

CABINET

3 December 2014

THE OVERVIEW AND SCRUTINY COMMITTEE

8 December 2014

DRAFT 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

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 draft 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:

To Cabinet:

1. That the draft Portfolio Plans for 2015/16 be approved as a basis for consultation with key stakeholders.
2. That delegated authority be given to the Head of Policy in consultation with the Leader of the Council to make any amendments prior to the Portfolio Plans being submitted to Council in January for adoption.

To The Overview and Scrutiny Committee:

1. That the Committee considers whether it wishes to make any comments on the draft Portfolio Plans 15/16.

## CABINET

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### THE OVERVIEW AND SCRUTINY COMMITTEE

8 December 2014

#### DRAFT PORTFOLIO PLANS 2015/16

#### REPORT OF CHIEF EXECUTIVE

#### 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.

1.3 Portfolio Plans align closely with the Medium Term Financial Strategy (MTFS). They contain actions that will support the budget strategy by seeking to find more efficient and effective ways of working that meet the Council's aims to be a flexible and responsive organisation. They also follow the key priorities set out in the MTFS to:

- grow sources of income;
- maximise returns from the Council's non-operational estate;

- continue effective management of the paybill, and
- maximise efficiency and value for money in all areas of activity through service transformation.

## 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.

2.2 The latter point in para. 2.1 will be delivered via the draft Corporate Transformation Plan which is also being discussed at Cabinet on 3 December. This will set how we propose to build on our successful programme of organisational transformation over the next few years. It comprises the following four themes:

- Financial Stability
- How We Work
- Learning and Development
- Corporate Planning

Initiatives under these themes will drive work that is 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. The Plan will principally link to the Finance and Organisational Development and Business Services Portfolios which will maintain an overview of its delivery.

2.3 Progress against Portfolio Plans is reported twice a year to The Overview and Scrutiny Committee, during the autumn (mid year) and in June/July (end of year/out turn). However, individual Portfolio Holders meet quarterly with officers to review overall progress of their Plans, and more frequently with individual staff for detailed feedback on specific actions.

2.4 The draft Portfolio Plans are set out in full at Appendix 1.

### 3. STAKEHOLDER CONSULTATION

- 3.1 The Council works with many stakeholders and partner organisations to deliver its services, projects and programmes. Actions within the Portfolio Plans will already have been discussed with relevant stakeholders. However, it is appropriate – and in keeping with the Government’s transparency objectives - for the Council to seek more formal feedback on its corporate business plan, and officers therefore propose that the drafts appended to this report be used as the basis for limited consultation.
- 3.2 In addition to seeking Member feedback through The Overview and Scrutiny Committee and the Democratic Services Update, Assistant Directors will invite comments on the draft Plans through a mailing of stakeholders which will include organisations relevant to each Portfolio. These would include (but are not limited to):
- Hampshire County Council
  - Winchester Business Improvement
  - Hampshire Chamber of Commerce
  - Winchester District Low Carbon Board
  - Winchester Action on Climate Change
  - Winchester Area Community Action
  - Winchester Tenants and Council Together (TACT)
  - Winchester Transport Forum
  - Winchester Community Safety Partnership
  - Winchester District Sport and Physical Activity Alliance
- 3.3 The Plans will also be published on the Council’s website with an email link for general feedback from the public, promoted through a short press statement.
- 3.4 The Council is required to carry out formal consultation on its budget proposals with parish councils and the business community. The draft Plans will form part of the discussion at two events set up for this purpose (4<sup>th</sup> December for business, and 10<sup>th</sup> December for parishes)
- 3.5 Feedback from this stakeholder consultation process will be considered by officers, in consultation with the Leader, in updating the Plans prior to Council adoption in January 2016.

### OTHER CONSIDERATIONS:

#### 4. COMMUNITY STRATEGY AND PORTFOLIO 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.

## 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

## Leader Portfolio Plan 2015/16

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



***'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 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 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.'***

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 The 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 LEADER 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;
- Deliver our actions in a shared action plan for transition to Universal Credit;
- Establish an Employment and Skills Partnership for the District;
- Launch a new, integrated support initiative for small to medium sized business.

**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, 2000 – 2010

Stanmore Planning Framework, 2013 - 2023

Winnall Planning Framework, in preparation from January 2014

Low Carbon Route Map, adopted June 2014

Winchester District Sports and Physical Activity Alliance 2012 Legacy Strategy

Cultural Strategy, 2014 – 2017

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

Visit Winchester and the Heart of Hampshire Destination Management Plan 2015-20 (draft)

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
<b>Priority Outcome:</b> Active Communities					
<b>Objective:</b> Provide accessible sport and recreation					
River Park Leisure Centre – consideration of replacement facility	Cabinet to determine options to take forward for detailed financial assessment.  Further milestones to follow.	December 2014	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
<b>Objective:</b> Promote community cohesion					
Support delivery of Berewood Public Art Commission at West of Waterlooville Major Development Area	Commissioning of public art consultant in hand at time of writing – milestones will follow appointment	From April 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
<b>Priority Outcome:</b> Prosperous Economy					
<b>Objective:</b> Support the local economy					
Prepare for proposed future development of The Carfax and Cattlemarket sites in Winchester ('Station Approach), with a view to generating high specification business premises in the centre of the City.	Budget confirmed at Full Council  Consultation with Key Stakeholders on Carfax site  Architectural design for Carfax  Planning application submitted for Carfax following local consultation  Development to commence on site	Feb 2015  Winter 2014  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 independent and multiple retailers.	Determination of planning application  Other milestones to be set according to outcome.	Dec 2015	Corporate Director	Feedback from business community on implementation plans  Positive public and business response to development as it takes shape.	£7m in current Capital Programme with a revised estimate of £6.2m in total in budget options.

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
				(Potential inclusion of 'tourism hub' within development - under discussion.)	
Foster enterprise through a Workspace Winchester project	<p>Development of potential workspace site in the Town area, in collaboration with the two universities and existing creative businesses</p> <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>March 2016</p> <p>Oct 2015</p> <p>May 2015</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 continued roll out of superfast rural broadband in the District	<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 Hampshire County Council to identify solutions for localised business need in roll-out programme</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 superfast Broadband compared with pre-roll-out provision</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
	Roll out of rural broadband finishes	March 2017			
Deliver business actions set out in the Low Carbon Route Map to build a low carbon economy	<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>	Assistant Director (Economy & Communities)	Delivery of the District's 30% carbon reduction objective and associated creation of a green economy	<p>Existing budgets and other resources</p> <p>External investment</p> <p>Partnership contributions</p>
As Accountable Body for LEADER funding, work with the Fieldfare LAG to arrange the delivery of rural grants from 2015-2021 (assuming funding is awarded)	<p>DEFRA announce outcome of LEADER funding bid</p> <p>The LAG commence their LEADER funding programme for 2015 to 2020</p> <p>First project funding awarded</p>	<p>Nov 2014</p> <p>Jan 2015</p> <p>May 2015</p>	Assistant Director (Economy and Communities)	<p>Amount of grant aid invested in Winchester District, together with local private 'match funding' and jobs created</p> <p>Success in delivering Local Development Strategy for the LAG area</p>	LEADER funding. Up to £25k p.a. of WCC funded employee costs budget approved as external funding not sufficient to cover the admin costs of

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
					the scheme (actual grants are externally funded)
<b>Objective:</b> 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>Consider need for long term service, in terms of requirement for future tendering process</p>	<p>June 2015</p> <p>June 2015</p> <p>Sept 2015</p> <p>Sept 2015</p> <p>Dec 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
Deliver Council actions in a shared plan for transition to Universal Credit, in tandem with linked internal preparation in Portfolio Plan for Finance and Organisational Development	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 to support apprenticeships/work placements</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
<p>Roll out the new integrated business support offer, including:</p> <ul style="list-style-type: none"> <li>• Specialist cultural support</li> <li>• Tailored SME support</li> <li>• Specialist promotion of sustainable practices</li> <li>• Integration with key national and local programmed in eg Small Business Saturday; tax year end; national business awards</li> <li>• Mentoring brokerage</li> <li>• Raising awareness of opportunities from new Hampshire Community Bank</li> <li>• Dedicated support for market towns</li> <li>• Entrepreneurship</li> <li>• Business development assistance from regulatory services</li> </ul>	<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>Enter High Street of the Year Award (or similar) for rural town and City Centre</p> <p>Promote opportunities from Hampshire Community Bank once established (low cost loans, loans for low carbon initiatives etc)</p> <p>Develop consistent business support package for regulatory services (environmental health, licensing etc) across Enterprise M3 LEP area</p>	<p>April 2015</p> <p>April 2015</p> <p>On going</p> <p>August 2015</p> <p>Date still tbc</p> <p>June 2015</p>	<p>Assistant Director (Economy &amp; 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
<b>Objective:</b> 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	April 2015	Assistant Director (Economy & Communities)	Cultural leadership group established and operational	Accommodated within existing revenue budgets
	Annual programming of Cultural Network meetings in place	April 2015		Value of external funding attracted	Any proposals for growth to be brought back to Cabinet for consideration
	On going delivery of work programme	From May 2015		Delivery of vision set out in Cultural Strategy	
<b>Priority Outcome:</b> Effective and Efficient					
<b>Objective:</b> 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	May 2015	Assistant Director (Economy & Communities)	All staff are thinking about alternative approaches to service delivery, in line with wider business development initiatives	No new cost
	Roll out commissioning training to other Heads of Team	Oct 2015		Examples of instances where the Council response is cheaper, better or discontinued following application of decision-making tool	
	Update and improve commissioning information on website	Oct 2015			

## Built Environment & Deputy Portfolio Leader Plan 2015/16

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



*'As Portfolio Holder for Built Environment I am committed to ensuring we take every opportunity to protect and enhance the heritage and quality of the 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 (report [CAB2508](#))

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
<b>Priority Outcome:</b> Active Communities					
<b>Objective:</b> Provide housing to meet community needs					
Facilitate the delivery of Major Development Areas in the District: <ul style="list-style-type: none"> <li>○ West of Waterlooville.</li> <li>○ Barton Farm.</li> <li>○ North Whiteley</li> <li>○ Silver Hill</li> <li>○ Station Approach</li> </ul>	West of Waterlooville & Barton farm – approval of reserved matters for next phases.  North Whiteley – Approval of outline permission followed by reserved matters for each phase.  Silver Hill - Determine planning application for revised scheme  Station Approach - Determine planning application for mixed use development in the Station Approach area	On-going  Outline permission by 2016  2014/15  On-going	Assistant Director (Environment)	The delivery of high quality, sustainable and inclusive development.	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
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
<b>Objective:</b> Promote community cohesion					
Continue to implement the Stanmore Planning Framework.	<p>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 sites to help deliver the vision and objectives of the Framework.</p> <p>Determine best use of</p>	<p>On-going</p> <p>May 2015</p>	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 Local Plan Part 2.</p>	If not within existing staff resources and budgets, individual proposals from the action plan will be taken to Members for consideration and approval

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	former library building on Wavell Way and develop project to deliver this.				
Development and adoption of Winnall Planning Framework. (also supports Prosperous Economy)	Support consultants through options consultation process  Introduce appropriate policies into Local Plan Part 2  Completion and adoption of Framework by Cabinet  Delivery of action plan	By May 2015  End May 2015  June 2015  June 2015 onwards	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.	Issue notice of Article 4 direction  Article 4 comes into effect	By April 2015  July 2016	Assistant Director (Environment)	Means of control introduced relating to new HMOs with the objective of maintaining an appropriate mix of accommodation types in Stanmore.	Existing staff resources and budgets.
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	Dec 2014  Summer 2015	Assistant Director (Policy and Planning)	Adoption of Denmead Neighbourhood Plan.  Consultation of Local	Staff time and £25,000 grant received to date to support Denmead Neighbourhood Plan

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	informal consultations underway in the larger parishes will define LPP2  Submission of LPP2			Plan Part 2	

**Priority Outcome:** Prosperous Economy

**Outcome:** Support the local economy

Facilitate and support the development and delivery of strategically important sites across the District.	Determine planning application for revised Silver Hill scheme	2014/15	Heads of Development Management and Strategic Planning	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 to help meet local need.	Existing staff and other resources
	Determine planning application for mixed use development in the Station Approach area	On-going			
	Station Approach brief to inform Local Plan Part 2.	2015			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
				economy. Adoption of Local Plan Part 2	
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
<b>Priority Outcome:</b> High Quality Environment					
<b>Objective:</b> 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

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Prepare final draft of Local Plan Part 2	<p>Draft LDD and draft sustainability appraisal (SA) for consultation.</p> <p>Publication (Pre-Submission) :DD and final SA</p> <p>Submission of LDD &amp; SA to Secretary of State.</p> <p>Examination</p> <p>Plan adoption</p> <p>SPDs Design and Affordable Housing</p> <p>New Equestrian SPD to replace existing guidance.</p>	<p>October 2014</p> <p>June 2015</p> <p>Nov 2015</p> <p>Feb-Mar 2015</p> <p>July 2016</p> <p>Design - Mar 2015</p> <p>Affordable Housing – Mar 2016</p> <p>Equestrian - March 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.
Adoption and implementation of Community Infrastructure Levy.	<p>Implement CIL</p> <p>Develop detailed mechanism to determine the use of CIL income.</p>	<p>April 2014 Onwards</p> <p>April 2015</p>	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.

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Identify opportunities and deliver measures to enhance the environment of Winchester City Centre supported by the Winchester Town Forum	<p>Commission a consultant's report for enhancement of St Maurice's covert</p> <p>Consider consultant's proposals and implement subject to available funding.</p> <p>Facilitate or secure other environmental enhancements including improvements to external waste storage and maintenance of buildings.</p> <p>Develop policy on A Boards and Shop Fronts for 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>31 March 2015</p> <p>March 2016</p> <p>On-going</p> <p>Jun 2015</p> <p>Proposal to Cabinet by July 2015</p>	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.
Historic Environment	Training for Parish Councillors and Members aimed at raising the profile and understanding of the role and work of the	March 2016	Assistant Director (Environment)	Improved understanding of the work undertaken by the Historic Environment Team and how this has a positive	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
	Historic Environment Team.			effect on the District's heritage assets.	
WCC owned Scheduled monuments and other memorials	Timely conservation and maintenance schedule prepared in collaboration with Estates Dept including prioritisation of Buttercross repairs and King Alfred statue  A prioritised schedule of repair and conservation work for all SAMs in city centre will be agreed.	June 2015  Oct 2015	Assistant Director (Environment)	Buttercross repaired in accordance with agreed schedule of works.  Repair and conservation work on top priority SAM carried out and others programmed.	Existing staff and budgets.  Budget to be agreed for urgent works.
<b>Priority Outcome:</b> Efficient and Effective Council					
<b>Objective:</b> 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.	August 2015	Assistant Director (Environment)	Reduction in the number of older enforcement cases.	Existing staff resources and additional resources may

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Identify resources and actions needed to progress resolution of these cases.	October 2015			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 is better placed to respond to customer needs.	Staff time and existing budget.

## Business Services Portfolio Plan 2015/16

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



*'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;
- Oversee 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
<b>Priority Outcome:</b> Active Communities					
<b>Objective:</b> 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)
	New Queens Head – Completion of building work.	Completion 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
<b>Priority Outcome:</b> Efficient and Effective Council					
<b>Objective:</b> Ensuring that the Council is resilient with an agile and flexible workforce.					
Oversee implementation of the Corporate	Corporate Transformation Plan to Cabinet.	Feb 2015	Chief Executive	Each programme, project and action in the	This detail can be found

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Transformation Plan	<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. 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 Transforming Winchester: A Council That Makes Things Happen.</p>			Corporate Transformation Plan will have their own measures of success.	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
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.
<b>Objective:</b> 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	Dec 2014 – Leisure Centre options considered.	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"> <li>- Athelstan House</li> <li>- Carfax &amp; Station Approach</li> </ul> And any other sites as they arise in liaison with Lead Portfolio Holders	Determine future use of Athelstan House  Carfax & Station Approach – planning application submitted	Spring 2015  Summer 2015			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
<b>Objective:</b> Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity					
Oversee implementation of the Corporate Transformation Plan	Corporate Transformation Plan to Cabinet  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.	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>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>As Portfolio Holder for Communities and Transport I am committed to ensure:-</p> <ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li></ul>
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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 Park Strategy (report [CAB2539](#))  
 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
<b>Priority Outcome:</b> Active Communities					
<b>Objective:</b> 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)	<ul style="list-style-type: none"> <li>• Delivery of all actions within the plan</li> <li>• Improvements in KPIs relating to priority areas</li> </ul>	Not yet known as funding from Police & Crime Commissioner not agreed for 2015/16
<b>Priority Outcome:</b> High Quality Environment					
<b>Objective:</b> 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)	<ul style="list-style-type: none"> <li>• Increased number of successful prosecutions</li> <li>• Increased number of warnings and cautions issued</li> <li>• Reduced number of fly tipping incidents</li> </ul>	Existing budget and other resources.
<b>Objective:</b> Effective traffic management and support for transport provision					
Seek opportunities to promote and improve sustainable transport provision in the District including the support of	Continue to work with all stakeholders to encourage the provision of appropriate public and community transport.	On-going	Assistant Director (Environment)	Delivery of good quality services to provide choice of modes of transport for our residents.	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
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.					
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&amp;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 stakeholders to ensure	Identify opportunities to secure funding to	March 2016	Assistant Director	Maintain or enhance public transport	Staff time and existing budget to

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
successful provision of public transport, including resolution of bus interchange options for Silver Hill.	support public transport and respond to proposed changes to public transport provision.		(Environment)	provision.	support community transport.
<b>Priority Outcome:</b> Prosperous Economy					
<b>Objective:</b> 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	<ul style="list-style-type: none"> <li>• Successful delivery of the action plan.</li> <li>• Sufficient car parking spaces to maintain economic vitality without adversely affecting the environment</li> <li>• Parking charges which meet the objectives of the car parking strategy.</li> </ul>	Car Parks major repairs programme.
Support the Hampshire Cultural Trust in its first full year of operation	<p>Review 'Year 0' experience and agree business plan for 2015/16</p> <p>Finalise arrangements for care of Civic Silver</p> <p>Develop plan with HCT for removal of reserve collections from old depot site to F2</p>	<p>April 2015</p> <p>April 2015</p> <p>March 2016</p>	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			
<b>Priority Outcome:</b> Efficient and Effective Council					
<b>Objective:</b> 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.
<b>Objective:</b>					
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	<p>Specification drawn up</p> <p>Expressions of interest and initial costings sought via South East Business Portal</p> <p>Costed proposals brought to Cabinet for consideration</p> <p>Full procurement exercise begins, if approved</p>	<p>May 2015</p> <p>July 2015</p> <p>Sept 2015</p> <p>Oct 2015</p>	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
Develop more collaborative corporate working with newly designated Partner Organisations following allocation of Core Grants for 2015/16	<p>Survey of new Partner Organisations to identify options</p> <p>Discuss options with Senior Managers and develop corporate 'charter'</p> <p>Explore specific issues for individual Partner</p>	<p>April 2015</p> <p>June 2015</p> <p>On-going</p>	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

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	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.



*'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, adopted June 2014

Walking Strategy, being finalised as at Nov 2014

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



## 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
<b>Priority Outcome:</b> Active Communities					
<b>Objective:</b> 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)	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
<b>Objective:</b> 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.			Improvements in air quality in city centre becoming evidence by end of second year of plan	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 <sup>st</sup> 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 <sup>st</sup> 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	Mainly staff time

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.	Adopt SPD by March 2016	March 2016	Assistant Director (Policy & Planning)	New SPD	Existing staff and other resources plus earmarked reserve.
<b>Objective:</b> 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	Individual actions are contained within the City Council's Climate Change Programme under 4 work streams and the Low Carbon Route Map	As set out in the Climate Change Programme	Assistant Director (Economy and Communities)	Reduced carbon emissions across the District  Continued reduction in from City Council's own activities	Programme supported by High Quality Environment and Economic Prosperity Commissioning budgets
	Promote new carbon reduction targets for the District, in tandem with launch of new 'low carbon' branding	May 2016			
	To investigate possible options available to influence the adoption of low CO <sub>2</sub> vehicles within the taxi fleet licensed by Winchester City Council, with the view to implementation through an amended Licensing Policy.	March 2016			

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	Sept 2015			
	Design show	Nov 2015			
		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 <sup>th</sup> 2015		Increased compliance by businesses with legal requirements	
	Meet with the Hants wide Environmental Health	April 30 <sup>th</sup> 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 31<sup>st</sup> 2015</p> <p>Dec 2<sup>nd</sup> 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>31<sup>st</sup> May 2015</p> <p>30<sup>th</sup> June 2015</p> <p>15<sup>th</sup> Sept 2015</p>	Assistant Director (Economy and Communities)	<p>New opportunities are created for traders that actively enhance the streetscene</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 <sup>th</sup> Oct 2015			
	Adopt outcome of the Committee Decision	1 <sup>st</sup> April 2016			
<b>Priority Outcome:</b> Efficient and Effective					
<b>Objective:</b> 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.



*'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;
- Preparation by the Revenues Team 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](#))

## 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
<b>Priority Outcome:</b> Efficient and Effective Council					
<b>Objective:</b> 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
the Corporate Transformation Plan	<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 &amp; 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>			and action in the Corporate Transformation Plan will have their own measures of success.	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
	Winchester: A Council That Makes Things Happen				
<b>Objective:</b> 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

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
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			
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
Oversee implementation of the Corporate Transformation Plan	Corporate Transformation Plan to Cabinet.  The Corporate Transformation Plan sets out	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

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	<p>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 &amp; 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 Winchester: A Council That Makes Things Happen</p>				Transformation Plan.
<b>Objective:</b> Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity					
Governance review to			Chief Operating	Costs savings to be	1 FTE deleted

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
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	Officer/ Chief Executive/Head of Policy/ Head of Organisational Development	achieved through utilising resources more effectively	in Democratic Services to enable resources to be directed elsewhere
	Continuation of 1 team approach to effectively cover resource management	On-going		Number of successful appointments through 1 team without the need to recruit externally	
	A joint approach was agreed by full Council as a Stage 2 Submission on some key 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	Nov 2014	Chief Operating Officer	Electoral review to be completed within prescribed timeframe with desired outcome	£25,000 plus £16,000 growth in 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		Dec 2015		Improved linkages to new District Wards and to take account of pending	Minimal level review will need to be

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Changes arising from the Commission's Review			development of new communities	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 Member Council	By April 2016		Take account of guidance already contained in the 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	

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Introduction of Universal Credit (UC)	<p>Development of internal processes / systems / procedures to deal with initial UC rollout within neighbouring authorities and the District</p> <p>Establish appropriate working arrangements with DWP for initial UC rollout within the District</p>	<p>Apr 2015 – Mar 2016</p> <p>June 2015 – Mar 2016</p>	Deputy Head of Revenues	Effective arrangements in place	Existing budget and additional DWP funding
Oversee implementation of the Corporate Transformation Plan	<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 organisation, whilst protecting services to the public.</p> <p>The Plan sets out four key areas of work to achieve these objectives: Financial</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>Stability, Learning &amp; 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 Winchester: A Council That Makes Things Happen</p>				

## Housing Services Portfolio Plan 2015/16

With responsibility for Housing – Housing Services.



*'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 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

## 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
<b>Priority Outcome:</b> Active Communities					
<b>Objective:</b> Provision of housing to meet community needs					
Increase the supply of affordable housing across the District.	Work with partners to increase supply of affordable housing.	March 2020	Assistant Director (Chief Housing Officer)	Maximising the supply of affordable housing for rent on S106 sites – Barton Farm / North of Whiteley / Silver hill	£50m included in Housing capital programme over next 5 years  £200k per annum in HRA Programme to support conversions
	Exploit opportunities to build on Council land.	March 2020		Over 200 new Council homes by 2020	
	Increase supply of specialist housing.	March 2017		An effective mix of supported housing	
	Deliver new units of housing where possible through conversion of former sheltered scheme communal spaces	March 2016		At least two new units annually from converted communal areas	
Monitor delivery of enhanced maintenance programme for Council housing stock.	Programme approved	April 2015	Assistant Director (Chief Housing Officer)	All Council homes comply with Decent Homes standard	£7.5m pa in HRA Capital programme  £200k pa to support lofts/extensions
	Half year monitoring report	Dec 2015		Reduce tenant overcrowding by adapting properties/converting loft spaces	
Review approach to under occupation of existing stock.	Delivery of Wise Move Incentive Scheme, in particular targeting older	March 2015	Assistant Director (Chief Housing Officer)	At least 70 “downsize” moves per year	£80k pa to “incentivise” moves

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	people.				
Mitigate impact of welfare reform/Universal Credits on Council tenants and local residents.	Implement changes in increased rent payment options for Council tenants  Further tranche of Discretionary Housing Payments funding awarded by Govt.	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
Deliver a local programme of measures to prevent and address homelessness in the District	Quarterly reviews confirming effectiveness of "No Second Night Out" service  Improved access to private rented sector (PRS) accommodation  Work with partners to enable the provision of additional supported housing for single homeless individuals	Oct 2015  June 2015  March 2016	Assistant Director (Chief Housing Officer)	First time rough sleepers being accommodated next working day.  Agreements with landlords for more access to PRS in Winchester Residential scheme providing 15 units operational.	£35k grant received to fund one year appointment  Existing staff and other resources  Support from the New Homes Planning team

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
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	
<b>Priority Outcome:</b> High Quality Environment					
<b>Objective:</b> 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
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