Scope for extension of the scheme will be reliant on numbers/demand of cases meeting strict suitability criteria
	k) Consider the ODPM's reports on the Choice Based Lettings pilots and report on their appropriateness to WCC	HOPH/DHH	☹				<b>Q1:</b> Currently under review. Report reviewing pilots planned for Housing PIC later this year

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<p>HOMES AND ENVIRONMENT (cont.):</p> <p>To provide affordable homes in safe and pleasant environments for all sectors of our community</p> <p><b>2. Refurbish our existing housing stock in order to meet the Decent Homes standard by the 2010 target date</b></p>	a) Complete the Housing Options Appraisal, to identify the most appropriate option for meeting the DHS	HOPH/DHH	☺				<b>Q1:</b> Project progressing well and timetable on track. ODPM now openly referring to Winchester's approach as very thorough and an example of good practice
	b) Deliver the Housing Repairs and Improvement programme to be on target for DHS by 2010 and to meet HRA Business Plan targets	HOPH/DHH	☺				<b>Q1:</b> 30.3% of stock currently non decent. Business Plan target to review position in current year and then bring properties up to decent standard at a rate of 20% per annum or faster depending on resources
	c) Obtain Fit For Purpose status for the HRA Business Plan	HOPH/DHH	☹				<b>Q1:</b> GOSE have now confirmed that the Fit for Purpose status has been achieved
<p><b>3. Work with partners to make our communities safer</b></p>	a) Improve effectiveness of Crime and Disorder Reduction Partnership (CDRP) Audit of issues and crime statistics	ICPH/DCS	☺				<b>Q1:</b> CDRP audit is underway with contract for analysis let to Portsmouth University
	b) Support the work of the Community Safety Partnership	ICPH/DCS	☺				<b>Q1:</b> CSP budget determined and management support for CSP work now increased with move to Community Services Department
	c) To develop and publish clear policies and procedures in relation to the new duties under the Anti-Social Behaviour Act 2003. This relates to both Housing landlord responsibilities and Environmental Health enforcement duties	ICPH/DCS	☹				<b>Q1:</b> Delegation arrangements to officers included in recent update of Scheme of Delegation. Working arrangements for new powers being considered internally

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<p>HOMES AND ENVIRONMENT (cont.):</p> <p>To provide affordable homes in safe and pleasant environments for all sectors of our community</p> <p><b>3. Work with partners to make our communities safer</b></p>	<p>d) Aim to implement the recommendations coming out of the planning exercise in Stanmore and Highcliffe.</p>	<p>ICPH/DCS</p>	<p>☺</p>				<p><b>Q1:</b> Highcliffe Community Action Group firmly established and aiming to take on status as Community Association. Successful meetings of Stanmore Steering Group held. Discussion of community issues with these groups beginning to build relationship between Council and community.</p>
<p><b>4. Introduce pilot schemes for better management of local environments through neighbourhood wardens</b></p>	<p>a) First phase of Wardens Scheme in place by Dec 2004</p>	<p>ICPH/DCS</p>	<p>☺</p>				<p><b>Q1:</b> Processes for consultation agreed – already held with TACT and Town Forum. Job descriptions prepared and ready for job evaluation</p>
	<p>b) To work with Community Services to manage the trial introduction of Community Wardens to two estates in Winchester</p>	<p>ICPH/DCS</p>	<p>☺</p>				<p><b>Q1:</b> As above</p>

Strategic Priority Improvement	Objectives for 2004/05	Lead	Q1	Q2	Q3	Q4	Comments
<p>GREEN AGENDA:</p> <p>To minimise pollution and waste and to make efficient use of resources</p> <p><b>5. Introduce improved waste collection and recycling services including the kerbside collection of garden waste</b></p>	<p>a) Prepare for a trial of Alternative Weekly Collection (AWC) in a single round area as an improved separated refuse and recycling system and generate a PR / Information campaign to inform the residents of the pilot area and wider district</p>	<p>EHPH/ DHH</p>	<p>☺</p>				<p><b>Q1:</b> Trial due to commence in October. Leaflet now distributed and presentations throughout trial area under way. Temporary staff and PR support appointed to assist with communication strategy.</p> <p>Health PIC to recommend that Waste IMOG be reconvened to monitor progress with the trial</p>
<p><b>6. Require through planning conditions, sustainable transport plans (in conjunction with HCC), landscaping and environmental improvements</b></p>	<p>a) Set customer-led targets for management of sustainable transport, and natural environment</p>	<p>ETPH/ DDS</p>	<p>☺</p>				<p><b>Q1:</b> Work due to commence in second quarter.</p>
	<p>b) Transport Forum Chair to input into the LSP "Transport" theme (monitor)</p>	<p>ETPH/ DDS</p>	<p>☺</p>				<p><b>Q1:</b> Transport Forum Chair yet to be appointed. To be appointed in second quarter.</p>
	<p>c) Implement WCC Parking Review and policies</p>	<p>ETPH/ DDS</p>	<p>☺</p>				<p><b>Q1:</b> Parking review completed and policies implemented.</p>
	<p>d) Ensure sustainable new development</p>	<p>ETPH/ DDS</p>	<p>☺</p>				<p><b>Q1:</b> Being achieved through planning decisions and in new Local Plan. Building Regulations likely to incorporate more sustainability criteria than present.</p>

Strategic Priority Improvement	Objectives for 2004/05	Lead	Q1	Q2	Q3	Q4	Comments
<p>GREEN AGENDA:</p> <p>To minimise pollution and waste and to make efficient use of resources</p> <p><b>7. Reduce the need for customers to travel to access services</b></p>	<p>a) To provide local housing management / housing benefits surgeries in sheltered housing schemes remote from Winchester</p>	ICPH/ DDS	☺				<p><b>Q1:</b> Successful trials completed at Denmead and Wickham in Feb and March. Schedule of events planned for this year with both Housing and Benefits staff attending</p>
	<p>b) Develop a Corporate Access Policy and Action Plan (incl Disability Discrimination Act)</p>	ICPH/ DDS	☹				<p><b>Q1:</b> Disability Discrimination Act requirements will be drafted by Head of Building Control but will require other corporate input on wider corporate access policy issues.</p>
	<p>c) Develop and promote electronic access to services eg Link Document Management System to Public Access</p>	ICPH/ DDS	☺				<p><b>Q1:</b> Aim to achieve link by September (Q2) and marketing of electronic services to follow (Q3).</p>
	<p>d) Link to Planning Portal and other e-government access and e-application submission initiatives</p>	ICPH/ DDS	☺				<p><b>Q1:</b> E-payment system in process and aim to link to e-application submission on Planning Portal by September (Q2).</p>
<p><b>8. Work with other authorities to introduce measures to ensure that the Air Quality Management Areas can be removed by 2006</b></p>	<p>a) Review how nitrogen dioxide levels within the Air Quality Management Area can be reduced by an additional 17% to below 36 ug/m<sup>3</sup> (annual average).</p>	EHPH/ DHH	☺				<p><b>Q1:</b> Options appraisal by Air Quality Steering Group to be completed July 2004.</p>
	<p>b) Draft, consult and produce an Air Quality Action Plan by March 2005, to include traffic management measures.</p>	EHPH/ DHH	☺				<p><b>Q1:</b> AQAP to be drafted by November 2004 for consultation. Final Plan by March 2005</p>

Strategic Priority Improvement	Objectives for 2004/05	Lead	Q1	Q2	Q3	Q4	Comments
<p>GREEN AGENDA:</p> <p>To minimise pollution and waste and to make efficient use of resources</p> <p><b>8. Work with other authorities to introduce measures to ensure that the Air Quality Management Areas can be removed by 2006</b></p>	<p>c) Update the equipment in the air quality monitoring stations to ensure that the accurate and relevant monitoring of key parameters is continued.</p>	<p>EHPH/ DHH</p>	<p>☺</p>				<p><b>Q1:</b> Funding secured for 2004/05 (£50k WCC capital + £45 k SCA) Tendering scheduled for Sep 04 with replacement aimed for Jan 05</p>
	<p>d) Review potential for staff to homework, reducing congestion in the City</p>	<p>EHPH/ DHH</p>	<p>☹</p>				<p><b>Q1:</b> Currently under consideration by Sustainability Working Group</p>



Strategic Priority Improvement	Objectives for 2004/05	Lead	Q1	Q2	Q3	Q4	Comments
<b>SOCIAL INCLUSION:</b> To ensure that everyone can play a full part in the life of their community. Using our Social Inclusion Strategy to inform our decisions <b>9. Work with and support the voluntary sector to deliver the most appropriate services for the local communities</b>	a) Prepare and sign voluntary sector 'Compact'	ICPH/DCS	☺				<b>Q1:</b> Cabinet has agreed principles of Compact
	b) To provide up to £75,000 joint funded grant aid to support projects aimed at meeting Health Improvement Programme targets through the HISI fund	ICPH/DCS	☺				<b>Q1:</b> Budget is in place and £22k carry forward from 2003/04 recommended to Cabinet for approval by Health PIC
<b>10. Help people access the services they need</b>	See actions under Reducing need to travel improvement (above) and Customer Service (below)						
<b>11. Promote the full take-up of benefits entitlements</b>	a) Establish new 'It's OK to Ask' web pages	ICPH/DCS	☹				<b>Q1:</b> Work has not yet started
	b) To provide the local Housing Management / Benefits surgeries for all tenants monthly in the rural sheltered schemes	ICPH/DCS	☺				<b>Q1:</b> Benefits Visiting Officer attending monthly surgeries at Wickham and Denmead arranged by Housing Management Team.
	c) Improve Council's own performance in benefit processing	ICPH/DCS	☺				<b>Q1:</b> Continued improvement in performance being achieved.
	d) Expand the Homecheck Service to the under 5s for a two year pilot period in conjunction with the PAIN Alliance	ICPH/DCS	☹				<b>Q1:</b> This is not now due to go ahead in the current financial year due to other work pressures.

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<p>CUSTOMER SERVICE: To provide a high standard of customer service in all that we do</p> <p><b>12. Establish a dedicated customer service centre responsible for dealing with enquiries and complaints effectively</b></p>	<p>a) 50% of enquiries dealt with at first point of contact</p>	<p>Ldr / DF</p>	<p>☺</p>				<p><b>Q1:</b> Project Board up and running. Project plans completed and being put into action to deliver to target date. Customer Service Manager due to be appointed in July 2004.</p>
<p><b>13. Make our services more readily available through the Internet and more convenient hours of service</b></p>	<p>a) BVPI 157 80%</p>	<p>FRPH/ DF</p>	<p>☺</p>				<p><b>Q1:</b> On course to meet the target in 2004/05</p>
	<p>b) Support the operation of the Customer Service Centre</p>	<p>FRPH/ DF</p>	<p>☺</p>				<p><b>Q1:</b> See 12a) above. Plans for the Customer Service Centre are progressing. Recruitment process for Centre Manager is now under way</p>
	<p>c) Introduce and promote the facility for paying rent on-line</p>	<p>FRPH/ DF</p>	<p>☺</p>				<p><b>Q1:</b> System is currently being tested with the aim to go live at end of July 2004.</p>

Strategic Priority Improvement	Objectives for 2004/05	Lead	Q1	Q2	Q3	Q4	Comments
<p><b>ECONOMIC PROSPERITY:</b></p> <p>To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all</p> <p><b>14. Use our planning policies to facilitate the establishment and growth of local businesses</b></p>	a) Work in partnership with Developers to implement Broadway / Friarsgate regeneration	ETPH/ DDS	☺				<b>Q1:</b> Heads of Terms agreed by Cabinet. Development Agreement being developed in 2004/5 for completion by Q2.
	b) Review Development Control policies to ensure they meet business needs (cross ref with Local Development Framework)	ETPH/ DDS	☺				<b>Q1:</b> Not yet developed. Winchester 4 Business Manager to start at end of August. Local Development Framework to start 1 <sup>st</sup> QTR 2005.
<p><b>15. Provide, with our partners, a single focus for business advice and support</b></p>	a) Develop an Economic Development Strategy (EDS) with clear links to the new Tourism Strategy	ETPH/ DDS	☺				<b>Q1:</b> Not yet developed. Winchester 4 Business Manager to start at end of August, completion by Q4.
	b) Appoint Winchester 4 Business Manager	ETPH/ DDS	☺				<b>Q1:</b> Winchester 4 Business Manager to start at end of August
	c) Implement medium term actions of Local Economy Community Strategy	ETPH/ DDS	☺				<b>Q1:</b> Some progress. Winchester 4 Business Manager to start at end of August. Completion by Q4. "Vision 4 Winchester" launched at Town Forum on 22 July 2004.
<p><b>16. Promote the roll-out of Broadband technology across the District</b></p>	a) Ensure new developments incorporate Broadband technology eg Winchester North	ETPH/ DDS	☺				<b>Q1:</b> To be included within consideration of Winchester North planning application in Q2. Hampshire Broadband also aware.

Strategic Priority Improvement	Objectives for 2004/05	Lead	Q1	Q2	Q3	Q4	Comments
<p>ECONOMIC PROSPERITY: To achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all</p> <p><b>17. Support the Local Economy including Tourism and Creative Industries</b></p>	a) Through Economic Development Strategy (EDS), link and input to Tourism Strategy	ETPH/ DDS	☹				<b>Q1:</b> Winchester 4 Business Manager to start at end of August. Completion by Q4.
	b) Develop performance based outcomes further, following results of "Local Futures" research and as part of EDS	ETPH/ DDS	☹				<b>Q1:</b> Winchester 4 Business Manager to start at end of August. Completion by Q4.
	c) With partners, address key issues / barriers for increase in tourism identified in Tourism Strategy	ETPH/ DDS	☹				<b>Q1:</b> Winchester 4 Business Manager to start at end of August. Completion by Q4.
	d) Agree plans for new Cultural Centre	CHPH/ DCS	☺				<b>Q1:</b> Terms of City Council involvement agreed. Discussions with County on detailed issues in progress awaiting final HCC approval of scheme
	e) Launch new Tourism Strategy	CHPH/ DCS	☺				<b>Q1:</b> Consultation completed. Final draft now being prepared for Cabinet

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<b>CULTURAL AND LEISURE OPPORTUNITIES:</b>  To increase access to cultural and sporting activities <b>18. Encourage healthier lifestyles and successful communities across the District and the age ranges through the promotion of sporting and cultural activities</b>	a) Base-line data regarding participation and 'non-use' prepared	CHPH/DCS	☹				<b>Q1:</b> No progress yet
	b) Design 3 year exercise promotion strategy	CHPH/DCS	☺				<b>Q1:</b> Service Level Agreement for new appointment to exercise promotion post agreed and funding in place. Appointment expected in July.
	c) Open new facilities at Swanmore College	CHPH/DCS	☺				<b>Q1:</b> Work on multi-use games area (MUGA) is underway. Tenders for indoor facilities now being sought with start expected in September
<b>19. Establish a Cultural Consortium to guide the implementation of our Cultural Strategy and</b> ☺develop Winchester's cultural and leisure opportunities by working with partners	a) Consortium established and operational	CHPH/DCS	☺				<b>Q1:</b> Principles for the consortium agreed. First meeting will be held in September/October
<b>20. Work with partners to secure more opportunities to increase the enjoyment of visual arts and understanding of local history</b>	a) Agree plans for new Cultural Centre with County Council	CHPH/DCS	☺				<b>Q1:</b> See 17d) above
	b) Commence community archaeology project in Oliver's Battery	CHPH/DCS	☺				<b>Q1:</b> Preliminary meetings held with local community and project enthusiastically received. Detailed project design now in progress

