

REPORT TITLE: COUNCIL STRATEGY REFRESH

4 JANUARY 2018

REPORT OF CABINET (THE LEADER OF THE COUNCIL)

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WARD(S): ALL

PURPOSE

The Council Strategy 2017-20 was adopted by Council on 23 February 2017.

The Strategy document outlines 34 actions and commitments and 68 measures to deliver our outcomes by March 2020.

This report sets out a refreshed Council Strategy that takes account of external changes but also to sharpen the Council's focus on the delivery methods and intended outcomes. Furthermore, the refresh has provided the opportunity to review target dates.

Given the relatively recent adoption, the refreshed Strategy does not set out to change the strategic outcomes, with the exception that the aims under the outcome to deliver an entrepreneurial approach to efficient public services have been incorporated into one of the other four outcomes. The Strategy will be delivered following an entrepreneurial approach.

RECOMMENDATION:

1. That the Overview and Scrutiny Committee raises with the Leader or other relevant Portfolio Holder any issues arising from the information in this report and considers whether there are any items of significance to be drawn to the attention of Cabinet.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 This report sets details of the activities the Council will undertake over the next two years to deliver the four priority outcomes included in the refreshed Council Strategy.

2 FINANCIAL IMPLICATIONS

- 2.1 None directly included in this report. The Strategy, along with Outcome Based Budgeting will be the guiding document behind how the financial resources will be allocated in the future. Proposals for budget growth will be brought forward for approval as required.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None in the Strategy, though individual projects and actions will be subject to review as required by Legal Services.

4 WORKFORCE IMPLICATIONS

- 4.1 None directly arising from the Report, to deliver the aims and objectives in the Council Strategy resources will need to be assigned as required, following the principles as laid out in the Workforce Strategy.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None in the Strategy, though asset management and investment is a core part of the delivery of the Strategy, as well as the Efficiency Plan.

6 CONSULTATION AND COMMUNICATION

- 6.1 Executive Leadership Board and Senior Managers have been consulted on the content of the refreshed Strategy. All Cabinet members have contributed to the refreshed strategy.
- 6.2 Given the limits to the proposed changes to the Strategy it is not proposed there will be any formal public consultation, although liaison with key partners sharing delivery or who are affected by any amendments will be undertaken.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None directly included in the report, however the Council Strategy includes aims to reduce carbon emissions across the District and take steps to improve air quality that contribute to improving the health and happiness of our community and improving the quality of the District's environment outcomes.
- 7.2 The importance of positive health outcomes was referenced at The Overview and Scrutiny Committee, and is integrated into the Health and Wellbeing Outcome.

8 EQUALITY IMPACT ASSESSMENT

8.1 None, although individual projects included in the Strategy may be subject to an equality impact assessment if required.

9 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support - none</i>		
<i>Timescales – delivery against</i>	Quarterly monitoring of the measures included in the Strategy by Cabinet and Overview & Scrutiny Committee	
<i>Project capacity</i>	Project Team structure supports the aims as set out in the Strategy	Ensuring that all new schemes include appropriate project support as well as support service costs, as part of the business case.
<i>Financial / VfM</i>		New revenue streams are proposed, as well as enhancing existing schemes to enhance the Council's financial position
<i>Legal - none</i>		
<i>Innovation</i>	Innovation through the Strategy alters the risk profile. In one way, there is increased risk through exploring new ways of working and new projects which have not been considered before.	This Strategy proposes some innovative proposals, and innovation is a theme which is proposed to support the delivery of the Strategy. The risk of remaining the same is significant in that funding reductions are such that the Council would be unable to fund some of its core services.
<i>Reputation</i>	The risk of delivering the Strategy is mitigated through the monitoring of the outcome measures contained within the Strategy, and ensuring corrective action is taken. Not delivering on some of these items, especially some of the major projects will have a large financial risk to the Council	This Strategy gives the opportunity for the Council to enhance its reputation through establishing a more targeted ambition for the District, that is based on clear measures. Success against these key measures will enhance the Council's reputation to move key

	through impacting on future revenue streams	programmes of work forward and deliver for residents of the District.
<i>Other - none</i>		

10 SUPPORTING INFORMATION:

- 10.1 The Council Strategy was developed one year ago and formally adopted by the Council on 23 February 2017. This report presents the refreshed Council Strategy for adoption.
- 10.2 Formerly known as the Community Strategy, the current Council Strategy outlines the Council's key ambitions and focus for resources for the coming three years in five areas, namely:
- Delivering an entrepreneurial approach to efficient public services
 - Winchester District will be a premier business location
 - Delivering quality housing options
 - Improve the health and happiness of our community
 - Improving the quality of the District's environment
- 10.3 The Strategy document outlined 68 measures across 34 actions and commitments to be deliver the five outcomes by March 2020. This document is now guiding the Council's work and recent financial and performance monitoring (set out in [OS183](#), 20 November 2017) indicates that good progress is being made on the 68 actions.
- 10.4 Given the relatively recent adoption, the refresh does not set out fundamentally change the content of the document, however it has provided the opportunity to:
- Review the aims under the strategic outcomes.
 - Take account of changes such as issues relating to Brexit, the government's industrial strategy, changes from the housing bill, business rate retention, universal credit roll-out, etc.
 - Sharpen our focus on our delivery methods and intended outcomes;
 - Refine the measures / metrics we are using to prioritise our resources and guide progress (a point noted at the recent Overview and Scrutiny Committee and Cabinet meetings);
 - Revise any target dates to reflect changed circumstances;
 - Align with any service changes being progressed as part of the Outcomes Based Budgeting process; and
 - Ensure the listing of Lead Officers is up-to-date and in line with the ongoing re-organisation.
- 10.5 By reviewing the strategic outcomes it is evident that the Council is being entrepreneurial in its approach to achieve all of the outcomes included in the

Strategy and this is now an established way of working rather than an outcome.

- 10.6 For this reason the specific outcome to deliver an entrepreneurial approach to deliver efficient public services has been removed from the refreshed Strategy but is now an approach that continues in support of the delivery of the four outcomes.
- 10.7 There have been a number of external and macro-political changes since the Strategy was approved earlier this year that impact on the Council Strategy. The following paragraphs provide brief details of some of these changes.
- 10.8 The Government published its **Industrial Strategy** Green Paper on 23 January 2017. The purpose of the strategy is to improve living standards and economic growth by increasing productivity and driving growth across the whole country.
- 10.9 The Government is yet to set out an approach to delivering the Industrial Strategy across local economic areas. Whilst areas that have secured devolution deals have a much clearer approach to delivering the strategy, there is a lot of uncertainty for areas that have not secured such deals. Onus currently appears to be on local economic areas to develop their own approaches to delivering a locally led industrial strategy.
- 10.10 With this in mind, the Council needs to be mindful of its approach to driving business growth in the district, and not be reliant on a top-down approach from central government.
- 10.11 **The Local Government Finance Bill** sets out provisions for local authorities to retain 100% of business rates which if implemented would support the Council to achieve self-funding.
- 10.12 The progress of the Bill was delayed due to the 2017 General Election, impacting upon the projected implementation timetable. The Bill has now re-entered the parliamentary process and the Second Reading is due to the House of Commons on 23 February 2018.
- 10.13 Government has recently announced plans to further pilot 100% business rates retention across more areas in 2018/19, yet there is likely to be further delay to full implementation. The Council Strategy assumed that the Council would be financially self-sufficient from 2019, and whilst there is speculation that the 100% retention of business rates can be achieved without the need for primary legislation, this is uncertain.
- 10.14 A substantial housing document, **The Housing White Paper**, was published in February 2017. The White Paper sets out how the Government proposed to boost housing supply and, over the long term, create a more efficient housing market whose outcomes more closely match the needs and aspirations of all households and which supports wide economic prosperity.

- 10.15 The Government remains committed to addressing Britain's housing market, having recently pledged to extend Help to Buy, increase house building targets in local areas and bring forward a Green Paper on social housing in England.
- 10.16 Taking account of these movements and the sharing the desire to build more homes, the City Council has recently committed to doubling its target of affordable homes from 300 to 605 per annum.
- 10.17 Other changes proposed in the refreshed Council Strategy include the rewording of a number of sport and physical activity performance measures. These changes are in line with the changes made by Sport England to their annual survey which now focussed on active lives in place of active sport. The relevant performance measures have been updated to reflect this.
- 10.18 Since the Council Strategy was approved earlier this year, a number of actions have been completed or will be completed before the 31 March 2018. The actions that have been completed so far are referred to in the quarterly financial and performance monitoring report (see report [OS183](#), 20 November 2017).

11 OTHER OPTIONS CONSIDERED AND REJECTED

- 11.1 The Council could choose not to have a Council Strategy or not to refresh the existing document. It is the Council Strategy that sets out the key delivery programme for the Council and enables effective business planning for teams. Not to have a Strategy is not recommended.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

[CAB2899](#) Council Strategy 2017-20

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Proposed refreshed Council Strategy

Appendix 2 – Proposed Performance Measures

Aim	How we will deliver our outcomes	Suggested Performance Measure / Target & Data Source	Delivery Date	Lead Officer	Portfolio
Winchester District will be a premier business location					
Promote a sustainable economy by enabling major regeneration schemes	Support the regeneration of the Central Winchester area	Measure: Adoption of Central Winchester Regeneration SPD Target: By Summer 2018 (Data Source: Project Data)	Sep-18	Andy Hickman	Built Environment
	Project manage and support the redevelopment of the Station Approach area of Winchester	Measure: Office floorspace on the Carfax / Station Approach site Target: Increase of 140,000 ft ² secured in planning permission (Data Source: Project Data)	Mar-19	Kevin Warren	Estates
Prioritise support for the knowledge-based, creative and tourism sectors	Development of an Economic Strategy	Measure: Adoption of updated Strategy Target: Measures and Action Plan included in Strategy (Data Source: Economic Data)	Jun-18	Kate Cloud	Business Partnership
	Sustain our rural economy by supporting existing businesses to grow and new enterprises to start including Fieldfare LEADER Programme	Measure: Number of businesses support, financial amount of support/ grant given Target: LEADER 70 enterprises supported (WCC only) (Data Source: LEADER funding performance reports)	Mar-20	Kate Cloud / Ken Brown	Business Partnership
Utilise our environment to drive business growth and create employment opportunities	Facilitate and support the development and delivery of strategically important sites across the District and working with partners to deliver employment opportunities.	Measure: New floorspace identified / provided Target: Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: Estates Team)	Mar-20	Kevin Warren	Business Partnership
	Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings	Measure: Number of partners secured / Floorspace utilised Target: Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: Not yet known)	Mar-20	Kevin Warren	Estates
	Use a Strategic Asset Purchase scheme to generate financial returns	Measure: Returns from a strategic asset purchase scheme Target: Additional £500k p.a. generated (Data Source: Financial Data)	Mar-19	Kevin Warren	Business Partnership
	Develop an up-to-date car parking strategy which manages demand with sufficient spaces in appropriate locations including Park and Ride expansion where there is a demonstrable need.	Measure: Status of Car Parking Strategy Target: Adopt new Strategy by 2018 (Data Source: Car Parking occupancy surveys, income, park & ride monitoring, City of Winchester Movement Strategy)	Dec-18	Simon Finch / Richard Hein	Environment

Aim	How we will deliver our outcomes	Suggested Performance Measure / Target & Data Source	Delivery Date	Lead Officer	Portfolio
	Undertake a strategic review of traffic and transport issues affecting Winchester and produce high level options to improve movement	Measure: Status of City of Winchester Movement Strategy (with HCC). Target: Adopt the Strategy by Dec 2018 (Data Source: Local traffic, transport and parking information and	Dec-18	Simon Finch	Environment
	Support new businesses set up in the District with advice to thrive and prosper.	Measure: Number of new businesses supported, including grants and advice Target: Not yet known, will be included in refreshed Economic Strategy (Data Source: Economy Team)	Mar-20	Kate Cloud	Business Partnership
Develop new employment opportunities across the District	Directly develop space to support SMEs to grow	Measure: New net floorspace for SME Provision Target: Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: Estates Team)	Mar-20	Kevin Warren	Business Partnership
Work with strategic partners to deliver critical digital infrastructure projects across the District	Support the roll-out of Super Fast Broadband in line with the aims of the Council's Digital Strategy	Measure: Access to SuperFast Broadband Target: To achieve 95% across Hampshire (Data Source: https://labs.thinkbroadband.com/local/index.php)	Mar-19	Tony Fawcett	Professional Services
Be innovative by exploring opportunities to generate additional revenue and maximise key income streams	Work with partners to implement and promote digital infrastructure as set out in the Digital Strategy	Measure: Percentage of services that are provide fully online services Target: 100% availability of services online (Data Source: Customer Service Centre and IMT)	Mar-20	Joseph Holmes	Professional Services
	Explore the opportunities to establish joint-ventures to enable more efficient services	Measure: Number of joint ventures opportunities explored, potential efficiency savings Target: Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: Project Team)	Mar-19	Joseph Holmes	Business Partnership
	Carry out improvements to the current City Offices while reviewing the long term options for staff office accommodation	Measures: Percentage of City Offices improved. Options for the long term explored and considered Targets: Refurbishment - March 2018. Works and Longer-Term Study complete - March 2019. (Data Source: Project Team)	Mar-19	Kevin Warren	Professional Services
OUTCOME: Delivering quality housing options					
Deliver good housing stock condition and energy performance for Council-owned dwellings that meet the Decent Homes standard	Carry out repairs and maintenance improvements as per the capital repairs programme	Measures: Stock meets Decent Homes standard and energy performance ratings Target: Maintain 0% "Non Decent Stock. Average SAP rating > 65 (Data Source: Local Authority Housing Data/Keystone system)	Mar-20	Richard Botham/ Andrew Kingston	Leader with Housing Services

Aim	How we will deliver our outcomes	Suggested Performance Measure / Target & Data Source	Delivery Date	Lead Officer	Portfolio
Respond to the need to provide more affordable housing in the District	Double the number of Council houses built in the period 2017 - 2020	Measure: Provide additional new homes through Council funded development programme Target: An additional 600 new homes per year by 2020 (Data Source: New Homes Delivery Team)	Mar-20	Richard Botham / Andrew Palmer	Leader with Housing Services
	Bid for grant to support additional development	Measure: % of New Homes programme supported by grant Target: 50% by 2020 (Data Source: Housing Team)	Mar-20	Richard Botham / Andrew Palmer	Leader with Housing Services
	Establish a Housing Company or other specialist vehicle to support the delivery of sub market rented housing	Measure: Company established Target: Company established (Data Source: Housing Team)	May-18	Richard Botham / Andrew Palmer	Leader with Housing Services
Drive down homelessness across the District and support partner agencies in the drive for an improved life for those in need	Avoiding reliance on B&B as a housing option by focussing on preventing homelessness and effective use of temporary accommodation	Measure: Number of people in B&B and Homeless (Total nights in B&B / Homeless?) Target: No use of B&B (save in exceptional circumstances) (Data Source: DCLG Return)	Mar-20	Richard Botham / Gillian Knight	Leader with Housing Services
	Support the Increase in provision of supported housing units/move on accommodation by establishing and leading multi agency Homelessness/Social Inclusion forum	Measure: Number of supported/move-on units available Target: No target - provision funded by other agencies (Data Source: Housing OptionsTeam)	Mar-19	Richard Botham / Gillian Knight	Leader with Housing Services
Provide good access to affordable housing options across a range of tenures, including affordable and sub market rent (within Local Housing Allowance rates) market rent, shared ownership, student housing etc.	Work with private landlords through "City Lets" initiative offering effective management and lettings service	Measure: Number of houses administered through City Lets Target: Increase from 30 to 50 homes by March 2019 (Data Source: Housing Team)	Mar-19	Richard Botham / Gillian Knight	Leader with Housing Services
	Support and enable development partners/RSLs to develop more affordable housing	Measure: Number of affordable homes developed by other organisations in the district Target: No target - provision funded by other providers (Data Source: Housing Team)	Mar-20	Andrew Palmer	Leader with Housing Services
	Develop an effective "shared ownership" programme	Measure: Number of affordable shared ownership homes developed by the Council Target: At least 30 by 2020 (Data Source: Local Authority Housing Data and Annual Monitoring Report)	Mar-20	Richard Botham / Andrew Palmer	Leader with Housing Services
Be proactive in our tenant engagement, achieving effective representation and insight across all tenant and customer groups	Making a more effective use of the Survey of Tenants and Residents through better use of data and wider engagement	Measure: Number of "involved" tenants Target: increase from 100 to a minimum of 200 by March 2019 (Data Source: Housing Projects Team)	Mar-19	Richard Botham	Leader with Housing Services

Aim	How we will deliver our outcomes	Suggested Performance Measure / Target & Data Source	Delivery Date	Lead Officer	Portfolio
Restrict permitted development rights in Winchester so that new HMOs require planning permission.	Make an Article 4 Direction(s) where evidence shows the proliferation of HMOs is unbalancing housing stock in Winchester, or parts of the city.	Measure: Article 4 Directions approved Target: 2 currently established. Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: Local Authority Housing Data and Annual Monitoring Report)	Mar-20	Simon Finch/Richard Botham	Leader with Housing Services
Support residents to buy their own home	Develop an effective "shared ownership" programme (shared target with aim to "Provide good access to affordable housing options")	Measure: Number of affordable shared ownership homes developed by the Council Target: At least 30 by 2020 (Data Source: Local Authority Housing Data and Annual Monitoring Report)	Mar-20	Richard Botham / Andrew Palmer	Leader with Housing Services
	Provide access to custom build initiatives	Measure: Number of "custom build" plots identified Target: 2 sites by 2020 (Data Source: Local Authority Housing Data and Annual Monitoring Report)	Mar-20	Richard Botham	Leader with Housing Services
	Create a Partner Home Purchase Scheme to enable residents to buy their own home in a shared equity scheme with the Council	Measure: No of households utilising the open-market shared ownership scheme. Target: 10 households (by March 2018) and a total of 50 by March 2019 (Data Source: Local data)	Mar-19	Joseph Holmes	Finance
OUTCOME: Improve the health and happiness of our community					
Work with partners to reduce health inequalities in the District and to promote good mental and physical health	Council grants programme to prioritise sports and physical activity programmes	Measure: Number and financial amount of grants approved for sports groups Target: Maintain or increase level of grants and support using 2017/18 as base line (Data Source: Grants Programme)	Mar-19	Melissa Fletcher	Estates
	Develop the Exercise Referral programme to include classes for adults with long term health conditions.	Measure: Number of exercise referrals Target: Achieve 265 referrals and class attendance during 2018/19 (Data Source: Sports & Physical Activity Team data)	Mar-19	Amanda Ford	Health & Wellbeing
		Measure: Throughput of attendees at community classes Target: Achieve 2,300 throughput at classes during 2018/19 (Data Source: Sports & Physical Activity Team data)	Mar-19	Amanda Ford	Health & Wellbeing

Aim	How we will deliver our outcomes	Suggested Performance Measure / Target & Data Source	Delivery Date	Lead Officer	Portfolio
	Promote and encourage health walks across the District helping everyone live longer, healthier and happier lives	Measure: Throughput of attendees at health walks Target: Increase the number of health walks in the District to 5,900 during 2018/19 (Data Source: Healthwalk Data)	Mar-19	Amanda Ford	Health & Wellbeing
	Target discretionary business rates relief towards sports clubs	Measure: Number of sports clubs receiving rate relief support Target: Maintain or increase rate relief using 2017/18 as base line (Data Source:)	Mar-19	Terri Horner	Finance
	Increase the number of adults participating in sport or physical activity	Measure: Number of adults participating in sporting or physical activities per week Target: Inactive People (less than 30 minutes) 21.2%, Fairly Active (30 - 149 minutes) 14.5%, Active (at least 150 minutes) 66.5% (Data Source: Sport England Active Lives Data)	Mar-20	Amanda Ford	Health & Wellbeing
	Support and promote the successful delivery of the Winchester Junior parkrun open to children aged 4 to 14	Measure: Throughput of participants Target: 5,000 junior participants in 2018 (Data Source: Participant numbers)	Mar-20	Amanda Ford	Health & Wellbeing
	Support and promote the Winchester Adult Parkrun	Measure: Throughput of participants Target: 13,500 adult participants in 2018 (Data Source: Participant numbers)	Mar-19	Amanda Ford	Health & Wellbeing
	Support and promote the Whiteley Adult Parkrun	Measure: Throughput of participants Target: 10,000 adult participants in 2018 (Data Source: Participant numbers)	Mar-19	Amanda Ford	Health & Wellbeing
	Support the delivery of the Golden Mile event involving primary schools across the Winchester District	Measure: Throughput of participants Target: 4,000 pupils, 20 schools, 50,000 miles collectively walked (Data Source: Participant numbers)	Mar-20	Amanda Ford	Health & Wellbeing
	Invest annually in disabled facilities grants in line with Government funding to help keep people in their own home	Measure: Number of residents assisted to remain in their own home Target: 100 per annum (Data Source: Housing Team)	Mar-20	Richard Botham/ Gillian Knight	Leader with Housing Services
	Support the delivery of the Winchester Health and Wellbeing Action Plan	Measure: As set out in the Health & Wellbeing Action Plan Target: To achieve the targets as set out in current Action Plan (Data Source: Health and Wellbeing Board)	Mar-20	Lorraine Ronan	Health & Wellbeing

Aim	How we will deliver our outcomes	Suggested Performance Measure / Target & Data Source	Delivery Date	Lead Officer	Portfolio
Provide new leisure facilities in Winchester Town that meet the needs of a broad cross section of our communities for now and the future	Build a new sport and leisure park at Bar End	Measure: Start date for building of a new leisure facility Target: By December 2018 (Data Source: Project)	Dec-18	Laura Taylor	Health & Wellbeing
Encourage volunteering to support and extend local services	Promote and encourage adults to volunteer in sporting activities and events	Measure: Increase the number of adults volunteering in sport Target: increased to 22% from current baseline of 20% (2016/17) (Data Source: Sport England Active Lives Data)	Mar-20	Amanda Ford	Health & Wellbeing
Support the delivery of a programme of festivals and events across the District	Support the Winchester Festivals Group to deliver a range of high quality sustainable events and festivals that are safe, well organised and well attended	Measure: Number of events supported, held and number of attendees Target: Increase participation in each year (base year 2017/18) (Data Source: Event Organiser Survey)	Mar-20	Ellen Simpson	Business Partnership
	Develop the Winchester Criterium and Cyclefest to increase spectators to 8,500 (2018/19)	Measure: Number of spectators at Criterium event Target: 2018/19 8,500 spectators (Data Source: Event Organiser Survey)	Jun-19	Amanda Ford	Health & Wellbeing
Provide support to residents who are affected by the Welfare Reform and Universal Credit changes	Support residents affected by the impact of Welfare Reform, the benefit cap and Universal Credit into work.	Measure: Number of people supported Target: Ten people supported per quarter (Data Source: Welfare and Benefits data)	Mar-19	Denise Sadler	Business Partnership
Work with partners to achieve significant and sustained change for vulnerable families with multiple, complex and persistent problems	Lead the implementation of the Government's Supporting (Troubled) Families Programme in the Winchester District	Measure: Number of families identified and engaged with Winchester Supporting Families Target: To support 73 families (including 12 for intensive support) in Cohort 6 (17/18) and subsequent cohorts (Data Source: Health & Wellbeing data)	Mar-20	Lorraine Ronan	Health & Wellbeing
OUTCOME: Improving the quality of the District's environment					
Protect, enhance and respect the District's rich heritage and landscape whilst allowing appropriate development to take place enabling our historic environment to evolve over time having due regard for the landscape character.	Having an adopted up-to-date Local Plan with positive policies which allow development to take place which protects and enhances the built and natural environment.	Measure: progress with local plan preparation Target: commence local plan review in 2018 within timescales in LDS (Data Source: Local Development Scheme)	Mar-20	Jenny Nell	Built Environment
By working with our partners and by using powers available to us, make Winchester a safe and pleasant place to live, work and visit	Be proactive in tackling incidents reported of fly-tipping within the District.	Measure: Reported fly tipping including in fly tipping hot spots Target: To reduce the overall incidents of fly-tipping across the District, including fly tip hotspot locations. (Data Source: Neighbourhood Services Officers)	Mar-20	Sandra Tuddenham	Health & Wellbeing
	Always evaluate prosecution as a deterrent to those who fly tip within the District	Measure: Successful fly tipping prosecutions Target: 100% success rate for all fly tips that have been moved forward as application to the court for prosecution (Data Source: Neighbourhood Services Officers)	Mar-20	Sandra Tuddenham	Health & Wellbeing

Aim	How we will deliver our outcomes	Suggested Performance Measure / Target & Data Source	Delivery Date	Lead Officer	Portfolio
	Investigate introducing litter fines and other incentives / penalties (new legislation and not rolled out within the Council yet)	Measure: Fixed Penalty Notices issued for low level fly tip Target: Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: Neighbourhood Services officers)	Mar-20	Sandra Tuddenham	Health & Wellbeing
	Conduct the area specific satisfaction survey to take action to reduce incidents or concerns of Anti Social Behaviour in priority locations, the first being in 2017.	Measure: Satisfaction levels recorded by the survey. Target: 2017 Baseline year. (Data Source: Annual Survey)	Mar-20	Sandra Tuddenham	Health & Wellbeing
	Utilise the tools and powers provided within the ASB, Police & Crime Act 2014 to tackle and reduce crime in the District	Measure: Number of interventions to reduce incidents of ASB Target: Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: Area specific survey)	Mar-20	Sandra Tuddenham	Health & Wellbeing
Protect, enhance and increase the use of open spaces in both the towns and more rural areas of the District	Deliver a rolling programme for estate improvements, including environmental and parking schemes.	Measure: Delivery of Estate Improvements annually Target: Deliver £250k annually (Data Source: Housing Team)	Mar-20	Amber Russell	Leader with Housing Services
	To undertake and act upon a visitors user survey on key open spaces to ascertain current use and future demand for such space	Measure: Visitor usage and satisfaction rates Target: Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: User Survey)	Mar-20	Sue Croker	Environment
Work to change attitudes to waste, fly-tipping and littering and significantly improve recycling levels	Support and encourage residents living in the District to recycle through public awareness campaigns	Measure: Waste recycling rates Target: Increase from the 2016-17 baseline position (??%) (Data Source: EHDC/WCC Recycling Data)	Mar-20	Rob Heathcock	Environment
	We will investigate options for additional income through increased recycling	Measure: Income collected through additional channels Target: Fixed target not appropriate. Measures data will be monitored with regard to securing overall ambitions. (Data Source: Financial Data)	Mar-20	Rob Heathcock	Environment
Work with strategic partners to continue to develop flood resilience measures to protect our communities	Support schemes that will protect residents' homes and property from the threat of flooding	Measure: Flood scheme assessment on all completed schemes to achieve a reduction in affected properties Target: Properties within the District at risk of flooding (Data Source: Individual Schemes)	Mar-20	Andy Hickman	Environment

Aim	How we will deliver our outcomes	Suggested Performance Measure / Target & Data Source	Delivery Date	Lead Officer	Portfolio
Improve the environment and reduce harmful emissions through holistic transport planning	Delivery and implementation of the actions included in the Winchester Air Quality Action Plan 2017-2023	Measure: Air quality in town centre hot spots Target: Improved air quality in accordance with the Air Quality Action Plan (Data Source: Local Data)	Mar-20	David Ingram / Phil Tidridge	Environment
	Delivery of the 12 Actions for a Lower Carbon Council	Measure: Total emissions from the Winchester District Target: Reduce by 40% or 25,000 tonnes CO ₂ e per annum (relative to the 2004 baseline) by 2020 (Data Source: Carbon Emissions annual report)	Mar-20	David Ingram / Phil Tidridge	Environment
	We will increase use of P&R to support and encourage parking outside of the city centre.	Measure: Park and Ride spaces created at Barton Farm Target: 200 Park and Ride spaces created (Data Source: Barton Farm Housing Completions)	01/03/2019 - dependent on new home occupation at Barton Farm	Simon Finch	Environment