

CABINET

4 December 2013

ADOPTION OF REVISED WINCHESTER DISTRICT COMMUNITY STRATEGY
2010-2020

REPORT OF CHIEF EXECUTIVE

Contact Officers: Jenny Nell tel: 01962 848 278

Email: jnell@winchester.gov.uk

RECENT REFERENCES:

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

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

CAB2503 – 11 September 2013: Winchester District Sustainable Community Strategy refresh 2013 – Consultation Draft

EXECUTIVE SUMMARY:

At its meeting in September Cabinet approved for consultation for a six week period a revised version of the Winchester District Community Strategy. The revised Strategy retains the vision and three community outcomes of the original Community Strategy and incorporates the Council's own corporate outcome of being an Effective and Efficient Council.

Some 200 responses were received to the consultation, raising a variety of issues with a number of comments relating specifically to the deletion of the priority on climate change, the lack of reference to the priority areas of Stanmore and Winnall and the vagueness of the revised priorities. A summary of all the comments received together with an officer response is set out at Appendix 2.

Given the level of concern over the climate change and in view of the fact that the Council is actively implementing a range of projects that contribute to carbon reduction, it is considered appropriate to amend the draft Strategy. Similarly, the Strategy has been revised to acknowledge that at any point in time there are certain areas of the District that may require special attention based on evidence of need. A revised Strategy is appended in full at Appendix 1.

As highlighted in CAB2503, this process has provided an opportunity to review the Council's corporate performance management processes. Section 5 of this report sets out the intention to create integrated Portfolio Plans, that will replace the current system of Change Plans plus Portfolio Plans. Revised Portfolio Plans will be reported direct to Council in January 2014 for approval when the Council is formally asked to adopt this revised Strategy.

RECOMMENDATIONS:

That Cabinet recommend to Council that :

1. The responses received during the consultation period be noted;
2. The Community Strategy 2010 -2020 be adopted, as amended, and attached at Appendix 1, subject to any final minor amendments to be undertaken by the Head of Policy in consultation with the Leader of the Council;
3. The Chief Operating Officer be given delegated authority to make the appropriate changes to the Constitution give effect to the replacement of Change Plans with Portfolio Plans, as outlined in Section 5 of the Report;
4. Portfolio Plans for the period 2014/15, currently under preparation, be reported for approval direct to Council on 8 January 2014.

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REPORT OF CHIEF EXECUTIVE

DETAIL:

1. Introduction

- 1.1. At its meeting in September (CAB2503 refers) Cabinet approved for consultation a revised version of the Community Strategy, which now focuses on the role of the City Council, in delivering its services either independently or in partnership, rather than the broader perspective of earlier Strategies. This follows a decision by the Winchester District Strategic Partnership Executive not to continue with its regular meetings but to focus on supporting the work of the very active and successful partnerships in existence in the District.
- 1.2. The revised Strategy retains the vision and three community outcomes of the original Community Strategy and incorporates the Council's own corporate outcome of being an Effective and Efficient Council.
- 1.3. The revised Strategy was subject to a six week consultation with partners, stakeholders, WCC staff and members, from 16 September to 28 October 2013. This report sets out the responses to that consultation and suggested changes to the Strategy to reflect the responses received. The final Strategy is attached at Appendix 1, with a summary of responses received together with officers' response at Appendix 2. Members are requested to approve the revised Strategy. Cabinet will make recommendations regarding its adoption by Council at its next meeting in January 2014.

2. The Consultation Process

- 2.1. Report CAB2503 set out the consultation process which included :
 - an e-form on the home page of the Council's corporate website (www.winchester.gov.uk)
 - a media release distributed to local newspapers and radio stations
 - direct emails to stakeholders, partners and other interested parties
 - staff/member presentations/workshops

- 2.2. The consultation focused on whether the revised priorities were the right ones and how will these will be delivered. The revised priorities were identified following a detailed assessment of the Council's existing plans and strategies to determine those issues identified for action or intervention, which can be reflected strategically in this high level document.
- 2.3. Over 200 responses were received either via the on-line survey or emails/letters. A summary of these is set out at Appendix 2 and comments have been grouped around common themes to avoid repetition.
- 2.4. In addition, the Community Strategy was the lead item on the Council's website when it was launched, and was tweeted by us on a minimum on four occasions.
- 2.5. A Member training session was held on 17 September, with a similar event for senior officers on 1 October. At both events the emphasis was to stress how the Community Strategy provides a 'golden thread' throughout the Council's activities, linking all its projects/programmes, budget and performance monitoring with our community and corporate outcomes.

3. Consultation Responses

- 3.1. The Community Strategy web pages had over 900 visits, and 208 responses to the on-line survey were submitted either to the structured questions or to the open question which asked 'Do you have any other comments to make regarding the Community Strategy?'
- 3.2. In terms of the structured questions these focused on how important the recipient considered the revised priorities were to them. Under the Active Communities outcome 177 responses were received, the majority felt that healthy and safe communities was the most important aspiration, followed by the provision of housing. 186 responses were made about the High Quality Environment outcome, the majority thought sustainability and effective use of natural resources was the most important, followed by the effective traffic management. Of the 180 responses about the Prosperous Economy outcome, supporting the local economy was considered the most important. The newly included corporate outcome of being an Effective and Efficient Council prompted 160 responses which were fairly evenly distributed over the three priorities. The purpose of this exercise was to encourage respondents to assess how important they considered the individual priorities to be and these results in conjunction with the many and varied comments to the open question have provided the Council with an overview of concerns.
- 3.3. The open-ended responses have been summarised and amalgamated with the 31 responses received via email or letter which are set out at Appendix 2, together with a detailed officer response. Key points about the Strategy were :
 - That it should be more focused and provide greater clarity

- That the priority neighbourhoods of Stanmore St Luke's and Winnall St John's be retained, as these areas require specific attention given the problems that exist and the need for a consistent and longer term focus from the City Council.
- That the priority of 'Reducing the District's Carbon Footprint', should be retained as this is the single most important issue facing the District: respondents proposed that it should be included as a separate theme under each outcome, given its wide remit.

A number of more general points have also been made, including the way the priorities are expressed; the need to refer to specific demographic groups; references to cycling and transport infrastructure; maintenance of existing services and reference to long term planning and financial management.

In terms of delivery and monitoring some responses refer to the need for specific action plans and the need for measurable outcomes.

4. Changes to the Community Strategy to reflect Consultation Responses

- 4.1. An amended version of the Strategy is included as Appendix 2 to this report and includes changes to both update the status of the document and reflect a number of the representations received.
- 4.2. Key changes relate to the insertion of a paragraph (para 2.5) to reflect that certain areas of the District may require more focused attention given the evidence of need for intervention, such as Stanmore and Winnall. This responds to those who commented that failure to mention these areas will undermine all the positive programmes that have been initiated since the previous strategy was adopted that identified them as priority areas.
- 4.3. A further change under the High Quality Environment outcome is the priority that refers to the sustainability and the effective use of natural resources which has been replaced by 'work towards a lower carbon District'. Again this reflects the many and varied projects and programmes that are already in progress but also acknowledges that the Council recognises that this issue is of concern to many local people. This revised priority will allow a range of projects to both continue and be identified in the future.
- 4.4. Many of the comments received raise very specific matters, beyond the scope of this Strategy. Some responses request that the Strategy refers to specific demographic groups. The Strategy has intentionally been expressed at a strategic level to take a holistic approach, to ensure that it does not preclude either certain sectors of the population or areas of the District. The Strategy has also been edited to ensure all priorities are expressed positively.
- 4.5. Some comments suggest that the Strategy is now less focussed with too many priorities rather than the three it originally contained. This suggests we need to explain the new structure clearly: as noted above. The draft Strategy starts by identifying community and corporate outcomes, and under each of

these there are three or four priorities. To clarify the intention of these elements of the Strategy it is proposed that the outcomes are renamed priority outcomes, as it is these four key elements that will deliver the vision of the Strategy. The term priority makes clear that these are the highest level outcomes. The details under each priority outcome will now be referred to as objectives and are intended to indicate how we wish to see improvements under each of the priority outcomes. These objectives will provide a focus for the projects which are to be taken forward by each Portfolio Holder. The Strategy thus provides both a structure to how the Council operates and how it identifies new projects and programmes.

- 4.6. Further changes have been made to the section on delivery and monitoring to reflect the revised performance management structure of Portfolio Plans to be monitored through the Overview and Scrutiny Committee, which is explained in more detail below.

5. Delivery and Performance Management

- 5.1. The adopted Community Strategy will be the basis for the Council's performance management framework. All projects, programmes and the way we run our services will follow from the Strategy. The Strategy acknowledges (section 4) that the priority outcomes will not only be delivered by the Council but in partnership with many organisations ranging from formal shared services and specific commissions to working directly with our businesses and communities.
- 5.2. At present the Community Strategy is delivered and monitored through a series of Change Plans, which list a range of projects under the four priority outcomes, and these are updated annually in the autumn. The Council also has a series of Portfolio Plans which provide more detail of some of the projects identified in the change plans. These are approved through the Portfolio Holder decision making process in the spring, and include key milestones and responsible officers. Progress against Change Plans is reported twice a year to The Overview and Scrutiny Committee, during the autumn (mid year) and in June/July (end of year/out turn). There are no formal follow up monitoring reports for the Portfolio plans, as the monitoring was carried out by the Portfolio Holders in conjunction with heads of teams.
- 5.3. It is now proposed that the Change Plans and Portfolio Plans be merged, as outlined in CAB2503. The revised plans will be referred to as Portfolio Plans and will set out for each Portfolio Holder their areas of responsibility and the key projects they will be held accountable for. Each Portfolio Plan will have projects identified under the relevant Community Strategy priority outcome and objectives, allowing more transparent performance management as it will be clear which Portfolio Holder is responsible.
- 5.4. The intention will be to report on progress against these revised Portfolio Plans to The Overview and Scrutiny Committee twice a year as with the

current system, but to provide quarterly updates by Portfolio Holder to all members and the wider public.

- 5.5. Whilst draft Portfolio Plans for the period 2014/15, are in progress, there has not been sufficient time to finalise these in advance of this meeting. These will therefore be presented direct to Council on 8 January 2014.

6. Next Steps

- 6.1. Following this meeting it will be necessary for the Council to formally adopt the revised Community Strategy on 8 January 2014. It will then replace the 2010 Strategy and will inform budget and corporate planning of the City Council.
- 6.2. Subject to approval, the Strategy will be published and the Council's website updated. It will also be necessary to update a number of corporate documents and other references that refer to the Strategy and its priority outcomes/objectives.

OTHER CONSIDERATIONS:

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

- 7.1. This paper requests approval for adoption the updated Community Strategy, following consultation. It will then replace the 2010 Strategy and will inform budget and corporate planning for the City Council.
- 7.2. Change Plans will be replaced by comprehensive Portfolio Plans that align projects under Community Strategy priority outcomes and objectives and with the accountable Portfolio Holder. These will then be monitored on a regular basis by The Overview and Scrutiny Committee.

8. EQUALITIES AND SUSTAINABILITY

- 8.1. The Council has its own procedures to ensure that documents such as this Strategy comply with both Equality and Sustainability matters. Equalities issues are covered by the Council's Equality Policy updated in 2011, and this Strategy has been assessed to determine any impact on people who fall under any of the 'protected characteristics' as identified in the 2011 Equality Policy. Given the strategic nature of the document no deficiencies have been revealed. The Equality Impact Assessment can be viewed on the evidence page of the Community Strategy web pages.
- 8.2. Similarly, there is a requirement for new plans and policies to be subject to the Council's corporate Sustainability Appraisal Matrix. This includes a series of sustainability objectives, against which the Strategy was assessed. Again, given the strategic nature of the document it scores well over all objectives. This is due to both the priority outcomes and objectives referring to a broader range of considerations which reflect many of the detailed matters expressed

in the sustainability objectives. The Sustainability Appraisal can also be viewed on the evidence page of the Community Strategy web pages.

9. RESOURCE IMPLICATIONS:

- 9.1. There are no resource implications for the publication of this updated Strategy other than some costs associated with its publication, which is covered by planned expenditure from existing revenue budgets.
- 9.2. The objectives established in the updated Strategy will inform and guide the budget setting process for the City Council for 2014/15.
- 9.3. As referred to in paras 5.2- 5.5 above, the corporate performance management system will be changed to reflect the revised priority outcomes and objectives and establish delivery plans to be known as Portfolio Plans.

10. RISK MANAGEMENT ISSUES

- 10.1. This Strategy has been prepared under the scenario of a reducing budget to reflect the ongoing public sector reform process. The Council's desire is to provide the right service, in the right way, at the right cost and at the right time to our communities and this Strategy emphasises the direct role of the Council in delivering the priority outcomes and objectives.

BACKGROUND DOCUMENTS:

The draft Community Strategy refresh, Equalities Impact Assessment, Sustainability Appraisal and evidence base can be viewed at <http://www.winchester.gov.uk/about/council-structure/sustainable-community-strategy/>

APPENDICES:

Appendix1: revised Winchester District Community Strategy 2010 – 2020

Appendix 2: Schedule of consultation responses

-Winchester District Community Strategy 2010 – 2020

January 2014



Winchester District Community Strategy 2010 – 2020

1. Introduction

- 1.1 This Strategy sets out how Winchester City Council wishes to see the District change for the better over the next decade.
- 1.2 It retains the key elements of the original Community Strategy adopted in 2004 and its subsequent updates in 2007 and 2010, but has now been refocused to link with the Council's function and organisational structure. It reflects the aspirations of our many communities that make up the District and the role of our partners in delivering the vision and outcomes.
- 1.3 The shared vision which has been developed following extensive consultation, states :

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

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

2. Objectives for 2014 – 2017

- 2.1 The priority outcomes are a useful mechanism to explore and determine the Council's immediate and longer term objectives. The 2010 Strategy covering the period 2010 – 2014 established three specific priorities of Older People, Access to Services and Reducing the District's Carbon Footprint, these remain valid and are being taken forward through a range of projects and programmes that will be delivered by the Council and its partners. However, given the current focus on our services it has been necessary to reassess what our objectives are for the immediate future during 2014 – 2017.
- 2.2 The remainder of this document therefore identifies our objectives for 2014-2017 under the following priority outcomes:
Active Communities (people)
High Quality Environment (place)
Prosperous Economy (prosperity)

Effective and Efficient Council (process)

- 2.3 The varied geographical nature of the District has meant that it is necessary to distinguish between its different areas. These areas have been determined through a range of evidence and have strong links with the Council's Local Plan Part 1 recently adopted.
- Winchester Town – the historic core and immediate surroundings,
 - Market Towns and rural area – including the market towns and villages of Alresford, Bishops Waltham, Denmead and Wickham,
 - The M27 corridor and urban areas to the south of the District (known as the 'South Hampshire urban areas') including Whiteley and West of Waterlooville
- 2.4 It should be noted that this Strategy covers the whole of the Winchester District, even though 40% of the District now lies within the South Downs National Park. The Park Authority has its own [Partnership Management Plan](#), with a shared vision of 'Thriving Communities in inspirational landscapes' to be delivered through 11 outcomes and corresponding policies. Delivery of these will be focussed around those actions that support the statutory purposes and duty of the National Park.
- 2.5 The 2010 Strategy specifically identified two priority areas of Stanmore North and Winnall West, based on Indices of Multiple Deprivation data that places these areas in the bottom 25% of the most overall deprived areas in Hampshire. A number of projects have been initiated to address specific issues in these areas and this is likely to continue given the evidence of need. However, this Strategy does not specifically identify areas of the District for special attention as our plans and projects will be directed to those areas in greatest need, where there is evidence to support the need for intervention.
3. Determining our Objectives
- 3.1 Extensive research has been undertaken through exploring a range of plans and strategies produced by the Council in conjunction with its partners and communities to identify common issues, purposes and objectives. These documents have all been subject to their own evidence and consultation processes in being approved and adopted as part of Council policy. The full evidence base and a summary can be viewed at www.winchester.gov.uk/sustainable-community-strategy.
- 3.2 In addition to undertaking this scoping exercise, we have also examined the statistics available either through the Census or other research, to determine if the statistics indicate a different story of an improving or declining resource.
- 3.3 This process has revealed that the following objectives should provide the immediate direction for the Council's activities and resources for

the period 2014 – 2017. These objectives are not listed in order of importance they are all matters that the Council has recognised will contribute to the delivery of its priority outcomes, either individually or collectively.

3.4 **Active Communities**

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

3.6 The objectives for this outcome are :-

- Provide housing to meet community needs
- Promote community cohesion
- Provide accessible sport and recreation
- Ensure our communities are healthy and safe

3.7 **High Quality Environment**

3.8 The District is fortunate to have both an attractive natural environment complemented by heritage rich towns and villages, which all contribute to its sense of **place**. This is valued by all and underpins a prosperous economy. It is recognised that we will make a contribution to reducing the District's carbon footprint under this priority outcome as well as the others.

3.9 The objectives for this outcome are:-

- Work towards a lower carbon District
- Effective traffic management and support for transport provision
- Ensure that the quality of the place we enjoy is maintained and enhanced

3.10 **Prosperous Economy**

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

3.12 The objectives for this outcome are:-

- Support the local economy
- Promote education and training
- Promote tourism and the cultural assets of the District

3.13 **Effective and Efficient Council**

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

3.15 The objectives for this outcome are:-

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

4. How we will deliver our Objectives and Monitor our Progress

4.1 The Council will produce a delivery plan for the Community Strategy which is based on the current structure of the Administration of the Council, through a series of Portfolio Plans. These will be updated annually and monitored through The Overview and Scrutiny Committee.

4.2 Each Portfolio Plan will specify which projects will be initiated and implemented, under the relevant priority outcome and objectives, which can then be monitored through established processes. Those prepared for 2014/15 reflect the immediate financial situation of the Council. Given reducing resources, future versions will need to reflect a different financial scenario.

4.3 Many of the projects and programmes currently identified will contribute to multiple outcomes, leading to added value through sharing of resources and efficient delivery.

4.4 Partnerships already exist and the Council has established partnerships with both businesses, many of our communities and the voluntary sector. The Council also works with agencies nationally and locally and operates shared services with some neighbouring local authorities. Changes to the organisation structure of the Council has also created opportunities for greater collaborative working to ensure projects are delivered effectively maximising wider benefits.

5. Further Information

5.1 This document, the evidence base and delivery plan can be viewed at www.winchester.gov.uk/sustainable-community-strategy

Summary of responses to Community Strategy refresh 2013, together with officer response and suggested changes.

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
General Comments		
2	Support the Vision	Support noted
20	<p>Revised strategy lacks clarity and focus and is too vague</p> <p>reinstate the existing three priorities of older people, climate change and access to services, rather than 13 vague statements</p>	<p>The revised strategy reflects a range of objectives already expressed in adopted policy and plans prepared by the Council and in partnership.</p> <p>It is recognised that the previous priorities are identified in a number of action plans and are in the process of being delivered. Given their wide remit it is likely these will continue to be relevant to the District, it is suggested para 2.1 of the Strategy is amended to reflect this.</p> <p>The four outcomes are understood, yet it is these that the Council wishes to see happen across the District and in fact it is these that are the broader overarching priorities.</p> <p>To clarify the intention it is proposed that the Outcomes become known as Priority Outcomes, as it is these four key elements of the Strategy that will be delivered by applying the objectives that follow. Therefore, the term priority is linked with the higher level outcome, whereas the details that follow each will be referred to as objectives and are intended to indicate how we wish to see improvements in the Priority Outcome.</p> <p>Recommendation : To amend the second sentence of para 2.1 to read 'The three priorities established in the 2010 Strategy for the period 2010 – 2014 (Older People, Access to Services and Reducing the District's Carbon Footprint) are still valid and are being taken forward through a range of projects and programmes delivered by the Council and its partners. '</p>

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
		and To amend reference throughout the document to Priority Outcome rather than Outcome and for the list of priorities under each outcome to become objectives.
1	Strategy should extend beyond 2020 and cover longer term effects	It will be necessary in the future to undertake a comprehensive review of the Community Strategy to extend beyond 2020. This version represents an update to apply to the next three years, after which it will be necessary to establish a timescale for a full review. Recommendation : No change
1	Welcome the reference in paragraph 2.3 to the varied geographical nature of the District and the distinctive nature of the Winchester Town Area	Support noted.
1	Priorities should embrace the characteristics and needs and opportunities offered by the rural areas to create a better balance between city and rural	The objectives priorities have been expressed to apply District wide, whilst the Strategy (para 2.3) recognises that there are local spatial variations. Recommendation : No change
2	Would be better if reference was made to ' priorities for this outcome are', rather than 'the priorities for this outcome will focus on' as the document fails to give the organisation or our communities a clear picture of what the Council wants to achieve or how to get there every Priority should have a verb at the start to indicate the action to be taken: <ul style="list-style-type: none"> • Provide housing . • Promote community 	How the objectives are expressed has been re-examined to ensure that they provide a clear indication as to their intent. Recommendation : To refer to 'The objectives for this priority outcome are:' and to commence each objective with a verb where possible.

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
	cohesion. <ul style="list-style-type: none"> • Provide accessible sport . • Ensure our communities are healthy . • Encourage sustainability . 	
1	By using these strong verbs you will be meeting the 'Effective and Efficient' Objective for the Council	see above.
3	Document is not consistent with other Council policies and risks undermining them – reference should be made to existing commitments and projects Over arching aim of sustainability is missing	The evidence base for the revised Strategy consists of existing Council plans and strategies. Therefore the revised objectives reflect the principles of the variety of policies already in existence. By retaining the three priority outcomes of High Quality Environment, Prosperous Economy and Activities reflects the concept of sustainability and ensures that this is embedded in all the actions that will be delivered via this Strategy and others produced. This document provides high level strategic guidance that will be reflected in all the Councils' activities. Recommendation : No change
3	Publicise the planning policies to give developers confidence to invest in the District All new homes should include energy saving measures	The Local Plan was adopted in March 2013, these policies and all associated documentation can be view on the Councils website at http://www.winchester.gov.uk/planning-policy/local-plan-part-1/ Policy CP11 sets out detailed energy requirements for new homes. Recommendation : No change
1	WDSP should have not been dissolved without consultation	The WDSP has not been formally dissolved, it took a decision to no longer regular meet, but to focus on supporting the work of the

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
		<p>partnerships. Work is still progressed through established WDSP groups and partnerships and if required the Executive group could be reconvened.</p> <p>Recommendation : No change</p>
10	<p>On-line survey questions are too vague and meaningless and should not be used to formulate policy</p>	<p>The on-line survey gave an option to add specific comments not related to the set structure of the survey, which are summarised in this schedule.</p> <p>Surveys of this type are not meant to be the only form of consultation they are to help inform decisions and are used, in conjunction with other measures.</p> <p>Recommendation : No change</p>
Priority Areas		
13	<p>Deleting reference to priority neighbourhoods of Stanmore and Winnall will exacerbate the social problems that exist and make the achievement of local initiatives difficult. Reference to being a priority area attracts funding and has positive effects in providing a public focus in these areas. These social factors are complex and long term, requiring a consistent and long term focus from the City Council.</p> <p>The latest IMD scores (2010) indicate the situation has worsened in the period 2007-2010. If the proposed changes to the Community Strategy are approved, the situation of the large communities in the bottom quarter of the IMD spectrum at Winnall, Highcliffe and Stanmore</p>	<p>The revised Strategy takes a more holistic approach through the identification of broader objectives that can be applied across the whole District. Where there is evidence to suggest the need for specific projects and programmes to be identified and delivered, then these will continue to be supported and may well be within Stanmore and Winnall, or indeed in other deprived areas of the District.</p> <p>To reflect this matter it is suggested that the text is amended.</p> <p>Recommendation : To insert new para 2.5 : 'The 2010 Strategy also specifically identified two priority areas of Stanmore North and Winnall West, based on IMD data that places these areas in the bottom 25% of the most overall deprived areas in Hampshire. A number of projects have been initiated to address specific issues in these areas and this is likely to continue given the evidence of need. However, this Strategy does not specifically identify areas of</p>

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
	<p>will not improve as they need to.</p> <p>Reinstate the three neighbourhoods of Stanmore North, West Winnall and Highcliffe as priority action areas.</p>	<p>the District for special attention as our plans and projects will be directed to those areas in greatest need, where there is evidence to support the need for intervention.'</p>
2	<p>Concern over the loss of community assets in Stanmore, given that the area has been identified for new housing it will require significant community infrastructure first.</p>	<p>see above – the strategy does not cover such detail as community assets in Stanmore, this is a matter for detailed delivery projects.</p> <p>Recommendation : No change</p>
Outcome - Active Communities		
1	<p>Add 'theatre' when referring to provision of accessible sport and recreation to support Winchester as a cultural centre</p>	<p>Under the Prosperous Economy priority outcome there is an objective which states 'Promote tourism and the cultural assets of the District', it is considered that theatres are covered by the reference to cultural assets. If theatres were to be added than it would be necessary to include an extensive list of cultural assets which would be contrary to the strategic nature of the document.</p> <p>Recommendation : No change</p>
3	<p>This outcome fails to tackle the main issue which is around equality of opportunity and this reinforces the need to refer to priority neighbourhoods to focus attention on.</p> <p>Should also refer to those demographic groups that need most help – the elderly, young and families in need of suitable housing; refer to supporting vulnerable people including those with learning difficulties.</p> <p>Sustain the local voluntary sector</p>	<p>See comment above in relation to Stanmore and Winnall.</p> <p>The strategy does not refer to specific demographic groups as its aim is to apply to all communities. Again if there is evidence of need to initiate a project or programme that refers to a specific sector of the community then this is not precluded by this Strategy.</p> <p>The Strategy recognises that many partnerships already exist and that the priority outcomes and objectives will not be implemented by the Council alone. To reflect the various partnerships that exist an additional paragraph is to be added under the section on delivery.</p>

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
	The strategy should bring together the diverse range of residents and celebrate the culture and history of the city	<p>Recommendation : To add the following paragraph to reflect the various partnerships that exist and will be required to deliver the Strategy “Partnerships already exist and the Council has established partnerships with both businesses, many of our communities and the voluntary sector. The Council also works with agencies nationally and locally and operates shared services with some neighbouring local authorities. Changes to the organisation structure of the Council has also created opportunities for greater collaborative working to ensure projects are delivered effectively maximising wider benefits. “</p>
1	Increase supply of housing by using car parks	<p>This raises a matter of detail that may be reflected in specific projects.</p> <p>Recommendation : No change</p>
1	Winchester City should ensure it remains a healthy community - the Council can encourage the right behaviour and provide the right incentives.	<p>It is considered that this matter is covered by the objective under the Active Communities priority outcome, that refers to ‘Ensure our communities are healthy and safe’.</p> <p>Recommendation : No change</p>
Outcome - High Quality Environment		
1	Support deletion of the climate change priority	Comment noted
1	Welcome in paragraph 3.9 the priority to focus on sustainability and the effective use of natural resources, effective traffic management and support for transport provision	Support noted
164	Object to deletion of the priority relating to Climate Change – this issue remains important to the	This issue has been raised by a significant number of respondents to the consultation.

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
	<p>Winchester District</p> <p>Need to raise awareness of climate change</p> <p>Climate Change is a critical consideration that needs to cover all the outcomes in the draft document and should be specifically referred to under all outcomes.</p> <p>Cutting the carbon footprint must be the top strategic priority for the District - show how the Council is cutting its carbon footprint</p> <p>Should be a separate policy on cutting the carbon footprint as this covers many goals :- upgrading of buildings, the implementation of renewable energy projects; the development of a stronger and more local economy, improved efficiency within the council and within businesses, better use of council estate assets, and new jobs.</p> <p>The Council is in a unique position of responsibility for this to happen and the policies and commitment need to be strengthened and should remain as a core objective, the Council should show leadership on tackling climate change and must repeat its commitment to reduction in energy use and use of renewable resources in this important document.</p> <p>The Council should commit to a project to cut emissions within its</p>	<p>The Council has actively commissioned projects and programmes through its Climate Change Programme, particularly preparation of the Low Carbon Route Map for the District and the recent extension of the Carbon Smart Winchester Project.</p> <p>The Council has reported through its Overview and Scrutiny Committee (October 2013) progress in delivering its Change Plans (Report OS085 refers), this report specifically refers to the following achievements which respond to a number of the matters raised through these responses:- <i>'work has continued on the delivery of the City Council's Climate Change Programme with a focus on developing a Low Carbon Economy and reducing the impact of individuals and businesses; A Cool Communities Commission has been in progress during the year helping households address their carbon emissions in addition a 'Warm Up Winchester' campaign to assist households with boiler replacements; The City Council has supported the Hampshire Switch campaign offering group purchasing of cheaper fuels with greener tariffs offered; The City Council has continued to deliver its own Carbon Reduction programme with an emphasis on energy and budget savings. Overall emissions for 2012/13 have reduced by approximately 4% over those for the previous year; The delivery of Phase 1 of the Carbon Smart Project has been completed with over 100 businesses signing up to the initiative. Work is now continuing with Phase 2 to attract more businesses and support those already participating; The first year of the Waste to Resources Programme has been delivered in partnership with East Hampshire District Council aimed at increasing the capture of recyclables and reducing contamination. Additional options for expanding the materials collected at bring sites are being investigated'.</i></p>

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
	<p>own estates within 36 months.</p> <p>Failure to mention this issue is a basic failure of the Council's responsibilities.</p> <p>The Council should support the Cool Communities programme</p> <p>Need to include targets to monitor the effectiveness of policies</p>	<p>The Council considers that the concept of climate change is therefore embedded in many of our projects and programmes focusing on carbon reduction and that it is not necessary to specifically refer to this either as an individual objective or under each of the priority outcomes. However, given that this is an ongoing issue it is recommended to make a change to the objectives listed under the High Quality Environment priority outcome to delete the reference to 'sustainability and the effective use of natural resources' and replace this with 'work towards a lower carbon District' to encapsulate the principles raised. It is also suggested that the following is added to the introduction to this priority outcome – ' It is recognised that we will make a contribution to reducing the District's carbon footprint under this priority outcome as well as the others', to reflect the broad nature of this matter.</p> <p>Recommendation :</p> <p>At the end of the introduction add 'It is recognised that we will make a contribution to reducing the District's carbon footprint under this priority outcome as well as the others'.</p> <p>To delete the reference to 'sustainability and the effective use of natural resources' under High Quality Environment outcome and replace with 'work towards a lower carbon District'</p> <p>Under Prosperous Economy outcome insert 'and promote a low carbon economy', before ensuring long term prosperity.</p>
6	<p>Use less energy and generate our own clean energy locally to reduce fuel poverty</p> <p>Reduce dependency on fossil fuels</p>	<p>See above responses and recommended change</p>

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
	Support wind power	
11	<p>Review of transport infrastructure in Winchester City to reduce town centre parking and improve air quality</p> <p>Cutting pollution and reducing traffic are important</p> <p>Encourage the use of public transport</p> <p>Should have speed limit of 15-20mph in the city centre transportation should be a priority in its own right to strengthen the economy</p>	<p>The Council is actively involved in a number of projects that relate to these specific issues, which are too detailed to be included in this high level strategy, but are being addressed through various plans and projects.</p> <p>Recommendation : No change</p>
3	Promote cycling through slowing traffic down, provision of safe cycle routes – need a joined up approach to cycling	See above response
2	<p>Council should promote the use of recyclable materials</p> <p>Promote recycling</p>	<p>The Council is actively involved in a number of projects that relate to these specific issues, which are too detailed to be included in this high level strategy.</p> <p>Recommendation : No change</p>
1	Environmental issues should be integrated into every policy	<p>Like climate change, environmental issues are embedded in the many policies, projects and programmes of the Council and it is not considered necessary to repeat this specifically.</p> <p>Recommendation : No change</p>
5	Should include broader place shaping priorities such as protecting spaces; keeping our streets and neighbourhoods	<p>See above responses.</p> <p>The objectives have been expressed in broad terms to provide the flexibility for matters like</p>

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
	<p>clean and tidy and involving our communities in their own futures</p> <p>Environmental sustainability should feature strongly</p> <p>Protect the natural environment rather than provide more housing</p> <p>Don't build on Greenfield land</p> <p>Protect trees from developers</p>	<p>those requested to be included in the projects that already exist or will follow.</p> <p>Recommendation : No change</p>
1	<p>Would welcome assurance that the Council will continue to support the importance of maintaining and protecting the setting of the City.</p>	<p>This is a detailed matter that is not precluded by either the priority outcomes or objectives in the Strategy, it will depend on individual projects and sufficient funds being available for their implementation.</p> <p>Recommendation : No change</p>
Outcome - Prosperous Economy		
4	<p>Prosperous Economy – should refer to :-</p> <ul style="list-style-type: none"> • working with the LEP; • provision of high quality education and training and promote links between schools and businesses; • provision of high speed broadband; • ensuring prosperity of market towns and villages • encourage non-chain shops; • encourage manufacturing – not retail; • prevent fracking; • preserve cultural assets 	<p>The matters raised are very detailed, although education and training, and cultural assets are specifically referred to in the objectives. Many of these elements will be covered by specific projects and programmes.</p> <p>Recommendation : No change</p>
Outcome - Effective and Efficient		

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
1	Concern how a reducing budget might affect work to maintain and enhance the special quality and character of Winchester. Request that plans to review the conservation area are not delayed.	<p>The financial position of the Council requires careful monitoring given changes to government support. It is not the intention that existing planned projects and programmes are delayed, where resources are already identified. However, the Council's financial position may mean the identification of new projects and initiatives will require careful consideration.</p> <p>Recommendation : No change</p>
1	Devolve more power to parishes as these are best placed to make local decisions	<p>It is beyond the remit of this Strategy to make the changes as requested by this response.</p> <p>Recommendation : No change</p>
6	<p>Should refer to use of self service channels for our services with support aimed at those without or who have difficulty accessing the internet; workflow management enabling efficient customer service regardless of who is in the office and using the Council's property to achieve increased income</p> <p>Should maintain and improve existing services – with the delivery to be determined by the management</p> <p>Bring services back in-house</p> <p>Do not like the word 'agile' – suggest this means planned redundancies</p> <p>Should refer to long term planning and financial management</p>	<p>The Council has commenced a programme of outcome reviews that will explore how we best offer our services to our residents and businesses. The objectives expressed under the Effective and Efficient Council priority outcome have been informed by the findings of the Corporate Peer Review undertaken earlier this year and reported to Cabinet in September (CAB 2512 refers).</p> <p>By including this new priority outcome in the Strategy, provides opportunities for the Council to explore the best ways to continue to deliver its service with the resources available.</p> <p>It is not the intention that 'agile' implies planned redundancies. It is meant to illustrate flexibility within the workforce to allow the Council to deploy staff to those areas of the service that may require specific support.</p> <p>The section on delivery has been updated to refer to Portfolio Plans forming the delivery plan for the Strategy. These will need to reflect the specific objective under Effective and Efficient Council which refers to medium</p>

Number of times this matter is referred to.	Summary of responses (Common matters have been grouped together)	Officer comment and Recommended Changes
		<p>term financial planning this will ensure that resources are a key consideration, when identifying future projects and programmes. Portfolio Plans will be updated annually to inform the budget process.</p> <p>Recommendation : No change</p>
Delivery and Monitoring		
1	<p>Para 4.5 – suggest this is extended to refer to the various types of partnership that exist :- in partnership with our community (business and residential); in partnership with other authorities and agencies nationally and locally; and in collaborative internal working culture – to stress that partnership working can generate wider benefits</p>	<p>The section of the Strategy which covers delivery and monitoring has been amended to reflect these comments as it is recognised that partnerships come in many forms, but it is useful for this to be illustrated in the Strategy.</p> <p>Recommendation</p> <p>Amend text to read : ‘Partnerships already exist and the Council has established partnerships with both businesses, many of our communities and the voluntary sector. The Council also works with agencies nationally and locally and operates shared services with some neighbouring local authorities. Changes to the organisation structure of the Council has also created opportunities for greater collaborative working to ensure projects are delivered effectively maximising wider benefits’</p>
4	<p>Document lacks measurable outcomes and lacks information on how the policies will be implemented.</p> <p>Should include specific action plans to reflect actions in other Council documents</p>	<p>The delivery plans that will follow will include a comprehensive list of projects to be delivered together with timescale, resources and key monitoring indicators. These Portfolio Plans will then be reported to the Council’s Overview and Scrutiny Committee twice annually to monitor progress.</p> <p>Recommendation : No change</p>