

CABINET

2 DECEMBER 2015

THE OVERVIEW AND SCRUTINY COMMITTEE

7 DECEMBER 2015

DRAFT PORTFOLIO PLANS 2016/17

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

- [CL102](#) Approval of Portfolio Plans 2015/16, 7 January 2015
- [OS128](#) Portfolio Plans Outturn 2014/15, 7 July 2015
- [OS131](#) Performance Monitoring Update – Portfolio Plans Mid-Year 2015/16, 26 October 2015

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 the draft Portfolio Plans for 2016/17. Along with the Medium Term Financial Strategy and Workforce Strategy, the Plans form the principal strands of the Council's corporate planning cycle. 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 to review areas of activity in order to maximise efficiency and value for money through service transformation.

RECOMMENDATIONS:

To Cabinet:

1. That the draft Portfolio Plans for 2016/17 be approved as a basis for consultation with key stakeholders.
2. That delegated authority be given to the Head of Policy and Major Projects in consultation with the Leader of the Council to make any amendments prior to the Portfolio Plans being submitted to Council in January 2016 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 for 2016/17.

CABINET2 DECEMBER 2015THE OVERVIEW AND SCRUTINY COMMITTEE7 DECEMBER 2015DRAFT PORTFOLIO PLANS 2016/17REPORT OF CHIEF EXECUTIVEDETAIL: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 key outcomes that are set out in the Community Strategy. 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 significant projects or programmes the Council is committed to delivering. Together, they form the corporate business plan for the year ahead. They do not include smaller scale items or activities which are considered to be 'business as usual' for services. These are contained in service plans and are monitored by heads of team and assistant directors.
- 1.3. The programmes or projects included in the Portfolio Plans by their nature are more likely to last more than one year, but the Plans are refreshed each year and brought back to Members for approval to ensure that:
 - a) they reflect the 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 time in the year, either within the revenue or capital budgets or, where new resources are required, as a growth item in the proposed annual Council budget for the year ahead.
- 1.4. The Portfolio Plans align closely with the Medium Term Financial Strategy (MTFS) and include actions that will support the budget strategy by continuing to seek opportunities to work more efficiently and effectively that also meet the Council's aims to be a flexible and responsive organisation. They also support the key priorities as set out in the MTFS to:

- Grow sources of income to the Council,
- Maximise the returns from the Council's non operational property portfolio,
- Continue effective management of the Council's paybill, and
- Maximise efficiency and value for money in all areas of activity through service transformation.

2. Portfolio Plans for 2016/17

2.1 The main focus for the Portfolio Plans in 2016/17 are:

- a) To progress with the on-going programmes and projects that were included in the 2015/16 Portfolio Plans,
- b) Ensuring focus is maintained on the Council's Capital Programme
- 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 Progress against Portfolio Plans is reported twice a year to The Overview and Scrutiny Committee, during the autumn (mid-year progress update) and in June/July (end of year outturn). However, during the year Portfolio Holders regularly meet with their relevant Assistant Directors and heads of team to keep informed of the delivery of the actions in their Portfolio Plan. The Performance Management Team also monitors the progress as part of its quarterly performance management report.

2.3 The draft Portfolio Plans for 2016/17 are set out in full as appendices to the Report.

3. Stakeholder Consultation

3.1. The Council works with many stakeholders and partner organisations in support of the delivery of its services, projects and programmes. Discussions will already have taken place with relevant stakeholders as part of the development of the actions in the draft Portfolio Plans. However, it is appropriate and in keeping with the Government's continued agenda on transparency for the Council to seek more formal feedback on the portfolio plans, and it is therefore proposed that the drafts appended to this report be used for this basis for limited consultation.

3.2. In addition to seeking Member feedback through The Overview and Scrutiny Committee and the weekly 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 District (Winchester BID)
- Hampshire Chamber of Commerce
- Winchester District Low Carbon Board
- Winchester Action of Climate Change (WinAcc)
- Winchester Area Community Action (WACA)
- Winchester Tenants and Council Together (TACT)
- Winchester Transport Forum
- Winchester Community Safety Partnership
- Winchester District Sport and Physical Activity Alliance
- Children and Young People Board

- 3.3 The Plans will also be published on the Council's website and include an email link for general feedback to be collected from the public, promoted via a short press statement.
- 3.4 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 2016/17 set out the significant projects and programmes of work that the City Council will undertake to deliver the priority outcomes as set out in the Community Strategy 2014-2017.

5. RESOURCE IMPLICATIONS:

- 5.1. Resources that have been quantified for the projects and programmes of work included in the Portfolio Plans have been included in the appendices. Where the source of funding, either capital or revenue has been identified, this has also been included. Where the resources cannot be identified at this time or where proposals require additional funding, further details would be brought back to Council for approval during the year.
- 5.2. The draft Portfolio Plans include a number of on-going projects from the 2015/16 Plans and as such there will already be a budget allocated to them, including staff resources.
- 5.3. The 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, there will be occasions where additional resources are considered essential or unavoidable and cannot be vired from other budget headings or raised through other means (e.g. partnership funding or external funding) these will be reflected in the budget proposals as growth and brought to Council as part of the budget paper in February 2016.

6. RISK MANAGEMENT ISSUES

- 6.1. This Strategy has been prepared under the scenario of a reducing budget to reflect the ongoing public sector reform process. The Council's desire is to provide the right service it can to our communities and this Strategy emphasises the direct role of the Council in delivering the identified priorities.
- 6.2. The two principal risks to the delivery of the Portfolio Plans are the Council not having sufficient funds or sufficient staff to deliver them. The Council's Portfolio Plans will need to be viewed alongside the Medium Term Financial Strategy, the 2016/17 budget and the Workforce Strategy. These key plans seek to ensure that the Council has both the financial resource and staff resource to deliver the actions contained in the Portfolio Plans, therefore whilst the impact of these two risks is major, the likelihood is considered to be unlikely.
- 6.3. As per the Council's risk management framework, individual actions and projects within the Portfolio Plans will be subject to a more comprehensive risk assessment via the operational risk register where a Portfolio Plan action is cascaded into a team's service plan, or to a project risk assessment as part of the Council's project management methodology.

BACKGROUND DOCUMENTS:

Community Strategy 2014-2017

Portfolio Plans 2015/16

APPENDICES:

Appendix 1: Leader Draft Portfolio Plan 2016/17

Appendix 2: Built Environment Draft Portfolio Plan 2016/17

Appendix 3: Environment, Health and Wellbeing Draft Portfolio Plan 2016/17

Appendix 4: Estates Draft Portfolio Plan 2016/17

Appendix 5: Housing Services Draft Portfolio Plan 2016/17

Appendix 6: Local Economy Draft Portfolio Plan 2016/17

Appendix 7: Service Delivery Draft Portfolio Plan 2016/17

Draft Leader Portfolio Plan 2016/17

With responsibility for Corporate Policy and Projects, Financial Services, Revenues & Benefits and IMT.



Cllr Stephen Godfrey

'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 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.

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 2016/17.

Active Communities and Prosperous Economy Priority Outcomes

Major Projects:

- River Park Leisure Centre – consideration of replacement facility;
- Station Approach Regeneration Scheme;
- Silver Hill;

Efficient and Effective Council

- Develop the Council's Treasury Management Strategy to support the Council's increased capital spending requirements, with an acceptable level of risk;

- Continue to roll out SharePoint as the Council's corporate electronic document records management system (EDRMS)
- Continue to achieve IT cost savings with Test Valley Borough Council;
- 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;
- Universal Credit (UC).

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

Asset Management Plan (report [CAB2655](#))

Capital Strategy 2015 (report [CAB2710](#))

[Corporate Transformation Plan](#)

General Fund Budget 2016/17 - Capital & Revenue Considerations (report CAB2739)

Treasury Management Strategy 2015/16 (report [CAB2648](#))

Medium Term Financial Strategy 2016/17 to 2020/21 (report [CAB2732](#))

Winchester Station Approach Development Assessment [September 2014](#)

Projects Update and Programme ([CAB2731\(MP\)](#))

Draft Leader Portfolio Plan 2016/17

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
The Leader has overall responsibility for overseeing delivery of Special Projects					
Priority Outcomes: Active Communities/ Prosperous Economy					
River Park Leisure Centre	A decision on the way forward will be made once the financial assessment and discussion with potential funding partners has been completed.	2016	Corporate Director	Location and form of replacement facility to reflect the views of the local community and financial considerations	Feasibility budget within revenue budget Capital Programme 2015 includes budget for essential works
Station Approach Regeneration Scheme	Consultation with Key Stakeholders and residents on Carfax site	2015	Head of Estates	Feasibility of scheme established, including high quality of business	£29 million proposed for the development of Carfax and £10m proposed for redevelopment of Cattlemarket site in existing programme
	Architectural design for Carfax	Late 2015 / Early 2016		Development of office space, housing and car parking	
	Planning application submitted for Carfax following local consultation	End of 2016			
	Development to commence on site	2016/17			
Silver Hill	Planning application approved & Development	Mar 2016	Corporate Director	Positive feedback from business community on	£4.3m in current Capital


Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Agreement Start of construction	To be determined		implementation plans Positive public and business response to development as it takes shape.	Programme for St. Clement's Surgery.
Priority Outcome: Effective and Efficient					
IT Projects Corporate Electronic Document & Records Management System / SharePoint	Phase 3 Roll out SharePoint to teams not already using EDRMS or SharePoint.	Starting Jan 2016	Assistant Director (Housing)	Increase efficiencies across the business and maximise capacity through common document management standards.	IMT capital budget approved
IT Shared Services	Assess potential for further savings at times of contract renewals	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
Finance Develop the Council's Treasury Management Strategy	Draft treasury management strategy reflecting proposed budget Strategy agreed by Council	Jan 2016 Feb 2016	Chief Finance Officer	Robust Capital Programme	Increased borrowing
Asset Management Plan	Asset Management Plan reflected in Medium Term Financial forecasts and Budget	Feb 2016	Chief Finance Officer/ Head of Estates	Programme for asset management and income growth	Increased borrowing

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
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 Budget growth request
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
Universal Credit	Review customer experience as more claims are made. Maintain regular contact with JobCentre Plus and Citizens Advice Bureau to ensure claimants are not faced with unavoidable barriers or delays in making claims. Ensure good communications with voluntary organisations remain open and effective. Review Universal Credit	Ongoing Ongoing – bimonthly meetings Ongoing April 2016	Deputy Head of Revenues	Effective arrangements in place. Claimants not faced with unavoidable barriers or delays in making claims.	Existing budget and additional DWP funding

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Action Plan to consider next steps.				

Draft Built Environment Portfolio Plan 2016/17

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

	<p>Cllr Mike Read</p> <p><i>‘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.’</i></p>
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The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council’s priorities during 2016/17.

Active Communities Priority Outcome

Objective: Provide housing to meet community needs

- Facilitate and support 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.

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.

- Progress Local Plan Part 2 to examination and adoption;
- Develop draft Gypsy and Traveller Site Allocations DPD;
- Implementation of Community Infrastructure Levy including allocation of funds in accordance with agreed protocol;
- Deliver a project to enhance St Maurice's Covert and the surrounding area, as a key walking route through to the Cathedral;
- Increase the profile and understanding of the role of the Historic Environment Team across the District.
- WCC owned Scheduled monuments and memorials – preparation of a conservation and maintenance schedule.

Efficient & Effective Council Priority Outcome

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

- Implement agreed strategy for dealing with older enforcement cases;
- Review relevant services for opportunities to work more efficiently, effectively and flexibly.

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

[Local Plan Part 1](#)

[Local Plan Part 2](#)

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

[Abbots Barton Planning Framework](#)

[Winnall Planning Framework](#)

[Denmead Neighbourhood Plan](#)

[High Quality Places SPD](#)

[Low Carbon Route Map](#)

Draft Built Environment Portfolio Plan 2016/17

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provide housing to meet community needs					
<p>Facilitate and support the development and delivery of strategically important sites across the District</p> <p>The Leader has overall responsibility for overseeing the delivery of Special Projects</p> <p>This also supports the Prosperous Economy Outcome</p>	<p>Silver Hill scheme granted planning permission and start of construction on site.</p> <p>Determine planning applications for mixed use development in the Station Approach area following the completion of the Design Competition and identification of the winning bid.</p> <p>West of Waterlooville & Barton farm – approval of reserved matters for next phases</p> <p>North Whiteley – determination of reserved matters for each phase following the granting of outline planning permission in 2015.</p>	<p>Start on site by February 2016. Completion – dependent upon build programme.</p> <p>2016/17</p> <p>On-going</p> <p>On-going</p>	<p>Assistant Directors (Environment & Policy & Planning)/Head of Development Management.</p>	<p>Delivery of a high quality, sustainable and inclusive development that will visually enhance and revitalise these parts of the city centre and contribute towards the provision of housing, employment opportunities and transport to help meet local need</p> <p>Delivery of a high quality, sustainable and inclusive developments which will provide new homes (including affordable housing) and community and other facilities.</p>	<p>Existing staff and other resources</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
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 exceptions housing schemes and those 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 specialist accommodation such as extra care.</p>	<p>On-going</p> <p>Start construction early 2016 (Chesil Extra care scheme)</p>	Assistant Director (Environment), Assistant Director (Chief Housing Officer) supported by Head of Development Management.	The delivery of affordable housing to meet local needs.	Existing staff and other resources.
Priority Outcome: Prosperous Economy					
Outcome: Support the local economy					
Continue to support the rural economy by providing bespoke planning advice and guidance for businesses looking to consolidate and	Provide pre-application advice and support to rural businesses and to grant planning permissions for appropriate development associated with the rural	On-going	Assistant Director (Environment)	Submission of good quality planning applications which can be approved in accordance with planning policy and	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
expand their operations in the countryside	economy Review and up-date as appropriate the Planning Guide for Rural Businesses			delivery of development which supports the rural economy	

Priority Outcome: High Quality Environment

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

Progress Local Plan Part 2 to examination and adoption	Submission of LDD & SA to Secretary of State Examination Plan adoption SPD for Affordable Housing New Equestrian SPD to replace existing guidance.	Mar 2016 Jun-Jul 2016 November 2016 March 2017. Equestrian - March 2016/17	Assistant Director (Policy and Planning) supported by Head of Strategic Planning.	Key stages achieved within agreed timescales (Local Development Scheme) with the Local Plan Part 2 adopted	Existing staff and other resources plus earmarked reserve.
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Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Develop draft Gypsy and Traveller Site Allocations DPD	<p>Community involvement in development of issues and options</p> <p>Draft LDD and draft sustainability appraisal (SA) for consultation</p> <p>Publication (Pre-Submission) LDD and final SA</p> <p>Submission of LDD & SA to Secretary of State</p> <p>Examination Hearings</p> <p>Plan adoption</p>	<p>Ongoing</p> <p>Nov 2016</p> <p>July 2017</p> <p>Oct 2017</p> <p>Dec 2017</p> <p>June 2018</p>	Assistant Director (Policy and Planning), Head of Strategic Planning	Key stages achieved within agreed timescales (Local Development Scheme) with the DPD adopted	Existing staff and other resources plus earmarked reserve.
Implementation of Community Infrastructure Levy	Collect CIL and allocate funding in accordance with agreed protocol.	CIL collection on-going – Protocol in-place by April 2016.	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
Deliver a project to enhance St Maurice's Covert and the surrounding area, as a key walking route through	Following an open procurement process, appoint consultants to draw up designs for the Covert.	April 2016	Assistant Director (Economy & Arts)	Improved appearance and vibrancy of the city centre including enhanced link between High St and Cathedral	Staff time and from within the Town Forum's budget including

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
to the Cathedral.	<p>Support the selected designer in drafting proposals for the Covert, in partnership with local residents, businesses and the Town Forum working group.</p> <p>Begin commissioning of improvements, potentially phased over more than one year if desirable/practical.</p> <p>Review progress/next steps with working group</p>	<p>July 2016</p> <p>September 2016</p> <p>December 2016</p>		Quarter	provision of a temporary additional 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 Historic Environment Team	March 2017	Assistant Director (Environment)	Improved understanding of the work undertaken by the Historic Environment Team and how this has a positive effect on the District's heritage assets	Existing staff resources and budgets
WCC owned Scheduled monuments and other memorials	Timely conservation and maintenance schedule prepared in collaboration with Estates Dept including prioritisation of Buttercross repairs and	June 2015	Assistant Director (Environment)	Buttercross repaired in accordance with agreed schedule of works	Existing staff and budgets

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	<p>King Alfred statue</p> <p>A prioritised schedule of repair and conservation work for all SAMs in city centre will be agreed</p>	On-going		Repair and conservation work on top priority SAM carried out and others programmed	Budget to be agreed for urgent works
<p>Priority Outcome: Efficient and Effective Council</p>					
<p>Objective: Ensure that the Council is resilient with an agile and flexible workforce</p>					
Implement agreed strategy for dealing with older enforcement cases.	Resources and actions needed to progress resolution of these cases have been determined and now need to be put in place to deliver the agreed strategy.	On-going	Assistant Director (Environment) supported by Head of Development Management.	Reduction in the number of older enforcement cases	Existing staff resources and additional resources may need to be agreed in the event that measures such as direct action are considered expedient

Draft Environment, Health and Wellbeing Portfolio Plan 2016/17

With responsibility for Environmental Health and Licensing, Environment Contracts, Landscape and Open Spaces, Drainage & Streetcare, Health & Wellbeing, Community Safety & Neighbourhood Services, Traffic, Transport & Engineering and Sport & Physical Activity.



Cllr Frank Pearson

'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.

I am particularly proud to be championing the Council's corporate Walking campaign in 2016/17, which aligns so well with my portfolio but which will – I am confident – inspire joint action across the Council's teams and with many of our partner organisations.'

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 2016/17.

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;
- Work with partners to deliver the actions within the Community Safety Partnership Delivery Plan;
- Deliver 2012 Legacy Strategy through Council actions in the Sports and Physical Activity Alliance Action Plan for 2016/17;
- Meet the Council's obligations under the Prevent duty for local authorities;
- Co-ordinate and oversee the delivery of a District-wide 'Walking' campaign for 16/17;
- Co-ordinate delivery of the North Walls Park and Park Avenue flood alleviation scheme.

High Quality Environment Priority Outcome

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

- Produce a new Air Quality Action Plan for 2016 to 20210, 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;
- 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;
- Identify areas to encourage wildflowers and manage these areas accordingly;
- Equestrian SPD (see Built Environment Portfolio Plan 16/17);
- Reduce the amounts of fly-tipping across the District through targeted enforcement campaigns;

Objective: Working towards a low carbon District

- Promote and co-ordinate the delivery of the [Twelve Actions for a Lower Carbon Council](#) approved in November 2015;

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;
- 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

- 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 Drainage & Streetcare Team is appropriately accommodated 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](#)

[Winnall Planning Framework](#)

[Low Carbon Route Map](#)

[12 Actions for a Lower Carbon Council](#)

[Walking Strategy](#)

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

Winchester Station Approach Development Assessment September 2014

Community Safety Partnership Plan

[Sport and Physical Activity Alliance Action Plan](#)

Draft Environment, Health and Wellbeing Portfolio Plan 2016/17

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Ensuring that our communities are healthy and safe					
Work with partners to deliver the actions within the Community Safety Partnership Plan	These will be directly linked to the Police & Crime Plan and included within the CSP Delivery plan once agreed by the Partnership.	The overall delivery of the plan needs to be complete by 31/3/ 2017. A 6 month review of priority actions within the plan will be undertaken and reported back to O&S Committee December 2016.	Assistant Director (Environment) and Head of Community Safety & Neighbourhood Services.	Delivery of all actions within the plan Crime & Disorder rates will reduce.	Not yet known as funding from Police & Crime Commissioner not agreed for 2016/17
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

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Lead the delivery of Phase 2 of the Supporting Families Programme in the Winchester District	<p>Submission of quarterly performance reports to HCC central programme team</p> <p>Payment by Results (PBR) reward payments claimed</p> <p>Meet HCC target for Phase 2 families (to be determined at time of writing)</p>	<p>30 April 2015 31 July 2015 30 Oct 2015 31 Jan 2016</p> <p>To be agreed</p> <p>March 2016</p>	Assistant Director (Housing)/ Head of Health and Wellbeing and SRO for Supporting Families Programme	<p>For families engaged with the programme:</p> <ul style="list-style-type: none"> - 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
Work with a range of partners through the Winchester District Health and Wellbeing Partnership Board	Deliver the Partnership Action Plan for 2016/17	31 March 2017	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
Walking as the corporate theme for 16/17	Agree and deliver programme of initiatives and events to promote all forms of Walking – Specific milestones in Covalent.	31 March 2017	Assistant Director (Environment)	Increase in walking activity and awareness of the health benefits of walking	Existing staff resources and budgets (£20k from existing corporate campaign budget) with additional resource for

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
					Project Co-ordinator (1Team opportunity).
Meet the Council's obligations under the Prevent duty.	<p>Deliver training for members, officers and others.</p> <p>Embed Prevent requirements in corporate policies and strategies as appropriate and development new policies and protocols where needed designed to stop people being radicalised and drawn into terrorism.</p>	31 March 2017	Assistant Director (Environment)/ Head of Community Safety & Neighbourhood Services.	Council will be meeting its obligations to prevent people from being radicalised and drawn in to terrorist activity thereby helping to protect vulnerable people and safeguarding public safety.	Existing staff resources and budgets and Government grant of up to £10k (only available for 2015/16).
Co-ordinate delivery of the North Walls Park and Park Avenue flood alleviation scheme.	<p>Secure Member approval for project</p> <p>Formally confirm funding contributions from all project partners</p> <p>Complete community consultation activities</p> <p>Finalise proposed scheme Complete project</p>	<p>December 2015</p> <p>January 2016</p> <p>January 2016</p> <p>Autumn 2016</p>	Assistant Director (Policy and Projects)	Residential and other properties in this area will be protected from the future risk of flooding.	£250,000 contribution sought from WCC

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Objective: Ensuring that the quality of place we enjoy is maintained and enhanced					
Produce a new Air Quality Action Plan for 2016 to 2020, in order to improve air quality in Winchester City Centre;	<p>Based on evidence from the Air Quality Report commissioned in 2015, carry out further front-loading consultation about possible strategies to improve air quality</p> <p>Draft plan</p> <p>Cabinet approve consultation draft</p> <p>Formal approval of final Action Plan</p>	<p>March 2016</p> <p>May 2016</p> <p>July 2016</p> <p>Sept 2016</p>	<p>Assistant Director (Economy and Communities)</p> <p>Supported by Head of Environmental Services</p>	<p>Approved Air Quality Action Plan in place</p> <p>PIs agreed to measure year on year improvements in air quality in Winchester City Centre</p>	Existing budgets
Ensure value for money and achievement of acceptable levels of performance for the waste, street cleansing and grounds maintenance services	<p>Review milestones are set by the meeting dates of the Joint Environmental Services Committee and the Joint Environmental Services Scrutiny Committee</p> <p>Explore with parishes opportunities to improve dog bin emptying system</p>	<p>On-going</p> <p>April 2016</p>	<p>Corporate Director</p> <p>Assistant Director (Economy and Communities)</p>	<p>Reduced levels of complaints about the service</p> <p>Fewer rectification and default notices served</p> <p>Fewer public complaints</p>	<p>Total budget for the provision of services is £3.5 million</p> <p>Within existing budgets</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
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 and will be carried forward.	March 2017	Assistant Director (Environment) supported by Head of Landscape and Open Space.	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 (and will carried forward) including:</p> <p>Undertake an audit of existing open spaces within Winchester City with the aim of making them work better for residents and visitors</p> <p>Complete a Management Plan for St Giles Hill</p> <p>Future management of Whiteshute Ridge identified and actions implemented</p>	March 2017	Assistant Director (Environment) supported by Head of Landscape and Open Space	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
Identify areas to encourage wildflowers and manage accordingly	2 wildflower sites identified and managed appropriately	September 2017	Assistant Director (Environment)	2 new areas of wildflower established and flourishing	From within existing resources.
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 2017	Assistant Director (Environment) supported by Head of Community Safety & Neighbourhood Services.	Increased number of successful prosecutions Increased number of warnings and cautions issued Reduced number of fly tipping incidents	Existing budget and other resources
Objective: Effective traffic management and support for transport provision					
Seek opportunities to promote and improve sustainable transport provision in the District, including the support of appropriate agreed walking and cycling strategies to reduce carbon emissions and improve air quality	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
Continue to work with stakeholders to ensure successful provision of public transport, including resolution	Identify opportunities to secure funding to support public transport and respond to proposed	March 2017	Assistant Director (Environment)	Maintain or enhance public transport provision	Staff time and existing budget to support

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
of bus interchange options for Silver Hill	changes to public transport provision				community transport
Objective: Working towards a low carbon District					
Promote and co-ordinate the delivery of the Twelve Actions for a Lower Carbon Council approved in November 2015 (see also 'effective traffic management' above)	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
	Explore, in partnership with Town Forum, the scope for a project to install solar photovoltaics on non-residential buildings in the Town area;	May 2016			
	Work with the Housing Portfolio Holder to encourage the fitting of solar PVs on new homes wherever it is the best option;	Ongoing			
	Commission business advisor to help businesses reduce their carbon emissions across the District;	July 2016			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	<p>Introduce new eco-driving training for officers and Members;</p> <p>Develop a new workplace travel plan, to include review of current lease car scheme to encourage uptake of low emission vehicles;</p>	<p>Sept 2016</p> <p>April 2017</p>			
Priority Outcome: Prosperous Economy					
Objective: Supporting the local economy					
<p>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</p> <p>(see also Local Economy Portfolio Plan action around integrated business offer)</p>	<p>Meet with colleagues to determine the scope of the objective and to set down a project plan</p> <p>Consult with business stakeholders to determine need (LEPs, BID, Chamber of Commerce) and any available funding streams</p> <p>Deliver project plan as above</p>	<p>April 2016</p> <p>May 2016</p> <p>March 2017</p>	<p>Assistant Director (Economy and Communities)</p>	<p>Agreed plan with partners</p> <p>Increased compliance by businesses with legal requirements</p> <p>Improved satisfaction from businesses with advice received</p>	<p>Within existing budgets (subject to funding from LEP, partnership working etc) although there</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
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>Present report to Licensing and Regulation Committee</p> <p>Adopt outcome of the Committee Decision</p>	<p>May 2016</p> <p>June 2016</p> <p>Sept 2016</p> <p>Oct 2016</p> <p>April 2017</p>	Assistant Director (Economy and Communities)	<p>New opportunities are created for traders that actively enhance the street scene</p> <p>Traders and stakeholders are clear about the regime and how it works</p>	Within existing resources

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensure that the Council is resilient with an agile and flexible workforce					
Ensure that the Drainage & Streetcare Team is appropriately accommodated, and able to respond to growing demand for services	<p>New team structure is successfully embedded, under new Head of Team</p> <p>Complete successful relocation to new depot</p> <p>Income-generating potential of team is reviewed and proposals considered by CMT</p>	<p>July 2016</p> <p>August 2015</p> <p>Nov 2016</p>	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

Draft Estates Portfolio Plan 2016/17

With responsibility for Estates



Cllr Steve Miller

'As Portfolio Holder for Estates 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 2016/17.

Effective and Efficient Priority Outcome

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 for St Clements Practice, premises for the Street Care and Pest Control Teams,
 - Rebuild of Matleys Yard and the provision of an Enterprise Centre
 - Carfax and Station Approach regeneration Scheme,
 - And any other sites as they arise in liaison with Lead Portfolio Holders
- Continue to improve the performance of the Guildhall.

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

[Asset Management Plan](#)
[Low Carbon Route Map](#)

Draft Estates Portfolio Plan 2016/17

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: 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
<p>Develop and consider Council assets to support Member priorities and strengthen the financial resilience of the Council, including:</p> <ul style="list-style-type: none"> - Bar End Depot - Carfax & Station Approach - St. Clement's Surgery - Rebuild of Matleys Yard - Enterprise Centre <p>And any other sites as they arise in liaison with Lead Portfolio Holders.</p> <p>The Leader has overall responsibility for overseeing</p>	<p>Bar End – determine future once considerations for a new leisure centre have been determined. A decision on the way forward will be made once the financial assessment and discussion with potential funding partners has been completed</p> <p>Carfax & Station Approach – planning application submitted</p>	Summer 2016	Head of Estates	Growth in receipt of income from the property	Increased borrowing as per capital programme leading to potential increased income

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
delivery of Special Projects					
Improve performance of the Guildhall	Review of catering service	Ongoing	Head of Estates	Increase in occupancy and income	Potential increased income

Draft Housing Services Portfolio Plan 2016/17

With responsibility for Housing Services and New Homes Delivery.



Cllr Caroline Horrill

'As Portfolio Holder for Housing Services, I'm proud of the Council's reputation as a landlord and will continue to focus on ensuring council housing is maintained to decent homes standard and that the City Council's estates are places where people want to live, caring for their homes and environment and so fostering a strong community spirit.

I am determined to ensure that the Council continues to strive to support local residents in housing need. I am a passionate advocate of delivering more affordable housing and will continue to look for innovative solutions that will increase the pace of delivery and the numbers of new homes in the district.

We live in a changing world – people's needs and expectations, resources available, and the Government's new housing bill to name but a few of the challenges we face. I am clear, though, that we will work through all of these challenges and provide the best housing for our tenants that we possibly can.

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 2016/17.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs.

- Increase the supply of Affordable Housing Across the District
- To establish policies to implement and mitigate the impact of measures introduced through the Housing and Planning Bill and Welfare Bill
- To develop an HRA Asset Management Strategy to support the above programmes
- Deliver and monitor an enhanced maintenance programme for existing Council stock
- Implement a local programme of measures to prevent and address homelessness in the district

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;
- Complete a strategic review of options to address tenants concerns re parking on City estates
- To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing;

Efficient and Effective Council Priority Outcome

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

- Implement a Digital transformation programme for Housing Services

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

New Homes Delivery Plan

Housing Strategy

HRA Business Plan 2015-45

[Preventing Homelessness Strategy 2014-19](#)

[Low Carbon Route Map](#)

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

Draft Housing Portfolio Plan 2016/17

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/Resources
Priority Outcome: Active Communities					
Objective: Provision of housing to meet community needs					
Increase the supply of Affordable Housing Across the District,	To complete new units at: Chesil St Extra Care Victoria Rd, Winchester	Sept 17	Assistant Director (Chief Housing Officer)	52 units open and let 27 units open and let	£50m in capital programme over next 5 years
	Start on site for: Hillier Way, Abbots Barton	Jul 16		Building works underway for 50 new units	
	Mitford Rd, New Alresford	Aug 16			
	Baily Close, Stanmore	Nov 16			
	Knowle Village	Nov 16			
Greenhill Rd, Winchester	Jan 17				
To design and prepare for Planning: Wilberforce Rd, Stanmore	Jan 17	Approval of business case and to submit for Planning approval			
To complete conversions from communal space to new units at: Stanmore Library	Dec 16	4 new units created and let			
Fimrstone Rd, Winnall	Dec 16				
Spring Hse Close, Colden Common	Mar 17				
To develop clear plans for use of offsite resources	Jul 16	Opportunities identified over and above existing	£17.5m S.106 contribution		

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	<p>from Whiteley MDA</p> <p>To review housing potential of large council owned sites, including Bar End Depot and existing Leisure Centre site</p> <p>To prepare a register of public land with development potential and also a register of those interested in developing/self-build in the district</p> <p>To work with partners to ensure delivery and increase supply through their activities, particularly in relation to major development areas and other large projects, (Silver Hill, Station Approach, etc.</p>	<p>Jul 16</p> <p>Sept 16</p> <p>March 17</p>		<p>new build programme for 350 new homes</p> <p>New large sites set aside for affordable housing</p> <p>Register in place</p> <p>To double the amount of new units annually from an average of 100 to at least 200 annually</p>	<p>incoming over next 10 years</p> <p>HRA and General Fund sites for review</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
<p>To establish policies to implement and mitigate the impact of measures introduced through the Housing and Planning Bill and Welfare Bill</p>	<p>Take measures to generate additional receipts and increase reserves in preparation for High Value Sales measures</p>	<p>Dec 16</p>	<p>Assistant Director (Chief Housing Officer)</p>	<p>Reduced pressure on HRA to sell all vacant homes above sales thresholds</p>	<p>Within existing HRA resources</p>
	<p>To establish effective procedures to address “Pay to Stay” measures</p>	<p>March 17</p>		<p>Administrative procedures and resources in place to manage new programme</p>	<p>New resources to be funded from receipts collected</p>
	<p>Identify service changes to meet annual £2m shortfall from 2020 and beyond</p>	<p>March 17</p>		<p>Balanced and sustainable business plan without major service reductions</p>	
	<p>Support those affected by Benefit cap to get into work and to sustain tenancies</p>	<p>March 17</p>		<p>At least 25% reduction in numbers subject to Capping</p>	<p>Discretionary Housing Payment (yet to be agreed)</p>
<p>To develop an HRA Asset Management Strategy to support the above programmes</p>	<p>Review potential for alternative strategies including sales, acquisitions, regeneration,</p>	<p>July 16</p>	<p>Assistant Director (Chief Housing Officer)</p>	<p>Preferred options identified</p>	<p>£50k included in HRA Budget</p>
	<p>Monitoring Report on Progress</p>	<p>Nov 16</p>			


Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
<p>Deliver and monitor an enhanced maintenance programme for existing Council stock</p>	<p>Enhanced Programme approved</p>	<p>April 2016</p>	<p>Assistant Director (Chief Housing Officer)</p>	<p>All Council homes comply with decent Homes Standard</p>	<p>£8.8m included in HRA Budget</p>
	<p>Half Year Monitoring report</p>	<p>Nov 16</p>			
<p>Implement a local programme of measures to prevent and address homelessness in the district</p>	<p>To develop and promote the “City Lets” initiative to increase supply and access to private rented accommodation</p>	<p>Jul 16</p>	<p>Assistant Director (Chief Housing Officer)</p>	<p>Agreements with landlords for more access to PRS in Winchester</p>	<p>£200k Homelessness Prevention Grant annually</p>
	<p>To maintain register of empty properties and take formal action as appropriate to address individual cases</p>	<p>Sept 16</p>		<p>No property left empty for more than 1 year</p>	<p>As above</p>
	<p>Work with partners to enable the provision of additional supported housing for single homeless individuals</p>	<p>March 17</p>		<p>Increased supply of units and move on accommodation to assist the work of the Supported Housing Panel</p>	<p>As above</p>
	<p>Work with partners to support the delivery of the Syrian Refugee Resettlement programme</p>	<p>March 17</p>		<p>4 families assisted annually</p>	<p>National grant to support each family</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Quarterly reviews confirming effectiveness of "No Second Night Out" service, Alternative Giving schemes and other actions to address rough sleeping and street activity	March 2017		Quarterly reviews confirming effectiveness of "No Second Night Out" service	
Priority Outcome: High Quality Environment					
Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced					
Deliver a WCC estates improvement programme	Delivery of approved schemes	March 2017	Assistant Director (Chief Housing Officer)	Improved customer satisfaction with housing estates	£268k included in HRA for 2015/16
Complete a strategic review of options to address tenants concerns re parking on City estates	Review completed	March 2017	Assistant Director (Environment)	Programme of measures and works approved to mitigate parking pressures	As above Support from Traffic and Engineering teams
To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing	Programme delivered	March 2017	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

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce.					
Implement a Digital Transformation programme for Housing services	Major revision/refresh of Housing website pages	Jul 16	Assistant Director (Chief Housing Officer)	Aim to double “hits” to key pages	To be determined from within existing HRA resources.
	Wi fi enable communal housing schemes	Dec 16		Clear communication of all key housing services/projects	
	Extend use of “Your Council House” On line portal	March 17		Regular and wide on line engagement with Council from tenants living in Communal housing	
	Effective interfaces between Council and Contractor systems	Oct 16		At least 1000 tenants signed up and using system Clearer repairs reporting and elimination of client/contractor duplication	
	Embedded use of social media in all Housing communications	March 17		To double the number of followers to existing accounts	
	Paperless Direct Debit option implemented	March 17		Increased Direct Debit take up	

Local Economy Portfolio Plan 2016/17

With responsibility for Economy & Arts, Tourism, Parking and Community Grants.

	<p>Cllr James Byrnes</p> <p><i>'As Portfolio Holder for Local Economy 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 also want to celebrate and develop the role of the voluntary organisations across the District in building an inclusive economy and community.</i></p> <p><i>I wish to make sure that our transport strategy fits the needs of residents, shoppers, visitors and businesses, and to maintain adequate car parking whilst working to reduce carbon emissions through the increased promotion of sustainable transport options.'</i></p>
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The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2016/17.

Active Communities Priority Outcome

Objective: Promote community cohesion

- Support delivery of Berewood Public Art Commission (phase 1) at West of Waterlooville Major Development Area.

High Quality Environment Priority Outcome

Objective: Effective traffic management and support for transport provision

- Examine the feasibility of a new coach park at St Catherine's Park and Ride site

Prosperous Economy Priority Outcome

Objective: Supporting the local economy.

- Carry out a mid-term 'refresh' of the Economic Strategy (2010 – 20), incorporating the Parking Strategy to ensure full alignment between the two (revise parking charges if appropriate to support the Strategy);
- Review charges applied to Resident's Parking scheme to reflect cost recovery;
- Foster entrepreneurship and retain talented graduates by delivering a new Creative Enterprise Centre in Barfield Close, Winchester, in partnership with the two universities;
- Deliver the Casson Block enhancement project;
- Explore potential for rural enterprise parks for manual and craft trades;
- Develop work in market towns and rural areas, over and above rural enterprise parks above;
- Deliver business actions set out in the Low Carbon Route Map to build a low carbon economy;
- As accountable body for Local Development Strategy funding, work with the Fieldfare LAG to arrange the delivery of rural grants from 2015-2021 (assuming funding is awarded).
- Provide effective support for the Hampshire Cultural Trust as it starts to deliver its ambitious plans for the District;

Objective: Promote education and training

- Secure the extension and development of our newly-introduced one to one mentoring service for the unemployed, commissioned from Sova as the initial two year contract draws to a close;
- Build on the newly established Employment and Skills Partnership for the District, to support sectors that are struggling to recruit new talent;
- Roll out the new integrated support initiative for small to medium sized businesses.

Objective: Promote tourism and the cultural assets of the District

- Work in partnership with the Hampshire 'Big Theme' partnership to deliver the 2016 'Royal Blood' campaign and prepare for the 2017 Jane Austen celebrations;
- Deliver our actions in the Destination Management Plan for Winchester and the Heart of Hampshire; Begin comprehensive improvements to and expansion of our Christmas offering, in partnership with the Winchester Business Improvement District and Chamber of Commerce.

Effective and Efficient Priority Outcome

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

- Explore other options for energy efficient lighting systems within our 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.

- Embed and start to use newly procured grants management software to expedite processing and payment of grants, and maintain a central record of support provided;

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

[Car Parking Strategy](#)

[Economic Strategy, 2010 – 2020](#)

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

[Winnall Planning Framework](#)

[Low Carbon Route Map](#)

[Cultural Strategy, 2014 – 2017](#)

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

List of acronyms

BID	Business Improvement District
FSB	Federation of Small Businesses
LEP	Local enterprise partnerships
SME	Small and medium-sized enterprises
LAG	Local Action Group
HLF	Heritage Lottery Funding

Local Economy Portfolio Plan 2016/17

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Promote community cohesion					
Support delivery of Berewood Public Art Commission (phase 1) at West of Waterlooville Major Development Area.	Community engagement programme delivered	By December 2016	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. 5 year period
	Artworks successfully installed	By December 2016	Supported by Economy & Arts Manager		
	Selection of phase 2 commission artists under way	March 2017			
Priority Outcome: High Quality Environment					
Objective: Effective traffic management and support for transport provision					
Examine the feasibility of a new coach park at St. Catherine's Park & Ride site	Clarify ownership and availability of land.	April 2016	Assistant Director (Environment)	Provision of a new purpose built coach park on the south side of the city	Car park budget/reserve.
	Look at feasibility of providing the car park including design, capacity and cost.	June 2016	Supported by Head of Parking and CCTV		
	Assuming project is feasible and affordable	August 2016			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	apply for planning permission if required.				
	Seek tenders for construction.	December 2016			
	Conclude land ownership matters and proceed with construction of car park	February 2017			
	Open new coach park	July 2017			

Priority Outcome: Prosperous Economy

Objective: Supporting the local economy

Carry out a mid-term 'refresh' of the Economic Strategy (2010 – 20), incorporating the Parking Strategy to ensure full alignment between the two.	Frontloading consultation with key stakeholders, following 'Future of Winchester' conference in December 2015	April – July 2016	Assistant Director (Economic Prosperity) and Assistant Director (Environment)	Progress against current strategies is reviewed, and realistic/focussed new objectives have been set	Staff time
	New, integrated draft produced, including revision of parking charges if appropriate to support the Strategy.	August 2016	Supported by Head of Parking Services and CCTV	The Council has clearly articulated its economic priorities for the next 10 years	Possibly some consultancy support (max £5,000) from commissioning budgets
				Provision of sufficient	

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	<p>Formal public consultation</p> <p>Members adopt refreshed strategy</p>	<p>Sept- Oct 2016</p> <p>February 2017</p>		<p>car parking spaces to maintain economic vitality without adversely affecting the environment</p> <p>Parking charges which meet the objectives of the strategy</p>	
<p>Review charges applied to Resident's Permit Parking scheme.</p>	<p>Undertake an assessment of costs of administering the scheme.</p> <p>Adjust charges in line with cost recovery of the service</p>	<p>April 2016</p> <p>September 2016</p>	<p>Assistant Director (Environment)</p> <p>Supported by Head of parking & CCTV</p>	<p>Costs of running the service aligned with charges.</p>	<p>Officer time</p>
<p>Foster entrepreneurship and retain talented graduates by delivering a new Creative Enterprise Centre in Barfield Close, Winchester, in partnership with the two universities;</p>	<p>Secure planning permission for Goods Shed development</p> <p>Deliver building project</p> <p>Launch / open new Centre</p>	<p>June 2016</p> <p>November 2016</p> <p>By March 2017</p>	<p>Head of Estates</p> <p>Supported by Head of Economy & Arts</p>	<p>Delivery of finished project as set out in project initiation documentation</p> <p>%age occupation of WCC workspace</p>	<p>Existing allocation of £6m in capital programme with a revised estimate of £1m for Art and Business units in budget options</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Deliver Casson Block enhancement project	<p>Consultation over design of frontage enhancements commences</p> <p>Final design agreed</p> <p>Works commence on site</p> <p>Advertise contract for public art</p> <p>Complete works</p>	<p>November 2015</p> <p>February 2016</p> <p>April 2016</p> <p>April 2016</p> <p>September 2016</p>	<p>Assistant Director (Projects and Policy)</p> <p>Supported by Head of Economy & Arts</p>	<p>Appearance of St George's Street improved</p> <p>Business vitality/confidence increases (gauged by quarterly BID barometer)</p>	<p>Capital funding of £150k already allocated</p>
Explore potential for rural enterprise parks for manual and craft trades	<p>Review available sites set out in Local Plan Pt 2</p> <p>Develop costed proposals</p> <p>Discuss potential for funding with Local Enterprise Partnerships</p> <p>Report to Cabinet setting out proposed next steps</p>	<p>Feb 2016</p> <p>April 2016</p> <p>May 2016</p> <p>June 2016</p>	<p>Assistant Director (Economy & Communities)</p> <p>Supported by Head of Economy & Arts</p>	<p>Delivery of at least one completed REP</p> <p>%age occupancy and feedback from tenant businesses</p>	<p>Capital funding – requirement tbc following feasibility work</p> <p>Potential growth item for 2017/18 following decision made at June Cabinet</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Develop work in market towns and rural areas, over and above rural enterprise parks above	<p>Secure future of market towns development service, in partnership with the four parish councils</p> <p>Identify best use of business support grant budget in taking forward rural resilience initiatives</p> <p>Continue to support businesses in Hambledon during flood resilience project</p> <p>Continue to support Hampshire's rural broadband programme</p>	<p>August 2016</p> <p>August 2016</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Assistant Director (Economy & Communities)</p> <p>Supported by Head of Economy & Arts</p>	<p>Continued increase in media coverage, business vitality and confidence in market towns and villages</p>	<p>Existing ringfenced budget from BIS held within Economy & Arts</p> <p>Existing capital allocation for broadband payable over four years</p>
As Accountable Body for Local Development Strategy funding, work with the Fieldfare LAG to arrange the delivery of rural grants from 2015-2021	<p>The LAG commence their Local Development Strategy funding programme for 2015 to 2020</p> <p>First project funding awarded</p> <p>First grant claim processed</p>	<p>November 2015</p> <p>January 2016</p> <p>May 2016</p>	<p>Assistant Director (Economy & Communities)</p> <p>Supported by Head of Economy & Arts</p>	<p>Amount of grant aid invested in Winchester District, together with local private 'match funding' and jobs created</p> <p>Success in delivering Local Development Strategy for the LAG area</p>	<p>Local Development Strategy funding.</p> <p>Up to £25k p.a. of WCC funded employee costs budget approved as external funding not sufficient to cover the admin costs of</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Complete delivery of a series of information, outline application and full application workshops	March 2017			the scheme (actual grants are externally funded)
	20% (approx. £268k) is awarded in grants	March 2017			
Provide effective support for the Hampshire Cultural Trust as it starts to deliver its ambitious plans for the District;	Explore potential for new visitor attraction at River Park site, working in partnership with other stakeholder organisations	April 2016	Assistant Director (Economy & Communities)	Museum participation numbers continue to rise as an indication of confidence in interest generated by the Trust	Trust grant already fixed over next two financial years, as set out in Cabinet papers in October 2013
	Engage with Trust over plans for Bar End, giving consideration to future combined museum store	Ongoing			Provisional allocation of £40k suggested for refurbishment of ground floor of City Museum
	Present proposal to refurbish ground floor of City Museum to Members	February 2016			
	Subject to above, support delivery of refurbishment (through	By September 2016			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	funding Winchester's wider cultural offer fully engaged in 'Big Theme' campaigns 2016 and 2017	Ongoing			
Objective: Promote education and training					
Secure the extension and development of our newly-introduced one to one mentoring service for the unemployed, commissioned from Sova as the initial two year contract draws to a close;	Six new mentors recruited and trained, and 47 unemployed people referred to and accepted on the Project since commencement, and 27 unemployed new referrals engaged with since Project commencement Funding bids submitted to support extension of contract Celebration event organised for first success stories	March 2017 March 2017 May 2017 June 2016	Assistant Director (Economy & Communities) Supported by Economy & Arts Manager	Referrals process established and reliable Number of volunteers recruited and trained growing over time First success stories for jobseekers apparent	Two year pilot - £95k identified in CAB2556 from internal resources

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Build on the newly established Employment and Skills Partnership for the District, to support sectors that are struggling to recruit new talent;	<p>Regular working group of schools careers advisors convened</p> <p>Key themes for ESP established, and Council offer clearly articulated around these themes</p> <p>Thematic working groups developed and work plans identifies, chaired by external stakeholders</p>	<p>From February 2016</p> <p>April 2016</p> <p>August 2016</p>	<p>Assistant Director (Economy & Communities)</p> <p>Supported by Economy & Arts Manager</p>	Active relationship between schools, employers and other agencies supporting jobseekers	Within revenue budgets – no significant cost
<p>Roll out the new integrated business support offer, including:</p> <ul style="list-style-type: none"> • Specialist cultural support • Tailored SME support • Specialist promotion of sustainable practices • Integration with key national and local programmed in eg Small Business Saturday; tax year end; national business 	<p>Seek approval for One Team post to implement</p> <p>Appoint 1Team secondee</p> <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</p>	<p>January 2016</p> <p>March 2016</p> <p>April 2015</p> <p>Ongoing</p>	<p>Assistant Director (Economy & Communities)</p> <p>Supported by Head of Economy & Arts and Head of Environmental Health & Licensing</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>	Within existing revenue budgets

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
awards <ul style="list-style-type: none"> • Mentoring brokerage • Raising awareness of opportunities from new Hampshire Community Bank • Dedicated support for market towns • Entrepreneurship • Business development assistance from regulatory services 	for year ahead Work closely with BID, Chamber, WinACC, LAG and FSB to ensure collaborative approach Develop consistent business support package for regulatory services (environmental health, licensing etc) across Enterprise M3 LEP area Promote opportunities from Hampshire Community Bank once established (low cost loans, loans for low carbon initiatives etc)	Ongoing August 2016 Date still tbc			
Objective: Promote tourism and the cultural assets of the District					
Work in partnership with the Hampshire 'Big Theme' partnership to deliver the 2016 'Royal Blood' theme and prepare	Encourage participation by wide cross section of businesses and stakeholders Work with HCT and	On-going	Assistant Director (Economy & Communities) Supported by Head	Unique visits and contributions to digital platform (interactive website)	Within existing revenue budgets

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
for the 2017 Jane Austen celebrations	<p>WCC's Market Town Development Officer to explore potential for Royal blood events in the rural district.</p> <p>Work with University of Winchester to create new 'Kings & Queens ' leaflet for the Royal Blood Big Theme and refresh the Cheriton Battlefield trail into a modern style.</p> <p>Liaise with Hyde900 and Cultural Trust around HLF bid for new interpretation project for Hyde Abbey.</p> <p>Continue discussions with Winchester College around possible Jane Austen trail and installation for 2017 Big Theme: Jane Austen 200: A Life in Hampshire</p>	<p>April 2016</p> <p>June 2016</p> <p>Ongoing 2016</p> <p>October 2016</p>	of Tourism	<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>	

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Work with HCT to develop a new promotional 'Jane Austen' film for tourism campaign work	March 2017			
Deliver Council actions in a Destination Management Plan for Winchester and the Heart of Hampshire	<p>Delivery of year two actions in Plan including:</p> <p>Conduct a review of Discover Winchester PR campaigns with Flagship Consulting.</p> <p>Improving SDNP welcome in Winchester City Centre via joint hosted training in Guildhall Winchester.</p> <p>Migrate content of six printed trails into App format with QuizTrails UK.</p> <p>Complete new 'Tree Trail' in partnership with Hillier Garden Centres, as part of contribution to</p>	<p>By March 2017</p> <p>Feb 2016</p> <p>April 2016</p> <p>May 2016</p> <p>June 2016</p>	<p>Assistant Director (Economy & Communities)</p> <p>Supported by Head of Tourism</p>	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	What will success look like?	Budget/ Resources
	<p>corporate Walking theme for 2016/17..</p> <p>Work with SDNP, Hampshire Fare and HCC to build on the Food & Drink narrative via portal, and sector specific activities.</p>	<p>March 2017</p>			
<p>Begin comprehensive improvements to and expansion of our Christmas offering, in partnership with the Winchester Business Improvement District and Chamber of Commerce</p>	<p>Following consultation, agree scope of improvements with stakeholders</p> <p>Identify funding</p> <p>Begin phased delivery of enhancement programme</p>	<p>March 2016</p> <p>April 2016</p> <p>From May 2016</p>	<p>Assistant Director (Economy & Communities)</p> <p>Supported by Head of Tourism</p>	<p>Broadened demographic of visitors at Christmas</p> <p>Growth of visitor numbers</p> <p>Increased footfall across BID area</p> <p>Increased media coverage</p>	<p>Costs to be identified following consultation with stakeholders. Possible growth bid, partnership funding and commissioning budget.</p>
<p>Priority Outcome: Efficient and Effective Council</p>					
<p>Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity.</p>					
<p>Embed and start to use newly procured grants management software to expedite processing and payment of grants, and</p>	<p>Launch the newly procured software system for grants within the 2016/17 financial</p>	<p>April 2016</p>	<p>Assistant Director (Economy and Communities)</p>	<p>More efficient grants process, resulting in faster turn-around of grant applications, increased</p>	<p>Provision already made in existing revenue budget for Active Communities.</p>

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
maintain a central record of support provided.	<p>year</p> <p>Run a series of workshops/training sessions in conjunction with the Voluntary Sector Support provider to raise awareness of the new system and applying for WCC Voluntary grants</p> <p>Review system performance in terms of grants administration and collate end user feedback in order to evaluate progress to date</p>	<p>April-October 2016</p> <p>October 2016-March 2017</p>		transparency, with the possibility of running additional grant rounds throughout the year	
Explore options for installing more energy efficient lighting systems in of Council's the multi-storey car parks.	Look at feasibility and costs of installing energy efficient lighting in additional Council car parks building on the work carried out the Chesil Multi- Storey.	September 2016.	Assistant Director (Environment) supported by Head of Parking and CCTV.	More energy efficient lighting with lower operating costs for the Council.	Car Parks Major Works Programme.

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Implement energy efficient lighting in car parks where feasible and affordable.	March 2017.			
<p>Investigate income generation potential for the CCTV control room service including remote monitoring of other client's camera systems.</p> <p>Explore opportunities for improvements to the Council's own CCTV system.</p>	<p>Discuss provision of CCTV monitoring service with potential clients.</p> <p>Enter into contractual arrangements with clients to deliver CCTV service.</p> <p>Look at acquisition of remote deployable CCTV cameras.</p> <p>Purchase and deploy cameras.</p>	<p>On-going</p> <p>September 2016.</p> <p>March 2017</p>	<p>Assistant Director (Environment) supported by Head of Parking and CCTV.</p>	<p>Additional income stream for the Council.</p> <p>More flexible CCTV capability should be a crime deterrent and improve public safety.</p>	<p>Car Parks Major Works Programme</p>

Draft Service Delivery and Deputy Leader Portfolio Plan 2016/17

With responsibility for Organisational Development, Legal & Democratic Services, Corporate Communications and Business Management.



Cllr Vicki Weston

‘As Portfolio Holder for Service Delivery I want to make sure that the Council has the right staff, with the right skills, at the right time and in the right place to enable it to deliver the outcomes in the Community Strategy and to provide the services that matter to the residents of the District.

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 2016/17.

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;
- Continue to develop the Apprentice Hub;
- Preparation of a Pay Policy;
- Ensure that the Customer Service Centre continues to work to Customer Service Excellence Standard and achieve reaccreditation in 2016;
- Oversee the 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.

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

[Corporate Transformation Plan](#)

Draft Service Delivery and Deputy Leader Portfolio Plan 2016/17

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce.					
Implement a People Strategy for the Council	This is a 3 year plan with actions to be delivered during 2016-2019	March 2016	Head of Organisational Development	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation Low levels of staff turnover Best Places to Work survey results	Existing budget and other resources
Prepare and implement a Workforce Plan	This is a 3 year plan with actions to be delivered during 2016-2019	March 2016	Head of Organisational Development	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation Low levels of staff turnover Best Places to Work survey results	Existing budget and other resources
Continue to develop the apprenticeship hub	Annually reviewed.	Ongoing	Head of Organisational Development	Number of apprentices within Hub and WCC	£90K per annum set aside within existing budget
Preparation of a Pay Policy for the Council	Strategy to be prepared and agreed by Cabinet	March 2016	Head of Organisational Development	Attract and retain high quality staff – be an employer of choice	Existing budget and other

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Develop and adopt efficient styles of working in preparation of the new City Offices	Work Style Action Plan	On-going	Head of Organisational Development	Reduced storage space required. Increased numbers of staff working flexibly Reduced floor space requirement for existing staff numbers.	Existing budget and other resources
Corporate Transformation Plan	<p>Learning and Development</p> <ul style="list-style-type: none"> - Further development of Aspire Portal and available L&D resource in partnership with Eastleigh BC - Review of Appraisal process - Roll out of Mentoring Scheme <p>Corporate Planning</p> <ul style="list-style-type: none"> - Review of Corporate Planning timetable for 2017/18 <p>How We Work</p> <ul style="list-style-type: none"> - Application of the Vanguard method to redesign service and systems including End to End Customer Service as set out in the Transformation Plan. 	<p>Ongoing</p> <p>Jan 2016</p> <p>Ongoing</p>	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
Customer Service Excellence reaccréditation	<p>Preparation for onsite visit</p> <p>Onsite Visit</p> <p>Follow-up after on-site visit</p>	<p>Mar/Apr 2016</p> <p>April 2016</p> <p>Apr/May 2016</p>	Head of Organisational Development	Continued accreditation	£5k plus staff resources

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity					
Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review	Completion of Governance Review	May 2016	Chief Executive/Head of Policy/ Head of Organisational Development	Costs savings to be achieved through utilising resources more effectively	Use existing staffing resources
	Continuation of 1team approach to effectively cover resource management	On-going		Number of successful appointments through 1team without the need to recruit externally	
	Consider other Member structure changes for 45 Member Council	By April 2016	Chief Executive/ Chief Operating Officer	Improved efficiency in decision-making and cross party consultation	Use existing staffing resources
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	Take account of guidance already contained in the Council's stage 1 Submission	Use existing budgets and staffing resources	
Improved efficiency in decision-making					