

Winchester District Community Strategy 2010 – 2020

January 2014



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1. Introduction

- 1.1 This Strategy sets out how Winchester City Council wishes to see the District change for the better over the next decade.
- 1.2 It retains the key elements of the original Community Strategy adopted in 2004 and its subsequent updates in 2007 and 2010, but has now been refocused to link with the Council's function and organisational structure. It reflects the aspirations of our many communities that make up the District and the role of our partners in delivering the vision and outcomes.
- 1.3 The shared vision which has been developed following extensive consultation, states :

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.

- 1.4 The emphasis of this update is on what the Council can deliver to achieve this vision over the next few years, particularly under the scenario of a reducing budget and corresponding public service reform. Our focus will be on providing ***the right level of service we can offer to our communities within the resources available.***
- 1.5 The three overarching priority outcomes identified for the District - **Active Communities**, a **Prosperous Economy** and a **High Quality Environment**, remain relevant and continue to be delivered through specific projects across the District. This update also includes the Council's own outcome of being an **Effective and Efficient Council**.

2. Objectives for 2014 – 2017

- 2.1 The priority outcomes are a useful mechanism to explore and determine the Council's immediate and longer term objectives. The 2010 Strategy covering the period 2010 – 2014 established three specific priorities of Older People, Access to Services and Reducing the District's Carbon Footprint, these remain valid and are being taken forward through a range of projects and programmes that will be delivered by the Council and its partners. However, given the current focus on our services it has been necessary to reassess what our objectives are for the immediate future during 2014 – 2017.
- 2.2 The remainder of this document therefore identifies our objectives for 2014-2017 under the following priority outcomes:
Active Communities (people)
High Quality Environment (place)
Prosperous Economy (prosperity)

Effective and Efficient Council (process)

- 2.3 The varied geographical nature of the District has meant that it is necessary to distinguish between its different areas. These areas have been determined through a range of evidence and have strong links with the Council's Local Plan Part 1 recently adopted.
- Winchester Town – the historic core and immediate surroundings,
 - Market Towns and rural area – including the market towns and villages of Alresford, Bishops Waltham, Denmead and Wickham,
 - The M27 corridor and urban areas to the south of the District (known as the 'South Hampshire urban areas') including Whiteley and West of Waterlooville
- 2.4 It should be noted that this Strategy covers the whole of the Winchester District, even though 40% of the District now lies within the South Downs National Park. The Park Authority has its own [Partnership Management Plan](#), with a shared vision of 'Thriving Communities in inspirational landscapes' to be delivered through 11 outcomes and corresponding policies. Delivery of these will be focussed around those actions that support the statutory purposes and duty of the National Park.
- 2.5 Our Strategy will be to give special attention to all areas in the District identified as being in greatest need. We will direct plans and projects to support the areas so identified. Stanmore North and Winnall West will continue to receive our continuing programme of support as the main areas of special need, being in the bottom 25% of the most deprived areas in Hampshire based on 2010 Indices of Multiple Deprivation data.
3. Determining our Objectives
- 3.1 Extensive research has been undertaken through exploring a range of plans and strategies produced by the Council in conjunction with its partners and communities to identify common issues, purposes and objectives. These documents have all been subject to their own evidence and consultation processes in being approved and adopted as part of Council policy. The full evidence base and a summary can be viewed at www.winchester.gov.uk/sustainable-community-strategy.
- 3.2 In addition to undertaking this scoping exercise, we have also examined the statistics available either through the Census or other research, to determine if the statistics indicate a different story of an improving or declining resource.
- 3.3 This process has revealed that the following objectives should provide the immediate direction for the Council's activities and resources for the period 2014 – 2017. These objectives are not listed in order of importance they are all matters that the Council has recognised will

contribute to the delivery of its priority outcomes, either individually or collectively.

3.4 **Active Communities**

3.5 This priority outcome focuses on the **people** that work and live in the District, encouraging healthy lifestyles and active participation in their communities and ensuring that they can access the services they need.

3.6 The objectives for this outcome are :-

- Provide housing to meet community needs
- Promote community cohesion
- Provide accessible sport and recreation
- Ensure our communities are healthy and safe

3.7 **High Quality Environment**

3.8 The District is fortunate to have both an attractive natural environment complemented by heritage rich towns and villages, which all contribute to its sense of **place**. This is valued by all and underpins a prosperous economy. It is recognised that we will make a contribution to reducing the District's carbon footprint under this priority outcome as well as the others.

3.9 The objectives for this outcome are:-

- Work towards a lower carbon District
- Effective traffic management and support for transport provision
- Ensure that the quality of the place we enjoy is maintained and enhanced

3.10 **Prosperous Economy**

3.11 The District has a dynamic and creative economy, supported by excellent education provision and communications. It has a thriving tourism sector and two strong business improvement districts. This is the time to work in new ways both to encourage new business and entrepreneurship and to tackle worklessness and promote a low carbon economy, ensuring long term **prosperity**.

3.12 The objectives for this outcome are:-

- Support the local economy
- Promote education and training
- Promote tourism and the cultural assets of the District

3.13 **Effective and Efficient Council**

3.14 This priority outcome focuses on the **process** of how the Council as an organisation delivers services to its residents and businesses. It is very much about how we do things and ensuring that we do the right things

in the right way given the resources available and the changing nature of financial support to local government.

3.15 The objectives for this outcome are:-

- Ensure that the Council is resilient with an agile and flexible workforce
- Medium term financial planning to ensure effective use of available resources including asset management
- Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity.

4. How we will deliver our Objectives and Monitor our Progress

4.1 The Council will produce a delivery plan for the Community Strategy which is based on the current structure of the Administration of the Council, through a series of Portfolio Plans. These will be updated annually and monitored through The Overview and Scrutiny Committee.

4.2 Each Portfolio Plan will specify which projects will be initiated and implemented, under the relevant priority outcome and objectives, which can then be monitored through established processes. Those prepared for 2014/15 reflect the immediate financial situation of the Council. Given reducing resources, future versions will need to reflect a different financial scenario.

4.3 Many of the projects and programmes currently identified will contribute to multiple outcomes, leading to added value through sharing of resources and efficient delivery.

4.4 Partnerships already exist and the Council has established partnerships with both businesses, many of our communities and the voluntary sector. The Council also works with agencies nationally and locally and operates shared services with some neighbouring local authorities. Changes to the organisation structure of the Council has also created opportunities for greater collaborative working to ensure projects are delivered effectively maximising wider benefits.

5. Further Information

5.1 This document, the evidence base and delivery plan can be viewed at www.winchester.gov.uk/sustainable-community-strategy