

REPORT TITLE: DRAFT COUNCIL STRATEGY 2017-20

CABINET

7 DECEMBER 2016

THE OVERVIEW & SCRUTINY COMMITTEE

12 DECEMBER 2016

PORTFOLIO HOLDER: CLLR. STEPHEN GODFREY

REPORT OF CORPORATE DIRECTOR (PROFESSIONAL SERVICES)

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WARD(S): ALL

PURPOSE

The Council Strategy reflects the Council's key ambitions for the coming three years. There have been some major changes to Government policy, as well as the continued financial challenges that the Council faces, that will change the focus of the Council's ambitions.

This Strategy sets out a revised set of outcomes for the coming three years and these are focussed on five areas. This Strategy also includes the key measures by which the Council will identify the deliver of the Strategy.

The final section of the Strategy sets out the 'how' the Council will deliver its ambitions and some of the intents behind how the organisation as a whole will work in the future.

RECOMMENDATIONS:

1. That the Cabinet approves the draft Council Strategy for consultation with stakeholders over the coming five weeks until 13 January 2017.

IMPLICATIONS:1 COMMUNITY STRATEGY OUTCOME

- 1.1 This report sets out the proposed new Community Strategy. The name of the strategy is to be changed to Council Strategy reflecting the move away from the Local Strategic Partnership under which the previous strategy was created.

2 FINANCIAL IMPLICATIONS

- 2.1 None per this paper. This Strategy will be guiding document behind how financial resources will be allocated in the future and the S151 Officer will bring proposals forward in the new financial year on how this happen through utilising Outcomes Based Budgeting.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None in the Strategy, though individual actions within the Strategy will be subject to review by Legal Services.

4 WORKFORCE IMPLICATIONS

- 4.1 None directly from the paper, though the Workforce Strategy, which will follow this document, will be focussed on the delivery of the ambitions for the coming three years

5 PROPERTY AND ASSET IMPLICATIONS

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

6 CONSULTATION AND EQUALITY IMPACT ASSESSMENT

- 6.1 There will be the ability to make comments on the Strategy as part of a consultation on its contents from the date of the Cabinet report in December until 13 January 2017.

7 RISK MANAGEMENT

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Property - none</i>		
<i>Community Support</i>		The ability to consider community comments on the focus of the Strategy
<i>Timescales – delivery against these</i>	Regularly monitoring of the measures contained within the Strategy by	

	Cabinet and the Overview & Scrutiny Committee	
<i>Project capacity</i>	New structure proposed for the project team within the Council to support the ambitions of the Council Strategy.	Ensuring that new schemes include project support, as well as support service costs, as part of the new business cases
<i>Financial / VfM</i>		There are new revenue streams proposed, as well as understanding subsidies provided, through this Strategy that would enhance the financial position of the Council
<i>Legal</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 – risk of delivery</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 through impacting on future revenue streams.	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 programmes of work forward and deliver for residents of the District.
<i>Other</i>		

## 8 SUPPORTING INFORMATION:

- 8.1 The current Council Community Strategy ceases in 2016. The Council therefore needs to refresh and revise its Strategy for the years through to 2020.
- 8.2 The Strategy (attached in Appendix A) is a draft for consultation with a proposed final copy going to the Cabinet and full Council in February 2017.
- 8.3 The refreshed Strategy will enable the Council to reshape its activities and resources to align with the new outcomes contained within it. This document then drives the allocation of the Council's resources, as well as seeking new sources of finance, over the period until 2020.
- 8.4 Much has changed since 2012-13 when the previous strategy was shaped. In the past three years, there have been a number of Government policy changes, especially in Housing and welfare, as well as in respect of planning policy. Over this period, the Government have also announced the 100% retention of Business Rates within the local authority sector as a whole, a continuation of the funding reductions to Local Government, a proposed reduction in New Homes Bonus payments to cover four rather than six years and a move away from providing the Council Tax Freeze grant.
- 8.5 The Strategy in Appendix A is recommended for consultation, as detailed above, with responses considered for the February meetings of Cabinet and Council early next year.

## 9 OTHER OPTIONS CONSIDERED AND REJECTED

- 9.1 There are a variety of options the Council could include within its overall strategy; indeed, too many to list out here. As part of the consultation on this document, any subsequent proposals will be considered for the final document that comes to Cabinet and Council in February 2017.

## BACKGROUND DOCUMENTS:-

### Previous Committee Reports:-

- Current Community Strategy <http://www.winchester.gov.uk/about/council-structure/community-strategy/adoption-winchester-district-community-strategy-po/>
- Efficiency Plan CAB2827 <http://www.winchester.gov.uk/meetings/details/1527>

### Other Background Documents:-

- Existing portfolio holder plans (<http://www.winchester.gov.uk/councillors-committees/portfolio-holder-plans/portfolio-plans-2016-17/>)
- <http://www.winchester.gov.uk/data/performance-measures/>

## APPENDICES:

Appendix A – Proposed Council Strategy 2017-20

# Council Strategy



Housing • Business • Health & Happiness • Environment • Entrepreneurial approach

[www.winchester.gov.uk](http://www.winchester.gov.uk)



**Winchester**  
City Council

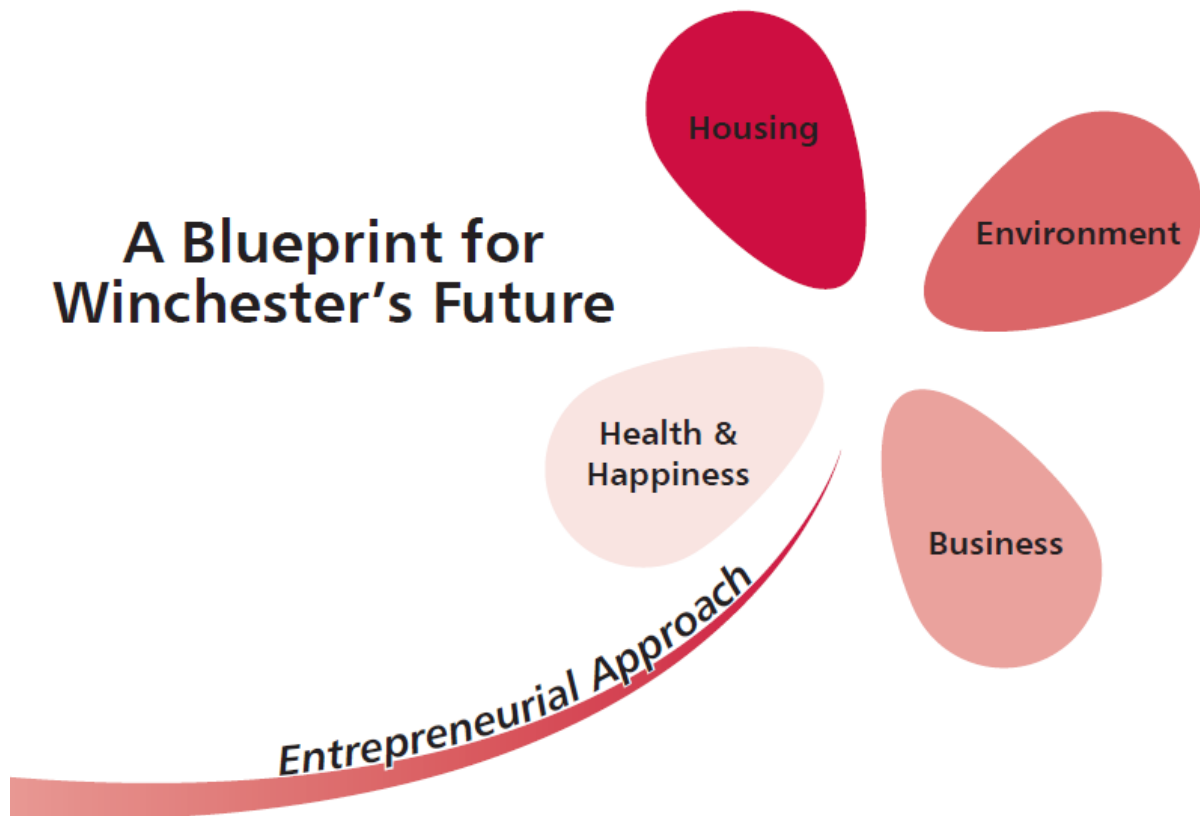
# Winchester City Council - Council Strategy: 2017-20

## A Blueprint for Winchester's Future

The over-arching vision for the strategy remains:

***Our vision for the Winchester District is of diverse and dynamic communities, where people work together to ensure that everyone has the opportunity to lead a fulfilling life now and in the future.***

This update to the strategy focusses on how this will be delivered over the coming three years. We face many challenges as a Council, and this strategy sets out the key outcomes that we want to deliver to achieve this vision. This document also sets out some of the key principles as to how the Council works and direction we need to take to deliver for our residents.



## Introduction

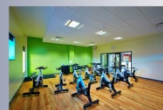
Winchester City Council manages a wide variety of services. We have responsibility for planning, housing, waste collection, Council Tax and Business Rates collection, leisure services, tourism, benefits administration and many more services.

This Strategy is focussed on the key outcomes that we want to achieve in the coming years in a way that is consistent across our aims. We want this to be an ambitious and challenging strategy, and one that reflects what our residents and local businesses demand of us.

There have been a number of major changes to how we will continue to provide services in the future. The Government has set out some new and changing policies in the past three years including:

- Financial reforms and the 100% retention of Business Rates across the sector
- Housing reform
- Welfare Reforms such as the Housing Benefit cap at £20,000 for working age families
- Planning policy changes

## Council Strategy 2017—2020



Increase participation to sport across the District



300 new affordable homes completed by 2020

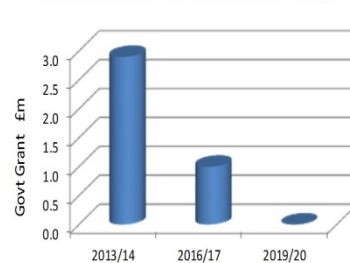


Increase office supply of 140,000 ft<sup>2</sup> on Station Approach site by 2020



3% projected increase in population by 2020

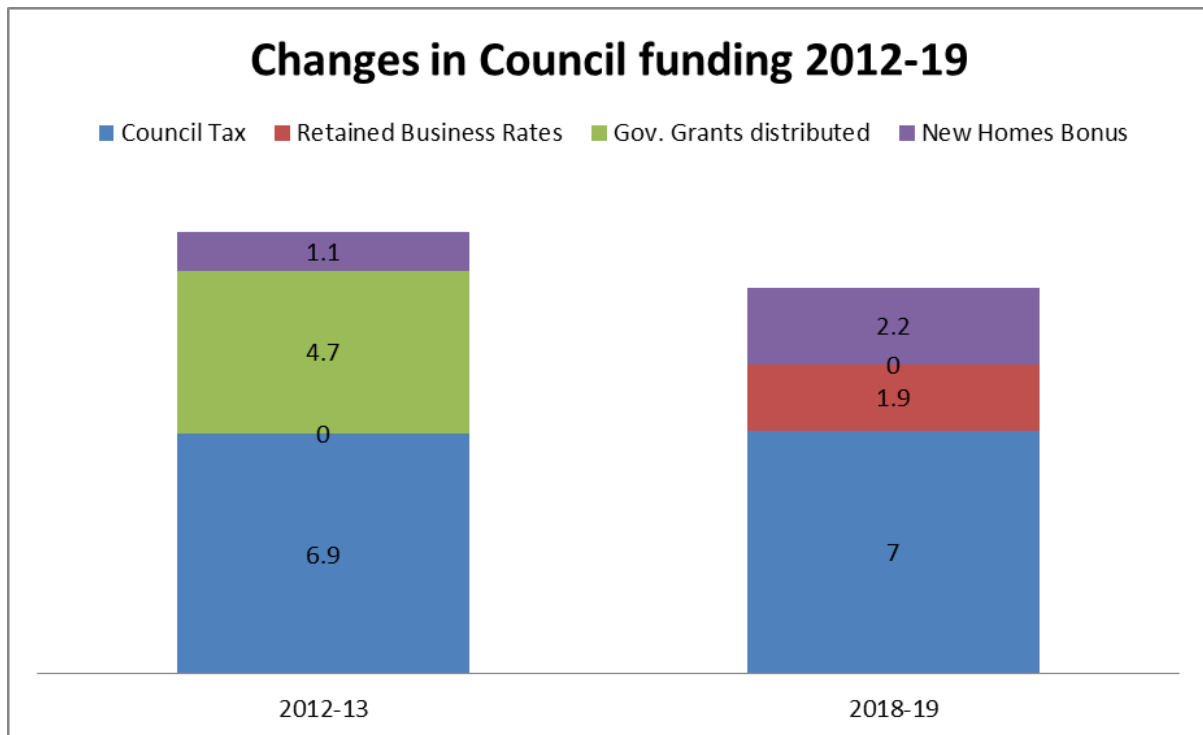
Reduction in Government Grant





## Financial Challenge

How we are financed and the role of Government has fundamentally changed over this decade:



We will cease to receive any core Government Grant. Our financial future relies upon Council Tax from residents, a small share of Business Rates from business in our district, New Homes Bonus incentive from Government (though no forecast can be made on this beyond 2020), and fees and charges we raise locally for services.

For the Council to maintain or even grow the excellent services that it currently delivers, we need to balance the pressures and ability to grow these respective income streams as well as seek to obtain new sources of income so that we can deliver our strategy.

To deliver the strategy we also have a significant Capital programme. We have some major schemes for a new leisure centre, regeneration and building new homes; these need to be affordable so that we do not put undue additional financial burdens on our residents and businesses.

## **Our five Strategic themes**

- 1) Delivering an **Entrepreneurial** approach to efficient public services

### **Why?**

We will be self-sufficient from our own sources of income from 2019. We need to replace lost Government funding with different income streams that also benefit local residents and business. We also need to change how we work as a Council. Technological change is rapid and we need to make sure our services can be accessed in new ways to help our customers as well as make us as efficient as possible to add more value.

### **We will**

- **Ensure that we have the right governance structure in place to enable the Council to act in an entrepreneurial way**
- **Protect and enhance our assets in order to maximise income possibilities**
- **Use a strategic asset purchase scheme to generate financial returns**
- **Promote digital infrastructure and new channels for our services**
- **Create a property company in order to gain General Fund returns**
- **Optimise the subsidies WCC funds**
- **Ensure the Council maximises key income streams**
- **Inspire staff by investing in a collaborative and flexible working environment that leads to the delivery of high quality services**

2) Winchester will be a premier **business** location

### **Why?**

The district is an attractive place to do business. We know that we have great transport links and the district has low unemployment. It is vital to us that we help support business across the district through enabling the supply of new office and employment space to enhance the number of jobs across the district to match our growing population. Our funding will become more reliant on business rates paid by business in our district; to ensure the financial future of the Council will need to help drive this growth in business rates.

### **We will:**

- **Promote a sustainable economy by enabling major regeneration schemes**
- **Prioritise support for the knowledge-based, creative and tourism sectors**
- **Make the most of our environment to drive business growth**
- **Develop new employment opportunities across the district**
- **Work with strategic partners to deliver critical infrastructure projects across the District**

### 3) Delivering Quality **Housing** Options

#### **Why?**

We believe that it is vital that our residents have access to quality housing options. We know that housing is expensive across the district and we want to be active in helping to provide different options for our residents and at the same time ensuring that we increase the supply and quality of housing that we control (currently over 6,000 properties).

#### **We will:**

- **Deliver good Housing stock condition and energy performance for City Council owned dwellings that meet the Decent homes standard**
- **Double the number of Council houses built in the period 2017 -2020**
- **Establish a Housing Company or other specialist vehicle to support development.**
- **Drive down homelessness across the District and support partner agencies in the drive for an improved life for those in need**
- **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.**
- **Become experts in finding innovative solutions to support residents trying to buy their own home**
- **Provide residents with direct access to affordable Private Rented Housing (within Local Housing Allowance rates)**
- **Be proactive in our Tenant engagement, achieving effective representation and insight across all tenant and customer groups**
- **Restrict permitted development rights in Winchester so that new HMOs require planning permission from the Council.**

#### 4) Improve the **health and happiness** of our community

##### **Why?**

We know that people's health is key to enjoying a high quality of life. We want to focus on improving our community's health and happiness particularly through sport and helping you to be active. We also want to retain festivals and programmes of events that take part across the district and that give the place a sense of cultural vibrancy.

##### **We will**

- **Ensure that a holistic approach to travel and movement is integrated into all Council plans and strategies, to improve health and reduce emissions**
- **Promote active communities by supporting programmes to encourage increased physical activity across the District**
- **Work with partners to improve the Health of residents in the district**
- **Provide new leisure facilities in Winchester that meet the needs of a broad cross section of our communities**
- **Encouraging volunteering to support and extend local services**
- **Support the delivery of a programme of festivals and events across the district**



## 5) Improving the quality of the district's **environment**

### **Why?**

We provide services in a fantastic and diverse location. We want to keep the district environmental character but also fund ways to improve to quality of the environment to benefit as many people as we can. We expect the district's population to increase by **3% by 2020** and we want to ensure people can continue to expect a clean and safe environment to live and work in.

### **We will**

- **Protect and enhance the District's rich heritage whilst allowing development to take place which enables our historic environment to evolve over time.**
- **By working with our partners and by using powers available to us, make Winchester a safer and more pleasant place to live, work and visit**
- **Enhance and increase the use of open spaces**
- **Work to change attitudes to waste, and significantly improve recycling levels**
- **Find creative ways to reduce harmful emissions, based on sound evidence and holistic transport planning**
- **Work with strategic partners to continue to develop flood resilience measures**



## How we will deliver the strategy?

The core principles above will be fundamental to our operating model in the future and will underpin a number of our supporting strategies such as the workforce strategy.

# Delivering the Blueprint



## Insight

We want to engage better with our residents and businesses, to better understand their needs and how they can utilise our services to drive change across the District.

## Innovation

We want to use the best that the public and private sector offer to explore new ways of providing services across the district.

## Improvement

We will focus our services on improving standards so that they can meet the expectations of our customers and reflect the changes that will occur in the coming three years.

## Investment

We will use our resources to invest in our services to improve them but also to take advantage of commercial opportunities where they arise to help secure our financial future.

## Inspiration

We want our staff to be inspired and motivated to work for the Council and to work closely with our residents acting in a manner which is consultative, considerate and courageous to deliver the strategy.

Outcome	Aim	How we will deliver our outcomes	Data Source	Delivery Date	Lead Officer	Portfolio	Frequency of reporting	
Delivering an <b>entrepreneurial approach</b> to efficient public services	Ensure that we have the right governance structure in place to enable the Council to act in an entrepreneurial way	Review of internal governance to promote greater flexibility and responsiveness of decision making		May-17	Joseph Holmes	Leader	Project	
		Explore the opportunities to establish joint-ventures to enable an more efficient services		Sep-17	Joseph Holmes	Business Partnerships	Annual	
	Protect and enhance our assets in order to maximise income possibilities	Increase average investment returns to 1% through a new Treasury Management Strategy	HCC Treasury Management Data	Mar-18	Simon Little	Leader	Quarterly	
		Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings		Mar-20	Andy Hickman	Leader	Project	
		Provide 50 households with the access to an open-market shared ownership scheme		Mar-19	Joseph Holmes	Leader	Annual	
	Use a strategic asset purchase scheme to generate financial returns	Generate an additional £500k p.a. of returns from a strategic asset purchase scheme	Financial Data	Mar-18	Kevin Warren	Business Partnerships	Quarterly	
		Develop a new capital strategy focussed on maximising income opportunities		Mar-17	Andy Hickman	Leader	Project	
	Promote digital infrastructure and new channels for our services	Reduce the average cost per transaction through the use of digital channels	Financial Data	Mar-20	Joseph Holmes	Transport & Professional Services	Quarterly	
		100% Council services to be online by 2019		Dec-19	Joseph Holmes	Transport & Professional Services	Project	
	Create a property company in order to gain General Fund returns	Establish a housing company that generates a long term rental stream to the Council		Dec-17	Simon Little	Business Partnerships	Annual	
	Optimise the subsidies WCC funds	Review all charges to understand and target subsidies to the Council Strategy outcomes		Mar-18	Simon Little	Business Partnerships	Annual	
		Review Council Tax Support scheme to ensure an affordable and equitable scheme that supports our residents to work		Jan-18	Denise Adler	Leader	Quarterly	
		Utilise our Discretionary Housing Payments to support our residents with the impact of welfare reform		Apr-17	Denise Adler	Leader	Project	
		Rents arrears and Council Tax arrears will reduce from current levels	Financial Data	Mar-18	Denise Adler / Terri Horner	Leader	Annual	
	Ensure the Council maximises of key income streams	Increase Council Tax collection rates to 98.7%	iWorld System / Revenues	Mar-18	Terri Horner	Leader	Annual	
		Increase Business Rates collection to 98.6%	iWorld System / Revenues	Mar-18	Terri Horner	Leader	Annual	
	Inspire staff by investing in a collaborative and flexible working environment that leads to the delivery of high quality services	Review the City Offices as part of the Capital investment programme		Mar-18	Kevin Warren	Leader	Project	
		Complete a workforce strategy to support the development of staff		Jun-18	Alison Gavin	Transport & Professional Services	Project	
	Winchester will be a premier <b>business</b> location	Promote a sustainable economy by enabling major regeneration schemes	Complete SPD on the Central Winchester Regeneration site by Nov. 2017	Local Data	Nov-17	Andy Hickman	Built Environment	Project
			Increase office supply of 140,000 ft on the Station Approach site by 2022	Local Data	Mar-22	Kevin Warren	Leader	Annual
Prioritise support for the knowledge-based, creative and tourism sectors		Development of an inward investment strategy		Mar-18	Kate Cloud	Economy & Estates	Annual	
		Sustain our rural economy by supporting existing businesses to grow and new enterprises to start		Mar-20	Kevin Warren	Economy & Estates	Annual	
Make the most of our environment to drive business growth		Survival rate of new businesses		Mar-20	Kate Cloud	Economy & Estates	Annual	
		Take advantage of strategic sites across the district to deliver employment sites		Mar-20	Kevin Warren	Economy & Estates	Project	
		Ensure we have 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.	Annual parking data		Simon Finch/Richard Hein	Transport & Professional Services	Quarterly	
		Respond to the Winchester City Transport Strategy and action plan	Local study		Simon Finch	Transport & Professional Services	Project	
Develop new employment opportunities across the district		Directly develop office space to support SMEs to grow		Mar-20	Kevin Warren	Economy & Estates	Quarterly	
Work with strategic partners to continue to deliver critical infrastructure projects across the district		Increase access to SuperFast Broadband to 90% across Hampshire	<a href="https://labs.thinkbroadband.com/local/index.php">https://labs.thinkbroadband.com/local/index.php</a>	Mar-19	Tony Fawcett	Transport & Professional Services	Quarterly	
		Through WCC programmes, support 10 people per quarter into work		Mar-19	Eloise Appleby / Denise Adler	Economy & Estates	Quarterly	
Delivering quality <b>housing</b> options		Deliver good Housing stock condition and energy performance for City Council owned dwellings that meet the Decent homes standard	0% "Non Decent Stock. Average SAP rating > 65	Local Authority Housing Data	Mar-20	Richard Botham / Andrew Kingston	Housing Services	Annually
	Double the number of Council houses built in the period 2017 -2020	Additional grant funding/section 106 resource secured	Housing Team	Mar-20	Richard Botham / Andrew Palmer	Housing Services	Project	
		Provide an additional 300 new homes by 2020 through Council funded development programme	New Homes Delivery Team	Mar-20	Richard Botham / Andrew Palmer	Housing Services	Annual	
	Establish a Housing Company or other specialist vehicle to support development	50 units for private rent delivered through specialist vehicle	Housing Team	Mar-20	Richard Botham / Andrew Palmer	Housing Services	Project	
	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	Housing Team	Mar-20	Richard Botham / Gillian Knight	Housing Services	Quarterly	
		Increased provision of supported housing units/move on accommodation	Housing Team	Mar-20	Richard Botham / Gillian Knight	Housing Services	Annual	
	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.	Additional affordable homes provided (mixed tenures)	Housing Team	Mar-20	Andrew Palmer	Housing Services	Quarterly	
	Become experts in finding innovative solutions to support residents trying to buy their own home	Develop an effective "shared ownership" programme	Housing Team	Mar-20	Richard Botham / Andrew Palmer	Housing Services	Project	
		Provide access to custom build initiatives	Housing Team	Mar-20	Richard Botham	Housing Services	Quarterly	
	Provide residents with direct access to, affordable Private Rented Housing (within Local Housing Allowance rates)	Number of houses that Council provide as private rented	Housing Team	Mar-20	Richard Botham/ Gillian Knight	Housing Services	Quarterly	
	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		Mar-20	Richard Botham	Housing Services	Bi-annual	
	Restrict permitted development rights in Winchester so that new HMOs require planning permission from the Council.	Make an Article 4 Direction(s) where evidence shows the proliferation of HMOs is unbalancing housing stock in Winchester, or parts of the city.	Local Authority Housing Data and Annual Monitoring Report	Mar-20	Simon Finch/Richard Botham	Housing Services	Annually	



Improving the <b>health and happiness</b> of our community	Ensure that a holistic approach to travel and movement is integrated into all Council plans and strategies, to improve health and reduce emissions	We will increase use of P&R, including the delivery of 200 spaces at Barton Farm			Simon Finch	Transport & Professional Services	Annual
		Increase health walks in district to 4,000	Healthwalk data	Mar-20	Amanda Ford	Environment, Health & Wellbeing	Annual
		Support the Winchester cycling criterium to increase spectators to 10,000	Visitors to event	Jun-17	Amanda Ford	Environment, Health & Wellbeing	Project
	Work with partners to improve the Health of residents in the district	Support the delivery of the Winchester Health and Wellbeing Action Plan	Health and Wellbeing Board	Mar-20	Lorraine Ronan	Environment, Health & Wellbeing	Annual
		Invest annually in disabled facilities grants in line with Government funding to help keep people in their own home	Housing Team		Richard Botham/ Gillian Knight	Housing Services	Annual
		Assist residents through the Exercise Referral programme			Amanda Ford	Environment, Health & Wellbeing	Annual
	Encouraging volunteering to support and extend local services	Number of volunteering opportunities created / increase in number of residents who volunteer (survey)	Residents Survey	Mar-20		Environment, Health & Wellbeing	Annual
		No of adults volunteering in sport increased to 22%		Mar-21	Amanda Ford	Environment, Health & Wellbeing	Annual
	Provide new leisure facilities in Winchester that meet the needs of a broad cross section of our communities	Commence build of a new leisure facility by 2018		Dec-18	Steve Tilbury	Leader	Annual
	Promote active communities by supporting programmes to encourage physical activity across the District	Increase the number of adults participating in at least 30 minutes of exercise each week to 50%	Sport England Active People Survey	Mar-20	Amanda Ford	Environment, Health & Wellbeing	Annual
		Target discretionary business rates relief towards sports clubs		Mar-18	Terri Horner	Leader	Annual
		Council grants programme to prioritise sports and physical activity programmes		Mar-18	Eloise Appleby	Economy & Estates	Annual
		A 20% increase in the number of adults who do 30 mins of exercise 3 times a week	Sport England Active People Survey	Mar-20	Amanda Ford	Environment, Health & Wellbeing	Annual
	Support the delivery of a programme of festivals and events across the district	Establish a coordinated approach to ensure the delivery of a range of high quality sustainable festivals and events that are safe, well organised and well attended	Event Organiser Survey	Mar-20		Economy & Estates	Annual
Improving the quality of the district's <b>environment</b>	Protect and enhance the District's rich heritage whilst allowing development to take place which enables our historic environment to evolve over time.	Having an adopted up-to-date Local Plan with positive policies which allow development to take place which protects and enhances the historic environment.	Local Development Scheme	Mar-20	Steve Opacic	Built Environment	Local Plan cycle
	By working with our partners and by using powers available to us, make Winchester a safer and more pleasant place to live, work and visit	Area specific satisfaction surveys completed using a baseline of ASB Hot Spot locations from the previous year that have been raised via the CSP	Residents Survey	Mar-20	Sandra Tuddenham	Environment, Health & Wellbeing	Annually
		Utilise the Tools and Powers provided within the ASB, Police & Crime Act 2014	Residents Survey	Mar-20	Sandra Tuddenham	Environment, Health & Wellbeing	Annually
		% successful fly tipping prosecutions	Neighbourhood Wardens	Mar-20	Sandra Tuddenham	Environment, Health & Wellbeing	Annually
		% reduction in reported fly tipping in fly tipping hot spots	Neighbourhood Wardens	Mar-20	Sandra Tuddenham	Environment, Health & Wellbeing	Quarterly
		Establish a self-funding service using litter fines	Financial Data	Mar-20	Sandra Tuddenham	Environment, Health & Wellbeing	Annual
	Enhance and increase the use of open spaces	Undertaking a visitors user survey on key open spaces to ascertain current use and future demand for such space	Residents Survey	Mar-20	Sue Croker	Environment, Health & Wellbeing	Annual
		Deliver £250k of Estate Improvements annually		Mar-20	Amber Russell	Housing Services	Annual
	Work to change attitudes to waste, and significantly improve recycling levels	We will investigate options for additional income through increased recycling	Financial Data	Mar-20	Rob Heathcock	Environment, Health & Wellbeing	Annual
		Our recycling rates will improve from the 2016-17 baseline position	EHDC Recycling Data	Mar-20	Rob Heathcock	Environment, Health & Wellbeing	Quarterly
	Find creative ways to reduce harmful emissions, based on sound evidence and holistic transport planning	meets or is better than statutory limits across the District, including town centre hot spots	Local Data	Mar-20	David Ingram / Phil Tidridge	Environment, Health & Wellbeing	Annually
		total emissions from the Winchester District have reduced by 40% or 25,000 tonnes CO <sub>2</sub> e per annum (relative to the 2004 baseline) by 2020		Mar-20	Eloise Appleby	Environment, Health & Wellbeing	Annual
	Work with strategic partners to continue to develop flood resilience measures	Flood scheme assessment on all completed to schemes to achieve a reduction in affected properties	Individual schemes	Mar-20	Simon Finch	Environment, Health & Wellbeing	Project