



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE LEADER AND THE PORTFOLIO HOLDER FOR HERITAGE, CULTURE AND SPORT

TOPIC – ECONOMIC AND CULTURAL SERVICES BUSINESS PLAN 2009/10 ONWARDS

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

Contact Officer:

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Committee Administrator:

Ellie Hogston, Tel: 01962 848 155, Email: ehogston@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key actions that the Division will undertake over the coming five year period, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- To develop plans for the River Park Leisure Centre to ensure that we have an agreed approach to managing the immediate and longer term future of the leisure centre,

- To review and update the Winchester District Cultural Strategy,
- To develop a Winchester & District Sports Facilities Strategy that supports the delivery of the LDF,
- To complete an Economic Strategy for the District that is then adopted by the City Council,
- Refurbishment of the Westgate Museum roof and Tourist Information Centre,
- To continue to provide expertise and practical support to ensure the success of the Hyde900 celebratory year in 2010,
- To organise a Festival of Sport coinciding with the official opening of the Winchester Sports Stadium,

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's objectives, as set out in the Sustainable Community Strategy 2009-14 and Corporate Business Plan or otherwise ensure that the Council meets the statutory obligations put on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescales shown

DECISION

That the Business Plan for the Economic and Cultural Services Division be approved as attached at Appendix A.

REASON FOR THE DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve the outcomes as set out in the Sustainable Community Strategy and meet its statutory obligations within the resources available to it.

The Local Economy Scrutiny Panel has been consulted on the Business Plan and raised the following issues:

None.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

N/A

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

None.

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision

Councillor George Beckett - Leader – Signed 16 April 2009

Councillor Patricia Stallard – Portfolio Holder for Heritage, Culture and Sport

Signed 16 April 2009

2009/10 and onwards Business Plan

ECONOMIC AND CULTURAL SERVICES

1. Brief Description of the Services and their Purpose

The economic and cultural services division is very versatile, creating positive learning, earning and enjoyment opportunities for local residents but also doing much to underpin the character, charm and quality of life which attract visitors, businesses and entrepreneurs to the district to the benefit of all. The district has many special qualities, including an impressive historical pedigree and a strong creative community, and the division seeks to protect, enhance and celebrate these special qualities. It also helps residents to lead active and fulfilling lives, by encouraging participation in opportunities ranging from sporting activities to volunteering in museums, and from theatre-going to training and guided tours.

The division works in a wide range of partnerships, and is guided by a series of service-specific strategies from which many of the actions in section 4 of this plan are taken. It provides the Council, businesses and the communities we serve with advice and guidance on issues relating to economic and cultural affairs by – for example - drawing up plans and policies, developing appropriate delivery networks, and commissioning and analysing relevant research. It also operates important, customer-focused facilities which enable people to derive the maximum benefit - from education to health and from entertainment to financial – from living in, working in and visiting the Winchester District.

The services we provide include the following:

- ***economic development and tourism***
 - leading the promotion, sustainable development and co-ordination of the Council's activities in support of the economic prosperity of the district
 - supporting, advising and championing local businesses
 - attracting visitors to the district and setting high standards for their care
 - managing Winchester Tourist Information Centre to provide a comprehensive service for visitors and residents and so increase visiting to and spend at local attractions, accommodation, restaurants and shops
 - providing professional advice and support for a wide range of cultural events to support social and economic objectives

- ***museum services, curatorial services and historic environment service***
 - recording, interpreting and caring for the rich heritage of Winchester and the surrounding district
 - curating, conserving and exhibiting an important collection of artefacts, photographs and artworks, mainly relating to the history and development of the district
 - maintaining a Historic Environment Record which includes information on archaeological monuments, historic buildings and landscapes, sites known from air photographs, and finds ranging in date from earliest times through to the modern era
 - providing specialist advice to the Council, owners, agents, developers and local residents on the conservation of the district's historic built environment, including listed buildings, conservation areas and other features of local historic interest
 - advising the planning control division on applications for Listed Building Consent, Conservation Area Consent and planning applications or enforcement actions affecting the historic built environment
 - identifying vulnerable historic buildings for inclusion on the 'Buildings at Risk' Register and prompting action to prevent further deterioration
 - managing the City Museum, the Westgate, City Space and the Historic Environment Centre at Winchester Guildhall to provide easy public access to and enjoyment of the collections and information in the care of the City Council
 - providing a changing programme of visual arts and cultural exhibitions at City Space in Winchester Discovery Centre

- ***arts development***
 - supporting, advising and championing arts practitioners and organisations in the district
 - providing arts policy guidance and advice on arts grants to the Council
 - encouraging participation in the arts by a wide cross section of the community
 - working with the Theatre Royal to ensure maximum benefit to local residents

- ***sports and recreation***

- delivering a range of services either directly, contractually or in partnership with others to encourage and provide for healthy lifestyles, including the direct management of Meadowside Leisure Centre in Whiteley, the contract management of River Park Leisure Centre by DC Leisure and investment in the community sports facilities at Swanmore College of Technology;
- proactively supporting the development of affordable and accessible sporting and physical activity opportunities for the whole community;
- supporting the work of the Winchester District Sport and Physical Activity Alliance to deliver the actions identified in the Winchester District Sport and Physical Activity Strategy 2006-2012.

2. Links between Sustainable Community Strategy Outcomes and the Division

Strategic priority	Divisional responsibilities
<p>1. Economic Prosperity</p> <ul style="list-style-type: none"> • <i>Winchester District exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business</i> • <i>The promise of London 2012 is channelled into local opportunities to enhance the skills and ambitions of those who live in the district</i> • <i>Businesses are good neighbours</i> 	<p><i>Our services support and promote the economic health of the district, both directly and indirectly. We work with a wide range of businesses, including tourism and the creative industries, throughout the business life cycle from start-up enterprise to established company. We provide marketing and professional development advice; networking opportunities; briefings on new legislation and industry trends, and support for planning applications among other services.</i></p> <p><i>Museum and historic environment services play an important role in protecting and enhancing the historic environment which encourages so many people to work in the district, and arts events and facilities also contribute to a high quality way of life.</i></p> <p><i>Tourism is one of the three largest industries in Winchester, generating around £222m in revenue to the District each year, benefiting rural areas as well as the city centre. Tourism, retail and leisure together account for more than 20% of all employment in Hampshire. The creative industries are also strong and have an increasing impact on the local economy by both generating direct expenditure and enhancing the appeal of the District. The Hat Fair generates around £500k to the local economy in just one weekend, and attendees at the Theatre Royal spend an additional £466,000 in local shops, restaurants and businesses each year.</i></p> <p><i>Further information about the role of economic development, tourism and the arts on the local economy can be found in the relevant City Council strategies which are published on www.winchester.gov.uk</i></p>

<p>2. Health and Wellbeing</p> <ul style="list-style-type: none"> • <i>Residents are active and a healthy weight</i> • <i>Residents make decisions which help them maintain a healthy lifestyle</i> • <i>Children and young people enjoy healthy, fulfilling and active lives</i> • <i>Older people enjoy healthy, fulfilling and active lives</i> <p>Also:</p> <p>3. Inclusive Society</p> <ul style="list-style-type: none"> • <i>People are active in their communities</i> 	<p><i>As we build up to the 2012 Olympic and Paralympic Games in London, there is a strong national focus on participation in physical activity to improve levels of health and wellbeing across the country. The main thrust of our sports development work is to help to identify and create more and better opportunities for people to participate in sport and achieve their full potential. Linking the value of sport and recreation to the wider benefits of health, wellbeing, social inclusion, education and community safety is of major importance for the district's Sports and Physical Activity Strategy.</i></p> <p><i>An important element of the arts strategy is to support and develop young people or deprived communities to help improve health (mental and physical); reduce antisocial behaviour and increase the confidence of individuals and their neighbourhoods. Arts organisations and activities can often contribute greatly to community cohesion in a way that is more subtle and accepted than overt interventions, particularly where young people are concerned.</i></p> <p><i>Tourism and museum services provide opportunities for all residents to have access to and participate in free cultural events, museum sites, archaeological digs etc. The division also provides advice on funding applications and event organisation and promotes a wide range of local events to encourage local cultural enterprise which will benefit the wider community.</i></p> <p><i>Education and interpretation is a key part of the work of the division, providing positive benefits for mental health through learning, entertainment, participation and debate.</i></p> <p><i>The tourism service advocates walking and cycling, and it promotes events which encourage people to be active in their leisure time.</i></p>
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3. High Quality Environment

- *The District meets the challenge of climate change*

The museum, curatorial and historic environment services are critical to the stewardship of our heritage and to the distinctiveness of the street scenes around the district. A key purpose of these services is to safeguard the treasures of the past (above- and below-ground) for future generations, be it by maintaining accurate archaeological records; recording and preserving our monuments and historic sites; the care of Listed Buildings and designated conservation areas or the supervision of property developments to ensure minimum impact on still-buried archaeological remains. The museums have full accreditation from the Museums, Libraries and Archives Council which sets national standards for curatorial practice. These services also aim to explain and interpret their work so that the residents of today will develop and pass on to their children a real understanding of the value of our special heritage and our distinctive built environment.

The tourism service is committed to a sustainable approach to tourism management and development, which means setting a standard for tourism businesses in particular to 'green' their operations. It has led on projects to reduce car use; campaigns to increase walking and cycling; promotion of long stay and Park and Ride car parks outside the city centre, and promotion of local produce. The new economic strategy for the district, due for publication this spring, seeks to stimulate a low carbon economy designed to exploit the opportunities of 'green collar' jobs for local residents, whilst encouraging businesses to reduce current levels of carbon emissions.

All the services in the division encourage people to be proud of the Winchester District: the historic environment team help home owners to care for and make best use of historic buildings whilst encouraging measures to reduce carbon emissions; the museum services team provides opportunities and information to celebrate the fine history of the District; the arts service nurtures unusual and high quality events like the Hat Fair for which the District has a national reputation, and the tourism service promotes and markets these to a wider audience who help to sustain our quality of life by bringing money and acclaim to the District.

4. Summary of Progress in 2008/09

Following a year of change within the division, including a reorganisation; a number of staff changes; the move of museums staff from the former Historic Resources Centre at Hyde and the addition of the sports and recreation service, 2008/09 has been a time of consolidation. Levels of cross-cutting work in the division are steadily increasing, and formed the approach to our successful Customer Service Excellence Charter submission in the fourth quarter. The assessor commented on the 'culture of quality' in the team, and the obvious passion of staff for the services they deliver.

Due to the nature of our work, opportunities often arise at short notice and sometimes afford greater potential for supporting strategic priorities than activities envisaged during the business planning process. As a result, some of the achievements below do not feature in the agreed business plan, and some of the areas of slippage are of less concern than might otherwise be the case.

The list below represents just a sample of achievements from this large division, but above all the commitment, professionalism and enthusiasm of the sixty staff who form the economic and cultural services team. More detailed information can be found in the Local Economy Scrutiny Panel reports for 2008/09.

a) awards and accolades

- Customer Service Excellence Standard for the division, awarded in March 2009
- submission of a Beacon bid under the 2012 Legacy Theme in June 2008. Although unsuccessful, the bid has formed the subject of a regional case study to show how the Beacon process has triggered new cultural activity in the district.
- the best performance for response to the national 'mystery shopper' programme for tourist information centres, taking first place for the third year running.

b) partnership projects

- a successful outcome to our bid to SEEDA for LEADER funding, made jointly with a Local Action Group and East Hampshire District Council: this will bring over £2 million to support the rural economy across the two districts over the next five years
- organisation of 2012 handover events, including a 'Live Your Dream' picnic on August Bank Holiday Sunday (in partnership with Hampshire County Council) and a programme of events in support of the evening economy called *Open Up, Lighten Up Winchester* in September 2009 (in partnership with the Winchester Business Improvement District)

- an award of £110,000 from SEEDA Small Rural Towns fund to support the Alresford Town Partnership's *Putting Pedestrians First* project. This will go towards actions to reduce traffic movements in the town centre, and encourage more sustainable forms of transport.
- commissioning of the new feature and associated highways improvements for Parchment Street to support retail performance in this speciality shopping street – installation is due at the start of April 2009
- organisation of the first Winchester District Sports Awards in line with the Sport and Physical Activity Alliance action plan. This took place in December 2008 in front of an audience of 150 people, and was hosted by Olympic swimmer Julia Beckett
- completion and adoption of the Hambledon Conservation Area Character Appraisal and Management Strategy in partnership with Hambledon Parish Council, endorsed by Cabinet in March 2009
- co-ordination of a programme of literature and language events across the city, under the banner 'Winchester Out Loud', to support the National Year of Reading 2008
- publication of the first Wickham Pocket Guide, in partnership with Wickham Parish Council and the Co-op
- completion of a Visitor and Resident Survey and Destination Benchmarking study commissioned jointly by this division with the environment and access & infrastructure divisions from Tourism South East. A presentation of findings is planned for Town Forum in June 2009.

e) Service specific projects

- completion of the removal from Hyde and Chilcomb of museum reserve collections, and transfer to a new, more effective store at F2 (Bar End) in Winchester
- announcement of a £400,000 package of recession support measures in response to the economic downturn
- success in applying for a £10,000 from the Museums, Libraries and Archives Council to fund the commissioning of the first audience development plan for Winchester Museums (to be carried out in 2009/10)
- establishment of the museum volunteer programme, to enhance the visitor experience at City Museum and the Westgate during events and busy periods
- creation of the Winchester Community History Partnership, providing mutual support and shared funding opportunities to local history groups and private museums across the district

- installation of new gym equipment at Meadowside Leisure Centre
- consolidation of the historic environment service following the divisional restructure, under a newly recruited manager, and commencement of a 10 year programme of conservation area character appraisals for the 37 conservation areas across the district and planning consultation response rates now running at around 90%

f) Strategic and corporate work

- publication of a 2012 Framework to ensure local residents make the most of the opportunities presented by the 2012 Olympic and Paralympic Games in London
- drafting of the new economic strategy for the district, with the support of a tourism strategy Informal Scrutiny Group. This will go out for public consultation in May 2009;
- organisation of a well-attended Culture Conference at the Discovery Centre in January 2009, as a first step towards the development of a new cultural strategy for the district in 2009/10;
- drafting of a built facilities strategy for sport to support the Local Development Framework: this will be adopted in the summer of 2009;
- drafting of the economic prosperity section of the preferred options for the Local Development Framework, considered by Members in March 2009.

Areas of Slippage

Some targets from 2007/08 have not been met. These are:

- a public art strategy for the district, which has been deferred in view of the economic downturn and associated decline in contributions for large-scale developments
- the urban archaeological assessment, for which English Heritage has now approved a new structure and a new timetable for completion of the first full draft
- all targets for the historic environment team have been delayed because the last two members of the team were not finally recruited until the second quarter of the year

- the re-roofing of the Westgate was deferred by a year to accommodate Hampshire County Council works scheduled to take place at the same time, and also to provide for more conservation advice to ensure full protection of the Tudor ceiling which is owned by Winchester College
- the refurbishment of the tourist information centre, which is now scheduled for completion in May 2009.

Work on the transfer of files to the corporate EDRMS system has proved slow in a year when we have had high levels of work coupled with some significant long term staff absences.

Challenges for the Year Ahead

Staff are very positive about the year ahead, and have contributed enthusiastically to the development of divisional objectives through a combination of service and divisional meetings. The main challenge is to continue performing at a high level in spite of continued pressure on financial resources.

Vacancy management was employed during the last two financial years, and will continue – on a greater scale – in 2009/10. This will almost certainly impact on managers of front line services (e.g. tourist information centre, museums, Meadowside) where managers will be required to cover on the desk at times. This is likely to delay projects and also have an impact on staff morale.

Although the continued stretching of resources should not be underestimated, there are many positive developments taking place across the district, and no shortage of ambition among officers to engage in new projects.

5. Service Priorities 2009/10 and beyond – Key Priorities

The targets below represent a mixture of ongoing work by officers as part of a long term commitment and short term deployment of resources as a discrete, short term project. They have been identified based on the following:

- i) significance of the target in terms of addressing corporate or divisional priorities and needs;
- ii) public profile or scale of the project;
- iii) likely extent of officer involvement during this financial year;
- iv) cost of project in relation to typical divisional budgets;

All targets represent projects or priorities that are *over and above* the day to day operation of the services and reflect priorities in the Sustainable Community Strategy for the District. The numbering of targets enables quick reference and cross-references with supporting plans and strategies. It does not reflect any kind of priority for resourcing or pursuing targets.

The divisional plan is also supported by more service plans in each service area, which contain further actions which may not be represented in the refined set of targets below but which may be discussed at Scrutiny Panel or form the subject of Cabinet reports from time to time.

Economic and Cultural Services Business Plan 2009-14

Significant Areas of Work and Projects for 2009/10 (*Top Ten Priorities*)



Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
CUL/001	Help local communities in the District achieve their aspirations	Developing our work through strategic planning	31/03/2011	Meaningful and current strategies are in place to guide the work of the division, our colleagues and stakeholders	Eloise Appleby
CUL/001a	People able to access services to meet their needs	Future Plans for River Park Leisure Centre	31/03/2011	We have an agreed approach to managing the immediate and longer term future of the leisure centre	Amanda Ford
	Identify efficiencies and ensure their delivery				
	Manage Council's physical assets in support corporate priorities				
CUL/001b	People able to access services to meet their needs	Winchester & District Sports Facilities Strategy	31/03/2010	We have an evidenced and widely supported 20 year plan in place, to support delivery of the LDF	Amanda Ford
	Help local communities in the District achieve their aspirations				
CUL/001c	Children & young people enjoy healthy, fulfilling & active lives	Winchester District Cultural Strategy	31/07/2010	We have a well supported and comprehensive cultural strategy in place, with a 3 year action plan	Eloise Appleby
	Older people enjoy healthy, fulfilling and active lives				
	Exploiting the District's reputation				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
	as a cultural stronghold				
	Help local communities in the District achieve their aspirations				
CUL/001d	Exploiting the District's reputation as a cultural stronghold	Economic Strategy 2009 - 2019	30/09/2009	The economic strategy for the district is completed and adopted by the City Council	Eloise Appleby; Kate Crawford
	Local opportunities following the promise of London 2012				
	Businesses are good neighbours				
	The District meets the challenge of climate change				
	Boost rural economy under the LEADER programme				
	Ongoing benefits for District as a legacy of the 2012 Olympiad				
	Help local communities in the District achieve their aspirations				
	Optimise the number of strategies produced by the Council				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
CUL/002	Exploiting the District's reputation as a cultural stronghold	Protection and enhancement of our cultural assets	31/03/2010	We have been active in protecting, promoting and interpreting the cultural assets in our care	Eloise Appleby
	Manage Council's physical assets in support corporate priorities				
CUL/002a	Manage Council's physical assets in support corporate priorities	Westgate roof refurbishment	28/02/2010	The roof of the Westgate is repaired to high standards and on budget, and the collections inside suffer no damage as a result of the works	Geoff Denford
CUL/002b	Exploiting the District's reputation as a cultural stronghold	Commissioning of F2 Reserve Collections Facility	30/09/2009	We have a well-ordered facility providing a high standard of storage for museum objects, and regular public access to the collections	Geoff Denford
	People able to access services to meet their needs				
	Manage Council's physical assets in support corporate priorities				
CUL/002c	Exploiting the District's reputation as a cultural stronghold	Conservation Area Character Appraisals Programme	31/03/2010	Cabinet has adopted three more completed appraisals with management plans, produced in partnership with local communities	Alison Davidson
	Help local communities in the District achieve their aspirations				
	Optimise the number of strategies produced by the Council				
CUL/002d	People able to access services to meet their needs	Refurbishment of Tourist Information Centre	31/07/2009	The centre is fully refitted to a high standard and within budget, meeting customer expectations and providing more opportunities for income-	Alison Woods
	Manage Council's physical assets in support corporate priorities				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
	Maximise income from the Council's operations			generation	
CUL/002e	Exploiting the District's reputation as a cultural stronghold	Urban Archaeological Assessment	31/03/2010	Draft text and illustrations have been completed and are with English Heritage for approval	Alison Davidson
	Help local communities in the District achieve their aspirations				
	Optimise the number of strategies produced by the Council				
CUL/002f	Exploiting the District's reputation as a cultural stronghold	Buildings at Risk Review	31/03/2010	We have reviewed the complete BAR register to make it current, relevant and useful in helping to protect the district's historic buildings	Alison Davidson
	Local Authority statutory duty				
	Help local communities in the District achieve their aspirations				
CUL/002g	Exploiting the District's reputation as a cultural stronghold	Art Fostering Scheme	31/12/2009	Businesses help to conserve our reserve art collections and share them with a wide audience	Geoff Denford
	Businesses are good neighbours				
	Manage Council's physical assets in support corporate priorities				
	Maximise income from the Council's operations				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
CUL/003	People able to access services to meet their needs	Improving our Services	31/03/2010	We are constantly developing our services to reach more of our resident and visiting population	Eloise Appleby
	People have access to housing to meet their needs				
	Help local communities in the District achieve their aspirations				
CUL/003a	Children & young people enjoy healthy, fulfilling & active lives	Museums Audience Development Plan	06/01/2010	We have a comprehensive and objective audience development plan to help us plan the development and marketing of our museums service	Sher Kent
	Older people enjoy healthy, fulfilling and active lives				
	Exploiting the District's reputation as a cultural stronghold				
	People able to access services to meet their needs				
	People are active in their communities				
	Help local communities in the District achieve their aspirations				
CUL/003b	Older people enjoy healthy, fulfilling and active lives	Destination Access Audit for Winchester	30/06/2009	We have produced a comprehensive report identifying access improvements to improve the experience of those with disabilities living in and visiting Winchester, used to inform the Town	Eloise Appleby
	People able to access services to meet their needs				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
	Ongoing benefits for District as a legacy of the 2012 Olympiad			Access Plan	
	Help local communities in the District achieve their aspirations				
CUL/003c	Exploiting the District's reputation as a cultural stronghold	Accreditation of the Westgate Museum	31/10/2009	The Westgate is successfully accredited under the national VAQAS standard	Sher Kent
	Manage Council's physical assets in support corporate priorities				
CUL/003d	Children & young people enjoy healthy, fulfilling & active lives	Developing Services for Children and Young People	31/03/2010	The division provides for the needs and suggestions of children and young people	Kate Crawford; Sher Kent; Marilyn Michalowicz
	People able to access services to meet their needs				
	People are active in their communities				
	Help local communities in the District achieve their aspirations				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
CUL/004	Children & young people enjoy healthy, fulfilling & active lives	Promoting the Winchester District as a Vibrant Cultural Destination	31/03/2011	Winchester provides a year-round programme of high quality cultural activity, promoted through effective and distinctive marketing	Eloise Appleby
	Older people enjoy healthy, fulfilling and active lives				
	Exploiting the District's reputation as a cultural stronghold				
	Ongoing benefits for District as a legacy of the 2012 Olympiad				
CUL/004a	Children & young people enjoy healthy, fulfilling & active lives	Support for Hyde900	30/11/2010	The division continues to provide expertise and practical support to ensure the success of the Hyde900 celebratory year in 2010	Geoff Denford
	Older people enjoy healthy, fulfilling and active lives				
	Exploiting the District's reputation as a cultural stronghold				
	Ongoing benefits for District as a legacy of the 2012 Olympiad				
CUL/004b	Children & young people enjoy healthy, fulfilling & active lives	Summer Festivals Campaign	31/03/2011	The 5 city arts festivals have worked together with us to create a well organised and widely promoted summer of cultural opportunities	Marilyn Michalowicz; Ellen Simpson
	Older people enjoy healthy, fulfilling and active lives				
	Exploiting the District's reputation as a cultural stronghold				
	Ongoing benefits for District as a legacy of the 2012 Olympiad				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
CUL/004c	Exploiting the District's reputation as a cultural stronghold	Parchment Street Improvements	30/06/2009	We have successfully worked with local people on a public art project, leading to a greatly improved environment for retailers and residents alike	Marilyn Michalowicz
	Businesses are good neighbours				
	Help local communities in the District achieve their aspirations				
CUL/004d	Exploiting the District's reputation as a cultural stronghold	Web Marketing Developments	31/03/2010	We have a modern and sales-focussed tourism website, fed by effective and targeted e-campaigns	Ellen Simpson
	People able to access services to meet their needs				
	Invest in information technology				
	Maximise income from the Council's operations				
CUL/004e	Children & young people enjoy healthy, fulfilling & active lives	Festival of Sport	02/05/2009	We organised a popular day of sports activities for the official opening of the Winchester Sports Stadium	Amanda Ford
	Exploiting the District's reputation as a cultural stronghold				
	People are active in their communities				
	Ongoing benefits for District as a legacy of the 2012 Olympiad				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
CUL/005	Local opportunities following the promise of London 2012	Targeted Support for the Business Community	31/03/2010	We have worked effectively with business sectors most in need of our support	Kate Crawford
	Boost rural economy under the LEADER programme				
	Help local communities in the District achieve their aspirations				
CUL/005a	People are active in their communities	Developing the Rural Economy	31/03/2009	We have successfully delivered the year one business plan for LEADER	Eloise Appleby; Kate Crawford
	Boost rural economy under the LEADER programme				
	Help local communities in the District achieve their aspirations				
CUL/005b	Exploiting the District's reputation as a cultural stronghold	Recession Support	31/03/2010	We have established the measures of support for businesses facing recession agreed by Cabinet in March 2009, and businesses have found them easy to access.	Eloise Appleby; Kate Crawford
	People are active in their communities				
CUL/005c	Exploiting the District's reputation as a cultural stronghold	Creative Industries Action Group	31/03/2010	A formal organisation has been established to link Cafe Culture with cultural planning processes for the district and lead the sector forward	Marilyn Michalowicz
	Businesses are good neighbours				
	People are active in their communities				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
	Ongoing benefits for District as a legacy of the 2012 Olympiad				
	Help local communities in the District achieve their aspirations				
CUL/005d	Exploiting the District's reputation as a cultural stronghold	Developing the Evening Economy	30/09/2009	We have worked with the business community to build successfully on the evening economy pilot of Sept 2008	Eloise Appleby; Kate Crawford; Marilyn Michalowicz
	Ongoing benefits for District as a legacy of the 2012 Olympiad				

Code	Why are we doing this?	What will we do?	Due Date	Expected Outcome	Who's Accountable
CUL/006	People able to access services to meet their needs	Targeted Support for Local Communities	31/03/2011	We have responded to requests for support from local communities and delivered agreed projects for them	Eloise Appleby; Kate Crawford; Marilyn Michalowicz; Ellen Simpson
	People are active in their communities				
	Help local communities in the District achieve their aspirations				
CUL/006a	Exploiting the District's reputation as a cultural stronghold	Bishops Waltham Pocket Guide	27/11/2009		Ellen Simpson
	Help local communities in the District achieve their aspirations				
CUL/006b	Businesses are good neighbours	Denmead Business Network	31/03/2010	A well organised and energetic business network is in operation for the Denmead area	Kate Crawford
	Help local communities in the District achieve their aspirations				
CUL/006c	Exploiting the District's reputation as a cultural stronghold	New Public Benches Commission for Whiteley	31/03/2010	New and distinctive benches have been commissioned and installed in Whiteley	Marilyn Michalowicz
	People are active in their communities				
	Ongoing benefits for District as a legacy of the 2012 Olympiad				
	Help local communities in the District achieve their aspirations				

Resource Implications**A) Financial**

2008/09 Revised					2009/10 Estimate					
Exp.	Income	Net Overheads	Net Exp.	Service Activity	Exp.	Income	Net Overheads	Net Exp.	FTEs	Notes
£000's	£000's	£000's	£000's		£000's	£000's	£000's	£000's		
155	(10)	(140)	5	<i>Cultural Services Business Unit</i>	144	(15)	(123)	6	3.81	
85	0	32	117	<i>Arts Development</i>	86	0	32	118	1.00	
200	0	0	200	<i>Theatre Royal</i>	200	0	0	200		
161	(9)	58	210	<i>Local Economy</i>	156	(9)	58	205	1.00	
0	(2)	0	(2)	<i>Local Economy SEEDA</i>	0	0	0	0		
25	0	3	28	<i>BID Ballot Admin</i>	25	0	3	28		
20	(5)	33	48	<i>Special Events</i>	10	(10)	33	33	0.61	
253	(65)	65	253	<i>Tourist Information Centre</i>	277	(65)	70	282	4.93	
160	(51)	123	232	<i>Tourism Marketing</i>	186	(36)	127	277	2.65	
1	0	2	3	<i>Town Twinning</i>	1	0	2	3		
207	(30)	76	253	<i>Museums Services</i>	153	(30)	76	199	4.00	
151	0	41	192	<i>Curatorial Services</i>	209	42	0	251	4.50	
61	(13)	12	60	<i>Discovery Centre/City Space</i>	68	(13)	14	69	1.47	
41	0	4	45	<i>Historic Environment Centre</i>	41	0	4	45		
95	0	40	135	<i>Historic Resources Centre</i>	91	0	38	129		
10	0	12	22	<i>Monuments</i>	9	0	10	19		

2008/09 Revised					2009/10 Estimate					
Exp.	Income	Net Overheads	Net Exp.	Service Activity	Exp.	Income	Net Overheads	Net Exp.	FTEs	Notes
£000's	£000's	£000's	£000's		£000's	£000's	£000's	£000's		
123	(18)	24	129	<i>City Museum</i>	116	(23)	25	118	1.66	
48	(4)	33	77	<i>Westgate Museum</i>	59	(4)	37	92	1.47	
147	0	45	192	<i>Historic Environment</i>	199	0	47	246	4.30	
19	0	0	19	<i>Records</i>	19	0	0	19		
121	(18)	(74)	29	<i>Sport Strategy & Management</i>	100	(18)	(51)	31	4.00	
208	(30)	75	253	<i>Sport Pitches (Town)</i>	217	(30)	71	258		
878	(30)	90	938	<i>River Park Leisure Centre</i>	869	(31)	77	915		
343	(235)	96	204	<i>Meadowside Centre</i>	366	(246)	94	214	5.33	
0	0	7	7	<i>Overheads</i>	0	0	8	8		
3,512	(520)	657	3,649	TOTAL	3,601	(488)	652	3,765	40.73	

Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<p><i>Heritage Lottery Fund (HLF) funding possibly diverted away from heritage projects into sports project in build-up to Olympics</i></p> <p><i>Number of major development projects emerging with potential for public art input and/or archaeology or conservation advice</i></p> <p><i>E-government requirements divert attention to 'back office' systems during set-up period</i></p> <p><i>Need to manage partnerships in line with government guidance</i></p> <p><i>Build up to 2012, with associated increasing public interest/expectation</i></p> <p><i>Customer expectation for services/engagement via web-based communications (e.g. Twitter)</i></p>	<p><i>Predicted need for further budget cuts during this year's budget cycle</i></p> <p><i>Vacancy management/flexible resource management in support of above</i></p> <p><i>Balancing budgetary constraints with pressure to improve performance outcomes</i></p> <p><i>WCC vision for modernising services – need to respond to work of change teams</i></p> <p><i>Potential to increase cost-effective e-activity in line with reduced budgets</i></p>
WORKFORCE IMPLICATIONS	
<p><i>Heritage Lottery Fund (HLF) funding: more time may need to be spent identifying other funding sources, and training required for staff involved in this.</i></p> <p><i>Major projects/budget reductions: staff may need help prioritising workloads and budgets may be needed to resource external support (e.g. via developer contributions). New culture of income generation needs embedding across the division.</i></p> <p><i>Need to review e-skills of staff to assess opportunities for development of services/customer access</i></p>	

6. Key Performance Indicators

Please see explanations given below the chart where indicated by an asterisk – e.g. M1*

Service area	Ref. No.	What does this show?	Who reports this?	Achieved 2006/07	Achieved 2007/08	Target 2008/09	Estimated2 008/09	Target 2009/10	Target 2010/11
<u>Museums</u>	<u>M1*</u>	<u>Museums usages (i.e. excluding visits and web hits)</u>	<u>Museum Services Manager</u>	86,950	91,940	93,000	20,000 (monitoring now based on revised criteria)	20,500	21,000
Museums	M2*	Visits to museums in person	<u>Museum Services Manager</u>	112,623	117,789	115,000	92,000	93,500	95,000
Museums	M3	Numbers of pupils under 16 visiting museum sites	<u>Education Officer</u>	7,983	9,060	9,200	9,594	9,400	9,500
Museums	M4	Total museums web visits (includes on-line collections from Oct 2006)	E-access Development Officer	62,539	72,697	85,400	70,983	75,000 (revised down based on experience)	77,000

Service area	Ref. No.	What does this show?	Who reports this?	Achieved 2006/07	Achieved 2007/08	Target 2008/09	Estimated2 008/09	Target 2009/10	Target 2010/11
Historic Env	HE2	Number of current CA appraisals (out of 37) i.e. produced within last 5 years	Historic Environment Manager	3	2	3	3	6 (assumes no additional project funding is identified)	9 (assumes no additional project funding is identified)
Historic Env	HE3	Percentage of conservation areas with management plans	Historic Environment Manager	2.7%	5.4%	8.1%	8.1%	16%	24.3%
Historic Env	HE4	Average conservation consultations completed in two week target period	Historic Environment Manager	65% (officer resignation)	70% (staff turnover affected performance)	80%	86.2%	85%	87%
Historic Env	HE5*	Number of Buildings at Risk which are added, removed or reduced risk	Historic Environment Manager	10 added	7	12	0	Re-placed by HE6 from 2009/10	
				5 removed	3	4	10		
				2 reduced	2	4	9		

Service area	Ref. No.	What does this show?	Who reports this?	Achieved 2006/07	Achieved 2007/08	Target 2008/09	Estimated2 008/09	Target 2009/10	Target 2010/11
Historic Env	HE6*	Number of Buildings at Risk with an amended level of risk up or down	Historic Environment Manager	New target to replace HE4 above in 2009/10				10	10
Historic Env	HE7	% of backlog of archaeological reports submitted for recording on HER which are actually uploaded onto HER	Historic Environment Manager	New target for 2009/10			20%	75%	90%
Tourism	ET1	Total tourism service customer enquiries (excluding web hits)	Tourist Information Centre Manager	245,000	240,000	240,000	205,000 (no Easter in this financial year + new people counter)	210,000 (based on new people counter, refurb and reduced summer hours)	210,000
Tourism	ET2	Total visits to tourism website (www.visitwinchester.co.uk)	Tourist Information Centre Manager	237,000	345,000	365,00	380,000	415,000	450,000

Service area	Ref. No.	What does this show?	Who reports this?	Achieved 2006/07	Achieved 2007/08	Target 2008/09	Estimated2 008/09	Target 2009/10	Target 2010/11
Eco Dev	ET3	Number of new or start up business enquiries supported	Economic Development Officer	15	35	35	42	60 (reflects LABGI allocation for start up grants)	70
Eco Dev	ET4	Number of advisory visits to businesses made by economic development officer	Economic Development Officer	5	2	6	10	9	10
Arts	A1	Total participants in Theatre Royal activities (performances and/or workshops)	Arts Development Officer	82,722	85,000	86,000	85,000	85,500	86,000
Sports	SR1	Measure visits to River Park Leisure Centre	Sport and Recreation Manager	413,236 partial closure 3 months refurb	498,701 part est. due to technical problems	530,000	492,472	530,000 (reflects introduction free swimming)	550,000

Service area	Ref. No.	What does this show?	Who reports this?	Achieved 2006/07	Achieved 2007/08	Target 2008/09	Estimated2 008/09	Target 2009/10	Target 2010/11
Sports	SR2	Measure visits to Meadowside Centre	Sport and Recreation Manager	N/A	81,112 (increased local competit ⁿ)	92,000	80,990 (reflects some decline in business but also new people counter)	85,000 (based on new people counter)	90,000
Sports	SR3*	Adult physical activity levels in district as percentage of resident adults (2012 target: 27%)	Sport and Recreation Manager	26.8%	27%	27.5%	27.5%	28%	28.5%
Sports	SR4	Access to high quality multi sports environment (2012 target: 60%)	Sport and Recreation Manager	38.58%	45%	60%	60%	60% (no new Quest accredited facilities anticipated by this date)	60%
Sports	SR5	Number of people volunteering in sport (2012 target: 10%)	Sport and Recreation Manager	6.44%	7%	7.5%	7.5%	8%	8.5%

7. Proposals for Consultation

What research or consultation do we intend to carry out (in addition to routine research)	How will we be doing it?	When will we be doing it?	How will we use the results?
Public consultation on Economic Strategy 2009-2019	Combination of: <ul style="list-style-type: none"> • Economic Prosperity SOG • direct email to stakeholders • web based questionnaire, supported by media release 	May/June 2009 Work with LDF team to co-ordinate consultation with relevant sections of preferred options paper	To help shape new strategic documents
Public consultation on Sports Facilities Strategy 2009 - 2029	Combination of: <ul style="list-style-type: none"> • Health and Wellbeing SOG • direct email to stakeholders • web based questionnaire, supported by media release 	June/July 2009	To help shape new strategic documents

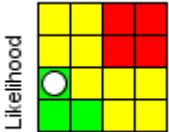
What research or consultation do we intend to carry out (in addition to routine research)	How will we be doing it?	When will we be doing it?	How will we use the results?
Public consultation to support development of Cultural Strategy	Combination of: <ul style="list-style-type: none"> • Cultural Consortium • Sector and themed workshops • Café Culture 	Throughout the year, in line with business plan target	To inform early draft of new strategy, developing work begun at the Culture Conference in January 2009.
Consultation and research to support development of Museums Audience Development Plan	Desk top research by consultant Focus groups of 'hard to reach' customers Testing via exhibition in City Space in summer 2009	April – December 2009, in line with funding timetable	To support the development of the new plan and ensure its effectiveness in reaching identified customer groups.
Tourism industry satisfaction survey (deferred from 2008/09)	Via in-house postal and telephone questionnaire to the district's tourism businesses	Autumn 2009	To highlight possible service developments needed, identify communication gaps and gauge industry support for current performance.

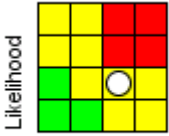
8. Key Elements of Risk Management**Economic and Cultural Services Schedule of Risks**

Generated on: 09 March 2009



Risk Number	Short name	Assessment	Risk Ownership	Cause	Consequence	Current Risk Matrix	Notes
SR0016	The District no longer a desirable place to live and work	D3 Major - Unlikely	Steve Tilbury	1. Housing costs 2. Loss of major employer 3. Reputation of not being a place to do business	1. Commuter culture would continue 2. Failure to attract new business 3. Loss of existing business 4. Key workers move elsewhere to live and work		Actions in support of the management of this risk are a standard part of the economic & cultural services business plan each year. See linked actions below.
OP0076	Cultural Services Funding	B2 Medium - Probable	Eloise Appleby	Lack of resources for new projects and service enhancements increases reliance on external funds and grants.	Officer time diverted to fundraising, which reduces time spent on service delivery. Possible impacts on staff morale, and inability to deliver		Although this is an increasingly likely risk, it is controlled as far as is possible through the annual budget cycle and through

Risk Number	Short name	Assessment	Risk Ownership	Cause	Consequence	Current Risk Matrix	Notes
					business plan targets.		regular dialogue with portfolio holders, stakeholder groups etc. No further action is intended.
OP0077	2012 Framework	C1 Minor - Possible	Eloise Appleby	<ul style="list-style-type: none"> a) multiplication of projects - inadequate staff/financial resources to support b) lack of public interest/take up - poor outputs c) failure of WCC to adopt framework - damage to poor peer/stakeholder perceptions of WCC d) overuse of 2012 references - objectors may feel diversion from 'real' issues e) confusion with WCC 2010 modernisation agenda - wasted time for staff/Members 	Damage to WCC reputation and potentially staff morale. Possible failure to deliver 2012-specific outputs.		

Risk Number	Short name	Assessment	Risk Ownership	Cause	Consequence	Current Risk Matrix	Notes
OP0078	Failure of major partners to deliver contracted services	C3 Major - Possible	Eloise Appleby	<ul style="list-style-type: none"> a) Poor business performance leading to customer dissatisfaction b) Change of operating style c) Company take-over d) Failure of WCC officers to monitor contract appropriately 	<ul style="list-style-type: none"> a) Damage to WCC and partner reputation b) Loss of leisure amenity c) Loss of local employment d) Reduction of WCC ability to deliver relevant elements of corporate business plan e) Loss of other community opportunities (e.g. education, skills/development, social) f) WCC may need to consider offering financial support/remedial actions 	 <p>Likelihood</p> <p>Impact</p>	<p>This risk is controlled through established measures, such as use of SLAs/clear contract specifications and regular liaison meetings to discuss all aspects of business performance. There is little more that WCC can do to control the risk further.</p>

Risk Number	Short name	Assessment	Risk Ownership	Cause	Consequence	Current Risk Matrix	Notes
OP0079	Maintenance of public art and monuments	C1 Minor - Possible	Eloise Appleby	<p>a) Sculptures / monuments become unsightly due to neglect, vandalism, graffiti etc</p> <p>b) Sculptures / monuments become dangerous due to decay or structural dilapidation</p>	<p>a) Damage to WCC reputation as responsible guardian of built/historic environment</p> <p>b) Possible injury to passers-by or damage to property leading to possible insurance claims against WCC</p> <p>c) Negative perceptions of visitors as part of holiday experience may impact on return visits and so economic performance</p> <p>d) Potential for more costly repair bills for WCC for the want of more routine maintenance</p>	<p>Likelihood</p> <p>Impact</p>	

Risk Number	Short name	Assessment	Risk Ownership	Cause	Consequence	Current Risk Matrix	Notes
OP0080	Protection of young people using cultural services facilities	C2 Medium - Possible	Eloise Appleby	Failure to implement WCC child protection policies and processes Failure to train staff working with young people to an appropriate level of understanding Failure to carry out appropriate checks on new recruits/volunteers working with young people	Children exposed to dangerous or abusive situations, leading to damaging mental or physical impacts for them and loss of reputation for WCC, and/or insurance or legal claims.		We have requested further policy guidance and training in child protection issues from HR in the wake of the Baby P case, but have not yet received this. We will raise the need again during the current appraisals round.
OP0081	Specialist knowledge and staff	A2 Medium - Certain	Eloise Appleby	a) Data, records or objects lost as a result of major disaster (e.g. fire at museum) b) Professional knowledge which has not been formally recorded is lost as a result of staff retirements, long term sickness or redundancy c) Inability to recruit new	a) Permanent loss or continued reduction of quality of historical record of the district b) Lower standard or reduced range of professional services offered c) Damage to WCC's reputation for stewardship of the historic		No further action is envisaged in addition to the above controls which are embedded in usual operations

Risk Number	Short name	Assessment	Risk Ownership	Cause	Consequence	Current Risk Matrix	Notes
				professional staff of a high calibre has a knock-on impact on loss of knowledge	environment		
OP0082	Breach of copyright	C3 Major - Possible	Eloise Appleby	Breach of copyright or other protections in selecting images and mapping for divisional print and web content	Possible claim for compensation, and damage to WCC reputation		No further action intended in addition to above ongoing controls
OP0083	Safety at public events	C3 Major - Possible	Eloise Appleby	<p>a) Lack of guidance and/or control for public events in the District from WCC and other responsible agencies (e.g. through lack of staff capacity, lack of awareness, lack of time, lack of legal powers)</p> <p>b) Event organisers failing to manage events with due reference to advice and safety protocols</p>	<p>Potential for major injury to people and property</p> <p>Damage to WCC's reputation</p> <p>Service disruption</p>		SAG activities have contributed to mainstreaming safety planning into local events organisation. We will continue to support the SAG and act as a link between the community and this group.