

CABINET

13 February 2008

A FRAMEWORK FOR WINCHESTER'S EVENING ECONOMY

REPORT OF HEAD OF CULTURAL SERVICES

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RECENT REFERENCES:

WTF101 - A framework for Winchester's evening economy, 11 October 2007

EXECUTIVE SUMMARY:

Over the course of the last year, consultation has taken place with a wide range of stakeholders and residents to identify an effective means to stimulate Winchester's evening economy. For the purposes of this framework, this is defined as the period between 5pm and 9pm each weekday, a time when there is little economic activity in the city centre at present but which has the potential to generate financial, social and cultural benefits for a wide cross-section of the community. This report charts the development of the framework, which can be found at Appendix 1, and seeks Cabinet approval for the final draft. It also notes that the effective delivery of the framework will need to be the subject of further consideration by the Portfolio Holder for Economy and Tourism.

RECOMMENDATION:

That Cabinet approves the framework document in principle, to provide guidance for the plans of partner organisations and a basis for the City Council's own strategic and business planning processes.

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DETAIL:

1 Introduction

1.1 A framework for developing the evening economy of Winchester city centre has been written following widespread consultation with stakeholders. The document sets out possible future plans to make the most out of the weekday evening period. For the purposes of this framework, the evening is defined as between 5pm, when commuters are leaving Winchester for home, and 9pm when the pubs and restaurants are reaching their busiest period. Conclusions have been informed by desk research into best practice around the UK; factual data relating to Winchester, and the needs and aspirations of residents, businesses and visitors to the town centre.

1.2 This report sets out the final draft of the framework and seeks Member approval for it.

2 Background to the framework

2.1 It is generally recognised that there is a lull in economic activity during weekday evenings. The lull is typical of many towns, but exacerbated for Winchester by the lack of dwellings in the centre and the extreme pattern of outward and inward commuting. However, it could provide an opportunity for local businesses to exploit, to their own financial benefit. In addition, increased activity in the city centre would have social benefits such as improving the look and feel of the city centre during this time; reducing the fear of crime, and providing more activities for local residents.

2.2 One of the actions included in *Creative Winchester: A Tourism Strategy for the Winchester District 2004 - 2008* is to "Explore [the] potential for developing the evening economy, particularly in the City of Winchester". This falls under the second strategic objective of '[using] tourism as a driver for development within the District which enhances the visitor experience and improves services and facilities for local people'.

2.3 The Economic Action Plan similarly contains an action to "Create a framework in which to develop the evening economy" under the theme of 'supporting the urban economy'

2.4 The imminent development of Silver Hill and the continued enhancement of Jewry Street's 'cultural quarter' have provided a higher level of interest in the evening economy, and officers have benefited from this in drawing up a framework and set of proposed actions to stimulate positive activity in this area.

3 Consultation

3.1 The framework has been refined through periods of consultation. The first, information-gathering stage involved informal, unstructured interviews with a number

of key groups. The discussions were based on a series of common prompts and took place with the following groups:

- University of Winchester Students' Union
- Age Concern lunch club
- 25 City Road Youth Centre
- Winchester Cultural Consortium
- Winchester City Council officers
- Pubwatch
- Police
- North Hampshire Chamber of Commerce and Industry
- Winchester City Centre Partnership

3.2 A draft framework was produced and used as a basis for further consultation using a more formal approach, with online feedback forms and wider publicity to attract comments from the general. In addition to the above groups, there was new input from:

- Hampshire County Council Passenger Transport Forum
- the Portfolio Holder for Economy and Tourism
- Winchester Town Forum

3.3 One of the most helpful aspects for promoting discussion has been the inclusion of best practice examples from across the UK, and in some cases from around the world. It is clear that some of these examples would not be suitable in their current format for Winchester, but they have sparked useful ideas and discussion amongst the consultation groups. The final draft framework can be found at Appendix 1.

4 The framework document and outcomes

4.1 The evening economy framework has taken account of recent and planned developments in the city centre, in particular the likely effects of Silver Hill. This development will increase the retail offer and public realm to which the framework applies, and create opportunities for more activities during the evening period.

4.2 Care has been taken to align this framework with other Council strategies, and consideration given to issues such as community safety, children and young people, transport and other concerns shared by local residents.

4.3 A strengths, weaknesses, opportunities, threats (SWOT) analysis is then undertaken which brings together the information gathered in the previous stages. The weaknesses and opportunities, particularly, provide a direction for this framework to take.

4.4 The SWOT (strengths, weaknesses, opportunities, threats) analysis is useful in identifying the many activities which already take place during the evening period, but which are not promoted in a co-ordinated way. Much of the consultation identified

the need for a package of activities to be presented to the public, in order for them to be taken up in greater numbers.

- 4.5 Another key point identified by the SWOT analysis was the high number of daytime workers in the town centre who commute back home to Southampton, Eastleigh and towns and villages predominantly to the south of Winchester. These workers are a potential source of spending, if they can be convinced to stay after work in Winchester.
- 4.6 The framework offers three levels of activity to support the economy, as well as a 'low cost' option. The levels would each require additional funding and staff time, and strong partnership working with Winchester City Centre Partnership (WCCP), who are also leading the Winchester Business Improvement District (BID). Part of the BID business plan is to improve the evening economy of Winchester, so this framework will provide guidance for both the WCCP and the Council to work together for the benefit of the local community.
- 4.7 It is recommended that Cabinet approves the framework, both to provide guidance for the plans of partner organizations and a basis for the City Council's own strategic and business planning processes. It is recognized that many of the initiatives outlined in the framework would require additional funding by the City Council, and these would be addressed in the normal way as part of the business planning and budgeting cycle. It will also be necessary for the Portfolio Holder for Economy and Tourism to work with the Head of Cultural Services to consider the best process for engaging partners and colleagues most effectively in delivering the actions proposed in the framework.

OTHER CONSIDERATIONS:

5 CORPORATE STRATEGY (RELEVANCE TO):

- 5.1 The framework directly supports the corporate aim relating to economic prosperity, especially to 'support vibrant city, town and village centres'.
- 5.2 It also supports the Winchester District Community Strategy priority 16, to 'enhance the contribution of the evening economy'. Paragraphs 2.2 and 2.3 refer to other strategic links.

6 RESOURCE IMPLICATIONS:

- 6.1 The capacity of City Council officers is unlikely to accommodate the new workload implicit in delivering the framework, but there is still an opportunity for the Portfolio Holder to review work plans and priorities as part of the business planning process for 2008/09.
- 6.2 There are also cost implications, both revenue and capital, to delivery of all but the 'low cost' option. As indicated at paragraph 4.7, these will need to be considered during business planning, and appropriate bids made where growth or capital allocations are required. Endorsing the framework does not commit Members to expenditure on any or all of the actions it proposes.

BACKGROUND DOCUMENTS:

Winchester Business Improvement District business plan:
www.winchester.gov.uk/Business/TownCentreManagement/BIDs

Consultation responses, held on file in the Cultural Services Division and available on request.

APPENDICES:

Appendix 1 A Framework for Winchester's Evening Economy

Appendix 1

A Framework for Winchester's Evening Economy

FINAL DRAFT

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Foreward

In the early evening each day of the week, Winchester city centre experiences a lull in activity which is common to many towns across the country. Shops shut and our many non-resident workers leave the city to return to their homes and families further afield. Although activity peaks again later in the evening, focused mainly around the city's pubs and bars, there is an opportunity for us to work with local businesses to exploit the potential of Winchester's early evening economy. Winchester City Council is keen to do this, both because it is committed to the financial wellbeing of the businesses based here but also because of the exciting social and cultural benefits for our resident community.

Over the past year, we have asked a wide range of local people of all ages and interests how they think we might help to stimulate Winchester's evening economy between 5pm and 9pm. We have taken into account interests of businesses and the traditional concerns of residents, particularly in relation to the fear of crime and antisocial behaviour. We have also considered the growing impact of recent developments, such as Winchester Discovery Centre and the flourishing 'cultural quarter' of Jewry Street and imminent ones such as Silver Hill.

This framework for the evening economy proposes a three-tiered approach to which many stakeholders will be able to contribute: shops, coffee houses, cultural organisations, transport operators, artists and visitors, to name but a few. The key factor for success, it is certain, is that we all work together over a defined period to test the potential of our evening economy and to learn the lessons of that trial.

Over the coming months, we will be asking our partners, businesses and colleagues to help us build this evening economy. We invite you to read this document and tell us how you can help to transform Winchester's undisputed 'dead' time into a vibrant and cosmopolitan experience – an attraction in its own right for our residents and our visitors. We look forward to hearing from you.

Cllr George Beckett
Leader
Winchester City Council

Introduction

Winchester has a high level of inward migration by workers from the south coast during the day, and outward migration of commuters to Basingstoke and London. This leaves a 'dead' time as workers leave the town and before residents return home, which is approximately 5pm to 9pm. There is a lull in economic activity as a result of this pattern, common to other towns across the UK and this in itself represents an opportunity to develop a more dynamic 'evening economy'.

It is important to recognize the difference between the evening and the night-time economies. The latter generally focuses on the city's pubs and bars, and tends to be the subject of management and regulatory concerns. The evening economy is currently very quiet, and would benefit from expansion in Winchester in order for businesses to exploit additional trading opportunities in the same way that Sunday trading has developed in recent years. The evening economy should not be dependant on alcohol, although eating and drinking are essential components. Any work to enhance the evening economy should actively seek to reduce crime and the fear of crime, rather than add to it.

The value the evening economy could bring is related to food, light drinking, tea and coffee drinking, and retail activities. Culture plays an important role too, in terms of the attraction of the theatre, the cinema, concerts, talks and the new Winchester Discovery Centre. With some imagination, these benefits could be spread to other sectors of the economy.

The clientele we aim to attract covers the whole of the local community. However, in order to pitch elements of the economy at the right level, we have broken these groups into separate groups as follows:

- young people (16 years +)
- students (18 years +)
- professionals
- families with children
- older people
- visitors

We understand that all of these groups could feed into and benefit from the evening economy, each with different interests.

There are a number of key locations in Winchester that can add to and benefit from a developing evening economy;

The **cultural** offer in the city includes a range of restaurants, and the discovery centre on Jewry Street which opened in November 2007. There is a vibrant cultural sector for residents in Winchester including venues such as The Railway for live music and Winchester Theatre Royal for stage performance. Both universities play a role, particularly with the opening of the new University Centre at the University of Winchester last autumn. The cultural history of Winchester is a major attraction for visitors, and evening walks and tours in the summer months appeal to both residents and visitors alike.

The Square features a variety of pubs, bars, cafes and restaurants. There is a European street café feel to the area especially in summer, which appeals to many groups wanting to relax with some food or drink. Work has already been undertaken to enhance this atmosphere through the part-pedestrianisation of The Square.

Silver Hill is a major development being planned for the area east of the Brooks Shopping Centre, and includes the bus station and medical centre. The redevelopment will include these facilities, along with offices, housing, cafes and space for further cultural activities.

Silver Hill links directly into the **Broadway** outside the Guildhall. This is a major entrance into the city by foot, car and bus. As such, it offers great opportunities for encouraging visitors to stop here for refreshments.

The **High Street** can be seen as the spine linking all of the other areas together. This is the main route between all of the other areas, and holds most of the retail outlets of the centre. It also provides the main route through to independent retail outlets which are another attraction to visitors and shoppers.

This strategy document aims to set out the possibilities for developing the evening economy in Winchester.

Consultation

A wide range of stakeholders were consulted in order to develop this framework for Winchester's evening economy;

- Local strategies and plans
- Winchester Cultural Consortium
- 25 City Road Youth Centre
- Age Concern
- Local residents, through press articles and online questionnaires
- Winchester Pubwatch
- Winchester City Centre Partnership
- North Hampshire Chamber of Commerce and Industry
- Police
- Hampshire County Council Passenger Transport Forum
- University of Winchester Students' Union
- Council officers and Members
- Winchester Town Forum

The main points which have arisen from this consultation include the need to maintain Winchester as a quality destination for shopping, culture and heritage and entertainment. There is already a lot of positive activity in terms of restaurants, cafes, events and attractions, and these strengths should be harnessed. There was also agreement that keeping commuters in Winchester for longer would dramatically improve the prospects for the evening economy in Winchester.

Strategic Fit

This document links into a number of existing strategies and work programmes within Winchester City Council, as outlined below:

Arts Development Strategy: One of the key aims of this strategy is to maximise the benefits to the local economy of arts activities throughout the district. This includes improving and sustaining the evening economy through artistic and cultural activity. Café Culture – which itself takes the form of an early evening meeting in the city centre - is a prime example of work to help local creative industries by encouraging networking and exchange of best practice.

Business Improvement District (BID)

Much of the work that will be carried out through the BID will compliment the aims set out in the evening economy framework. The BID will mean improvements to street management, community safety, and the promotion of businesses.

Children and Young People's Plan: This strategy led by Hampshire County Council relates in various ways to alcohol, achievement and making a positive contribution. It is set out under the five national themes: Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution to Society and Achieve Economic Wellbeing.

Community Safety Strategy: This will be reviewed in Spring 2008. It currently has a priority to 'create a safe and enjoyable evening economy'. This includes working with licensed premises and reducing under age drinking; reducing offences and anti social behaviour, and creating a safe environment for an enjoyable evening economy. Pubwatch is an example of the proactive work taking place to make the city a safer place to be, particularly in the evening.

Community Strategy: The value of the evening economy is a priority in the Winchester District Community Strategy. The Winchester Business Consortium believe this is an area which needs to be tackled and improved, and a number of partners are willing to work together to do that.

Economic Action Plan: One of this strategy's key priorities is to strengthen links between economy and tourism. This includes creating a framework in which to develop the evening economy. The strategy is designed to make the most of Winchester's economy, and constantly seek to find areas where it can be improved further.

Licensing and Registration: The City Council's licensing service is responsible for issuing licences for hackney carriages, private hire vehicles, street and house-to-house collections, and all licences under the Licensing Act 2003 and Gambling Act 2005. This has a large impact on the evening economy, as so many activities are covered by licensing legislation and the policies adopted by the City Council as a requirement of the legislation.

Local Area Agreement: The evening economy framework fits with the Hampshire local area agreement aim of promoting sustainable communities. It especially meets the priority outcomes of delivering first class support for businesses; promoting skills and workforce development, and addressing barriers to employment; improving the co-ordination of transport and access to services across the county; tackling crime and anti-social behaviour recognising the harm of drug and alcohol misuse. The LAA is currently being reviewed.

Local Plan and Local Development Framework: The Winchester District Local Plan Review Revised Deposit 2003 will be superseded over the coming three years by the new-style Local Development Framework now under preparation. Planning policy has a direct effect on economic activity, for example through premises designations, development constraints and land allocations.

Regional Economic Strategy

The evening economy strategy fits with the regional economic strategy value of safeguarding quality of life as a competitive advantage and the objective of sustainable prosperity.

Tourism Strategy: Three of the strategic targets from the tourism strategy link in with the Evening Economy strategy. These are to increase visitor spend, improve Winchester's image as a visitor destination, and to ensure tourism development is achieved sustainably by working with the community and the environment. There are also actions to contribute to the development of the Silver Hill area and the cultural offer, and to explore the potential for developing the evening economy in Winchester City Centre.

Winchester Town Access Plan: There is a need to encourage more sustainable methods of transport. This can be walking or cycling, which also links into various health initiatives, or using bus or train services to help cut down on vehicle pollution. Adequate public transport services can also reduce crime and disorder. There is a need to maintain high levels of public transport provision in order to encourage people to take part in the evening economy, no matter where they live in the District. The Access Plan which is currently being developed with Hampshire County Council has good potential to support the evening economy, both by enhancing the 'user-friendliness' of the city centre and by creating new public space for events and activities.

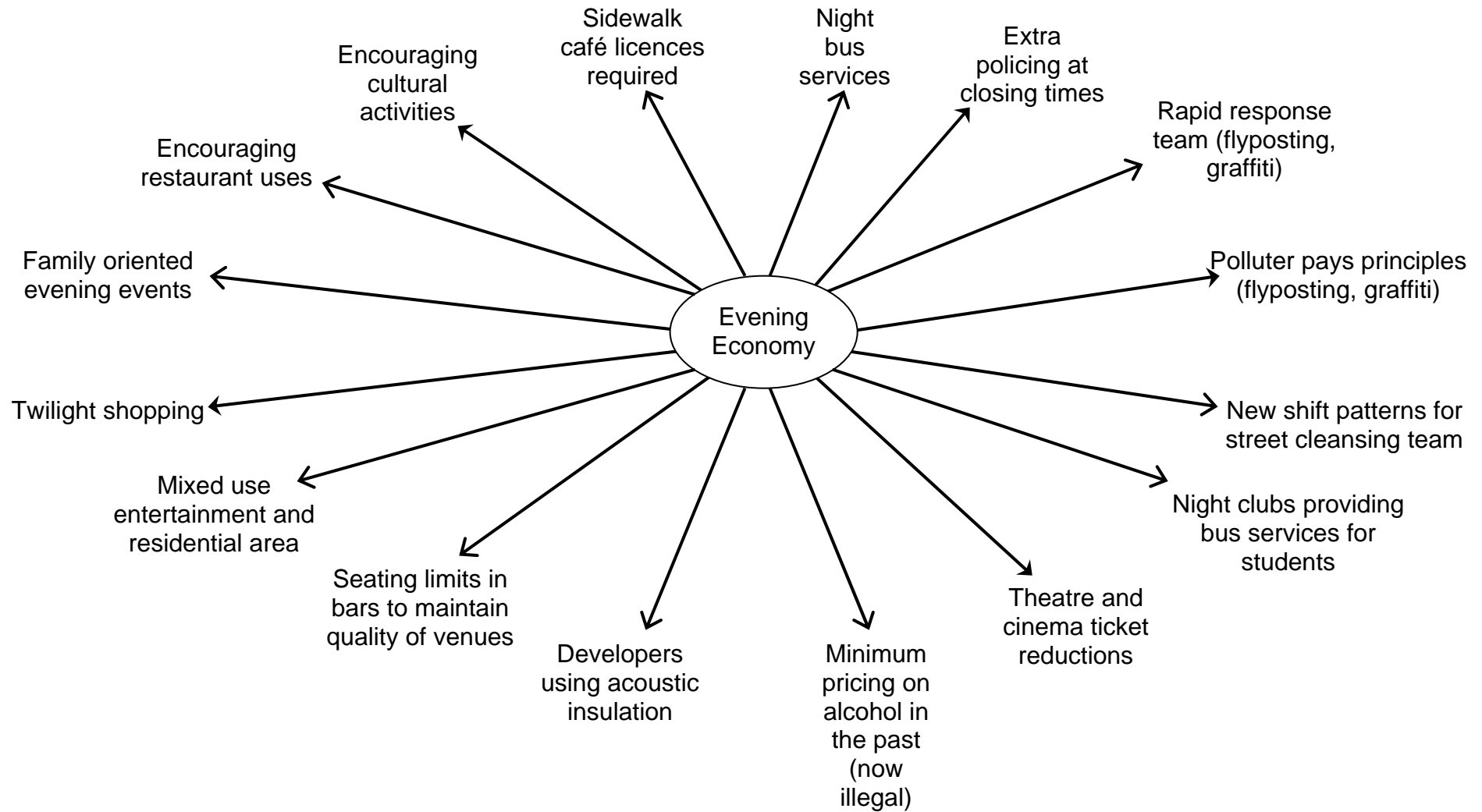
Vision for Winchester

The Town Forum has adopted the Winchester Vision, a document guiding future development and work in the town. It encourages Winchester as a tourism destination, as a place to do business, and as a centre for creativity and culture.

Whilst all these strategies and plans have been taken into account, the focus of this framework is to enhance the evening economy of Winchester. The aim has been to do so in such a way that complements these other areas of work, and fits with the concept of sustainability.

Existing Good Practice

Other cities and towns have been examining the way they can promote their evening and late night economy. The main themes from these examples are about extending the hours of the normal daytime offer, and making city centres inviting for a wider range of people for a longer period of time. This is done through safety initiatives and extending shop opening hours, as well as themed evenings or regular events.



Civic Trust Pilot Studies

Over the past two years the Civic Trust has been looking in depth at the evening economy in England. This has resulted in a number of case studies, two of which are highlighted below:

Bath: 21st Century Nightlife in an 18th Century City

Bath has a lot to encourage visitors to stay into the evenings. A relatively high proportion of commercial premises in the town are cafes and restaurants. Problems have occurred where late night visitors who may have become intoxicated have caused problems such as throwing rubbish, urinating in the street and high levels of noise. A council survey in 2000 reported that 77% of residents in central Bath experience disorder at night.

The Bath Bar Charter Group was set up to tackle these issues, and has brought in a number of methods to restore order late at night. These include Taxi Marshalls, a zero tolerance approach to all crime and disorder related to the evening and late night economies, and a ban of on street drinking.

This case study looks at ways of dealing with an anti-social, alcohol fuelled late night economy, within the restrictions of a historic city. Bath is reputed for its cultural activities, enjoyed by local people and visitors alike, often into the evening. Problems were arising later at night, where funding has been placed to combat these issues.

Leeds Alive After Five

Leeds has an excellent reputation in terms of entertainment, business, leisure and tourism. This improvement in vitality has come about over a 15 year period, bringing the city back after problems of high unemployment during the 1980s. To continue this push for vitality, the evening economy between 5pm and 8pm was targeted.

Leeds Alive After Five was launched to encourage more shoppers in the early evening and stimulate greater footfall. The campaign had four main objectives:

- improve the vitality of the city centre in the evening
- support Leeds' efforts to increase the range of retail and leisure facilities open in the early evening
- support the city centre Community Safety Strategy by ensuring a good mix of people in the city centre at all times
- support the city's efforts to reduce rush hour congestion by discouraging city centre workers from leaving for home at 5pm

The first campaign has been to open shops until 7pm on Thursday, Friday and Saturday evenings. This was done with the help of active support by retailers, who recognized the financial and wider benefits of the scheme. A large press launch reinforced awareness among visitors, and the shopping experience was enhanced with street festivals and shows. Advertising via radio, posters and billboards has sustained interest levels.

The future hope is that late night opening of shops will expand to six days per week, and see Leeds as a '24-hour' city.

These case studies are useful to see what has and has been tried in other areas. It is helpful to learn from best practice elsewhere. It should be noted that whilst this is valuable and we can learn lessons from others' experiences, Winchester will act on *projects that work for Winchester based businesses*, not simply duplicate other work.

Winchester's Early Evening Economy

Strengths

- growing and developing cultural offer
- existing cultural events and performances
- good quality restaurants and bars
- theatres
- cinema
- cafés and coffee shops
- summer fairs, festivals and events
- Christmas festival, events and shopping promotions
- good public transport within the city
- Shopwatch and Pubwatch schemes in place
- low crime rate
- alcohol exclusion zone in city centre
- evening guided walks and tours
- hairdressers and salons open late
- Debenhams late night shopping especially before Christmas
- fireworks night activities are free
- ice rink at Christmas
- friendly atmosphere
- easy for pedestrians to get around
- safe city to walk around
- evensong in cathedral
- peak time for gym and sport activities
- large number of office workers in the city centre
- active lead up to Christmas for retailers
- Hat Fair
- plenty of beauty salons and barbers
- award winning tourist information centre
- bands, musicians and gigs
- Business Improvement District
- part closure of The Square and other areas to create a café style area

Weaknesses

- little public knowledge of informal music venues
- few cafes open in evening
- planning policies limit change of use away from retail
- fear of crime (particularly groups of young people)
- refuse bags left on pavement overnight
- festivals and events lacking over autumn and winter
- High Street looking tired
- poor public transport to rural hinterland, especially in evening
- national mixed messages about alcohol – 24hour opening, but comes with a health warning
- public disorder concentrated in High Street, Jewry Street and The Square areas of Winchester
- Park and Ride buses finish at 7.30pm (7pm on Saturdays)
- high rate of commuting in from Southampton and Eastleigh
- perception of restrictive licensing policy
- lack of guaranteed funding for city centre marketing
- lack of venues for young people
- theatre sometimes open, sometimes closed
- little to keep tourists in the city into the evening
- high student fees mean less disposable income for students
- many students travel back to their home town at the weekends
- more choices of films and more choices of time at cinemas in Southampton or Basingstoke
- little demand for evening activities
- the High Street is dark if no lights from shop windows
- no students in summer to spend money on festivals etc
- lack of range of activities
- poor and expensive transport options from student halls of residence to the city centre
- cinema and theatre too expensive for some
- theatre not aimed at young people
- taxis too expensive for some
- young people feel unwanted by other people in the city centre
- shops and cafes shut at 5-6pm
- low number of residents in city centre means low demand for activities

Opportunities

- Silver Hill – venues, entertainment, people
- CCTV to combat fear of crime
- traffic restrictions in The Square and other areas to create a café style area.
- later retail opening hours
- greening the city – friendlier and more inviting
- existing entertainment and events to be pulled together and publicised.
- quality retail ‘kiosks’ and on street trading
- make alcohol part of the environment, but not the main feature
- smoothie and juice bars particularly for young people
- discovery centre extended hours
- increased public transport later into evening for outlying areas
- graffiti removal
- cafes open later
- increased Police Community Support Officers
- tidy up passageways and footpaths and keep them tidy
- advertisements for entertainment and activities on back of pay and display parking tickets
- make better use of spaces eg the Broadway, Abbey Gardens
- retain city centre workers later into the evening
- concession rates at the cinema eg buy one get one free
- happy hour on public transport from 8pm onwards
- venue for providing hot meals for pensioners
- more street entertainment
- 2000 students at Peter Symonds plus students at other schools
- larger youth centre
- better signage to entertainment venues from the High Street
- need to communicate the existing offer better
- better use of existing tourism marketing publications

Threats

- difficult and expensive for smaller, independent traders to open later into evening.
- closure of The Square could be problematic for businesses in terms of deliveries.
- perceived lack of passing trade in The Square
- ‘Hotspots’ for groups of young people gathering.
- city centre focussed on at detriment of market towns and rural villages
- lack of funding for extended public transport
- more evening activity could deter some visitors who like the relative tranquillity of Winchester
- providing more youth facilities in town might escalate the problem of intimidating groups of young people.
- more events such as Hat Fair will cause greater demand for Police force
- later opening times for shops and cafes will require greater security
- non fixed planters out on the street could get damaged
- more café style seating on the street could block up thoroughfares
- seasonal difference between Summer and Winter
- later shop opening would mean paying staff overtime

The Way Forward...

Aims:

1. People are aware of the opportunities of activities and entertainment in Winchester in the evening
A co-ordinated publicity campaign based around keeping city centre workers in the city for longer, taking part in the cultural offer of the city. Celebrating all the activities which currently exist in addition to publicising new events.
2. The Local Development Framework is used to support a flexible evening economy suitable to Winchester town
Work with the strategic planning team producing the Local Development Framework, to enable this document to provide flexibility within the city centre to assist in enhancing evening economy activities.
3. Licensing used to support a flexible evening economy suitable to Winchester town
Continue to work closely with the licensing service to promote better understanding of opportunities and requirements under the licensing process and to provide advice to potential applicants.
4. A transport infrastructure is in place which is conducive to encouraging a broad range of people into the city centre in the evening
Lobby and negotiate for better public transport in and around the city centre, in order to make travelling to and from the city centre more sustainable for evening activities
5. Measures are in place to mitigate against anti-social behaviour
Throughout all actions to enhance city centre evening economy activities, take care to work with the community safety partnership to reduce any negative impact on community safety, and to increase positive impacts on community safety.

Developing a package to enhance the evening economy

It is recognised that focussing attention on one activity will not be enough to keep people in Winchester for longer, before they travel home to other areas. A package of opportunities provided through a wide range of partners and stakeholders is required to ensure broad attraction to the idea of staying in the city centre. Each item will rely on the others to create a critical mass of spend to make the activities financially viable. It is suggested that this package is available for six weeks over the summer period initially, with the potential to extend this throughout the year if successful.

Each package will require project management resource to engage the business community, co-ordinate activity, and publicise the new opportunities on offer. That project management cannot currently be undertaken within the city council's existing staff complement, although much of the expertise can be found across the council's teams in tourism marketing, economic development, community safety and licensing.

Low cost solutions

There is an alternative to delivering the package approach proposed above. The following are isolated actions that could reasonably be undertaken by existing City Council officers. However, without the central co-ordinating staff, the impact is likely to be much lower.

- continued involvement in Christmas market, ice rink, Hat Fair and other special events.
- continued marketing of Winchester as a tourism destination, but with additional focus on the evening economy.
- early evening discount to attend events, tourism activities and other Council run activities.
- temporary closure of roads to allow room for events.

Package Proposals

Gold package

- special short term events for wider publicity eg Hat Fair
- bandstand in Abbey Gardens
- closure (temporary or permanent) of The Broadway to create additional public open space for a variety of activities
- extended 'battle of the bands' event
- arts market to showcase local creative industries
- open air cinema to complement The Screen
- early evening (5-7pm) discounts to events, attractions and food outlets
- retail opening hours to 8pm during weekdays
- city dressing (decorative lights, banners etc)
- themed walking tours around the city centre
- Park and Ride buses running to 8.30pm
- shuttle bus services around the city centre activities
- increased outdoor seating at restaurants and cafes (dependant on road closures)
- increased seating on the High Street

The largest of the evening economy packages, this would include major project management skills and time together with seedfunding, potentially from the City Council. There are also ongoing revenue implications for elements such as extended hours for Park and Ride buses. For a distinct period in the summer, arranging major short term events, infrastructure for the activities and transport in and around the city centre would be a major undertaking. In addition, a large marketing campaign, city dressing and negotiating discounts with retailers and food outlets would involve time and money to achieve. However, the rewards for such investment could be substantial, particularly after being established for two or more years.

This option is likely to bring in the most visitors in addition to keeping city centre workers in Winchester for longer. Therefore, transport in and out of the city centre should be a major consideration.

Some of the costs outlined above (eg city dressing, additional marketing support) could be met by the BID company.

Silver package

- special short term events for wider publicity eg Hat Fair
- early evening (5-7pm) discounts to events, attractions and food outlets
- Park and Ride buses running to 8.30pm
- arts market to showcase local creative industries
- retail opening hours to 8pm during weekdays
- themed walking tours around the city centre
- increased outdoor seating at restaurants and cafes (dependant on road closures)

The medium level of work to increase evening economy activity. This would still involve project management to negotiate discounts with each business during the time of the short term events and work with the Access and Infrastructure team regarding park and ride, street furniture and road closures to allow outdoor seating. Further to this would be arranging an arts market, encouraging retailers to stay open later including working with them to overcome issues related with later opening, and publicity co-ordinating all of these aspects. Again, the BID company may be able to support some of the costs and administration.

Bronze package

- early evening (5-7pm) discounts to events, attractions and food outlets
- Park and Ride buses running to 8.30pm
- increased outdoor seating at restaurants and cafes (dependant on road closures)
- themed walking tours around the city centre

The lowest level of work to increase evening economy activity. This would involve project management to negotiate discounts with each business, work with the Access and Infrastructure team regarding park and ride and street furniture, and co-ordinating with the tourist information centre regarding themed walking tours.

Monitoring and evaluation

In order to measure actions which have been achieved, and their impact on the economy, a system of monitoring and evaluation would need to be introduced.

Indicators to show changes to Winchester's evening economy:

- footfall in the High Street between 5pm and 9pm
- retail takings from city centre retailers between 5pm and 9pm
- restaurant and café takings from city centre restaurants and cafes between 5pm and 9pm
- attendance at the City Museum, Winchester Cathedral, Winchester Discovery Centre between 5pm and 9pm

Reporting mechanisms:

- Economic Prosperity Strategic Outcome Group
This is the economic group of the Winchester District Strategic Partnership, who meet on a quarterly basis. They will have an overview of more strategic issues, and be able to see how this project fits in with wider subjects
- Winchester City Council Local Economy Scrutiny Committee
This group meets on a quarterly basis to monitor all of the council's work relating to the local economy
- Winchester Town Forum
This group looks specifically at issues relating to Winchester city centre, not just focussed on the economy, but on other wider city centre issues as well
- Reporting to city centre business through the Business Improvement District
One of the actions within the BID business plan is to improve the evening and night time economy. This framework will impact on that significantly. By keeping in touch with businesses through the BID, the real impact on local businesses can be discussed, and the correct focus maintained.