

CABINET

10 December 2008

UPDATED SUSTAINABLE COMMUNITY STRATEGY AND CORPORATE
BUSINESS PLAN

REPORT OF HEAD OF PARTNERSHIPS AND COMMUNICATION

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RECENT REFERENCES:

CAB 1417, Winchester District Community Strategy Update: Final Draft – 13
February 2007

EXECUTIVE SUMMARY:

This report seeks Cabinet's approval of the 2008 Sustainable Community Strategy refresh, as part of its duty set out in the 2000 Local Government Act to prepare a Community Strategy for the District.

The report also seeks approval for the Corporate Business plan 2009/10. This sets out the City Council's contribution to delivering the Sustainable Community Strategy, as well as the major projects which the Council will undertake in the next financial year.

RECOMMENDATIONS to Cabinet and Council:

- 1 That the updated Sustainable Community Strategy be approved.
- 2 That the Corporate Business Plan for 2009/10 be approved.

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UPDATED SUSTAINABLE COMMUNITY STRATEGY AND CORPORATE BUSINESS PLAN

REPORT OF HEAD OF PARTNERSHIPS AND COMMUNICATION

1 Background

- 1.1 Under the Local Government Act 2000 principal authorities have a statutory duty to prepare a sustainable community strategy setting out a vision for the future of their area in collaboration with relevant partner agencies, and drawing upon the views of local people. This 'community leadership' role means that councils must look beyond their own direct services and take the lead in moving towards overall wellbeing and sustainable development throughout their area. Most councils have convened a local strategic partnership (LSP) of relevant agencies in order to do this. Our LSP is the Winchester District Strategic Partnership (WDSP) in which the City Council plays an active lead role. Further information about the activities of the WDSP can be found on its website at www.wdsp.co.uk/portal
- 1.2 The Local Government Act 2007 has served to reinforce the community leadership role for local government. Amongst other measures it introduced a statutory duty upon unitary and county councils to also create a 'local area agreement' (LAA). A range of public sector partner agencies, including district councils in two-tier areas, are under a statutory duty to co-operate in the delivery of the LAA.
- 1.3 Government guidance also emphasises the important relationship between community strategies, local area agreements, and local development frameworks which set out the spatial planning policies at district level (and replace previous local plans).

2 Sustainable Community Strategy

- 2.1 The Sustainable Community Strategy (SCS) was due for a 'refresh' in 2008. Because of the extensive consultation and research which has been undertaken in support of the Local Development Framework Core Strategy, it was decided to merge the two consultations so that the resulting documents were properly aligned. The revised Sustainable Community Strategy for 2008 is attached at Appendix 1.
- 2.2 The revised SCS closely aligns with the agreed Hampshire LAA which the City Council has signed up to delivering. It also for the first time sets out geographical needs in the District, informed by completed and emerging

community plans (parish plans, Market Town Healthchecks and neighbourhood plans) and the results from the LDF Core Strategy issues and options consultation.

- 2.3 Although it is the statutory duty of the City Council to prepare an SCS, it will be delivered in partnership with a range of organisations which form the Winchester District Strategic Partnership. The detailed delivery of the SCS is contained in a number of partnership action plans which are currently being developed. Finalised action plans can be found at www.wdsp.co.uk.
- 2.4 As the SCS deals with the wellbeing of the District in its entirety, it needs to remain an aspirational document. However, in the current economic climate, there will be various limitations to its delivery. To reflect this situation, a risk assessment has been drawn up setting out the main risks to delivering the SCS and actions which will be taken by the WDSP to mitigate these risks. This can be found at Appendix 3 of the SCS.
- 2.5 The Council's Scrutiny Panel and Principal Scrutiny Committee were asked to provide comments to Cabinet on both the SCS and the Corporate Business Plan. The relevant minutes of these bodies are referred to elsewhere on the agenda for the cabinet meeting. Below is a summary of their comments to Cabinet, and the SCS at Appendix 1 reflects these alterations.

Principal Scrutiny Committee:

- (i) In acknowledgement of the important linkages between education provision and several of the outcomes of the Sustainable Community Strategy, these links be made more explicit within the Strategy document.
- (ii) The Sustainable Community Strategy should not refer to outcomes that were unable to be resourced.
- (iii) Where possible, progress to achieve the key issues within the Outcomes as set out in the Strategy should be reported to Principal Scrutiny Committee when it considers the annual report on the work of the Local Strategic Partnership.

Social Issues Scrutiny Panel:

No comments to Cabinet.

Environment Scrutiny Panel

- (i) At the Health and Wellbeing outcome section of the Sustainable Community Strategy (page 5 of Appendix 1 to the Report refers), with regard to 'Residents are active and at a healthy weight', the following be added to the 'What do we plan to do?' and cross referenced where appropriate:

'Increase opportunities for adults and children to walk and cycle'

- (ii) At the High Quality Environment outcome section of the Sustainable Community Strategy (page 11 of Appendix 1 to the Report refers), with regard to 'The District meets the challenge of climate control', the following amendment be made to the 'What do we plan to do?' and wherever else referred to in both documents:
- (iii) 'Make services **more** accessible without the need for a private car'

Local Economy Scrutiny Panel:

No comments to Cabinet

Resources Scrutiny Panel:

That Cabinet be advised that the Panel welcomes the aspirations set out in the Report, but regrets that the Report had failed to include an indication of the resources likely to be required from the Council and its partners.

(See Paragraph 5 below in respect of resourcing of the Sustainable Community Strategy.)

3 Corporate Business Plan

- 3.1 A draft of the updated Corporate Business Plan 2009-2014 is also attached for comment. This document summarises the major projects which the Council will be undertaking/continuing and their links to the desired outcomes set out in the Sustainable Community Strategy. It also reiterates the Council's aim to be an efficient and effective council, alongside the values which underpin all that we do.

OTHER CONSIDERATIONS:

4 CORPORATE STRATEGY (RELEVANCE TO):

- 4.1 From April 2009 the Sustainable Community Strategy and Corporate Business Plan replace the current Corporate Strategy. The Corporate Business Plan is refreshed each year in light of budget pressures and to give an opportunity for Members to satisfy themselves that the budget is directed to meet the most pressing needs for the District (as set out in the SCS), having regard to statutory requirements and national expectations.

5 RESOURCE IMPLICATIONS:

- 5.1 The purpose of the Sustainable Community Strategy is to give direction to the way in which resources across agencies are used within the Winchester District, including the Winchester City Council budget. This is the reason for taking this overarching strategy to full Council in January as it is designed to give a lead to budget decisions due in February.
- 5.2 Major projects and programmes within the Corporate Business Plan either already have agreed budgets or are subject to budget proposals within the current budget process. Should resources for some projects not be available as planned, the Corporate Business Plan will be amended to reflect any reduction in activities.
- 5.3 It should be noted that some programmes and projects which will help deliver the outcomes are already underway through partnership action plans which can be found on the WDSP web portal www.wdsp.org.uk. The Council's contribution to such plans is agreed each year through the business planning and budget process.
- 5.4 All future proposed actions with resource implications for the Council will be presented to Cabinet for approval.

BACKGROUND DOCUMENTS:

Current Community Strategy and current Corporate Business Plan.

Working documents are held in the Partnerships and Communication Division and are available on request.

APPENDICES:

Appendix 1 – Updated Sustainable Community Strategy

Appendix 2 – Updated Corporate Business Plan

Winchester District Strategic Partnership Sustainable Community Strategy 2008 Refresh

Welcome to the 2008 Sustainable Community Strategy for the Winchester District. It sets out the most important changes needed over the next 20 years to help our communities become more sustainable. We are aiming to improve the quality of life for everyone - but in a way that leaves a good legacy for future generations.

Our vision for the Winchester District is of diverse and dynamic communities, where people work together to ensure that everyone has the opportunity to lead a fulfilling life now and in the future.

This vision sets out what we want for the Winchester District now and in the future - so what does our vision actually mean?

By **diverse**, we mean:

- Recognising that Winchester Town, our market towns and rural areas and our urban areas in the south of the District are distinct and their communities have different needs and aspirations
- Encouraging a varied economy in the District by
 - making sure that our rural economy is strong and able to flourish in a changing economy, and
 - establishing an environment which encourages knowledge based industries to grow in the District
- Supporting new communities which are establishing themselves in the District
- Making sure that everyone in the District, no matter where they live, has the opportunity to enjoy the same great quality of life; and support vulnerable and disadvantaged members of our community.

By **dynamic**, we mean:

- Developing new skills, technologies and industries that make sure Winchester District remains an attractive place to live and do business in the future whilst celebrating and protecting the District's enviable heritage
- Mobilising people to take action, creating opportunities to get involved in their communities and helping them play an active role in developing solutions to local issues

By a **fulfilling life**, we mean:

- Making sure that Winchester District's beautiful countryside, landscape and special features are accessible for everyone and is protected for future generations to enjoy
- Making sure that Winchester District remains an area which encourages cultural opportunities which everyone can participate in
- Ensuring housing is available to meet the diverse needs of our communities, including providing affordable housing.
- Working together to provide opportunities for people to work at home or nearer to their homes
- Help people to make positive changes to their lifestyles for better physical and emotional health.

This vision is critical to leading the way for the Council's Local Development Framework (LDF) which sets the framework for how growth and development will be guided over the next 20 years to make sure that it is sustainable and secures benefits for everyone to deliver the shared priorities of the Sustainable Community Strategy.

The LDF's guiding document (the Core Strategy) is being developed during 2008/09, involving widespread community consultation. It will set out the spatial vision for the District and following consultation will be revised to make sure that the two visions are compatible and complimentary giving the same messages and leading partnership working in the same direction to deliver sustainable development and sustainable communities.

Who will help deliver this vision?

The Winchester District Strategic Partnership (WDSP) is a collective group of partnerships which work together to deliver the Winchester District's Sustainable Community Strategy.

The Sustainable Community Strategy sets out areas of action which need to be addressed by agencies working together. This strategy only contains areas for partnership working; it does not contain issues which can be addressed by one partner alone.

In delivering the Sustainable Community Strategy, the WDSP will follow these principles:

- In all that it does, the WDSP commits to promoting equality of opportunity to all members of our community.
- In all its work to deliver the Sustainable Community Strategy, the WDSP will strive to be as inclusive as possible.
- WDSP will work to enhance and promote Winchester District's rich cultural, natural and built heritage in all that it does.

The following section sets out the main outcomes that the WDSP aims to secure for the whole District as well as areas for action which partnerships will put a particular emphasis on working to deliver.

The Sustainable Community Strategy will also be delivered by the Local Development Framework. The policies and proposals in this will help Winchester City Council to make sure that development and growth in the District helps deliver the important outcomes set out below. Partners of the WDSP are also very closely involved in the LDF as they will need to play a role in supporting future development by providing infrastructure like roads, healthcare, schools and other services that not only help keep an existing community going, but are essential for the creation of new communities.

The Hampshire Local Area Agreement

The Hampshire Local Area Agreement is a further driver for partner agencies to work together to deliver shared goals. Its content is reflected within this Sustainable Community Strategy so that WDSP actions will contribute to both sets of objectives. Many public sector partners, including councils, have a statutory duty to co-operate in the delivery of the Local Area Agreement. Indicators in the SCS which are also part of the Local Area Agreement are shown in **bold**.

The diagram below sets out the links between this Sustainable Community Strategy, our Local Development Framework and the Hampshire Local Area Agreement:



Sustainability Appraisal

In line with the policy of Winchester City Council, this Strategy has been checked against a set of criteria designed to assess its contribution to sustainable development. The summary of this appraisal can be found at Appendix 2. It is important that similar appraisals are made of the detailed delivery plans which partnerships will use to deliver the Strategy. The City Council can assist partnerships in undertaking such appraisals

Below are the main priorities for the Winchester District over the next 5 years. The SCS also sets out the main indicators which will measure whether the WDSP is making a difference against these priorities.

Health and Wellbeing		
The detailed action plan on how the WDSP will deliver this outcome is set out in the Health and Wellbeing Action Plan (hyperlink). This action plan is owned by the Health and Wellbeing Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
Residents are active and a healthy weight	Take positive steps to help all adults and children to achieve a healthy weight and to reduce obesity levels	LI F3: Number of adults doing 30 minutes activity 5 times a week measured through a biannual Hampshire residents face to face survey conducted by Ipsos MORI NI 56 Obesity among primary school age children in year 6
	Increase the number of people who are physically active and increase opportunities for adults and children to walk and cycle	
	Improve access to high quality sport and physical activity facilities	
	Ensure there are opportunities for all residents to benefit from the build up to the 2012 Games, including the Cultural Olympiad	
Residents make decisions which help them maintain a healthy lifestyle	Maintain the already low smoking rates in Winchester District	LI F2: 16+ current smoking rate prevalence LI F4: Alcohol harm related hospital admissions NI 112 Under 18 conception rate
	Develop programmes to keep teenage pregnancy rates low	
	Reduce levels of substance mis-use for tobacco, alcohol and drugs in the District	

Health and Wellbeing		
The detailed action plan on how the WDSP will deliver this outcome is set out in the Health and Wellbeing Action Plan (hyperlink). This action plan is owned by the Health and Wellbeing Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
	Help everyone enjoy the best possible mental health	
Children & young people enjoy healthy, fulfilling and active lives	Promote the wellbeing of every child and young person in the Winchester District, whatever their background or circumstances, by delivering the five 'Every Child Matters' key outcomes - be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.	LI F1: The number of people surveyed who feel that older people in their local area are able to get the services and support they need to continue to live at home for as long as they want to Mini-Unicef study for children and young people in Winchester District
Older people enjoy healthy, fulfilling and active lives	Promote the wellbeing of older people in the Winchester District by delivering positive outcomes, both now and planning for the future, against the seven key dimensions of independence i.e. housing and home, neighbourhood, social activities, social networks, keeping busy, getting out and about, income, information, and health and healthy living.	

Safe and Strong Communities		
The detailed action plan on how the WDSP will deliver this outcome is set out in the Community Safety Plan (hyperlink). This action plan is owned by the Safe and Strong Communities Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
There are low levels of anti-social behaviour throughout the District	Reduce arson and incidents of criminal damage	NI 17 Perceptions of anti social behaviour Monitoring data collected through a new Anti Social behaviour Score Card
	Reduce rowdy and inconsiderate behaviour	
	Reduce re-offending rates in relation to priority and prolific offenders	
There are low levels of violent crime	Reduce assault	NI 20 Assault with injury crime rate NI 32 Repeat incidents of domestic violence
	Reduce repeat victims of domestic violence	
Roads are safe in the District	Reduce serious and fatal road traffic collisions	NI 47 People killed or seriously injured in road traffic accidents
		NI48 Children killed or seriously injured in road traffic accidents

Economic Prosperity		
The detailed action plan on how the WDSP will deliver this outcome is set out in the Winchester District Economic Strategy (hyperlink). This action plan is owned by Winchester City Council and the Economic Prosperity Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
Winchester District exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business	Support the local development of knowledge-based industries,	Reduction in the amount of commuting rates, increasing the proportion of people working and living in the District. <i>Investigation required into how this will be monitored on a regular basis.</i> Total tourism turnover generated by visitors to the Winchester District Number of new businesses operating in the rural areas of the District as supported by the Leader programme (insert hyperlink) Number of visitor bed nights in the Winchester District
	Support the local development of creative industries	
	Facilitate diversification in the rural areas	
	Encourage innovative solutions to premises and transport challenges	
	Market Winchester District as a world-class tourism destination	
The promise of London 2012 is channelled into local opportunities to enhance the skills and ambitions of those who live in the district	Encourage business start-ups	(Local PI) LI B1a) Number of business start ups (Local PI) LI B1b) Businesses per 1000 pop.
	Work with schools, colleges and universities to develop the workforce of tomorrow	

Economic Prosperity		
The detailed action plan on how the WDSP will deliver this outcome is set out in the Winchester District Economic Strategy (hyperlink). This action plan is owned by Winchester City Council and the Economic Prosperity Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
	Reduce the barriers of rural, social and digital isolation	<p>(Local PI) LI C3: Local accessibility</p> <p><i>Indicator to be developed for rural, social and digital exclusion relating to the Indices of Multiple Deprivation.</i></p> <p><i>Indicator to be developed for lifelong learning in line with the developing Economic Strategy</i></p>
	Give all adults of all ages access to learning and development opportunities	
Businesses are good neighbours	Ensure that new development provides benefits for local people	<p>The LDF Core Strategy will set the development strategy across the District for the next 20 years which will be monitored in the Annual Monitoring Report (AMR).</p> <p>Local Development Framework's AMR will indicate how the main infrastructure providers have performed against the programmes for infrastructure set out in the LDF's core strategy.</p>
	Help businesses commit to a low carbon economy	
	Help businesses to take advantage of new technologies to make services more accessible.	
	Improve businesses participation in policy and decision making, and in the wider life of the district	

Economic Prosperity		
The detailed action plan on how the WDSP will deliver this outcome is set out in the Winchester District Economic Strategy (hyperlink). This action plan is owned by Winchester City Council and the Economic Prosperity Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
		Value of tourism turnover retained in the Local economy <i>Indicators on reducing harmful impacts, the use of new technologies and improving business participation to be developed in line with the developing Economic Strategy.</i>

High Quality Environment		
The detailed action plan on how the WDSP will deliver this outcome will be set out in the High Quality Environment Action Plan (hyperlink) (to be agreed February 2009). This action plan is owned by the High Quality Environment Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
The District meets the challenge of climate change	Reduce average carbon dioxide emissions per head for the Winchester District	NI 186 Per capita reduction in CO2 emissions in the LA area
	Work together to reduce fuel poverty in the District, resulting in financial benefits for residents as well as helping to reduce carbon levels	NI 187 Tackling fuel poverty- % people receiving income based benefits living in homes with a low energy efficiency rating
	Maximise the opportunities and minimise the costs of climate change, ensuring the District is 'climate change ready'	NI 188 Planning to Adapt to Climate Change
	Make services more accessible without the need for a private car	<i>Indicator to be developed linked to citizens panel on accessibility of services</i>
Biodiversity is thriving in the District	Refresh the Winchester District Biodiversity Action Plan and maintain and enhance habitats identified in it	NI 197 Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented

Inclusive Society		
The detailed action plan on how the WDSP will deliver this outcome will be set out in the Inclusive Society Action Plan (hyperlink). This action plan is owned by the Inclusive Society Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
People are able to access services and information that meet their needs	Publicise and increase take-up of Dial-A-Ride and community transport schemes across the District	<i>Indicator to be developed</i> <i>Possibly part of citizens panel questions, as well as questions to BME Forum and Older Persons' Forum</i>
	Produce guidance for all WDSP partners on what is meant by an accessible service, consulting with existing groups on user views of best practice	
	Set up multi-agency working party to support, publicise and develop work being undertaken on financial inclusion, including fuel poverty and debt in the Winchester District	
People have access to housing that meets their needs	Promote independent living and provide support for vulnerable and disadvantaged households, in particular homeless households with complex needs, and older persons.	NI 155 Number of affordable housing delivered (gross) NI 187 Tackling fuel poverty- % people receiving income based benefits living in homes with a low energy efficiency rating
	Improve the supply of affordable homes to meet local needs	
	To promote high standards in private and affordable housing, including taking action	

Inclusive Society		
The detailed action plan on how the WDSP will deliver this outcome will be set out in the Inclusive Society Action Plan (hyperlink). This action plan is owned by the Inclusive Society Strategic Outcome Group.		
What outcome do we want?	What do we plan to do?	Trends that we will monitor to see if we have made a difference
	to tackle climate change, of which improving energy and water efficiency and recycling, and encouraging the use of renewable energy shall be important elements.	
People are active in their communities	Increase participation in regular volunteering by developing employer supported volunteering and increasing numbers of older volunteers	NI 6 Participation in regular volunteering
	Increase the number of people who feel they can influence decisions in their locality by supporting work on parish and town plans	NI 4 % of people who feel they can influence decisions in their locality
	Support a thriving third sector by continuing work to link the voluntary sector with statutory partner and by reviewing the local voluntary sector Compact	

Listening to local communities

You can't have a Sustainable Community Strategy (SCS) without the community, and for this year's refresh of the SCS, the WDSP has made the most of what communities are saying they want for their future to create the more detailed section which expresses the needs of geographical areas within the district (see Appendix 2)

The WDSP is committed to listening to what communities are saying about what will improve the quality of life in their area, and how they want their community to look in the future.

The WDSP has prioritised the five key outcomes for the whole District and what it will focus on delivering to achieve those outcomes. In order to focus on local areas in the District, rather than the District overall, the WDSP has looked at what has been said in parish plans, Market Town Healthchecks and neighbourhood plans and what role the Partnership might play in delivering them. We have also used the consultation for the Local Development Framework Core Strategy throughout 2008/09 to get a better picture of what people want for their communities in the District.

This section of the Sustainable Community Strategy is structured around a division of our District into three areas:

- Winchester Town
- Market towns and rural areas
- M27 corridor urban areas

This split is reflected in our emerging Local Development Framework, and is used to highlight the geographical diversity in the Winchester District, the distinct issues that different areas will have and the variety of approaches needed to address them.

This is the first time the Sustainable Community Strategy has reflected the varying work that needs to be undertaken in our local communities to improve our quality of life, so the WDSP is making a start by setting out these specific areas for action. Next year, when the Strategy goes through its annual refresh, we will have much more information about what is being done to address these areas, and by this time the LDF Core Strategy will be drawing some conclusions as to the development strategy to be applied within these geographical areas for the next 20 years.

Winchester Town

The town of Winchester is the major settlement in the District and has many features which make it a distinct and special town in the area. It is distinctive, vibrant and in a remarkable setting, with a unique heritage arising from its role as a major centre of civic government, the church, the law and the military. The special nature of Winchester varies from the hugely popular Farmers' Market and the Hat Fair, to its Cathedral and many other distinctive buildings, and to the special environment found in the water meadows, the green wedges, and the surrounding hills. Winchester Town is also the main hub for the District, providing services and employment for many people.

However, Winchester Town cannot be complacent about its role and must continue to manage and embrace change if it is to remain a great place to live, visit and work. The town is currently facing many issues:

- High numbers of people who commute to work in the town who cannot afford to live here
- High numbers of people who can afford to live in the town but commute out elsewhere to work
- The need to sustain Winchester Town as an attractive place to do business so that its economy will continue to be strong and retain the benefits that a strong local economy brings
- The need to provide business start up opportunities to retain skilled people who leave our university and colleges
- Pockets of deprivation exist in St Luke, St John, St Barnabas and St Bartholomew wards which are all the more marked because of the town's relative affluence

Early in 2007, Winchester Town Forum launched its vision for Winchester Town. This recognised that Winchester had welcomed and absorbed change, but that there was a need to continue its successful evolution in order to enrich the lives of future generations through the following considerations:

- care about our history, heritage and setting.
- encourage people to do business here.
- be a natural destination for visitors and shoppers.
- provide new and affordable housing.
- improve transport, infrastructure and air quality.
- become a regional centre for creativity and culture.
- create a green and environmentally friendly city.
- be a town which supports safe and stable communities.

The sustainable way to address these issues will be to raise the profile of the town through an increase in carefully managed growth. This will mean securing the benefits which come with development, including:

- more affordable housing

- improved infrastructure for existing residents as well as new residents, including adequate school places to meet the demand that new development will create
- opportunities to attract new businesses into the area, promoting Winchester Town as a good place to do business for knowledge and creative based industries¹, providing employment opportunities for people who live here.

Communities within Winchester Town

Winchester is not just one homogenous town. It is made up of several different communities. The Vision for Winchester sets out how we want the area as a whole to develop, but the WDSP is also supporting neighbourhood plans on a very local level.

Stanmore and Winnall are two communities in Winchester which are creating their own neighbourhood plans. As their neighbourhood plans develop, they will be included as part of the Sustainable Community Strategy where the WDSP can contribute to their delivery. See appendix 1 for their emerging issues.

¹ Defined as 'pharmaceuticals, office machinery and computers, aerospace, precision instrument, electrical engineering, telecoms, financial intermediation, insurance, auxiliary activities to financial intermediation, computer and related activities, research and development, other business activities, motion pictures and video and radio and television" based on OECD definition of knowledge based activities.

Our Market Towns and Rural Areas

Two thirds of the population of Winchester District live in its rural areas and market towns. For these people it brings both the advantages and disadvantages of living and working in a rural area.

We want to strengthen the role of our small rural towns as the local focus for surrounding smaller rural communities, providing employment, shopping, community facilities and services, whilst making sure the towns have sufficient housing to meet their needs. The main towns in our rural area are New Alresford and Bishops Waltham. These have a range of services and play a key role in serving their own population and that of the surrounding area. This part of the District also has other service centres like Wickham which provide services for its residents and surrounding areas, and Denmead which has services for its own population. The WDSP's aim is to support our market towns and villages in that role by managing development in the area through the Local Development Framework and through supporting community plans for these areas.

Appendix 2 of the Sustainable Community Strategy highlights specific, key issues emerging from community plans in our market towns and rural areas, where action from partners of the WDSP is needed.

M27 corridor urban areas

In the south of the Winchester District, we are at the start of a period of great change and development. Partners of the WDSP will plan together for this change and help make sure that new development benefits Whiteley and our other existing communities just above the M27 corridor, and helps support a great quality of life for our new communities. Partners will help make sure that the infrastructure which will come with new development will benefit existing residents as well as new residents, including adequate school places to meet the demand that new development will create

The south of our District falls within the Partnership for Urban South Hampshire (PUSH) region. The PUSH region is identified as a key area for economic growth in the South-East, including the identification of two strategic development areas which lie on the edge or cross the boundary of the District. To drive this growth, a partnership has been established between all the local authorities in the south Hampshire area to ensure that this economic and housing growth is sustainable and well planned.

West of Waterlooville Major Development Area and new community

The completion of a Major Development Area at West of Waterlooville will create a new community of around 5,000 people. The development will provide a range of house types and sizes and include a high proportion of affordable housing to meet local housing needs. This will engender a rich and diverse community of all ages and from different socio economic backgrounds. Making this new community cohesive and sustainable is one of the fundamental objectives of all the key stakeholders involved in delivering the development. Furthermore, the new settlement will be an extension of and become an integral part of Waterlooville and ensuring that the MDA is fully integrated with the host community will be an essential part of creating a sustainable community. This is a key challenge for this project and highlights the success of partnership working for a site that impacts on two local authorities.

- To create a sustainable urban extension to Waterlooville, integrated with Waterlooville town centre and forming the fourth quadrant of the town; delivering at least 2,000 dwellings, with employment provision, and associated physical and social infrastructure, and making provision for a further 1,000 dwellings and associated infrastructure to be held in reserve.
- To enhance the vitality and viability of the Waterlooville town centre and help secure and deliver the economic regeneration objectives of the wider area.
- To aspire to achieve the highest quality of urban design and create a new sustainable community with a strong sense of identity and belonging, which is safe and secure, is inclusive and which provides for the necessary social and economic needs of its residents to compliment the wider area.
- To facilitate active community engagement to create a place which is capable of adapting and changing to meet community needs over the next 15 years and beyond.
- To aim for best practice in all aspects of design and sustainability – in transport, construction, energy efficiency, environmental protection and enhancement and urban drainage.
- To create an exemplar development from which others can learn for the future and which the local authorities are proud to have facilitated and promoted.

Community Planning in the Winchester District

This section of the Sustainable Community Strategy sets out the key issues for some of our local areas, as identified by neighbourhood plans, parish plans and market town Healthchecks which have been developed by our communities. Not every community has started a community plan, however new plans will be added into this section each year as they are completed during the SCS annual refresh.

Winchester Town

Local Issues	Linked SCS priorities for action	Outcome
<i>Stanmore</i>		
Parking for residents		
Relationships between the student community and the more permanent community of Stanmore		Inclusive Society
Problems resulting from alcohol, drug use and anti-social behaviour	Reduce rowdy and inconsiderate behaviour	Safe and Strong Communities
Litter and general untidiness	There are low levels of anti-social behaviour throughout the District	Safe and Strong Communities
<i>Winnall</i>		
Parking for residents		
Speeding traffic	Reduce serious and fatal road traffic collisions	Safe and Strong Communities
Feelings of safety for residents	Reduce rowdy and inconsiderate behaviour	Safe and Strong Communities
Traffic congestion caused by volume of	Encourage innovative solutions to	Economic Prosperity

traffic using junction 9 of M3	premises and transport challenges	
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Market towns

New Alresford and communities who look to the town for services

Local issues	Linked SCS priorities for action	Outcome
Improved walking and cycling links required	Take positive steps to help all adults and children to achieve a healthy weight and to reduce obesity levels	Health and Wellbeing
Facilities for young people required.	Promote the wellbeing of every child and young person in the Winchester District, whatever their background or circumstances, by delivering the five 'Every Child Matters' key outcomes - be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.	
Local interest in additional adult education opportunities	Give all adults of all ages access to learning and development opportunities	
Support needed for local businesses to retain them in Alresford and assist their growth	Encourage innovative solutions to premises and transport challenges	Economic Prosperity
Low levels of local labour available	Work with schools, colleges and universities to develop the workforce of tomorrow	
Local tourism strategy required	Market Winchester District as a world-class tourism destination	

Local issues	Linked SCS priorities for action	Outcome
Poor public transport at commuting times	Make services more accessible without the need for a private car	High Quality Environment
Lack of affordable housing to help local people stay in the area	Improve the supply of affordable homes to meet local needs and provide homes for those who work in the Winchester District to help lower in-commuting	Inclusive Society
Parking for residents and visitors	People are able to access services and information that meet their needs	

Bishops Waltham

Local issue	Linked SCS priorities for action	Outcome
Need for business related adult education evening classes	Give all adults of all ages access to learning and development opportunities	Economic Prosperity
Need for adult education opportunities to be provided locally		
Opportunities for new businesses are limited because of lack of unit availability	Encourage business start-ups	
Need to encourage enjoyment of the area's natural environment to increase tourism	<i>(Cross ref. needed with new emerging Tourism Strategy)</i>	
Need to reduce dependency on the private car by increasing the availability of public transport to key destinations for residents	Make services accessible without the need for a private car	High Quality Environment
Need to create pedestrian/cycle networks between Bishops Waltham and	Increase the number of people who are physically active	Health and Wellbeing

Local issue	Linked SCS priorities for action	Outcome
Swanmore, Botley and Fair Oak.		
Need to encourage volunteer groups and working parties to help maintain the countryside areas	Increase participation in regular volunteering	Inclusive Society
Need for affordable housing	Improve the supply of affordable homes to meet local needs and provide homes for those who work in the Winchester District to help lower in-commuting	
Improved access to NHS dentist	Ensure that partners' services are accessible for all in our community, including those without private transport or internet access and people with specific communications needs.	

Wickham

Local issues	Linked SCS priorities for action	Outcome
Needs of older residents not well catered for	Promote the wellbeing of every child and young person in the Winchester District, whatever their background or circumstances, by delivering the five 'Every Child Matters' key outcomes - be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.	Health and Wellbeing
Improvements in public transport required so that children can attend after school activities		
Need more activities for young people		

Need new cycle paths and footpaths	Residents are active and at a healthy weight	
Few residents use public transport for work	Make services accessible without the need for a private car	High Quality Environment
Completion of community facilities at Knowle needed.	People are active in their communities	Inclusive Society
Improved access to NHS dentist	Ensure that partners' services are accessible for all in our community, including those without transport, isolated or vulnerable, ethnic minorities and other people in hard to reach groups	

Denmead

Local issue	Linked SCS priorities for action	Outcome
Develop a local Business Forum to help support the local economy	Support the local development of knowledge-based industries, helping create jobs for those who live in Winchester District and offering opportunities to reduce out commuting	Economic Prosperity
Support jobs in Demead for local people which will help to reduce commuting levels		
Encourage Denmead to develop as specialist shopping area for the parish and its neighbouring communities		
Support the rural and local economy with the creation of a farmers' market	Facilitate diversification in the rural areas	
Readdress the current deficit in open	Improve access to high quality sport and	Health and Wellbeing

space provision	physical activity facilities	
Maintain the network of greenways within Denmead to improve the potential of walking and cycling to services in the village centre		
Encourage a more settled community by readdressing the bias towards one bedroom dwellings	Improve the supply of affordable homes to meet local needs and provide homes for those who work in the Winchester District to help lower in-commuting	Inclusive Society

Rural areas of the District

<i>Otterbourne</i>		
Local issues	Linked SCS priorities for action	Outcome
Need more activities for older people	Both older people and children & young people enjoy healthy, fulfilling and active lives	Health and Wellbeing
Road safety issues, in particular the volume of HGV's and levels of street lighting	Reduce serious and fatal road traffic collisions	Safe and Strong Communities
<i>South Wonston</i>		
Local issues	Linked SCS priorities for action	Outcome
Improved access to railway and hospital	Ensure that partners' services are accessible for all in our community, including those without transport, isolated	Inclusive Society
Public transport to secondary education		

required.	or vulnerable, ethnic minorities and other people in hard to reach groups	
Need to address speeding	Reduce serious and fatal road traffic collisions	Safe and Strong Communities
Need to respond to interest in adult education in the area	Give all adults of all ages access to learning and development opportunities	Economic Prosperity
West Meon		
Local issues	Linked SCS priorities for action	Outcome
Provision of activities for children required. Consultation with young people needed.	Promote the wellbeing of every child and young person in the Winchester District, whatever their background or circumstances, by delivering the five 'Every Child Matters' key outcomes - be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.	Health and Wellbeing
Address potential loss of local shops/PO	Reduce the barriers of rural, social and digital exclusion	Economic Prosperity
Create walking bus initiative	Reduce average carbon dioxide emissions per head for the Winchester District	High Quality Environment
Compton and Shawford		
Local issues	Linked SCS priorities for action	Outcome
Youth group required	Both older people and children & young people enjoy healthy, fulfilling and active lives	Health and Wellbeing
Need farm/village shop	Reduce the barriers of rural, social and digital exclusion	Economic Prosperity

Community Transport	Ensure that partners' services are accessible for all in our community, including those without transport, isolated or vulnerable, ethnic minorities and other people in hard to reach groups	Inclusive Society
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M27 urban corridor area

Whiteley

Local Issues	Linked SCS priorities for action	Outcome
Oversubscription at Whiteley primary school	Ensure that new development provides benefits for local people	High Quality Environment
Need to develop a more balanced and diverse community by providing opportunities for families with secondary school age children and older people to move to the areas, e.g. through the provision of a local secondary school	Ensure that new development provides benefits for local people	Economic Prosperity
Difficulties in accessing the town because there is only one major road that goes both in and out of Whiteley	Ensure that new development provides benefits for local people	High Quality Environment
Lack of infrastructure to help Whiteley continue to develop as a sustainable town and community, including services like healthcare, local shops, pubs and restaurants	Ensure that new development provides benefits for local people	Economic Prosperity
An imbalance between jobs and homes in the area – currently only 5% of people who work in Whiteley - increasing the access problem to Whiteley.	Support the local development of knowledge-based industries, helping create jobs for those who live in Winchester District and offering opportunities to reduce out commuting	Economic Prosperity

CORPORATE SUSTAINABILITY APPRAISAL (SA) MATRIX

SA MATRIX TEMPLATE		
Project Brief	Date of SA	27 October 2008
	Assessment Completed by: Officer – Details/ Contacts	Antonia Perkins, LSP Manager aperkins@winchester.gov.uk ext. 2314
	Strategy/ Policy/ Plan– Title (summary of aims/ objectives/ audience)	Winchester District Sustainable Community Strategy Overarching strategic document for the whole District setting out key issues for quality of life in the District, now and in the future
SA Method	Stage in development process when undertaken	Draft document
	Approach employed (individual officer/ workshop/ seminar)	Individual officer
	Consultees (organisations/ individuals)	WDSP Executive group, WCC Partnership Officers
SA Findings	Summary Matrix Completed? Potential Improvements Highlighted?	Yes
	Overall Comments	The SCS is at such a high level that it positively impacts on all aspects of sustainability. The key will be to SA its delivery plans.

Sustainability Appraisal: Key	
Colour/ Symbol	Predicted effect of policy/ strategy on the SA Objective
Blue 0	Neutral effect
White?	Uncertain or Unknown effects
Dark Green ++	Policy/strategy likely to have very positive effects, may resolve existing sustainability issues
Light Green +	Policy/ strategy likely to have positive effect, no constraints
Yellow -	Potential negative effects, mitigation/ negotiation possible
Orange - -	Problematical due to known sustainability issues
Red *	Policy/ strategy likely to have very negative effects, absolute sustainability constraints

No	Sustainability Theme and Objective	Decision aiding questions	SA Colour/ Symbol	Commentary & Examples
		<p><i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i></p>		<p><i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i></p> <p><i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i></p>

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
1	Health and Well Being: To improve the health and sense of well being for all	Does the S/P/P, for example: <ul style="list-style-type: none"> ▪ Ensure equal access for all to health, community, cultural & recreational facilities? ▪ Reduce the health inequalities associated with income, lifestyle and diet? ▪ Create healthy and safe working and living environments (for example by promoting good design) that have low rates of crime and disorder? 	+	The SCS has a specific outcome focussed on health and wellbeing. The action plan needs to be assessed to make sure the focus of the health and wellbeing priorities will be on areas of inequality

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
2	Housing: To provide and maintain good quality, affordable and resource efficient housing for everyone	Does the S/P/P, for example: <ul style="list-style-type: none"> ▪ Support the delivery of affordable housing in urban and rural areas that reflects local character and provides planned access to local services, amenities and employment? ▪ Provide a range of housing that meets the needs of specific groups (e.g. elderly, disabled, young) and that can adapt to meet the needs of people at different life stages? ▪ Contribute to high quality, well-designed, sustainable living environments? 	++	The SCS contains priorities on all these aspects. The SCS is also closely linked to the Local Development Framework which will set out policies to guide development to deliver against this.

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
3	Education and Learning To encourage an informed and educated population by improving the level of skills, training and education available	Does the S/P/P, for example: <ul style="list-style-type: none"> ▪ Improve access to skills, training and education opportunities for everyone? ▪ Recognise the need for people to adapt to economic change and retrain where necessary? ▪ Enable people to live sustainable lifestyles? ▪ Help maintain Winchester as a major focus on learning and education? 	++	The SCS contains priorities on all these aspects. The Economic Development Action Plan will reflect these priorities and will set out specific actions to deliver them.

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
4	Access to Services and Facilities: To improve access to services and facilities the countryside and green/ open spaces	Does the S/P/P, for example: <ul style="list-style-type: none"> ▪ Help retain essential local services (including locally made products) and ensure that physical access is suitable for everyone including those with disabilities? ▪ Improve equality of access and affordability to all services, facilities, education, employment and leisure/ recreational opportunities? ▪ Ensure that sustainable transport solutions are available (including to low income families) and that they are suitable for disabled passengers? ▪ Support integrated sustainable transport solutions, including quality public transport? ▪ Reduce the need to travel? 	+	Specific priorities to ensure good access to facilities and services are contained in the High Quality Environment and Inclusive Society outcomes of the SCS. Further work needed to ensure that the SCS's action plans contain realistic actions to deliver sustainable public transport solutions.

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
5	Community Engagement and Vibrancy: To create a vibrant, inclusive, cohesive and active community that supports local interests	Does the S/P/P for example: <ul style="list-style-type: none"> ▪ Promote a sense of community identity? ▪ Involve local people in decision making and build their capacity to manage resources and facilities? ▪ Promote multicultural and inter faith harmony and understanding? ▪ Encourage community cohesion, provide a sense of ownership, help support local values & traditions and reduce social exclusion? ▪ Support the development and improvement of partnership working within the community? 	+	SCS very closely linked to community planning and the WDSP supports communities in developing their own community plans and solutions to local issues. Inclusive Society outcome seeks to encourage volunteering and the community's involvement in decision making. Work is being undertaken by the Inclusive Society Strategic Outcome group to support a BME Community Forum – further investigation should take place to see how the forum can influence the delivery of the SCS.

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
6	<p>Natural Environmental Quality:</p> <p>To conserve and enhance natural resources (including biodiversity and water) and the character and quality of the Winchester District landscape</p>	<p>Does the S/P/P, for example:</p> <ul style="list-style-type: none"> ▪ Protect and enhance designated and locally valued habitats and species? ▪ Prevent and reverse habitat fragmentation, where possible promote understanding of and access to biodiversity? ▪ Provide opportunities for provision and enhancement of greenspace? ▪ Minimise adverse impacts on the landscape setting of the town and rural settlements? ▪ Lead to effective management of the demand for water, improve the quality of water resources and minimise flood risk? ▪ Prioritise the use of previously developed land to minimise Greenfield development? ▪ Protect and enhance local landscape and landscape designations (AONB, National Park)? 	+	<p>The Local Development Framework is guided by the SCS and will set out specific policies to deliver these priorities. The protection and enhancement of biodiversity is a specific priority in the SCS.</p>

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
7	Climate Change and Energy: To address the causes of climate change and adapt in line with Winchester’s Climate Change Plan	Does the S/P/P for example: <ul style="list-style-type: none"> ▪ Promote renewable energy generation? ▪ Help reduce carbon and other greenhouse gas emissions? ▪ Ensure adaptation planning to maximize opportunities and minimise costs of climate change? ▪ Promote community involvement, understanding and action on climate change? 	++	Action to deliver these is a priority in the SCS and also the focus of the main delivery partnership for climate change within the LSP – Winchester Action on Climate Change.

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
8	Built Environment and Heritage To protect and enhance built and cultural heritage and improve the quality of the built environment	Does the S/P/P for example: <ul style="list-style-type: none"> ▪ Protect and improve the historic and archaeological environment (where appropriate)? ▪ Help accommodate new development in sympathy with the existing built environment through re-use, conversion and by using innovative design? ▪ Support sustainable design/ construction methods and the requirement of sustainable building standards (Code for Sustainable Homes, BREEAM)? ▪ Help reduce noise/ light and air pollution incidents? 	+	<p>The SCS contains a priority to build on and develop the District’s cultural profile, and the District’s strengths in this area is used as part of the premise on which attracting knowledge based industry is built on (a key priority for both the SCS and the LDF’s Core Strategy).</p> <p>SCS also contains a priority to: “To promote high standards in private and affordable housing, including taking action to tackle climate change, of which improving energy and water efficiency and recycling, and encouraging the use of renewable energy shall be important Elements”</p> <p>However the SCS does not refer specifically to the historic and archaeological environment. As the LDF is one of the key delivery mechanisms for the SCS, it will need to contain specific policies on protecting the historic/archaeological environment and the design of new development.</p>

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
9	Sustainable Consumption and Production To promote sustainable consumption and production by using resources efficiently and minimising environmental degradation	Does the S/P/P for example: <ul style="list-style-type: none"> ▪ Support measures to reduce, reuse and recycle, waste, water, land, minerals and materials? ▪ Promote the use of energy recovered from waste? ▪ Support all enterprises in developing policies and actions to minimise their social and environmental impacts? ▪ Encourage sustainable procurement practices amongst businesses and the wider community? ▪ Encourage the incorporation of energy efficiency measures and renewables in new development, aiming for zero carbon buildings? 	+	<p>The current refresh of the SCS does not contain a priority around reducing landfill due to the District's current good performance in this area. However, the delivery group for the environment are maintaining a watching brief on this situation.</p> <p>The SCS contains priorities around reducing CO2 emissions and adapting to climate change, so the delivery plans for these will need to look at renewable energy sources etc. The Economic prosperity outcome contains a priority that businesses are good neighbours, and this includes supporting them in reducing their environmental impact. Again, the delivery plan will need to look at how this achieved; procurement being part of this.</p>

No	Sustainability Theme and Objective	Decision aiding questions <i>Use questions as a guide – <u>it is not necessary to answer each question individually</u></i>	SA Colour/ Symbol	Commentary & Examples <i>Use this space to summarise your findings and highlight any predicted effects (positive or negative, short term, long term etc)</i> <i>Include, as appropriate, relevant <u>references/ evidence</u> that support your analysis</i>
10	Economy, employment and enterprise: To maintain the buoyant economy and develop greater diversity that meets local needs	Does the S/P/P for example: <ul style="list-style-type: none"> ▪ Provide a diverse range of jobs that meet the needs of local people (e.g. local tendering)? ▪ Encourage locally based environmentally and socially responsible employment and help create local markets for goods and services? ▪ Promote the role of tourism in the local economy? ▪ Support the retention of young people, graduates and skilled labour locally? ▪ Support the rural economy? ▪ Promote Winchester as a major focus of skills, training, education and life long learning? ▪ Reduce both in and out commuting? 	++	The Economic Prosperity outcome for the SCS promotes all of the bullet points.

Sustainability Appraisal: Summary Matrix		
No	Sustainability Theme	SA Colour/ Symbol
1	Health and Well Being	+
2	Housing	++
3	Education and Learning	++
4	Access to Services and Facilities	+
5	Community Engagement and Vibrancy	+
6	Natural Environmental Quality	+
7	Climate Change and Energy	++
8	Built Environment and Heritage	+
9	Sustainable Consumption and Production	+
10	Economy, employment and enterprise	++
Significant Issues – Summary		
The main issue is to ensure that the delivery plans for the SCS (including thematic action plans and the LDF Core Strategy) undertake an SA.		
Potential Improvements? [rewording/ text suggestions/ issues not covered]		

Sustainable Community Strategy – Risk assessment

The pages below set out the key strategic risks to delivering the Sustainable Community Strategy and actions that the WDSP will take to help mitigate against them.

There are also two other important elements to the SCS's risk assessment

- Our link to the Hampshire Community Risk Register. This looks at emergency planning for our area.
<http://www.hiow-localresilienceforum.org.uk/index/communityriskregister.htm>
- Risks to the delivery of individual SCS programmes/projects will be identified and addressed within the more detailed SCS action plans (i.e. partnership action plans and the Strategic Outcome Group action plans).

Winchester District Strategic Partnership
Strategic Risks – Sustainable Community Strategy

Low Likelihood	A			X	
	B				
	C				
	D				
		4	3	2	1
	Low High	Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
WDSP 1	A2		National funding streams are diverted via the Local Area Agreement (LAA) and allocated to areas of need across Hampshire

Required management action/control	Responsibility for action	Critical success factor & KPI's	Review frequency	Key date
Alternate funding streams to be sought to deliver the SCS, including national grant streams	Winchester City Council (WCC) partnership officers All partners responsible for delivering SCS	Annual amount of funds brought into the Winchester District to be spent on partnership projects	Annual as part of the WDSP's annual report	February 2009 (next annual report)
Comprehensive research to be compiled which sets out the evidence of need in the Winchester District, which will support the case for funds being spent there	WCC Partnership and Communication Division	Progress towards LAA targets for the Winchester District	Quarterly	Q3 LAA monitoring

Low Likelihood	A				X
	B				
	C				
	D				
		4	3	2	1
	Low Impact				
	High				

Risk Number	Current Risk Score	Target Risk Score	Description
WDSP 2	A1		Economic downturn leads to reduction in resources available to deliver the SCS

Required management action/control	Responsibility for action	Critical success factor & KPI's	Review frequency	Key date
Alternate funding streams to be sought to deliver the SCS, including national grant streams	Winchester City Council (WCC) partnership officers All partners responsible for delivering SCS	Annual amount of funds brought into the Winchester District to be spent on partnership projects	Annual as part of the WDSP's annual report	February 2009 (next annual report)
Strategic Outcome Groups to assess which priority areas for action should take precedence and resources which are available to be focussed on delivering those selected	SOG Chairs Executive Group		Formal assessment to take place annually	First SOG cycle of meetings of 2009

Low Likelihood High	A				
	B				X
	C				
	D				
		4	3	2	1
	Low High	Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
WDSP 3	B1		Economic downturn leads to a slower rate of development in the District, impacting on both housing and commercial developments and any related infrastructure benefits including the provision of affordable housing

Required management action/control	Responsibility for action	Critical success factor & KPI's	Review frequency	Key date
Local Development Framework Core Strategy will set out how it will be delivered, and by whom and when. This will include a delivery strategy which will also set out it will handle contingencies and alternative strategies to handle uncertainty.	WCC Strategic Planning Division	Currently being developed	Annual monitoring	Adoption of LDF Core Strategy in 2010

Low Likelihood	A				X
	B				
	C				
	D				
		4	3	2	1
	Low High Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
WDSP 4			Impact of economic downturn on Winchester District residents

Required management action/control	Responsibility for action	Critical success factor & KPI's	Review frequency	Key date
Inclusive Society SOG to monitor increasing economic hardship etc via its partners and report critical areas to the Executive group. Executive Group to consider appropriate action to help address issues	Inclusive Society SOG Executive Group	Standing item on Executive Group agenda	At Executive Group meetings (every other month)	Ongoing
Strategic Outcome Groups to assess which priority areas for action should take precedence and resources which are available to be focussed on delivering those selected	SOG Chairs Executive Group		Formal assessment to take place annually	First SOG cycle of meetings of 2009

Low Likelihood	A				
	B				
	C				X
	D				
		4	3	2	1
	Low Impact				
	High				

Risk Number	Current Risk Score	Target Risk Score	Description
WDSP 5	C1		Lack of engagement in the WDSP and delivering the SCS

Required management action/control	Responsibility for action	Critical success factor & KPI's	Review frequency	Key date
Continued development of SCS performance management system and WDSP communication, supporting increased understanding of the benefits of partnership working when funds are restricted.	LSP Manager, WCC Corporate Communications. WCC Executive Group	Sustained involved of WDSP partners. Reflection of SCS in partner business plans.	Annual survey	December 2009 (following assessment in Oct 08 by IDeA of engagement and understanding)

Winchester City Council

Corporate Business Plan 2009-2014

1.0 Introduction

- 1.1 This Corporate Business Plan summarises a set of significant programmes/projects which are being/will be undertaken by the City Council over the next 5 years. These programmes/projects have been selected for inclusion in the Corporate Business Plan because they are significant enough to warrant regular monitoring by Cabinet, Principal Scrutiny Committee and Corporate Management Team. They are crosscutting and require input from teams across the organisation.

2.0 Links to the Winchester District Sustainable Community Strategy

- 2.1 The Winchester District Sustainable Community Strategy (SCS) is a strategy led by the Council but also shared with all the partners of the Winchester District Strategic Partnership. The SCS is delivered in two ways:

- Via shared partnership action plans where partners act together and pool resources; Partnership action plans can be viewed via the web portal of the Winchester District Strategic Partnership – www.wdsp.co.uk/portal
- By individual partners taking action in line with their own specific remits.

- 2.2 This Corporate Business Plan, seen alongside the Council's divisional business plans, represents the Council's own individual response to the SCS and sets out a series of major projects which will take the district forward towards our shared vision.

- 2.3 Previously the Council also prepared a separate 'corporate strategy' but this is now considered superfluous. This plan therefore links the Council's major projects directly to the 5 desired outcomes set out in the SCS.

- 2.4 There is however one additional outcome which the Council seeks for itself and which is not relevant within the wider shared SCS. This desired outcome is to be *an efficient and effective council*. Thus some of the projects in the plan are linked specifically to this outcome.

3.0 Our Values

- 3.1 The City Council recognises that the way we work and our values as an organisation determine the quality of services we provide. Our values define the way we approach our responsibilities and will guide

the delivery of the Corporate Business Plan and divisional business plans.

The Council strives to be an organisation which:

- Provides the highest standards of service to all our customers
- Adopts the highest standards of integrity, openness and honesty in all that we do
- Keeps sustainability principles at the heart of all we do
- Supports and develops our staff to meet the new challenges we face
- Promotes equality and diversity in all we do

4.0 The Hampshire Local Area Agreement

4.1 The Council has signed up to assist with the delivery of targets within the Hampshire Local Area Agreement (LAA). The LAA targets are well reflected in the SCS so that actions by the Council and its partners largely contribute to both sets of objectives. As an individual agency the Council will take action both at the level of this Corporate Business Plan and within individual divisional business plans.

4.2 The LAA targets are based on indicators drawn from the national indicator set against which performance will be monitored, plus some locally derived indicators. By signing up to the LAA partner agencies in the Hampshire area agree to put their resources behind a shared effort to achieve extraordinary results in respect of issues which are considered especially important to our county. The full set of LAA targets can be viewed on the LAA web pages at <http://www3.hants.gov.uk/localareaagreement.htm>

5.0 Additional Cabinet Priorities

5.1 Cabinet has also put forward a further list of improvements/developments for Council services which they wish to see implemented. These are to:-

- Make substantial improvements in enforcement of planning decisions (To be addressed via Development Control divisional business plan)
- Boost the rural economy under the LEADER programme (To be addressed via Cultural Services divisional business plan)
- Undertake a study into the feasibility of kerb-side glass collection (To be addressed via Environment Services divisional business plan)
- Reduce the Council's energy use by 10% (To be addressed via the climate change programme – part of this Corporate Business Plan)

- Launch Winchester as a “litter free city”, through a publicity campaign and enforcement action
(To be addressed via Environment Services divisional business plan)
- Develop ‘smaller government’
(To be delivered by continuing to deliver significant efficiencies each year)
- Work to achieve ongoing benefits for the District as a legacy of the 2012 Olympiad
(Being addressed as part of the Cultural Services divisional business plan)
- Secure Customer Service Excellence accreditation
(Being addressed as part of the 2010 programme – part of this Corporate Business Plan)
- Deliver affordable rural housing on exception sites
(To be addressed via Strategic Housing divisional business plan, the district Housing Strategy, and the Local Development Framework)

6.0 Monitoring the Corporate Business Plan

- 6.1 All the individual projects within the plan are set up in accordance with the Council’s internal project management system, with a project manager, sponsor, and project board/steering group. All projects require Corporate Management Team approval at the initiation stage before they can proceed. Some items in this plan are programmes consisting of a number of projects/actions (for example the programme of actions to tackle climate change). The individual elements of programmes are captured within the Council’s performance management system, Covalent.
- 6.2 Each project has its own internal set of milestones and performance measures which are reflected on Covalent. It is possible, therefore, to provide detailed performance information as required. Cabinet, Scrutiny Panels, Principal Scrutiny Committee and Leader’s Board are requested to state which, if any, projects they would like detailed information about on a regular basis. In addition an overall report card for the plan will be reported quarterly to Cabinet, and an additional report card for the climate change programme will be prepared for Principal Scrutiny Committee twice yearly.
- 6.3 Projects/programmes will also often link to one or more of the 198 indicators of the Government’s National Indicator Set for local authorities and partnerships. These higher level indicators should be seen as external to the project and should monitor its impact in respect of *outcomes for communities*. Data for some national indicators are collected by the Council itself and some by other agencies. All will be reflected eventually on a central Government ‘hub’ (database) from

which it will be possible to compare performance across the country, and time series data. In most cases the financial year 2008-2009 will provide the baseline. Performance against these national indicators will form the basis for the new Audit Commission inspection regime including the Comprehensive Area Assessment (county area), and the Use of Resources Assessment (individual local authorities).

7.0 Risk Assessment and Management

- 7.1 The Council's approach to risk assessment and management is set out in the Risk Strategy. Individual projects are assigned a risk score as part of the corporate project management process. Mitigation against identified risks is built into each project plan. Significant strategic and operational risks are identified on the Covalent performance management system with specific management actions. Information on risk in respect of projects/programmes within the Corporate Business Plan can form part of any detailed performance monitoring information which may be requested by Cabinet, Principal Scrutiny Committee or Corporate Management Team.

Corporate Business Plan 2009-2014 Summary of Major Projects

Outcome	Project/Programme	Sponsor/Manager		CMT/Cabinet Approval		Key Milestones	Resource Assessment/Provision	Main Delivery Targets 2009/2010
Economic Prosperity	Silver Hill Regeneration	Steve Tilbury	Tony Langridge		Various most recent Nov 2008	11/08 – Cabinet: Compulsory Purchase Order	External costs met as part of Development Agreement	Approval of compulsory purchase order by Secretary of State
High Quality Environment	Sustainability/Climate Change Programme	Bob Merrett	Jen Anderson	Nov 2007	Dec 2007	6 monthly progress reports to Principal Scrutiny Committee.	Individual projects/actions met via divisional budgets/corporate training budget etc.	As set out in climate change programme document but subject to budget process.
Safe & Strong Communities	RPLC/Leisure Futures	Steve Tilbury	Eloise Appleby	Leader approval to explore shared procurement options 04/09/08	2011 current contract ends at River Park	a) Shared procurement project devt requires specialist consultant b) Alternatively, re-tendering (as previously) would also require consultancy support given workload implications	a) Amanda Ford Leisure managers from Test Valley and East Hants b) Amanda Ford, Dave Savage, legal, HR, Finance, consultant	TBC
Efficient & Effective Council	2010 Change Prog. (four projects):	Simon Eden						
	- "Transformation" (IMT, effic., workforce)	Simon Eden	Tbc	Late 2008	Early 2009	18/11 – Programme Board to discuss	To be considered	Change/Improvement plan to build on 2010 programme
	- Customer Service Excellence standard accreditation	Steve Tilbury	Paul Wood	CMT July 2008	Discussed with Cabinet and PS	6 monthly progress reports to Principal Scrutiny Committee Progress reports to 2010 board	Stephanie Schmitt Project co-ordinator Staff resource from divisions to collate evidence for submissions	Assessment programme available on intranet Link to CSE assessment plan
	- Flexible Working	Simon Eden	Alison Gavin	Various CMT discussions to agree approach	Oct 2007	5/11 Cabinet to consider costs on next phase Vacate Abbey Mill by March 09	Within business Plans/ supplementary estimate sought. Some service disruption with moves	Moves completed by April 09. Autumn 09 review of opportunities for further space saving

