

2021 EDITION

COUNCIL PLAN

2020 - 2025





From October 2020 Guildhall Winchester has been serving as a Nightingale Court to help clear a backlog of legal cases that has built up during the pandemic.

WELCOME

In 2020, we published our priorities for the next five years: addressing the climate emergency; ensuring we have the right homes in the right places; creating a vibrant local economy; reducing health inequalities and delivering good value high quality services. Although so much has since changed, these core priorities remain.

The future will be challenging – the financial restrictions local authorities face are significant. In light of the emerging financial picture we have reassessed our plans and refreshed the Council Plan we're sharing with you here.

The climate emergency continues to shape the way we want our district to develop for future generations to enjoy. Whether focusing on the recovery of the local economy, or choosing where we build affordable homes, decisions will be made through the lens of a looming environmental crisis that cannot be ignored.

Modernising the way we carry out our core services has been accelerated by the pandemic. Interacting with customers online has become routine, and we look to build on these changes whilst retaining the critical face-to-face and rapid response services that safeguard our residents in the greatest need of our help.

In 2020, our business community has looked to us for support and advice as never before. And we delivered - to date we have administered over

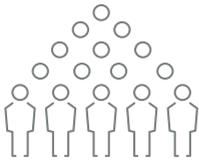
£35 million in grants and issued a rolling programme of national updates and tailored advice for specific sectors. We will continue to work closely with businesses locally as our district moves into a recovery phase. Part of this will see the fruition of projects that will enhance the Winchester district's public realm and its high quality environment whilst continuing to make the most of our rich heritage.

This plan sets out how we will use our resources in a way that will make a real difference to the quality of lives of you, our residents, and the environment. Although it runs until 2025, it will be updated and adapted to take account of changes along the way. More local people than ever before have let us hear their views on our new virtual channels of engagement so please keep telling us what you think. We want to hear the views of all in our communities so that our plans can factor in a balance of views and benefit the broadest range of people. We continue to listen and remain here for you all.

Cllr Lucille Thompson
Leader of
Winchester City
Council



WINCHESTER DISTRICT IN NUMBERS



124,900
population



72.5%
of residents aged
16-64 in employment



District covers
250
square miles



2
universities located
in the city



60.5%
of residents aged
16-64 qualified to
NVQ4 and above



20%
reduction in WCC carbon
to 2020



1,466
planning applications
determined in 2019/20



2,830,000
bins emptied
each year



54,427
homes



Over
5,000
council houses



8,035
businesses



2,266
listed buildings

THE CHALLENGES WE FACE

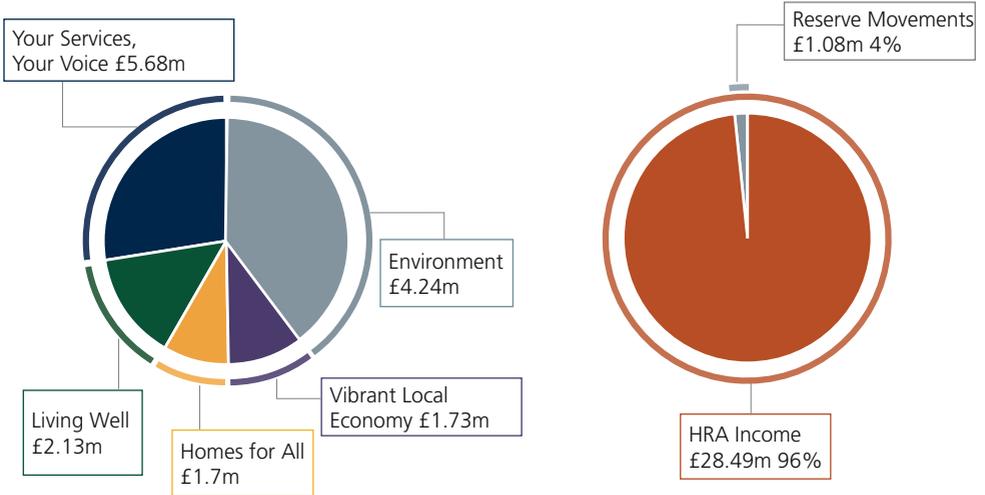
This plan sets out the challenges faced by the Winchester district, how we will respond to them and the principles which underpin our work.

The main challenges are:

- The climate emergency and the need to reduce the Winchester district's carbon footprint
- Recovery and Restoration response to the COVID-19 pandemic
- The impact of the COVID-19 pandemic on younger age groups
- Poor air quality in parts of the district
- Inequality and its effects on mental health and physical wellbeing
- Expensive housing costs to buy and rent
- Leaving the EU and its impact on the economy
- A population which is ageing while younger people leave the district
- Shifting ways of working and the need to improve the technology infrastructure
- Poor provision of public transport and safe walking and cycling routes in parts of the district
- Maintaining high quality services while balancing the council budget, particularly in light of the COVID-19 pandemic

OUR RESOURCES

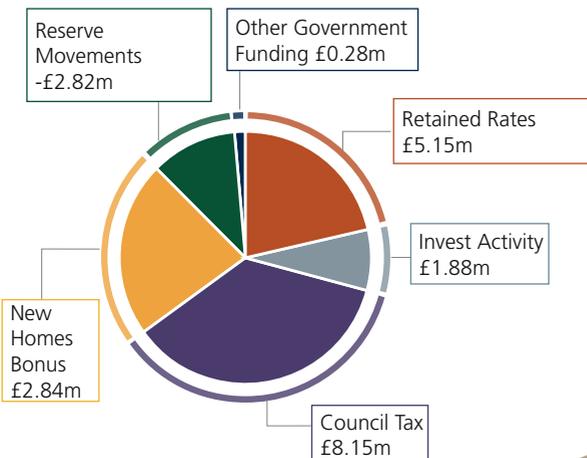
WHERE THE MONEY GOES:



Net Expenditure - General Fund

Net Expenditure - Housing Revenue Fund

WHERE OUR FUNDING COMES FROM:



Funding - General Fund

"In a uniquely difficult year, with unforeseen additional costs and a dramatic fall in income, balancing the budget has been very challenging. I'm really proud that we have done this whilst maintaining investment in our key priorities, continuing to deliver important public services at the same time as responding to the pandemic. We will ensure the council's financial resilience in what will continue to be very difficult circumstances."



Cllr Neil Cutler OBE
Deputy Leader and Cabinet Member for Finance and Risk

CLIMATE CHANGE

The council has set two clear climate emergency targets and we are looking to our residents and businesses to help us find solutions to dramatically cut the district's carbon footprint. We will reduce the carbon emissions of the council to become carbon neutral by 2024, and aim to achieve the same for the district by 2030.

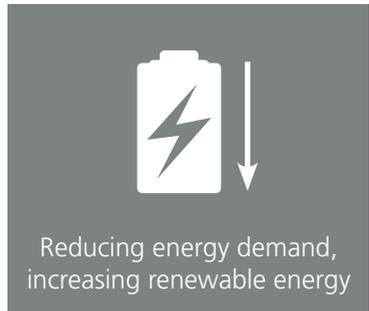
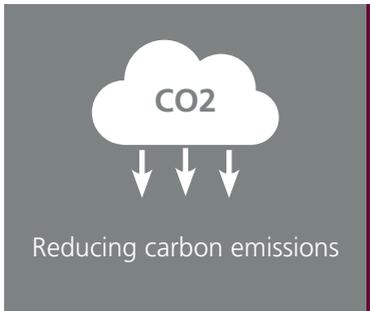
OUR VISION FOR A CLIMATE RESILIENT DISTRICT

1. | Changed lifestyles with local people, organisations and businesses enabled to share their ideas and work together to create a carbon neutral future
2. | The air is clean to breathe
3. | The natural and built environment is protected, maintained, sustained and enhanced
4. | People can move around the place easily and prefer to travel on foot, by bike and using public transport supported by other agencies and organisations
5. | The district is broadly self-sufficient in renewable energy
6. | Homes and businesses have measures in place to protect against extreme climate events

HOW WE WILL ACHIEVE THIS:

Winchester City Council's Carbon Neutrality Action Plan sets out our journey to carbon neutrality. The principles behind this plan underpin all activities of the council and are reflected in all its strategic aims and policies – including this Council Plan.

There are four main areas:



YOUR COUNCIL PLAN

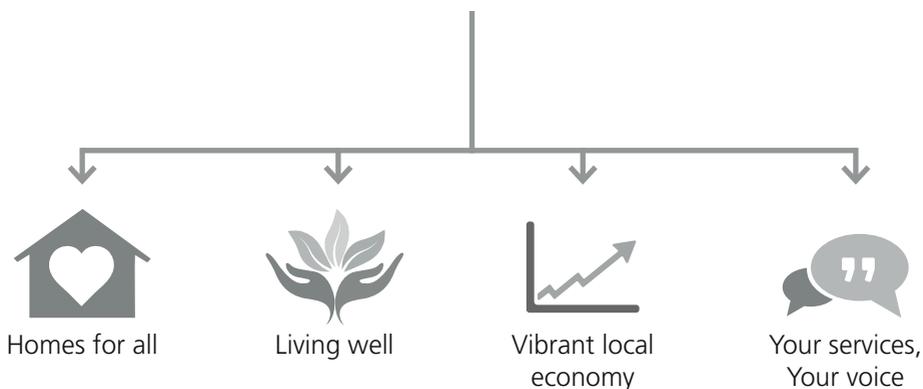
This Council Plan is a high level document covering the period 2020 to 2025. It sets out what the council wants to achieve and informs other strategies and plans including the Local Plan and individual service plans.

The Council Plan was updated in March 2021.

OUR PRIORITIES



Tackling the climate emergency and creating a greener district



TACKLING THE CLIMATE EMERGENCY AND CREATING A **GREENER DISTRICT**

The climate crisis remains a significant, long term challenge to all of us in the coming years and decades, and there is a growing ecological crisis too. Winchester City Council has committed to playing its part to tackle this global challenge and hand our district to our children and grandchildren in a better state than it is now.

WHAT WE WANT TO ACHIEVE:

- Winchester City Council to be carbon neutral by 2024
- The Winchester district to be carbon neutral by 2030
- Reduced levels of waste and increased recycling, exceeding national targets
- Clean air, more ambitious than national targets
- Everything most residents need should be in reach by foot, bike or public transport
- Our district's extensive natural habitats safeguarded and enhanced

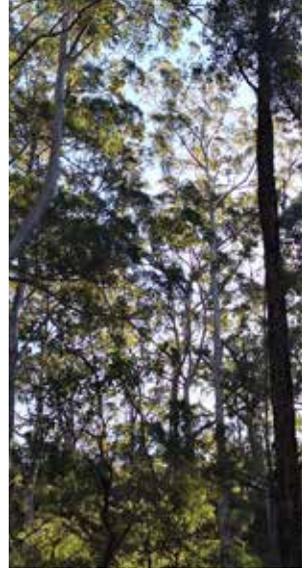
HOW WILL WE ACHIEVE THIS?

- Carbon neutrality to continue to be central to everything we do
- Positive Local Plan policies which promote low carbon development, sustainable travel and increased bio-diversity
- Encourage renewable energy generation and support start-ups and businesses in green energy and green technology
- Work with and enable businesses, organisations and residents to deliver the Carbon Neutrality Action Plan throughout the district
- Work towards a more sustainable food system and reduce food waste
- Continue to work with Hampshire County Council to deliver the City of Winchester Movement Strategy and prioritise walking, cycling and public transport throughout the district
- Deliver the actions in our Biodiversity Action Plan
- Work with other public authorities to expand the range of materials that we can recycle as solutions become available



WHAT HAVE WE ACHIEVED SO FAR?

- Cut the council's carbon footprint by 468 tonnes in 2019/20 on a like for like basis from the previous year (figures released in 2020)
- Green tariff electricity supplied to all council operational buildings reducing carbon emissions by 19%
- £5.3m M3 LEP funding received for a new Park & Ride site including photovoltaic panels and electric vehicle charging points
- Photovoltaic panels installed on the Winchester Sport & Leisure Park capable of generating 140,000 kilowatts per year
- Over 500 trees planted during 2019/20
- 33 new electric vehicle charging points installed across the district
- Refuse collection fleet upgraded to minimum Euro 6 standard
- Introduced kerbside glass, battery and small electrical items collections
- Increased recycling rates from 36.1% to 43.3%
- Flood Alleviation Scheme completed at Durngate in January 2021
- £200,000 of external funding secured to deliver carbon reduction works in collaboration with partners
- New Biodiversity Action Plan (BAP) approved January 2021
- Created new areas of wildflower meadows



"In a tough year for all, dealing with our climate emergency has been more important than ever and stays at the top of our list of priorities."



Cllr Lynda Murphy

Cabinet Member for the Climate Emergency

LIVING WELL

We want all residents to live healthy and fulfilled lives. We recognise that our residents are living longer and want to ensure the district offers the right mix of facilities to support good physical and mental health for all ages and abilities.

WHAT WE WANT TO ACHIEVE:

- Reduced health inequalities
- A wide range of physical and cultural activities for all ages and abilities
- Increased opportunities for active travel
- A wider diversity of residents and businesses involved in ensuring that our services work for all, especially for residents who need more help to live well
- Attractive and well-used public facilities and green spaces with space for relaxation and play

HOW WILL WE ACHIEVE THIS?

- Focus our activities on the most disadvantaged areas, communities and groups, supporting a greater diversity of residents
- Offering a wide range of accessible activities for all to enjoy at the new Winchester Sport & Leisure Park
- Supporting communities to extend the range of sports and cultural facilities across the district, notably the upgraded Meadowside Leisure Centre at Whiteley agreed and planned for later this year
- Enable and promote safe cycleways and pathways to make it safer and more appealing for our residents and visitors to cycle and walk to their destination
- Maintain and enhance open spaces and parks
- Develop Local Plan policies that promote healthy lifestyles in healthy surroundings



"When we were elected we made the health and wellbeing of our communities central to our plans. Over the last year the pandemic has seen all of us reset our understanding of the importance of this in all our lives. The new Winchester Sport & Leisure Park is a huge step forward in terms of providing something to offer sport and leisure for all once national restrictions have eased, regardless of fitness levels, abilities and circumstances."

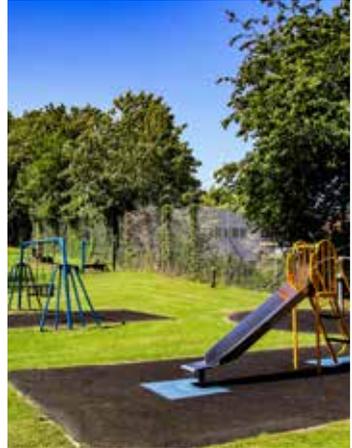


Cllr Malcolm Prince

Cabinet Member for Sport, Leisure and Communities

WHAT HAVE WE ACHIEVED SO FAR?

- Working with partners across the district, we reacted promptly to the COVID-19 pandemic to build and support community networks that have assisted many thousands of vulnerable people
- Adapted how we work to ensure wellbeing programmes for people with long-term health conditions have continued
- Continued construction of the new Winchester Sport & Leisure Park during the pandemic
- Most public toilets and open spaces were kept open during lockdowns and the re-opening of play areas and skate parks was prioritised when restrictions changed
- £500,000 issued in council grant support to key voluntary sector organisations to support our most vulnerable residents
- We worked collaboratively to encourage seamless joint working across voluntary organisations, community partnerships and the third sector – achieving a high level of shared awareness and mutual support around the provision of various support mechanisms for our residents
- Licensing arrangements for taxis revised to improve public safety, and air quality



"The pandemic has shown us all that we can help someone else, and that volunteering or being a key worker can be part of feeling that you can make a positive difference to someone else and that your efforts matter. We want to encourage a greater diversity of residents to tell us about what living well means for you, so that we can better design the services and places you need."



Cllr Jackie Porter

Cabinet Member for Built Environment and Wellbeing

HOMES FOR ALL

Housing in our district is expensive and young people and families are moving out because they are unable to find suitable accommodation they can afford. The Winchester district needs homes for all – homes that are affordable and built in the right areas for our changing communities.

WHAT WE WANT TO ACHIEVE:

- More young people and families working and living in the district
- All homes to be energy efficient and affordable to run
- Diverse, healthy and cohesive communities - not just homes
- No-one sleeping rough, except by choice

HOW WILL WE ACHIEVE THIS?

- Building significantly more homes ourselves
- Strengthening our Local Plan to ensure the right mix of homes is built for all sectors of our society, including young people
- Using the new Winchester Housing Company to deliver a wide range of housing tenures to meet local needs
- Providing support for our homeless and most vulnerable people by working directly and in partnership with the voluntary sector
- Move the energy efficiency of new and existing homes towards zero carbon
- Working with developers to ensure that they provide affordable housing and homes at fair market value as part of new developments



WHAT HAVE WE ACHIEVED SO FAR?

- Completed construction of 12 new homes, purchased one ex-council house and enabled eight bedsit flats to be built by Emmaus Project through grant funding
- Grant funded Trinity Centre project £75k to support new 12 bed housing project due to open in the spring
- On site with 119 new homes at Stanmore, Kings Worthy and Weeke which will be completed and occupied over the next six months
- Council built homes under construction or in planning have had their energy efficiency enhanced
- Strategic Housing Market Assessment to inform the housing policies in the new Local Plan completed
- 33 individuals were accommodated in emergency accommodation, 29 of these individuals were moved on to more suitable and longer term accommodation options during periods of national restrictions
- Capital funding provided to partners to build 28 additional units providing accommodation and support for homeless and vulnerable individuals due to COVID-19
- Additional COVID-19 Secure accommodation for the homeless provided during cold weather
- Care call programme - over 601 calls made to elderly and vulnerable tenants
- Coitbury House made available to LOWE to house 'property guardians'



"A safe, warm, settled home is the cornerstone of a healthy and happy life. Your council is building affordable accommodation, working with tenants and developers to improve the energy efficiency of homes, working with young people to provide better options to live independently and working with our partners to get the street homeless into safety."



Cllr Kelsie Learney

Cabinet Member for Housing and Asset Management

VIBRANT LOCAL ECONOMY

Winchester district is home to a host of successful businesses and enterprises with high levels of employment in both our urban and rural areas. As we look beyond the COVID-19 pandemic, it's vital we restore the vibrancy of our high streets, retain and develop our existing business base and make the Winchester district a place where new businesses want to be located. We also must begin the transition to a greener, more sustainable economy.

WHAT WE WANT TO ACHIEVE:

- Increased opportunities for high quality, well-paid employment across the district
- A shift to a greener, more sustainable economy
- New offices and workspaces meet changing business needs and are located in areas with sustainable transport links
- More younger people choose to live and work in the district
- Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer
- Winchester district attracts new and relocating businesses and enterprises

HOW WILL WE ACHIEVE THIS?

- Working with our key stakeholders to position Winchester district as a centre for digital, creative, knowledge intensive networks
- Focusing on a 'green recovery' post COVID-19 and providing tailored, sector specific business support
- Supporting business in meeting the challenge of carbon neutrality and encouraging 'green growth'
- Prioritising the needs of younger people in the redevelopment of central Winchester
- Working in partnership to strengthen the appeal of the Winchester district by promoting and developing our unique cultural, heritage and natural environment assets
- Promoting our independent businesses and supporting start-ups



WHAT HAVE WE ACHIEVED SO FAR?

- Awarded over £35m of government grant funding to support businesses throughout the pandemic
- Supported our businesses and the safe reopening of high streets through our 'Back to Business' campaign including a business helpline; regular business bulletins; free 1-1 business support service for our high streets and tailored COVID-19 business support for our high streets
- Progressed development of industrial units in Bishop's Waltham and Winchester
- Undertaken feasibility work for the creation of a creative hub in Kings Walk in central Winchester.
- Completed a round of consultation on the latest proposals for Central Winchester Regeneration attracting 2,700 exhibition visits and 330 responses
- Helped create additional outside seating areas in the city and market towns to support social distancing
- Relocated Winchester Street Market successfully to The Broadway on Sundays and established a regular food market
- Launched the 'Rediscover What's On Your Doorstep' campaign to encourage residents to stay local and spend local
- Established the city centre and market towns partnerships to help promote economic vitality across the district
- Commissioned a new ten-year Green Economic Development Strategy



"We recognise it's been an extraordinarily challenging year for businesses across the district, so making sure they've been able to access any grant funding quickly has been vital, as has focusing our efforts on helping them to both recover and rebuild."



Cllr Paula Ferguson
Cabinet Member for Local Economy

YOUR SERVICES, YOUR VOICE

We will continue to provide high quality, good value, resilient services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and not-for-profit organisations across our district – and are accessible to all whatever their circumstances.

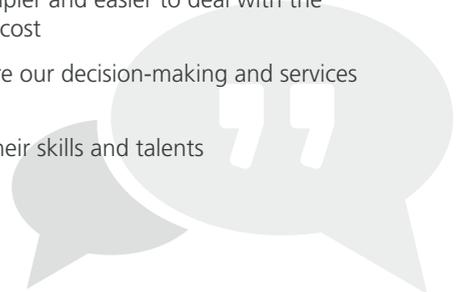
We will give all our residents the opportunity to make their voice heard and be able to understand how the council makes its decisions.

WHAT WE WANT TO ACHIEVE:

- An open, transparent, inclusive and enabling council
- Improved satisfaction for our services
- Good value compared to other similar authorities
- Continuous improvement in cost-effectiveness
- High accessibility and usage of our services
- Constructive and effective partnerships across the district
- A balanced budget and stable council finances

HOW WILL WE ACHIEVE THIS?

- Continuously improving processes that:
 - Involve the public, businesses, stakeholders and ward councillors earlier in the design, deliberation and decision-making process
 - Effectively respond to and learn from complaints and feedback to drive service improvement
 - Embed effective partnership working with the community, voluntary groups and organisations, local businesses, our suppliers and other public bodies
- Transparent and publicly visible performance measures which drive improved satisfaction and performance
- More effective use of technology to make it simpler and easier to deal with the council and its delivery partners while reducing cost
- Focus on accessibility and inclusiveness to ensure our decision-making and services are accessible to and usable by all
- Investing in our staff and making the most of their skills and talents



WHAT HAVE WE ACHIEVED SO FAR?

- We maintained a clear focus on maintaining service levels and quality and strong partnership working with our suppliers, even during the COVID-19 pandemic. For example we:
 - Kept our telephone lines open
 - Collected more waste and recycled more of it
 - Expanded glass collection services
 - Rapidly implemented support payments to businesses
- We also increased digital service delivery and engagement including:
 - Roll out of online forms for all customer transactions
 - Rapidly rolling out remote working
 - Moving council meetings online
 - Using new virtual consultation methods
- We developed a new Customer Charter and simplified our complaints policy to prioritise resolution and improve customer experience
- We continued to innovate and reduce cost in other areas – for example, the new mobile payment system for all our car parks which removed the associated 30p 'convenience charge' to users



"COVID-19 forced us to change quickly to continue to deliver good services – and also develop completely new ones. Council staff have done an amazing job in really challenging circumstances."



Cllr Martin Tod

Cabinet Member for Service Quality and Transformation

OUR VALUES

Our communities drive everything we do and we are committed to delivering the best customer service possible. Our values drive the way we work and help us achieve this.

INNOVATION

We are innovative -
challenging the status quo

INTEGRITY

We act with integrity -
always honest, open and fair

ADAPTABILITY

We are adaptable -
embracing change

COLLABORATION

We are collaborative -
working with others to get the
best results

EMPOWERMENT

We are empowering -
enabling communities and our
team to take action





"The work that your council is doing to ensure essential services remain up and running during these challenging times is so valuable to our communities. I know that we all share the same determination to continue to deliver our public services and I thank you, our residents and the council teams for the dedication you have shown in following the guidance to help keep each other safe."

Cllr Lucille Thompson

Leader of Winchester City Council



**SOCIAL
DISTANCING**



**PLEASE KEEP
2M APART**



