



COUNCIL STRATEGY 2017 – 2020

2019 EDITION



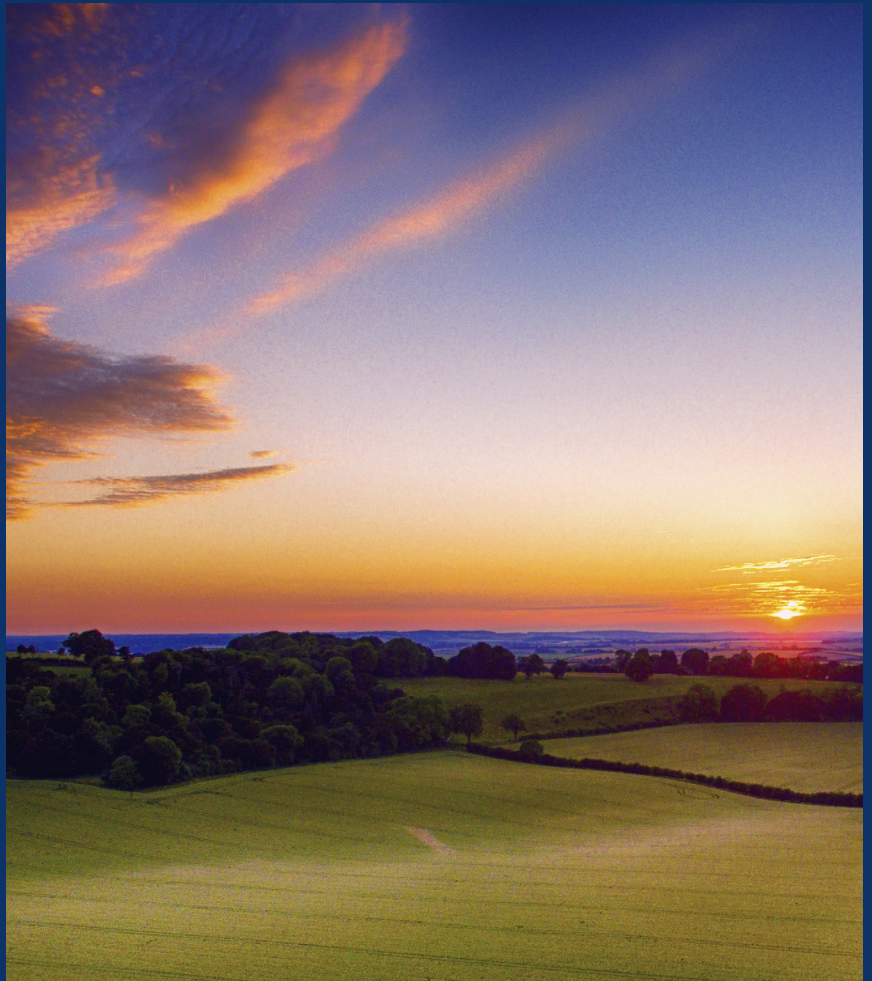
Vision

The overarching vision of Winchester City Council is to combine a blend of innovation, aspiration and pragmatism when delivering local services, looking beyond the traditional ways of doing things.

We are committed to:

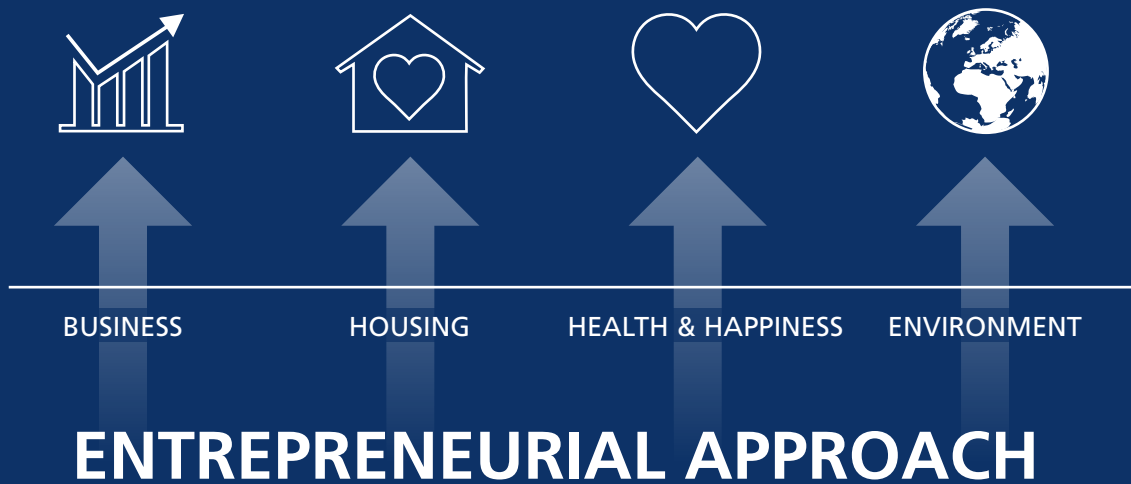
- Making the District a premier business location
- Developing quality housing with a balanced range of tenures
- Protecting and enhancing our unique environment
- Delivering services that encourage residents to lead healthy and fulfilling lives

The outcome of our combined aims will be a district where everyone enjoys the opportunities and quality of life that come from living in the Winchester District.



Farley Mount Winchester

A blueprint for Winchester's future



About this strategy document

This strategy outlines how the Council will deliver its vision up until 31 March 2020. We face many challenges, and our strategy sets out the key outcomes and core principles which underpin our work.

● Winchester

- St Barnabas
- St Bartholomew
- St Paul
- St Michael
- St Luke

Wonston & Micheldever

The Worthys

Badger Farm & Oliver's Battery

Colden Common & Twyford

Bishop's Waltham

Whiteley & Shedfield

Southwick & Wickham

Alresford & Itchen Valley

Upper Meon Valley

Denmead

Central Meon Valley



Your Council

Winchester City Council manages a wide variety of services. We have responsibility for:

- Planning management
- Housing
- Council tax
- Leisure services
- Benefits administration
- Building control
- Waste collection
- Business rates collection
- Tourism
- Economic development

Routinely praised as being one of the most desirable places to live in the UK, the Winchester District boasts up to 250 square miles of rolling countryside and economic heartland. The conservation of this unique setting is central to this document, which sets in stone the Council's ambitious and sustainable vision for the future.

The Winchester District is renowned for its strong economic foundations; contributing £4.8 billion in total output Gross Value Added (GVA) in 2015. Despite this, we know that a healthy and happy population needs more than a strong economy, which is why this strategy seeks to tackle a wide range of issues, from air quality to the condition of the public realm.

As a result, we have set out a bold vision for Winchester, driven forward by greater public engagement and investment in our city centre.

Ultimately, this document will seek to ensure that we continue to provide high quality housing, greater support for our local businesses and improve the health and happiness of our community.



Winchester District will be a premier business location



8,200

The number of businesses in Winchester District in 2016

Deliver quality housing options



91%

The number of tenants who said they were satisfied with the Council as a landlord

Improve the health and happiness of our community



TOP 30

Our District's ranking for life satisfaction in the UK

Environment



86%

Of our residents wish to maintain the District's environmental character

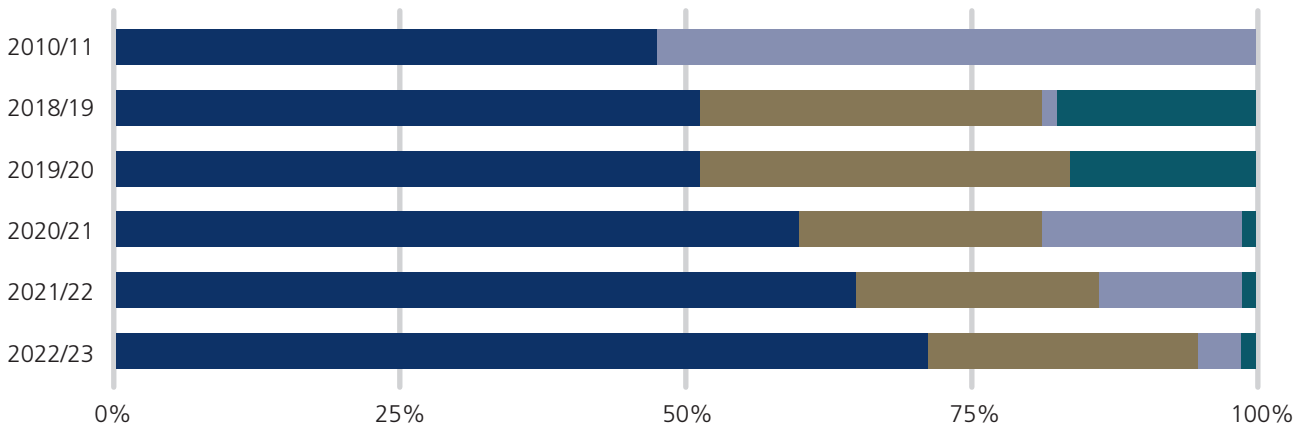
Financial challenge

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

Changes in Council funding 2010/11 – 2022/23

Core Funding Assumptions

- Council Tax
- Other Government Funding
- Business Rates Retention
- New Homes Bonus



For us to maintain or even grow our excellent services and deliver our strategy, we need to balance these pressures on our funding and make sure we are able to grow these income streams as well as seek to obtain new sources of income. As well as setting out what we want to achieve for the District, our council strategy also sets out how we aim to be financially resilient when facing these challenges.

By 2019 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 businesses 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.

To deliver the strategy we also have a significant capital programme. We are planning 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.



The Guildhall in Winchester - civic and community hub

One

Winchester District 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 low unemployment levels. It is vital to us that we help support business growth and success by enabling the supply of new office and employment space, and increase job opportunities to match our growing population.

As finances for local government continue to be squeezed, we need to help drive growth in business rates to continue to provide the excellent services our residents deserve.

We have

- Driven forward our plans to regenerate the Central Winchester area, materialising opportunities for businesses and residents alike.
- Prioritised the reinforcement of our digital infrastructure, by rolling out access to superfast broadband for 95% of Hampshire.
- Hosting well attended events, such as Hack! Winchester, that seek to inspire our local businesses to work collaboratively and share ideas with one another.
- Celebrated the pioneering innovation of our local businesses, by holding our popular annual Winchester District Business Excellence Awards.
- Encouraged our smaller businesses to compete in the 'Business Innovation Fund', the winner of which will receive Council funding to further develop their organisational aspirations.

We will

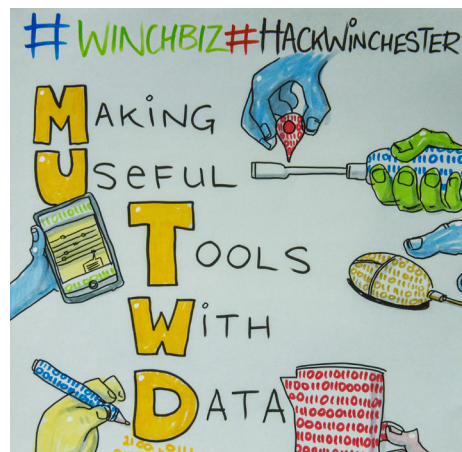
- Promote a sustainable economy by enabling major regeneration schemes.
- Prioritise support for the knowledge-based, creative and tourism sectors.
- Utilise our environment to drive business growth and create employment opportunities across the District.
- Work with strategic partners to deliver digital infrastructure projects across the District.
- Be innovative by exploring opportunities to reduce revenue expenditure and maximise key income streams.



Whiteley - a popular retail destination in our District



Virgin Voom providing support for new start-up businesses



Winchester Hack an agenda to support businesses, attract and retain young people and create co-working spaces

Two

Delivering quality housing options

Why?

We believe that it is vital that our residents have access to quality housing options, and we recognise the importance of having the right mix of housing within the District. We know that housing is expensive here, and we want to be active in helping to provide different options for our residents. At the same time, we wish to ensure that we increase the supply and quality of housing that we control (currently over 6,000 properties).



Award-winning new homes



Enabling home ownership via the Partnered Home Purchase scheme



New homes at Ashburton Road, Alresford

We have

- Completed the Chesil Lodge project, a specifically suited apartment complex aimed to provide affordable lets and support for elderly residents.
- Delivered and approved over 200 new Council houses since 2017.
- Secured a £3.2 million grant for housing and community facility development at Stanmore.
- Creation of a Social Inclusion Forum, to further our efforts in preventing homelessness in Winchester District.
- First shared home purchase completed through the Council's innovative PHP scheme in October 2018.

We will

- Deliver good housing stock condition and energy performance for Council-owned dwellings that meet the Decent Homes standard.
- Respond to the need to provide more affordable housing in the District.
- 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), shared ownership, student housing etc.
- 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 houses in multiple occupation require planning permission.
- Support residents to buy their own homes.



Chesil Lodge, providing brand new affordable accommodation for our vulnerable elderly residents

Three

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 reducing inequalities and improving our community's health and happiness, particularly through sport and other types of activity. We also want to retain festivals and programmes of events that take place across the District, and provide a sense of cultural vibrancy.



Sport & Leisure Park

We have

- Planning recommended for approval for the construction of the new sport and leisure centre at Bar End to begin in Spring 2019.
- Recorded the completion of 1,259 health walks in Spring 2018, supporting our campaign to promote healthier lifestyles for our residents.
- Supported our local sport organisations, providing £220,000 worth of business rate relief for Winchester's sport associated enterprises.
- Delivered on our promise of promoting healthier lifestyles for our young people, with 1,017 junior participants taking part in our weekly park run.
- Just under 2,500 pupils from 19 schools across the District took part in the inspiring Golden Mile initiative, aimed at tackling childhood obesity.

We will

- Work with partners to reduce health inequalities in the District and promote good mental and physical health.
- Provide new leisure facilities in Winchester that meet the needs of a broad cross-section of our communities for now and the future.
- Encourage volunteering to support and extend local services.
- Support the delivery of a programme of festivals and events across the District.
- Work with partners to achieve significant and sustained change for vulnerable and troubled families with multiple, complex and persistent problems.



Tackling childhood obesity at Stanmore Primary School

Four

Improving the quality of the District's environment

Why?

We provide services in a fantastic and diverse location. We want to keep the District's environmental character but also find ways of improving the 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, as well as be able to enjoy our beautiful countryside and rural landscape.

We have

- Promoted our work to raise our resident's awareness of recycling at home, where we continue to see positive engagement from our communities.
- Finalised and completed work on two more parking schemes for Stanmore, with similar schemes at Colden Common and Highcliffe being proposed.
- Bolstered the capacity of our Park and Ride service, by providing an additional bus during peak times.
- Broadened our public consultation regarding the standard of our open spaces, with the latest online survey ending in November.
- Spearheaded efforts to become a Carbon Neutral Council, with figures for this year demonstrating that our carbon emissions have fallen by 22.5% since 2009.

We will

- Protect, enhance and respect the District's rich heritage and landscape while allowing appropriate development to take place.
- Enable our historic environment to evolve over time, with due regard for the landscape character.
- By working with our partners and using powers available to us, make Winchester a safe and pleasant place to live, work and visit.
- Protect, enhance and increase the use of open spaces in both the towns and more rural areas of the District.
- Work to change attitudes to waste, fly-tipping and littering and significantly improve recycling levels.
- Work with strategic partners to continue to develop flood resilience measures to protect our communities.
- Improve the environment and reduce harmful emissions through holistic transport planning.
- Working with strategic partners to identify opportunities to enhance and restore biodiversity in the District.



Launch of the Enterprise Car Hire Club



The North Pond near Bishop's Waltham



The Winchester District features a mix of urban character and rural charm



Working with partners

The Council will adopt an entrepreneurial approach to achieving all the outcomes in this strategy.

What do we mean by an entrepreneurial approach?

Significant challenges face the public sector. To ensure that Winchester District continues to thrive requires different ways of thinking and new approaches to achieving the same, or more with less. Traditional methods of tackling this problem (such as salami slicing council budgets) are no longer an option if we want to maintain excellent services for our residents, businesses and visitors. This is why Winchester City Council is adopting an entrepreneurial approach to how it delivers its services and secures its medium-term financial strategy.

In working entrepreneurially, we aim to exhibit the following behaviours

- Adopt an imaginative and innovative mind-set towards using our resources.
- Clearly understand the needs of our residents, businesses and visitors, and design our services to meet these needs.
- Maintain an open mind when exploring new models for service delivery and provide options for the Council to consider in order to secure the best opportunities for the District.
- When exploring new opportunities, adopt an agile approach which allows us to rapidly review and learn from experience to ensure the best result.
- Actively look for ways to work with partners – public, private and voluntary sector – to secure the best value for money for taxpayers.



Winchester Unconference - you set the agenda



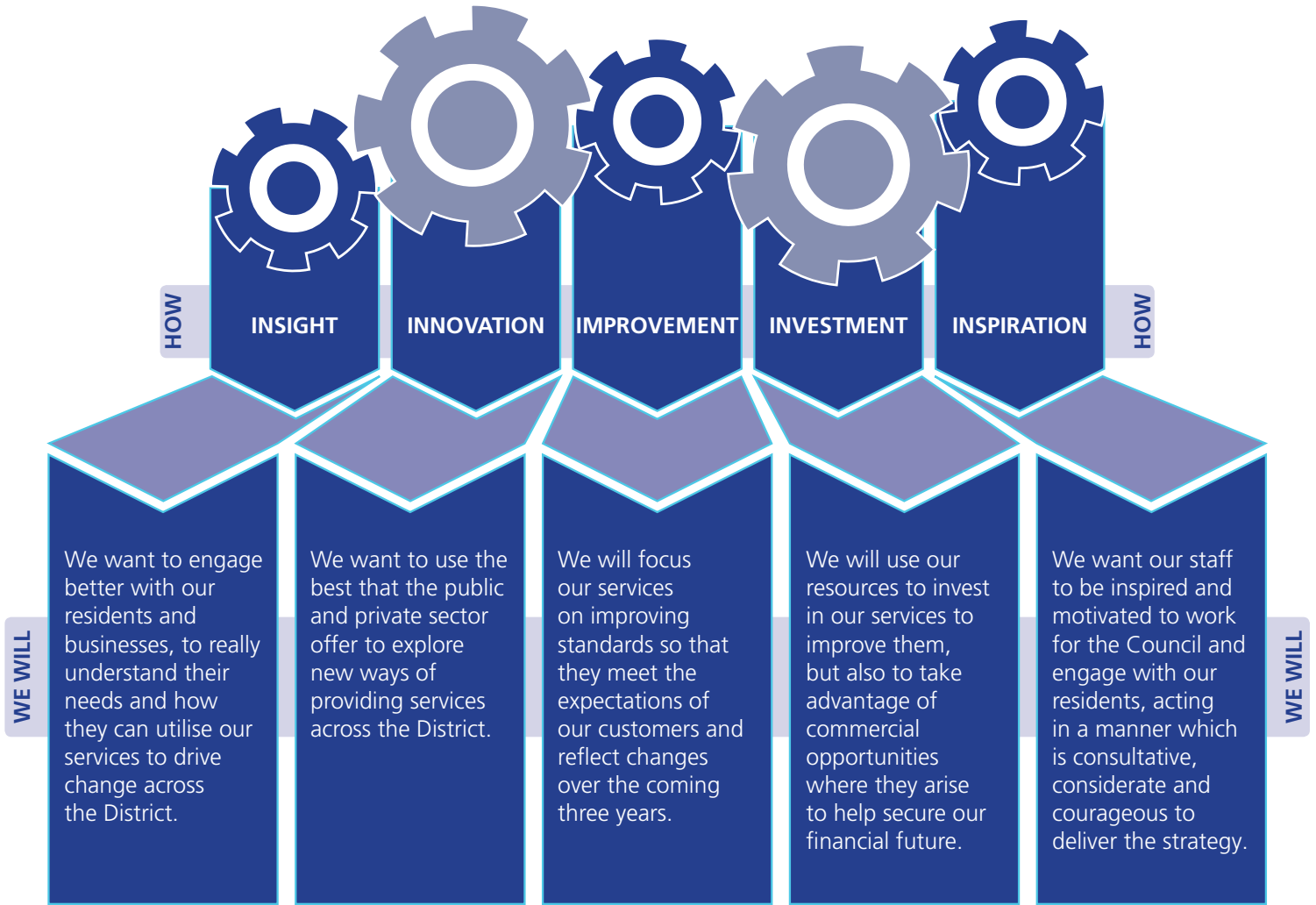
Welcoming student to Stanmore



Sport and Leisure Park - planning recommended for approval

The Council's Risk Management Strategy was approved in 2017 and set out a new risk appetite which is more aspirational but also more pragmatic.

How we will deliver the Strategy – core principles





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