



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDERS FOR ECONOMY & TOURISM AND CULTURE, HERITAGE & SPORT

TOPIC – CULTURAL AND ECONOMIC SERVICES DIVISION BUSINESS PLAN 2008/09 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(s) (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 Officers

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Committee Administrator:

Frances Maloney, Tel: 01962 848 155, Email: fmaloney@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, 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 the Division relating to the Economy and Tourism Portfolio working with key partners are:

- a) Development and adoption of a new tourism strategy, combined with a refreshed economic action plan if viable;
- b) Support for the Alresford *Putting Pedestrians First* project;
- c) Refurbishment of the tourist information centre;
- d) Delivery of the LEADER rural economy project, should the bid to the regional development agency be successful,

and

- e) Support for the delivery of the Winchester BID business plan.

Key actions to be undertaken in this Division relating to the Culture, Heritage and Sport Portfolio are:

- a) Relocation of the collections held at Hyde Historic Resources Centre to a new store at Bar End;
 - b) Producing a 2012 Games Framework for the district and considering a bid to become Beacon Council for the Olympic Legacy Themes;
 - c) Development and adoption of a Sports Built Facilities Strategy for the District,
- and
- d) Developing a five year management plan for Meadowside Leisure Centre.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2008-13 or otherwise ensure that the Council meets the statutory obligations place 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 timescale shown.

DECISION

That the Business Plan for the Cultural and Economic 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 its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

The Local Economy Scrutiny Panel has been consulted on this Business Plan and raised the following issues relating to the Economy and Tourism Portfolio:

- The need to be both realistic in setting performance indicators in the light of national trends and the availability of local resources but also but also challenging to ensure continued levels of staff motivation.

The Local Economy Scrutiny Panel has been consulted on this Business Plan and raised the following issues relating to the Culture, Heritage and Sport Portfolio:

- The need to be both realistic in setting performance indicators in the light of national trends and the availability of local resources but also but also challenging to ensure continued levels of staff motivation;

- The decision to remove one project (production of historic paint guidance for the district) from the list of priority actions for the year;
- The need to ensure that the removal from Hyde is closely monitored to ensure that the project is delivered on budget, and
- The desire to see objects held in the new store made publicly available in a range of ways to ensure that collections were enjoyed by as many residents as possible.

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 – Portfolio Holder for Economy and Tourism

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

2008/09 Business Plan

CULTURAL AND ECONOMIC SERVICES

1. Brief Description of the Services and their Purpose

The cultural services division is a very versatile division, 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 cultural services 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 cultural and economic 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:

- ***museum services, curatorial services and historic environment service***
 - recording, interpreting and caring for the rich heritage of Winchester and the surrounding district
 - curating and conserving 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
- ***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
- ***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 Whitley, 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 Council strategic priorities and divisions

Strategic priority	Divisional responsibility
<p>1. Economic Prosperity</p> <p><i>The Winchester District economy meets the challenges of the 21st century:</i></p> <ul style="list-style-type: none"> • <i>sectors which build on our natural strengths are thriving</i> • <i>the district offers a range of jobs, particularly high value jobs, and local people have the skills needed to fill them</i> • <i>people have the opportunity to enhance their quality of life by working close to their home</i> • <i>the infrastructure business needs for success is in place</i> • <i>we offer an environment where business wants to locate and grow</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. High Quality Environment</p> <p><i>We are proud of our natural and built environment:</i></p> <ul style="list-style-type: none"> • <i>neighbourhoods are clean and green</i> • <i>resources are used efficiently, pollution levels are low and we are responding to the challenges of climate change</i> • <i>wildlife species are thriving</i> • <i>the historic environment is preserved and enhanced</i> • <i>local distinctiveness is protected and the public realm is well designed, built and maintained.</i> 	<p><i>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.</i></p> <p><i>The tourism strategy 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. The tourism service 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.</i></p> <p><i>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; 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.</i></p>
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<p>3. Safe and Strong Communities</p> <p><i>Citizens are happy in their day-to-day lives because they:</i></p> <ul style="list-style-type: none"> - <i>feel safe wherever they live, work or spend their leisure time</i> - <i>can enjoy a healthy, active life, and receive the care they need when they need it</i> - <i>are not disadvantaged by where they live or the community they come from</i> - <i>are able to influence the future of their community</i> 	<p><i>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 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 museums/heritage 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. 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. Summary of Progress in 2007/08

The cultural services division was brought together in its current form following organisational restructures in April 2005 and May 2007. It quickly began to benefit from a cross-cutting approach to service delivery enabled by the new structure. Due to the nature of the work, opportunities often arise at short notice and sometimes afford greater potential for supporting corporate objectives 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 a sample of achievements from this large division, but above all the commitment, professionalism and enthusiasm of the sixty staff who form the cultural services team. More detailed information can be found in the Local Economy Scrutiny Panel reports for 2007/08.

a) awards and accolades

- successful first-time application for a Quest quality marque for Meadowside Leisure Centre
- regional England Athletics award for sports and recreation team as 'most supportive local authority'
- Enjoy England prize for best web marketing feature following competition run through Tourism Management Institute

b) partnership projects

- delivery on time of new Discovery Centre with Hampshire County Council, including the City Council's gallery called City Space
- successful delivery of Winchester Museums' first full-scale historical exhibition in City Space, called Jewry Street: Faces and Places, which attracted 7,000 visitors
- residency of Alice Kettle in former Guildhall Gallery as 'work in progress' exhibit from January to August 2008
- completion on schedule of Winchester Stadium in partnership with University of Winchester, and shortlisting of the stadium and two other local sports facilities for possible use as Olympic training camps
- leadership of the Year of Sculpture collaboration with Hampshire County Council, Winchester Cathedral and the University of Southampton's Winchester School of Art in 2007, bringing works by artists such as Antony Gormley, Mark Quinn, Rachel Whiteread and Bill Woodrow to the city
- extensive partnership working on the Winchester Cathedral ice rink and Christmas market which drew around 200,000 people into the city centre in December 2007 and January 2008
- opening of the new business centre in Parchment Street jointly with the City Centre Partnership, North Hampshire Chamber of Commerce and Industry and University of Winchester

- submitting a major funding bid jointly with East Hampshire District Council and a community action group to SEEDA's *LEADER* funding programme for the rural economy, results of which will be known in early May 2008;
- completion and adoption of the Sparsholt Conservation Area Character Appraisal and Management Strategy in partnership with Sparsholt Parish Council, endorsed by Cabinet in March 2008
- submission of a bid to win the Great Town category of the Academy of Urbanism Awards 2008, following nomination for the shortlist by Academy members in spring 2007: Kilkenny won the category at the ceremony in November
- co-ordination of a programme of Tudor events in the city to support the release of major film *The Golden Age* in November

f) Service specific projects

- successful bid to Sport England for four-year funding for a new Active Lifestyles Officer post, jointly funded by DC Leisure, to lead GP referrals and healthy walks programmes
- introduction of the part-pedestrianisation of the hammerhead section of The Square to improve the business environment
- a range of training workshops for businesses, from planning advice for landowners to environmentally friendly business practices for visitor accommodation providers
- publication of the new Itchen Valley Churches Trail
- return of the Winchester Hanging Bowl to City Museum
- a very positive Audit Commission assessment of the tourism service, focusing on value for money
- appointment of London based film maker Susanna Wallin to produce a film with young people in Denmead

g) Strategic and corporate work

- publication of the first Forward Plan for the City Council's museums service
- the removal of staff from Hyde Historic Resources Centre to the new Historic Environment Centre at Winchester Guildhall and other office accommodation alongside the cultural services division for more joined up and cost-effective working
- restructuring of the division to meet changing customer and stakeholder expectations - to be completed on the appointment of a new historic environment manager early in the new financial year
- support for the emerging Local Development Framework through two economic visioning workshops and completion of major PPG17 study of open spaces as part of baseline for Local Development Framework

- development of an evening economy framework for the city centre

Areas of Slippage

Some targets from 2006/07 have not been met, in most cases because they were not under the direct control of the division. These are:

- Winchester Conservation Area Project: implementation of action plan delayed as a result of lack of resources in the conservation team (lack of funding for consultants and lack of staff time due to staff turnover during the year);
- Meadowside five year plan, which has been delayed by a reduction in staffing capacity during the year but is carried forward to 08/09;
- Tourist Information Centre refurbishment, which has been delayed by vacancy management but is carried forward to 08/09;

Challenges for the Year Ahead

Key challenges are a number of significant staff changes and the continued pressure on financial resources.

Following staff departures and a small scale restructure of the division over the winter months, two new managers will be joining the team in the late spring. The newly created post of historic environment manager has a significant challenge in developing the service to meet the requirements of the 2008 Heritage Protection Bill and also to engage more proactively with customers and stakeholders.

Vacancy management was employed during the last financial year, and will continue – on a reduced scale – in 2008/09. This will almost certainly impact on managers of front line services (eg 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.

No-growth budgeting means that new pressures on services are being dealt with by moving funds around the division. The discontinuation of a locally branded Winchester Open Weekend, for example, is paying for the new City Space to extend its opening times to fit with the Discovery Centre in which it is located. Volunteers are being invited to join the museum services team, easing pressure on paid staff who are dealing with growing visitor numbers at sites that are traditionally single-staffed.

Although the continued stretching of resources should not be underestimated, staff are positive at the start of the year now that office moves, the restructure and the annual budget cycle are behind them. There are many positive developments taking place across the district, and no shortage of ambition among officers to engage in new projects.

4. Service Priorities 2008/09 – 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 Corporate Strategy 2008 – 2013. 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 at 4A and 4B below but which may be discussed at Scrutiny Panel or form the subject of Cabinet reports from time to time.

A) Key Divisional Priorities 2008/09

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
1	<p>To support corporate priority: An efficient and effective council</p> <p>Portfolio: Culture, Heritage and Sport</p>	<p>Relocate museum collections held at Hyde to new, modern store at Bar End</p>	<p>Between July 2008 and Mar 2009</p>	<p>a) environmental conditions appropriate at new store by Sept 08</p> <p>b) Hyde completely emptied by Dec 08</p> <p>c) reserve collections reorganised and accessible by Mar 09</p> <p>d) move completed within allocated budget</p>	<p>Total budget of £380,000 already allocated by Cabinet (CAB 1549, Dec 07)</p>	<p>Head of Estates, supported by Principal Curator</p>

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
2	<p>To support corporate priorities:</p> <p>Economic prosperity</p> <p>An efficient and effective council</p> <p>Portfolio: Economy and Tourism</p>	<p>Review and refresh strategic documents for the division</p>	<p>Between April 2008 and March 2009</p>	<p>a) combined tourism and economic development strategy drafted by Sept 08</p> <p>b) public consultation Sept-Dec 08</p> <p>c) combined strategy adopted by Cabinet Mar 09</p>	<p>Existing resources</p>	<p>Head of Cultural Services, supported by Economic Development Officer and tourism team</p>
3	<p>To support corporate priorities:</p> <p>Safe and strong communities</p> <p>An efficient and effective council</p> <p>Portfolio: Culture, Heritage and Sport</p>	<p>Develop strategic vision for sports facility provision in support of Local Development Framework</p>	<p>Between April 2008 and June 2009</p>	<p>a) new sports facilities strategy drafted by Mar 2009</p> <p>b) public consultation at various stages, including public consultation on draft in winter 08-09</p> <p>c) combined strategy adopted by Cabinet Jun 09</p>	<p>Existing resources</p>	<p>Sports and Recreation Manager</p>
4	<p>To support corporate priority:</p> <p>Economic prosperity</p> <p>Portfolio: Economy and Tourism</p>	<p>Support Alresford Town Partnership in realising the Putting Pedestrians First project</p>	<p>By Dec 2008</p>	<p>a) SEEDA approval for funding bid in June 2008</p> <p>b) work on site to create new out-of-town parking area at Perins School and footpath to centre, between Sept and Dec 08</p>	<p>£50,000 committed in Car Parks Capital Programme as WCC contribution</p>	<p>Economic Development Officer, working with Head of Access and Infrastructure</p>

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
5	<p>To support corporate priorities: Safe and strong communities An efficient and effective council</p> <p>Portfolio: a) Culture, Heritage and Sport; b) C,H&S and Economy and Tourism</p>	<p>Seek external validation of our services in line with value for money/quality objectives</p>	Throughout the year	<p>a) research potential for Designated Status for elements of museum collections by May 2008. Progress to full bid by Sept 08 if appropriate.</p> <p>b) research potential for division to apply for either: i) new Customer Service Charter by April 08, and progress to full bid by Mar 09 if appropriate, or ii) Beacon Status for Olympics Legacy theme, with full bid submitted by Jul 08.</p>	Financial implications being investigated as part of project – likely to be some cost (£2k?)	<p>a) Principal Curator and team</p> <p>b) Head of Cultural Services supported by management team</p>
6	<p>To support corporate priority: An efficient and effective council</p> <p>Portfolio: Economy and Tourism</p>	<p>Refurbish the tourist information centre to enhance customer service and increase opportunities for revenue generation</p> <p>c/f from 07/08</p>	Feb 2009	<p>a) paper to Cabinet to seek approval for capital funding in Jun 08</p> <p>b) refurbishment completed during winter period by Feb 09</p>	£50,000 allocation in capital programme (CAB 1530).	TIC Manager

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
7	<p>To support corporate priorities:</p> <p>Economic prosperity</p> <p>Safe and strong communities</p> <p>Portfolio: Culture, Heritage and Sport</p>	<p>Develop a programme for use of developer contributions for West of Waterlooville art fund</p>	By Dec 08	Publication of programme agreed by all relevant stakeholders by Dec 08	£300,000 fund already negotiated with developers	Arts Development Officer
8	<p>To support corporate priorities:</p> <p>Economic prosperity</p> <p>Safe and strong communities</p> <p>Portfolio: Economy and Tourism</p>	<p>Assuming approval of Fieldfare bid to SEEDA for 5 year 'Leader' funding for the rural areas, support the delivery of the programme at a local level</p>	Continuous programme from April 08 for five years	<p>a) success of 'Leader' bid in April 2008</p> <p>b) formal establishment of the local action group under an elected chair by May 2008</p> <p>c) appointment of Project Manager in summer 08</p> <p>d) establishment of Fieldfare web pages by Sept 08</p> <p>e) assessment of 20 project proposals in first full year</p>	External funding – no WCC funding required, but implication for staff time	Economic Development Officer

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
9	<p>To support corporate priorities:</p> <p>Economic prosperity</p> <p>High quality environment</p> <p>and</p> <p>to satisfy statutory requirements</p>	<p>Enhance our historic city and town centres through practical and sensitive historic environment policies and practices</p>	<p>Ongoing in 08/09: see individual projects right for timescales over the year</p>	<p>a) implementation of key Winchester Conservation Area Project Actions by March 2009, including</p> <p>i) introduction of Article 4 Directions</p> <p>ii) revision of boundary</p> <p>iii) review of area of Special Advertisement Control</p> <p>(Project Plan gives full details)</p> <p>b) completion of Sparsholt and Hambledon Conservation Area Appraisals and Management Strategies. Documents completed by end Sept 2008 for Cabinet endorsement;</p> <p>c) publish urban archaeology assessment and strategy for Winchester and put forward for adoption as supplementary planning document by Mar 2009;</p>	<p>Project work will require additional resources.</p> <p>a) £10k would facilitate projects listed left. Projects will only be undertaken if additional funding (eg from new-style Planning Delivery Grant) is made available at the start of the year</p> <p>b) Both projects at draft stage – minor work needed to complete. Consultants paid so no further significant costs.</p> <p>c) draft assessment already in progress – completion may depend on freelance contributions paid for from publications reserve.</p>	<p>Historic Environment Manager</p>

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
	Portfolio: Culture, Heritage and Sport	<i>c/f from 07-08</i>		<i>d) establish formal Historic Environment Forum of advisors for the district with whom to discuss new policy proposals and current issues of concern, by Dec 2008</i>	<i>d) very low cost – virtual network proposed.</i>	
10	<i>To support corporate priority: Safe and strong communities</i> Portfolio: Culture, Heritage and Sport	To carry out re-roofing of The Westgate	<i>Winter 2008/09</i>	<i>a) new roof in place by Feb 09 when Westgate reopens to public b) artefacts preserved safely during works c) project comes in on or under budget</i>	<i>Allocation of £220,000 earmarked in capital programme (CAB 1559).</i>	<i>Head of Property Services, supported by Principal Curator</i>
11	<i>To support corporate priority: Economic prosperity</i>	Support City Centre Partnership/BID company in rolling out key projects to enhance local economy	<i>Ongoing basis during 08/09</i>	<i>a) BID company achieves year one targets in business plan by Mar 09; b) Business Centre shows growth in usage and recognition based</i>	<i>WCC contributes a BID levy in addition to ring fenced funding for WCCP and grant aid for Chamber of Commerce. £5k annual contribution</i>	<i>Economic Development Officer</i>

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
	Portfolio: Economy and Tourism			<i>on quarterly monitoring figures.</i>	<i>direct to business centre running costs from eco dev revenue budget</i>	
12	<i>To support corporate priority: Safe and strong communities</i> Portfolio: Culture, Heritage and Sport	Produce 2012 Games Framework for Winchester City Council	<i>Between May and Sept 2008</i>	<i>Framework drafted by July 2008 Adopted by Cabinet Sept 08</i>	<i>Existing resources</i>	<i>Head of Cultural Services supported by management team</i>
13	<i>To support corporate priority: An efficient and effective council</i>	Support and participate fully in the council's 2010 modernisation agenda	<i>Continuous programme in 08/09 – see timed actions right.</i>	<i>a) successful transfer of CS business management and economic devt team into electronic document and record management system(edrms) by Jun 2008; b) successful transfer of tourism marketing and TIC into edrms by Dec 2008; c) successful transfer of historic environment into edrms by Mar 2009; d) fundamental review</i>	<i>Staff time</i>	<i>a) E-Access Development Officer d) Head of</i>

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
	Portfolio: both			<p><i>of the division carried out with Members in Sept – Dec 08</i></p> <p><i>e) implementation of actions from completed equality impact assessments as they arise</i></p> <p><i>f) participation in successful corporate Investors in People assessment in Sept 08</i></p>		<p><i>Cultural Services, management team and Member panel</i></p> <p><i>e) Head of Cultural Services</i></p> <p><i>f) Divisional management team</i></p>
14	<p><i>To support corporate priority:</i></p> <p><i>Safe and strong communities</i></p> <p><i>And:</i></p> <p><i>To contribute to Local Area Agreement targets</i></p> <p>Portfolio: Culture, Heritage and Sport</p>	<p>Continue to support the activities of the Sport and Physical Activity Alliance (SPAA) for the Winchester District</p>	<p><i>On an ongoing basis</i></p>	<p><i>Successful delivery of year two outcomes of the action plan of the Sport and Physical Activity Strategy by end Mar 2009.</i></p>	<p><i>Mainly officer time to support partnership.</i></p> <p><i>Any budgetary implications to be determined by strategy and action plan.</i></p>	<p><i>Sport and Recreation Manager</i></p>
15	<p><i>To support corporate priority:</i></p> <p><i>Safe and strong communities</i></p>	<p>Support work of museums service through greater community involvement</p>	<p><i>Ongoing basis</i></p>	<p><i>a) establish Friends of Museums following launch in May 08 to support external fundraising;</i></p> <p><i>b) establish volunteer network to assist paid</i></p>	<p><i>From existing resources – minor outgoings</i></p>	<p><i>Museum Services Manager</i></p>

Target number	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
	Portfolio: Culture, Heritage and Sport			staff at busy times – initial response via Perspectives in March 08.		
16	To support corporate priorities: <i>Safe and strong communities</i> <i>An efficient and effective council</i> Portfolio: Culture, Heritage and Sport	Produce a five year plan for Meadowside Leisure Centre	July 2008	Plan presented to Cabinet for approval by July 2008	Officer time. £4,000 structural survey costs already committed in 07-08.	Sport and Recreation Manager
17	To support corporate priority: <i>Safe and strong communities</i> Portfolio: Culture, Heritage and Sport	Launch and monitor new Active Lifestyles Scheme to improve health outcomes for adult residents	March 2008	a) appoint AL Officer spring 2008 b) launch new scheme by summer 2008	£15,000 in base budget, matched by external funding from Sport England, HCC and DC Leisure.	Sport and Recreation Manager
18	To support corporate priorities: <i>Economic prosperity</i> <i>High quality environment</i> Portfolio: Culture, Heritage and Sport	Work with strategic planning team to develop new policy to support Community Infrastructure Levy for cultural activities and services	By Dec 2008	a) Policy endorsed as part of LDF process – Cabinet to approve by Dec 08.	From existing resources Officer time	Head of Cultural Services, supported by Arts Development Officer

Resource Implications

A) Financial

2007/08 Revised			Service Activity	2008/09 Estimate			FTEs	Notes
Exp. £'000	Income £'000	Net £'000		Exp. £'000	Income £'000	Net £'000	(Full time equivalents)	
320	(63)	257	Tourist Information Centre	349	(65)	284	4.90	
334	(104)	230	Tourism Marketing Service	223	(66)	157	2.65	
324	(82)	242	Economic Development Service	258	(36)	222	1.00	
28	(25)	3	BID Management	26	0	26	0.00	
219	(81)	138	Historic Environment Service	246	(14)	232	4.50	
339	(29)	310	Museum Services	260	(80)	180	4.00	
60	0	60	Curatorial Services	299	0	299	4.50	
565	0	565	Discovery Centre	414	(13)	401	1.46	Includes capital set-up costs which will not reoccur in future years
247	(23)	224	Museum Sites	192	(17)	175	2.89	
0	0	0	F2 Store	68	0	68	0.00	New store for collections held at Hyde HR Centre
58	(5)	53	Historic Environment Centre	109	(1)	108	0.00	
18	0	18	Hampshire Records Office	19	0	19	0.00	
32	(17)	15	Monuments	16	0	16	0.00	
60	0	60	Special Events Service	94	0	94	0.61	
121	(29)	92	Arts Development Service	89	0	89	1.00	
201	0	201	Theatre Royal Grant	201	0	201	0.00	Shows management recharge on agreed £200k grant
220	(93)	127	Sport Strategy & Management Service	248	(94)	154	4.00	
10	0	0	Recreational Development	0	0	0	0.00	
355	(261)	94	Meadowside Leisure Centre	339	(254)	85	5.01	
726	(39)	687	River Park Leisure Centre Contract	744	(30)	714	0.00	
231	(52)	179	Outdoor Sports Grounds	237	(53)	184	0.00	
45	(30)	15	Meadowside Pitches	48	(31)	17	0.00	
212	(212)	0	Business Support Unit	277	(277)	0	3.80	
369	(17)	352	Historic Resources Centre	84	0	84	0.00	
4	(2)	2	Town Twinning	4	(1)	3	0.00	Reserve budget – funds Community Chest twinning grants
5,098	(1,164)	3,934	TOTAL CULTURAL SERVICES	4,844	(1,032)	3,812	40.32	

B) Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<p><i>Local elections in May 2008 – possible change of administration and/or change of portfolio holder</i></p> <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>High development pressure in the district affecting the historic environment</i></p> <p><i>E-government requirements divert attention to ‘back office’ systems during set-up period</i></p> <p><i>Heritage Protection Review outcomes: Government White Paper may transfer some duties relating to heritage protection for listed buildings and ancient monuments from English Heritage and DCMS to local authorities. Potential impact on staff resourcing.</i></p> <p><i>Need to manage partnerships in line with government guidance</i></p>	<p><i>Revised divisional structure following reorganisation over the winter months.</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>
WORKFORCE IMPLICATIONS	
<p><i>Local elections: full induction of new members and introductions to staff may be needed to ensure high level of familiarity with divisional priorities, personnel and policies.</i></p> <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 (eg via developer contributions). New culture of income generation needs embedding across the division.</i></p> <p><i>Need to bed in new divisional structure following reorganisation over winter 2008/09.</i></p>	

5. Key Performance Indicators

Please see explanations given below the chart where indicated by an asterisk – eg M1*

Service area	Ref. No.	What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2008/09	Target 2009/10
<u>Museums</u>	<u>M1*</u>	<u>Museums usages (ie excluding visits and web hits)</u>	<u>Museum Services Manager</u>	53,037	86,950	91,940	93,000	94,000
Museums	M2*	Visits to museums in person	<u>Museum Services Manager</u>	106,623	112,623	113,319	115,000	116,000
Museums	M3	Numbers of pupils under 16 visiting museum sites	<u>Curator of Education</u>	6623	7983	9060	9200	9400
Museums	M4	Total museums web visits (includes on-line collections from Oct 2006)	E-access Development Officer	21,678	62,539	72,697	85,400	98,900
Historic Env	HE1*	Total number of conservation areas (CAs)	Historic Environment Manager	37	37	37	37	37
Historic Env	HE2*	Number of current CA appraisals (produced within last 5 years)	Historic Environment Manager	6	3	2	3	3 (assumes no additional project funding is identified)
Historic Env	HE3*	Percentage of conservation areas with management plans	Historic Environment Manager	2.7%	2.7%	2.7%	8.1%	8.1%

Service area	Ref. No.	What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2008/09	Target 2009/10
Historic Env	HE4*	Average conservation consultations completed in two week target period	Historic Environment Manager	80%	65% (resignatn of officer)	70% (staff turnover affected performance)	80%	80%
Historic Env	HE5*	Number of Buildings at Risk which are added, removed or reduced risk	Historic Environment Manager	5 added	10	7	12	12
				7 removed	5	3	4	4
				5 reduced	2	2	4	4
Tourism	ET1	Total tourism service customer enquiries (excluding web hits)	Tourist Information Centre Manager	230,000	245,000	240,000	240,000	240,000
Tourism	ET2	Total visits to tourism website (www.visitwinchester.co.uk)	Tourist Information Centre Manager	172,000	237,000	330,000	365,00	400,000
Eco Dev	ET3	Number of new or start up business enquiries supported (new for 2007/08)	Economic Development Officer	N/a	15	31	35	40
Eco Dev	ET4	Number of advisory visits to businesses made by economic development officer (new for 2007/08)	Economic Development Officer	N/a	5	2	6	9
Eco Dev	ET5	Number of volunteers engaged in market town health checks activities (new for 2007/08)	Economic Development Officer	N/a	16	20	25	28

Service area	Ref. No.	What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2008/09	Target 2009/10
Arts	A1	Total participants in Theatre Royal activities (performances and/or workshops)	Arts Development Officer	67,590	82,722	85,000	86,000	86,500
Sports	SR1	Measure visits to River Park Leisure Centre	Sport and Recreation Manager	523,088	413,236 partial closure 3 months refurb	498,701 part est. due to technical problems	530,000	535,000
Sports	SR2*	Measure visits to Meadowside Centre	Sport and Recreation Manager	No data	203,400	202,779 (increased local competit ⁿ)	230,000	240,000
Sports	SR3*	Adult physical activity levels in district (2012 target: 27%)	Sport and Recreation Manager	No data	26.8%	27%	27.5%	28%
Sports	SR4	Access to high quality multi sports environment (2012 target: 60%)	Sport and Recreation Manager	No data	38.58%	45%	60%	60% (no new Quest accredited facilities anticipated by this date)
Sports	SR5	Number of people volunteering in sport (2012 target: 10%)	Sport and Recreation Manager	No data	6.44%	7%	7.5%	8%

Notes

- M1 – ‘usages’ is contact with museums through outreach activities such as talks and lectures off the premises, but excluding web hits and visits to museum sites
- M2 – visits in person to museum sites only, including pupil figures shown at M3
- HE1: There are 37 designated conservation areas in the Winchester District. It is not expected that any additional conservation areas would be identified during the period of this plan.
- HE2 – HE3: Of the 37 conservation areas, only three now have current, adopted appraisal documents. Whilst conservation officers fulfil their consultation work with efficiency, they have not been resourced – either in terms of staff or funding – to undertake the scale of work involved in conservation area appraisals. A full report was submitted to the Local Economy Scrutiny Panel in July 2006 concerning the work of the conservation service, and a bid for additional resources was considered during the budget-setting process for 2007/08. This was not prioritised, so it will continue to be a challenge to meet expectations set out by English Heritage and the DCMS for this area of our work in support of the historic environment. It is not anticipated that the Council would identify any
- HE4: 80% is maximum target currently considered viable for the total conservation resource up to 2010 given the steadily increasing number of listed building applications being received by the Council.
- HE5: The Buildings at Risk programme is heavily dependent on the Council’s ability to incentivise owners through grants for repair work. The historic buildings grants fund expired three years ago and as such progress in this area will continue to be difficult despite officer efforts.
- SR2: Sports and Recreation Manager to review system for recording user figures in 08/09. These figures are considered to be high in comparison to River Park, but they do show basic trend information and have therefore been set based on existing records.
- SR3: Winchester already has high levels of physical activity in comparison with many other districts, so any increase is likely to be incremental in percentage terms over the coming years.

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?
Valuation of the medieval silver coin collection	External consultant	Summer-autumn 2008 (grant-aid permitting)	To inform risk assessment and insurance matters affecting the collections
Public consultation on a) sports facility strategy b) eco dev and tourism strategy c) public art strategy d) urban archaeology strategy	Combination of: <ul style="list-style-type: none"> • public meetings • specialist focus groups • direct mail to stakeholders • web based questionnaire 	In line with business plan targets – likely to be in autumn in most cases	To help shape new strategic documents
Tourism industry satisfaction survey	Via in-house postal and telephone questionnaire to the district's tourism businesses	Autumn 2008	To highlight possible service developments needed, identify communication gaps and gauge industry support for current performance.
Visitor Survey and Destination Benchmarking	Via Tourism South East research team – face to face interviews in Winchester city centre	Spring/Summer 2008	To inform a variety of WCC policies and practices in relation to tourism and infrastructure issues (eg street scene, parking, signage). To provide an evidence base and also useful destination comparisons against which to measure Winchester's performance.

8. Key elements of risk management

Area	Risk no	Rating	Short name	Risk ownership	Cause	Consequence	Action required
Historic Environment		<i>Likelihood</i> Certain <i>Impact</i> Fair	Increased public scrutiny of planning process	Historic Environment Manager	Increased expectation relating to service delivery. More decisions/processes disputed.	Increase in time/workload in dealing with customers. Increased legal appeals/ombudsman cases, increase in complaints. Increased likelihood of reputation damage	Encourage greater understanding of conservation policy and processes by those living in conservation areas via new-style road shows and work of conservation panel Target 9 refers
Museums and Sports & Recreation		<i>Likelihood</i> Fair <i>Impact</i> Major	Public buildings not maintained at appropriate level	Head of Cultural Services	Level of capital and revenue budget required to keep buildings in good order places strain on City Council resources	Buildings become less attractive for customers, and potentially less safe for customers and staff. Leaks etc damage equipment and collections held in the buildings.	Asset review already carried out for major WCC buildings and capital allocations made by Cabinet for essential repairs. Need to work more closely with Property Services to plan and fund maintenance activity more effectively.
Cultural Services		<i>Likelihood</i> Certain <i>Impact</i> Fair	Dependency on discretionary/external funding	Head of Cultural Services	Lack of resources for new projects and service enhancements increases reliance on external funds and grants.	Time spent by officers seeking additional funding diverts them from core activities. Funding bids may not be successful, which impacts on morale. Business plan contains several targets which will not be delivered without additional funding.	Fundraising training already provided for key staff. Need to work closely with community groups who can apply for funding for joint projects. New Historic Environment Manager being recruited to have fundraising skills.

