

CABINET – 16-JANUARY 2008

PERSONNEL COMMITTEE – 3 MARCH 2008

FUTURE DEVELOPMENT OF PARISH HUBS AND CLUSTERS

REPORT OF HEAD OF PARTNERSHIPS AND COMMUNICATION

Contact Officers: Jen Anderson Tel No: 01962 848592 and Steve Lincoln (Local Access Points Project Manager) Tel No: 01962 848110

RECENT REFERENCES:

CAB 1481, 'Working with Local Communities – Community Hubs and Clusters' - (17 July 2007)

CAB 1568 (LDF) – 'Core Strategy Issues and Options Paper' - (6 December 2007)

EXECUTIVE SUMMARY:

This report covers two interrelated matters

1. How the Council should develop its place-shaping role, particularly in relation to the empowerment and engagement of local communities.

It is proposed we approach this by developing the concept of 'key hubs', an idea which is currently being consulted upon through the Core Strategy Issues and Options paper. The concept provides a focus for localising service planning and delivery, and for community engagement. It also becomes a natural focus for spatial planning policies. This paper defines the role 'hubs' can play and seeks approval for action to progress the Council's policy and practice in respect of 'key hubs' and their surrounding 'clusters' of smaller communities.

2. The context and practical aspects of the development of Local Access Points

Local access to services lies at the heart of what a hub can offer to local people. Members' views are sought on the 'menu' of services which can be provided through a Local Access Point, and on options for venues and costs in respect of the provision of Local Access Points in target communities. Approval is sought to enable the development of Local Access Points in Bishops Waltham, Whiteley, and New Alresford in the first instance.

RECOMMENDATIONS FOR CABINET:

That:

1. The new approach towards 'hub' communities and their 'clusters' of surrounding communities be approved.
2. Local Access Points with an 'enhanced offer' are created
 - In New Alresford (in consultation with New Alresford Town Council) the Local Access Point is moved away from the site of the pilot (Arlebury Park) to a more central location at the Police Station.
 - In Bishops Waltham a new Local Access Point is created at Well House, taking advantage of the unique opportunity to co-locate with the Citizens Advice Bureau (CAB).
 - That the Council enters into negotiation with Bishops Waltham Parish Council and Bishops Waltham Citizens Advice Bureau in respect of Well House, which might include entering into a lease if this is deemed the best option. If so, that the terms of the lease are negotiated and agreed by the Head of Estates in consultation with the Portfolio Holder for Resources.
 - In Whiteley suitable accommodation is identified where an interim Local Access Point can be established. A further report will be made to Cabinet when this has been achieved.
3. In the longer term, that:
 - In Whiteley consideration be given to replacing the interim Local Access Point (see above) with one developed jointly with Whiteley Parish Council in a dedicated unit provided as part of the proposed redevelopment of Whiteley Retail Village.
 - Once the new Local Access Points are up and running, further Local Access Points with an 'enhanced offer' in other key hubs are investigated with a further report to Cabinet detailing options and costs.
 - Once the work with key hubs is underway, Local Access Points with a 'core offer' only are explored for communities identified as 'local hubs' and possibly outlying Winchester Town neighbourhoods with a further report to Cabinet detailing options and costs.
4. That a growth bid is considered as part of the 2008/09 budget process for additional revenue costs in 2009/10 of £18,194 and a base budget increase with effect from 2010/11 onwards for annual recurring revenue costs of £32,128 (at 2010/11 levels), subject to a two-year post-implementation review of the efficacy of the established Local Access Points.
5. That the current part-time fixed term post of Rural Towns Development Officer is extended for a further year (08/09) using LABGI funding of £27,000.

Continued

RECOMMENDATION FOR PERSONNEL COMMITTEE:

6. That the staff complement of Customer Services Division be increased by 0.6 FTE to provide for additional staffing of LAPs for the next 3 years.

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1.0 Introduction

- 1.1 Winchester District is a diverse area, encompassing a sizeable city, several market towns and a large, sparsely populated rural area. The City Council is committed to working with all local communities in our area, recognising that there is no 'one-size-fits-all' model of service delivery. Moreover, the Council is also actively seeking to provide leadership to a range of local service providers so that they too can better reflect local diversity. This report sets out options for the Council in developing a corporate approach which reflects more fully the differences between communities in various geographical areas of the District. This approach should seek to deliver what is required to enable all our communities to become more sustainable.
- 1.2 National Policy Context: Councils are increasingly seen as having a responsibility for "place shaping": building and supporting distinctive, sustainable local communities through effective community leadership backed up by robust spatial planning policies. This was a key theme of the 2006 Local Government White Paper, and the Local Government and Public Involvement in Health Act 2007 built on that theme.
- 1.3 The City Council needs to understand and define its role in leading the process of 'place-shaping' in the Winchester District. This is a complex concept, but at its heart it entails engaging and involving local people, and local organisations from all sectors to:
- Understand the complex issues affecting the district such as community cohesion, social wellbeing, economic and environmental issues
 - Set a long term sustainable vision for communities , including spatial development requirements
 - Bring together the right partners to address these issues through joint planning and investment of resources
 - Empower local communities to enable them to influence services in their areas
 - Support local councillors acting as champions for their communities
- 1.4 This Local Government and Public Involvement in Health Act sets out the legislative changes required to enable the Local Government White Paper's proposals to be implemented. The provisions include new powers for and duties on councils and other public services which are relevant to this report, and in particular measures such as the extension of the Power of Wellbeing to Quality Parish Councils, new scrutiny arrangements including the 'councillor call for action', and a duty on Best Value authorities (such as ourselves) to secure the participation of local people.

- 1.5 Winchester's Response: To reflect this focus on place, over the last year the Council has reviewed and updated our Sustainable Community Strategy to focus on community outcomes and re-structured the Winchester District Strategic Partnership to deliver on these outcomes. We have also begun to develop an approach to working more closely with our diverse communities through 'hubs and clusters' (ref. CAB1481).
- 1.6 This has been complemented by research and consultation to inform the development of our Local Development Framework (LDF – the successor to the Local Plan). That research has reinforced the differences between various geographical areas of the District. Its findings go well beyond the obvious urban/rural nature of the District, and identify the role our market towns play as a focal point for their rural hinterland, the impact of proposed development in Urban South Hampshire and the importance of neighbouring centres to communities such as Whiteley or Denmead.
- 1.7 The recently published 'Issues & Options' Consultation Paper, part of the process for developing the Council's LDF, sets out a proposed response to this diversity by identifying some of the district's towns and larger villages as 'hubs' which serve a cluster of surrounding smaller settlements and communities. Two types of hub are proposed:-
- A 'Key Hub' – an accessible service centre, where the presence of a range of services and facilities can: support a concentration of economic and social activity and opportunities for significant further change; act as a focus for a surrounding cluster of smaller settlements and; reduce the need to travel by car.
 - A 'Local Hub' – a settlement with a lower level of service provision than the key hubs, which may have the capacity to accommodate change and provide access to improved local services within the surrounding area and, thereby, contribute to the aim of reducing dependence on travel by car.
- (The location of these proposed hubs is illustrated on the map at Appendix 1.)
- 1.8 The conclusions from the current consultation will provide a clear view on the status that key and local hubs have amongst our communities.
- 2.0 How should the Council and Its Partners Best Support Key Hub Communities to Fulfil Their Role?
- 2.1 The Issues & Options proposals see key hubs as having the potential to grow with positive advantages for those settlements and their surrounding 'clusters'. Key hubs can be seen as the "place" on which both the Council and our partners can focus three strands of activity to provide a stronger local focus in response to the district's diversity:
- A. Hubs as **centres for local services**, offering service provision tailored to local needs;
 - B. Hubs as **a focus for community planning**, providing an opportunity to plan for the future by addressing local aspirations; and
 - C. Hubs as **a focus for dialogue and decision-making**, providing an opportunity to fashion a stronger local democratic voice

- 2.2 It is important that our response to the challenge of working more closely with diverse communities in Winchester District is developed with the full involvement of local people, parishes and those other agencies whose co-operation would be needed to make the initiative work. Our emerging 'hubs and clusters' approach should draw upon similar successful initiatives elsewhere but also take account of the unique Winchester district context. Our approach needs to incorporate a response to new legislation and government guidance to create arrangements which are specifically designed to increase sustainability of communities in the face of future challenges be they environmental, social, or economic.
- 2.3 With all this in mind, it is proposed that each of the three strands of activity we should pursue through the districts hubs have the following components:

STRAND A - Hubs as Centres for Local Services:

This could include:

A1) Providing access to advice and information about City Council and other public services.

A2) Increasing outreach services and encouraging local co-location between partners to benefit efficiency and co-ordination (A1 and A2 are being addressed through the creation of Local Access Points – see Section 3).

A3) Increasing the role of the hub communities as centres for local service provision more generally.

A4) Working with partners to design and develop bespoke services to better meet the specific needs of each area.

A5) Drawing in and providing a base for existing and new area-based initiatives such as 'extended schools', children's centres or safer neighbourhoods forums.

A6) Devolving resources and responsibilities for certain services to the hub parishes in liaison with their clusters, or to other community organisations.

A7) Linking WCC officers to specific geographical areas to provide better support for local councillors in their role as community champions improving access to services.

STRAND B – Hubs as a focus for community planning:

This could include:

B1) Building on existing activity (eg. parish plans, Market Town Health Checks) to encourage communities to prepare co-ordinated visions for their future, capturing the wishes of the wider community (the 'cluster') that looks to each hub.

B2) Establishing a commitment from the City Council and district partners to playing their part in the delivery of the community plan.

B3) Developing a hub/cluster partnership to guide implementation of the community plan.

STRAND C – Hubs as a focus for dialogue and decision-making:

This could include:

C1) Establishing informal area forums involving councillors from all 3 local government tiers including representation from the hub and all surrounding cluster parishes to inform and steer decisions made elsewhere. These could, over time, evolve into more formal area-based bodies, should the Council and local communities consider that appropriate.

C2) Creating a forum for local communities to scrutinise and challenge the actions of the City Council and district partners in their area.

C3) Linking WCC officers to specific geographical areas to respond to local needs more effectively and work with local councillors in their role as community champions.

3.0 The Way Forward

3.1 These three strands of activity and the components that make them up are to a degree interdependent. However, it is possible to take forward different elements in different hubs, and end up with a matrix approach tailored to reflect local circumstances. Resources will also determine how quickly we can progress. Officers recommend that, whilst we should draw on these strands of activity, we should give careful consideration to the opportunities and constraints in each hub which might suggest varying approaches across the district.

3.2 Our approach should, it is proposed, begin with a focus on Strand A – *hubs as local service centres*. Some work has already begun in relation to the development of Local Access Points (LAPs – see Appendix 2). A LAP will be a local office where people can access a range of information and outreach services. Our vision is that, through closer working with partner agencies, Local Access Points will evolve to bring a variety of outreach services closer to the people who need them. Some partners are already on board and others showing interest. If the LAPs succeed by drawing in partners to offer a wider range of services they will need to develop further and will cost more to run, but this will be offset by contributions from existing and new partners. To begin with it is proposed that each LAP will have a 'core offer' providing access to advice and information, which can be enhanced by broadening partner involvement and providing a regular staff presence to help customers. The table below summarises what these 'core' and 'enhanced offers' would consist of.

Core Offer	Indicative Resourcing Implications*	Enhanced Offer	Indicative Resourcing Implications*
		One day per week Customer Service Adviser	£5,200 per annum inc. travel expenses
Limited range of WCC surgeries	Staff time plus room hire (est. £500 p.a.)	Full range of WCC surgeries	Staff time plus room hire (est. £1,000 p.a.)
		Range of partner outreach surgeries	No cost
Public access computer	£780 per annum plus one-off cost of £1,662	Public access computer	£780 p.a. plus one- off cost of £1,662
Range of leaflets and brochures	Staff time to keep information up to date (HCC to provide leaflet racks etc as partners under their 'Customer Access Points' initiative)	Range of leaflets and brochures	Staff time to maintain HCC to provide equipment
Possible limited opportunity for flexible working (see Para 3.6)	Cost unknown – subject of re-tender and further development of HPSN	Possible limited opportunity for flexible working	Cost unknown – subject of re-tender and further development of HPSN

** Indicative of resources attributable to each component. Underpinning costs such as rental, maintenance, IT will vary according to each location – see section 6.*

3.3 In practice, there is already work under way in relation to some components of each of strands A, B and C, and this is summarised in Appendix 2. Taking account of this, and the pilot already in hand in New Alresford, it is recommended that:

- Local Access Points including an 'enhanced offer' are set up at Whiteley, Bishops Waltham, and New Alresford in the first instance.
- Once the new LAPs are up and running, further Local Access Points with an 'enhanced offer' in other key hubs are investigated with a further report to Cabinet detailing options and costs.

- 3.4 In each potential hub community there are options as to where the LAP might be located. A number of factors influence the suitability of the location, including position within the settlement, accessibility of the premises, existing use / footfall, whether or not partners are available, and the cost. Unfortunately in each of the three settlements there is no one location that is ideal in respect of all of these factors, so a compromise must be made. Appendix 3 demonstrates three options for each settlement - the most suitable option, the cheapest option and the preferred option.
- 3.5 In Bishops Waltham negotiations are required to determine the lease arrangements for Well House. There is a unique opportunity to co-locate with the Citizens Advice Bureau (BWCAB) at Well House which is owned by Bishops Waltham Parish Council. The rent on the premises is likely to be £9,000 per annum overall. It might be preferable from the City Council's perspective for the BWCAB to hold the lease, and for the City Council to use space in the building on a regular basis. Alternatively the City Council could hold the lease. Should the City Council take on the lease, a 3 year break clause will be negotiated. It is anticipated that the lease will be for 7 years over all.
- 3.6 In Whiteley there are 2 options to be explored. The first involves taking a lease on a redundant unit in Whiteley Retail Village. If a suitable unit could be identified, this would involve one-off fit-out costs and revenue costs such as Business Rates, utilities and cleaning. Alternatively there may be an opportunity to consider some changes to the layout of the Meadowside Leisure Centre which could enable the creation of space suitable for a LAP. A further report to Cabinet will be made when these options have been more fully explored. Until then a notional amount of £33,000 for development and 3 year running costs of the Whiteley LAP is assumed and approval sought through this paper.
- 3.7 It is therefore recommended that:
- In New Alresford (in consultation with New Alresford Town Council) the LAP is moved away from the site of the pilot (Arlebury Park) to a more central location at the Police Station. The Police are willing to allow use of the premises at no ongoing cost in return for reciprocal use of other LAP sites.
 - In Bishops Waltham the LAP is located at Well House, taking advantage of the unique opportunity to co-locate with the Citizens Advice Bureau (CAB). Although the rental cost per annum of £9,000 is significant, the premises are ideal and could be viewed as the 'flagship' site.
 - That the Council enters into negotiation with Bishops Waltham Parish Council and Bishops Waltham Citizens Advice Bureau in respect of Well House, which might include entering into a lease if this is deemed the best option. If so, that the terms of the lease are negotiated and agreed by the Head of Estates.
 - In Whiteley suitable accommodation is identified where an interim LAP can be established. A further report will be made to Cabinet when workable accommodation has been identified.
 - In the longer term, that consideration be given to replacing this interim LAP with one developed jointly with Whiteley Parish Council in a dedicated unit provided as part of the proposed redevelopment of Whiteley Retail Village.

3.8 Locations recommended above might also serve in future as 'touch down' points for WCC mobile workers in line with the Council's Flexible Working policy. However, it is to be noted that further investment in broadband capacity would be needed to enable this to work to full capacity, and also to accommodate a wider range of service providers within the LAPs in due course. Opportunities for enhancing the broadband capacity at the LAPs will arise through the re-tendering and further development of the Hampshire Public Services Network (HPSN - a combined broadband and telephone network). A new HPSN supplier will be appointed in December 2008 after which negotiations for further network lines will take place. It is not anticipated that new network points will be in place until mid 2009. The alternative for the City Council would be to put our own enhanced lines into Local Access Points. The cost of doing this has not been investigated but might be significant.

4.0 Staffing Local Access Points

4.1 The enhanced offer for a LAP outlined above depends on some dedicated staff presence, albeit not necessarily for five days of the working week. This will have significant resource requirements, but is also the one element that would be clearly additional to what is already on offer. The staff in question would be customer facing, and so should be part of the City Council's Customer Service Division, with flexibility for any member of the Team to deliver the service. To properly support the first three LAPs would initially require an additional 0.6 FTE Customer Service Adviser to be added to that Customer Service Team, which would allow one day per week at each of the three LAPs. The cost at 2007/08 rates is approximately £12,600 including all on costs plus travel expenses, which is included in the projections below and it is recommended that the new post be initially supported for three years. Partner contributions would be sought to offset that cost in due course.

4.3 It is therefore recommended:

- That the staff complement of Customer Services Division be increased by 0.6 FTE to provide for additional staffing of LAPs for the next 3 years.

4.4 It is intended that each LAP will also host a range of advice surgeries so that residents can meet with a specialist officer. This should include the existing outreach services provided by Housing and Benefits Officers and could also include new services such as Planning or Building Control. There should be no additional cost to providing these services, other than travel costs, although it would require officers to adapt the way they work at present.

4.5 Initial discussions have also taken place with a number of partner agencies about providing complementary outreach surgeries. The CAB would be a key partner at Bishops Waltham and may consider co-locating existing outreach services in New Alresford. Outreach services are also provided at possible future LAP sites at Wickham Community Centre and Denmead. The Police are committed to establishing a series of beat surgeries and is keen to organise them through the network of LAPs. Other statutory bodies to have expressed an interest include the County Council's Adult Services, Children's Services and Library Services. The use of the LAP by partner agencies may in the longer term generate some income (or reciprocal use of other facilities) but the greatest value would be the increased size and range of services on offer.

5.0 Other Considerations

- 5.1 Creating a LAP and developing the other components of each strand of activity outlined above requires require consensus building both amongst partners, and elected representatives at all levels. This must begin with explaining what we are proposing to all parish councils (both parishes representing key hubs and those representing the surrounding cluster of communities). We must also work with the Winchester District Strategic Partnership to encourage partner agencies to commit to this model for supporting local communities.
- 5.2 Winchester Town has a unique role as a hub for the immediate community within the Town Wards and for surrounding communities. The views of the Town Forum should be sought on how the hubs and clusters concept might work within the Winchester Town area (which would include those parishes which look to Winchester as their hub). Arrangements for Winchester will clearly be different in recognition of its larger population and a quite different set of aspirations and sustainability issues.
- 5.3 We will also need to give further consideration to how this approach may apply in the more rural areas furthest from Winchester Town or key hubs, notably those in the north of the District. Consideration needs to be given to how these communities might be served and where outreach services should best be located, in consultation with the relevant parishes.
- 5.4 In respect of those communities identified as 'local hubs' in the Issues & Options paper such as at Kings Worthy, Colden Common and Swanmore, the Council might in due course choose to set up Local Access Points here over time which would provide a more limited menu of activity – a 'core offer' as set out in Para 5.1. There may also be neighbourhoods within Winchester Town which would benefit from this approach. It is therefore recommended that:
- Once the work with key hubs is underway, Local Access Points with a 'core offer' only are explored for communities identified as 'local hubs' and possibly outlying Winchester Town neighbourhoods with a further report to Cabinet detailing options and costs.
- 5.5 Some of the larger developing communities in the south quite clearly look outside the district to 'hubs' such as Waterlooville, Fareham etc. There is no doubt that if we are to respond to their needs effectively we must co-ordinate with neighbouring authorities and their Local Strategic Partnerships, and draw partners in from over the border to participate in building the role of hubs such as Denmead and Whiteley. County-wide partners such as the Primary Care Trust, Police and the County Council itself are well-placed to assist with this.

6.0 Resource Implications

6.1 The estimated budget implications of establishing a LAP with 'enhanced offer' at the three recommended locations are as follows:

Location	Estimated costs		
	2008/09	2009/10	2010/11
New Alresford Police Station			
Capital	£2,895	£0	£0
One off revenue	£900	£0	£0
Recurring revenue	£15,436	£15,559	£15,686
Bishops Waltham CAB			
Capital	£1,339	£0	£0
One off revenue	£900	£0	£0
Recurring revenue	£8,190	£8,315	£8,442
Whiteley*			
Capital	£8,000	£0	£0
One off revenue	£1,000	£0	£0
Recurring revenue	£8,000	£8,000	£8,000
TOTAL EXPENDITURE	£46,660	£31,874	£32,128
B/F Funding	(£59,640)	(£12,980)	-
ADDITIONAL REVENUE BUDGET REQUIRED	(£12,980)	£18,194	£32,128
Total capital expenditure	£12,234	£0	£0
Total one off revenue expenditure	£2,700	£0	£0
Total recurring revenue expenditure	£31,626	£31,874	£32,128

(* notional figures – see Para 3.6)

This includes:

- One-off fitting-out costs
 - Rental costs
 - Ongoing maintenance/management costs (heating, lighting etc)
 - Provision of IT equipment
 - Staffing costs (see 4.1)
- 6.2 The total budget requirement in the first year is £46,660, of which £31,626 is recurring revenue expenditure and all of which could be met in full from the existing budget provision.
- 6.3 The recurring revenue requirement in 2009/10 would be £31,874. This could partially be met from the remaining existing budget provision, but would require revenue growth of £18,194 that year.
- 6.4 In 2010/11 (and beyond, if the approach is continued), the full cost (£32,128) would need to be added to the budget baseline to meet the recurring revenue costs. It is proposed that a review of the impact of LAPs be undertaken after two years of operation to support the business case for this budget growth
- 6.5 These costs would increase if the decision was taken to develop a LAP in the potential key hub community of Wickham or other communities identified as key hubs, plus other 'core offer' LAPs in 'local hub' communities.
- 6.6 The Council has previously used LAGBI funds to support a fixed term part-time post supporting larger rural communities to develop Market Town Plans. In the context of key hubs this work is more important than ever. It is therefore recommended that:
- The fixed-term post of Rural Towns Development Officer be continued for a further year (ie. for 2008/09) to support the roll-out of work in relation to key and local hubs, and in particular the ongoing development of community planning. This should be funded, as now, from LABGI at a cost of £27,000.

OTHER CONSIDERATIONS:

7.0 CORPORATE STRATEGY (RELEVANCE TO):

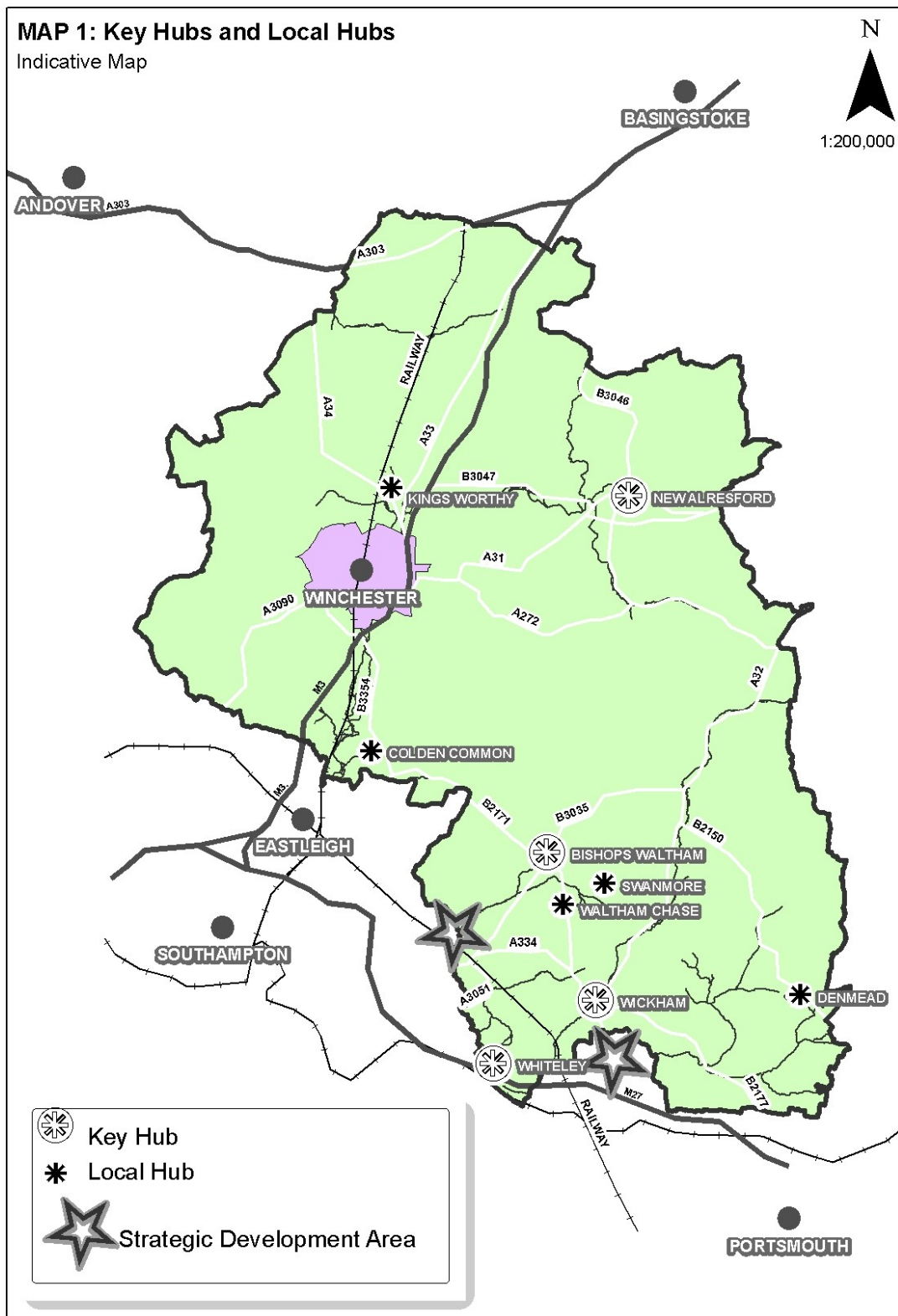
7.1 This paper relates to almost all aspects of the Council's Corporate Strategy

BACKGROUND DOCUMENTS:

Local Government White Paper 2006 – Copy available from Head of Partnerships and Communication

APPENDICES:

Appendix 1 – Map showing proposed location of the Key and Local Hubs
 Appendix 2 – Current Work Relating to the 3 Strands
 Appendix 3 – Options for Local Access Point premises



Current Work Relating to Strands A, B and C

1. Current work relating to STRAND (A)

Developing Local Access Points

Cabinet has allocated £50,000 in 2007/2008 to develop further Local Access Points (LAPs), building on what has been learned from the initial small scale pilot in Alresford. This pilot involved the installation of a public access computer linked to public sector websites (including our own), a free telephone hotline to WCC Customer Services, and training of parish clerks to assist the public in making use of the computer and in particular transactional online functions.

A formal evaluation of the pilot has yet to be undertaken in conjunction with our partners at New Alresford Town Council and Hampshire County Council but initial conclusions are that the pilot has not attracted many members of the public probably because:-

- It has not been linked to outreach surgeries and other services forming a compelling and memorable public 'offer'
- It is based at Alresford Town Council offices at Arlebury Park, slightly out of the town centre and without much footfall.
- Little publicity and marketing has been undertaken. LAPs will require quite a change in public perception of how they access services, and an innovative marketing strategy will be required to sell the new concept. This will involve a community development approach working closely with existing local groups and organisations as well as more general publicity and branding.

However the pilot has been extremely useful in helping to identify necessary IT requirements, partnership arrangements, costs, range of 'offer' etc.

Officers are currently:

- Assessing a range of venues in the proposed 'key hub' parishes of Bishops Waltham, Wickham, and Whiteley. A suitable venue is also being investigated in Denmead (which is categorised as a 'local hub' in the Issues and Options consultation). Identifying suitable venues is proving to be quite difficult and time-consuming but progress is being made in all these locations. Members' views are sought as to how to proceed in respect of LAP venues and future resourcing of these enhanced services. Recommendations are set out in Para 5.
- Working with WCC services (Planning DC, Revenues and Benefits, Landlord Services) to arrange outreach surgeries at the new Local Access Points.
- Working with a range of services which can form an outreach 'offer' for each LAP, including those of partners such as Police, County Council Adult Services and Children's Services, and CAB. As we determine over time the type of services most needed locally this offer might vary/expand in the different locations.
- Working on marketing plans for each of the locations

- As work has progressed the Leader and Chief Executive have discussed the concept with relevant parish chairmen who have expressed their desire to be involved with the project and given valuable views as to what will work best.

Developing the LDF Core Strategy

The concept of hubs and clusters has already influenced the thinking of officers preparing the Issues and Options paper. It fits with the findings of the Economic and Employment Study, the Retail and Town Centre Uses Study, the Rural Facilities Audit, and the LDF Site Assessment. The development of hubs as service centres might involve identifying these communities for additional housing development and an increase in infrastructure to benefit the whole cluster area.

Devolution of Service Provision/Management to Hub Parishes to Benefit both Hub and Cluster Communities

The City Council already has some arrangements where parishes have devolved responsibility for certain services which they have requested. Whiteley Parish Council (our newest parish) has also requested discussions with WCC about potential devolution opportunities and these discussions have begun. There may be scope to develop further such arrangements in relation to the hub and cluster concept.

Current work relating to STRAND (B)

Supporting Parish Plans and Market Town Health Checks

- Officers are supporting a number of parishes with creating and reviewing parish plans. Of the Key Hubs identified in the Issues and Options paper, New Alresford has a completed town plan, Wickham and Whiteley have parish plans from 2004 which are about to be revised, and Bishops Waltham is now underway with its own market town health check.
- Two other parish plans are completed with a further 8 under way.
- Two urban neighbourhood plans are under way at Stanmore and Winnall within the Winchester Town area.
- New Alresford has also established a Town Partnership which is active in implementing its town plan.
- The City Council and the WDSP have developed a protocol setting out how they will respond to community plans.
- The City Council is part of an initiative under the Local Area Agreement to support community planning, ensure an appropriate response to community plans, and encourage good practice and whole community involvement.

Current work relating to STRAND (C)

There is currently no work approved/resourced in relation to STRAND (C) aside from the Council's role in supporting the Police with the new Safer Neighbourhood Panels which are being set up under the Community Safety Partnership.

	The Best Option	The Cheap Option	The Preferred Option
New Alresford	<p>Police Station</p> <ul style="list-style-type: none"> • Good location, being fairly central. • Concerns over sharing the Police Station (see Bishops Waltham above). Would need a good publicity campaign. • Cost minimal as the Police would make no charge for using the facilities. 	<p>Arlebury Park</p> <ul style="list-style-type: none"> • Location not great, approximately 1km from the town centre. • Co-location with Town Council is beneficial, but few residents visit and usage of the pilot scheme has been minimal. • Cost minimal as facilities developed for pilot. Need to review amount paid to Town Council for support. 	<p>Police Station</p> <p>See best option</p>
Bishops Waltham	<p>Well House</p> <ul style="list-style-type: none"> • Location very good, central in the town and just off the High Street. • Would be co-located with Bishops Waltham CAB, a very complementary service. • Main cost factor would be £9k pa rent, to which CAB could only contribute if Council grant is increased. 	<p>Police Station</p> <ul style="list-style-type: none"> • Location poor, approximately 1km out of the town centre. • Location at the Police Station could deter certain residents from engaging with services. • Costs would be minimal, with no charge for the premises. 	<p>Well House</p> <p>See best option</p>

	The Best Option	The Cheap Option	The Preferred Option
Whiteley (interim)	<p>Retail Village Unit</p> <ul style="list-style-type: none"> • Location would be good, situated in the busy retail village. • Would provide opportunity to co-locate with Parish Council and Police, although no other agency would be permanently in situ. Would only be a part-time service • As the lead partner, the City Council would bear much of the cost, including business rates, utilities and cleaning. 	<p>Meadowside Leisure Centre</p> <ul style="list-style-type: none"> • Location would be good, situated near the retail village and in a building that is well used by local people. • Could provide opportunities for other agencies to provide services, although this would need to be done so as not to affect use by members. • Revenue costs should not increase significantly from current levels. 	<p>Further investigation required to identify the preferred option</p>
Whiteley (long term)	<p>Proposed Parish Council Office</p> <ul style="list-style-type: none"> • Location would be ideal, situated in what will become the local centre. • Co-location with the Parish Council would be mutually beneficial and as a built-for-purpose facility it could also incorporate a Police office, library and more. • Capital cost would be met through S106 contribution. Revenue costs unclear but shouldn't be excessive. 	<p>Proposed Parish Council Office</p> <p>See best option</p>	<p>Proposed Parish Council Office</p> <p>See best option</p>