

REPORT TITLE: COUNCIL STRATEGY 2017-20

CABINET

8 FEBRUARY 2017

PORTFOLIO HOLDER: THE LEADER

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 delivery of the Strategy.

A period of public consultation on the draft Strategy was undertaken between the 8 December 2016 and 13 January 2017. This report sets out the results of this consultation and the proposed amendments to the Strategy in light of comments made.

RECOMMENDATIONS:

1. That Cabinet agree the revised Council Strategy 2017-20 and recommends it to full Council.

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 The consultation on the draft Council Strategy is set out below in paragraph 9.

7 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property</i>		
<i>Community Support</i>	Consultation has been undertaken on the draft Strategy and the community's views sought.	Reflection of consultation comments in final draft of Strategy will help secure community ownership of the Strategy and buy in to its aims.
<i>Timescales</i>	N/A	

Risk	Mitigation	Opportunities
<i>Project capacity</i>	All major projects and capital schemes to be run through the Council's project methodology	Projects that deliver the Council Strategy will be prioritised for resource. The articulation of the Council's aims in the Strategy will allow for more rigorous prioritisation of resources.
<i>Financial / VfM</i>	Regularly monitoring of the measures will be utilised to mitigate the financial risk of non delivery and, where any measures are delayed, it gives the Council time to redeploy financial resources.	The agreement of a new Council Strategy will provide the framework for a new approach to setting the budget for 2018/19. The Council Strategy concentrates work around providing good services whilst also seeking opportunities to support the Medium Term Financial Strategy through its focus on becoming an entrepreneurial Council.
<i>Legal</i>	Legal implications of activities to deliver the Strategy will be reviewed and assessed on a case by case basis	
<i>Innovation</i>	Legal implications of activities to deliver the Strategy will be reviewed and assessed on a case by case basis	Innovation is a core principle of how the Strategy will be delivered, offering the opportunity to inspire staff by investigating new ways to deliver services.
<i>Reputation – risk of delivery</i>	Quarterly monitoring of the performance measures is proposed to ensure where delivery is at risk, actions are in place to mitigate this	The Council has the ability through the Strategy to enhance its reputation through the delivery of the measures included throughout
<i>Other</i>		

8 SUPPORTING INFORMATION:

Background

- 8.1 The Council Strategy sets out the Council's aims for the district over the next three years, and is the main document in setting the budget and focussing the efforts of the Council in the coming years.
- 8.2 The Strategy for 2017-2020 comprises five ambitious outcomes that the Council wants to achieve, and sets the route map as to how that will be done, via a set of aims under each outcome and measures by which Members and the community will be able to judge progress. The outcomes are:
- Delivering an **entrepreneurial** approach to efficient public services
 - Winchester District will be a premier **business** location
 - Delivering quality **housing** options
 - Improve the **health and happiness** of our community
 - Improving the quality of the District's **environment**
- 8.3 The draft Council Strategy was approved by Cabinet in December 2016, following which a period of public consultation was undertaken. This consultation was widely publicised through press releases, the Council's popular social media channels and on the Council's consultation hub CitizenSpace. The Council's main stakeholders and staff members were also encouraged to take part and share their views. Organisations such as Winchester Action on Climate Change advertised the consultation to their members which helped encourage an excellent response.
- 8.4 The public consultation asked whether the consultee agreed or not with the aims set out in the Council Strategy, and gave them an opportunity to add a comment. A total of 404 responses were received whilst the consultation was open between 8 December 2016 and 13 January 2017. In addition, 1,211 comments were provided with the responses, giving the opportunity to respond to common themes that were coming through from the majority of the comments and to amend the Strategy to reflect the concerns of those who took the time to take part in the consultation. Appendix A shows word clouds of the most commonly used words from the consultation, and give a flavour of how people responded.
- 8.5 The comments below represent a cross section of the large number of responses that were received, and demonstrate the positive levels of engagement that residents and organisations have had with the Council over the draft Strategy. There is a lot of useful commentary within the responses that the Council will review and use over the coming months as well as to help focus some of the Strategy more. The comments also highlight areas of agreement and disagreement with the Strategy; the most popular comment

themes have been consolidated in paragraph 9.3, with proposed responses for the final Council Strategy to Council.

“The infrastructure also needs to keep up with the housing. House prices keep going up aren't people just going to keep buying affordable housing' and sell it at a profit. Council housing seems like a good option.”

“The emphasis on council housing and low cost housing risks turning Winchester from a pretty, attractive and respectable tourist destination and commuter-base into a low-class location that tourists, investors and commuters will shy away from. Winchester's economy strong housing market sets it apart, and is too important to mess with.”

“I welcome the commitment to energy efficiency in Council housing. The Strategy should emphasise that all new housing developments should be low carbon. The Council should encourage home-owners to make their homes energy-efficient too.”

“Attract business that will provide a wide range of job opportunities from unskilled to high-end high tech. Reward socially responsible employers that will share the City's aims.”

“Winchester is already saturated. Traffic is dreadful, pollution is illegal and there is no infrastructure for more housing.”

“We don't want or need huge companies. Winchester is the UK's Ancient Capital and is hugely popular with tourists. We need to enhance its historic areas and keep its old character; no ultra modern building; make it attractive for local people and visitors. More outer city park and ride facilities, with buses running into the evenings and all weekends; get a lot of the traffic out of the city centre, to enable them to do this easily. Keep some town centre parking for disabled people....”

“We run the risk of being a city where most people travel to London, Southampton or Basingstoke to work. I would love to see the Council supporting new businesses which have the potential to grow to form the commercial future of the area. Plans for developing businesses need to take into account how businesses and working practices will change in the future. As an example, I loved the idea in one of the Silver Hill plans for having work/live business options for craft people. Workshops/retail space with accommodation above - minimises commuting and allows a business to provide a retail experience which could enable it to thrive whilst some more tradition businesses fail in the face of online competition...”

“...local authorities are no doubt being forced into making wholesale changes to how they generate funding and sustain services. It would be good to see WCC approach achieving these objectives in a transparent and open way with local residents at the heart of new governance models.”

“This [entrepreneurial approach] is what a modern public service provider must do in order to thrive and survive in the current climate!”

“Council money should be invested in schemes to produce renewable energy from solar power in all their properties. This would save money and reduce carbon footprints. Investments should also be made in Community and commercial schemes for renewable energy production.”

“However, I don't see anything about providing leisure facilities across the District. Wherever new housing is provided it should be mandatory to provide some form of leisure / fitness facilities. Winchester is too far to travel from many parts of the District and with the lack of public transport, makes it impossible for many residents (and Council Tax payers) to use facilities provided in Winchester.”

“Please don't price those on lower incomes out of the provision of facilities at the new bar end site. Please ensure that opportunities are there for all.”

“...the Winchester residents are fiercely proud of our history and culture - new developments should centre around this. The new buildings need to blend into the beautiful historical architecture not stick out. Let's bring more tourists to the city and make the centre larger but in keeping with a historic town. The new development on the old Shorts Garage next to the cinema is testimony that this can be done. Let's build slowly and careful to a town plan that everybody can be proud of...”

“Air quality levels need to be addressed in order to help with improving the health of the community - it is important that there is a suitable and effective action plan to reduce pollution and this needs to be put in place immediately.”

“Also add the target of 15% of energy from renewable sources by 2020, because without alternative renewable sources of energy, you will never hit their emission target.

Traffic is a big source of emissions, but not the only one. You should state clearly that they will also aim to cut greenhouse gas emissions from waste, buildings, etc.”

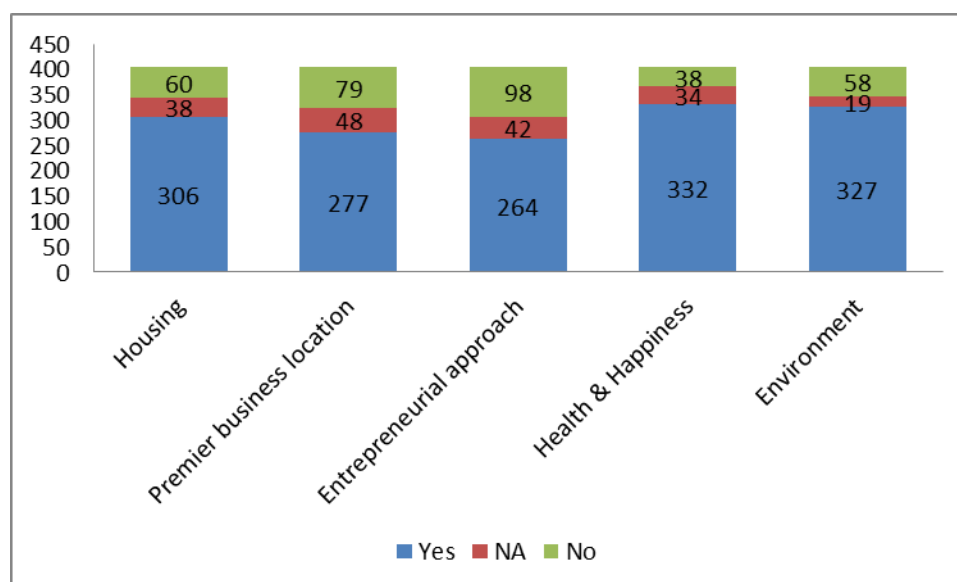
“It would be good if the range of kerbside collections could be increased to cover glass, batteries, and food waste. It would also be good if the technology can be invested in to enable recyclable material that is not currently collected to be collected (plastic packaging and tetrapaks for example).”

- 8.6 The proposed final draft of the Strategy is set out in appendix B.
- 8.7 Member responsibility for the Council Strategy has been set out within the Council's draft Portfolio Plans which can be found at appendix C.
- 8.8 The full set of responses to the consultation, including an analysis can be found on CitizenSpace <https://winchester.citizenspace.com/policy/council->

[strategy/](#). This link also includes detailed responses to the consultation received from the City of Winchester Trust, the Campaign for the Protection of Rural England (Hampshire) and the Alresford Society.

9 Public consultation

Chart 1.1: Summary of responses to the Consultation



- 9.1 The chart above sets out the number of responses to the consultation received and whether respondents replied yes, no or NA to the question whether they agreed with the Council Strategy aims.
- 9.2 Overall there has been a majority of support for all of the outcomes with the 'Health & Happiness' outcome receiving the greatest support and the 'Entrepreneurial approach' outcome the lowest.
- 9.3 The table below sets out the top 5 main themes which stood out from the consultation, judged by the frequency of times an issue was referred to within comments. This is a summary of responses to the consultation so it is not necessarily a representative sample of public opinion on the Strategy. However, a number of residents have responded to this document with many varied comments and it is important that Members consider these as part of any changes to the Strategy overall.

Table 2.1: Highest number of comments and response

Comment area	Response
Increasing the proportion of energy from renewables and	Will investigate renewable energy schemes' business case through the Capital Strategy This is included within the strategy at present with a

Comment area	Response
cut emissions	target of a 40% reduction in emissions by 2020
A focus on improving air quality (including the impact on health)	The Council's Air Quality Action Plan was approved at Council on 11 January which will provide this focus.
Measures to reduce traffic / promote active transport	A wider Winchester Transport study is being undertaken jointly with the County Council which will inform the formulation of a Winchester City transport strategy.
Investing in alternative technology / renewables	Opportunities to invest in alternative technology and renewables will be investigated as part of our Capital Strategy with the goal of securing the double benefit of receiving a good rate of return to support Council services.
More kerbside recycling options	The Council will investigate the opportunities for increasing kerbside options in light of consultation responses.

9.4 The full list of consultation responses will be provided to the respective leads for the Outcomes contained within the Strategy so that these can be considered further as part of delivering the Strategy as well as utilising the ideas within the Outcomes Based Budgeting process for the new financial year.

10 The Overview and Scrutiny Committee

10.1 The Overview and Scrutiny Committee also debated the draft Council Strategy on 12 December 2016 and recommended a number of comments for Cabinet to consider. The table below outlines the proposed response to the issues raised by the Committee.

Comment	Response
Members considered that there should be clarification of the meaning of an "entrepreneurial approach", and there should be measurable outcomes that were clear and concise and understandable to residents	A definition of what an "entrepreneurial" approach means for the Council has now been included in the Council Strategy. The Strategy has been reviewed to ensure the outcomes are clear and drafting has been adjusted accordingly.

Comment	Response
	Where available, baselines and specific targets have been added to the measures in the appendix to the Strategy to enable effective monitoring of progress against the Strategy. Targets have also been reviewed in light of baselines, e.g. the number of health walks target has been increased from 4,000 to 5,600 as further accurate baseline data has been received which put the figure for 16/17 at 5,000.
The Committee wished to see a greater emphasis on workforce issues within this outcome.	It is considered that education and training are vital in the District to ensure there is a skilled, local workforce available to employer; however this is not currently a responsibility of district councils. The Council will continue to seek to influence the skills agenda for the area via the Local Economic Partnership and will support a focus on skills in any combined authority agreement the Council enters into.
The Committee emphasised that Houses of Multiple Occupation (HMO's) should be recognised as providing a valued supply of housing in the District.	The importance of ensuring the right mix of housing types will be acknowledged within the Housing outcome description.
The Committee wished to see a better understanding of the differences between neighbourhood communities and the opportunities and issues that affect them.	Further emphasis has been given to the need to distinguish between the towns and rural areas of the District. An additional note has been made about reducing inequalities in the outcome description within the 'health and happiness' outcome. Further analysis of interventions to address this issue will be undertaken, focussing on the aim to "work with partners to improve the health of residents in the District".
Members expressed concern that no reference had been made to improving the carbon footprint by cross-referencing the Parking Strategy with the Air Quality Strategy.	The Air Quality Action Plan measures will form a key part of monitoring how the Strategy is being delivered.

11 OTHER OPTIONS CONSIDERED AND REJECTED

- 11.1 This report summarises the consultation replies received on the draft Council Strategy and sets out the alternative options suggested and Cabinet's proposed response.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB2876 – Draft Council Strategy 2017-2020 - 7 December 2016

Other Background Documents:-

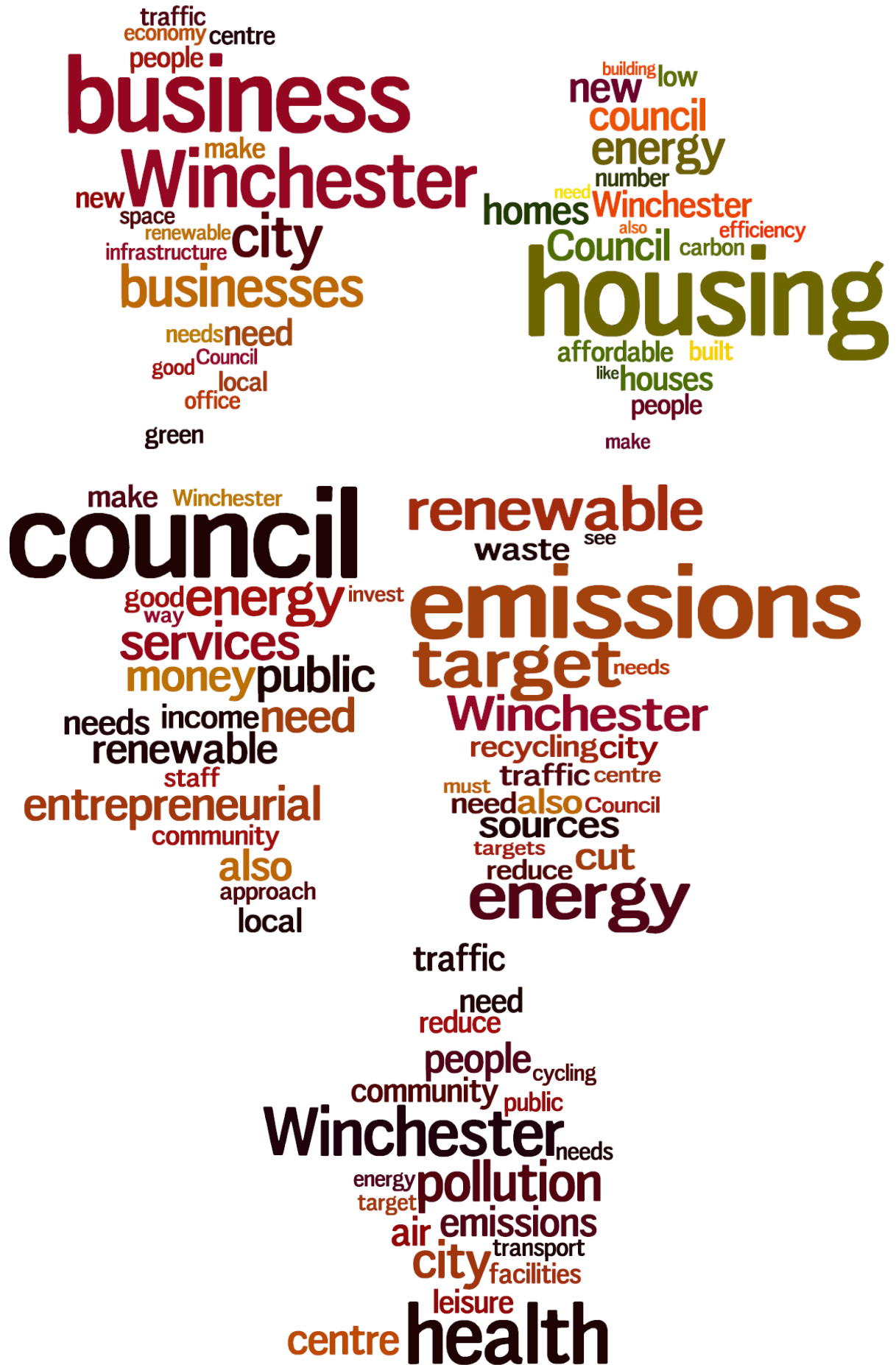
None

APPENDICES:

Appendix A – Consultation word clouds

Appendix B – Council Strategy 2017-2020

Appendix C – Council Portfolio Plans 2017/18



Council Strategy



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



Winchester
City Council

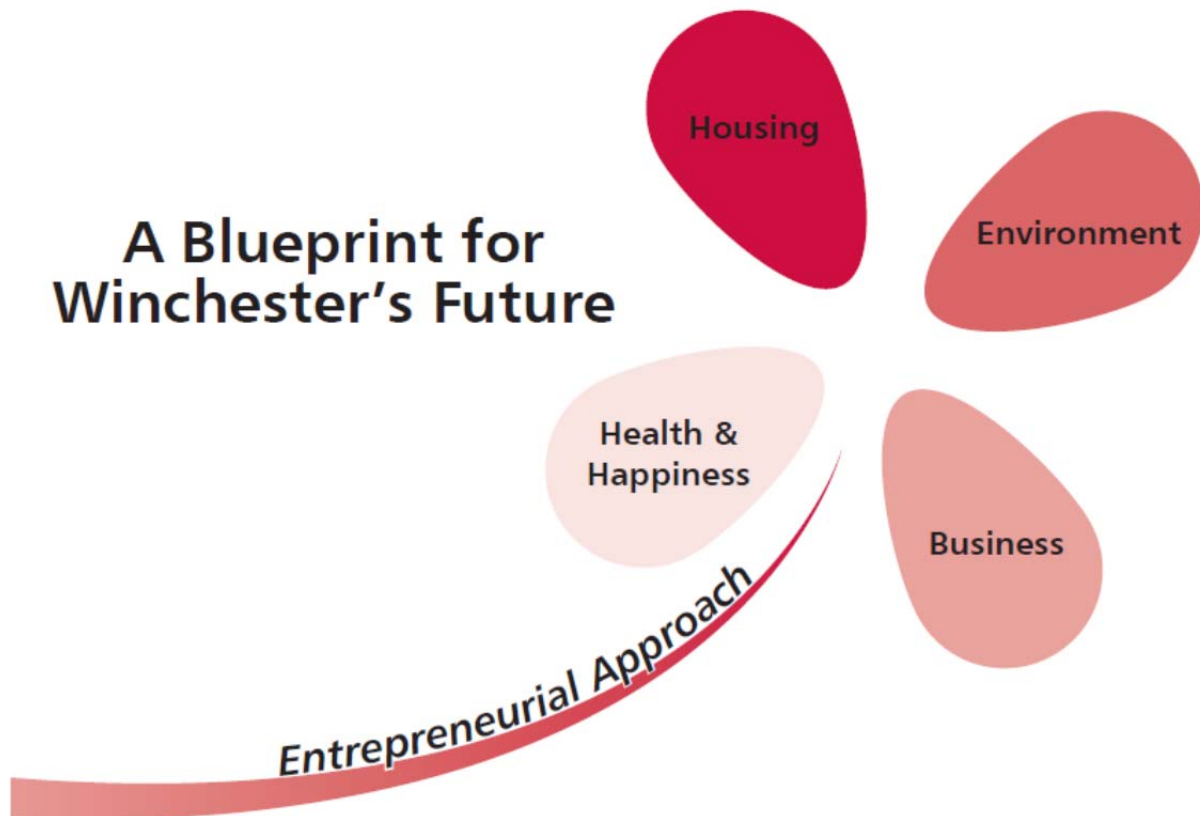
Winchester City Council - Council Strategy: 2017-20

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 core principles as to how the Council works and direction we need to take to deliver for our residents.



Introduction

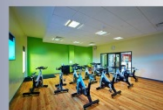
Winchester City Council manages a wide variety of services. We have responsibility for planning, housing, waste collection, Council Tax and Business Rates collection, leisure services, tourism, benefits administration and many more services.

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

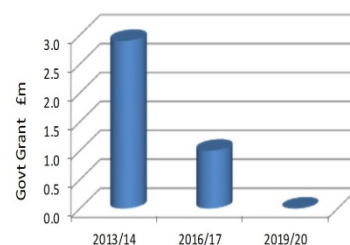


Increase office supply of 140,000 ft² on Station Approach site by 2020



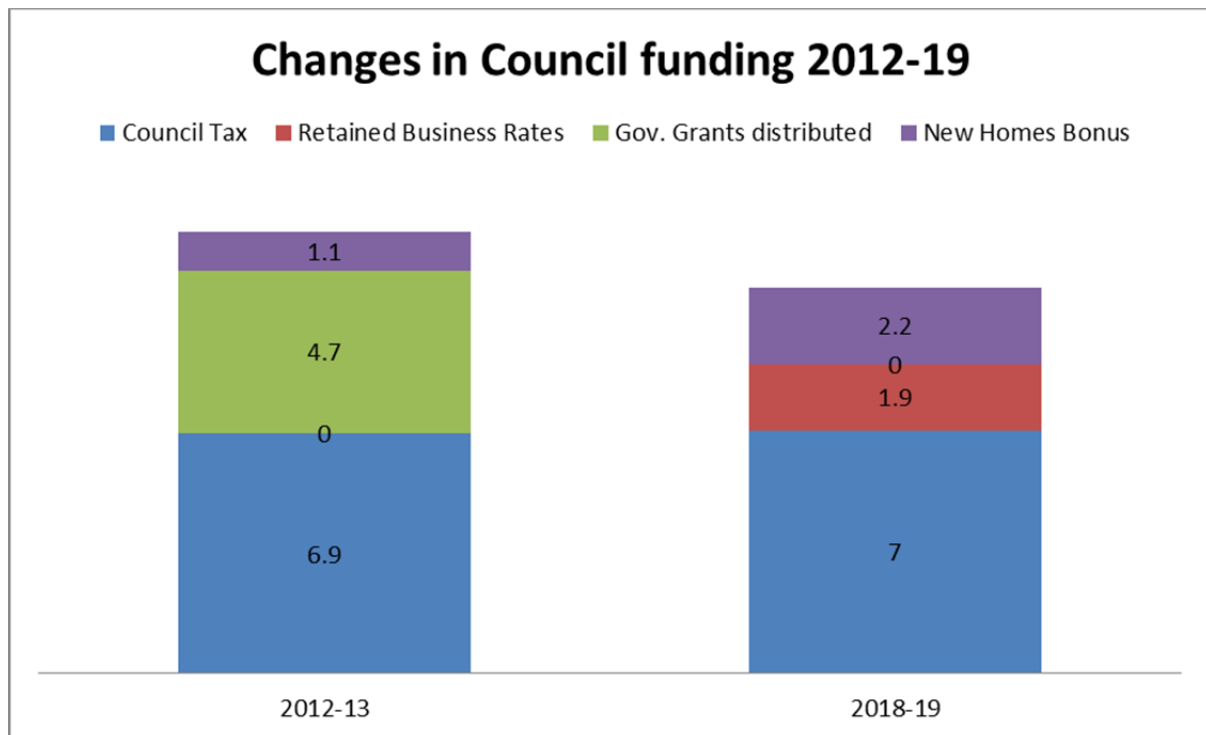
3% projected increase in population by 2020

Reduction in Government Grant



Financial Challenge

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



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 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 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 against these challenges.

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 outcomes

- 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**
- **Understand and review the subsidies the Council 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 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 through enabling the supply of new office and employment space to enhance the number of jobs to match our growing population. Our funding will become more reliant on business rates paid by business in our District.

The council will need to help drive growth in business rates in order to secure its financial future.

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**
- **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 and we recognise the importance of having the right mix of housing options within the District. 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 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 Houses in Multiple Occupation require planning permission.**

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 reducing inequalities and 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 accessible to all residents to encourage increased physical activity across the District**
- **Work with partners to improve the health of all residents in the District**
- **Provide new leisure facilities in Winchester Town that meet the needs of a broad cross section of our communities**
- **Encourage 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's environmental character but also find 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, as well as be able to enjoy our beautiful countryside and rural landscape.

We will

- **Protect, enhance and respect the District's rich heritage and landscape whilst allowing appropriate development to take place enabling our historic environment to evolve over time having due regard for the landscape character**
- **By working with our partners and by 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 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 – core principles

The core principles below 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.

What do we mean by an entrepreneurial approach?

Responding to the significant challenges facing the public sector and ensuring that Winchester District continues to thrive requires different ways of thinking and new approaches to how to achieve the same/more with less. Traditional ways of tackling this problem such as salami slicing council budgets are no longer an option if we want to keep providing excellent services to our residents, businesses and visitors. This is why Winchester City Council is now 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 our residents'/businesses'/visitors' needs and design our services to meet them
- Maintain an open mind when exploring new models for service delivery and provide options for the Council to consider in order to secure the opportunity which works best 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, both public, private and voluntary sector which will secure the best value for money for the tax payer

Outcome	Aim	How we will deliver our outcomes	Data Source	Delivery Date	Lead Officer	Portfolio	Frequency of reporting
Delivering an entrepreneurial approach to efficient public services	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 Partnership	Annual
Delivering an entrepreneurial approach to efficient public services	Ensure that we have the right governance structure in place to enable the Council to act in an entrepreneurial way	Explore the opportunities to establish joint-ventures to enable an more efficient services		Sep-17	Joseph Holmes	Business Partnership	Annual
Delivering an entrepreneurial approach 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	Finance	Project
Delivering an entrepreneurial approach to efficient public services	Ensure the Council maximises key income streams	Increase Council Tax collection rates to 98.7%	iWorld System / Revenues	Mar-18	Terri Horner	Finance	Annual
Delivering an entrepreneurial approach to efficient public services	Ensure the Council maximises key income streams	Increase Business Rates collection to 98.6%	iWorld System / Revenues	Mar-18	Terri Horner	Finance	Annual
Delivering an entrepreneurial approach to efficient public services	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	Professional Services	Project
Delivering an entrepreneurial approach to efficient public services	Inspire staff by investing in a collaborative and flexible working environment that leads to the delivery of high quality services	Complete a workforce strategy to support the development of staff		Jun-18	Alison Gavin	Professional Services	Project
Delivering an entrepreneurial approach to efficient public services	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	Professional Services	Quarterly
Delivering an entrepreneurial approach to efficient public services	Promote digital infrastructure and new channels for our services	100% Council services to be online by 2019		Dec-19	Joseph Holmes	Professional Services	Project
Delivering an entrepreneurial approach to efficient public services	Protect and enhance our assets in order to maximise income possibilities	Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings		Mar-20	Andy Hickman	Estates	Project
Delivering an entrepreneurial approach to efficient public services	Protect and enhance our assets in order to maximise income possibilities	Provide 20 households (by March 2018) with the access to an open-market shared ownership scheme. To provide a total of 50 households by March 2019.		Mar-19	Joseph Holmes	Finance	Annual
Delivering an entrepreneurial approach to efficient public services	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	Finance	Quarterly
Delivering an entrepreneurial approach to efficient public services	Understand and review the subsidies the Council funds	Review all charges to understand and target subsidies to the Council Strategy outcomes		Mar-18	Simon Little	Business Partnership	Annual
Delivering an entrepreneurial approach to efficient public services	Understand and review the subsidies the Council funds	Review Council Tax Support scheme to ensure an affordable and equitable scheme that supports our residents to work		Jan-18	Denise Sadler	Finance	Quarterly
Delivering an entrepreneurial approach to efficient public services	Understand and review the subsidies the Council funds	Utilise our Discretionary Housing Payments to support our residents with the impact of welfare reform		Apr-17	Denise Sadler	Finance	Project

Outcome	Aim	How we will deliver our outcomes	Data Source	Delivery Date	Lead Officer	Portfolio	Frequency of reporting
Delivering an entrepreneurial approach to efficient public services	Understand and review the subsidies the Council funds	Rents arrears and Council Tax arrears will reduce from current levels	Financial Data	Mar-18	Denise Sadler / Terri Horner	Finance	Annual
Delivering an entrepreneurial approach to efficient public services	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 Partnership	Quarterly
Delivering an entrepreneurial approach to efficient public services	Use a strategic asset purchase scheme to generate financial returns	Develop a new capital strategy focussed on maximising income opportunities		Mar-17	Andy Hickman	Finance	Project
Delivering quality housing options	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	Leader with Housing Services	Bi-annual
Delivering quality housing options	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	Leader with Housing Services	Project
Delivering quality housing options	Become experts in finding innovative solutions to support residents trying to buy their own home	Provide access to custom build initiatives	Housing Team	Mar-20	Richard Botham	Leader with Housing Services	Quarterly
Delivering quality housing options	Deliver good housing stock condition and energy performance for 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	Leader with Housing Services	Annually
Delivering quality housing options	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	Leader with Housing Services	Project
Delivering quality housing options	Double the number of Council houses built in the period 2017 - 2020	Provide an additional 300 new homes by 2020 through Council funded development programme	New Homes Delivery Team	Mar-20	Richard Botham / Andrew Palmer	Leader with Housing Services	Annual
Delivering quality housing options	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	Leader with Housing Services	Quarterly
Delivering quality housing options	Drive down homelessness across the District and support partner agencies in the drive for an improved life for those in need	Increased provision of supported housing units/move on accommodation	Housing Team	Mar-20	Richard Botham / Gillian Knight	Leader with Housing Services	Annual
Delivering quality housing options	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	Leader with Housing Services	Project
Delivering quality housing options	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	Leader with Housing Services	Quarterly

Outcome	Aim	How we will deliver our outcomes	Data Source	Delivery Date	Lead Officer	Portfolio	Frequency of reporting
Delivering quality housing options	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	Leader with Housing Services	Quarterly
Delivering quality housing options	Restrict permitted development rights in Winchester so that new HMOs require planning permission.	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	Leader with Housing Services	Annually
Improve the health and happiness 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 provision of 200 spaces at Barton Farm			Simon Finch	Environment	Annual
Improve the health and happiness 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	Increase the number of health walks in the District to 5,600 and (2017/18)	Healthwalk data	Mar-20	Amanda Ford	Health & Wellbeing	Annual
Improve the health and happiness 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	Develop the Winchester Criterium and Cyclefest to increase spectators to 10,000 (2017/18)	Visitors to event	Jun-17	Amanda Ford	Health & Wellbeing	Project
Improve the health and happiness of our community	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	Amanda Ford	Health & Wellbeing	Annual
Improve the health and happiness of our community	Encouraging volunteering to support and extend local services	Increase the number of adults volunteering in sport increased to 22% (2019/20)		Mar-21	Amanda Ford	Health & Wellbeing	Annual
Improve the health and happiness of our community	Promote active communities by supporting programmes accessible to all residents to encourage physical activity across the	Council grants programme to prioritise sports and physical activity programmes		Mar-18	Eloise Appleby/ Amanda Ford	Estates	Annual
Improve the health and happiness of our community	Promote active communities by supporting programmes accessible to all residents to encourage physical activity across the District	Target discretionary business rates relief towards sports clubs		Mar-18	Terri Horner	Finance	Annual
Improve the health and happiness of our community	Promote active communities by supporting programmes accessible to all residents to encourage physical activity across the	Increase the number of adults participating in at least 30 minutes of exercise each week to 46% (2017/18), 47.5% (2018/19) and 49% (2019/2020)	Sport England Active People Survey	Mar-20	Amanda Ford	Health & Wellbeing	Annual
Improve the health and happiness of our community	Promote active communities by supporting programmes accessible to all residents to encourage physical activity across the	Increase the number of adults who participate in at least 30 mins of exercise 3 times a week to 28% (2017/18), 28.5% (2018/19) and 29% (2019/20)	Sport England Active People Survey	Mar-20	Amanda Ford	Health & Wellbeing	Annual
Improve the health and happiness of our community	Provide new leisure facilities in Winchester Town 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	Health & Wellbeing	Annual
Improve the health and happiness of our community	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	Eloise Appleby	Business Partnership	Annual

Outcome	Aim	How we will deliver our outcomes	Data Source	Delivery Date	Lead Officer	Portfolio	Frequency of reporting
Improve the health and happiness of our community	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	Health & Wellbeing	Annual
Improve the health and happiness of our community	Work with partners to improve the health of residents in the District	Develop the Exercise Referral programme to include classes for adults with long term health conditions. 200 referrals and class attendance of 2,020 (2017/18)			Amanda Ford	Health & Wellbeing	Annual
Improve the health and happiness of our community	Work with partners to improve the health of residents in the District	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	Leader with Housing Services	Annual
Improving the quality of the District's environment	By working with our partners and by using powers available to us, make Winchester a safe and 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	Health & Wellbeing	Annually
Improving the quality of the District's environment	By working with our partners and by using powers available to us, make Winchester a safe and pleasant place to live, work and visit	Utilise the Tools and Powers provided within the ASB, Police & Crime Act 2014	Residents Survey	Mar-20	Sandra Tuddenham	Health & Wellbeing	Annually
Improving the quality of the District's environment	By working with our partners and by using powers available to us, make Winchester a safe and pleasant place to live, work and visit	% successful fly tipping prosecutions	Neighbourhood Wardens	Mar-20	Sandra Tuddenham	Health & Wellbeing	Annually
Improving the quality of the District's environment	By working with our partners and by using powers available to us, make Winchester a safe and pleasant place to live, work and visit	% reduction in reported fly tipping in fly tipping hot spots	Neighbourhood Wardens	Mar-20	Sandra Tuddenham	Health & Wellbeing	Quarterly
Improving the quality of the District's environment	By working with our partners and by using powers available to us, make Winchester a safe and pleasant place to live, work and visit	Investigate introducing litter fines.	Financial Data	Mar-20	Sandra Tuddenham	Health & Wellbeing	Annual
Improving the quality of the District's environment	Protect, enhance and increase the use of open spaces in both the towns and more rural areas of the District	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	Annual
Improving the quality of the District's environment	Protect, enhance and increase the use of open spaces in both the towns and more rural areas of the District	Deliver £250k of Estate Improvements annually		Mar-20	Amber Russell	Leader with Housing Services	Annual
Improving the quality of the District's environment	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	Annually
Improving the quality of the District's environment	Find creative ways to reduce harmful emissions, based on sound evidence and holistic transport planning	Total emissions from the Winchester District have reduced by 40% or 25,000 tonnes CO ₂ e per annum (relative to the 2004 baseline) by 2020		Mar-20	Eloise Appleby	Environment	Annual
Improving the quality of the District's environment	Protect, enhance and respect the District's rich heritage and landscape whilst allowing appropriate development to take place enabling our historic environment to evolve over time having due regard for the landscape character.	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
Improving the quality of the District's environment	Work to change attitudes to waste, fly-tipping and littering and improve recycling levels	We will investigate options for additional income through increased recycling	Financial Data	Mar-20	Rob Heathcock	Environment	Annual
Improving the quality of the District's environment	Work to change attitudes to waste, fly-tipping and littering and improve recycling levels	Our recycling rates will increase from the 2016-17 baseline position	EHDC Recycling Data	Mar-20	Rob Heathcock	Environment	Quarterly

Outcome	Aim	How we will deliver our outcomes	Data Source	Delivery Date	Lead Officer	Portfolio	Frequency of reporting
Improving the quality of the District's environment	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	Project
Winchester District will be a premier business location	Develop new employment opportunities across the District	Directly develop office space to support SMEs to grow		Mar-20	Kevin Warren	Business Partnership	Quarterly
Winchester District will be a premier business location	Develop new employment opportunities across the District	Through WCC programmes, support 10 people per quarter into work		Mar-19	Eloise Appleby / Denise Sadler	Business Partnership	Quarterly
Winchester District will be a premier business location	Prioritise support for the knowledge-based, creative and tourism sectors	Development of an inward investment strategy		Mar-18	Eloise Appeby/ Kate Cloud	Business Partnership	Annual
Winchester District will be a premier business location	Prioritise support for the knowledge-based, creative and tourism sectors	Sustain our rural economy by supporting existing businesses to grow and new enterprises to start		Mar-20	Kevin Warren	Business Partnership	Annual
Winchester District will be a premier business 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
Winchester District will be a premier business location	Promote a sustainable economy by enabling major regeneration schemes	Increase office supply of 140,000 ft on the Station Approach site by 2022	Local Data	Mar-22	Kevin Warren	Estates	Annual
Winchester District will be a premier business location	Utilise our environment to drive business growth	Survival rate of new businesses		Mar-20	Eloise Appeby/ Kate Cloud	Business Partnership	Annual
Winchester District will be a premier business location	Utilise our environment to drive business growth	Facilitate and support the development and delivery of strategically important sites across the District and working with partners to deliver employment opportunities.		Mar-20	Kevin Warren	Business Partnership	Project
Winchester District will be a premier business location	Utilise our environment to drive business growth	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	Environment	Quarterly
Winchester District will be a premier business location	Utilise our environment to drive business growth	Respond to the Winchester City Transport Strategy and action plan	Local study		Simon Finch	Environment	Project
Winchester District will be a premier business location	Work with strategic partners to deliver critical infrastructure projects across the District	Increase access to SuperFast Broadband to 90% across Hampshire	https://labs.thinkbroadband.com/local/index.php	Mar-19	Tony Fawcett	Professional Services	Quarterly

LEADER and PORTFOLIO HOLDER for HOUSING SERVICES PORTFOLIO PLAN 2017/18

Cllr Caroline Horrill

“As Leader and Portfolio Holder for Housing Services, I’m proud of the Council’s reputation as a landlord and will continue to focus on ensuring council housing is maintained to decent homes standard and that the City Council’s estates are places where people want to live, caring for their homes and environment and so fostering a strong community spirit.

I am determined to ensure that the Council continues to strive to support local residents in housing need. I am a passionate advocate of delivering more affordable housing and will continue to look for innovative solutions that will increase the pace of delivery and the numbers of new homes in the district.

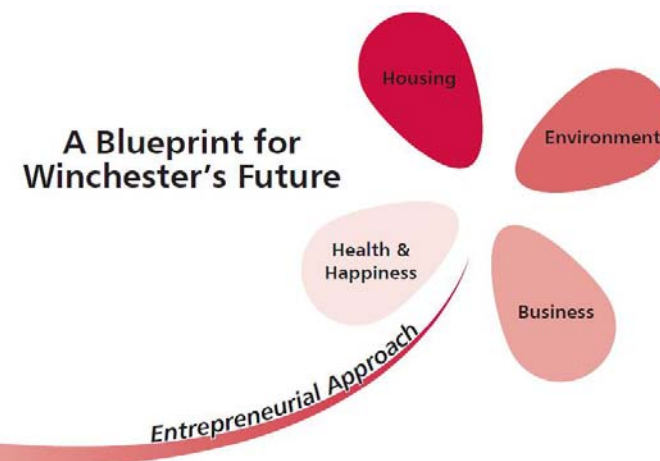
We live in a changing world – people’s needs and expectations, resources available, and the Government’s new housing bill to name but a few of the challenges we face. I am clear, though, that we will work through all of these challenges and provide the best housing for our tenants that we possibly can.’



Priorities for 2017/18:

Delivering quality housing options

- ◆ Make more effective use of the survey of tenants and residents through better use of data and wider engagement
- ◆ Develop an effective “shared ownership” programme
- ◆ Provide access to custom build initiatives
- ◆ Achieve 100% Decent Housing Stock with an average SAP rating greater than 65
- ◆ Secure additional grant funding/ Section 106 resource
- ◆ Provide an additional 300 new homes by 2020 through Council funded development programme



LEADER and PORTFOLIO HOLDER for HOUSING SERVICES PORTFOLIO PLAN 2017/18

Priorities for 2017/18:

Delivering quality housing options

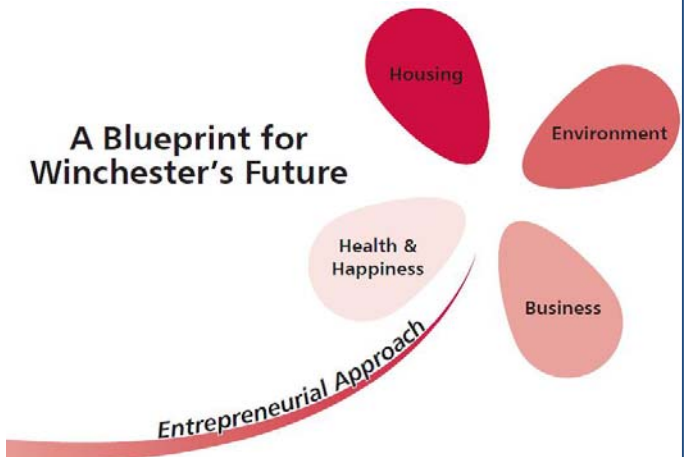
- ◆ Avoid reliance on Bed & Breakfast accommodation as a housing option
- ◆ Increase provision of supported housing units/ move on accommodation to reduce homelessness
- ◆ Deliver 50 units for private rent through a housing company or specialist vehicle to support development
- ◆ Provide good access to affordable housing options across a range of tenures, including affordable and sub-market rent, market rent, shared ownership, student housing etc.
- ◆ Provide residents with direct access to affordable private rented housing (within Local Housing Allowance rates)
- ◆ Make an Article 4 Direction(s) where evidence shows the proliferation of HMO's is unbalancing housing stock in Winchester or other parts of the district

Improve the health and happiness of our community

- ◆ Invest annually in disabled facilities grants in line with Government funding to help people in their own home

Improve the quality of the District's environment

- ◆ Deliver annually £250k of estate improvements



BUILT ENVIRONMENT PORTFOLIO PLAN 2017/18

Cllr Vicki Weston

'As Portfolio Holder for Built Environment I am committed to ensuring we take every opportunity to protect and enhance the heritage and quality of the our towns, villages and countryside, including the South Downs National Park, whilst recognising the important role the economy plays in achieving this aim. I want to see a District which continues to prosper by supporting development which improves our residents', workers' and visitors' lives by providing them with high quality and sustainable housing, facilities and services and employment opportunities.'



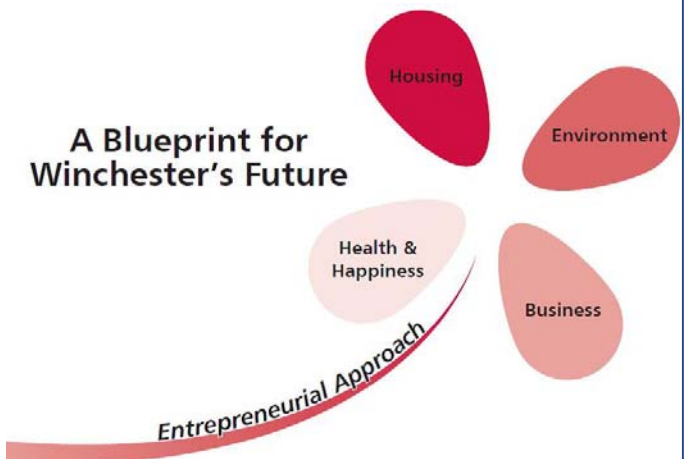
Priorities for 2017/18:

Winchester will be a premier business location

- ◆ Complete a Supplementary Planning Document (SPD) for the Central Winchester Re-generation site by November 2017
- ◆ Sustain our rural economy by supporting existing businesses to grow and new enterprises to start
- ◆ Facilitate and support the development and delivery of strategically important sites across the District and working with partners to deliver employment opportunities

Improving the quality of the District's environment

- ◆ Having an adopted up-to-date Local Plan with positive policies which allow development to take place which protects and enhances the historic environment.



BUSINESS PARTNERSHIP PORTFOLIO PLAN 2017/18

Cllr Rob Humby

'As Portfolio Holder for Business Partnership my goal is to ensure that Winchester City Council is working in close collaboration with other agencies to achieve the best economic outcomes for local residents and businesses.

This new portfolio, introduced in May 2016, will help to harness the resources, expertise and influence of stakeholders such as Hampshire County Council, our two Local Enterprise Partnerships and our MP's in delivering key objectives for Winchester City Council. '



Priorities for 2017/18:

Delivering an entrepreneurial approach to efficient public services

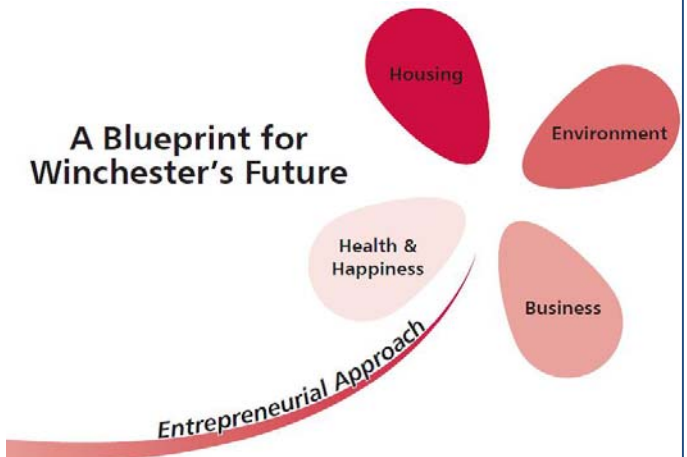
- ◆ Establish a housing company that generates a long term rental stream to the Council
- ◆ Explore the opportunities to establish joint ventures to enable more efficient services
- ◆ Review all charges to understand and target subsidies to the Council Strategy outcomes
- ◆ Generate an additional £500k per annum of returns from a Strategic Asset Purchase Scheme

Winchester District will be a premier business location

- ◆ Directly develop office space to support SME's to grow
- ◆ Through WCC programmes, support 10 people per quarter into work
- ◆ Development of an inward investment strategy
- ◆ Sustain our rural economy by supporting existing businesses to grow and new enterprises to start
- ◆ Facilitate and support the development of strategically important sites across the District and working with partners to deliver employment opportunities

Improve the health and happiness of our community

- ◆ Establish a co-ordinated approach to ensure the delivery of a range of high quality sustainable festivals and events that are safe, well organised and well attended.



ENVIRONMENT PORTFOLIO PLAN 2017/18

Cllr Jan Warwick

'As Portfolio Holder for Environment I recognise the need to maintain and protect all aspects of our environment that impact upon not only our health and wellbeing and enjoyment of the District but also its economic vitality. Tackling such issues requires working across many agendas and my aim is to ensure that the contribution of each service is complementary and effective in order for residents to get value for money and outcomes that they expect.'

Priorities for 2017/18:

Winchester will be a premier business location

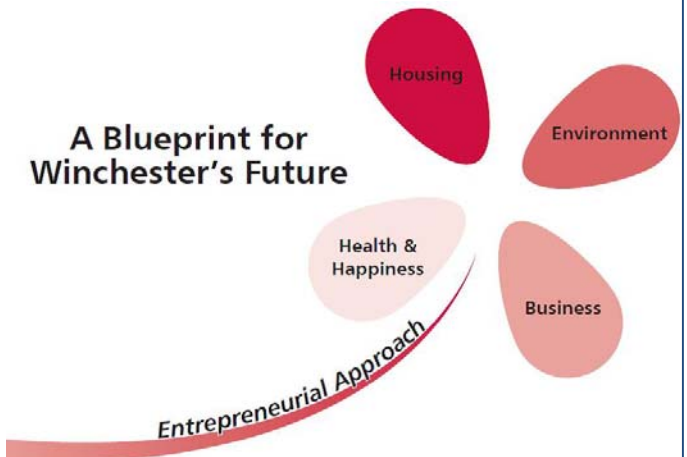
- ◆ Ensure that the Council has an up-to-date Car Parking Strategy which manages demand with sufficient spaces in appropriate locations including Park and Ride
- ◆ Respond to the Winchester City Transport Strategy and Action Plan

Improve the health and happiness of our community

- ◆ Increase the use of Park and Ride, including the provision of 200 spaces at Barton Farm

Improve the quality of the District's environment

- ◆ Undertake a visitor's user survey on key open spaces to ascertain current use and future demand for such space
- ◆ Achieve or better the statutory limits for air quality across the District, including Town Centre hotspots
- ◆ Achieve a reduction of 40% or 25,000 tCO₂e for the total emissions across the Winchester District relative to the 2004 baseline by 2020
- ◆ Investigate options for additional income generation through increased recycling
- ◆ Increase recycling rates using the 2016/17 figures as the baseline
- ◆ Flood scheme assessment on all completed schemes to achieve a reduction in affected properties



ESTATES PORTFOLIO PLAN 2017/18

Cllr Steve Miller

'As Portfolio Holder for Estates I am committed to ensuring that the Council makes best use from the assets and properties included in its estates portfolio.

The Council has a comprehensive Asset Management Plan which is the foundation for the investment in property over future years and will see the development of some of our assets to support the Council's priorities for the community and businesses.'

Priorities for 2017/18:

Delivering an entrepreneurial approach to efficient public services

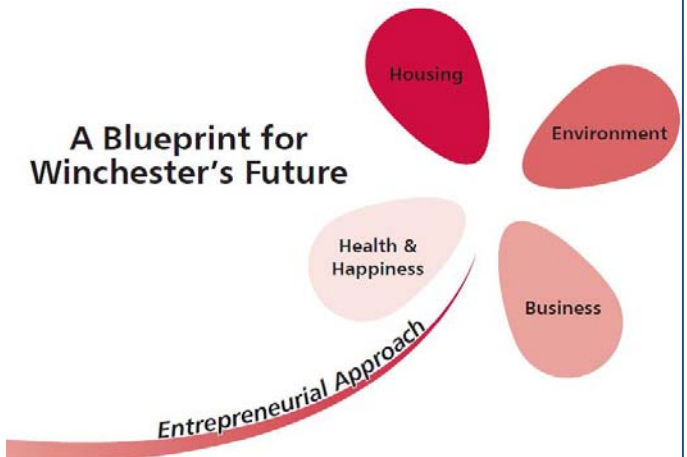
- ◆ Seek to secure partners for a public service hub to be based around the City Offices/ West Wing/ Guildhall buildings

Winchester District will be a premier business location

- ◆ Increase office supply of 140,000ft on the Station Approach site by 2022

Improve the health and happiness of our community

- ◆ Promote active communities by prioritising sports and physical activity programmes funded from the Council's grants programme.



FINANCE PORTFOLIO PLAN 2017/18

Cllr Stephen Godfrey

'I work with my fellow Cabinet Members to ensure the Council has the necessary financial resources for all Portfolio Plans to be delivered, including the Benefits and Welfare plans.

There is continued change in the way that the government provides financial support to councils and we are adapting our Financial and Capital strategies to ensure the continuing financial resilience of the Council'.

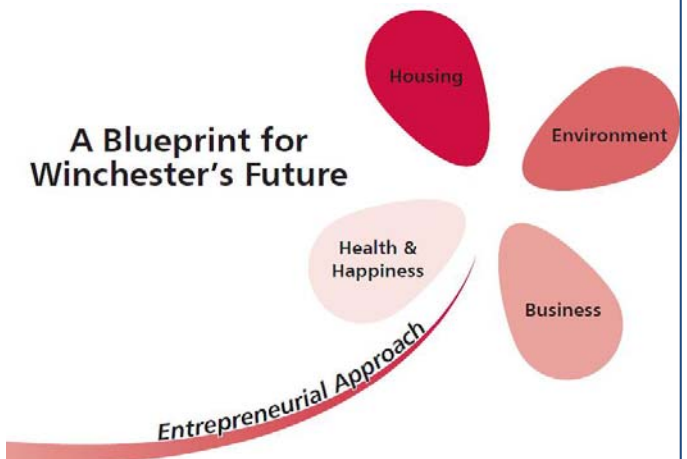
Priorities for 2017/18:

Delivering an entrepreneurial approach to efficient public services

- ◆ Develop a new capital strategy focussed on maximising income opportunities
- ◆ Increase average investment returns to 1% through a new Treasury Management Strategy
- ◆ Review of internal governance to promote greater flexibility and responsiveness of decision making
- ◆ Review the Council Tax Support Scheme to ensure an affordable and equitable scheme that supports our residents to work
- ◆ Utilise our Discretionary Housing Payments to support our residents with the impact of welfare reform
- ◆ Reduce Council Tax and rent arrears from their current levels
- ◆ Increase Council Tax collection rates to 98.7%
- ◆ Increase Business Rates collection rates to 98.6%
- ◆ Provide 20 households by March 2018 with the access to an open-market shared ownership scheme (OMSO)

Improve the health and happiness of our community

- ◆ Target discretionary business rates relief towards sports clubs



HEALTH AND WELLBEING PORTFOLIO PLAN 2017/18

Cllr Lisa Griffiths

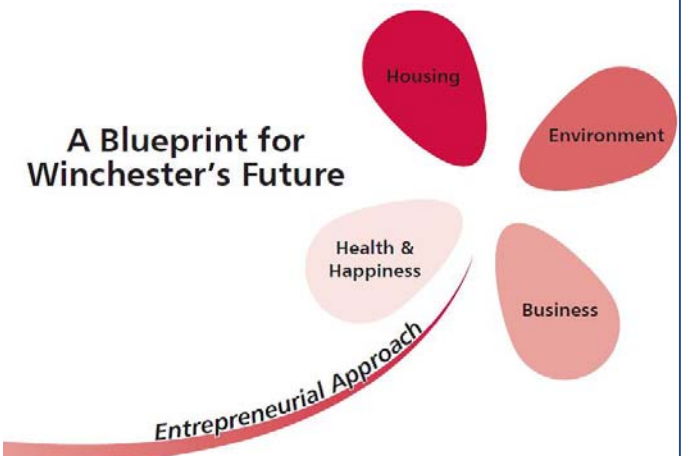
'As Portfolio Holder for Health and Wellbeing I recognise the need to maintain and protect all aspects that impact upon not only our health and wellbeing and enjoyment of the District but also its economic vitality. Tackling such issues requires working across many agendas and my aim is to ensure that the contribution of each service is complementary and effective in order for residents to get value for money and outcomes that they expect.

I am particularly proud to be championing the Council's corporate Walking campaign in 2016/17, which aligns so well with my portfolio but which will – I am confident – inspire joint action across the Council's teams and with many of our partner organisations.'

Priorities for 2017/18:

Improve the health and happiness of our community

- ◆ Increase the number of health walks in the District to 5,600 per annum by March 2018
- ◆ Develop the Winchester Criterium and Cyclefest to increase spectators to 10,000 in 2017
- ◆ Increase the number of volunteering opportunities created and the number of residents who volunteer
- ◆ Increase the number of adults volunteering in sport to 22% by March 2020
- ◆ Increase the number of adults participating in at least 30 minutes exercise each week to 46% (March 2018)
- ◆ Increase the number of adults who participate in at least 30 minutes of exercise 3 times a week to 28% (March 2018)
- ◆ Commence building of a new leisure facility by 2018
- ◆ Support the delivery of the Winchester Health and Wellbeing Action Plan
- ◆ Develop the Exercise Referral programme to include classes for adults with long term health conditions. Achieve 200 referrals and class attendance of 2,020 by March 2018
- ◆ 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.

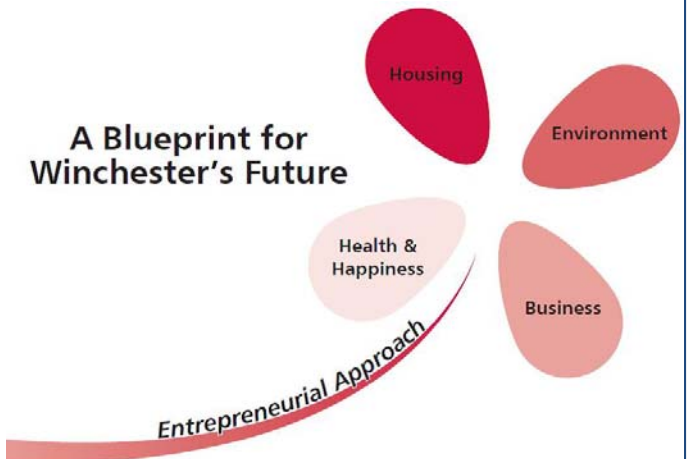


HEALTH AND WELLBEING PORTFOLIO PLAN 2017/18

Priorities for 2017/18:

Improve the quality of the District's environment

- ◆ Completion of area specific satisfaction surveys using a baseline of ASB Hot Spot locations from previous years that have been raised by the Community Safety Partnership (CSP)
- ◆ 100% success in fly-tipping prosecutions
- ◆ Reduction in the number of reported fly-tipping incidents at known fly-tipping hot spots
- ◆ Investigate the introduction of issuing fines for littering



PROFESSIONAL SERVICES PORTFOLIO PLAN 2017/18

Cllr Guy Ashton

'As Portfolio Holder for Professional Services I want to make sure that the Council has the right staff, with the right skills, at the right time and in the right place to enable it to deliver the outcomes in the Council Strategy and to provide the services that matter to the residents of the District'.

Priorities for 2017/18:

Delivering an entrepreneurial approach to efficient public services

- ◆ Review the Council's City Offices as part of the Capital Investment Programme
- ◆ Complete a Workforce Strategy to support the development of the Council's staff
- ◆ Reduce the average cost per customer transaction through the use of digital channels
- ◆ Achieve 100% of Council services being available online by 2020

Winchester will be a premier business location

- ◆ Increase access to Superfast Broadband to 90% across Hampshire

