

CABINET

11 September 2013

REFRESH OF THE WINCHESTER DISTRICT SUSTAINABLE COMMUNITY
STRATEGY 2010-2020

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

[CAB2069](#) – 13 October 2010 Adoption of Winchester District Sustainable Community Strategy 2010 – 2020 refresh.

[CAB2017](#) – 9 June 2010: Winchester District Sustainable Community Strategy 2010 - 2020 – Consultation Draft

EXECUTIVE SUMMARY:

Local authorities have a requirement to develop a Sustainable Community Strategy which sets out how the area can develop in a sustainable way over the period of the Strategy. The Strategy should identify the important issues for an area, to be addressed through the work of the Council and its partners.

The most recent version of the Strategy was adopted in October 2010 for a ten year period, and since then the three outcomes have been embedded in the way the Council is structured and functions. A number of projects and programmes have been delivered and work continues with partners and outside agencies. Immediate priorities were identified for the period 2010 – 2014, covering older people, access to services and reducing the District's carbon footprint. Two 'priority neighbourhoods' were also identified.

Recent years have seen the establishment of a number of active and productive partnership bodies which have been instrumental in delivering results locally. Originally part of the wider structure of the Winchester District Strategic Partnership,

they now exist in their own right and have their own action plans. Over the last year, the overarching WDSP Executive Committee has ceased to meet on a formal basis as it was felt to be adding little value to the work of these very successful partnerships.

Three years into the current Community Strategy, it is an appropriate time to review the existing priorities and to move the Strategy forward, to provide direction for the Council over the next 3 years.

The draft of the refreshed Strategy is attached in full at Appendix 1 to this report and authorisation is sought to agree this as a basis for a 6 week consultation period. Any comments received will be reported back to the December meeting of this Committee with a request for approval and adoption of the updated draft.

Members should note that the Community Strategy is the starting point for our performance management process, which is designed to ensure that we achieve progress against the Strategy's outcomes. This process is itself being simplified, and changes will be reported to Members in the autumn.

RECOMMENDATIONS:

1. To approve the refreshed draft of the Winchester District Community Strategy 2010 – 2020 as attached at Appendix 1, for consultation as detailed at section 4 of this report.
2. To delegate authority to the Head of Policy in consultation with the Leader of the Council, to make any minor amendments arising from this meeting prior to the consultation referred to above.

CABINET

11 September 2013

REFRESH OF THE WINCHESTER DISTRICT SUSTAINABLE COMMUNITY STRATEGY 2010-2020

REPORT OF CHIEF EXECUTIVE

DETAIL:

1. Introduction

- 1.1. Local authorities have a requirement to prepare a sustainable community strategy setting out a vision for the future of their area. They are expected to do this in collaboration with relevant partner agencies, and drawing on the views of local people. Their 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. Traditionally this has been achieved through the Winchester District Strategic Partnership (WDSP), in which the City Council played an active lead role.
- 1.2. However, since approval of the current Community Strategy in October 2010, a decision was taken by the WDSP Executive not to continue its regular meetings as they were not felt to add significant value to the work of the very active sector partnerships in the District. These partnerships – a number of which came into being originally as part of the WDSP - now exist and meet regularly in their own right and have their own action plans.
- 1.3. The previous version of the Strategy endeavoured to reflect the range of services provided not only by the Council but also by its WDSP partners. Officers are proposing that, following the demise of the more formal WDSP structure, the updated Strategy focuses on the role of the City Council and a much smaller number of partners. This should lead to greater accountability.
- 1.4. This refresh, therefore, retains the vision and three community outcomes of the original Community Strategy and incorporates the Council's own corporate outcome of being an Effective and Efficient organisation.
- 1.5. The primary purpose of this refresh is to identify a revised set of priorities for the next three year period (2014 - 2017), which will inform the work of the Council in terms of where to focus its activities and resources. Its emphasis will now be on what the Council can deliver to achieve the vision over the next few years, particularly given the scenario of continued public sector reform and another Comprehensive

Spending Review. Its focus will be on providing the right level of service within the resources available.

2. How the priorities have been delivered during 2010 – 2013?
 - 2.1. In addition to the three community outcomes – economic prosperity, high quality environment and active communities - the 2010 strategy included three priorities for the period 2010-2014 (Older People; Access to Services and Reducing the District's Carbon Footprint) on the basis that these issues were both important and urgent. In addition, it also identified two neighbourhoods – Stanmore and Winnall in Winchester - as priorities for action, based on the Indices of Multiple Deprivation. The St Luke's and St John's Wards are in the bottom 25% of the overall most deprived areas in Hampshire. Council subsequently extended this to include Highcliffe.
 - 2.2. Since adoption of the current Strategy in October 2010, a range of projects and initiatives have been delivered. Progress is regularly reported to The Overview and Scrutiny Committee, with the most recent report being in July 2013 (report OS078 refers).
 - 2.3. The following list gives an example of the projects and initiatives delivered :
 - Establishment of a New Homes Delivery Team to lead the project of providing increased numbers of affordable housing
 - Delivery of a successful London 2012 programme which engaged an estimated 80,000 residents
 - Creation of a new depot at Bar End.
 - The introduction of a low carbon accreditation scheme for business
 - Support for the referenda for the Winchester and Segensworth Business Improvement Districts which led to a second five year term for both
 - Completion of a Route Map to support the development of a low carbon economy, shortly to be published via Portfolio Holder Decision Notice
 - Completion of the Hockley Viaduct refurbishment, to create a non-car route into Winchester for commuters and leisure cyclists alike
 - Completion of a mapping study of youth unemployment, followed by a programme of action in support of young jobseekers
 - Completion of the Stanmore Planning Framework, also on this Cabinet agenda

- Delivery of Warm Up Winnall project, raising public awareness of funding streams available to make energy-saving home improvements.
- Public realm refurbishment schemes in Winchester, in the High Street, The Square and Great Minster Street.

3. The Refreshed Community Strategy

- 3.1. The draft refresh is set out in full at Appendix 1 to this report. Whilst it retains a similar format to the 2010 version, it is more focussed and includes a section on delivery and monitoring. A further opportunity presented by this refresh is the ability to reassess how the priorities will be delivered. In this respect it is suggested that the aspirations and actions set out in both change plans and portfolio holder plans are merged into a set of comprehensive portfolio plans, which will then be monitored through revised performance management indicators.
- 3.2. The existing priorities, whilst still valid, are very broad. Given the current focus on efficiency of the Council's services as resources become scarcer, it has been necessary to reconsider our priorities for the immediate future (2014 – 2017). A detailed assessment has been undertaken of the Council's existing plans and strategies to identify the issues they raise and the matters they have identified for action or intervention. In addition, plans prepared by the various communities within the District have been included, to highlight more local issues that the Council or its partners could focus attention on. This is relevant given the Localism agenda and the growing role of Parish Councils, particularly as these have their own funds which could collectively be used to target specific matters, through partnership working.
- 3.3. The following priorities have been identified after an assessment of both qualitative and quantitative data. These are categorised under the four outcomes and will form the basis of how the Council plans its budget and allocates the necessary resources to deliver.

Active Communities

This outcome focuses on the **people** that work and live in the District, encouraging healthy lifestyles and active participation in their communities, and ensuring that they can access the services they need.

The priorities for this outcome will therefore focus on:-

- Provision of housing to meet community needs
- Promoting community cohesion
- Increasing participation in sport and physical activity
- Ensuring our communities are healthy and safe

High Quality Environment

The District is fortunate to have both an attractive natural environment, complemented by heritage-rich towns and villages, which all contribute to its sense of **place**, valued by all and underpins a prosperous economy.

The priorities for this outcome will therefore focus on:-

- Sustainability and the effective use of natural resources
- Effective traffic management and support of transport provision
- Ensuring that the quality of the place we enjoy is maintained and enhanced

Prosperous Economy

The District has a dynamic and creative economy, supported by excellent education provision and communications. It has a thriving tourism sector and two strong business improvement districts. This is the time to work in new ways both encourage new business and entrepreneurship and to tackle worklessness, ensuring long term **prosperity**.

The priorities for this outcome will therefore focus on:-

- Supporting the local economy
- Promoting education and training
- Promoting tourism and the cultural assets of the District

Effective and Efficient

This outcome focuses on the **process** of how the Council as an organisation delivers services to its residents and businesses. It is very much about how we do things and ensuring that we do the right things in the right way given the resources available and the changing nature of financial support to local government.

The priorities for this outcome will therefore focus on:-

- Ensuring that the Council is fit for the future with an agile and flexible workforce
- Medium term financial planning to ensure effective use of available resources including asset management
- Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity.

4. The Consultation Process

- 4.1. Following approval at this meeting, it is intended that the second refresh is subject to a six week consultation period running from 16 September to 28 October 2013.
- 4.2. The refreshed Community Strategy will inform our medium term financial planning process, and in particular guide the 2014/15 budget.

To facilitate that, further discussions with staff and members on the identification of the priorities and what these will mean for day-to-day operational processes will run in parallel with wider public/stakeholder consultation. The Policy Team will lead a series of workshops/discussions for staff and members.

4.3. The consultation will include :

- an e-form on the home page of the corporate website (www.winchester.gov.uk)
- a media release distributed to local newspapers and radio stations
- direct emails to stakeholders, partners and other interested parties (as set out at Appendix 3)
- staff/member presentations/workshops

4.4. The consultation will focus on whether the identified priorities are the right ones, how will these be delivered and what actions can readily be deliver given the resources available.

5. Performance Management

5.1. As well as guiding the Council's budget, the Sustainable Community Strategy is the basis for the Council's performance management framework. The actions which follow from the Strategy are the basis for our service planning and monitoring, whether for major projects or day-to-day service delivery. The targets set are captured in Change Plans and Portfolio Plans, which provide a basis for scrutiny of progress.

5.2. The current approach to performance management is complex, and this refresh provides an opportunity to simplify it, allowing for better scrutiny. Officers are working on proposals for improvement and will bring these to Members in the autumn.

6. Next Steps

6.1. Following the consultation period, officers will assess the comments received and amend the document as appropriate, prior to presentation at the December meeting of this Cabinet to seek authorisation to approve and adopt prior to Council in January 2014.

6.2. This refresh will be subject to a high level Sustainability Appraisal and Equalities Impact Assessment with minor amendments to the document itself being made by the Head of Policy in consultation with the Leader of the Council, prior to its final adoption.

OTHER CONSIDERATIONS:

7. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

- 7.1. This paper asks for approval of the refreshed Community Strategy 2010-2020 for consultation purposes. Pending final approval it will then replace the current strategy and will inform budget and corporate planning of the City Council.
- 7.2. At present the Community Strategy is delivered through a set of high level actions outlined in Change Plans which are updated annually. In addition, a set of annual Portfolio Plans reflects team-based activity related to day to day service delivery.
- 7.3. It is suggested that these two sets of plans are merged for ease of future monitoring.

8. RESOURCE IMPLICATIONS:

- 8.1. There are no resource implications for the publication of this draft refresh other than some costs associated with the consultation. This is planned expenditure from existing revenue budgets.
- 8.2. The priorities set out in this refreshed Strategy will inform and guide the budget setting process for the City Council 2014/15.
- 8.3. It will be necessary to update change plans and associated portfolio holder plans as suggested above, to reflect the revised priorities and establish detailed delivery plans. With the change in emphasis on this document being delivered primarily by the actions of Winchester City Council.

9. RISK MANAGEMENT ISSUES

- 9.1. This refresh has been prepared under the scenario of a reducing budget to reflect the ongoing public sector reform process. The Councils' desire is to provide the right service it can to our communities and this refresh emphasises the direct role of the Council in delivering the identified priorities.

BACKGROUND DOCUMENTS: None

APPENDICES:

Appendix1: draft Refresh Winchester District Sustainable Community Strategy
2010 – 2020

Appendix 2: Summary of evidence base.

Appendix 3: Proposed Consultation list

Winchester District Community Strategy 2010 – 2020 (Revised Autumn 2013)

1. Introduction

- 1.1 This Strategy sets out how Winchester City Council wishes to see the District change for the better over the next decade. The most recent version of the Winchester District Community Strategy was adopted in October 2010. That version had a strong focus on the role of the Council's partners in delivering the vision, this role now lies with the City Council and a smaller number of partners.
- 1.2 This version therefore, retains the key elements of the original Community Strategy but has been refocused to link with the Council's function and organisational structure, which reflect and expand upon the outcomes previously identified. It also reflects the aspirations of our many communities that make up the District.
- 1.3 We already have a shared vision which has been developed following extensive consultation, this states :

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.

- 1.4 The emphasis of this refresh is on what the Council can deliver to achieve this vision over the next few years, particularly under the scenario of a reducing budget and corresponding public service reform. Our focus will be on providing ***the right level of service we can offer to our communities within the resources available.***
- 1.5 The three overarching outcomes identified for the District - **Active Communities**, a **Prosperous Economy** and a **High Quality Environment**, remain relevant and continue to be delivered through specific projects across the District. This version also includes the Council's own outcome of being an **Effective and Efficient organisation**.

2. Priorities for 2014 – 2017

- 2.1 These outcomes are a useful mechanism to explore and determine the Council's immediate and longer term priorities. The existing priorities, whilst still valid, are very wide ranging. Given the current focus on our services it has been necessary to reassess what our priorities are for the immediate future during 2014 – 2017.
- 2.2 The remainder of this document therefore identifies our priorities under the following:
Active Communities (people)
High Quality Environment (place)

Prosperous Economy (prosperity)
Effective and Efficient Council (process)

- 2.3 The varied geographical nature of the District has meant that it is necessary to distinguish between its different areas. These areas have been determined through a range of evidence and have strong links with the Council's Local Plan Part 1 recently adopted.
- Winchester Town – the historic core and immediate surroundings,
 - Market Towns and rural area – including the market towns of and villages of Alresford, Bishops Waltham, Denmead and Wickham,
 - The M27 corridor and urban areas to the south of the District (known as the 'South Hampshire urban areas') including Whiteley and West of Waterlooville
- 2.4 It should be noted that this Strategy covers the whole of the Winchester District, even though 40% of the District now lies within the South Downs National Park. The Park Authority has recently published for consultation its [Partnership Management Plan](#), with a shared vision of 'Thriving Communities in inspirational landscapes' to be delivered through 11 outcomes and corresponding policies. Identified priorities and delivery of these will be focussed around those actions that support the statutory purposes and duty of the National Park.
3. Determining our Priorities
- 3.1 Extensive research has been undertaken through exploring a range of plans and strategies produced by the Council in conjunction with its partners and communities to identify common issues, purposes and objectives. These documents have all been subject to their own evidence and consultation processes in being approved and adopted as part of Council policy. The full evidence base and a summary can be viewed at www.winchester.gov.uk/communitystrategy.
- 3.2 In addition to undertake this scoping exercise, we have also examined the statistics available either through the Census or other research, to determine if the statistics indicate a different story of an improving or declining resource.
- 3.3 This process has revealed that the following priorities should provide the immediate direction for the Council's activities and resources for the period 2014 – 2017.
- 3.4 **Active Communities**
- 3.5 This outcome focuses on the **people** that work and live in the District, encouraging healthy lifestyles and active participation in their communities and ensuring that they can access the services they need.
- 3.6 The priorities for this outcome will therefore focus on:-

- Provision of housing to meet community needs
- Promoting community cohesion
- Provision of accessible sport and recreation
- Ensuring our communities are healthy and safe

3.7 **High Quality Environment**

3.8 The District is fortunate to have both an attractive natural environment complemented by heritage rich towns and villages, which all contribute to its sense of **place**. This is valued by all and underpins a prosperous economy.

3.9 The priorities for this outcome will therefore focus on:-

- Sustainability and the effective use of natural resources
- effective traffic management and support for transport provision
- ensuring that the quality of the place we enjoy is maintained and enhanced

3.10 **Prosperous Economy**

3.11 The District has a dynamic and creative economy, supported by excellent education provision and communications. It has a thriving tourism sector and two strong business improvement districts. This is the time to work in new ways both to encourage new business and entrepreneurship and to tackle worklessness, ensuring long term **prosperity**.

3.12 The priorities for this outcome will therefore focus on:-

- Supporting the local economy
- Promoting education and training
- Promoting tourism and the cultural assets of the District

3.13 **Effective and Efficient**

3.14 This outcome focuses on the **process** of how the Council as an organisation delivers services to its residents and businesses. It is very much about how we do things and ensuring that we do the right things in the right way given the resources available and the changing nature of financial support to local government.

3.15 The priorities for this outcome will therefore focus on:-

- Ensuring that the Council is resilient with an agile and flexible workforce
- Medium term financial planning to ensure effective use of available resources including asset management
- Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity.

4. How we will deliver our Priorities

- 4.1 At present the Community Strategy is delivered by actions outlined in Change Plans which are updated annually. The Council also has a series of Portfolio Holder Plans to reflect the updated organisational structure and governance arrangements.
- 4.2 It is proposed as part of this refresh to merge change plans and portfolio plans to create one set of delivery plans that can then be monitored through established processes.
- 4.3 It will be necessary to translate the above priorities into specific actions/projects or programmes. Those actions/projects/programmes that contribute to multiple outcomes, leading to added value through sharing of resources and efficient delivery will be considered for implementation inclusion in updated portfolio plans.
- 4.4 An example of a major corporate priority currently under consideration is the replacement of River Park Leisure Centre in Winchester. This is a cross-cutting project that will contribute to the delivery of the outcomes.
- 4.5 Where we cannot deliver these priorities directly we will influence others where we can or in partnership.

5. How we will monitor our progress and performance in achieving our outcomes

- 5.1 A key element of this refresh is to develop a series of performance indicators to record the achievement of the outcome, through the implementation and delivery of the actions expressed in the revised portfolio plans.

6. Further Information

- 6.1 This document and its associated evidence base can be viewed at www.winchester.gov.uk/communitystratgy

7. Next Steps

- 7.1 This version of the Strategy is available for comment for 6 weeks from
16 September to midday 28 October 2013.

Comments can be made by completing the on-line form at:
www.winchester.gov.uk

Or in writing to:

Head of Policy
Winchester City Council
Colebrook Street
Winchester
Hants
SO23 9LJ

Or by email to:

jnell@winchester.gov.uk

Telephone: 01962 848 278

Summary of evidence base	
Outcome/Priority Area	Action
ACTIVE COMMUNITIES - PEOPLE	
Provision of housing to meet community needs	Housing: provide affordable housing to meet the needs of the people of the District; secure housing for Winchester's key workers essential to our economy; encourage sustainable housing in the right locations; build homes and communities
Promoting community cohesion	<p>Communities: Promotion and organisation of community events, encourage community sharing schemes, support voluntary sector, partnership working, community planning, engage with communities and ensure they are consulted on budgets and priorities</p> <p>Access to Information: Availability of fast broadband - Hampshire Superfast Broadband, availability of health information and advice, include a comprehensive range of information on the WCC website; provide an out of hours answer-phone facility; advice service for those affected by Welfare Reform.</p>
Provision of accessible sport and recreation	<p>Sports Facilities: Ensuring that the facilities are fit for purpose and meet the needs of the people of the District. Refurbish/replace the River Park Leisure Centre (Winchester) to provide a premier leisure facility, Provide and improve access to high quality sport and recreation activities and facilities</p> <p>Sport & leisure activities: Maximise new and existing opportunities for walking, cycling, sport and recreation/play to promote healthier lifestyles for all members of the community, support local sports and recreation societies to increase their membership and activities, 2012 Legacy, Increase the number of sports coaches, officials and volunteers.</p>
Ensuring our communities are healthy & safe	<p>Health & Wellbeing: Supporting public health initiatives including reducing teenage conceptions, increase numbers breast-feeding, reduce alcohol and smoking during pregnancy, healthy weights, workplace health. Raising awareness of dementia.</p> <p>Community Safety: Working with partners to reduce the fear of crime among residents, reduce crime - focussing on anti social behaviour, violence with injury, domestic abuse. Promote Neighbourhood Wardens, CCTV, Shop Watch and Pub Watch</p>
HIGH QUALITY ENVIRONMENT - PLACE	
Sustainability & the effective use of natural resources	<p>Recycling: Improving recycling & reducing waste, recycling campaigns to promote recycling.</p> <p>Climate Change: Reduce carbon emissions from our buildings through both the use of technology and behaviour change, commuting and business travel, carbon savings</p> <p>Air Quality: Feasibility study into providing real time air quality information on public information boards in the Guildhall and City Offices.</p> <p>Alternative Transport: Improving cycle routes, access to loan cycles and cycle storage/stands, promote choice and variety in the ways people come to the city. Encourage sustainable transport alternatives that reduce the use of the private car and enable people to live close to where they work or participate in activities.</p>
Effective Traffic Management & Support of Transport Provision	Parking: Managing car parks to balance the needs of residents, visitors and businesses. Addressing parking problems. Expand Park & Ride and ensure the service is used to high capacity. Improve parking at Winchester station. Implement the Parking Strategy.

Summary of evidence base	
Outcome/Priority Area	Action
Ensuring that the quality of place we enjoy is maintained and enhanced	Traffic: Consideration be given to how best take full advantage of systems that bring benefits to buses (such as transponders triggering traffic signals), reduce traffic speed, safer roads and junctions, reduce congestion
	Transport: Consider whether to develop a public transport strategy for the District, maximising uptake of the opportunities provided by the Local Sustainable Transport Fund, maximise benefit of investment in public transport, further bus services. Promote workplace and school travel plans
	Built Environment: Preserving the District's built environment so that it is an attractive place to live, work and visit. Take a proactive role in improving the built environment of the District by acquiring sites for redevelopment when they become available
	Rural Environment: Protect the rural nature of our District, support the South Downs National Park purposes whilst recognising the value of the rural economy. Provide, protect and enhance the green infrastructure. Maintain, protect and enhance Winchester District's valuable environments and wildlife assets, whether these are urban or rural areas. Promote and maintain sensitive areas and those recognised for their biodiversity.
	Design: To take a leading role in the promotion and delivery of development which maintains or enhances the quality of the built environment by developing appropriate policies, strategies and frameworks. Insist on high quality design for all new buildings and developments, including the District's Major Development Areas, to ensure they complement our heritage and landscape. Remove the worst examples of post war architecture or where not possible seek their renaissance by imaginative design solutions. Ensure high quality design takes account of local character distinctiveness. Silver Hill. Seek to secure sustainable construction and development.
	Public Realm: Manage our streets and public open spaces to keep them clean and green by tackling graffiti and fly-posting quickly, removing street clutter, repairing footpaths and providing adequate street lighting.
	Trees: Review Winchester TPO's. Protect Ancient Trees. Encourage planting of new trees and identify opportunities for planting trees on City Council land and tree protection.
Supporting the local economy	Heritage: Protect the past and seek imaginative new uses for redundant historic buildings and land. Open up more heritage sites to the public.
	Open Spaces: Enhance the quality of our public spaces, parks, streets and squares and bring them to life with entertainment and activity. Provide, protect and enhance green infrastructure to include open spaces, green links and wildlife corridors. Provision of additional recreational space in accordance with updated standards.
PROSPEROUS ECONOMY - PROSPERITY	
Supporting the local economy	Local Businesses: Increase access to local workspace, encourage business expansion, new and small businesses and create business start up units, market ourselves as a vibrant, exciting and safe place to do business, establish ourselves as a fair trade town, develop our town as a venue for conferences, develop our role as a major tourist destination based on heritage as a backdrop for a growing reputation for creativity and arts, become a renowned centre for food and drink with quality hotels, promote markets and events to complement the retail and heritage offer.

Summary of evidence base	
Outcome/Priority Area	Action
Promoting education and training	Education & Training: Promote apprenticeships and other routes into employment and business ownership, Work with local educational institutions to promote learning excellence to improve our skills base and to retain students and graduates, One to one mentoring support for job seekers, Increased number of young people in education, employment or training, Improved educational attainment of vulnerable groups, make the most of local opportunities to enhance the skills and ambitions of those who live in the district
Promoting tourism and the cultural assets of the District	<p>Culture: Reinforce Winchester's position as a cultural stronghold and build on the existing creative industry; promote a vibrant daytime and evening cultural calendar in our towns and rural areas; establish a cultural 'mission team' to provide leadership for the sector; support efforts to create more creation space; recognise the contribution of public art, both in our established cities and towns and in major development areas.</p> <p>Tourism: Information for visitors, promote the varied talents of the District, building on the creative and knowledge based industries that exist, whilst developing the agricultural, tourism and cultural assets of our historic towns and villages and valued landscapes</p>
EFFICIENT AND EFFECTIVE COUNCIL - PROCESS	
Ensuring that the Council is resilient with an agile and flexible workforce	<p>Systems: Investigate further opportunities for savings arising from shared IT service with Test Valley Borough Council, implement Microsoft SharePoint.</p> <p>Working Practices: Ensuring that the staff have the right skills and competencies to support flexible and agile working.</p>
Medium financial planning to ensure effective use of available resources including asset management	Financial Planning & Asset Management: Using our assets to support our priorities, review of all investment assets, former Bar End Depot, review of public conveniences, review of future City Offices building, review WCC land ownership to identify opportunities for disposal and redevelopment, five year revaluation of all property assets, investigate and develop opportunities in the Council's estate to increase capital and revenue income.
Streamlined processes and decision making to reduce bureaucracy whilst retaining openness and creativity	Governance: Regularly review our services for opportunities to deliver them more efficiently, customer service at the heart of all we do. Being a problem-solving organisation for residents. Ensure our decision making procedures are streamlined and efficient.

Proposed Consultation list

- Winchester City Council and Hampshire County Council members
- Parish Councils
- Sports and Physical Activity Alliance
- Health and Wellbeing Group
- Passenger Transport Forum
- Winchester Area Community Action
- Children and Young Peoples partnerships
- Older Persons' Partnership
- Community Safety Partnership
- Chamber of Commerce
- Business Improvement Districts
- WinACC
- City of Winchester Trust
- Community Groups
- South Downs National Park
- LEPs