

COUNCIL

11 January 2012

ADOPTION OF CHANGE PLANS 2012/13

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

[CAB2249](#) – Change Plans 2012/13: Consultation Draft, November 2011

EXECUTIVE SUMMARY:

Over the past two years, the Council has increasingly organised itself to focus on the major outcomes of the Winchester District Community Strategy. This is reflected in the Council's organisational structure, its corporate planning and its approach to Scrutiny. This time last year, Members adopted the first of a new style of business plan, known as Change Plans.

Each Change Plan is designed to bring about positive change for the people who live and work in the Winchester District, not only under the three outcomes of the Community Strategy but also under the Council's own corporate outcome of being an efficient and effective organisation.

At its November meeting last year, Cabinet approved a set of draft Change Plans for 2012/13 as a basis for consultation with key stakeholder groups. Consultation has now been completed and the Plans have now been updated in the light of the comments received. They are attached to this report at Appendix 3.

Members are now asked to adopt these four Change Plans, which collectively form the Council's key commitments for 2012/13.

RECOMMENDATIONS:

1. That the four Plans at Appendix 3 be adopted as the Council's key commitments for 2012/13.
2. That the Chief Executive in consultation with the relevant Portfolio Holder, be given delegated authority to undertake minor editing and finalise the Change Plans.
3. That it be noted that the Plans are still subject to final confirmation of the Council's budget in February 2012.

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DETAIL:

1 Introduction

- 1.1 Last year saw a major development in the way the Council approaches its annual business planning cycle. As part of the continued evolution of the Council's response to the changing environment for local authorities, officers and key partners from outside the organisation worked together to create Change Plans. These identify the differences we want to make for our communities and how we can achieve them, whether through direct provision of services, through partnership or through other forms of commissioning. These Plans, which were approved by Council at the start of the current financial year, were designed to promote delivery of the three outcomes of the Winchester District Community Strategy, and the corporate outcome of being an efficient and effective council. They cover a three year period, but with an inevitable focus on the first of these three years. Officers have therefore been reviewing and refreshing the plans, to ensure they are fit for purpose for the year ahead in terms of the local and national environment in which the Council and its partners operate.
- 1.2 In November 2011, Cabinet approved a set of draft Change Plans for 2012/13 as a basis for stakeholder consultation. Members are referred to [CAB2249](#) (Change Plans 2012/13: Consultation Draft) for a more detailed explanation of the purpose of the Plans, and the process by which they have been developed. In particular, they are reminded that the Change Plans are not intended to reflect every single action that the Council will take in the coming year, but the small number of really significant actions or programmes which will support delivery of our four outcome areas.
- 1.3 Consultation has now taken place, and the revised Plans are attached at Appendix 3. Members are now asked to consider the Plans, to refer any minor matters to the relevant Portfolio Holder for consideration and potentially alteration in accordance with the proposed delegation to the Chief Executive, and to adopt them collectively for delivery in 2012/13. It should be noted that this process is subject to the final approval of the Council's budget, which will take place next month at Council.

2 Consultation Responses

2.1 The Cabinet report last November set out a limited group of consultees, largely consisting of stakeholder groups. This was because the 2011/12 Change Plans were intended to be three year Plans, with the inevitable emphasis on the first year. So the consultation process for 2012/13 was required simply to 'reality check' the context of the Change Plans and comment on new or updated actions, rather than to seek a completely new set of ideas.

2.2 The views of the following groups have been considered in revising the Plans:

a) Cabinet: there was a robust discussion about the Plans at Cabinet in November ([CAB2249](#) – Change Plans 2012/13: Consultation Draft), with helpful contributions from other Members in attendance. Comments on the content of the Plans which have been taken from the minutes of the meeting can be found at Appendix 1, along with the officer response and action taken. Other comments that related to the status and funding of the Plans were dealt with at the time by the Leader and Chief Executive.

b) The Overview and Scrutiny Committee: the official minute reads as follows:

“The Assistant Director (Economic Prosperity) clarified that none of the proposed specific programmes within the draft Plans were dependant upon budget growth items, and could be scaled up or down according to their eventual prioritisation. Milestone and outcome indicators would be added to the finalised Plans.

During debate, it was considered that programmes within the finalised Plans should be prioritised in terms of those that the Council were sure could be delivered, when the overall budget position was clearer.

Members were encouraged to put forward their individual comments as part of the consultation process.”

The revised Plans include a small number of milestones for each project (bearing in mind the need to keep the Plans to a manageable length) and the introductory text for each Plan includes – wherever possible - outcome indicators which were agreed by Council last February. During the debate, there was also a suggestion that the Change Plan for an Efficient and Effective Council could be improved by removing actions that appeared to be 'business as usual' which should not be in a Change Plan, and by refining the wording of some actions to be clearer about what was being delivered. This was particularly important in terms of managing customer expectations at a difficult time, Members noted. Officers have implemented this suggestion.

No further individual comments have been received from Members.

- c) Parish Councils: the draft Plans were set out as part of the annual budget briefing for Parish Councils in December. Feedback relevant to the Change Plans included concerns about provision of care for the elderly, and support for young people looking for employment. Both these issues are addressed through current Change Plan actions. No further individual parish comments have been received since the meeting.
- d) The business community: the Economic Prosperity Change Plan was set out as part of the annual budget briefing and workshop for the business community, and a short workshop gave rise to a number of comments and suggestions. Those that came up more than once are summarised in the table at Appendix 2, along with the officer response and action taken.
- e) The Executive and Partnerships of the Winchester District Strategic Partnership: the draft Plans were presented at the November meeting of the LSP Executive, and members were invited to make representations following the meeting.

Officers of the Council have also shared the Plans with colleagues from across the Partnerships of the LSP to gather their feedback. Winchester Area Community Action is part of the LSP and has represented the voice of the voluntary sector in this consultation. No significant comments were raised, although small revisions to wording have been incorporated for clarity.

- f) Winchester Action on Climate Change (WinACC): in addition to participating in pre-draft workshops on the Plans, representatives of WinACC attended The Overview and Scrutiny Committee where they offered comments, and also submitted a written response. Most significantly, they are proposing the inclusion of two actions in the Economic Prosperity Change Plan for transition to a low carbon economy as follows:

- i) *Create a detailed and costed roadmap for delivery of the district's 30% carbon reduction objective and associated creation of a green economy.*

Following further discussion with WinACC, officers believe that this can reasonably and economically be achieved, and could provide a helpful basis for guiding future actions in this theme of the Economic Prosperity Change Plan.

- ii) *Increase local employment in carbon reduction work on buildings by seizing opportunities resulting from initiatives such as Green Deal.*

Officers accept that opportunities are opening up to create jobs for local people in this area, seen already in 2011/12 with the Insulate Hampshire programme, and that these should be pursued more closely in the coming year.

Other minor amendments to improve wording in the Change Plans have been included in the revised versions at Appendix 3. Some actions were rejected on the basis that they could not reasonably be delivered by the City Council, or they were already in hand via other measures. These were:

- i) *Ensure the two Local Economic Partnerships prioritise the issue [of peak oil] and take action to educate local businesses about the threat and what they need to do.*

Officers felt it could not guarantee to influence the LEP plans in this way in 2012/13, as one partner among many.

- ii) *Develop a scheme to reduce energy use in organisations through involving exemplars of various types to encourage peers to adopt good practice.*

Officers felt this was covered by other actions, including the Green Business Accreditation Scheme, already featured in the High Quality Environment Change Plan.

- g) Heads of Team: finally, Heads of Team and key partners have been involved in reviewing the introductory text for each Change Plan. Amendments have been made to reflect the environment in which the Plans are being delivered, including latest legal, economic, social, political and other factors.

3 Conclusion

- 3.1 The revised Change Plans for 2012/13 have been through an appropriate and constructive period of consultation. Members are asked to consider the revised Plans attached at Appendix 3. They may wish to refer any further minor matters back to the Chief Executive who may, in consultation with the relevant Portfolio Holder, choose to make minor amendments as appropriate. Overall, however, Members are asked to adopt the Change Plans for 2012/13 subject to final confirmation of the budget by Council in February 2011.

OTHER CONSIDERATIONS:

4 COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

The Change Plans are the action plans which are designed to secure progress towards the three outcomes of the Community Strategy, as well as the corporate outcome of being an efficient and effective council.

5 RESOURCE IMPLICATIONS:

- 5.1 As officers have found in previous years, most projects and programmes cannot be accurately mapped out this far in advance, and the availability of partnership resources for joint commissioning will be unclear for some weeks to come. Costs for actions will therefore be identified as part of each project planning process.
- 5.2 The Change Plans are a basis for prioritisation of financial and human resources, and will assist in finalising the 2012/13 budget. Actions are only in the attached Plans if existing resources can be redirected to fund them, or there is a realistic opportunity to secure external grants or partnership contributions.
- 5.3 All officers are well aware of the challenge presented to the Council by current funding reductions, and actions in the proposed Portfolio Plans will tend to rely more on officer time than on finance, with many being 'low cost' and so absorbed by revenue budgets.
- 5.4 At this stage in the planning process, officers have either identified the source of the resources required based on the draft budget or (eg in the case of rural Broadband) will be bringing forward proposals for consideration during the year where there is not enough detail known at present.
- 5.5 The official minute for Cabinet in November 2011 also states:

Councillor Wood emphasised that Cabinet would not be in a position to make budget commitments arising from actions proposed within the Plans until such time that the Council's overall budget position was clearer. It was therefore agreed that the Council's eventual adoption of the Plans in January 2012 be subject to a rider to this effect.

6 RISK MANAGEMENT ISSUES

- 6.1 Business planning is a process which incorporates the identification of risk, and introduction of measures to mitigate against it. The Change Plans are themselves intended to reduce the risk that we and our partners will not deliver against the outcomes of the Community Strategy or the Council's own 'efficient and effective' outcome by providing clear direction and a set of agreed programmes to support delivery against them. In order to assess the 'direction of travel' in relation to the four outcomes, programmes are linked to performance indicators which are returned to Overview and Scrutiny Committee as part of the year-round monitoring process.

7 EQUALITIES

- 7.1 The Community Strategy, which sits above the Change Plans in planning terms, was subjected to an equalities impact assessment. Whilst it was previously anticipated that the Change Plans would also be impact-assessed,

further advice from the Council's Equalities Advisor suggests that this would yield very little in the way of new considerations. He has suggested that the most useful application of impact assessments would be on project plans setting out in detail the scope and nature of each project in the Change Plan. It is too soon in the process for this level of detail, the Commissioning Approach may lead to a variety of solutions being considered to any one identified issue or problem. The Council's new integrated assessment model will be used for Change Plan projects as they are developed.

BACKGROUND DOCUMENTS:

[Winchester District Community Strategy 2010 - 2020](#)

APPENDICES:

Appendix 1: Cabinet Minute for [CAB2249](#) – Change Plans 2012/13: Consultation Draft, November 2011

Appendix 2: Feedback from Business Consultation and Briefing on 6 December 2011

Appendix 3: Change Plans 2012/13

Appendix 1: Cabinet Minute for [CAB2249](#) – Change Plans 2012/13: Consultation Draft

Comment taken from Cabinet minute	Officer Response	Action Taken
Councillor Wood emphasised that Cabinet would not be in a position to make budget commitments arising from actions proposed within the Plans until such time that the Council's overall budget position was clearer. It was therefore agreed that the Council's eventual adoption of the Plans in January 2012 be subject to a rider to this effect.	Agreed	Rider added at recommendation 3 of this report
Active Communities		
In addition to the Council's priority areas of Stanmore, Highcliffe and Winnall there should be more general regard to pockets of deprivation within the rural areas, including at Wickham.	Priority areas were agreed for 3 years (2010 – 2013) as part of the wider consultation for the Community Strategy. They will be reviewed again for 2014.	None
The Theme 2 Outcome should include a challenging target for the number of new affordable dwellings to be built. The use of General Fund land for their construction (as well as Housing Revenue Account sites) should also specifically be considered.	<p>Leader comment at Cabinet: confirmed that changes to the funding of the Housing Revenue Account were likely to eventually bring forward increased opportunities for the Council to build new affordable homes, including Council Houses.</p> <p>Officer comment: agree, but will be determined to some extent by available budget for 2012/13. Suggest that a figure identified through discussions at the Housing Strategy IPG forms the basis for this action, subject to budget set in February.</p>	Change Plan to be updated to reflect recommendation of Housing Strategy IPG by end March 2012.
Theme 2 also referred to the development of a shared service approach with other Local Authorities. What additional shared services were proposed at this time?	Shared services initiatives are part of the Efficient and Effective Change Plan (Theme 3) and are listed there.	Original bullet points in Active Communities deleted.
With regard to the Theme 3 expected Outcome, what arrangements were in place to notify residents and to involve local Councillors of the mapping exercise	The project is not taking place until 2012/13. In general terms, however, officers intend to involve Ward Members in	Regular meetings with the Ward Members of the priority wards to be

referred to?	commissions and will take advice about the level of involvement of residents in this kind of project.	introduced with Assistant Directors from the new year.
The development of Neighbourhood Plans was important and the Council should encourage as many parish councils as possible to undertake this work, including providing them with the necessary support. For the key priorities within the Plans to be subject to proper scrutiny, they should ideally be supported by specific budget allocations.	Agreed. The Denmead pilot will leave a legacy of web-based resources, templates and other learning which will be shared with other parishes over time.	Wording adding to Change Plan to reflect this wider benefit.
<i>Economic Prosperity</i>		
A business park at Bushfield Camp would be likely to detract from the business area already in existence in the central town area.	This does not form part of the Change Plans but is being considered as part of the Local Development Framework process.	None
Ward Councillors and residents should be engaged with any economic planning process for the Town area that might be proposed.	Agreed	This work will be carried out in consultation with Town Forum.
With regard to the roll out of High Speed Broadband across Hampshire, the Council should ensure cooperation with all relevant Councils.	Agreed. Discussions are already taking place via the Hampshire Senate and the EM3 Local Enterprise Partnership.	None
The encouragement of improved public transport in rural areas was central to the development of a thriving rural economy.	Agree that public transport is important, but it is not realistic to think that the City Council can bring about change here in 2012/13.	None
There should be more 'hard targets' within the Plan as opposed to the more general programmes of work as set out.	Agree. This applies to all the Change Plans, which are at this stage simply headline documents for consultation.	Milestones are included in version for Adoption, and PIs were established by Council last February – see introductory text sections.
<i>High Quality Environment</i>		
The Waste Minimisation Plan (Theme 6)	There are no priorities within the	None

should be within the top three priorities within the overall Plan.	individual Change Plans.	
The District's reduction of carbon emissions should be presented in terms of wider benefits within communities, i.e. healthy lifestyles, warmer homes and saving money.	Agree. This will form part of the behavioural change programme referred to in Theme 1 of the High Quality Environment Change Plan.	None
There should an overall strategy with regard to reducing the District's carbon emissions, which would be inclusive of initiatives to harness future Government funding streams.	<p>Winchester Action on Climate Change have proposed a 'road map' for carbon reduction (see Appendix 2). Combined with existing actions in the Change Plans, officers believe this is addressed.</p> <p>The Economic Prosperity Change Plan already includes an action to explore the options for low carbon funding for business development.</p>	None

Appendix 2: Feedback from Business Consultation and Briefing on 6 December 2011

Comment from Business Consultation Briefing	Officer Response	Action Taken
Action to help young people into work and training opportunities was strongly supported	Already in Economic Prosperity Change Plan	Wording strengthened
There is a continued need to stimulate footfall in the town centres, drawing on initiatives such as the London 2012 Olympics and the Cathedral's plans to rehouse the Winchester Bible	2012 already in Change Plans. In general this is part of 'business as usual' for the tourism team and the Business Improvement District.	None
More could be done to reduce 'red tape' for businesses, including greater flexibility in the planning management process	An improvement plan is already being rolled out in the planning management function. Commissioning process has reduced paperwork for small businesses and voluntary sectors. Officers will continue to seek further improvements as part of 'business as usual' activity. This action is also included in new business plan for Enterprise M3 Local Enterprise Partnership, lobbying for less red tape at a higher level.	None
Businesses would like to see more being done to retain locally generated revenues in the District (eg rebate on business rates, payback schemes, other opportunities such as the Winchester Business Improvement District)	LEADER Informal Scrutiny Group will start to look at new opportunities for local funding, to be completed before end of 2011/12. Officers will pursue enquiries, but it is unlikely that the Council could commit to delivery change in this area in 2012/13.	None
Transport issues (eg rural buses, road network round Whiteley) continued to be a threat to communities and to business life	These issues have been identified in other Council plans. They cannot realistically be tackled during 2012/13.	None
The role of tourism in developing the economy should not be overlooked.	Tourism is already identified as one of the District's five core economic sectors in the Local Development Framework and Economic Strategy.	None

WINCHESTER DISTRICT CHANGE PLANS 2012- 2015

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Introduction

The Change Plans put forward in this document are, collectively, the delivery plan for the [Winchester District Community Strategy](#).

This is the second year that a set of Change Plans has been produced, and they demonstrate a renewed commitment by Winchester City Council and its partners across the [Winchester District Strategic Partnership](#) to ensuring that we make real progress against the three key outcomes which local people have said are important to them. These outcomes are

- i) Active Communities
- ii) Economic Prosperity
- iii) High Quality Environment

These plans have been developed after discussion with partner organisations, businesses, voluntary groups, local authority colleagues and others who have a professional or personal involvement in the outcomes. As the name suggests, Change Plans capture the major programmes and projects which are important for making a positive change in the District under these outcome areas.

Change Plans are not simply a work plan for Winchester City Council: they are an integrated set of programmes which will be implemented across the Winchester District Strategic Partnership (LSP), with support from many of our partner organisations. Winchester City Council has produced them in its role as 'community leader', but each plan reflects the increasing trend towards collaboration and pooled resourcing which has been fuelled by the economic downturn and national cutbacks in public spending. Change Plans will guide our decision making about buying (or commissioning) goods and services in the coming years.

There is one Change Plan which is specifically intended to steer and coordinate the work of the City Council towards its own corporate outcome of being an Efficient and Effective Council. This can be found at the end of the document.

Progress towards each outcome will be delivered through a range of programmes. However, in order to keep this document to a manageable size only one or two Priority Actions for each outcome are included here. The full Change Plans can be found on the [LSP website](#).

It is anticipated that many more actions will be proposed during the course of ongoing partnership working with key stakeholders and community groups, and they may be incorporated into the change plans at any point during their three year life span for delivery through the Council's new Commissioning Approach.

Community Strategy Priorities 2011- 2014

A set of priorities is identified in the Community Strategy for the three year period 2011 – 2014 (the first three years of the Strategy), and these cut across the three major outcomes – active communities, prosperous economy and high quality environment.

They are:

- i) Wellbeing of Older People
- ii) Access to Services
- iii) Reducing the District's Carbon Footprint
- iv) Priority Neighbourhoods – Stanmore and Winnall

This section provides some brief analysis of each of these issues. Commissioning of any initiatives or service in support of the outcomes should endeavour to address some or all of these priorities. Programmes and individual actions already identified to address these priorities are included in the change plans under the relevant outcome area. Each one is flagged in the column marked 'linked outcomes and priorities'.

(i) Wellbeing of Older People

Why is this important?

- The Winchester District has a significantly higher proportion of older residents than other districts, and this proportion is increasing. According to Hampshire County Council's population projections, the proportion of those aged 65 and over is predicted to make up almost a quarter of our resident population by 2026. In some communities this proportion will be higher
- Older people tend to be higher users of services and to find more difficulty in accessing services

Why act now?

- Cuts in public spending mean that there will be less resource to meet these needs as they increase over time. It will be important to forward plan collaboratively across agencies to ensure that limited resource is used most effectively
- People will have longer working lives and will need suitable employment opportunities for sufficient income until retirement age

What existing work can we build on?

- Two active older people forums
- The work of the WDSP Older People Partnership and other relevant WDSP bodies
- Previous strong partnership approach in the Winchester District
- Active community and voluntary organisations driving improvement
- Older Persons' Housing Action Plan

What can we do in the future with partners?

- Commission together to target public sector resources - especially on the areas of greatest need (see specific programmes for Stanmore and Winnall neighbourhoods)
- Ensure that a joined up response to older people's needs is in place via the cross-cutting themes of health, housing, employment and social and recreational opportunities
- Identify clear pathways for older people who wish or need to work or volunteer, to ensure they are able to make their chosen contribution to local economic and social wellbeing

How will we measure success?

- Feedback from older people
- Health data
- Poverty data
- Homelessness and employment data

What changes are needed to achieve progress?

- Older people more involved and able to take their own positive action
- Local communities able and willing to participate in local provision in their areas

(ii) Access to Services

Why is this important?

Winchester is a large rural district with a wide range of different communities, with differing needs. Research shows that some people find it hard to access our services: for example, they may be without transport or without an internet connection, or they could be reluctant to deal with official agencies because of language or educational difficulties. The Winchester District Strategic Partnership will maintain a particular focus on making sure that our services are made available more readily to residents. This will enable them to make the most of what is on offer and so enjoy a better quality of life.

When we talk about increasing access to services, we mean four things:

- learning more about our residents to find out what services they need and how they prefer to access them
- increasing residents' opportunities to access our services in a way that is fair and equal
- helping residents benefit from our services, for example reducing the disadvantage that people might experience because they live in the rural areas of the District
- exploring the local barriers which prevent people from accessing our services and looking for innovative ways to remove these barriers

Why act now?

- New technology and more active communities create opportunities for new ways to design services and make them more accessible
- Reduced public spending may have an impact on access to services and it is important to ensure that this is taken into account with all our commissioning decisions.

What existing work can we build on?

- Good practice in service accessibility within the district currently and elsewhere in the country

What can we do in the future with partners?

- Get the best service access through joint commissioning, and sharing of premises etc.

How will we measure success?

- Service take-up rates and service user satisfaction rates

What changes are needed to achieve progress?

- Improved promotion of the services available across the district
- Improved transport links
- Outreach service delivery
- Understanding and consideration of individual customer needs, taking account of disability, health, ethnicity, age, sexuality and gender.
- Use of new technology to increase access

(iii) Reducing the District's Carbon Footprint

Why is this important?

- Winchester District's CO₂ per capita figure remains the highest in Hampshire.

Why act now?

- New initiatives such as Green Deal, Renewable Heat Incentives and re-emergence of possible income streams means funding may be available to pump prime projects.
- There are still opportunities to grow the green economy and link together Economic Prosperity and High Quality Change Plan ambitions.
- Pressures to reduce organisational baseline energy costs remain.

What existing work can we build on?

- Progress during 2011/12 with the City Council's Climate Change Programme which is now more focused and with clearer priorities.
- The City Council will shortly complete its own carbon reduction plan.
- The completion of Winchester Town & Access Plan during 2011.
- Appointment of a City Council Energy Manager during 2011.
- An Informal Scrutiny Group review of Winchester's Air Quality Action Plan with better links to other plans.
- The role of Winchester Action on Climate Change (WinACC) in promoting climate change issues.

What can we do in the future with partners?

- Continue to improve our leadership Lead by example in addressing climate change issues.
- Work together to develop renewable energy projects such as the Combined Heat and Power Project for Winchester.
- Prioritise large organisations as biggest emitters of greenhouse gas emissions.
- Help and encourage businesses and householders to adopt carbon reduction measures.

How will we measure success?

- Reduction in District CO₂ emissions.
- Reduction in partner CO₂ emission reductions.
- Number of properties insulated.
- Progress against Climate Change Programme.

What changes are needed to achieve progress?

- Partners to lead by example in addressing climate change.
- Clearly communicate the economic benefits of climate change projects as well as the environmental gains.
- Take maximum advantage of new funding streams to pay for new initiatives and projects.
- Increase behavioural change amongst partners, businesses and householders.
- Long term funding streams to pump prime future projects.

(iv) Priority Neighbourhoods – Stanmore and Winnall

Why is this important?

The Indices of Multiple Deprivation (IMD) identify those areas of the District which are more deprived and therefore need extra attention from partner agencies to improve health and quality of life. The IMD highlights the following wards as being in the bottom 25% of the most overall deprived areas in Hampshire as well as in the worst 40% in England and Wales as a whole.

- St Luke – Stanmore North
- St John – Winnall West

The partners of the Winchester District Strategic Partnership will concentrate their efforts on these two areas for the first four years, then move onto other priority communities. We recognise that pockets of deprivation exist in the rural areas of the District.

Why act now?

- Reduced capacity for public spending means that resources must be more carefully targeted at areas of greatest need.
- Stanmore and Winnall have completed community plans setting out the actions that local people and agencies need to take to improve quality of life in the neighbourhood. Local projects result in a momentum for change.

What existing work can we build on?

- Existing services and projects operating in the two neighbourhoods
- A network of community activity including residents' associations.
- Active voluntary organisations and churches

What can we do in the future with partners?

- Work with organisations which we grant aid in these communities to make maximum impact with our combined resources
- Map activity and gaps in these communities to ensure we remove duplication and meet needs, and commission new programmes carefully once mapping is complete
- Stop doing things if it can be shown they do not help
- Look for 'whole life' solutions to identified problems

How will we measure success?

- Satisfaction surveys when resources allow
- Improved IMD scores over time
- Feedback from tenants and partner organisations

What changes are needed to achieve progress?

- Empowerment of local people to participate in the planning and design of local services
- Joined up responses from agencies working together with local people
- Increased participation in healthy living activities amongst local people and improved understanding of the determinants of health.

3) Outcomes and Themes

The Community Strategy was developed in consultation with the people who live and work in Winchester. It is also based on statistical evidence and professional advice from partners and stakeholder organisations working across the Winchester District. This research established three key outcomes for the ten year lifespan of the Strategy, which are:

i) Active Communities

ii) Economic Prosperity

iii) High Quality Environment

For each outcome, a set of key themes or areas of action have been identified for action by the Local Strategic Partnership – and not simply for Winchester City Council. For example, in order to ensure that the District is prosperous in the future we need to build a low carbon economy and not rely on traditional sectors or traditional approaches to business. So a 'low carbon economy' is one of the themes in the Economic Prosperity Change Plan.

Under each of these themes, there may be one or more programmes of action designed to address the particular challenges or opportunities raised under that theme.

In order to keep this document to a manageable length, this version of the Change Plan sets out the themes along with just one or two of the priority actions to be taken. There are many more already set out, and these can be found in the full length document on the Winchester District Strategic Partnership website at www.wdsp.co.uk

Also in this section is the corporate outcome of being an **Efficient and Effective Council**. This is designed to shape and guide Winchester City Council as it evolves to meet the challenges of local government in the coming years.

Active Communities Outcome 1

People play an active role in their community and help shape how resources are used to deliver local services. Communities ensure everyone can access the services they need. People share their skills and talents through the District's many volunteering networks

Support and encourage community planning and volunteering. Protect people from discrimination and harassment and ensure they receive the support they need to participate fully in community activities

Why is this important?

- The Community Strategy recognises the importance of the active engagement of local people in the planning and delivery of all aspects of community wellbeing
- The Localism Act creates the environment in which a 'big society' can thrive, based on the following 3 strands:
 - Empowering communities: giving local councils and neighbourhoods more power to take decisions and shape their area
 - Opening up public services: the Government's public service reforms will enable charities, social enterprises, private companies and employee-owned co-operatives to compete to offer people high quality services
 - Promoting social action: encouraging and enabling people from all walks of life to play a more active part in society, and promoting more volunteering and philanthropy
- Over the coming years public sector spending will be reduced and most public sector organisations will transform the way they deliver services
- The success of these factors will be crucial for programmes to deliver active communities and other priorities identified in the Community Strategy

Impacts on other programmes

Active Communities

HIGH

Minimise impact of reduced public spending. Enhance civil society

Prosperous Economy

MEDIUM

Local businesses evolve to contribute to active communities outcomes

High quality Environment

HIGH

Local people participating in environmental initiatives

Older People

HIGH

Older people able to drive forward change to improve their wellbeing

Access to Services

HIGH

People's access to services enhanced and they are involved in provision

Reducing District Carbon Footprint

MEDIUM

Innovation better supported across sectors

Stammore and Winnall

HIGH

Shared emphasis on priority communities continues

Why act now?

- Timescales are driven by changes at national level, by local economic conditions and by decision making amongst partner agencies

What can we do in the future with partners?

- Create an open and transparent approach to service redesign inviting collaboration, sharing and innovation amongst partners
- Explore opportunities to co-locate and share the cost of overheads
- Make best use of public sector assets such as redundant buildings to provide new ways of delivering related services across sectors
- Ensure that change does not distract from or limit successful ongoing partnership initiatives
- Link service redesign processes with delivery of the Community Strategy and spatial planning (Local Development Framework)
- Continue to focus scarce resources on neighbourhoods and communities of interest in greatest need e.g. older persons
- Provide events through the WDSP to create 'space' for discussion and sharing of information about redesign processes
- Collaborate to assist voluntary organisations, social enterprises and businesses to grow and develop through advice, training and other forms of support
- Develop new ways to commission jointly to deliver active communities, make maximum impact with public funds and make the most of creativity across all sectors. Focus on outcomes not the way that services are delivered
- Engage with, empower, support and build capacity in communities building upon existing good practice.
- Find ways of supporting community groups to better understand how they relate to WDSP priorities and to support them in developing their own plans in response.

- Strengthen mechanisms that enable community priorities to inform business planning processes.
- Link together like-minded organisations, and also partnerships, to achieve more effective use of scarce resources.

How will we measure success?

- Rates of participation in volunteering and community planning
- Collaborative commissioning process in place
- Satisfaction rate of voluntary organisations and social enterprises with new commissioning process
- Excellent customer outcomes from services and interventions ('social return on investment' indicator to be developed)

What changes are needed to achieve progress?

- Local communities empowered and supported to identify and solve issues locally where possible, and to participate in the design and planning of public sector services.
- Public, voluntary and private sectors participating in new local commissioning process

What existing work can we build on?

- Shared goals in the Community Strategy and a willingness to collaborate and commission together
- Good working relationships and partnerships
- Existing dialogue about sharing of overheads and merging of services
- Support for voluntary organisations already in place
- Community planning successes and ongoing activity
- Existing work with communities of interest

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Neighbourhood and Community Planning	1) Support Denmead Parish Council in developing a statutory Neighbourhood Plan using CLG funding for pilot Plans.	<p>The District's first Neighbourhood Plan is completed, providing a blueprint for subsequent parish planning across the District</p> <p>More informed service planning and delivery, based on understanding of community aspirations.</p> <p>Increased community ownership of local issues and solutions.</p>	Develop brief and terms of reference for the work and Denmead Group.	31-Dec-2011	31-Oct-2013	Community Development Manager; Head of Strategic Planning	Communities, Safety & Public Health Portfolio; Planning & Enforcement Portfolio
			Publication of St Barnabas and Harestock Community Plan.	30-Jun-2012			
			Develop draft Denmead Neighbourhood Plan for consultation.	31-Oct-2012			
			Publication of Curdridge Parish Plan.	31-Dec-2012			
			Publication of Shedfield Parish Plan.	31-Mar-2013			
			Undertake independent examination of Denmead Neighbourhood Plan.	31-May-2013			
			Undertake referendum for Denmead Neighbourhood Plan.	31-Aug-2013			
			Adopt Denmead Neighbourhood Plan.	31-Oct-2013			

Active Communities Outcome 2

Everyone can access the services they need

Support local people in accessing high quality, affordable housing

Why is this important?

- Housing need outstrips housing supply due to a lack of available sites for development. Winchester District has high market housing costs both to rent and buy
- This impacts on the health and wellbeing of individuals and sustainability of communities and affects the ability of the economy to change and grow
- Inadequate housing threatens the sustainability of local services

Why act now?

- Opportunities are arising from new national policies, but the financial climate and resistance to new housing threatens progress. A new approach is both desirable and unavoidable
- The New Homes Bonus provides opportunities to make an impact
- The Local Development Framework Core Strategy will be a key tool for delivering the new approach
- Local communities are re-examining housing need in their areas and have a greater role in decision-making
- Economic conditions are contributing to an increasing need for affordable housing and funding for new build has reduced.
- The rental market will play an increasing role in responding to housing need but there are changes to benefits and to the cost of rented accommodation across sectors.

What existing work can we build on?

- Local Development Framework process
- Skills and experience from many years of housing enablement work

Impacts on other programmes

Active Communities	<p>HIGH Positive impact on health, wellbeing and inclusion</p>
Prosperous Economy	<p>HIGH Local housing for workforce as economy evolves</p>
High quality Environment	<p>MEDIUM If well designed and constructed. Potential to reduce in/out commuting</p>
Older People	<p>HIGH More appropriate housing meeting needs of different age groups</p>
Access to Services	<p>HIGH Additional housing can help sustain local facilities and services</p>
Reducing Carbon Footprint	<p>MEDIUM Dependent on good, design & construction</p>
Stannmore and Winnaill	<p>HIGH Emphasis on affordable housing for local needs</p>

- The Housing Board and existing partnerships across the private and not-for-profit sector, and with HCA
- HARAH and related shared services
- Positive planning and use of Council assets

How will we measure success?

- Increase in dwelling completions (including affordable)
- House prices affordable to buy and rent
- Waiting list/homelessness reducing
- Community feedback positive

What changes are needed to achieve progress?

- New consensus between Council and communities about the level of housing need, and the desirability of sufficient new development to maintain and increase community wellbeing
- New refined planning policies aimed at increasing overall housing supply including affordable housing
- Positive application of planning policies and consideration of proposals to stimulate housing supply
- Potential new role for the Council as a housing developer but decisions needed about whether to apply resources to enabling RSL and developer partners, or to take more direct action itself
- Sufficient capacity (funds, staff, influence) to drive change

What could the council and partners do?

- Continue to progress the Core Strategy process, which includes analysis from the 'community blueprint' consultation process, has taken a strategic perspective and produced new agreed housing numbers
- Minimum number of new affordable dwellings to be completed in 2012/13 (target to be developed in light of

funding, land supply issues and comments of the Informal Policy Group)

- Council to work closely with the Homes and Communities Agency and Registered Social Landlords to encourage inward investment
- Council to support delivery through the use of housing capital receipts, S106 developers' contributions and the use of HRA land. Continue to bring forward HRA land or affordable housing development, investigate how General Fund land can be brought forward to enable development, and work with HCC on its *500 Homes* project
- Council to establish, and resource, a mechanism to investigate new models of delivery, considering the roles the Council may have as a "doing" and/or "commissioning/enabling" organisation. As part of this the Council to use new powers to build a minimum of 5 new council houses (within the HRA) in 2012/13 and plan capital financing to fund the provision of at least a further 30 Council owned homes by 2017.
- Given the changing national context, Council to research how it can achieve maximum impact in future years and bring forward options and recommendations for action in Year 2

Risks and Barriers

- Organisational capacity
- Availability of Housing and Communities Agency funding
- Economic conditions, in particular vulnerability of the housing market and bank lending to RSLs, developers and house purchasers
- Community views of new housing provision
- Uncertainties created by changes to the planning system
- Council exposure to risk as a "doer" rather than an "enabler"

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Take measures to improve provision of affordable housing across the District	2) Housing enablement.	Greater number of affordable dwellings. Fewer people in housing need.	Bring forward 2 urban capacity sites for affordable housing.	13-Mar-2013	31-Mar-2014	Housing Strategy & Development Manager; Head of Strategic Housing	Communities, Safety & Public Health Portfolio; Strategic Housing & Landlord Services Portfolio
			Complete planning permission for HHC site.	31-Mar-2013			
			Investigate option of building Council owned homes.	31-Mar-2013			
			Complete housing strategy with affordable housing targets.	30-Jun-2013			
Consider and implement a range of measures to secure alternative options for homeless people in the District	3) Addressing homelessness.	Improved provision for homeless people in the District.	Cabinet report to set out options for Member consideration - other milestones will follow this.	23-Dec-2011	31-Mar-2013	Head of Landlord Services; Head of Strategic Housing	Strategic Housing & Landlord Services Portfolio
			Increase supply of temporary accommodation.	31-Mar-2012			
			Complete feasibility study for a wet shelter.	30-Jun-2012			
Extra Care Housing	4) Rationalise the provision and management of Extra Care Housing in Council stock.	Dementia care scheme established and all provision co-located.	Agree scope of project with Hampshire Adult Services.	29-Feb-2012	31-Mar-2013	Head of Landlord Services	Strategic Housing & Landlord Services Portfolio
			Secure appropriate funding packages from Adult Services/ Supporting People.	30-Jun-2012			

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
			Consult residents and families on proposed changes to existing housing schemes.	31-Jul-2012			

Active Communities Outcome 3

The five outcomes for children under the Children Act 2004 are: stay safe, be healthy, enjoy and achieve, make a positive contribution and achieve economic wellbeing.

Protect children and young people and help them achieve more, focussing on those who are not fulfilling their potential or who are living in relative poverty

Why is this important?

- The Children Act 2004 established the statutory responsibilities of agencies in respect to the promotion of children's wellbeing. Safeguarding the welfare of children is seen as everyone's responsibility
- The Coalition Government revoked regulations underpinning Children and Young People's Plans and withdrew statutory guidance on Children's Trusts in Autumn 2010. Children's Trust Boards are no longer required to produce a Children and Young People's Plan
- The Education Act 2011 retained the statutory 'duty to cooperate' with the local authority (upper tier) to promote children's wellbeing. This duty applies to a range of partner agencies including district councils and schools

Why act now?

- The impact of the economic downturn and subsequent cuts in public sector budgets on youth support services and children's centres
- Fewer jobs are available for young people and the cost of housing makes it hard for them to live in the district post education
- Increased pressure on families due to cuts in benefits and other public spending

Impacts on other programmes

HIGH

Benefits across the active communities agenda and for all generations

Active Communities

HIGH

Young people able to afford to live and work in the district and benefit the economy.

Prosperous Economy

MEDIUM

Young people with environmental skills able to live and work in the District

High quality Environment

HIGH

Young people available to help care for growing elderly population

Older People

HIGH

Increased access to housing, training transport and leisure

Access to Services

MEDIUM

Young people involved in initiatives to combat climate change

Reducing District Carbon Footprint

HIGH

Resources targeted on priority areas to increase impact over 3 years

Stammore and Winnall

- Children's health is of concern and there is a need to encourage healthier lifestyle choices and to reduce the level of risk taking behaviour.
- Growing levels of childhood obesity and the need to increase levels of physical activity
- There are opportunities to create beneficial change through a coordinated partnership approach, and through local community action

What existing work can we build on?

- Active Youth Council (Youth of Winchester)
- The creation of Local Children's Partnerships led by schools and the development of jointly agreed action plans with shared goals
- The newly formed Winchester District Health and Wellbeing Partnership Board which will provide strategic leadership and coordinate the delivery of relevant programmes to children and young people
- Previous strong partnership approach in the Winchester District, including the work of the Sports and Physical Activity Alliance
- Robust partnership arrangements for addressing the safeguarding agenda at a local level clearly aligned to the Hampshire Safeguarding Children's Board
- Active community and voluntary organisations, schools and sports clubs driving improvement
- Engagement of young people through community planning

What can we do in the future with partners?

- Commission together to target public sector resources on the areas of greatest need (see specific programmes for Stanmore and Winnall neighbourhoods)
- Ensure that young people's needs are met via the cross-cutting themes of employment, training and housing so that they can afford to live and work in the District as young adults

- Work through the new Health and Wellbeing Partnership Board to join up action between the various partnership groups. Build on the work of the Sports and Physical Activity Alliance (e.g. the linking of schools, colleges and public sector partners to deliver the 'Personal Best' programme).
- Encourage schools and colleges to promote and help deliver health and wellbeing programmes to their pupils
- Ensure that schools, colleges and the university are able to play their fundamental role in health promotion and providing opportunities for participation in sport and physical activity amongst young people

How will we measure success?

- Positive feedback from children and young people
- Improvements against health indicators
- Reduced levels of childhood obesity
- Improvements against child poverty indicators
- Improvements in youth homelessness and unemployment data
- Improved educational attainment (especially in Stanmore and Winnall)

What changes are needed to achieve progress?

- Children and young people more engaged and able to take their own positive action
- Children making healthy lifestyle choices and engaging in sufficient sport, physical activity and other recreational pursuits
- Increase opportunities and improve the range of sport and physical activity programmes and events
- Local communities able and willing to participate in local provision for their areas
- Create more opportunities for volunteering linked to qualifications and awards

- Training opportunities in relevant vocational skills, and increased employment opportunities for local young people
- Greater range of employment opportunities for young people
- Affordable housing available for young people post education

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Support for children, young people and their families and carers	5) Working with Local Children's Partnerships and other agencies to explore the gaps in provision, and joint action to address them.	We have completed a mapping exercise across the District, but with particular focus on Stanmore, Winnall and Highcliffe, which identifies needs, priorities for action and joint actions to address them. There is a co-ordinated approach to the delivery of services to children and young people.	Specification for mapping project drafted.	30-Apr-2012	31-Oct-2012	Head of Community Wellbeing	Communities, Safety & Public Health Portfolio
			Commission advertised.	31-May-2012			
			Contract awarded for mapping study.	30-Jun-2012			
			Study delivered.	15-Sep-2012			
			Action plan agreed with partners.	31-Oct-2012			

Active Communities Outcome 4

People enjoy the benefits of a community where there are low levels of crime and everyone feels safe

Community Safety Programmes

The Community Strategy sets out three programmes of work relating to community safety:

- Tackle specific types of crime where our research shows there is a problem in the Winchester District. This will be reviewed annually when we will identify the types of crime that specifically affect our communities
- Maintain current low levels of crime, seeking to engage more local communities in the process
- Address concerns about speeding in our towns and villages. We will do this by supporting parish councils and the County Road Safety Partnership in their endeavours to reduce road traffic collisions and address concerns about speeding traffic at a local level.

Why is this important?

- The Winchester District Community Safety Partnership has made good progress in tackling crime and locally crime statistics are low. The Partnership has a programme of work in place based on its Strategic Assessment. However, there are still concerns about rates of violence relating to the night time economy in Winchester Town Centre, rates of domestic violence and anti-social behaviour
- Speeding traffic remains an issue which people want to see addressed through the Community Strategy. This is an issue that is perceived to restrict people's participation in, and enjoyment of, their communities

Why act now?

- Resources for community safety will be affected by the overall reduction in public spending. Partners will need to commission work in an even more joined up way to make the best use of resources available
- Partners will need to explore the way the localism agenda will affect our approach to community safety issues

Impacts on other programmes

HIGH

People feel confident and able to fully participate

Active Communities

HIGH

Positive impact on Winchester's reputation

Prosperous Economy

Medium

Less enviro-crime and anti-social behaviour

High quality Environment

HIGH

Fewer older victims of crime and greater confidence to participate

Older People

MEDIUM

Services provided to areas of greatest need

Access to Services

LOW

Minimal impact

Reducing District Carbon Footprint

HIGH

Resources targeted on priority areas to increase impact over 3 years

Stannmore and Winnall

What existing work can we build on?

- Good progress to date in achieving shared goals through the work of the District Community Safety Partnership
- Further development of the Neighbourhood Warden Team

What can we do in the future with partners?

- Commission together to target public sector resources on areas of greatest need (Stanmore, Winnall, City Centre)
- Progress collaborative initiatives such as Domestic Homicide Reviews
- Progress an enhanced Neighbourhood Management Service

How will we measure success?

- Reduced crime rates and recorded incidents, especially violence with injury and ASB
- Improved resident satisfaction in the priority areas
- Reduced rates of road traffic collisions

What changes are needed to achieve progress?

- Increased emphasis on prevention through engagement with communities and the localism agenda
- Adoption of commissioning model for planning and deploying mainstream resources collaboratively
- Potential for co-location/multi-agency teams to increase impact

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Further Development of a Neighbourhood Management Team for the District	6) Explore opportunities for savings through better co-ordination of area enforcement officers across WCC services. 7) Address a range of issues linked to houses of multiple occupation (HMOs) in Stanmore	1. More efficient and effective services with greater impact leading to better outcomes for communities. 2. Improved resident satisfaction within their local environment.	Identify and compile a list of potential services that could become part of a pilot first response team across the district.	31-Jan-2012	31-Mar-2013	Head of Community Safety	Communities, Safety & Public Health Portfolio
			Write a report which outlines the cost benefits of launching a collaborated first response service in relation to specific teams across the council.	29-Feb-2012			
			Incorporate activity into the NHW work plan specifically in relation to 1. Tackling untidy gardens and, 2. Encouraging students to engage with community representatives.	02-Apr-2012			
			Launch a Neighbourhood Management Pilot that provides a First Response service to the district.	02-Apr-2012			
			Review and update the list of HMOs in Stanmore from the Private Sector/Landlord	31-Aug-2012			

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
			Services and the University.				
			Promote a good neighbour scheme at the annual Fresher's Fayre.	28-Sep-2012			
			Neighbourhood Warden to undertake door to door introductions/ raising awareness for new students moving into the area.	31-Oct-2012			

Active Communities Outcome 5

People are able to lead active and healthy lifestyles by making good choices and decisions, for example by eating well, exercising regularly, and not smoking or abusing drink or drugs

Reduce health inequalities which exist between different communities, and provide opportunities for everyone to become more active through organised sport and other informal recreational activities

Why is this important?

- The Winchester District is a healthier place to live than many other parts of the country but within the district there remain stark inequalities between neighbourhoods as shown by life expectancy statistics and other key health indicators. Tackling health inequalities is therefore an overarching objective
- Other areas for priority attention include tackling binge drinking and alcohol abuse, and addressing the impact on public services, the NHS and local communities of the growing number of dementia sufferers in the district and the ageing population

Why act now?

- The NHS is going through the biggest restructure in its history. By April 2013 Primary Care Trusts will be abolished, new GP led Clinical Commissioning Groups (CCGs) will assume responsibility for designing local health services, and responsibility for Public Health will transfer from the NHS to local authorities. These changes will have a significant bearing on the way partners work together locally to tackle health issues
- In common with local authority budgets, the NHS has been set extremely challenging efficiency targets. Available resources must be targeted at those areas most in need, new, innovative ways of service delivery should be identified and the focus should move towards early intervention and prevention

Impacts on other programmes

HIGH

Benefits across the active communities outcome

Active Communities

MEDIUM

Business opportunities around physical activity services

Prosperous Economy

MEDIUM

More people out and about and valuing the natural environment

High quality Environment

HIGH

Excellent contribution to mental and physical health and wellbeing

Older People

HIGH

Potential for newly designed and more appropriate community based services

Access to Services

MEDIUM

More people cycling and walking instead of driving

Reducing District Carbon Footprint

HIGH

Resources targeted on priority areas to increase impact over 3 years

Stammore and Winnall

- Subject to the successful passage of the Health and Social Care Bill through Parliament, statutory Health and Wellbeing Boards will be established by local authorities (upper tier). This will require coherent and robust partnership arrangements at a district level in order to ensure that local health priorities are acknowledged and addressed
- The planned merger of the Basingstoke and North Hants NHS Foundation Trust and Winchester and Eastleigh Healthcare NHS Trust and the implications for the future development of services at Winchester, Basingstoke and Andover hospitals will require strong partnership working and a clear communications strategy
- Partners will also need to explore the way the localism agenda will affect our approach to the delivery of public health programmes including the potential for new collaborations

What existing work can we build on?

- The WDSP already brings key partners together in a range of partnerships that contribute to this outcome area, i.e. Winchester District Older People Partnership, Community Safety Partnership and the Winchester Sports and Physical Activity Alliance (SPAA). All have jointly agreed action plans
- A new district level Health and Wellbeing Partnership Board has been established in response to the wider NHS restructure and the anticipated move of public health to local authorities in 2013. This district board will have direct links to the County level statutory Board and the GP led Clinical Commissioning Group, and can also help coordinate the work of other relevant WDSP partnerships
- Sport Hampshire and Isle of Wight, and NHS Hampshire have a joint physical activity framework, *Active Living: Healthy Hampshire & Isle of Wight*. This can be used to guide local commissioning and will inform the work of the Winchester District SPAA.
- The partnership approach to the delivery of exercise referrals and activity programmes to increase physical activity levels in sedentary adults and rehabilitate adults recovering from a range of health conditions

What can we do in the future with partners?

- Commission together to target public sector resources on areas of greatest need (especially Stanmore and Winnall)
- Work through the new Winchester District Health and Wellbeing Partnership Board to address the priority health needs in the district and bring fresh approaches to disease prevention and rehabilitation.
- Share information and data to develop a robust evidence base for priority health needs in the district
- Adopt an evidence based approach to all health interventions to ensure resources are deployed in the most cost efficient manner
- Work in partnership with NHS Hampshire and DC Leisure to extend and expand the exercise referrals and adult physical activity programmes in the District
- Create partnerships and deliver initiatives to increase levels of adult sport and physical activity
- Reduce childhood obesity levels and promote the participation of young people in sports and physical activity
- Increase the number of coaches and volunteers in sport
- Use London 2012 as a catalyst to make people more active
- Improve access to high quality sports facilities

How will we measure success?

- Improved health outcomes for specific neighbourhoods and target groups
- Increased emphasis on early intervention and prevention through engagement with communities and the localism agenda
- Adoption of commissioning model through new structures for planning and deploying mainstream resources collaboratively
- Potential for co-location/multi-agency teams to increase impact.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Public health and wider health reforms	8) Prepare for full implementation of the NHS and wider health reforms, in particular the transfer of responsibility for public health to local government in 2013	Enhanced public health in the Winchester District in future years by: <ul style="list-style-type: none"> - ensuring the Council plays its part in planning for change at a county level during the transition period and beyond; - developing a new district level Health & Wellbeing Partnership Board to provide strategic leadership and co-ordination at a local level; - developing strong relationships with local GP's; - developing an evidence based health and wellbeing action plan for the District 	Milestones to be agreed after the Health and Social Care Bill receives royal assent.	TBA	31-Mar-2013	Head of Commercial Team; Head of Community Wellbeing	Communities, Safety & Public Health Portfolio
Use London 2012 as a catalyst to encourage people to be more active	9) Make the most of the London 2012 Olympic and Paralympic Games for residents of the	More people taking part in sport and physical activity in the District.	Winchester 2012:Sports Festival - Participants (See SPA010)	31-May-2012	30-Sep-2012	Head of Sports & Physical Activity	Communities, Safety & Public Health Portfolio; Culture, Heritage & Sport Portfolio
			Winchester 2012: Personal Bests -	30-Jun-2012			

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
	<p>Winchester District, including;</p> <p>implementing the initiatives below to encourage people to be more active in the lead up to and during the London 2012 Olympic and Paralympic Games;</p> <ul style="list-style-type: none"> - Torch Relay; - Community Live Site; - Personal Bests - Sports Festival - Parish Celebrations 		<p>Participation (See SPA005).</p> <p>London 2012 Torch Relay - Winchester Stage.</p> <p>London 2012 Community Live Site – Winchester.</p> <p>Winchester 2012: Parish Celebrations - Parish Participation (See SPA011).</p>	<p>11-Jul-2012</p> <p>09-Sep-2012</p> <p>30-Sep-2012</p>			

Economic Prosperity

Outcome 1

We exploit the District's cultural strengths, heritage and historic environment, alongside its good transport and communication links and its excellent education facilities, to stimulate a modern and creative approach to business

Why is this important?

Winchester's economic wellbeing relies on a complex mix of cathedral city appeal and contemporary creativity. We can use the advantages of the former to underpin the quality of our offer to businesses. However, we must position the District as a modern and innovative location if the businesses of tomorrow are to establish themselves here, and in so doing help to ensure that we have a diverse and prosperous economy in the future.

Why act now?

- We are in a period of severe austerity measures. Private sector investment in the District will help to provide jobs and vitality in these difficult times.
- The public sector is contracting rapidly over the next three years, creating opportunities for an innovative use of public sector estate to meet identified local needs.
- The Council has opportunities to bring forward schemes to improve the economic performance of the Town area, with the forthcoming adoption of the Vision for Winchester and Core Strategy.
- We need to build our knowledge and creative industries as a sector because they bring high value jobs to the District, and can help reduce commuting.

What existing work can we build on?

- The Economic Strategy for the Winchester District 2010-20.
- The Winchester Town Access Plan and preparation of the new Vision for Winchester.

Link to other programmes

HIGH

Volunteers are key to sustaining successful cultural life in the District

Active
Communities

HIGH

Supporting delivery of the economic strategy

Prosperous
Economy

HIGH

Nurturing the development of low carbon knowledge-based industries

High quality
Environment

LOW

Opportunities for entrepreneurship at any age

Older People

MEDIUM

Providing workspace in accessible locations

Access to
Services

HIGH

Reducing the need for unnecessary journeys to work

Reducing District
Carbon Footprint

LOW

Providing new jobs in town centre

Stannmore and
Winnall

- The work of the two universities in fostering graduate start-ups.
- The predicted growth of business services as a sector in the District.
- The contribution of our historic environment and of our arts and cultural organisations to the quality of life of the District, which are key attractions for entrepreneurs.

What can we do in the future with partners?

- Identify a clear vision and action plan for economic development of the City Centre.
- Lead by example in using our own estate to address workspace deficiencies.
- Develop planning policies to support the growth of new and growing businesses in our five core sectors.
- Work with Winchester Cathedral, the Theatre Royal, Winchester Hat Fair and other iconic cultural institutions to reinforce Winchester's image as an attractive location for business.
- Engage with the Local Enterprise Partnerships and South Downs National Park as powerful new forces for economic growth.

How will we measure success?

- Successful completion of actions identified in this plan.
- Positive direction of travel measured by performance indicators in this plan.
- Number of VAT registered businesses in the District increased from 5,475 to 5,800 by end 2015.
- Completion of other actions identified in Economic Strategy for 2010/20.

What changes are needed to achieve progress?

- Adoption and implementation of the Core Strategy so this its policies can provide a positive influence on economic development across the District.

- Greater involvement of our creative community in developing projects and plans for the District.
- A greater focus on place marketing for inward investment purposes.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Encouraging innovative solutions to premises and transport challenges in the Town area	1) Economic Vision for Winchester Town	We have a clear and agreed economic vision and plan for Winchester Town	Set up working group to agree on ToR and work programme (inc other milestones)	31-Jan-2012	31-Mar-2013	Assistant Director (Economic Prosperity); Corporate Director (Operations)	Leader
Silver Hill Regeneration Scheme	2) Silver Hill Project	We have worked with the development company to ensure good progress against the project plan for Silver Hill, to bring about a vibrant new quarter of the Town	Report to June Cabinet to refresh CPO	30-Jun-2011	31-Mar-2014	Corporate Director (Operations); Head of Estates	Leader
			Legal standstill period ends: legal negotiations begin with Henderson and land owners from this point.	31-Jul-2011			
			End of CPO process	31-Dec-2012			
			Developers on site	31-Jan-2013			
Ensuring that local planning policies and practices create the right framework for economic prosperity in the District	3) Adoption of the Local Development Framework for Winchester	The Local Development Framework has been formally approved and adopted	Submission of Core Strategy	31-Mar-03	31-Dec-2013	Head of Strategic Planning	Leader
			Examination Hearing Starts	27-Apr-04			
			Inspector's Report	28-Sept-12			

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
			Adoption of Core Strategy	28-Dec-12			
	4) Masterplanning for Whiteley extension MDA	We have secured a high quality of development, and the creation of a successful and sustainable community	Strategic Allocation Policy in WCC Core Strategy - Publication	31-Dec-2011	31-Dec-2012	Head of Strategic Planning	Leader
Strategic Allocation Policy in WCC Core Strategy - Submission			31-Mar-2012				
Planning Application submitted by Developer			30-Apr-2012				

Economic Prosperity Outcome 2

We are building a low carbon economy, seeking competitive advantage and sustainable employment opportunities for local people

Why is this important?

Over the long term, the Winchester District needs to develop a more diverse economy and to foster new, high value sectors. A low carbon economy brings with it sustainable jobs, with new occupations for professional and manual workers alike. It will be a major growth area over the coming years. The development of a competitive low carbon economy in the Winchester District represents a sound financial, pragmatic and ethical choice to ensure our future wellbeing.

Why act now?

- As a nation, the UK has been slow to respond to the threats and opportunities of climate change. Winchester can benefit commercially by stimulating the development of a new sector.
- The public sector is contracting rapidly as a result of recession, and the vacuum needs to be filled with new jobs for local people. 'Green collar' jobs can provide sustainable long term alternatives.
- Small and medium sized businesses find adaptation to low carbon practices a challenge. There is a great deal of practical, low cost support that we can provide to help existing enterprises reduce their carbon footprints.

What existing work can we build on?

- The Economic Strategy for the Winchester District 2010-20
- The High Quality Environment Action Plan for the Winchester District
- Winchester Town Action Plan
- The activities of Hampshire's Sustainable Business Partnership and Winchester Action on Climate Change (WinACC) across the Winchester District
- The University of Southampton's work on environmental management programmes and degrees

Impacts on other programmes

MEDIUM

WinACC volunteers will play an important role business adaptation

Active Communities

HIGH

Supporting delivery of the Economic Strategy

Prosperous Economy

HIGH

Makes a direct contribution to a high quality environment

High Quality Environment

LOW

Opportunities for retraining at any age

Older People

MEDIUM

Providing new jobs, potentially in more accessible locations

Access to Services

HIGH

Reducing carbon footprint of our business community

Reducing District Carbon Footprint

MEDIUM

Potential for pilot skills project for Stanmore/Winnall town centre

Stanmore and Winnall

- The experience and resources provided by the LEADER rural funding programme for Winchester and East Hampshire
- The national trend towards buying local produce with low air miles.

What can we do in the future with partners?

- Position the Winchester District as a sympathetic location for a low carbon economy by understanding more clearly what potential there already is here
- Develop planning policies to support the growth of low carbon business
- Work with Job Centre Plus, Sparsholt College and the Winchester Construction Network (Sustainable Business Partnership) to address a lack of trained workers in green construction
- Identify viable finance for small and start-up enterprises in the sector
- Adopt a focussed and planned approach to building the sector
- Work with the LEADER programme to support a new generation of rural businesses needing workspace and key business skills

How will we measure success?

- Successful completion of actions identified in this plan
- Positive direction of travel measured by performance indicators in this plan
- Reduction of Winchester's CO₂ emissions (10.7 tonnes per capita in 2010) towards the regional figure (7.8 tonnes per capita in 2010)
- Completion of other actions identified in Economic Strategy for 2010/20.

What changes are needed to achieve progress?

- Introduction of new Local Development Framework with core policies in economic development
- An innovative approach to funding for investment in low carbon infrastructure

- An iconic 'statement' to demonstrate and celebrate Winchester's aspirations to be a greener district.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Creating local jobs for local people	5) Low carbon enterprise funding	We have explored options for securing and providing finance for low carbon business developments in the Winchester District	Update options for securing and providing finance for organisations in the low carbon economy in the Winchester District, and agree a partnership action plan	01-Apr-12	31-Jul-2012	Assistant Director (Economic Prosperity)	Leader; Environment and Transport Portfolio
			Second local banking conference supported	30-Sept-12			
	6) Low Carbon Roadmap and Employment Plan	We have developed a detailed and costed roadmap for delivery of the District's 30% carbon reduction objective through the business community, and associated creation of a green economy.	Study specified and commissioned	31-May-12	31-Jul-2013	Assistant Director (Economic Prosperity)	Leader; Environment and Transport Portfolio
			Action plan drawn up based on study and agreed with key partners	30-Sept-12			
			Implementation of action plan starts	01-Jan-12			
7) Local jobs from	Increase local	Agreed plan about how	31-Jul-12				

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
	low carbon initiatives	employment in carbon reduction work on buildings by seizing opportunities resulting from initiatives such as Green Deal	to achieve this by working with (a) Green Deal providers and (b) skill training agencies		31-Jul-2013	Head of Economy & Arts	Leader
Ensuring that buildings and processes are energy- and resource-efficient, and optimising the business and job opportunities that this will bring	8) Fieldfare LEADER programme	We have delivered the LEADER programme in full and achieved high levels of satisfaction, and prepared for the next round of LEADER or equivalent funding	2011/12 business plan agreed	31-Mar-2011	31-Dec-2013	Head of Economy & Arts	Leader
			2011/12 business plan targets met	30-Mar-2012			
			2012/13 business plan agreed	30-Mar-2012			
			Review current LEADER programme with stakeholders	27-Apr-2012			
			Report from LEADER Informal Scrutiny Group presented to Overview and Scrutiny Committee.	12-Jun-2012			
			Explore options for next round of LEADER funding	28-Dec-2012			
			2012/13 business plan targets met	31-Dec-2013			

Economic Prosperity Outcome 3

We make the most of local opportunities to enhance the skills and ambitions of those who live in the District

Why is this important?

Enterprise is the key to a healthy economy. By encouraging its creative thinkers and its entrepreneurs, the Winchester District will benefit from new businesses fit for the market opportunities and consumer expectations of the coming years. But everyone has a part to play in our economy, and people should be empowered to make the contribution which best suits their talents and aspirations. Our economy should be an inclusive one, where barriers to reaching our potential are reduced and everyone can participate.

Why act now?

- The 2012 Olympic and Paralympic Games are a catalyst for volunteering and training to get people into work: one legacy of the Games in Winchester should be to maintain this momentum.
- The economic downturn is making it harder for people to find jobs: entering the workplace will be difficult for young people, even with higher qualifications, and older people may find they need to retrain for new jobs.
- Our definition of economic prosperity is that everyone has enough: decent housing, a good quality of life and a fulfilling job. We should do more to provide learning and workplace opportunities for those who do not yet 'have enough', and in particular those who will be affected by the national reduction in welfare payments.
- The rising cost of higher education means that we must explore different approaches to developing the workforce of tomorrow.
- Government expects local authorities to support Localism by opening up the market place to new suppliers, including the not-for-profit sector.

Impacts on other programmes

Active Communities

HIGH

*A healthy workforce is a productive one.
Volunteering as way in to work*

Prosperous Economy

HIGH

Supporting delivery of the economic strategy

High quality Environment

MEDIUM

Skills may support development of low-carbon economy

Older People

LOW

Opportunities for volunteering and retraining at any age

Access to Services

MEDIUM

Providing training to suit individual needs rather than in hard-to-reach locations

Reducing District Carbon Footprint

LOW

Skills may support development of low-carbon economy

Stannmore and Winnall

HIGH – *Project to get NEETS in these areas into work*

What existing work can we build on?

- The Economic Strategy for the Winchester District 2010-20
- New approaches being piloted by Sparsholt College
- The work of the Community Learning Forum
- The Sports and Physical Activity Alliance Action Plan for the Winchester District
- The City Council's commissioning approach

What can we do in the future with partners?

- Work more closely with training, employment and education agencies/organisations to reduce duplication and identify gaps in provision
- Increase support for young people entering the workplace from school, college or university
- Devise new and individual approaches to help those who are not in employment, education or training
- Increase levels of learner engagement in employment-based skills training, drawing on new Lifelong Learning Accounts
- Work with tourism and catering businesses to provide entry level jobs in growth areas
- Recognise the importance of universal basic IT, literacy and numeracy skills, and ensure all residents can acquire these
- Increase capacity within local not-for-profit organisations and small/medium enterprises to enable them to make the most of new commercial opportunities
- Celebrate the traditional skills which underpin our historic environment and recruit more entrants into this sector.

How will we measure success?

- Successful completion of actions identified in this plan

- Positive direction of travel measured by performance indicators in this plan
- Reduction of unemployment to pre-recession figure of less than 1%
- Increase the total number of residents with NVQ3 level or above qualifications from 39,000 to 41,000
- Number of apprenticeships taken up year on year.

What changes are needed to achieve progress?

- Better ways of engaging employers in long term training and development initiatives
- Recognition of the positive contribution made by young people and young adults to the economy and vibrancy of the area
- Development of person-centred rather than building-focussed training
- More employers need to offer placements, apprenticeships, secondments and entry level opportunities

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Improving work options for young people in Winnall and Stanmore	9) Help young people to find routes into employment, education and training	We have agreed an action plan with our partner agencies to reduce the level of young unemployed in our priority wards, as a basis for future work in other parts of the District	Completion of mapping study and action plan	31-Mar-2012 Future milestones to be determined by action plan	31-Mar-2012	Assistant Director (Economic Prosperity)	Leader
Reducing barriers to work in rural areas	10) High speed Broadband for Hampshire	We have worked with Hampshire County Council to establish the desirability and affordability of a project to roll out Broadband across the County			31-Mar-2014	Head of Economy & Arts	Leader
			WCC to host Community and Industry days and appoint local champions from within the parishes	31-May-2012			
			Report to Cabinet to consider approval for formal partnership with HCC, based on refined costings etc	30-Nov-2012			
			If above is approved and funded, formal partnership agreement with HCC drafted	12-Dec-2012			
			Potential start for roll out of Rural Broadband	31-Mar-2013			
			Estimated completion date for roll out of Rural	31-Mar-2014			

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
			Broadband finishes				
New development provides benefits for local people	11) LDF core policies for rural business	We have established practical planning processes and policies which support the development of a thriving rural economy	Recommendations of Planning and Rural Economy presented to Overview and Scrutiny Committee for consideration	11-Jul-2011	31-Mar-2013	Assistant Director (Economic Prosperity); Head of Strategic Planning	Leader
			Plans for Places examined to ensure appropriate policies in place to support rural economy	12-Aug-2011			
			Planning process improvements identified by ISG implemented	31-Mar-2012			

Economic Prosperity Outcome 4

Businesses are good neighbours

Why is this important?

Businesses have always played an important role in community life. As well as providing jobs for local people, they make a host of contributions ranging from financial support for local voluntary groups to work placements for students, and from major contributions to facilities such as the Winchester Sports Stadium to working with public organisations to develop policy for the future. With high commuting figures across the District, Winchester businesses may be seen to draw in 'outsiders' and create a disjointed society. Successful businesses are those that demonstrate a genuine interest in the District and play an active role in community and civic life.

Why act now?

- The economic climate lowers morale as people manage on reduced household budgets and many contend with worklessness. Businesses can help by offering work placements, making funding available for local voluntary groups, supporting special events and so on.
- When the housing market starts to grow again, developers should be encouraged to make positive financial contributions to local community and cultural facilities that can be enjoyed by everyone.
- New, cheap technologies make it possible for companies to build meaningful relationships with customers. These provide scope to improve access to services and extend choice for local people.
- Businesses need to be involved in building the future of the Winchester District. Their voice and their insight are needed. However, we should also be celebrating the achievements and contributions of the many local businesses which help to make Winchester a successful and vibrant place today.

Impacts on other programmes

Active Communities

HIGH

Businesses are an integral part of our community

Prosperous Economy

HIGH

Businesses which are integrated into the community are more likely to thrive

High quality Environment

HIGH

A good neighbour cares for the environment

Older People

MEDIUM

Corporate responsibility and pre-retirement programmes

Access to Services

MEDIUM

Greater use of technologies will provide more accessible services for local people

Reducing District Carbon Footprint

LOW

Skills may support development of low-carbon economy

Stammore and Winnall

HIGH

Businesses can make a direct contribution to these communities

What existing work can we build on?

- The Economic Strategy for the Winchester District 2010-20
- The work of the Winchester Business Improvement District, Chambers of Commerce and other business networks
- The success of initiatives such as the Winchester Business Excellence Awards

What can we do in the future with partners?

- Improve communications with businesses across the District to ensure that they feel involved and engaged, possibly as part of a *Pledge to Business* setting out how the Council will work collaboratively with businesses and reduce red tape
- Make it easier for businesses to work together by fostering new sector-specific networks and improving telecommunications
- Include a policy on developer contributions for community infrastructure in new Local Development Framework

How will we measure success?

- Successful completion of actions identified in this plan
- Positive direction of travel measured by performance indicators in this plan
- Number of businesses participating in network and consultation events
- Productivity GVA rising steadily to equal the regional figure
- Completion of other actions identified in Economic Strategy for 2010/20.

What changes are needed to achieve progress?

- Introduction of new Local Development Framework with Community Infrastructure contributions policy

- Better communications with businesses, especially those outside the Winchester Town area

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
New development provides benefits for local people	12) Cultural Strategy for Winchester District	We have a cultural strategy in place which provides the best justification for future developer contributions and funding to be spent on projects, services and facilities which make the District a great place to live for all	Review 2010 Cultural Infrastructure Study and approve final version as evidence base for strategy	30-Apr-2011	31-Dec-2012	Assistant Director (Economic Prosperity)	Culture, Heritage & Sport Portfolio
			Scope project following discussions about museums joint working, arts provision with other key agencies over the summer	30-Nov-2011			
			Strategy drafted	30-Apr-2012			
Businesses participate in policy and decision-making, and in the wider life of the District.	13) Business Improvement Districts	We have supported the Winchester and Segensworth BIDs, leading to a referendum in favour of a second five year life for each	Winchester BID 2 planning meeting held to identify timetable for action	01-Mar-2011	31-Jul-2013	Head of Economy & Arts	Leader
			Segensworth BID committee agree timetable for action	11-Mar-2011			
			Committee reports to Fareham Borough Council and Winchester City Council to agree principle for new Segensworth BID	30-Jun-2011			
			Baseline statement drafted for Winchester BID	21-Oct-2011			
			Second Cabinet paper to endorse BID map,	30-Nov-2011			

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
			business plan and baseline statement for Winchester				
			Publicity campaigns launched for Winchester BID	30-Jan-2012			
			Winchester BID ballot held	25-Oct-2012			
			Segensworth BID reballot is held	18-Jul-2013			

High Quality Environment Outcome 1

Reduce the District's greenhouse gas emissions and adapt to a changing climate

Why is this important?

- Winchester District's CO₂ per capita figure remains the highest in Hampshire.

Why act now?

- New initiatives such as Green Deal, Renewable Heat Incentives and re-emergence of possible income streams means funding may be available to pump prime projects.
- There are still opportunities to grown the green economy and link together Economic Prosperity and High Quality Change Plan ambitions.
- Pressures to reduce organisational baseline energy costs remain.

What existing work can we build on?

- Progress during 2011/12 with the City Council's Climate Change Programme which is now more focused and with clearer priorities.
- The City Council will shortly complete its own carbon reduction plan.
- The completion of Winchester Town & Access Plan during 2011.
- Appointment of a City Council Energy Manager during 2011.
- An Informal Scrutiny Group review of Winchester's Air Quality Action Plan with better links to other plans.
- The role of Winchester Action on Climate Change (WinACC) in promoting climate change issues.

What can we do in the future with partners?

- Continue to improve our leadership Lead by example in addressing climate change issues.
- Work together to develop renewable energy projects such as the Combined Heat and Power Project for Winchester.

Impacts on other programmes

Active Communities +

MEDIUM

Helps provide high quality housing with improved insulation

Prosperous Economy

MEDIUM

Can support move towards a low carbon economy

High Quality Environment

HIGH

Will help reduce CO₂ emissions and the impact of traffic

Older People

HIGH

Can help address fuel poverty issues through improved insulation

Access to Services

MEDIUM

Will help reduce the need for unnecessary journeys

Reducing District Carbon Footprint

HIGH

Carbon reduction achievements will support this programme

Stanmore and Winnall

HIGH

Can enable targeting of fuel poverty households in the area

- Prioritise large organisations as biggest emitters of greenhouse gas emissions.
- Help and encourage businesses and householders to adopt carbon reduction measures.

How will we measure success?

- Reduction in District CO₂ emissions.
- Reduction in partner CO₂ emission reductions.
- Number of properties insulated.
- Progress against Climate Change Programme.

What changes are needed to achieve progress?

- Partners to lead by example in addressing climate change.
- Clearly communicate the economic benefits of climate change projects as well as the environmental gains.
- Take maximum advantage of new funding streams to pay for new initiatives and projects.
- Increase behavioural change amongst partners, businesses and householders.
- Long term funding streams to pump prime future projects.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Climate Change Programme	1) Deliver year 1 objectives of the City Councils Carbon Reduction Plan including energy reduction projects.	Reduction in carbon emissions from City Council activities.	Milestones to be incorporated within the action plan.		31-Mar-2013	Head of Estates	Environment and Transport Portfolio
	2) Deliver the priorities within the year 1 of the City Council's Travel Plan.	Reduction in carbon emissions from City Council activities.	Milestones are incorporated within the Travel Plan.		31-Mar-2013	Head of Access and Infrastructure	Environment and Transport Portfolio
	3) Phase 2 of Combined Heat & Power Scheme for Winchester.	Completion of financial appraisal of scheme and establishment of partnership to take project forward if feasible	Final version of business case agreed.	31-May-2012	31-Jul-2012	Assistant Director (High Quality Environment)	Environment and Transport Portfolio
Complete report and submit to cabinet for consideration.			30-Jun-2012				
Commence phase 3 of project if business case approved.			31-Jul-2012				

High Quality Environment Outcome 2

Protect and enhance the District's rich biodiversity and habitats

Why is this important?

- Biodiversity has an important role to play in the development and implementation of future planning policies.
- Many sites are legally protected and Winchester City Council (WCC) is bound by these legal obligations.
- These sites are often important to communities being associated with green open spaces such as nature reserves linked to recreational use. Interested groups expect Winchester City Council to ensure these sites are preserved for the future.
- Once lost species and sites can rarely be retrieved so there is a need to prevent further deterioration through fragmentation, pollution or lack of management.

Why act now?

- With the ongoing development of green infrastructure plans and the revised Local Development Framework there is a need to understand future planning policies required for these sites.
- If action is not taken these sites and species will continue to deteriorate possibly to the point of no return.

What existing work can we build on?

- The recent Natural Environment White Paper proposals.
- The Total Environment Project to identify projects that can be commissioned across the County to address natural environment issues.
- The possible establishment of a Local Nature Partnership for Hampshire through Hampshire Wildlife Trust.
- The review of the Natural Environment Forum and establishment of priorities for projects in this area.

Impacts on other programmes

MEDIUM

Opportunity to increase community involvement in BAP projects

Active Communities

MEDIUM

Promote District's natural environment to support economy and tourism

Prosperous Economy

HIGH

Meets aims to protect natural environment for enjoyment of all

High Quality Environment

LOW

Possible opportunities to increase volunteering to support projects

Older People

LOW

Need to ensure all publicly accessible areas are available to all

Access to Services

LOW

Possibility of linking BAP volunteering to climate change personal commitments

Reducing District Carbon Footprint

LOW

Possible links with community groups on habitat projects

Stannmore and Winnall

What can we do in the future with partners?

- Lead by example in managing owned sites and incorporating biodiversity actions within service plans and policies.
- Develop the Natural Environment Forum into a programme board which will deliver projects to improve biodiversity.
- Identify sources of funding to resource projects.
- Build additional capacity within the community to provide volunteer input and ownership of projects.

How will we measure success?

- Revised action plans with partner commitment and identified funding for delivery.
- Progress against the actions and milestones in the Natural Environment programme.

What changes are needed to achieve progress?

- Improved leadership and governance of the Natural Environment Forum to progress projects.
- Identify clear project leaders for each work stream.
- Identify funding for work streams and projects within the Natural Environment Forum.
- Better utilisation of external funding sources to progress projects.
- Increase community involvement and ownership of projects including Parish Councils.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Natural Environment Forum programme	4) Delivery of projects identified at the workshop in October 2011 led by partners from the Natural Environment forum.	Improved biodiversity and habitat across the District.	Final agreement from partnership on projects to be pursued.	03-Apr-2012	31-Mar-2013	Assistant Director (High Quality Environment)	Environment and Transport Portfolio
			Milestones for individual projects confirmed in project plans.	01-Jun-2012			

High Quality Environment Outcome 3

Protect and improve our landscapes and townscapes

Why is this important?

- The historic nature of Winchester City together with the towns and surrounding countryside are vital factors in making the Winchester District an attractive place to live, work and visit.
- There are opportunities to link improvements to other Community Strategy outcomes such as woodland management fitness trails and environmental improvements to town centres to support economic development.
- There are clear links between impact of traffic and transport on the landscapes and townscapes of the District particularly within the City Centre.
- There are a large number of agencies involved in this issue and with increasingly limited resources across public services it is vital that their input is as integrated as possible in order to achieve maximum impact and improved outcomes.
- Continuing economic pressures mean joint working to deal with this issue is even more imperative than before.

Why act now?

- With the completion of LDF framework now provides a clear vision for the City and surrounding area.
- The South Downs National Park is becoming more established and increasing its role in these activities.
- The completed refresh of the travel plan and Winchester Town Access Plan provides a clear framework with which to progress these issues.

What existing work can we build on?

- The successful Sustainable Transport bid to fund projects across Hampshire including Winchester initiative.
- The completion of the LDF framework.

Impacts on other programmes

Active Communities

MEDIUM

Increased community involvement in projects

Prosperous Economy

HIGH

High quality Landscape & Townscapes impact upon economy and tourism

High Quality Environment

HIGH

Both factors are an essential part of the HQE outcome

Older People

LOW

Although townscape has an impact upon accessibility within town centres

Access to Services

MEDIUM

Remote access could reduce journeys and protect townscapes

Reducing District Carbon Footprint

HIGH

LDF and transport policies will have a significant impact

Stanmore and Winnall

MEDIUM

Improvements can support work in these areas

- City Council's Climate Change programme.
- The Winchester Town Access Plan.
- The refresh of the Winchester Air Quality Action Plan.

What can we do in the future with partners?

- Improve coordination of operational services in order to ensure the protection of townscape environment.
- Continue to work with the South Downs National Park in considering development within the park.
- Deliver the actions within the new Natural Environment Forum programme.
- Deliver the actions within the Winchester Town Access Plan.
- Support delivery of the actions in the Sustainable Transport programme.
- Provision of environmental improvement schemes where possible linked into culture, economic and biodiversity objectives.
- Increase Community involvement in local projects which will improve the landscape in their area.

How will we measure success?

- Delivery of projects and milestones within the Natural Environment programme.
- Progress with the delivery of the Winchester Town Access Plan.
- Progress with delivery of the actions in the Sustainable Transport programme.
- Number of community led projects completed including those by Parish Councils.

What changes are needed to achieve progress?

- Improved leadership by partners to deliver joint initiatives.
- A more co-ordinated approach across the various sectors to address these issues.
- Improved funding streams to pump prime future projects.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Streetcare Management	5) To review and develop improved neighbourhood management and streetcare maintenance procedures linked to existing resources and the City Council's newly established streetcare team.	Improved customer satisfaction with the condition of streets.	Report to CMT on options for improved neighbourhood management.	02-Apr-2012	31-Mar-2013	Assistant Director (High Quality Environment)	Environment and Transport Portfolio
			Implementation of agreed recommendations.	03-Sep-2012			
			Review and evaluate impact of changes made.	30-Nov-2012			

High Quality Environment Outcome 4

Use the District's natural resources wisely

Why is this important?

- The Winchester District relies on its natural resources and attractive environment in making it an attractive place to live, work and visit. Land management is a vital aspect of our local economy and environment.
- The work has an important part to play in supporting the priority to address climate change and carbon reduction.
- There are a large number of agencies involved in this issue and with increasingly limited resources across public services it is vital that their input is as integrated as possible in order to achieve maximum impact and improved outcomes.

Why act now?

- There is increasing recognition of the importance of this issue with a recent Natural Environment consultation paper identifying the key factors affecting this issue.
- There are opportunities to link this work with the development of alternative energy sources and growing of the green economy.
- The South Downs National Park recognises this issue as one of importance.
- The Natural Environment Forum has identified projects that can impact upon this area as part of its priority review during 2011.

What existing work can we build on?

- The refresh of the Natural Environment Forum and a new programme of priorities.
- City Council's Climate Change programme.

Impacts on other programmes

Active Communities

MEDIUM
Possibility for physical activity and leisure activities within projects

Prosperous Economy

MEDIUM
Will support the priority to promote & support the natural environment

High Quality Environment

HIGH
Specific priority within the change programme

Older People

LOW
No obvious link

Access to Services

LOW
No obvious link

Reducing District Carbon Footprint

MEDIUM
Will help to support overall carbon reduction programme

Stannmore and Winnall

LOW
No obvious link

What can we do in the future with partners?

- Raise awareness of the importance of using resources wisely and the need to implement sustainable land management practices.
- Work with the South Downs National Park on these issues.
- Deliver the projects within the Natural Environment Programme.
- Increase partner involvement in local projects which will improve practices within the District.

How will we measure success?

- Delivery of improved land management schemes within the District.
- Delivery of the projects and meeting of milestones in the Natural Environment Programme.

What changes are needed to achieve progress?

- Wider partnership commitment and involvement amongst the Natural Environment Forum in projects related to this area.
- Engagement of major land management partners such as the Forestry Commission and the NFU in such projects.
- Behavioural change by some landowners or land managers in land management practices.
- Integration of National Park and local policies and procedures.
- Availability of long term funding streams to pump prime future projects.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Natural Environment Forum programme	6) Delivery of projects identified at the workshop in October 2011 lead by partners from the Natural Environment forum.	Improved usage and management of sites and land.	Final agreement from partnership on projects to be pursued.	03-Apr-2012	31-Mar-2013	Head of Landscape & Open Spaces	Environment and Transport Portfolio
			Milestones for individual projects confirmed in project plans.	01-Jun-2012			

High Quality Environment Outcome 5

Minimise the impact of traffic and transport

Why is this important?

- Winchester City Centre has an Air Quality Action Plan because of failures of air quality standards for oxides of nitrogen and particulates.
- Winchester has an ancient historic centre with narrow streets and footways which can be adversely affected by transport and congestion issues unless properly managed.
- In addressing the impact of transport care needs to be taken to strike a balance between reducing the impact whilst maintaining economic prosperity and accessibility.
- There are opportunities to improve access to Council services in rural areas whilst also reducing the number of vehicle journeys required.

Why act now?

- The content of the Air Quality Action Plan will be refreshed shortly to improve the links between the plan and other transport related initiatives.
- A revised Town Access Plan was completed in 2011 and provides a framework for future action.
- The revised Climate Change Programme identifies transport emissions as an important contributor to greenhouse gases.

What existing work can we build on?

- The refreshed Climate Change Programme.
- A revised Winchester City Council Travel Plan.
- The ISG considering the Air Quality Management Area Action Plan.
- Successful funding for sustainable transport initiatives.
- A refocus of the Transport Forum to identify carbon reduction projects within their programme.

Impacts on other programmes

Active Communities

MEDIUM

*Increased physical activity by switch to walking
Address speeding*

Prosperous Economy

MEDIUM

Transport policies balancing both environment & economy

High Quality Environment

HIGH

Will minimise impact of traffic and transport on the District

Older People

LOW

Need to ensure actions link with concessionary travel arrangements

Access to Services

MEDIUM

Opportunities to reduce need for journeys from rural areas to access services

Reducing District Carbon Footprint

HIGH

Direct link between transport emissions and carbon footprint of the District

Stannmore and Winnall

LOW

Need to ensure that transport links to these areas are maintained

What can we do in the future with partners?

- Lead by example by delivering our own travel plans.
- Deliver a carbon reduction programme which includes actions relating to transport.
- Ensure that any local plans and strategies are aligned as much as possible so as to achieve the best overall outcomes.
- Try to obtain a consensus on future transport policy which meets economic, environmental and accessibility aims.
- Obtain increased commitment to completing the remaining actions in the Air Quality Action Plan.
- Consider the adverse impact of traffic in rural areas including speeding and develop action plans to address these issues.

How will we measure success?

- Removal of air quality management area for City Centre.
- Completed actions within the Winchester Town Access Plan.
- Completed actions within the City Council Travel Plan.
- CO₂ transport reductions achieved and contribution made as part of Climate Change Programme.

What changes are needed to achieve progress?

- Consensus on actions to be taken in relation to traffic and transport based on a balance between environmental and economic considerations.
- Closer links between plans and strategies affecting transport and air quality issues.
- Align car parking charging provision and policies to air quality objectives.
- Behavioural change to achieve changes in modes of transport used and purchasing/procurement decisions.
- Sustained funding to deliver projects with clear accountability for delivery.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Air Quality	7) City Council Travel Plan - deliver year 1 projects within travel plan programme.	Reduced impact of City Council transport.	Milestones are incorporated within the Travel Plan.		31-Mar-2013	Head of Access and Infrastructure	Environment and Transport Portfolio
	8) To update the Air Quality Action Plan incorporating the agreed conclusions of the Air Quality ISG and deliver year 1 actions.	Improved air quality and compliance with legal requirements. Better links to other transport plans and strategies.	Updating of Air Quality Action Plan.	15-Feb-2012	31-Mar-2013	Head of Environmental Protection	Environment and Transport Portfolio
			Revised Air Quality Action Plan agreed by cabinet.	22-Mar-2012			
Commencement of year 1 project delivery programme.	01-Apr-2012						
Winchester Transport Forum	9) Delivery of projects linked to the Sustainable Transport Funding implementation using the following themes: <ul style="list-style-type: none"> • City Centre and freight, • Travel Planning, • Low emission vehicles, • Public Transport. 	Reduced carbon emissions from transport.	Milestones are included in Project Plan for delivery of these outcomes.	31-Mar-2013	31-Mar-2013	Head of Access and Infrastructure	Environment and Transport Portfolio

High Quality Environment Outcome 6

Waste minimisation

Why is this important?

- Disposal of waste has a significant impact upon greenhouse gas emissions from the District.
- There are cost associated with the disposal of waste so waste minimisation is not only important environmentally but can also lead to cost savings.
- The Winchester District is known to have a high carbon footprint due to its affluence and waste is a significant contributory factor.
- There is increasing recognition of the need to reduce the use of natural resources.
- Disposal routes are becoming increasingly expensive and there is a need to reduce landfill.
- The work has an important to play in supporting the priority to address climate change and carbon reduction.

Why act now?

- The completion of the joint procurement of a waste contract with East Hampshire District Council provides excellent opportunities for joint campaigns and policies which will result in waste minimisation.
- There are opportunities to link waste minimisation work with the climate change programme and work on behavioural change.
- There is a need to reduce the costs of waste collection to the City Council as part of the budget savings programme.

What existing work can we build on?

- The City Council's membership of Project Integra and the completion of the recent review of the partnership.
- The completion of the re-letting of the waste and recycling collection contract with East Hampshire District Council.

Impacts on other programmes

Active Communities

MEDIUM

Communities can be involved in local waste minimisation schemes

Prosperous Economy

MEDIUM

Can support local businesses by reducing waste disposal cost

High Quality Environment

HIGH

Specific priority within the change programme

Older People

LOW

No specific link

Access to Services

LOW

No specific link

Reducing District Carbon Footprint

MEDIUM

Will help to support overall carbon reduction programme

Stannmore and Winnall

LOW

No specific link

- The proposed community based Climate Change Programme and behavioural change outcomes.
- A well established waste collection system and recycling points achieving with high rates of recycling.

What can we do in the future with partners?

- Investigate the feasibility and costs of future options for waste minimisation and increased recycling levels.
- Develop shared waste and recycling policies with East Hampshire District Council.
- Lead by example by reducing waste arisings from the City Council's activities and contracted services.
- Deliver shared campaigns aimed at reducing waste arisings including purchasing decisions, home composting and food digesters.
- Work with business organisations to encourage waste reduction initiatives.
- Integrate waste reduction campaigns with community based climate change initiatives.

How will we measure success?

- Completion of an agreed shared waste minimisation plan with East Hampshire District Council.
- The level of participation in any campaigns.
- The amount of waste per household as measured through performance measures.

What changes are needed to achieve progress?

- Agreement through Project Integra regarding future infrastructure requirements for disposal and reprocessing.
- Availability of funding to secure new services for recycling or reprocessing of waste streams.
- Behavioural change by individual households and businesses to embrace waste reduction principals.
- Development of specific targets for waste reduction.

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Waste Minimisation Plan	10) Develop a District wide waste minimisation plan with East Hampshire District Council, Havant Borough Council and Winchester CC. Delivery of year 1 projects.	Reduction in waste arisings Improved recycling rates Reduced contamination of recycling.	Approval of joint Waste Minimisation Plan.	01-Apr-2012	31-Mar-2013	Assistant Director (High Quality Environment)	Environment and Transport Portfolio
			Implementation of Plan and actions review.	01-Sep-2012			
			Plans successfully implemented.	01-Mar-2013			

Efficient and Effective Council Theme 1

Transforming Winchester is all about the things we have in place to keep the organisation modern, efficient and effective, enabling us to move forward as the environment around us changes.

Why is this important?

The pressure continues on Local Authorities to reduce expenditure, and in order to maintain services in the district the Council needs to ensure it is exploiting all opportunities to work more effectively and challenge traditional ways of delivering services.

Why act now?

- We are in the middle of a period of severe austerity measures in the wake of a recession. Local Government will see Government support cut over the next 3 years, and the expectation is that local authorities will continue to oversee the delivery of a range of quality services for less resources
- Financial pressures are increasing, however customer expectation continues to rise; we need to agree what levels of service our residents find acceptable and at a reduced cost
- Budget constraints mean that we need to use existing physical and economic resources more efficiently

What existing work can we build on?

- The Council is on track to achieve authority wide Customer Service Excellence accreditation by the beginning of 2012
- Using staff flexibly to respond to changing pressures and priorities will ensure we are making the best use of our people to achieve the priorities we set ourselves
- Working in partnership with other local authorities providing service delivery, including Revenues & Benefits, Procurement, Internal Audit and IMT

What can we do in the future with partners?

- Lead by example in using our own operational properties to address workspace deficiencies

Impacts on other programmes

Active Communities	HIGH <i>Provides high quality facilities for all ages</i>
Prosperous Economy	MEDIUM <i>Encouraging the procurement of locally sourced supplies & services</i>
High Quality Environment	HIGH <i>Promote and embed best practice for sustainable procurement</i>
Older People	MEDIUM <i>Provides support and information to older people in the District</i>
Access to Services	HIGH <i>Delivers customer service we're proud of</i>
Reducing District Carbon Footprint	MEDIUM <i>Is efficient in its use of energy in all operational buildings</i>
Stammore and Winnall	LOW <i>Being an employer of choice</i>

- Join partners, including other local authorities, public and private organisations in collaboratively providing services
- Redesign of services that explores the potential for collaborative working with partners
- Commission partners to deliver the outcomes included in Change Plans

How will we measure success?

- Successful completion of actions identified in this plan
- Completion of budget savings to achieve a balanced budget
- Maintaining agreed performance levels for services
- Improved results in our staff attitude survey

What changes are needed to achieve progress?

- Changing our corporate culture to ensure the Council is flexible and able to adapt to increasing budgetary pressures and customer expectations.
- Review our services to ensure we are delivering them in the most cost effective way possible, exploiting different models of delivery (e.g. commissioning the third sector, jointly delivering a service with a partner etc) where this will save money and deliver an agreed standard of service.
- Embed efficiency measures within all programmes of work and look for ways in which to reduce the resources needed
- Improve flexibility of processes and staff

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Theme 1 – Being an employer of choice							
Ensure that staff moving within the Council as part of 1Team secondments are supported and given proper training so that they can be effective in their new roles.	1) Review and develop the 1Team process, provide staff with the skills to work flexibly across the organisation, and ensure key services are supported in the context of financial constraints.	Staff resource is used flexibly, allowing the Council to meet its changing needs and priorities effectively, whilst officers are given opportunities to further develop their skills.	Milestones to be confirmed following review of 1Team process	31-Mar-2013	31-Mar-2013	Head of Organisational Development	Administration, Innovation & Improvement Portfolio
Theme 2 – Providing customer service we're proud of							
Put customers first. Listen, understand & respond to customer needs. Deliver easy to access advice, information and services	2) Review areas for development highlighted by the Customer Service Excellence accreditation process	We understand what our customers need and want and design our services to match. Customer satisfaction with the Council's services is high	Programme of work to be established now corporate accreditation has been secured and areas for development have been highlighted, including the need to systematically gather information on customer satisfaction levels.	29-Feb-2012	31-Mar-2013	Head of Customer Service	Administration, Innovation & Improvement Portfolio
			Residents invited to join an e-Panel to gain their views. Further work tbc to ensure those without access to the internet are also able to	30-Mar-2012			

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
			participate.				
	3) Review our service standards to ensure what we deliver matches customer requirements and expectations	We understand what our customers need and want and design our services to match. Customer satisfaction with the Council's services is high	Service standards will be reviewed as part of the programme of work looking at the most effective and efficient models of service delivery for the Council.	31-Mar-2013	31-Mar-2013	Head of Customer Service	Administration, Innovation & Improvement Portfolio
Make it easy for people to contact us and access our services.	4) Deliver our Customer Access Strategy to reduce avoidable contact for residents and to provide Encourage migration of customers to the most appropriate contact channel whilst maintaining channel choice for all services.	We understand what our customers need and want and design our services to match. Customer satisfaction with the Council's services is high	New website with an increased capability for residents to undertake transactions online goes live.	30-Mar-2012	31-Mar-2013	Head of Corporate Communications	Administration, Innovation & Improvement Portfolio; Leader
			Development work done on website to ensure residents have the opportunity to interact with the Council online where appropriate.	29-Mar-2013			
			Implementation of Plan and actions review	01-Sep-2012			
			Plans successfully implemented	01-Mar-2013			
Theme 3 – Providing services which are flexible							
Improve transparency and provide residents	5) Review what information we hold about our district	Better public access to service and financial information	The City Council publishes datasets according to the Code for Recommended	29-Apr-2012	31-Mar-2013	Head of Policy	Administration, Innovation & Improvement

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
and potential service providers with information about the Council and how we are performing	and services and publish it as far as possible in an accessible form on the website.	Compliance with Government guidance	Practice for Local Authorities on Data Transparency.				Portfolio
			Further work is done to ascertain which data sets would be useful to residents and to publish them in an open format on the website.	30-Dec-2012			
Seek opportunities to run our services more efficiently by collaborating with other local authorities or organisations to share services	6) Review the following elements of HR for opportunities to share services or procure services more cost-effectively: Recruitment, Occupational Health and Learning & Development Services	Services are delivered to residents more cost effectively and to at least the same standard as when provided separately.	Occupational Health Services – Contract Award	31-Jan-2012	31-Mar-2013	Head of Organisational Development	Administration, Innovation & Improvement Portfolio
			Occupational Health Services – Implementation of contract	29-Feb-2012			
			Occupational Health Services – WCC Phase 1 complete	30-Jun-2012			
Further opportunities to share IT with Test Valley BC are pursued.	7) Opportunities to consolidate suppliers are explored as part of the shared IT service between WCC and Test	Skills and resources are shared between the two authorities, building long term efficiencies and providing a platform to sell capacity to other partners if agreed.	Milestones to be added once opportunities to consolidate suppliers are identified.	31-Mar-2012	31-Mar-2013	Head of IM&T	Administration, Innovation & Improvement Portfolio

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
	Valley Borough Council.						
Facilitate effective working amongst staff by providing an efficient electronic document records management system (EDRMS)	8) Review the support requirements for the Council's current EDRMS and implement a new system if appropriate.	Less paper within offices and improved sharing of information. Reduction in office storage requirements Improved records management, disposal and retention management and electronic and automated workflow. Staff are able to access more documents remotely, allowing them work more flexibly.	PMT to decide the next which way to proceed to support the Council's EDRMS requirements. This will be confirmed at PMT on 20 December 2011	20-Dec-2012	31-Mar-2013	Head of IM&T	Administration, Innovation & Improvement Portfolio
To provide staff with the skills to work flexibly across the organisation, and ensure key services are supported in the context of financial constraints.	9) Review opportunities to create a shared resource for admin and business support across teams. (subject to business case approval early 2012)	Staff resource is used flexibly, allowing the Council to meet its changing needs and priorities effectively, whilst officers are given opportunities to further develop their skills.	Business Case for shared admin/business support resource discussed by CMT.	28-Feb-2012	31-Mar-2013	Head of Policy	Administration, Innovation & Improvement Portfolio

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Continue our service redesign programme linked to our workforce planning to make sure our staffing structure supports the running of efficient services.	10) Review our services with a view to find more efficient ways of working to balance the budget and support medium term workforce planning.	Services are reviewed to ensure they are provided in the most efficient and effective way.	Short to medium term programme of services and potential delivery models to be drawn up following discussion with CMT/Cabinet.	31-Jan-2011	31-Mar-2013	Chief Executive, Head of Organisational Development; Head of Policy	Finance & Estates Portfolio; Leader
			Opportunities to further develop the Hampshire Home Choice scheme to be explored.				
			Opportunities to work in partnership with Test Valley, East Hampshire and Havant on regulatory services to be explored on an opportunistic basis.				
			Work with the voluntary and community sector to develop capacity for service provision in partnership with the City Council.				
Theme 4 – Buildings are fit for people and fit for purpose							

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
Deliver an effective Asset Management Plan for the Council.	11) Review the Asset Management Plan	The Council's fixed assets are employed to best effect in securing the Council's priorities, their condition and value are improved and their revenue income stream is developed.	Full milestones and associated projects are in the agreed Asset Management Plan.		31-Mar-2013	Head of Estates	Finance & Estates Portfolio
Exploit opportunities to provide office accommodation to our partners	12) Explore opportunities to provide voluntary sector partners based at City Offices with support services and explore opportunities to provide accommodation for other partners.	Customers and partners are provided with a single point of contact for a variety of services. The Council supports and develops potential service providers in the voluntary and community sector.	Milestones to be added as opportunities arise and are approved.		31-Mar-2013	Assistant Director (Active Communities)	Administration, Innovation & Improvement Portfolio; Finance and Estates Portfolio
Deliver a realistic and affordable Capital Programme	13) Create a Capital Programme which prioritises projects for delivery once financing becomes available.	The Council delivers Member and community aspirations via its capital programme.			31-Mar-2013	Head of Finance	Finance & Estates Portfolio
Theme 5 – Being fit for the future							

Programme	What will we do	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable	Portfolio Holder
The Council forms an appropriate local response to changes in the local Standards regime.	14) Review local Standards in accordance with Government guidance, having regard to Standards for England abolition during early 2012	Council approved Standards framework which continues to maintain high levels of probity and ethics for Members	Standards Committee Report re. future proposals	31-Jan-2012	June 2012	Head of Democratic Services	Administration, Innovation & Improvement Portfolio
			Members approve new 'local' Standards framework	18-Apr-2012			
			All new Members sign 'local' Code of Conduct	15-May-2012			
Respond to central Government policy, including changes to how local government is financed (including HRA), changes to the planning system and other elements set out in the Localism Bill.	15) Put into place appropriate systems to effectively deal with the changes to council tax benefit and the proposed retention of NNDR.	The City Council is fit for the future and makes the most of the localism agenda for the benefits of Winchester residents and businesses.	Work needed to address the changes to be confirmed once details are finalised.		31-Mar-2013	Head of Revenues	Administration, Innovation & Improvement Portfolio
Prepare the Council for the introduction of Individual Elector Registration in 2014.	16) Put into place appropriate systems to make the change to Individual Elector Registration.	The transition to Individual Elector Registration is smooth and introduced with the minimum of disruption.	Each elector contacted and invited to register under IER	01-Jul-2014	01-Jul-2014	Head of Democratic Services	Administration, Innovation & Improvement Portfolio
			Preparatory work still awaiting Gov timetable				