

COUNCIL

7 January 2015

PORTFOLIO PLANS 2015/16

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

CL90 – 8 January 2014: Adoption of Community Strategy and Portfolio Plans 2014/15

CAB2606 – 22 October 2014: Medium Term Financial Strategy 2015/16 – 2019/20

CAB2627 – 3 December 2014: Transforming Winchester: A Council that Makes Things Happen

CAB2633 – 3 December 2014: Draft Portfolio Plans 2015/16

EXECUTIVE SUMMARY:

The Council's Portfolio Plans set out Portfolio Holders' priorities for the coming year via projects and programmes of work that will deliver the Community Strategy's key outcomes. This report sets out Cabinet's Portfolio Plans for 2015/16. These form a key part of the Council's corporate planning cycle, along with the Medium Term Financial Strategy and Workforce Strategy. The main approach for Plans next year will be to:

- a) ensure focus is maintained on the Council's Capital Programme;
- b) consolidate on-going work from the previous year's Portfolio Plan;
- c) investigate and deliver actions to help meet the challenge of future budget gaps;
- d) continue our programme of organisational transformation to drive new ways of working and secure greater efficiency, flexibility and responsiveness.

RECOMMENDATIONS:

1. That the Portfolio Plans for 2015/16 as set out in Appendix 1 to this report be adopted, subject to approval of the Council's budget in February 2015.
2. The Head of Policy be given delegated authority, in consultation with the Leader of the Council to make any consequential minor amendments to ensure clarity and consistency.

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PORTFOLIO PLANS 2015/16

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DETAIL:

1 Introduction

1.1 The Council's Portfolio Plans set out Portfolio Holders' priorities for the coming year via projects and programmes of work that will deliver the Community Strategy's key outcomes. They also provide the means of delivery to enable the Council to consider options for future service levels to align with the likely available funding.

1.2 Portfolio Plans highlight the key projects or programmes the Council is committed to delivering. Together, they form the corporate business plan for the year ahead. They do not contain items that are 'business as usual' for services. Programmes or projects included in the Portfolio Plans tend to last more than one year, but the Plans are refreshed and brought back to Members for approval at each year to ensure that:

a) they reflect current needs of the community or the latest opportunities;

b) they match the aspirations of Cabinet, based on their detailed understanding of individual Portfolio areas;

c) they are fit for purpose for the year ahead in terms of reflecting the local and national environment in which the Council operates, and

d) the resources required to deliver them are identified, wherever possible at this stage in the year, either within the revenue budgets of individual teams or, where new resources are required, in the proposed annual Council budget for the year ahead.

2 Portfolio Plans for 2015/16

2.1 The following elements will be the main focus for Portfolio Plans 2015/16:

a) ensuring focus is maintained on the Council's Capital Programme;

b) consolidate on-going work from the previous year's Portfolio Plan;

c) investigate and deliver actions to help meet the challenge of future budget gaps, and;

d) continue our programme of organisational transformation to drive new ways of working and secure greater efficiency, flexibility and responsiveness.

3 Consultation on Portfolio Plans

3.1 Limited consultation has been undertaken on the draft Portfolio Plans and the full list of organisations given the opportunity to comment are listed in appendix 2. Member feedback has also been sought via The Overview and Scrutiny Committee and members of the public have also been able to comment through the consultation area of the Council's website. Portfolio Plans were also presented at the annual Business Breakfast and Parish Briefing.

3.2 The table below summaries comments received from the consultation:

Summary of Responses	Comment source	Officer Comment and Recommended Change
General Comments		
Several projects fall into more than one Portfolio Plan, meaning there is a danger that no one Councillor has overall responsibility.	Cabinet	A lead Portfolio Holder will be identified for each of these projects; and this has been noted next to the relevant actions.
The plans do not give enough regard to public consultation on important issues.	Cabinet	It is proposed that a Cabinet (Major Projects) Committee be established whose remit would include consideration of consultation on major projects, such as Station Approach. The Corporate Transformation Plan which sits alongside the Portfolio Plans contains an action to review the Council's approach to consultation, and will be monitored as part of the Portfolio Plans.
There should be more emphasis on the Low Carbon Route Map, for example fitting solar panels on Council houses wherever possible.	Cabinet	Discussions are ongoing concerning solar panels; work is currently being done with WinACC.
Plans are too activity, rather than outcome focused; success criteria are too vague	Cabinet	The actions within the plans are linked to outcomes in the community strategy. Further

and consequently difficult to measure.	& The Overview and Scrutiny Committee	work will be done with officers to refine the success criteria to ensure they can be used for effective performance management.
More consultation should be done with the Parish Councils.	The Overview and Scrutiny Committee	This will be investigated further, with regard for the limited time frame for compilation of the plans and approval by Council.
Leader Portfolio Plan		
Milestones need to be added for Silver Hill.	The Overview and Scrutiny Committee	Following the Planning Application decision milestones have been updated.
The milestones for Carfax and Cattlemarket sites should include consultation with the public as well as 'key stakeholders.'	The Overview and Scrutiny Committee	Wider community and resident engagement exercise will be planned alongside consultation with key stakeholders.
The term 'superfast' should be removed from the HCC project to roll out broadband in rural areas to avoid raising expectations.	The Overview and Scrutiny Committee	This is the name given to the project by Hampshire County Council. The website gives further details about the service residents can expect in their area and WCC will work with HCC to ensure a minimum standard of broadband speed.
Built Environment Portfolio Plan		
The milestone to determine the best use of the former library building on Wavell Way does not mention consultation.	The Overview and Scrutiny Committee	As part of the Stanmore Planning Framework, consultation will take place.
The Article 4 direction should come into effect immediately, as other local authorities have not found paying compensation to be an issue.	The Overview and Scrutiny Committee	A report will go to Cabinet in January, when a decision will be made about the date when the Article 4 direction will come into effect.
'Staff time' should not be included as a resource under	The Overview and	Staff time is noted to highlight the additional

'support community planning across the district.'	Scrutiny Committee	resource that is needed.
Under 'resolve longstanding enforcement issues' it was queried as to why the most important should be prioritised, since they were all important when first listed.	The Overview and Scrutiny Committee & Parish Briefing	Due to continued officer resource pressures, all outstanding, older enforcement issues are to be reviewed to ascertain whether resources may be better utilised in progressing more recent cases. Discussions will take place with Parish Councils when prioritising cases.
Business Services Portfolio Plan		
The meaning of 'improve the performance of the Guildhall' was queried and it was suggested it should be more available to the community.	The Overview and Scrutiny Committee.	The use by the community is recognised. The priority for the Guildhall is currently to increase occupancy and income to reduce overall costs. Use of Abbey House for meetings in order to free up space in the Guildhall for the community has been explored, however access limitations restrict this.
Communities and Transport Portfolio Plan		
The recommendations of the recent Domestic Violence ISG should be reflected in the plans.	The Overview and Scrutiny Committee	The final report of this ISG has not yet been submitted to Cabinet, once this has happened adding the recommendations to the Portfolio Plan will be given consideration.
Under the action 'support the Hampshire Cultural Trust in its first year of operation' the milestone 'finalise arrangements for the care of civic silver' should be removed because this has already been completed.	The Overview and Scrutiny Committee	This will be removed.

<p>Following the success of current provision for coach parking at the Bar End site, establishing permanent provision for coach parking outside of the city centre should be a priority.</p>	<p>The Overview and Scrutiny Committee</p>	<p>The current provision is a temporary arrangement for the Christmas period; however the success of this has been noted. Investigations for a permanent all-year facility are currently underway.</p>
<p>Responsibility for the cost of electric car charging is not noted.</p>	<p>The Overview and Scrutiny Committee</p>	<p>It is expected that the Council will be liable for this extra cost as it currently is for the car charging points in the Guildhall Yard but this will be kept under review.</p>
<p>The plan no longer contains an action for Neighbourhood Wardens undertaking community work, including outside of the city centre. Councillor Southgate advised that he would report back to the Committee, why the Portfolio Plan no longer featured priority actions for Neighbourhood Wardens undertaking community work, in major development areas.</p>	<p>The Overview and Scrutiny Committee</p>	<p>An action was included in the previous year's Portfolio Plan to provide neighbourhood officer support to newly developing communities within the emerging Major Development Areas. This is now considered part of 'business as usual' for the team, and so is no longer referred to as a specific action in the plan.</p> <p>The Town Forum pay a substantial amount towards the Neighbourhood Service Team so coverage will always need to be prioritised in the City Centre, Stanmore, Highcliffe, Winnall and Weeke, however the Southern Parishes are also covered and are within the jurisdiction of two members of the Neighbourhood Service Team, and support for the Northern Parishes is split amongst the rest of the team.</p>
<p>Environment, Health and Wellbeing Portfolio Plan</p>		
<p>The importance of the action to 'ensure dogs are well</p>	<p>Cabinet</p>	<p>This action is included as a response to a national</p>

provided for' was queried.		requirement.
Targets should be included for The Great Waste Project to show the expected impact and provide a means to measure success.	The Overview and Scrutiny Committee	The aim is to increase recycling rates in general; this will be achieved through a number of initiatives and working with several partners, therefore it is difficult to give specific targets.
Finance and Organisational Development Portfolio Plan		
The Corporate Transformation Plan action is included twice in the plan.	The Overview and Scrutiny Committee	This is because it sits within both priority outcomes; however repeated mentions will be removed and a note added to indicate links to other outcomes.
Housing Services Portfolio Plan		
Should include smaller areas of council housing in the 'WCC estates improvement programme.'	The Overview and Scrutiny Committee	The Estates Improvement Programme does include smaller areas of council housing; the programme for the next year includes works in Hambledon and Bighton. The recent Stock Condition Survey will highlight areas in particular need of improvement.

OTHER CONSIDERATIONS:

4. COMMUNITY STRATEGY AND PORTOFOLIO PLANS (RELEVANCE TO):

- 4.1. The Portfolio Plans 2015/16 set out the key projects and programmes of work that the City Council will undertake to deliver the key outcomes of the Community Strategy.

5. RESOURCE IMPLICATIONS:

- 5.1. Resources for the programmes of work contained in the Portfolio Plans are set out within Appendix 1 where they can be identified at this point in the year. Where the resources required cannot be accurately assessed at this time, proposals which require additional funding would be brought back to Council for further approval during the year. As a number of items in the Plans are on-

going from 2014/15 there will already be budget allocated to them, including existing staff time.

- 5.2. Plans are developed in the knowledge that the Council is facing continued budgetary pressures, with a focus on overall cost reduction rather than growth. However, where additional resources are considered essential and cannot be vired from other budget headings or raised through other means (eg partnership contributions; external funding) these will be reflected in the budget proposals brought to Council in February 2016.
- 5.3. The Portfolio Plans are based on the available level of staff resource. Staff time is referenced under 'Budget/Resource' where an additional resource over and above the available level is expected.

6. RISK MANAGEMENT ISSUES:

- 6.1. The Portfolio Plans being based on a range of projects and programmes already identified, reduce the risk that we will not deliver against the priority outcomes of the Community Strategy. Risk is also reduced through reference to budget and staff resources within these Plans, which identify where funds exist. Where there is a requirement for a growth item then this will need to be considered through the normal budget process.
- 6.2. In addition, the Council's project management process requires a full risk assessment, providing further controls over risks associated with the significant projects included in the Portfolio Plans.

BACKGROUND DOCUMENTS:

Existing Portfolio Plans can be viewed at:

<http://www.winchester.gov.uk/about/council-structure/community-strategy/>


APPENDICES:

Appendix1: Portfolio Plans 2015/16

Appendix 2: List of organisations consulted on the draft Portfolio Plans

Leader Portfolio Plan 2015/16

With responsibility for Corporate Policy, Economic Development – Economy and Arts, Tourism, Corporate Communications and Special Projects.

	<p>Cllr Rob Humby</p> <p><i>'As Leader of the Council I have ultimate responsibility for the whole of the Council's services and activities, I am however committed to making the Winchester District a prosperous place, where everyone has enough to enjoy a good quality of life.</i></p> <p><i>I am keen to see more entrepreneurship and more innovation across the District, supported by our two universities and our excellent schools. I aim to provide new opportunities for jobseekers, especially those who are young or who face exceptional personal challenges.</i></p> <p><i>I work with my fellow Cabinet Members to ensure the Council is seen as a friend to business, and not a barrier. I also collaborate with partners such as the Winchester Business Improvement District, the Chamber of Commerce and Hampshire County Council to create the right environment for commercial success.'</i></p>
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The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2015/16.

Active Communities Priority Outcome

Objective: Provide accessible sport and recreation

- River Park Leisure Centre – consideration of replacement facility;
- Deliver 2012 Legacy Strategy through Council actions in the Sports and Physical Activity Alliance Action Plan for 2015/16;
- Support delivery of Berewood Public Art Commission at West of Waterlooville Major Development Area.

Prosperous Economy Priority Outcome**Objective:** Support the local economy

- Prepare for proposed future development of Carfax and Cattlemarket sites in Winchester ('Station Approach), with a view to generating high specification business premises in the centre of the City;
- Ensure that the Silver Hill redevelopment is delivered in a way which supports existing businesses as well as providing new opportunities for independent and multiple retailers;
- Foster enterprise through a Workspace Winchester project;
- Support the continued roll out of superfast rural broadband in the District;
- Deliver business actions set out in the Low Carbon Route Map to build a low carbon economy;
- As accountable body for Local Development Strategy funding, work with the Fieldfare LAG to arrange the delivery of rural grants from 2015-2021 (assuming funding is awarded).

Objective: Promote education and training

- Build on our newly-introduced one to one mentoring service for the unemployed, commissioned from Sova;
- Prepare for the introduction of Universal Credit;
- Establish an Employment and Skills Partnership for the District;
- Launch a new, integrated support initiative for small to medium sized businesses.

Objective: Promote tourism and the cultural assets of the District

- Work in partnership with the Hampshire 'Big Theme' partnership to deliver the 2015/16 'Dinosaurs' campaign and prepare for the 2016 'Royal Blood' theme and 2017 Jane Austen celebrations;
- Deliver our actions in the Destination Management Plan for Winchester and the Heart of Hampshire;
- Deliver our actions in 'Culture and Innovation' – the Council's Cultural Strategy for the Winchester District.

Effective and Efficient Priority Outcome**Objective:** Ensure that the Council is resilient with an agile and flexible workforce

- Ensure that all commissioning options are considered when a quick or innovative response is needed to a local issue.

Key documents and strategies that are linked to the objectives in this Portfolio Plan:

[Economic Strategy, 2010 – 2020](#)

[Stanmore Planning Framework, 2013 - 23](#)

Winnall Planning Framework, in preparation from January 2014

[Low Carbon Route Map](#)

Winchester District Sports and Physical Activity Alliance 2012 Legacy Strategy

[Cultural Strategy, 2014 – 2017](#)

[Winchester District Local Plan Part 1](#) (and Local Plan Part 2, under development at time of writing)

[Visit Winchester and the Heart of Hampshire Destination Management Plan 2015-20](#)

Winchester Station Approach Development Assessment September 2014

Leader Portfolio Plan 2015/16

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provide accessible sport and recreation					
River Park Leisure Centre – consideration of replacement facility	A decision on the way forward will be made once the financial assessment and discussion with potential funding partners has been completed.		Corporate Director	Location and form of replacement facility to reflect the views of the local community and financial considerations	Feasibility budget within revenue budget
Deliver Council actions to support 2012 Legacy Strategy via Winchester District Sports and Physical Activity Alliance Action Plan for 2015/16	As set out in Action Plan	March 2016	Assistant Director (Housing)	More people are taking part in physical activity and feeling the benefits of improved health	Within revenue budgets
Objective: Promote community cohesion					
Support delivery of Berewood Public Art Commission at West of Waterlooville Major Development Area	Public Art Consultant appointed First meeting with Commissioning organisation and West of Waterlooville Arts Advisory Service Meeting with West of Waterlooville forum	Jan 2015 Jan 2015 March 2015	Assistant Director (Economy & Communities)	Berewood site has unique and special identity, and residents on the development feel they have contributed meaningfully to this	S106 contributions totalling £500k over approx. 10 year period

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/Resources
	Programme of work published	April 2015			
Priority Outcome: Prosperous Economy					
Objective: Support the local economy					
Prepare for proposed future development of Carfax and Cattlemarket sites in Winchester ('Station Approach'), with a view to generating high specification business premises in the centre of the City The Leader has overall responsibility for overseeing delivery of Special Projects	Budget confirmed at Full Council Consultation with Key Stakeholders and residents on Carfax site Architectural design for Carfax Planning application submitted for Carfax following local consultation Development to commence on site	Feb 2015 Spring 2015 Early 2015 End of 2015 2015/16	Head of Estates	Feasibility of scheme established, including high quality of business Development of office space, housing and car parking	£2.6m identified in 2014/15 Capital Programme for the acquisition of land and buildings on Carfax Site £29 million proposed for the development of Carfax and £10m proposed for redevelopment of Cattlemarket site in budget options
Ensure that the Silver Hill redevelopment is delivered in a way which supports existing businesses as well as providing new opportunities for	Planning application approved Discharge of planning conditions	Dec 2014 By Spring 2015	Corporate Director	Feedback from business community on implementation plans Positive public and business response to	£7m in current Capital Programme with a revised estimate of £6.2m in total

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
independent and multiple retailers	Start of construction	To be determined		development as it takes shape. (Potential inclusion of 'tourism hub' within development - under discussion)	in budget options
Foster enterprise through a Workspace Winchester project	<p>Draw up and publish list of business premises in the District suitable for small businesses</p> <p>Ensure that Winnall Planning Framework takes into account previous reports on workspace needs in the City</p> <p>Development of potential workspace site in the Town area, in collaboration with the two universities and existing creative businesses</p>	<p>Oct 2015</p> <p>May 2015</p> <p>March 2016</p>	Head of Estates	<p>Delivery of finished WCC workspace project as set out in project initiation documentation</p> <p>%age occupation of WCC workspace</p>	Existing allocation of £6m in capital programme with a revised estimate of £1m for Art and Business units in budget options
Support the Hampshire County Council 'Hampshire Superfast Broadband' project	<p>Work collaboratively with Hampshire County Council Project Team to ensure smooth roll-out of rural broadband in the Winchester District</p> <p>Work with EM3 and</p>	<p>March 2015</p> <p>On-going</p>	Assistant Director (Economy & Communities)	<p>%age of households able to access superfast Broadband across the District compared with pre-roll-out provision</p> <p>%age of VAT-registered businesses able to access</p>	Existing budgets and other resources

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	<p>Hampshire County Council to identify solutions for localised business need in roll-out programme</p> <p>Roll out of rural broadband finishes</p>	<p>March 2017</p>		<p>superfast Broadband compared with pre-roll-out provision</p>	
<p>Deliver business actions set out in the Low Carbon Route Map to build a low carbon economy</p>	<p>Advertise first investment opportunities on SE Business Portal, and follow through expressions of interest</p> <p>Ensure that Winchester Workspace Project (above) is attractive to low carbon businesses</p> <p>Promote Winchester as a home for low carbon business</p> <p>Explore potential for local wood fuel supply chain through local event</p>	<p>June 2015 and then on-going</p> <p>On-going</p> <p>On-going</p> <p>Sept 2015</p>	<p>Assistant Director (Economy & Communities)</p>	<p>Delivery of the District's 30% carbon reduction objective and associated creation of a green economy</p>	<p>Existing budgets and other resources</p> <p>External investment</p> <p>Partnership contributions</p>
<p>As Accountable Body for Local Development Strategy funding, work with the Fieldfare LAG to arrange the delivery of rural grants from 2015-2021 (assuming funding is awarded)</p>	<p>The LAG commence their Local Development Strategy funding programme for 2015 to 2020</p> <p>First project funding awarded</p>	<p>March 2015</p> <p>May 2015</p>	<p>Assistant Director (Economy and Communities)</p>	<p>Amount of grant aid invested in Winchester District, together with local private 'match funding' and jobs created</p> <p>Success in delivering Local</p>	<p>Local Development Strategy funding. Up to £25k p.a. of WCC funded employee costs</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
				Development Strategy for the LAG area	budget approved as external funding not sufficient to cover the admin costs of the scheme (actual grants are externally funded)
Objective: Promote education and training					
Build on the Council's newly introduced one to one mentoring service for the unemployed, commissioned from Sova	<p>14 mentors recruited and trained, and 12 newly recruited volunteers</p> <p>23 unemployed referred and accepted to the Project since commencement, and 19 unemployed new referrals engaged with since Project commencement</p> <p>Celebration event organised for first success stories</p> <p>Evaluation report and development plan for year 2 of commission agreed with Steering Group</p>	<p>June 2015</p> <p>June 2015</p> <p>Sept 2015</p> <p>Sept 2015</p>	Assistant Director (Economy & Communities)	<p>Referrals process established and reliable</p> <p>Number of volunteers recruited and trained growing over time</p> <p>First success stories for jobseekers apparent</p>	Two year pilot - £95k identified in CAB2556 from internal resources

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Consider need for long term service, in terms of requirement for future tendering process	Dec 2015			
<p>Prepare for introduction of Universal Credit: delivery of Council actions in a shared plan for transition to Universal Credit to support all benefit claimants, working with the Portfolio Holders for Finance and Organisational Development and Housing Services</p> <p>The Leader has overall responsibility for overseeing delivery of the Council's response to the introduction of Universal Credit</p>	As set out in action plan (being developed at time of writing)	Tbc	Assistant Director (Economy & Communities)	No benefit claimants left unsupported during transition to Universal Credit	Within revenue budgets, subject to possible need to commission action plan delivery co-ordinator
Establish an Employment and Skills Partnership for the District.	<p>Preliminary meeting of interested parties - membership agreed and chair appointed</p> <p>Regular meetings planned and taking place</p> <p>Work programme agreed, including development of employer engagement work</p>	<p>June 2015</p> <p>From June 2015</p> <p>Sept 2015</p>	Assistant Director (Economy & Communities)	Active relationship between schools, employers and other agencies supporting jobseekers	Within revenue budgets – no significant cost

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	to support apprenticeships/work placements				
<p>Roll out the new integrated business support offer, including:</p> <ul style="list-style-type: none"> • Specialist cultural support • Tailored SME support • Specialist promotion of sustainable practices • Integration with key national and local programmed in eg Small Business Saturday; tax year end; national business awards • Mentoring brokerage • Raising awareness of opportunities from new Hampshire Community Bank • Dedicated support for market towns • Entrepreneurship • Business development assistance from regulatory services 	<p>Review existing Council web pages to reflect new approach, including signposting to existing support websites</p> <p>Launch new approach and publicise key dates for year ahead</p> <p>Work closely with BID, Chamber, WinACC, LAG and FSB to ensure collaborative approach</p> <p>Develop consistent business support package for regulatory services (environmental health, licensing etc) across Enterprise M3 LEP area</p> <p>Enter High Street of the Year Award (or similar) for rural town and City Centre</p> <p>Promote opportunities from Hampshire Community Bank</p>	<p>April 2015</p> <p>April 2015</p> <p>On going</p> <p>June 2015</p> <p>August 2015</p> <p>Date still tbc</p>	<p>Assistant Director (Economy & Communities)</p>	<p>Business survey at end of year shows positive response/awareness of new offer</p> <p>Positive case studies from businesses receiving support</p> <p>Amount of grants revenue secured by arts and cultural organisations</p>	<p>Within existing revenue budgets</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	once established (low cost loans, loans for low carbon initiatives etc)				
Objective: Promote tourism and the cultural assets of the District					
Work in partnership with the Hampshire 'Big Theme' partnership to deliver the 2015/16 'Dinosaurs' campaign and prepare for the 2016 'Royal Blood' theme and 2017 Jane Austen celebrations	<p>Encourage participation by wide cross section of businesses and stakeholders</p> <p>Liaise with Hyde900 around plans to create new interpretation project for Hyde Abbey</p> <p>Continue discussions with Winchester College around possible Jane Austen installation for 2017</p> <p>Develop new promotional 'Jane Austen' film for tourism campaign work</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>March 2016</p>	Assistant Director (Economy & Communities)	<p>Unique visits and contributions to digital platform (interactive website)</p> <p>Advertising equivalent editorial achieved in response to new film/leaflet</p> <p>Attendees at key events and exhibitions</p> <p>Customer feedback on above</p>	Within existing revenue budgets
Deliver Council actions in a Destination Management Plan for Winchester and the Heart of Hampshire	Delivery of year one actions in Plan	By March 2016	Assistant Director (Economy & Communities)	Growth of visitor economy during life of Plan, measured via bi-annual economic impact studies against pre-Plan baseline	<p>No cost to producing plan</p> <p>Plan to identify funding for delivery of actions</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Deliver actions in 'Culture and Innovation' – the Council's Cultural Strategy for the Winchester District	Annual work programme agreed by Cultural Leadership Group Annual programming of Cultural Network meetings in place On going delivery of work programme	April 2015 April 2015 From May 2015	Assistant Director (Economy & Communities)	Cultural leadership group established and operational Value of external funding attracted Delivery of vision set out in Cultural Strategy	Accommodated within existing revenue budgets Any proposals for growth to be brought back to Cabinet for consideration
Priority Outcome: Effective and Efficient					
Objective: Ensure that the Council is resilient with an agile and flexible workforce					
Ensure that all commissioning options are considered when a quick or innovative response is needed to a local issue	Develop decision-making tool with other Assistant Directors, to be approved by CMT Roll out commissioning training to other Heads of Team Update and improve commissioning information on website	May 2015 Oct 2015 Oct 2015	Assistant Director (Economy & Communities)	All staff are thinking about alternative approaches to service delivery, in line with wider business development initiatives Examples of instances where the Council response is cheaper, better or discontinued following application of decision-making tool	No new cost

Built Environment & Deputy Portfolio Leader Plan 2015/16

With responsibility for Built Environment – Development Management, Strategic Planning, Building Control, Historic Environment.



Cllr Vicky Weston

'As Portfolio Holder for Built Environment I am committed to ensuring we take every opportunity to protect and enhance the heritage and quality of our towns, villages and countryside, including the South Downs National Park, whilst recognising the important role the economy plays in achieving this aim. I want to see a District which continues to prosper by supporting development which improves our residents', workers' and visitors' lives by providing them with high quality and sustainable housing, facilities and services and employment opportunities.'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2015/16.

Active Communities Priority Outcome

Objective: Provide housing to meet community needs

- Facilitate the delivery of Major Development Areas in the District:

Continuing:

- West of Waterlooville
- Barton Farm
- North Whiteley

New:

- Silver Hill
- Station approach

- Facilitate the development and delivery of affordable housing and extra care accommodation across the District including projects undertaken and commissioned by the New Homes Delivery Team.

Objective: Promote community cohesion

- Develop and implement the Winnall Planning Framework;
- Support community planning across the District.

Prosperous Economy Priority Outcome

Objective: Support the local economy.

- Facilitate and support the development and delivery of strategically important sites across the District;
- Continue to support the rural economy by providing bespoke planning advice and guidance for businesses looking to consolidate and expand their operations in the countryside.

High Quality Environment Priority Outcome

Objective: Ensure that the quality of place we enjoy is maintained and enhanced.

- Develop Local Plan Part 2 for adoption in 2016 and implement new policies thereafter;
- Implementation of Community Infrastructure Levy including strategy for allocating funds;
- Identify opportunities and deliver measures to enhance the environment of Winchester City Centre supported by the Winchester Town Forum;
- Increase the profile and understanding of the role of the Historic Environment Team across the District.

Efficient & Effective Council Priority Outcome

Objective: Ensure that the Council is resilient with an agile and flexible workforce.

- Implement outstanding recommendations of Planning Advisory Service review of Development Management;
- Explore ways to resolve longstanding enforcement issues;
- Review relevant services for opportunities to work more efficiently, effectively and flexibly.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

[Local Plan Part 1](#)

[Local Plan Part 2](#)

[Stanmore Planning Framework, 2013-23](#)

[Low Carbon Route Map](#)

Built Environment Portfolio Plan 2015/16

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provide housing to meet community needs					
<p>Facilitate and support the development and delivery of strategically important sites across the District</p> <p>The Leader has overall responsibility for overseeing the delivery of Special Projects</p> <p>This also supports the Prosperous Economy Outcome</p>	<p>Planning application for revised Silver Hill scheme granted and start of construction</p> <p>Determine planning application for mixed use development in the Station Approach area</p> <p>Station Approach brief to inform Local Plan Part 2</p> <p>West of Waterloo & Barton farm – approval of reserved matters for next phases</p> <p>North Whiteley – determination of outline permission followed by reserved matters for each</p>	<p>December 2014</p> <p>Construction start to be determined.</p> <p>On going</p> <p>2015</p> <p>On going</p> <p>Outline permission by spring 2015</p>	<p>Heads of Development Management and Strategic Planning</p>	<p>Delivery of a high quality, sustainable and inclusive development that will visually enhance and revitalise this part of the city centre and contribute towards the provision of housing, employment opportunities and transport to help meet local need</p> <p>Adoption of Local Plan Part 2</p>	<p>Existing staff and other resources</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	phase				
Facilitate the development and delivery of affordable housing and extra care accommodation across the District including projects undertaken and commissioned by the New Homes Delivery Team	<p>Planning permission granted for appropriate schemes which make provision for affordable housing on site or provide contributions for off site delivery of affordable homes including New Homes Delivery Team schemes</p> <p>Planning permission granted for other Council schemes as they arise including an appropriate scheme for the Chesil Street Extra Care Housing</p>	On-going	Assistant Director (Environment), Assistant Director (Chief Housing Officer)	The delivery of affordable housing to meet local needs	Existing staff and other resources
Objective: Promote community cohesion					
Continue to implement the Stanmore Planning Framework	Determine planning permission for appropriate schemes which provide new housing, community and other facilities including top of the Valley (Wilberforce Close) and redevelopment of garage	On-going	Assistant Director (Environment) , Assistant Director (Chief Housing Officer)	<p>Delivery of housing to help meet local needs and improvement of community and other facilities in Stanmore</p> <p>Stanmore Planning Framework reflected in</p>	If not within existing staff resources and budgets, individual proposals from the action plan will be taken to

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	<p>sites to help deliver the vision and objectives of the Framework</p> <p>Determine best use of former library building on Wavell Way and develop project to deliver this.</p>	May 2015		Local Plan Part 2	Members for consideration and approval
Development and adoption of Winnall Planning Framework. (also supports Prosperous Economy)	<p>Support consultants through options consultation process</p> <p>Introduce appropriate policies into Local Plan Part 2</p> <p>Completion and adoption of Framework by Cabinet</p> <p>Delivery of action plan</p>	<p>By May 2015</p> <p>End May 2015</p> <p>June 2015</p> <p>June 2015 onwards</p>	Assistant Director (Economy & Communities)	Identification of opportunities to improve the functioning infrastructure & facilities of the neighbourhood for the benefit of the business community and residents	If not within existing staff resources and budgets, individual proposals from the action plan will be taken to Members for consideration and approval
Article 4 Direction for Stanmore in conjunction with Local Plan Part 2	<p>Decision to be taken by Cabinet regarding date of Article 4 coming into effect.</p> <p>Issue notice of Article 4 direction</p>	<p>January 2015</p> <p>By April 2015</p>	Assistant Director (Environment)	Means of control introduced relating to new HMOs with the objective of maintaining an appropriate mix of accommodation types in	Existing staff resources and budgets

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
				Stanmore	
Support community planning across the District	Provide continuing support to Denmead Parish Council for the development and adoption of its Neighbourhood Plan The outcomes from informal consultations underway in the larger parishes will define LPP2 Submission of LPP2	Dec 2014 Summer 2015	Assistant Director (Policy and Planning)	Adoption of Denmead Neighbourhood Plan. Consultation of Local Plan Part 2	£25,000 grant received to date to support Denmead Neighbourhood Plan & Staff time
Priority Outcome: Prosperous Economy					
Outcome: Support the local economy					
Continue to support the rural economy by providing bespoke planning advice and guidance for businesses looking to consolidate and expand their operations in the countryside	Provide pre-application advice and support to rural businesses and to grant planning permissions for appropriate development associated with the rural economy Review and up-date as appropriate the Planning Guide for Rural Businesses	On-going	Assistant Director (Environment)	Submission of good quality planning applications which can be approved in accordance with planning policy and delivery of development which supports the rural economy	Existing staff and other resources

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: High Quality Environment					
Objective: Ensure that the quality of place we enjoy is maintained and enhanced					
Continue to implement Local Plan Part 1	Continues to provide a positive framework for Local Plan Part 2	On-going	Assistant Director (Policy and Planning)	Positive consideration of planning applications submitted in accordance with Local Plan policies	Existing staff and other resources
Prepare final draft of Local Plan Part 2	<p>Draft LDD and draft sustainability appraisal (SA) for consultation</p> <p>Publication (Pre-Submission) LDD and final SA</p> <p>Submission of LDD & SA to Secretary of State</p> <p>Examination</p> <p>Plan adoption</p> <p>SPDs Design and Affordable Housing</p>	<p>October 2014</p> <p>June 2015</p> <p>Nov 2015</p> <p>Feb-Mar 2016</p> <p>July 2016</p> <p>Design - Mar 2015</p> <p>Affordable Housing – Mar 2016</p>	Assistant Director (Policy and Planning)	Key stages achieved within agreed timescales with the Local Plan Part 2 adopted	Existing staff and other resources plus earmarked reserve.

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	New Equestrian SPD to replace existing guidance.	Equestrian - March 2016			
Adoption and implementation of Community Infrastructure Levy	Implement CIL Develop detailed mechanism to determine the use of CIL income	April 2014 Onwards April 2015	Assistant Director (Environment)	CIL adopted and being implemented which is enabling funding to be secured to provide and improve infrastructure intended to help mitigate the effects of development	Staff time and 5% funded from CIL income to support administration of the scheme
Identify opportunities and deliver measures to enhance the environment of Winchester City Centre supported by the Winchester Town Forum	Commission a consultant's report for enhancement of St Maurice's covert Consider consultant's proposals and implement subject to available funding Facilitate or secure other environmental enhancements including improvements to external waste storage and maintenance of buildings Develop policy on A Boards and Shop Fronts for	31 March 2015 March 2016 On-going June 2015	Assistant Director (Environment)	Improved appearance and vibrancy of the city centre including enhanced link between High St and Cathedral Quarter	Staff time and from within the Town Forum's budget including provision of a temporary additional officer resource in the Historic Environment Team

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	<p>adoption and implementation ready for LPP2 pre-submission</p> <p>Explore project to design and construct Cycle Café on Viaduct Way in partnership with SPUD</p>	<p>Proposal to Cabinet by July 2015</p>			
Historic Environment	<p>Training for Parish Councillors and Members aimed at raising the profile and understanding of the role and work of the Historic Environment Team</p>	<p>March 2016</p>	<p>Assistant Director (Environment)</p>	<p>Improved understanding of the work undertaken by the Historic Environment Team and how this has a positive effect on the District's heritage assets</p>	<p>Existing staff resources and budgets</p>
WCC owned Scheduled monuments and other memorials	<p>Timely conservation and maintenance schedule prepared in collaboration with Estates Dept including prioritisation of Buttercross repairs and King Alfred statue</p> <p>A prioritised schedule of repair and conservation work for all SAMs in city centre will be agreed</p>	<p>June 2015</p> <p>Oct 2015</p>	<p>Assistant Director (Environment)</p>	<p>Buttercross repaired in accordance with agreed schedule of works</p> <p>Repair and conservation work on top priority SAM carried out and others programmed</p>	<p>Existing staff and budgets</p> <p>Budget to be agreed for urgent works</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensure that the Council is resilient with an agile and flexible workforce					
Implement outstanding recommendations of Planning Advisory Service review of Development Management	Redesign planning processes and procedures to improve efficiency and create additional capacity, including a review of pre-application advice, and enhanced performance management	June 2015	Assistant Director (Environment)	A more efficient and effective service which delivers a more positive experience for users and is better placed to respond to customer needs	Staff time and temporary additional officer resources funded by increased planning income
Explore ways to resolve longstanding enforcement issues	Review older cases to establish a baseline and prioritise the most important Identify resources and actions needed to progress resolution of these cases.	August 2015 October 2015	Assistant Director (Environment)	Reduction in the number of older enforcement cases	Existing staff resources and additional resources may need to be agreed in the event that measures such as direct action are considered expedient
Review relevant services for opportunities to work more efficiently, effectively and flexibly	Milestones will be added as reviews are scoped		Assistant Director (Environment)	A more efficient and effective service which delivers a more positive experience for users and	Staff time and existing budget

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
				is better placed to respond to customer needs	

Business Services Portfolio Plan 2015/16

With responsibility for Business Services – Legal & Democratic Services, Estates, Business Management, New Homes Delivery and Major Projects



Cllr Steve Miller

'As Portfolio Holder for Business Services I am committed to ensuring that the Council makes best use from the assets and properties included in its estates portfolio. The Council has a comprehensive Asset Management Plan which is the foundation for the investment in property over future years and will see the development of some of our assets to support the Council's priorities for the community and businesses.

Furthermore it is important that the Council operates in an efficient and effective manner ensuring good governance and providing value for money for the taxpayers of the District.

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2015/16.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs

- Achieve the agreed Council House New Build Programme;
- Provision of an Extra Care Housing Scheme in Winchester.

Effective and Efficient Priority Outcome

Objective: Ensuring that the Council is resilient with an agile and flexible workforce.

- Ensure that the Customer Service Centre continues to work to Customer Service Excellence Standard;
- Put into place appropriate systems to make the change to Individual Elector Registration;
- Implementation of the Corporate Transformation Plan.

Objective: Medium term financial planning to ensure effective use of available resources including asset management.

- Overview of Asset Management Plan;
- Develop Council assets to support Member priorities, including:
 - Bar End Depot, Proposed Doctor's Surgery, Premises for the Street Care and Pest Control Teams, Storage Facilities for Elections, Council Records and FM.
 - Athelstan House
 - Carfax and Station Approach
 - And any other sites as they arise in liaison with Lead Portfolio Holders
- Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan;
- Continue to improve the performance of the Guildhall.

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity

- Oversee implementation of the Corporate Transformation Plan.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

[New Homes Delivery Programme](#)

[Asset Management Plan](#)

[District Car Parking Strategy](#)

[Corporate Transformation Plan](#)

[Low Carbon Route Map](#)

Business Services Portfolio Plan 2015/16

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provision of housing to meet community needs					
Achieve the agreed Council House New Build Programme	Start on site - Extra Care Westman Rd, Victoria House and Springvale	March 2015	Assistant Director (Chief Housing Officer)	Increase in supply of affordable housing across the District, with the aim to deliver an average over 30 new homes per year over the next ten years	£11.4m included in the 2015/16 HRA capital programme (£50m over next five years)
	Completion of building work at New Queens Head	Nov 2015			
	Apply for planning consent for Mitford Rd and Hillier Way schemes	April 2015			
Provision of an Extra Care Housing Scheme in Winchester	Start on site Completion	June 2015 Jan 2017	Assistant Director (Chief Housing Officer)	Increased provision of specialist housing for those requiring additional support	HRA contribution £6.433m
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce.					

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Continue to ensure the Customer Service Centre works to Customer Service Excellence Standard	The customer service excellence accreditation certification requires a full onsite accreditation visit by external assessors to retain the certification	Jan 2015	Head of Customer Services	Continued accreditation	£5k
Put into place appropriate systems to complete the change to Individual Elector Registration	Write out to all households ("mini-canvass") to capture any missing electors	Jan 2015	Chief Operating Officer/ Head of Legal and Democratic Services	Achieving 95% canvas return	Funding bid made to Cabinet Office.
	2015 Annual Canvass (all households) starts	Sept 2015			Included within existing budgets
Objective: Medium term financial planning to ensure effective use of available resources including asset management					
Overview of Asset Management Plan (AMP)	Approval of annual update of AMP	On-going	Chief Operating Officer/ Head of Estates	Comprehensive and fully costed Asset Management Plan	Specific budgets in Capital Programme, growth bids where not provided for
Develop and consider Council assets to support Member priorities and strengthen the financial resilience of the Council, including: - Bar End Depot	Bar End – determine future once considerations for a new leisure centre have been determined. A decision on the way forward will be made once the financial assessment and discussion		Chief Operating Officer/ Head of Estates/ Chief Finance Officer	Growth in receipt of income from the property	Increased borrowing as per capital programme leading to potential increased

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
<ul style="list-style-type: none"> - Athelstan House - Carfax & Station Approach <p>And any other sites as they arise in liaison with Lead Portfolio Holders.</p> <p>The Leader has overall responsibility for overseeing delivery of Special Projects</p>	<p>with potential funding partners has been completed</p> <p>Determine future use of Athelstan House</p> <p>Carfax & Station Approach – planning application submitted</p>	<p>Spring 2015</p> <p>Summer 2015</p>			income
Improve performance of the Guildhall	Review of catering service	Dec 2016	Chief Operating Officer/ Head of Estates	Increase in occupancy and income	Potential increased income
Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity					
Oversee implementation of the Corporate Transformation Plan (this also supports the Ensuring that the Council is resilient with an agile and flexible workforce objective). This action appears in several Portfolio Plans, however the Portfolio Holder for Finance and Organisational	<p>Corporate Transformation Plan to Cabinet</p> <p>The Corporate Transformation Plan sets out the programmes of work that are needed to ensure the Council can respond to future challenges and pressures including addressing future budget gaps and ensuring we remain an agile and flexible</p>	Feb 2015	Chief Executive	Each programme, project and action in the Corporate Transformation Plan will have their own measures of success	This detail can be found within the developing Corporate Transformation Plan

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
<p>Development has overall responsibility for its implementation.</p>	<p>organisation, whilst protecting services to the public</p> <p>The Plan sets out four key areas of work to achieve these objectives. Out of these 'How We Work' and 'Corporate Planning' will be the main focus for this Portfolio Plan. Under these themes will be a number of projects, programmes and individual actions which will have their own milestones and targets. These can be found in CAB2627</p> <p>Transforming Winchester: A Council That Makes Things Happen</p>				

Communities and Transport Portfolio Plan 2015/16

With responsibility for Community Grants, Community Safety & Neighbourhood Services, Traffic Transport & Engineering, Parking and Museums.

	<p>Cllr Mike Southgate</p> <p><i>As Portfolio Holder for Communities and Transport I am committed to ensure:-</i></p> <ul style="list-style-type: none"> • <i>that people feel safe in their communities by supporting the delivery of the actions and projects included in the multi agency Community Safety Partnership Plan through the provision of Neighbourhood Services officers.</i> • <i>that our transport strategy meets the needs of our community, enabling economic prosperity, maintaining adequate car parking whilst working to reduce carbon emissions through promoting and supporting sustainable public transport.</i>
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The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2015/16.

Active Communities Priority Outcome

Objective: Ensuring that our communities are healthy and safe.

- Work with partners to deliver the actions within the Community Safety Partnership Plan.

High Quality Environment Priority Outcome

Objective: Ensuring that the quality of place we enjoy is maintained and enhanced.

- Reduce the amounts of fly-tipping across the District through targeted enforcement campaigns.

Objective: Effective traffic management and support for transport provision.

- Seek opportunities to promote and improve sustainable transport provision in the District including the support of appropriate agreed walking and cycling strategies;
- Review of Park & Ride;
- Continue to work with all stakeholders to encourage the provision of appropriate public and community transport.

Prosperous Economy Priority Outcome

Objective: Supporting the local economy.

- Constantly review implementation of the parking strategy and charges;
- Provide effective support for the Hampshire Cultural Trust in its first full year of operation

Effective and Efficient Priority Outcome

Objective: Medium term financial planning to ensure effective use of available resources including asset management.

- Continue with the implementation of electronic improvements to the parking service which provide cost effective efficiencies and savings in the future;
- Explore other options for energy efficient lighting systems within the multi-storey car parks and solar panels at park and ride sites;
- Investigate income generation potential for the CCTV control room service including remote monitoring of other client's camera systems.

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity.

- Explore cost and viability of introducing grants processing software package to expedite processing and payment of grants, and maintain a central record of support provided;
- Develop more collaborative corporate working with newly designated Partner Organisations following allocation of Core Grants for 2015/16.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

[Car Parking Strategy](#)

Community Safety Partnership Plan

[Low Carbon Route Map](#)

Communities and Transport Portfolio Plan 2015/16

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Ensuring that our communities are healthy and safe					
Work with partners to deliver the actions within the Community Safety Partnership Plan	These will be included within the plan once agreed by the Partnership	Will be set out in the plan	Assistant Director (Environment)	Delivery of all actions within the plan Improvements in KPIs relating to priority areas	Not yet known as funding from Police & Crime Commissioner not agreed for 2015/16
Priority Outcome: High Quality Environment					
Objective: Ensuring that the quality of place we enjoy is maintained and enhanced					
Reduce the amounts of fly-tipping across the District through targeted enforcement campaigns	No specific milestones are set because the numbers of prosecutions are dependant upon investigations and resulting public response. Overall aim though is to reduce the number of fly tipping incidents across the District	April 2016	Assistant Director (Environment)	Increased number of successful prosecutions Increased number of warnings and cautions issued Reduced number of fly tipping incidents	Existing budget and other resources
Objective: Effective traffic management and support for transport provision					
Seek opportunities to promote and improve sustainable transport provision in the District	Continue to work with all stakeholders to encourage the provision of appropriate public and	On-going	Assistant Director (Environment)	Delivery of good quality services to provide choice of modes of transport for our	Staff time and existing budgets for Community Transport

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
including the support of appropriate agreed walking and cycling strategies, working closely with the Portfolio Holder for Environment, Health and Wellbeing to reduce carbon emissions and improve air quality	community transport			residents	
Review of Park & Ride culminating with new contract commencing 2016 including exploring options for use of lower emission vehicles, service frequency and routes and costs	<p>Update report to Cabinet on revised service and options</p> <p>Cabinet approval of detailed options for tender</p> <p>Tender preparation and advert</p> <p>Assessment of tenders</p> <p>Cabinet resolution to accept tender</p> <p>Cabinet resolution re: parking charges reflecting tender award</p> <p>New P&R contract begins</p>	<p>Jan 2015</p> <p>15 April 2015</p> <p>15 July 2015</p> <p>30 Sep 2015</p> <p>31 Oct 2015</p> <p>31 Dec 2015</p> <p>30 April 2016</p>	Assistant Director (Environment)	Maintain or enhance current level of service whilst providing value for money and helping to reduce city centre emissions if feasible and in line with budgetary constraints	Staff time and P&R budgets/income
Continue to work with	Identify opportunities to	March 2016	Assistant	Maintain or enhance	Staff time and

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
stakeholders to ensure successful provision of public transport, including resolution of bus interchange options for Silver Hill	secure funding to support public transport and respond to proposed changes to public transport provision		Director (Environment)	public transport provision	existing budget to support community transport
Priority Outcome: Prosperous Economy					
Objective: Supporting the local economy					
Undertake an annual review of car parking charges in line with the District Parking Strategy and continue to implement the associated action plan	Respond to any changing circumstances, e.g. the impact of new developments on parking provision	On-going	Assistant Director (Environment)/ Head of Parking Services and CCTV	Successful delivery of the action plan Sufficient car parking spaces to maintain economic vitality without adversely affecting the environment Parking charges which meet the objectives of the car parking strategy	Car Parks major repairs programme
Support the Hampshire Cultural Trust in its first full year of operation	Review 'Year 0' experience and agree business plan for 2015/16 Develop plan with HCT for removal of reserve collections from old depot site to F2	April 2015 March 2016	Assistant Director (Economy and Communities)	A healthy, ambitious and energetic Trust – visitor numbers and positive reputation for Hampshire's cultural offer measurably growing	Trust grant already fixed over three financial years, as set out in Cabinet papers in October 2013

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Winchester's wider cultural offer fully engaged in 'Big Theme' campaigns for 2015/16 and 2016/17	On-going			
Priority Outcome: Efficient and Effective Council					
Objective: Medium term financial planning to ensure effective use of available resources including asset management.					
Continue with the implementation of electronic improvements to the parking service which provide cost effective efficiencies and savings in the future	Development of clear delivery plan for electronic options across the parking service including links to other services such as contract monitoring	On-going (as new technology becomes available)	Assistant Director (Environment)	Cost reductions to the service	Each project is assessed and met from existing capital programme
Explore other options for energy efficient lighting systems and electric vehicle charging points within the multi-storey car parks, including the possibility of implementing solar panels at Park and Ride sites	Review of car parks to establish options Completion of evaluation of each project to determine feasibility and identify any budget and carbon savings	Feb 2016	Assistant Director (Environment)	Reductions in energy costs and carbon emissions	Each project is assessed and met from existing capital programme
Investigate income generation potential for the CCTV control room service including remote monitoring of other client's camera systems	Identify options for hosting services by liaising with local authorities and other bodies to establish scope for providing CCTV services on their behalf.	Sept 2015	Assistant Director (Environment)	Increased income	From within existing budgets but projects will only be progressed if they generate income for the Council or

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Put forward options for consideration by portfolio holder				are cost neutral if other benefits would be delivered
Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity.					
Explore cost and viability of introducing grants processing software package to expedite processing and payment of grants, and maintain a central record of support provided	Specification drawn up	May 2015	Assistant Director (Economy and Communities)	More efficient grants process, resulting in faster turn-around of grant applications and increased transparency	Not known until expressions of interest sought: potentially funded from Active Communities commissioning budget, subject to estimated cost
	Expressions of interest and initial costings sought via South East Business Portal	July 2015			
	Costed proposals brought to Cabinet for consideration	Sept 2015			
	Full procurement exercise begins, if approved	Oct 2015			
Develop more collaborative corporate working with newly designated Partner Organisations following allocation of Core Grants for 2015/16	Survey of new Partner Organisations to identify options	April 2015	Assistant Director (Economy and Communities)	More meaningful relationships developed to enhance return on Council's investment for benefit of local residents	From within working budgets (eg 'in kind' support, or help from Apprentices/Aspire team) – to be discussed with senior management team
	Discuss options with Senior Managers and develop corporate 'charter'	June 2015			
	Explore specific issues	On-going			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	for individual Partner Organisations and address as a priority				

Environment, Health and Wellbeing Portfolio Plan 2015/16

With responsibility for Environment, Health and Wellbeing – Environmental Health, Environmental Contracts, Landscape and Open Spaces, Streetcare and Drainage, and Health and Wellbeing.



Cllr Jan Warwick

'As Portfolio Holder for Environment, Health and Wellbeing I recognise the need to maintain and protect all aspects of our environment that impact upon not only our health and wellbeing and enjoyment of the District but also its economic vitality. Tackling such issues requires working across many agendas and my aim is to ensure that the contribution of each service is complementary and effective in order for residents to get value for money and outcomes that they expect.'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2015/16.

Active Communities Priority Outcome

Objective: Ensuring that our communities are healthy and safe

- Work with a range of partners through the Winchester District Health and Wellbeing Partnership Board;
- Lead the delivery of Phase 2 of the Supporting Families Programme in the Winchester District.

High Quality Environment Priority Outcome

Objective: Ensuring that the quality of place we enjoy is maintained and enhanced

- Update the Air Quality Action Plan for 2015 to 2020, in order to improve air quality in Winchester City Centre;
- Ensure value for money and achievement of acceptable levels of performance for the waste, street cleansing and grounds maintenance services;
- Introduce new measures to ensure that dogs are well provided for, whilst not intruding on the enjoyment of others;
- Undertake a programme of tree planting to perpetuate the green character of Winchester City;
- Identify a way forward following the production of the Ecosystem Services mapping undertaken in 2014/15;

- Review the management and use of WCC owned open spaces;
- Equestrian SPD (see Built Environment Portfolio Plan 15/16).

Objective: Working towards a low carbon District

- Demonstrate community leadership in the area of climate change, by delivering our Carbon Reduction Programme;
- Deliver The Great Waste Project 2015: a year-long corporate campaign to reduce waste and increase levels of recycling across the District.

Prosperous Economy Priority Outcome

Objective: Supporting the local economy

- Investigate the implementation of an independent 'Regulatory Advice Service' for Environmental Health and Licensing across Hampshire, in support of the 'Better Business for All' model promoted through the Better Regulation Delivery Office.
- Investigate the viability of introducing a district wide street trading consent regime.

Effective and Efficient Priority Outcome

Objective: Ensure that the Council is resilient with an agile and flexible workforce

- Ensure that the Streetcare Team is appropriately accommodated, structured and able to respond to growing demand for services.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

[Air Quality Action Plan](#)

[Climate Change Programme](#)

Joint Waste Resources Action Plan

Health and Wellbeing District Action Plan

[Stanmore Planning Framework, 2013 - 2023](#)

Winnall Planning Framework, in preparation from January 2014

[Low Carbon Route Map](#)

Walking Strategy, being finalised as at Nov 2014

[Winchester District Local Plan](#) (and Local Plan Part 2, under development at time of writing)

Winchester Station Approach Development Assessment September 2014

Environment, Health and Wellbeing Portfolio Plan 2015/16

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Ensuring that our communities are healthy and safe.					
Work with a range of partners through the Winchester District Health and Wellbeing Partnership Board	Deliver the Partnership Action Plan for 2015/16	31 March 2016	Assistant Director (Housing)	The health and wellbeing of residents in the District is maintained and improved according to agreed indicators	Existing staff and other resources
Lead the delivery of Phase 2 of the Supporting Families Programme in the Winchester District	Submission of quarterly performance reports to HCC central programme team Payment by Results (PBR) reward payments claimed Meet HCC target for Phase 2 families (to be determined at time of writing)	30 April 2015 31 July 2015 30 Oct 2015 31 Jan 2016 To be agreed March 2016	Assistant Director (Housing)/ Head of Health and Wellbeing and SRO for Supporting Families Programme	For families engaged with the programme: - A reduction in the number of adults claiming out of work benefits and an increase in the number of adults back in work. - An improvement in school attendance levels leading to better attainment. - A reduction in crime and nuisance ASB in local communities.	Phase 2 funding to be determined by HCC/Govt by end 2014
Objective: Ensuring that the quality of place we enjoy is maintained and enhanced					
Update the Air Quality Action Plan for 2015 to 2020, in order to improve air quality in	Milestones and actions are included within the Action Plan and linked to	Draft Plan Sept/Oct 2015	Assistant Director (Economy and Communities)	Approved Air Quality Action Plan in place	Existing budgets and other

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Winchester City Centre, in partnership with Portfolio Holder for Transport and Communities	other strategies such as Car Parking, Walking, Cycling			A demonstrable trend towards improvements in air quality in Winchester City Centre	resources
Ensure value for money and achievement of acceptable levels of performance for the waste, street cleansing and grounds maintenance services	Review milestones are set by the meeting dates of the Joint Environmental Services Committee and the Joint Environmental Services Scrutiny Committee	On-going	Corporate Director	Reduced levels of complaints about the service Fewer rectification and default notices served	Total budget for the provision of services is £3.5 million
	Investigate the adoption of a public open space and dog bin bar coding management system	July 31 st 2015	Assistant Director (Economy and Communities)	Potential for smarter monitoring of dog bin emptying system Fewer public complaints	Tbc – likely to be capital cost
Introduce new measures to ensure that dogs are well provided for, whilst not intruding on the enjoyment of others	Write a new policy for the Anti Social Behaviour Crime and Policing Act 2014 and its application to dog control, fouling and welfare provision	May 31 st 2015	Assistant Director (Economy and Communities)	Robust policy in place locally to ensure appropriate enforcement under new powers High level of awareness of new requirements	No additional resources – staff time
	Undertake a dog micro-chipping promotional programme to prepare for the new requirements for in 2016	March 2016		High level of take up of free micro-chipping clinics provided through parishes	

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Undertake a programme of tree planting to perpetuate the green character of the City as identified in <i>The Vision for Winchester Town 2012 – 2017</i>	Milestones are set in the Landscape and Open Spaces Business Plan 2015/16	March 2016	Assistant Director (Environment)	Additional trees planted within key strategic areas within Winchester City	Growth bid submitted
Identify a way forward following the production of the Ecosystem Services mapping undertaken in 2014/15	Milestones are set in the Landscape and Open Spaces Business Plan 2015/16	March 2016	Assistant Director (Environment)	Strategy for taking ecosystem services mapping work forward identified	Existing budgets and other resources
Review the management and use of WCC owned open spaces	<p>Milestones are set in the Landscape and Open Spaces Business Plan 2015/16, including:</p> <p>Agree strategy for reviewing and enhancing open spaces within Winchester City with the aim of making them work better for residents and visitors</p> <p>Draw up Management Plan for St Giles Hill</p> <p>Future management of Whiteshute Ridge identified and actions implemented</p>	March 2016	Assistant Director (Environment)	The benefits of the District's open spaces are maximised	From within existing resources

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Up-dated planning guidance to support planning decision making in relation to horse related development in the form of a new Equestrian SPD which will replace existing guidance. The Portfolio Holder for Built Environment will lead on this action.	Adopt SPD by March 2016	March 2016	Assistant Director (Policy & Planning)	New SPD	Existing staff and other resources plus earmarked reserve.
Objective: Working towards a low carbon District					
Demonstrate community leadership in the area of climate change, by delivering our Carbon Reduction Programme, in partnership with Portfolio Holder for Transport and Communities	<p>Individual actions are contained within the City Council's Climate Change Programme under 4 work streams and the Low Carbon Route Map</p> <p>Promote new carbon reduction targets for the District, in tandem with launch of new 'low carbon' branding</p> <p>To investigate possible options available to influence the adoption of low CO₂ vehicles within the taxi fleet licensed by Winchester City Council, with the view to implementation through an amended Licensing Policy.</p>	<p>As set out in the Climate Change Programme</p> <p>May 2016</p> <p>March 2016</p>	Assistant Director (Economy and Communities)	<p>Reduced carbon emissions across the District</p> <p>Continued reduction in from City Council's own activities</p>	Programme supported by High Quality Environment and Economic Prosperity Commissioning budgets

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Deliver The Great Waste Project 2015: a year-long corporate campaign to reduce waste and increase levels of recycling across the District, in partnership with East Hampshire DC and Recycle for Hampshire as appropriate	Great Waste Exhibition and workshops (City Space)	April 2015	Assistant Director (Economy and Communities)	Reduced levels of contamination in recycling material	£20,000 in corporate campaign budget for 2015/16, to be supplemented by grants and contributions from revenue budgets
	Love Food Hate Waste event, and Swap & Swish	May 2015		Increased recycling rates	
	Rebrand recycling stations across District, plus associated PR campaign/web information	Sept 2015			
	Summer family workshops	Sept 2015			
	Design competitions	Nov 2015			
	Design show	March 2016			

Priority Outcome: Prosperous Economy

Objective: Supporting the local economy

To investigate the implementation of an independent 'Regulatory Advice Service' for Environmental Health and Licensing across Hampshire, in support of the 'Better Business for All' model promoted through the Better Regulation Delivery Office	Meet with LEP officers to discuss potential approach and any available funding	April 2015	Assistant Director (Economy and Communities)	Agreed plan with partners	Within existing budgets (subject to funding from LEP, partnership working etc) although there
	Meet with colleagues to determine the scope of the objective and to set down a project plan	April 30 th 2015		Increased compliance by businesses with legal requirements	
	Meet with the Hants wide Environmental Health	April 30 th 2015		Improved satisfaction from businesses with advice received	

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	<p>Managers to determine whether a consortium approach is viable</p> <p>Consult with business stakeholders to determine need (LEPs, BID, Chamber of Commerce) and any available funding streams</p> <p>Draft and present a Cabinet report based in the findings.</p> <p>Pending outcome of above, implement recommendations</p>	<p>May 31st 2015</p> <p>Dec 2nd 2015</p> <p>From Jan 2016</p>			
Investigate the viability of introducing a district wide street trading consent regime	<p>Gather County wide data on existing schemes</p> <p>Contact a representative cross section of Hants authorities and other stakeholders with targeted questions on the pros and cons of such a regime</p> <p>Draft a report for consideration by the Licensing and Regulation Committee</p>	<p>31st May 2015</p> <p>30th June 2015</p> <p>15th Sept 2015</p>	Assistant Director (Economy and Communities)	<p>New opportunities are created for traders that actively enhance the street scene</p> <p>Traders and stakeholders are clear about the regime and how it works</p>	Within existing resources

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Present report to Licensing and Regulation Committee	8 th Oct 2015			
	Adopt outcome of the Committee Decision	1 st April 2016			
Priority Outcome: Efficient and Effective					
Objective: Ensure that the Council is resilient with an agile and flexible workforce					
Ensure that the Streetcare Team is appropriately accommodated, structured and able to respond to growing demand for services	Move to temporary accommodation at Bar End, pending development of new depot facility	April 2015	Assistant Director (Economy & Communities)	Team able to provide good standard of service in spite of personnel changes and depot moves	New depot costs within wider capital programme for Bar End / Barfield Close improvements
	Rationalise materials and stock in preparation for move to new long term premises	August 2015			
	Review team structure to take into account growing demand for services and the need for succession planning	June 2015			

Finance and Organisational Development Portfolio Plan 2015/16

With responsibility for Finance and Organisational Development – Financial Services, Revenues and Benefits, IMT, Organisational Development.



Cllr Stephen Godfrey

‘As Portfolio Holder for Finance & Organisational Development I want to make sure that the Council has the right staff in place and the right resources available to enable it to deliver the outcomes in the Community Strategy and to provide the services to the residents of the District, in the present difficult financial environment. There is continued change in the way that the government provides financial support to councils and we are adapting our Financial and Capital strategies to ensure the continuing financial resilience of the Council’

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council’s priorities during 2015/16.

Effective and Efficient Priority Outcome

Objective: Ensuring that the Council is resilient with an agile and flexible workforce.

- Implement a People Strategy for the Council;
- Prepare and implement a workforce plan;
- Continuation of the apprenticeship scheme;
- Preparation of a pay policy;
- Oversee implementation of the Corporate Transformation Plan.

Objective: Medium term financial planning to ensure effective use of available resources including asset management.

- Develop the Council’s Treasury Management Strategy to support the Council’s increased capital spending requirements, with an acceptable level of risk;
- Continue to achieve IT cost savings with Test Valley Borough Council;
- Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan;

- Develop effective project resourcing plans to support the delivery of the Council's capital programme;
- Dispose of or develop Council assets to support Member priorities, including City Offices;
- Oversee implementation of the Corporate Transformation Plan.

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity

- Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review;
- Prepare for the introduction of Universal Credit (UC);
- Oversee implementation of the Corporate Transformation Plan.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

Asset Management Plan

Treasury Management Strategy

Financial Strategy 2014/15 to 2018/19 (report [CAB2502](#))

Capital Programme (report [CAB2541](#))

Capital Strategy (report [CAB2510](#))

[Corporate Transformation Plan](#)

Finance and Organisational Development Portfolio Plan 2015/16

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce					
Implement a People Strategy for the Council	This is a 3 year plan with actions to be delivered during 2014-2017	On-going	Head of Organisational Development	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation	Existing budget and other resources
Prepare and implement a Workforce Plan	This is a 3 year plan with actions to be delivered during 2015-2018	March 2015	Head of Organisational Development	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation	Existing budget and other resources
Continuation of the apprenticeship scheme	Decision to continue with the scheme for 15/16	mid 2015	Head of Organisational Development	To provide opportunities for young people to learn essential skills to ensure longer term employment	£90K per annum set aside within existing budget
Preparation of a pay policy	Strategy to be prepared and agreed	March 2015	Head of Organisational Development	Attract and retain high quality staff – be an employer of choice	Existing budget and other resources
City Offices	Work Style Action Plan	On-going	Head of Organisational Development	Enhanced flexible working across the Council to meet organisational needs	Existing budget and other resources
Oversee implementation of	Corporate Transformation	Feb 2015	Chief Executive	Each programme, project	This detail can

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
<p>the Corporate Transformation Plan (This also supports the Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity and Medium term financial planning to ensure effective use of available resources including asset management objectives) This action appears in several Portfolio Plans, however the Portfolio Holder for Finance and Organisational Development has overall responsibility for its implementation</p>	<p>Plan to Cabinet</p> <p>The Corporate Transformation Plan sets out the programmes of work that are needed to ensure the Council can respond to future challenges and pressures including addressing future budget gaps and ensuring we remain an agile and flexible organisation, whilst protecting services to the public</p> <p>The Plan sets out four key areas of work to achieve these objectives: Financial Stability, Learning & Development, How We Work and Corporate Planning. This Portfolio Plan will in particular focus on the delivery of the first two themes, under which will be a number of projects, programmes and individual actions which will have their own milestones and targets. These can be found in CAB2627 Transforming</p>			<p>and action in the Corporate Transformation Plan will have their own measures of success</p>	<p>be found within the developing Corporate Transformation Plan</p>

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Winchester: A Council That Makes Things Happen				
Objective: Medium term financial planning to ensure effective use of available resources including asset management.					
Continue to implement Corporate EDRMS (SharePoint) to additional business areas to maximise efficiencies	SharePoint to go live in the following departments: Major Projects, Solutions, CSC, Business Support Team, HR, Housing, Building Control, Environmental Protection, Health Protection, Licensing, Planning	Feb 2015	Assistant Director (Housing)	Increase efficiencies across the business and maximise capacity through common document management standards	IMT capital budget approved
Seek further opportunities towards IT shared services	Assess potential for further savings at times of contract renewal	On-going	Head of IMT	Increased sharing of IT resources between the two Council's resulting in cost savings and more efficient systems	Existing budget and other resources
Windows Server Upgrade/Infrastructure to meet PSN Security standards and build efficiencies through consolidation and rationalisation	Completion of upgrade	June 2015	Head of IMT	No unsupported 2003 servers	IMT capital budget approved
Develop the Council's Treasury Management Strategy to support the Council's increased capital spending requirements, with an acceptable level of risk	Draft treasury management strategy reflecting proposed budget	Jan 2015	Chief Finance Officer	Robust Capital Programme	Increased borrowing
	Strategy agreed by Council	Feb 2015			

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan	Asset Management Plan reflected in Medium Term Financial forecasts and Budget	Feb 2015	Chief Finance Officer/ Head of Estates	Programme for asset management and income growth	Increased borrowing
Develop effective project resourcing plans to support the delivery of the Council's capital programme	Prepare project plans for all new projects coming forward Monitor project plans	On-going	Assistant Director (Policy and Planning)	Performance Management team to assess progress with established timescales and determine risks associated with any identified slippage	Existing budget and other resources
Dispose of or develop Council assets to support Member priorities, including City Offices	Preparation of options for City Offices	On-going	Chief Executive	To identify a scheme that will provide the Council with the appropriate amount and type of workspace to meet future challenges	To be determined
Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity					
Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review	Completion of Governance Review	May 2016	Chief Operating Officer/ Chief Executive/Head of Policy/ Head of Organisational Development	Costs savings to be achieved through utilising resources more effectively Number of successful appointments through 1team without the need to recruit externally	1 FTE deleted in Democratic Services to enable resources to be directed elsewhere
	Continuation of 1team approach to effectively cover resource management	On-going			
	A joint approach was agreed by full Council as a Stage 2 Submission on some key	Nov 2014	Chief Operating Officer	Electoral review to be completed within prescribed timeframe with	£25,000 plus £16,000 growth in

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	points, based on the Commission's decision it was minded to accept the Council's Stage 1 Submission that the new Council should have 45 Members			desired outcome	2013/14. £19,000 in 2014/15
	Draft Commission recommendations consultation Spring 15	Feb – March 2015			
	Final Commission recommendations consultation	June 2015			
	WCC Community Governance Review to make any consequential Parish Changes arising fro the Commission's Review	Dec 2015		Improved linkages to new District Wards and to take account of pending development of new communities	Minimal level review will need to be undertaken to contain within existing resources
	Application of revised system	May 2016			
	Cabinet Consideration of formation of Cabinet (Major Projects) Committee	Spring 2015	Chief Operating Officer	Improved efficiency in decision-making and cross party consultation	Use existing staffing resources
	Consider other Member structure changes for 45	By April 2016		Take account of guidance already contained in the	

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Member Council			Council's stage 1 Submission	
	Embed changes in streamlined decision-making following improved delegations arising from CAB2562 and introduce new IT Committee Management system	On-going	Chief Operating Officer/Head of Legal and Democratic Services	Improved efficiency in decision-making	Use existing budgets and staffing resources
Prepare for introduction of Universal Credit: develop internal processes and working arrangements with DWP	Development of internal processes / systems / procedures to deal with initial UC rollout within neighbouring authorities and the District	April 2015 – March 2016	Deputy Head of Revenues	Effective arrangements in place	Existing budget and additional DWP funding
Working with the Leader and Portfolio Holder for Housing Services. The Leader has overall responsibility for overseeing delivery of the Councils response to the introduction of Universal Credit	Establish appropriate working arrangements with DWP for initial UC rollout within the District	June 2015 – March 2016			

Housing Services Portfolio Plan 2015/16

With responsibility for Housing – Housing Services.



Cllr Ian Tait

'As Portfolio Holder for Housing Services I am determined to ensure the Council strives to support local residents in housing need. I am a passionate advocate of delivering more affordable housing and will be looking for innovative solutions that help deliver a significant increase in the pace and numbers of new homes in the district.'

'I'm proud of the Council's reputation as a landlord and will continue to focus on ensuring Council housing is maintained to a high standard and that the City Council's estates are places where local people want to live. I'm particularly keen to work with other housing providers to support vulnerable residents and to ensure they receive the right support to be able to live independently and have the security of a home of their own.'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2015/16.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs.

- To work with partners to increase the supply of affordable housing across the District;
- Deliver an enhanced maintenance programme for Council housing stock;
- Mitigate impact of welfare reform/Universal Credits on Council tenants and local residents;
- To improve the existing housing for older people;
- Deliver a local programme of measures to prevent and address homelessness in the District;
- To promote wider and more representative resident involvement.

High Quality Environment Priority Outcome

Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced

- Deliver a WCC estates improvement programme;
- To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing;
- Take account of the results of the Private Sector Stock Survey and determine and implement new strategy.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

Housing Strategy

HRA Business Plan 2015-45

[Preventing Homelessness Strategy 2014-19](#)

[Low Carbon Route Map](#)

[Stanmore Planning Framework, 2013-23](#)

Housing Portfolio Plan 2015/16

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/Resources
Priority Outcome: Active Communities					
Objective: Provision of housing to meet community needs					
Increase the supply of affordable housing across the District	Deliver new units of housing where possible through conversion of former sheltered scheme communal spaces	March 2016	Assistant Director (Chief Housing Officer)	At least two new units annually from converted communal areas	£200k per annum in HRA Programme to support conversions
	Increase supply of specialist housing	March 2017		An effective mix of supported housing	£50m included in Housing capital programme over next 5 years
	Work with partners to increase supply of affordable housing	March 2020		Maximising the supply of affordable housing for rent on S106 sites – Barton Farm / North of Whiteley	
	Exploit opportunities to build on Council land	March 2020		Over 200 new Council homes by 2020	
Monitor delivery of enhanced maintenance programme for Council housing stock	Programme approved Half year monitoring report	April 2015 Dec 2015	Assistant Director (Chief Housing Officer)	All Council homes comply with Decent Homes standard Reduce tenant overcrowding by adapting properties/converting loft spaces	£7.5m pa in HRA Capital programme £200k pa to support lofts/extensions

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Review approach to under occupation of existing stock	Delivery of Wise Move Incentive Scheme, in particular targeting older people	March 2015	Assistant Director (Chief Housing Officer)	At least 70 "downsize" moves per year	£80k pa to "incentivise" moves
Prepare for introduction of Universal Credit: provision for Council tenants and local residents to mitigate impact of welfare reform/Universal Credit Working with the Leader and Portfolio Holder for Finance and Organisational Development. The Leader has overall responsibility for overseeing delivery of the Councils response to the introduction of Universal credit	Implement changes in increased rent payment options for Council tenants Further tranche of Discretionary Housing Payments funding awarded by Government	March 2015 January 2016	Assistant Director (Chief Housing Officer)	Rent arrears < 2% Access to welfare services including Local Welfare Assistance; SCRATCH; Basics Bank to sustain individuals and families in their homes	Est. £100k of Discretionary payments fund
To improve the existing housing for older people	Refurbishment / Improvement programme	On-going	Assistant Director (Head of Housing)	Housing schemes which offer a high quality, safe and accessible environment	£200K included in Housing Capital Programme

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Deliver a local programme of measures to prevent and address homelessness in the District	Quarterly reviews confirming effectiveness of "No Second Night Out" service	Oct 2015	Assistant Director (Chief Housing Officer)	First time rough sleepers being accommodated next working day	£35k grant received to fund one year appointment
	Improved access to private rented sector (PRS) accommodation	June 2015		Agreements with landlords for more access to PRS in Winchester Residential scheme providing 15 units operational	Existing staff and other resources
	Work with partners to enable the provision of additional supported housing for single homeless individuals	March 2016			Support from the New Homes Planning team
Promoting wider and representative resident involvement	Update TACT constitution	May 2015	Assistant Director (Chief Housing Officer)	More representative involvement structures	Within existing HRA budgets for Tenant Involvement
	Establish series of local events	Sept 2015		More involvement in Council decision making across the district	
	Formalising link between tenant scrutiny and Council scrutiny	Dec 2015		Effective tenant scrutiny	
Priority Outcome: High Quality Environment					
Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced					
Deliver a WCC estates improvement programme	Delivery of approved schemes	March 2016	Assistant Director (Chief Housing Officer)	Improved customer satisfaction with housing estates	£619k included in HRA for 2015/16

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing	Programme delivered	March 2016	Assistant Director (Chief Housing Officer)	Improved resident awareness of energy efficiency Completion of ten year programme to upgrade all heating systems and exploit benefits of renewable technology	£778k pa included in annual repairs programme
Analyse results of private sector stock condition survey and inform/amend Council programmes in light of findings	Take account of results Determine strategy for private sector properties	July 2015 Dec 2015	Assistant Director (Chief Housing Officer)	Clear understanding of priorities / targets for intervention	£30,000 from Homelessness Prevention Grant

List of organisations invited to comment on the draft Portfolio Plans

A2 Dominion	Conference Winchester
Winchester BID	Hampshire Cultural Trust
Hampshire Chamber of Commerce	Winchester School of Art
Environment centre	Whiteley Shopping Centre
Forestry Commission	Job Centre Plus
NHS	Sparsholt College
Stage Coach	Tourism South East
South West trains	Wildlife Trust
University of Winchester	CPRE Hampshire
Environment agency	
Highways Agency	
Natural England	
Police	
Fire & Rescue	
Regeneration partnership	
Hampshire County Council	
Sustrans	
WinACC	
FSB and Fieldfare LAG	
Community First	
WACA	
Theatre Royal Winchester	
Discover Winchester	
Holiday Inn	