

Winchester's Economic Action Plan Final Draft

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Introduction:

Winchester district enjoys a varied and prosperous economy. From the city centre retail, to industrial estate manufacturing, to rural land based activities, the area has a lot to offer.

With a population of over 109,000, the unemployment rate is stable at around 0.9% compared to the UK average of 2.4% (*Hampshire County Council, November 2005*). The workforce is generally highly skilled, feeding a healthy knowledge economy. Winchester also supports a thriving creative sector. These are “those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property. This includes advertising, architecture, the art and antiques market, crafts, design, designer fashion, film and video, interactive leisure software, music, the performing arts, publishing, software and computer games, television and radio” (*DCMS, 2006*).

“A creative and knowledge based economy”

A range of further and higher education institutions provide training in a variety of disciplines. The University of Winchester and the Winchester School of Art maintain an eclectic mix of creative industries. Sparsholt College supports the rural sector through agriculture, forestry, land management and animal care programmes. There are also plenty of opportunities for adult education, either in the classroom, distance learning, or on the Internet.

Winchester encourages sustainable and the city has a mainline station within an hour of London and links to the south coast regions. There is also a National Express service which links in with other centres and transport hubs across the country. The Park and Ride facility is popular with both commuters and shoppers, and there is plentiful parking available within the town itself. Eastleigh International Airport is 20 minutes away, and Gatwick and Heathrow Airports within 90 minutes.

“Partnership is the key to success”

The district covers 250 square miles of Hampshire. Much of the district could be designated as part of the South Downs National Park. There are numerous festivals and events held in the town, and the wider district is home to some of the most compelling historical attractions in the south. The tourism industry alone generates around £171 million annually (*Winchester City Council Tourism Strategy 2004-8*).

The prosperity of the district relies on all of these and many more factors. Prosperity cannot be seen in isolation, but as a balance of economic, environmental and social aspects. This action plan aims to bring together partners dealing with all of these issues, and tackle them together. This action plan, therefore, is not owned by any one partner, but is a programme of work for all partners; everyone takes responsibility.

This plan will be endorsed by the Winchester Local Strategic Partnership (LSP), as the economic arm of that partnership. The LSP works to establish and maintain a Community Strategy, which sets out the vision for the district for the next 10-15 years.

Context of the Economic Action Plan:



The diagram above shows how Economic Prosperity fits into the Community Strategy for Winchester.

“Each theme is linked with all the others”

Each of the nine themes are not isolated subjects, but all impact on one another. A couple of these are mentioned in more detail overleaf. The Community Strategy aims to bring all of these aspects together into a coherent vision for the future of Winchester. The Economic Action Plan also aims to work with the other subject areas to provide a sustainable plan for the prosperity of the district.

The Economic Action Plan is also linked with the individual plans and strategies of the partners involved. These are notably SEEDA’s Regional Economic Strategy, Hampshire County Council’s Economic Development Strategy, and Winchester City Council’s Corporate Strategy. (A full list of partners is identified later).

“The Winchester City Council Corporate Strategy aims to achieve a strong and diverse urban and rural economy which builds on local strengths and offers opportunities for all”

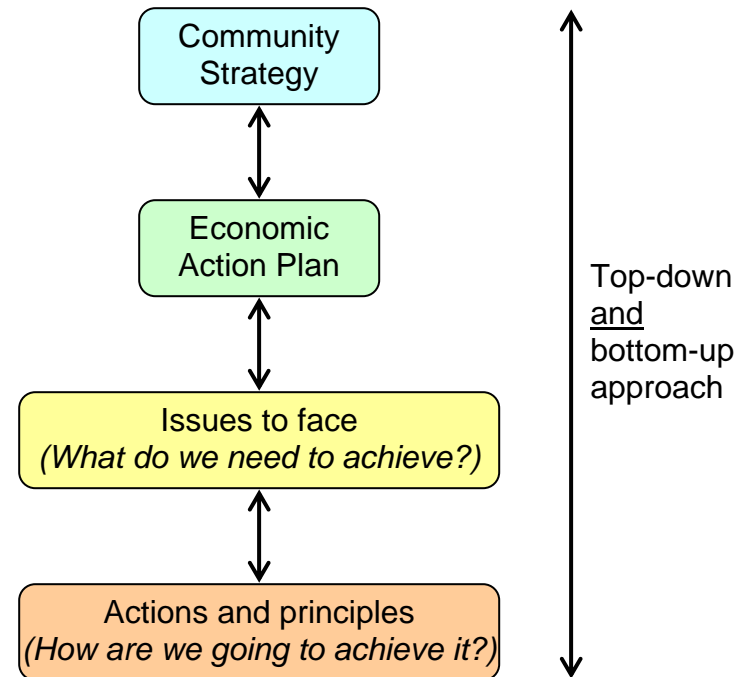
Structure of the Economic Action Plan:

The diagram opposite shows the structure of the Economic Action Plan.

“A top-down and bottom-up approach”

The action plan is outcome focussed; the emphasis is on what partners can do together to make a positive contribution to the prosperity of the district.

The action plan discusses a number of issues that need to be dealt with, then identifies the actions and ways of working to face those issues.



Strategic Fit:

Below are just a few of the other plans and strategies from the LSP and from Winchester City Council, which are closely linked with economic prosperity. It is important to note that this subject cannot be seen in isolation, but brings together a wide range of other topics for the benefit of business and prosperity.

Air Quality Action Plan

This plan seeks to bring Winchester in line with national targets for air quality. The actions identified all have an impact on local businesses who use transport either for goods delivery, bringing customers in or for employees getting to work.

Arts Strategy

The creative industries provide employment and stimulate considerable economic activity. Winchester has a thriving creative industries sector, where artists are often also entrepreneurs.

Biodiversity Action Plan

Businesses should be encouraged to take care of their natural environment. This plan gives practical advice about the steps any organisation or individual can take.

Children and Young People Plan

This emerging plan must take young people's needs into account. In this strategy, that means ensuring they have the right skills and opportunities for employment in later life.

Community Safety Partnership

Businesses can be victims of crime, and some commercial activities might encourage or reduce anti social behaviour. Community safety initiatives therefore affect businesses as much as other stakeholders.

Housing Strategy

This includes the provision for affordable housing, which is vital if employees want to live in reasonable travelling distance to work.

Tourism Strategy

This strategy recognises and promotes tourism employment opportunities, and increasing visitor spend in the local economy. The total spend generated by visitors is £171.3 million per annum (*Tourism Strategy 2004-8*).

Hampshire County Council Local Transport Plan

This holds economic prosperity as a key aim, making provision for access to employment centres and commercial areas.

Local Area Agreements (LAA)

The priority outcome 'deliver first class support for businesses, promote skills and workforce development and address barriers to employment' links with this strategy.

Local Public Service Agreement 2 (LPSA2)

Links with target three, to increase the number of VAT registered businesses in Hampshire. This will be done via the business support objective of this strategy.

Partnership for Urban South Hampshire

Aims to achieve 3 to 3.5% per annum economic growth within South Hampshire. Our actions of increasing enterprise activity will work towards this goal.

Regional Economic Action Plan

Common themes are encourage business start ups and support their continued growth, providing a skilled workforce, and tackling transportation and infrastructure issues.

Working Together:

This action plan is not a programme of work for the local authority. This is work a wide range of partners across the district have agreed to implement. Partnership working is recognised as a smarter way of working, as it allows us to use expertise we might not have ourselves, and to pool resources to achieve better outputs. Some of our key stakeholders are listed below:

Business Link Wessex

Provides objective and impartial information and advice.



Federation for Small Businesses

Promotes and protects the interests of the self employed and small traders.



Hampshire County Council

Provide a range of services including economic development, and deal with transport issues across the county.



Hampshire Economic Partnership

Brings together business and local government to influence government policy and support the economic prosperity of Hampshire.



North Hampshire Chamber of Commerce and Industry

Seeks to promote the interests of businesses through networking, training and influencing government.

South Hampshire Enterprise Agency

Provides support, advice and training for start up and small businesses.



University of Winchester

Support start up businesses, especially those in the creative industries.



Winchester Area Community Action

Represents the voluntary and community sectors, and champions the social inclusion agenda.

Winchester City Centre Partnership

Serves the interests of retail, licensed and other businesses resident in the city centre.



Winchester City Council

The local authority for the area deals with environmental health, business rates, economic development, planning and development control, tourism and culture.



The State of Winchester's Economy:

An audit of 'The State of the District' was carried out by the Local Futures group in March 2004. This provided a set of 'snapshots' of local economic, social and environmental conditions affecting the District. The results of the Audit provide a basis for discussion on the challenges and issues facing Winchester, both now, and in the future.

Economic prosperity cannot be seen in isolation, so 'society' and 'environment' were also studied. In order for a community such as Winchester district to be sustainable, all of these factors need to work together.

"Winchester presents an excellent economic development profile...the local economy is entrepreneurial, productive and knowledge driven, with healthy employment rates and a well educated workforce."

"Winchester is not very ethnically diverse, has a growing elderly population, but with above average household sizes. The district is healthy, prosperous, knowledge-driven and popular in terms of population movement...levels of crime and deprivation are very low...overall Winchester has a good social development profile."

"The District's strengths are its natural environment, the quality of local services and growth in industrial and commercial floorspace. However, Winchester will need to focus upon improving the quality of local amenities, connectivity and housing affordability for key workers and those on lower incomes."

(Local Futures (2004) 'The State of the District: An Economic, Social and Environmental Audit of Winchester')

The Future of Winchester's Economy:

All areas of the economy need supporting; agriculture, forestry, construction, manufacturing, transportation, communications, utilities, wholesale, retail, financial service and everything in between. To succeed, the economy must be balanced, meaning stakeholders must be flexible to a wide range of needs.

We need to pay particular attention to the differing needs of the rural and the urban economies.

The **rural economy** is no longer simply agriculture (which itself faces major challenges). Tourism is now the largest player, but this can be in conflict with environmental sustainability. The rural economy also consists of every business which happens to be based in a rural area. They face challenges regarding access and accessibility, communications and suitability of premises. We want to encourage sustainable working practices.

The **urban economy** consists of the town centres and industrial estates or business parks. The urban economy also encounters issues similar to that of the rural economy – access, accessibility, premises, but generally communications tend to be easier. There is, however, stiff competition from nearby cities, and Winchester needs to stay ahead of the game.

Winchester's future economy also needs to be **socially inclusive**. This means tackling inequality and deprivation, ensuring equality of opportunity in terms of wealth creation, education, employment, quality housing, health and the right to live and work in a crime-free environment.

A number of pieces of research have identified the future path for economic development in Winchester.

Unemployment

Winchester has a ratio of 1.16 jobs to people (*Profile of Hampshire 2005, Hampshire County Council*) leading to low unemployment. We need to make sure this trend continues, and that we have local people training in the right skills for local jobs.

Commuting

Winchester district is a net importer of labour, mainly from Southampton and Eastleigh (*Profile of Hampshire 2005, Hampshire County Council*). Less than half the local jobs are filled by local workers, resulting in money being taken away from the district in salaries, and spent elsewhere. We want to keep local people in local employment.

Enterprise

Of the 5800 businesses in the district, 73.8% employ less than five people (*Profile of Hampshire 2005, Hampshire County Council*). This shows Winchester to be an enterprising district, with a large proportion of entrepreneurs. We want to encourage entrepreneurship, particularly amongst our young people entering the workforce.

Knowledge Based Economy

Winchester has a very high proportion of higher order occupations. Average earnings are high at £543 a week (*Profile of Hampshire 2005, Hampshire County Council*), 30.16% of the workforce have attained a level 4/5 qualification (equivalent to a Certificate of High Education, Degree, Doctorate) (*ONS, Census 2001*), and average social grades are high. This means a wealthy, skilled economy. We want to continue this trend.

Lower Paid Employment

Winchester suffers a shortage of lower paid, lower skilled employment, bringing outside firms and employees in to take on these roles. We want to encourage a wider view of career paths for local people, particularly in sustainable construction skills to satisfy the demand of future development in the district.

Women in Work

While 15.09% of men in Winchester are in self employment, on 6.7% of women are (*ONS, Census 2001*). This combined with more women occupied looking after the family home implies that men and women are still in their traditional roles of work. We want to bring more women into employment, particularly self employment.

Commercial Premises

Industrial development in Winchester is lower than the Hampshire average, but office development is higher (*Winchester Economic Profile 2001, Hampshire County Council*). However, businesses in Winchester City complain of a restriction in office space. We need to make sure the sites and premises needs of businesses are met.

Natural Environment

The South Downs cover a large area of Winchester district. This Area of Outstanding Natural Beauty and the rest of the district's built and natural environment must be maintained and enhanced in order for future generations to enjoy it. Infrastructure needs to be in place to guide visitors, and ensure the environmental impact of visitors is minimised.

Creative Industries

Winchester has a wide range of creative and cultural industries. We want to encourage their growth, and celebrate their achievements.

The Winchester Economic Action Plan needs to show how it will meet all of these needs. We can only achieve these goals in partnership with other organisations in the district, and with the businesses and communities this action plan aims to serve. The action plan lists nine objectives to tackle the issues;

- Support the Rural Economy
- Support the Urban Economy
- Nurture Creative Industries
- Provide High Quality Business Support Services
- Assist Business' in their Environmental Responsibilities
- Retain and Increase the Effectiveness of the Workforce
- Provide a Balanced Mix of Commercial Sites and Premises
- Tackle the Transport Issues Affecting Businesses
- Maximise the Social Benefits of Businesses

How will we know whether we have achieved what we have set out to do? Each action has a target associated with it. If we can achieve these in the timescales shown, then we have done as we aimed to do. The action plan is written for a three year period, but it will be regularly reviewed to keep a rolling programme of work in place, and to move with the changing economic environment.

The group responsible for implementing and updating the plan are the Winchester 4 Business partnership, who make up the Economic arm of the LSP. The group works as a virtual group, and is made up primarily of the stakeholders listed as lead roles in the action plan, and a wider partnership group.

Action Plan:

The next section shows the Action Plan itself. This is the section which sets out what different partners will take on board in order to meet the key aim of the Community Strategy:

“To create and sustain a thriving, broad based local economy that integrates business, education and industry to provide prosperity, employment and occupation within the District for the benefit of all.”

Each of the nine sections is divided up into general principals we will work to, and specific actions with lead organisations identified. In most cases, these are not the only bodies working on the project, but those with the largest interest.

1. Support the Rural Economy

65% of Winchester is considered ‘rural’. We need to support the rural economy to grow sustainably, and recognise the diverse nature of these areas. Our general principles are to:

- Promote purchasing of local produce to local businesses
- Support small, rural facilities eg pubs and shops
- Support the work of the HEP Rural Economy Task Group
- Promote rural tourism activities
- Encourage training in traditional crafts

Our action plan is:

Develop business clubs and clinics accessible to rural businesses	Rural networks established Sept 2006	BL, REzG
Support market towns in their role as local centres of activity	Support Healthchecks and action plans by two market towns March 2008	HMTP, WCC
Educate land owners about planning implications of diversification	Four planning seminars held by 2010	REzG, WCC
Conduct a feasibility study into mainstreaming farmers market traders	Study complete by March 2008	HFM's, WCC

2. Support the Urban Economy

Winchester City is a thriving urban area, which needs to stay competitive and ahead of the game. Our general principles are to:

- Promote the city of Winchester as a place to shop, work and visit
- Build on the competitiveness of the city

Our action plan is:

Develop a Business Improvement District for Winchester town	Referendum June 2007	WCC, WCCP
Establish a 'Business Hub' for Winchester town	Hub established by June 2006	WCC, WCCP
Develop Winchester as a specialty shopping centre	Two training courses in customer services delivered by March 2008	BL, WCCP
Further enhance the value of Winchester in Bloom	Delivered annually by second quarter	WCC, WIB
Create a framework in which to develop the evening economy	Framework created by December 2006	WCC, WCCP

3. Nurture Creative Industries

Our unique selling point is our variety of creative industries. We want them to grow further, and encourage new businesses in this area. Our general principles are to:

- Promote Winchester's creative and cultural sectors as centres of excellence
- Encourage enterprise activity in the creative and cultural sectors
- Support the work of the HEP Creative Industries task group
- Facilitate partnerships between businesses and the creative and cultural sectors
- Encourage wider business involvement in festivals and events showcasing Winchester's creativity

Our action plan is:

Develop specialist business support for creative start-ups	Support in place by December 2006	BL, UniW
Increase number of creative or knowledge based businesses	Incubator planned by September 2006	UniW, WCC

4. Provide High Quality Business Support Services

There are a wide range of business support initiatives available to businesses. We want to make these as accessible as possible, and ensure that they meet the needs of local businesses. Our general principles are to:

- Encourage procurement of local goods and services
- Refer businesses to appropriate business support organisations
- Ensure the interests of the district's businesses are represented in the proposed South Downs National Park
- Develop business' Business Continuity Planning
- Meet business' conference needs via the Conference Winchester brand

Our action plan is:

Encourage and support business movement up the e-ladder	Annual conference in third quarter	HB
Proactively engage in advice and support concerning regulations and legislation	Wider publicity by March 2007	BHAG, WCC
Establish a local business directory	Published on Internet December 2006	WCC
Establish an e-newsletter to communicate events, training and issues affecting businesses	Launched December 2006	FSB, WCC
Deliver a public sector procurement education programme	Four events by September 2008	FSB, WCC
Deliver the annual Winchester Business Excellence Awards	Annually in first quarter	WCCP
Increase the familiarity of the 'Buy with Confidence' standard	Six news articles by December 2007	TS
Conduct annual business survey	Annually in fourth quarter	WCC, WW
Publish an eating out guide for the district	Published March 2008	HFare, WCC

5. Assist Business' in their Environmental Responsibilities

There is a traditional trade-off between businesses and the environment. These are no longer mutually exclusive. We want to encourage businesses to take responsibility for their local environment, and see the cost and efficiency benefits of doing so.

Our general principles are to:

- Reduce the ecological footprint of local businesses
- Positively act to improve the local environment

Our action plan is:

Help businesses to reduce their negative impacts on the environment	Deliver four Environmental Impact Assessment seminars by March 2008	BL, WCC
Encourage businesses to enhance their local environment	Programme of volunteer days launched by June 2007	BTCV, WACA
Promote recycling of commercial waste	Method in place by December 2007	HCC

6. Retain and Increase the Effectiveness of the Workforce

We want local people to take on local jobs, which means they need the skills, knowledge and infrastructure to do so. Our general principles are to:

- Support initiatives to encourage healthy workforces via the Business Health Advisory Group
- Support affordable housing initiatives for the local workforce
- Promote facilities such as childcare to encourage parents back into work

Our action plan is:

Develop the enterprise skills of the local future workforce	Awards developed by June 2007	SSQ, WCLF
Identify and link together the demand and supply of specific skills areas	Annual skills conference launched by December 2006	SSQ, WCC
Educate businesses as to the training available to their employees	Publicity published by June 2007	BL, SSQ

7. Provide a Balanced Mix of Commercial Sites and Premises

Whilst some businesses need to be located together in large industrial estates or retail high streets, others prefer to be working from home, or to be located in 'live/work' units. We need to provide a range of premises to suit the range of requirements. Our general principles are to:

- Support the HEP Investment, Land and Property task group
- Maintain a searchable commercial property register
- Maintain commercial sites agenda in emerging Local Development Framework
- Encourage sustainable construction methods in development of Major Development Areas
- Influence where possible the quality and diversity of commercial floorspace

Our action plan is:

Research the demand and supply of commercial sites and premises	Study complete by March 2009	HCC, WCC
Encourage hotel and conference centre development	Hotel Investment website by June 2006	HCC, TSE
Bring redundant rural buildings back into employment use	Renovations on four sites March 2008	WCC

8. Tackle the Transport Issues Affecting Businesses

Transport difficulties are one of the main issues in Winchester, especially in connecting rural areas with the city. With the environmental lobby towards reducing car use, we need to encourage better, environmentally friendly transport methods. Our general principles are:

- Work with transport partners to provide adequate facilities for local employment centres

Our action plan is:

Introduce a green travel action plan in Whiteley	Co-ordinator recruited June 2006	HCC, WBF
Investigate feasibility of a transfer station at Winnall	Study complete March 2008	HCC, WCCP
Implementation a 'Wheels to Work' scheme	In place by December 2007	HCC, WCC

9. Maximise the Social Benefits of Businesses

The ultimate aim of the Community Strategy is to create sustainable communities. This includes the business world being proactive about social inclusion and working with the communities they are set in. Our general principles are to:

- Promote the benefits of the Social Enterprise business model
- Encourage integration of ex-offenders into the workforce
- Encourage active business involvement in crime reduction

Our action plan is:

Develop and maintain a network of contacts responsible for corporate social responsibility	Contact list by March 2006	WACA, WCC
Promote public sector purchasing from social enterprises	Seminar held by June 2007	SEN

Appendix 1 - Glossary

BHAG	Business Health Advisory Group	LSC	Learning and Skills Council
BL	Business Link	NHCCI	North Hampshire Chamber of Commerce and Industry
BTCV	British Trust for Conservation Volunteers	SEEDA	South East England Enterprise Agency
CC	Café Culture	SEN	Social Enterprise Network
EA	Environment Agency	PNwk	Partnership Network
FSB	Federation of Small Businesses	REzG	Rural Enterprise Gateway
HBC	Havant Borough Council	SHEA	South Hampshire Enterprise Agency
HCC	Hampshire County Council	SSQ	Solent Skills Quest
HEP	Hampshire Economic Partnership	UniW	University of Winchester
HFare	Hampshire Fare	WACA	Winchester Area Community Action
HFM	Hampshire Farmers Markets	WCC	Winchester City Council
HMTP	Hampshire Market Towns Partnership	WCCP	Winchester City Centre Partnership
IIS	Invest in Southampton	WOW	West of Waterlooville
LDF	Local Development Framework	WW	Wired Wessex

Appendix 2 – Sustainability Appraisal

Sustainability Appraisal is a process by which the relationship of this plan to independent sustainable development objectives can be qualitatively assessed. The appraisal methodology was based on the Regional Sustainable Development Framework for the South East. This in turn was based on Government guidance, European legislation and a review of best practice.

This appraisal focussed on the draft economic action plan as at 4th November 2005, although the findings also include some implications for the strategy text. The findings have been taken into account in developing the final draft of the action plan.

Findings:

The strategy text should make sustainability issues explicit. It should be noted that the way actions are implemented will also have sustainability impacts. Sustainability should therefore be an overarching objective, throughout implementation. The strategy text could be used to emphasise this. The action plan sufficiently covers the economic aspects of sustainability. Employment is implicit in the actions rather than explicitly stated. The strategy text could address the employment benefits.

The action plan needs to have more positive environmental impact for district. One of the ways in which it could do this is by adding a new action to 'work with businesses to reduce their environmental impacts'. This could cover a number of issues including biodiversity, climate change, energy efficiency, renewable energy, water use, waste management, travel and biodiversity. Opportunities for environmental benefits in other actions could also be explored.

The Economic Development Strategy relates to a number of other plans and strategies. The strategy text should cross reference these including the tourism strategy, the biodiversity action plan, the air quality action plan and the links between businesses and the police (e.g. shopwatch, pubwatch).

The actions to 'develop cross cutting projects that link the local economy with local communities' and 'develop potential projects dedicated to the rural economy' have potential sustainability benefits, but are too vague to show this at present. Being more specific about the outcomes sought from these projects will help to show these sustainability benefits, as well as providing a framework for choosing and developing the projects.

The action plan makes no explicit reference to health. It should include an action for 'Healthy Workplaces'. The projects with the local community could also include health projects.

As the South Downs National Park extends outside the district boundaries, the action to produce a sustainable economic strategy for the park may be unrealistic. It is suggested that this action is changed to 'ensure the interests of the district's businesses are represented in the proposed South Downs National Park.

Sustainability will need to continue to be considered during implementation of the actions, specific issues to consider include community safety, physical access requirements, environmental impacts and the need to take account of Local Development Framework policies, government policies and planning legislation.

Appendix 3 - Equal Opportunities:

Winchester City Council takes discrimination very seriously. The Council's Equality and Diversity Policy states:

“Regardless of race, age, religion, gender, sexual orientation, disability or other differences, we are committed to equality for all people. We recognise and value diversity and believe that equality is central to the provision of modern quality services.”

What we are doing to meet this aim

Consultation on this document has covered a wide range of people who may be interested in the Economic Action Plan. It is also available on the Council website for all to see.

The Action Plan will be offered in large print, spoken word and other languages where requested.

Any meetings or events where consultation on the document shall take place will be required to meet Disability Discrimination Act (2004) standards, including wheelchair access and hearing loops where appropriate.

The Equalities and Diversities Policy is used not only in the writing of this plan, but in every action undertaken during the life of the plan.

An Equalities and Diversities checklist is used to identify whether the strategy is accessible to all, or if it needs to be altered to make it more appropriate to the range of people living and working in Winchester District.

Equal Opportunities Checklist:

1. Could the policy have an adverse impact on equality of opportunity for some groups?
2. Could the policy have an adverse impact on relations between different racial groups, age groups or other groups?
3. Is there any data you can use to determine policies and assess impact?
4. Do you have a customer database? If so, does it break down customers into ethnic groups, gender, age, disability and any other relevant group?
5. Do you know how satisfied all your customers are with the service you provide? Do you know if there are any differences in satisfaction between different groups? Have you taken any action if there is?
6. Have you consulted to find out if there are any differences of requirement/need between these groups eg access, material produced in different languages?
7. How will you monitor and analyse the effects of your policy on particular groups?
8. Do you have arrangements in place for publishing the results of any assessments, consultation and monitoring that you carry out?
9. Are you sure that information and services are accessible to everyone? (ie all ages, races, cultures, religions, genders and disabilities).
10. Have you considered how access to services can be improved?

Appendix 4 – Rural Proofing Checklist:

Around 65% of Winchester District's population live in rural areas. It is vital, therefore, that the needs of rural communities are met by this Action Plan.

Rural Proofing is a commitment to ensure that policies and strategies take account of rural circumstances and needs. This means:

- Consider whether a policy is likely to have a different impact in rural areas, because of particular rural circumstances or needs;
- Make an assessment of those impacts if they are likely to be significant;
- Adjust the policy where appropriate with solutions to meet rural needs and circumstances.

In the Economic Action Plan, there are three different types of actions:

- Actions which apply specifically to rural areas;
- Actions which apply specifically to urban areas;
- Actions which apply to both rural and urban areas.

A rural proofing checklist is used to identify whether the balance of these actions is fair, or if the strategy needs to be altered to make it more appropriate to the rural areas of Winchester District.

The fifteen point checklist is shown opposite.

1. Will the policy affect the availability of public and private services?
2. Is the policy to be delivered through existing service outlets, such as schools, banks and GP surgeries?
3. Will the cost of delivery be higher in rural areas where clients are more widely dispersed or economies of scale are harder to achieve?
4. Will the policy affect travel needs or the ease and cost of travel?
5. Does the policy rely on communicating information to clients?
6. Is the policy to be delivered by the private sector or through a public-private partnership?
7. Does the policy rely on infrastructure (eg broadband ICT, main roads, utilities) for delivery?
8. Will the policy impact on rural businesses, including the self-employed?
9. Will the policy have a particular impact on land based industries and, therefore, on rural economies and environments?
10. Will the policy affect those on low wages or in part time or seasonal employment?
11. Is the policy to be targeted at the disadvantaged?
12. Will the policy rely on local institutions for delivery?
13. Does the policy depend on new buildings or development sites?
14. Is the policy likely to impact on the quality and character of the natural and built rural landscape?
15. Will the policy impact on people wishing to reach and use the countryside as a place for recreation and enjoyment?