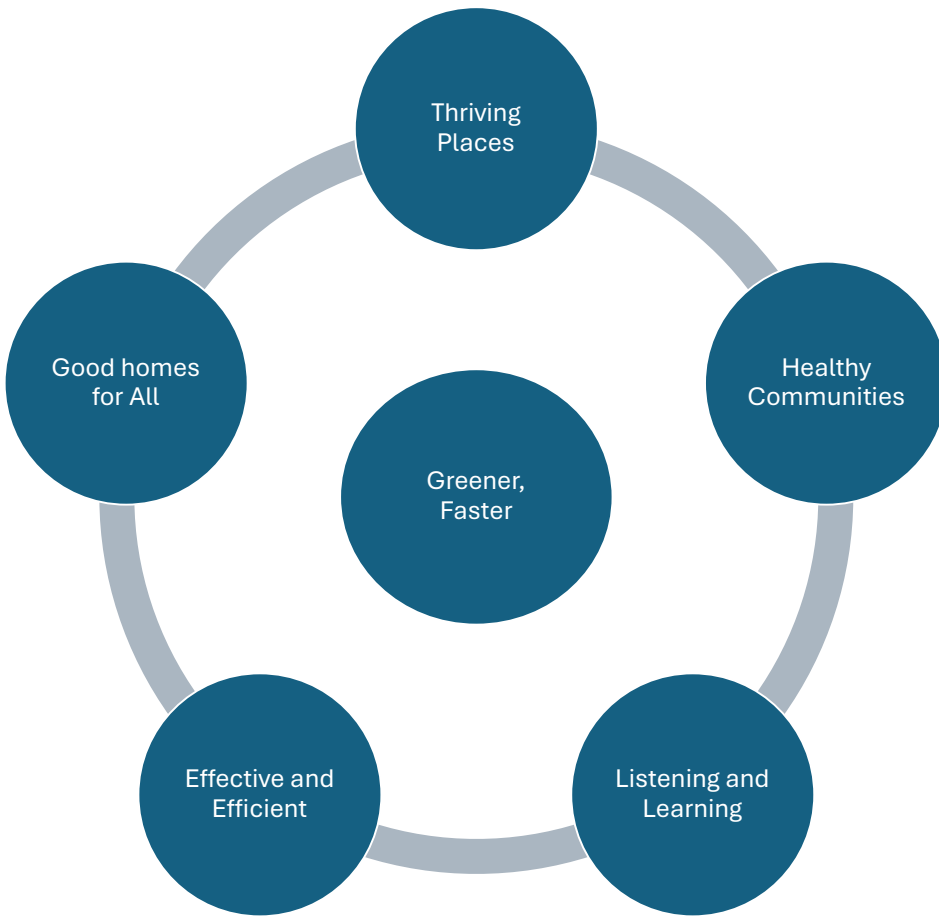


Council Plan 2025-30 - draft

Our Priorities:



Greener, Faster

What we want to achieve

- The Winchester District to be carbon neutral by 2030
- Reduced waste and increased recycling, exceeding national targets
- Cleaner air than national targets
- Better protection against extreme climate events
- Increased proportion of journeys by public transport, foot or bike
- Reversing the long-term decline in nature and biodiversity

How we will achieve this

- Work with and enable businesses, organisations and residents to deliver net zero guided by the Carbon Neutrality Roadmap for the district. Key elements include:
 - Local Area Energy Plan
 - Energy efficiency measures in homes and commercial buildings
 - Utility scale renewable energy
 - Carbon sequestration through nature-based solutions
 - Further expansion of EV charging
- Protect our natural environment and tackle the ongoing nature emergency by:
 - Building on the Biodiversity Action Plan to create a strategic approach to nature improvement across the whole district
 - Working with partners to support delivery of Hampshire's Local Nature Recovery Strategy
 - Using current and future Local Plans to maintain demanding standards for biodiversity and the natural environment
- Cut pollution in our district's rivers, chalk streams and watercourses by
 - Maintaining and enforcing robust planning policies in current and future Local Plans that eliminate the risks of pollution from new developments and reduce flood risk
 - Upgrading our own wastewater treatment works
 - Working with other authorities and private operators to secure the necessary upgrades to public and private sewage and water treatment plants
 - Supporting citizen science and volunteer groups
- Work with Hampshire County Council to deliver the City of Winchester Movement Strategy and significant improvements to walking, cycling and bus provision in Winchester, our market towns and rural areas.
- Further decarbonise our own buildings, vehicles and operations – including, as far as achievable, our indirect emissions
- Increase what can be recycled, support reuse, and help residents and businesses prevent and reduce waste
- Deliver the Air Quality Strategy and Action Plan
- Embed the strongest achievable environmental standards in current and future Local Plans
- Audit our own buildings, homes and operations against the impacts of climate change, implement necessary actions, and share this knowledge with others.

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Thriving Places

What we want to achieve

- Strong, sustainable business growth
- More young people living and working in the district
- Strong footfall in all our centres with lower than regional vacancy rates
- Attractive, clean public spaces and facilities
- Less fly-tipping and graffiti
- Improved facilities within 20 minutes of people's homes
- Increased investment in our district
- Full gigabit broadband and mobile coverage by 2030

How we will achieve this

- Work with partners to implement our Green Economic Development Strategy. Key elements include:
 - Increasing solar PV installation on large commercial and industrial buildings
 - Deliver a Digital Growth Factory for SMEs
 - Micro-consolidation trial to support 'last mile', 'first mile' and 'only mile' deliveries
 - Implementing the district-wide Cultural Strategy 2024-30
- Work to secure investment via the Hampshire Prosperity Partnership, any future Combined or Mayoral Authority, and other public and private sector partners to:
 - Regenerate our run-down areas, especially the Central Winchester Regeneration area
 - Support new businesses and create new jobs
 - Strengthen public transport
 - Improve our energy infrastructure
 - Fix our digital connectivity
- Work with further and higher education, alongside local businesses, to support skills and enable research and knowledge transfer
- Revitalise our street markets and support local festivals
- Invest in cleaning our city and market town centres, alongside improved management of commercial waste
- Work with partners to promote and develop our unique cultural, heritage and natural environment assets across the district
- Prosecute fly-tippers and clear fly-tipping faster
- Use Local Plan policies to support:
 - Sustained and improved facilities in local centres that reduce the need for travel
 - New business needs and opportunities, including agriculture and other rural businesses, the cultural, visitor and tourist economy, food/drink, creative, professional and education sectors

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Healthy Communities

What we want to achieve

- Support for those most affected by the increased cost of living
- Improved health and wellbeing in our most deprived communities
- Increasing participation in physical activity for all ages and abilities, including active travel
- Access to attractive and well-maintained public facilities, green and natural spaces with space to play and gather for all ages
- Strong health and community infrastructure across the district
- Thriving local voluntary, and community sector – tackling isolation, building community cohesion and supporting those in need

How we will achieve this

- Targeted cost of living support programme, directly and via the voluntary sector and local charities, including Council Tax hardship grants
- Close working with the police and other partners to tackle anti-social behaviour and domestic abuse
- Community Action Programmes for our most deprived areas and communities, co-produced with local people and including a review of the social determinants of health (SDH).
- District Community Facilities Review to enable targeted support (where needed), in partnership with parishes and other providers
- Updated Sports Provision Strategy, incorporating growth sports that support greater inclusion and new participation, to unlock investment in local facilities
- Continued investment in our leisure centres, sports grounds, parks and play areas
- Work with the NHS to protect local health provision and encourage increased investment across primary and secondary care
- Continued support for the City of Sanctuary movement and for refugees to our district
- In every community across the district, use Local Plan policies and other measures to support healthy lifestyles in healthy places:
 - Great air quality, access to outdoor recreation and the natural environment
 - Walking, cycling and active transport
 - Sustainable neighbourhoods with strong community infrastructure, blue/green infrastructure and employment
 - Accessible to all, especially those with physical or mental disabilities
- New grounds and street care contract, supporting active travel, access and use of open spaces, sports grounds and play areas, clean and attractive centres and improved biodiversity

Good Homes for All

What we want to achieve

- Continue to increase the number of affordable homes across the district, including our 2023 commitment to deliver ~~1~~ 1,000 more council homes by 2032.
- Every homeless person to secure a permanent home
- Policy-led planning to deliver NPPF objectives without 'planning by appeal', ensuring the right mix of homes for all, including young people and key workers.
- Ensure all council homes are decent, safe, energy efficient and resilient to the effects of climate change.
- Decarbonisation of district homes, consistent with our net zero goal.

How we will achieve this

- Buying homes as well as building homes, in sustainable locations with sufficient local affordable housing demand.
- Ensure a Local Plan remains in place for the district – consistent with NPPF objectives – and ensuring a minimum requirement of affordable homes across the district:
 - Successful implementation and adoption of 2024 Local Plan
 - Start update of local plan to deliver new NPPF objectives within 6 months of adoption
- Support our homeless and most vulnerable people working directly and in partnership with the voluntary sector, backed by:
 - Our new Homeless Pathway
 - Developing an in-house Housing First model
 - Providing the right mix of support and high-quality temporary accommodation to help people progress to permanent, secure housing
- Pilot and expand council-house decarbonisation plan, including fabric-first reduction in energy use and bills, expanded local energy generation and replacement of gas boilers with zero carbon alternatives
- New maintenance and repair contract, improving quality and responsiveness of council house repairs and retrofit
- Work with partners to drive wider residential decarbonisation across all housing types, including historic and heritage buildings.

Efficient and Effective

What we want to achieve

- Improved satisfaction for our services
- Good value compared to other similar authorities
- High accessibility and usage of our services – with a strong shift to digital for those who prefer it
- A balanced budget and stable council finances

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How we will achieve this

- New Digital Strategy and Action Plan to:
 - Improve online customer experience – focusing first on the most used services
 - Improve internal collaboration and efficiency to further improve services
 - Improve use of data and analytics to support decision-making
- Building on the TC25 programme, continue with 2-yearly transformation programmes embedded in the council's work – reducing cost and improving efficiency.
- Test and deploy new technologies capable of improving efficiency and reducing cost.
- Robust IT security and resilience
- Joined up system of performance management tightly integrating service plans with council plan and clear KPIs measuring economic, environmental and community outcomes.
- Work to keep district council tax increases below inflation.

Listening and learning

What we want to achieve

- Improved ~~R~~Residents' ~~S~~Survey results for involvement, contact and response
- Improved engagement with under-represented groups
- Above average Tenant Satisfaction Measures (TSMs)

How we will achieve this

- Satisfaction tracking and analysis across our services
- New Tenant Engagement Strategy
- Early and ongoing stakeholder engagement designed into all major projects
- Early engagement with Councillors on ward issues
- Review and refresh the current Public Sector Equality Duty Policy and create an Equality, Diversity and Inclusion Strategy and Action Plan, including refreshed ~~ED~~equality objectives and LGA Equality Framework actions
- Community Governance Review to ensure strong network of parish and town councils across the entire district – capable of operating in any new local government structures
- Review options for further devolving City Council functions to ensure sufficiently resourced parishes have maximum scope to represent local communities
- Work with neighbouring authorities to ensure that our communities are involved and heard on major out-of-area developments and initiatives that impact them
- Support a learning culture:
 - Post-evaluation and lessons learnt for all major initiatives
 - Encourage reapplication of best practice from other authorities and within the council
 - Research partnerships with local universities on our most difficult challenges