

CABINET

13 January 2010

DRAFT ECONOMIC STRATEGY FOR THE WINCHESTER DISTRICT, 2010 - 2020

REPORT OF HEAD OF ECONOMIC AND CULTURAL SERVICES

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RECENT REFERENCES:

CAB 1241 – Economic Action Plan - 22 March 2006

LE64 - Informal Scrutiny Group Progress Report: Tourism Strategy Review – 18
November 2008

EXECUTIVE SUMMARY:

The economic action plan for the Winchester District expired at the end of 2009. Officers have spent over a year undertaking research and ‘front-loading’ consultation in preparing a new strategy, which places Winchester’s reputation as a centre for culture and creativity at its heart. It also highlights for the first time the importance of developing a low carbon economy in the district, to ensure long term prosperity and sustainability. Following a review of the last tourism strategy by an Informal Scrutiny Group from the Local Economy Scrutiny Panel, this new document also gives formal recognition to the significance of the visitor economy by integrating it into the wider economic strategy for the district and naming tourism as one of the five ‘core sectors’ on which the local economy depends.

Member approval is now required for this draft so that wider consultation can take place in January and February 2010, with a view to final approval by Cabinet at its March meeting.

RECOMMENDATIONS:

- 1 That Cabinet approves the draft of the new economic strategy for the Winchester District (2010 – 2020) as attached at Appendix 1 to the report, as a basis for a programme of public consultation in January and February 2010.
- 2 That a revised draft strategy (taking into account any comments received under the consultation) be brought back to Cabinet at its meeting on 17 March 2010, for final approval.

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DETAIL:

1 Introduction

- 1.1 The current Economic Action Plan for the Winchester District expired at the end of December 2009. It was the first of its kind for Winchester City Council, and helped to engage partners and stakeholders in delivery of a wide range of programmes to support the economic prosperity objective of earlier corporate strategies and, more recently, the Sustainable Community Strategy. Notable successes arising from the strategy included the establishment of the Winchester Business Improvement District, the Winchester Business Centre, rural planning seminars and the annual Meet the Buyer event for local suppliers.
- 1.2 The new strategy has been developed during a period of more than a year, and benefited from a wide range of 'front-loading' consultation with key partners and colleagues. It has now reached the stage when it would benefit from wider consultation, and Members are asked to approve the draft at Appendix 1 as the basis for such consultation.

2 Recent Developments

- 2.1 The production of the new strategy has drawn extensively on the evidence-gathering process underpinning the emerging Local Development Framework (LDF) and the subsequent wide-ranging consultation on the Preferred Options. These two strategic documents are interlinked, and the spatial approach adopted by the economic strategy mirrors that of the LDF.
- 2.2 Economic Prosperity is the first outcome of the Sustainable Community Strategy, and the draft vision and outcomes for the economic strategy were approved by the Local Strategic Partnership when it was 'refreshed' at the end of 2008. Since this time, however, an additional outcome in support of a low carbon economy has been included to reflect both the increasing urgency of action to reduce global warming and the potential economic advantages to the district of exploiting the opportunities of new 'green collar' jobs within the low carbon sector.
- 2.3 Over the last year, the Winchester Town Access Plan has also been taking shape. This will be presented to Cabinet shortly, and deals with many of the transport-related issues raised in the economic strategy. Efforts have been

made to complement rather than duplicate the Access Plan. There are links with other local, regional and national strategies (eg the Council's Housing Strategy) which are also implicit in the draft.

- 2.4 Developments in the wider economy have been many and rapid over the last 18 months, as a result of the 'credit crunch', the economic downturn and the Government's efforts to take the country out of recession. Winchester City Council has also taken steps to support the economy over the downturn, making available an initial allocation of £400,000 in 'recession support measures' in March 2009. The new strategy is written in the knowledge that although the country is emerging from recession there are very uncertain times ahead, and a high degree of flexibility will be required by the Council and its partner agencies over the coming years in order to provide the kind of response which can sustain a thriving business community.
- 2.5 A new Planning Policy Statement, [PPS4 – Planning for Prosperous Communities](#), is awaited at the time of writing this report following consultation in spring 2009, and draft guidance on a new duty to undertake '[local economic assessments](#)' from April 2010.
- 2.6 A review of the PUSH (Partnership for Urban South Hampshire) strategy is also underway at the time of writing, and is likely to place greater emphasis on entry points for young people into employment as markets contract and opportunities decrease.
- 2.7 Although the changing economic landscape may affect the action planning in support of this strategy year on year, the overall priorities and direction for Winchester are more enduring. The ten year time period for the strategy recognises that these are long term priorities. They have been developed in consultation with the Economic Prosperity Outcome Group of the LSP, and linked back to the [Regional Economic Strategy](#) which is also based on a ten year period, from 2006 to 2016.

3 The Tourism Strategy

- 3.1 The Tourism Strategy for the District expired at the end of 2008, and was reviewed in some detail by an Informal Scrutiny Group (ISG) from the Local Economy Scrutiny Panel. They found that seven out of the nine strategic targets for the Strategy had been met or exceeded. [Paper LE64](#), presented in November 2008, records further findings of this group.
- 3.2 The minutes show that the group considered that "*the two most important indicators for the 'health' of the tourism sector were:*

a) the value of tourism revenue to the local economy, and

b) the number of overnight stays in the district.

They agreed that these two measures should be the main indicators of success for tourism in the new strategy, and that the focus of marketing

activity should be to drive up the number and value of overnight visits which are the only aspect of the current strategy where targets have not been met or exceeded. “

- 3.3 During the course of discussions with the ISG, officers proposed that tourism should be integrated into the wider economic strategy for the district to
- a) recognise the visitor economy as one of the core sectors of the economy;
 - b) optimise initiatives and effort in support of broadly similar objectives across all business sectors,
 - c) reduce ‘consultation fatigue’ among business partners and stakeholders, and
 - d) reduce officer time spent on producing strategies so that more can be spent on delivering services.
- 3.4 Consultation with the Economic Prosperity Outcome Group and other tourism networks in the district suggested that this would be an acceptable approach, provided that tourism did not appear to be diminished through the loss of a dedicated strategy. Officers believe that the opposite effect has been achieved through the designation of tourism in the strategy – and in the LDF core strategy – as one of the five core sectors making up the economy of the Winchester District.

4 Vision and Outcomes

- 4.1 The strategy has a new vision, which has enjoyed general support in early consultation:

Our vision for the local economy is of a dynamic and creative Winchester District, in which traditional assets and qualities underpin innovation and entrepreneurship for the long term benefit of all those who live, work and visit here.

- 4.2 It has four key outcomes as follows:

- a) ***Winchester exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business.***

Working together, we will:

- foster the growth of knowledge-based industries, from creative to low carbon;
- enhance the role of cultural activity in stimulating prosperity;
- facilitate sympathetic and sustainable diversification in the rural areas;
- encourage innovative solutions to premises and transport challenges;
- market Winchester as a world-class tourism destination;

- champion and reward best practice in the district's five core economic sectors.

b) ***We are building a low carbon economy, seeking competitive advantage and sustainable employment opportunities for local people.***

Working together, we will:

- encourage new businesses which innovate, manufacture, install and maintain low carbon technologies;
- encourage production and supply of renewable fuels such as biomass through rural diversification;
- ensure that buildings and processes are energy-efficient and optimise business and job opportunities this will bring;
- ensure that businesses are adapting to changes in climate which may otherwise cause problems with distribution chains and business continuity.

c) ***The legacy of London 2012 is channelled into local opportunities to enhance the skills and ambitions of those who live in the district.***

Working together, we will:

- encourage business start-ups;
- work with schools, colleges and universities to develop the workforce of tomorrow, including new 'green collar' careers;
- reduce the barriers of rural, social and digital exclusion;
- give adults of all ages access to learning and development opportunities;
- create a healthy workforce.

d) ***Businesses are good neighbours.***

With our help, businesses will:

- ensure that new development provides benefits for local people;
- take advantage of new technologies to provide a greater choice of services, and to make them more accessible;
- participate in policy and decision making, and in the wider life of the district.

- 4.3 The action plan is built around the outcomes above, and will evolve over time with the support of the Economic Prosperity Outcome Group.

5 The Consultation Process

- 5.1 A draft of the new strategy was circulated to the Corporate Management Team and to leading Members in February last year, as well as to the Local Economy Scrutiny Panel (as part of the Tourism Strategy Informal Scrutiny Group report). Discussions led to further consideration of the major actions in the action plan (eg further exploration the concept of a knowledge park at Bushfield Camp), following which officers carried out further research. Efforts have been made to tie the production of the economic strategy into the

timetable for the LDF, in order to benefit from further public feedback gathered from the latest round of consultation.

- 5.2 However, officers now believe that the strategy is ready to be sent out for more general consultation, following the corporate guidelines on our 'engagewinchester' web pages. In broad terms, consultees would include:
- the Economic Prosperity and High Quality Environment Outcome Groups
 - the Winchester and Segensworth BIDs
 - Business Link, Tourism South East, the North Hampshire Chamber of Commerce and Industry and other business support agencies
 - the Universities of Winchester and Southampton (School of Art)
 - tourism networks, such as Discover Winchester and the Attractions Partnership
 - South Downs National Park
 - the Federation of Small Businesses, National Farmers' Union
 - Winchester Area Community Action, and Community Action Hampshire
 - the Fieldfare Local Action Group for LEADER
 - colleagues, peers from other local authorities (including the County Council and Parishes) and Members
- 5.3 The above list is not exhaustive, however, and in reality anyone – resident, business or organisation - will be able to have access to the draft strategy on the corporate website. Links to the document and associated consultation questions will be published in *Perspectives*, through industry e-bulletins, in media releases etc. The draft will be presented as at Appendix 1 in simple Word format with no maps or illustrations to keep the file size small and easy to download electronically.
- 5.4 Consultees will be invited to respond to the following questions:
- a) The Vision
Do you feel that the vision is appropriate and powerful enough to drive the development of the economy of the District over the next five years?
 - b) Themes and Trends
Do you feel that there are any important themes or trends not represented or not adequately addressed?

c) Strategic Objectives

Are you able to support the key outcomes, or would you like to suggest others that you believe to be more appropriate to the development of prosperous economy in the Winchester District?

d) Action Plan

Can you propose any different or additional actions in support of the outcomes, particularly actions on which you, your business or your organisation can take a lead?

d) Measuring Progress

Efforts have been taken to ensure that most of the actions listed are 'SMART' (specific, measurable, achievable, realistic and timed). Other indicators have been given to help build an overall 'direction of travel' for delivery of the strategy. Can you suggest any other meaningful and cost-effective ways of measuring progress?

OTHER CONSIDERATIONS:

6 SUSTAINABLE COMMUNITY STRATEGY AND CORPORATE BUSINESS PLAN (RELEVANCE TO):

- 6.1 The economic strategy directly supports the delivery of the economic prosperity outcome of the Sustainable Community Strategy for the district.

7 RESOURCE IMPLICATIONS:

- 7.1 There are no resource implications for the consultation and publication of the strategy, other than some design, print and postage costs in some cases where copies are not made available on line. This is planned expenditure from existing revenue budgets.
- 7.2 However, the strategy proposes a detailed action plan which will require resources from the Council and its partners to carry out. These actions will be reviewed and potentially changed over time, and it is not possible to estimate the overall 'cost' of delivering the strategy at the outset.
- 7.3 However, actions from corporate strategies are generally lifted into annual business plans, and those requiring funding over and above what is available in revenue budgets are brought to Members for consideration. In the past, allocations have been made to economic development projects from Local Authority Business Growth Incentive (LABGI) reserves. Other resources – such as LEADER funding from the regional development agency, or temporary staff from the Future Jobs Fund – have also been pursued with success in order to deliver against economic prosperity objectives: this approach will increasingly be standard for Council officers as budgets continue to be constrained.

8 RISK MANAGEMENT ISSUES

- 8.1 There is a 'high level' risk assessment recorded at Appendix C of the draft strategy. The Council has already identified a strategic risk relating to failure of the local economy, and this strategy is a key tool in managing that risk.

9 EQUALITIES ISSUES

- 9.1 The draft economic strategy includes an interim equality impact assessment based on the Council's original assessment model. However, the Council is in the process of introducing a new and comprehensive system that covers all six equalities strands. Officers are therefore working with the Council's retained consultant, Dr Ian Barrett, to update the assessment using this newer model before it is sent out for public consultation.
- 9.2 Once the final version of the strategy is complete, it will be subject to a further assessment, to be validated by the Council's equalities panel and then published in accordance with legal requirements.

BACKGROUND DOCUMENTS:

[*Creative Winchester: A Tourism Strategy for Winchester District 2004 – 2008*](#)

[*Winchester District's Economic Action Plan 2006/9*](#)

[Consultation on new PPS4 – Planning for Prosperous Communities \(DCLG\)](#)

[Local Economic Assessments – Consultation on draft Statutory Guidance \(DCLG\)](#)

[Regional Economic Strategy \(SEEDA\) 2006-2016](#)

APPENDICES:

Appendix 1: Draft Economic Strategy for the Winchester District, 2010 – 2020

Due to its size, the appendix is attached for Cabinet Members, Group Leaders, Chairman of Principal Scrutiny Committee and Chairman of Local Economy Scrutiny Panel only. A further copy has been placed in the Members' Library and it can also be viewed on the internet via the following link:

<http://www.winchester.gov.uk/CouncilAndDemocracy/ElectedRepresentatives/Committees/CommitteeMeeting.asp?id= SX9452-A7844AC2&committee=780>

Economic Strategy for the Winchester District

2010 – 2020

CONSULTATION DRAFT ***January 2010***

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Please note: throughout this strategy, the word ‘Winchester’ is used to signify the whole of the Winchester District, unless otherwise qualified (eg ‘Winchester city centre’).

1 Foreword

Looking back with pride

[photo of Kit Finney]

Those of you who, like me, have been involved with the district's business life over many years will, I know, agree that Winchester has taken some giant steps forward during the life of the last economic action plan.

Committed partnership working has led to the opening of a dedicated business centre in Parchment Street. We have also established the first two business improvement districts (BIDs) in the county, including the first city-based BID in Winchester which has achieved rapid results in its first year of operation.

The business year now includes the thriving Winchester Business Excellence Awards; 'Meet the Buyer' events to match small and medium enterprises with big buyers in the region, and skills debates to ensure tomorrow's workforce are given the best possible possible skills and encouragement from school.

Our tourism sector has gone from strength to strength, with a national gold medal for the tourist information centre in 2006 and national recognition for the quality of Winchester's marketing campaigns to bring visitors to the district. The cathedral has led a tourism renaissance, using its film location work, speciality markets and winter ice rink to re-establish itself at the heart of the visitor offer.

Our universities continue to inspire us, with ground-breaking architectural projects, a constantly evolving approach to higher education and responsive support networks for their creative graduates to ensure that they stay in Winchester and reinforce the district's growing reputation as a cultural and creative centre for the region.

Over the life of this strategy, we will give particular focus to the help we can give to our rural businesses and communities – thanks in no small part to more than £2 million in LEADER funding which was secured in 2008 from the European Union and Rural Development Programme for England through the South East England Development Agency.

We have made big changes by working together, and I know that we can achieve much more over the coming years in this very special district.

Kit Finney
Chairman
North Hampshire Chamber of Commerce and Industry

A promising future

[Photo of Cllr Beckett]

As this strategy goes out for consultation, the country is in the midst of severe recession in the wake of an unprecedented collapse of the international banking system. Economic prosperity is a key priority of the sustainable community strategy for the Winchester District, so it is essential to ensure that we have the plans, commitment and partnerships in place to support our business community at this challenging time.

Although we hear of green shoots of recovery, the slump may last for another two years, and there will be Government spending cuts for a long time after that. But there are also cheering times ahead. The prospect of London 2012 Olympic and Paralympic Games has already inspired businesses across the UK to gear up to 'welcome the world'. Contracts to supply the Olympic Park have started coming to Hampshire and the rest of the South East, and there will be many more to follow. With a global spotlight on the UK in 2012, now is the time to raise skills standards, develop entrepreneurship and establish Winchester as a world class centre for business – not to mention a world class destination for tourism.

Whilst the rapidly growing threat of global warming hangs over us all, it also presents economic possibilities for us. We can champion a low carbon economy, with the new employment opportunities this brings. 'Green collar' jobs – in environmental sciences and low carbon technologies - will be the big growth area in the life of this strategy.

This is the first economic strategy for the district which incorporates tourism issues and actions. Tourism is one of our five biggest industries, and deserves the recognition as a serious player in our economy by inclusion in this ten year economic vision and action plan.

This strategy plays an important role in preparing the ground for delivery of the core strategy of the Local Development Framework (LDF) for the district. This powerful, evidence-based set of planning policies will support the evolution of the Winchester District over the coming 20 years. Through this economic strategy, we can start to bring about in a practical way some of the projects and programmes which have been identified through the extensive consultation which underpins the LDF.

We look forward to working with you in bringing forward these programmes. And I would like to thank all those who have spent time helping to shape this strategy on behalf of the Winchester District, by responding to consultation requests, supplying information, attending sector meetings or participating in pilot projects. Together, we can ensure that Winchester has a vibrant and sustainable economic future.

Cllr George Beckett
Leader
Winchester City Council

2 Introduction

Winchester is a diverse district, encompassing a prosperous and historic county town, and a flourishing business district called Whiteley at Junction 9 of the M27 near Fareham. Surrounding these urban centres are many miles of unspoilt countryside, punctuated by busy market towns and villages which still closely reflect the agricultural traditions of the district. This geography – and its impact on the local economy – is explored more fully in section four, but it is summarised below in a factual snapshot of the Winchester District in 2008 based on the most recent data from the National Census and other studies.

{Insert map of district}

Winchester in numbers

The Place

- i) Winchester City Council is one of 11 district and borough councils in Hampshire
- ii) the district covers an area of 250 square miles
- iii) the council serves a population of over 112,000 residents

The People

- the age profile of the district is similar to the regional average
- the district has a working age population of 67,700, with an economically active population of 58,300 and 8,800 who are economically inactive
- 42% of those of working age in the Winchester District are qualified at NVQ level 4 or above, compared with 31.5% in the rest of the south east and 29% in Britain as a whole;
- the minority ethnic (BME) population of the district according to the 2001 census figure is 2.16%. However, the Office for National Statistics has produced updated information from the 2007 Mid Year Population Estimates, including 'experimental statistics' (their phrase) which showed the BME population of Winchester as high as 4.7%;
- deprivation levels in relation to barriers to housing and services within the district are low
- half of Winchester's wards are within the least deprived 10% nationally

The Economy

- GVA (Gross Value Added) per head of population is £29,200 compared with £21,000 across the rest of the South East Region.
- house prices in the district are among the highest in the region
- the average gross weekly full time pay for residents in 2009 is £617, compared with £537 in the south east and £491 in the UK as a whole'
- there is a high job density (1.18 jobs per working age resident population)
- there are 5,475 VAT registered businesses (2007)
- the five biggest sectors are public service, knowledge and creative, land-based, tourism and retail
- the district is set to benefit over the life of this strategy from over £2 million from the South East England Development Agency's LEADER funding programme in

support of the rural economy and communities, following the success of a joint bid with East Hampshire

- Winchester has low levels of unemployment compared with the region, 1.7% at the time of writing this strategy - an historically high rate for the district

The Business Community

- the district's biggest businesses include Zurich (the insurance company), Hampshire County Council, the University of Winchester, Winchester City Council, IBM, Arqiva and the Winchester and Eastleigh NHS Healthcare Trust.
- business networks are considered to be critical to successful business performance, ranging from privately run breakfast clubs to more informal, sector-specific groups such as Café Culture (creative industries), Winchester E-Network (start-ups and entrepreneurs) and Wired Wessex (high tech).
- Winchester city centre was designated a Business Improvement District in 2007, giving rise to funding of around £400,000 per year over five years to bring about enhancements to the city's trading environment, from marketing to street scene and community safety.

3 A New Style of Strategy

3.1 Strategic context

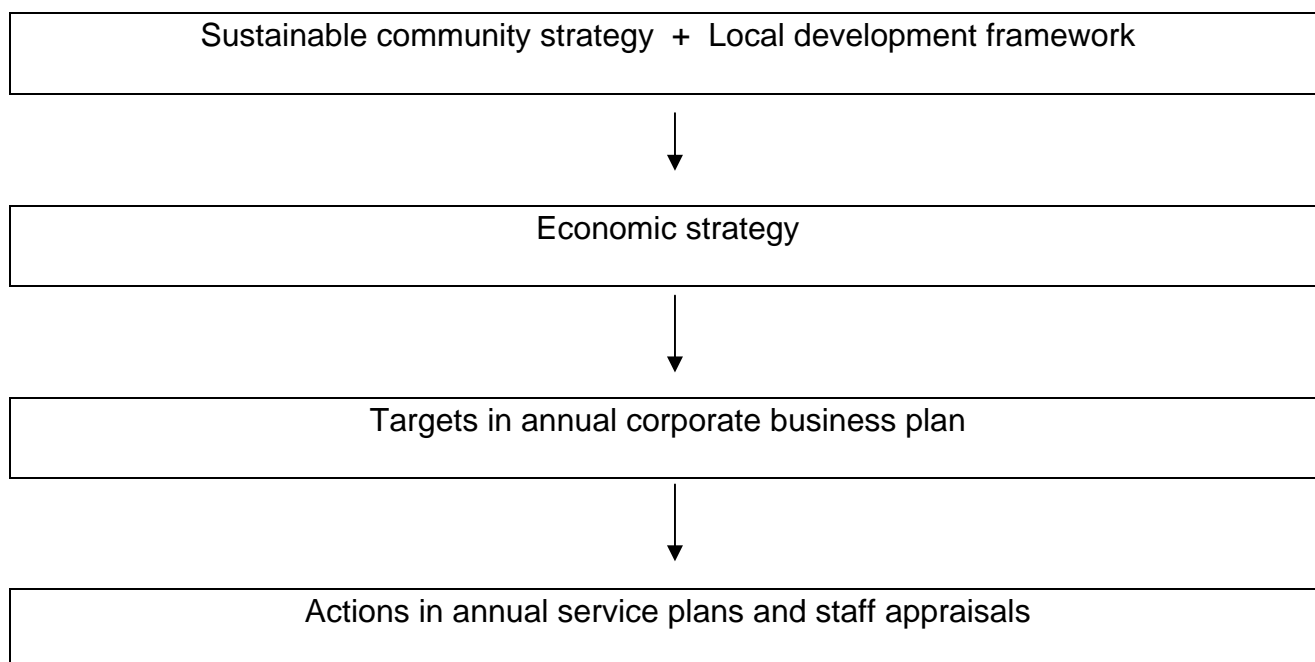
This strategy provides a framework for actions by the City Council and others to support and enhance the economic prosperity of Winchester District. Its delivery will be overseen by the economic prosperity outcome group of Winchester and District Strategic Partnership. It will also take place through other plans and strategies prepared by the Council and its partners. It is a key mechanism for realising the vision of the partnership as expressed in the district's sustainable community strategy (SCS):

Our vision for the Winchester District is of diverse and dynamic communities, where people work together to ensure that everyone has the opportunity to lead a fulfilling life now and in the future.

It is a ten year plan designed to express the priorities and aspirations for economic prosperity across the district. The Council's emerging Local Development Framework (LDF), will translate these priorities into spatial planning policies which will in turn be used to judge planning applications. The LDF aims to blend the requirements of national and regional policy (such as housing requirements set through the South East Plan) with local aspirations mapped through intensive consultation and research.

This strategy has drawn on the significant evidence base gathered for the LDF and SCS, and takes into account the feedback from residents, businesses and partners which continues to inform its development. For this economic strategy to be successful in achieving its objectives, the city council's partners and stakeholders will need to have their own action plans aligned to this strategy.

The Winchester City Council strategic hierarchy



3.2 A spatial approach

The sustainable community strategy and the emerging local development framework both take into account size, geography and diversity of the Winchester District. They recognise that different communities across the district have different needs and goals. This strategy follows the now established approach of developing plans to fit the three distinct spatial 'zones' of the district as follows:

- a) Winchester Town, consisting of the historic core and immediate surroundings;
- b) the market towns and rural area, including the market towns and villages of Alresford, Bishop's Waltham, Denmead and Wickham, and
- c) the M27 corridor and urban extensions in the south of the District (known as the 'South Hampshire urban areas'), such as Whiteley and West of Waterlooville, and the Strategic Development Areas proposed at Hedge End and North Fareham, which adjoin or are partially within the District.

{insert LDF spatial designations map}

Whilst our priorities and aspirations may be very localised, economic issues do not recognise administrative boundaries and there are many that are common across not only the district but the county, region and/or country. These have been grouped under cross cutting headings such as sustainability and workforce development in section 4.1 headed *The national and regional picture*. Such issues are also explored in broader policy documents, such as the South East Plan, Regional Economic Strategy and the sub-regional strategy for the Partnership for Urban South Hampshire. They usually require joint working by local authorities and other agencies. It is not the intention of this strategy to duplicate or rehearse the work of these partnerships, but it is consistent with that work.

3.3 Why is a strategy needed?

A growing economy with thriving businesses generates investment – in construction, in new technologies, in marketing and so on. This in turn underpins sustainable development to ensure that the future brings financial wellbeing, community cohesion and a high quality of life for all.

The district's economy is made up of many sectors, supported by a wide range of agencies and organisations. Corporate culture and gut feeling often play as much part in determining commercial success as evidence-based plans and documented processes. Consumer trends emerge almost overnight in our increasingly globalised and high tech lives, and customers expect a sophisticated response to these trends – but accompanied by the traditional standards of customer care, product knowledge and value for money. Amid so much change, challenge and opportunity it is important to ensure that those responsible for shaping policy and leading the community have a clear path to follow. And this is the purpose of the district's economic strategy. In particular, it will:

- set out the Winchester District Strategic Partnership's vision for the economy, which addresses the needs of the industry, our community and our visitors;
- provide a framework for and a commitment by the City Council to doing what is realistic in the pursuit of that vision;

- ensure that the City Council's resources in support of the economy are effectively marshalled;
- eradicate *ad hoc* policy- and decision-making within the City Council and inform the decision-making of local businesses and partner organisations;
- underpin the City Council's commitment to continuous improvement in the provision of its services;
- promote better co-ordination and consistency of decision-making and actions by partner organisations;
- provide a mechanism for evaluating the effectiveness, efficiency and 'value for money' of City Council activity in the areas of economic development.

3.4 How is the council involved?

Winchester City Council plays a critical role in creating an environment which nurtures a healthy economy. The Council co-ordinates private and public sector efforts to manage, develop, champion and promote the economy at every level. The City Council is also very actively engaged in a practical way. For example, it:

- is one of the biggest employers in the district;
- makes planning decisions which directly affect business ambitions;
- issues licences to taxi drivers, pubs and public entertainment venues;
- collects waste from commercial premises;
- provides housing to those on low incomes;
- inspects and rates restaurants and other eateries on their levels of hygiene;
- provides much of the infrastructure of tourism, essential services such as the tourist information centre, signposting, waste management, public toilets and car parks which ensure that basic visitor needs are catered for;
- collects business rates (NNDR) on behalf of the Government, and – where relevant – provides rate relief
- runs an economic development service providing advice, supporting new initiatives and providing networking and direct support for Winchester-based businesses;
- supports the development of the arts and sports, resulting in events and cultural facilities which help to make Winchester attractive to new entrepreneurs, to retain existing businesses and to appeal to millions of visitors each year;
- operates visitor attractions of its own, like museums and leisure centres;
- devises and promotes visitor products, from self-guided walking trails to special events;
- supports local communities in developing community plans, which identify aspirations for the economy at a very local level.

At a more strategic level, the City Council convenes the Winchester District Strategic Partnership to deliver shared aims with a wide range of partner agencies. It is a member of the Partnership for Urban South Hampshire (PUSH), and works jointly with other local authorities and partners on economic, housing, planning, place shaping and other strategies for this priority area.

A key role of the City Council is to create the right environment for business, whether through making Winchester city centre clean and attractive to visitors or ensuring rural entrepreneurs can build and grow thriving businesses. Overall, the Council aims to create a sense of place which attracts creative, innovative individuals whose ideas and aspirations will fuel a sustainable and diverse economy.

The Government's Business Support Simplification Programme (BSSP) is making changes to the way agencies support business, taking full effect by the time this strategy is published in 2010. The programme will require local authorities to play a stronger role in promoting economic development by working more effectively in key economic decision-making. This will require a closer partnership both between local authorities and with regional development agencies to drive economic growth. Economic wellbeing is a key requirement for a successful community, and – as a community leader, an employer and a policy maker – the City Council has a clear duty to safeguard it as the country moves uncertainly out of recession and into a new, more cautious era.

3.5 A sustainable approach

In line with the policy of Winchester City Council, this strategy has been checked against a set of criteria designed to assess its contribution to sustainable development. The summary of this appraisal can be found at Appendix A. Two points of clarification should be made as a result of this assessment:

- a) This strategy deals primarily with the economic aspect of sustainability. It does not deal with housing issues, as these are fully explored in the City Council's Housing Strategy 2008/9 – 2012/13. However, one of the secondary priorities in the latter is *to ensure an adequate housing supply to support the local economy and meet local needs*.
- b) The economic strategy does not try to tackle the major transport and access issues which are being comprehensively explored in the Town Access Plans being developed jointly between Winchester City Council and Hampshire County Council. The first of these, Winchester Town Access Plan, will also be adopted in 2010, and the action plan will make an important contribution to outcomes for this strategy.

4 The Winchester Economy

This section provides a brief analysis of the economy of the Winchester District. More detail can be found in the comprehensive *Economic and Employment Land Study* produced by consultants SQW in support of the LDF/SCS during 2007.

4.1 The national and regional picture

At the time of writing, the national and global economy is in a state of uncertainty. The string of national retail chains going into administration continues, with Borders and First Quench the most recent victims at the time of writing. The housing market, which was almost static for the first part of 2009, has picked up in spite of tough new mortgage rates from cautious lenders. But some new developments – including the major West of Waterlooville development in the Winchester District – have slowed right down as developers seek to renegotiate and to consolidate. Fuel prices have been erratic. The Bank of England has reduced interest rates to unprecedented low levels, but high street banks are scarred by the recent turmoil and are reluctant to lend to businesses. Domestic households have apparently been cutting back on fuel, food and entertainments, and supermarkets have reaped the benefit of the growing trend towards dining and drinking at home. There is extensive media debate about the likely severity and duration of the downturn. And while business performance seems to be starting to recover, or at least adapt, the Government's Pre-Budget Report in December 2009 presents many more years of spending cuts and higher taxes which will squeeze consumers and businesses alike.

The Winchester District has inevitably been affected but this area (and the South East region as a whole) has been far less severely hit than the more industrialised North. For example, Winchester and Alresford High Streets are flourishing, with high-end and speciality retailers opening throughout the past year. The local housing market has held up well too. And thanks largely to the enterprise of Winchester Cathedral, with its ice rink and continental market, the city has seen one of its best Christmas trading seasons. Our economy has lived up to the prediction in 2008 of the (now retired) Agent of the Bank of England for Central Southern England, John Whitely:

"...[many] of the companies located in Hampshire have proved themselves to be well diversified in terms of their products and their customer base and should be well placed to weather the tougher conditions ahead."

The Winchester and District Local Strategic Partnership has prioritised securing the district's economic prosperity in its Sustainable Community Strategy, and there is strong complementarity between City and County Council action in this area. Both are committed to delivering SEEDA's Regional Economic Strategy 2006 – 2026 which focuses on three objectives:

- a) global competitiveness
- b) smart growth
- c) sustainable prosperity

Other 'big picture' trends will influence the evolution of Winchester's economy. For example:

- *technological change*: the rapid development of communications technologies has increased the number of people able to work from home rather than commute into the office. This has in turn called for a high level of connectivity to the internet from homes, and finding innovative solutions to poor connectivity, particularly in rural areas. The

internet has brought consumers closer to global suppliers, and the pattern of shopping is inevitably changing as high streets and malls evolve into leisure destinations, requiring increasingly flexible planning policies.

- *climate change*: the journey towards a low-carbon economy has only just begun in earnest, and has generally been driven by consumers rather than Government or commerce. The Stern Report demonstrated the economic case for low carbon business, and The Climate Change Act requires an 80% cut in carbon emissions by 2050. So a sustainable approach to business is gradually becoming the norm rather than the niche, and there are competitive advantages to be gained from developing a low carbon economy which fosters 'clean' technologies and new 'green collar' jobs. However, many businesses will require considerable support and encouragement to make the transition, and workers will need to develop new skills.
- *a dynamic workforce*: alongside the flexibility of home and teleworking brought by the internet comes the mobility of migrant workforce from our European Union partner countries. Although many of our Polish colleagues have apparently returned home in a state of disillusionment, the evidence is that they and other incoming workers are still providing a valuable resource in the District. Many hospitality businesses have benefited from the acknowledged professionalism of 'guest' workers: but their earnings are often taken out of the country, and they may not stay long enough – or be made to feel welcome enough - to integrate with the local community.
- *transport*: the pressures on the county's road network are likely to increase once the housing market recovers and Government housing targets begin to be met. Major studies have been carried out to inform long term planning around the bottleneck at Junction 9 (Whiteley) on the M27, but every day in the meantime work time is lost to jams and accidents on the two main motorways. The lack of viable public transport alternatives to private vehicle commuting requires employers across Hampshire to look to flexible working to reduce the congestion and carbon emissions of the daily commute.
- *workforce development*: the Hampshire Economic Partnership suggests that global competitiveness requires more investment, not only in technology and innovation but also in education and training. The National Employer Skills Survey 2007 also highlights problems with motivation, poor technical skills and weak communication skills. Whilst there is a range of measures being put in place to build the 'right' kind of workforce for tomorrow's jobs, there will also be a need to provide retraining and lifelong development options for those affected by a rapidly changing marketplace. This will be particularly important for the sort of value-added employment Winchester already has and on which it seeks to build.
- *workplace entry routes*: the review of the wider PUSH strategy has highlighted the need to focus attention on routes into the workplace as companies scale back employee numbers and recruitment programmes as the economic climate continues to be uncertain. This is likely to affect the 18 – 24 age group in particular, with potential to lead to long term unemployment. Appropriate interventions will need to be developed to deal with this challenge, including harnessing new opportunities arising from a growing low carbon sector.
- *stress and illness*: a healthy workforce is a productive one, but adult workers are often those who take no regular exercise, lead sedentary lifestyles and aggravate health

issues with alcohol or a poor diet. Although participation rates in Winchester are generally good, the district is no exception to this national picture. During a recession, stress levels typically rise and act as a trigger for other emotional and physical conditions. Providing incentives and routes to a healthier lifestyle, from regular participation in physical activity to a positive work-life balance, are especially important at this time. The Winchester and District Physical Activity Alliance (SPAA) produces a strategy and action plan designed to get more adults more active more often, and so these issues are not given detailed consideration in this strategy.

4.2 A sector analysis: Winchester's five key industries

Winchester's economy is built on five main sectors. These have benefited from detailed analysis as part of the evidence base for the LDF, including economic visioning workshops, a tourism summit, public consultation and direct input from partnership groups ranging from the LSP's economic prosperity outcome group to Winchester Attractions Partnership. Outlined below are summaries of the conclusions relating to these sectors.

a) *public administration and business services* – largely concentrated in Winchester town, as the county town for Hampshire, and in Whiteley, which hosts the headquarters for large companies such as Zurich Insurance and National Air Traffic Services (NATS).

Winchester has a higher than average number of public sector employees, due to the presence of Hampshire County Council's headquarters, Winchester City Council, Hampshire Police Headquarters, Winchester Prison and Winchester and Eastleigh NHS Healthcare Trust.

This situation is changing, however. Hampshire Police may be moving to Chandlers Ford (in the Eastleigh District) in the coming years, leaving a site to be redeveloped for residential or mixed use. Hampshire County Council continues to assess scope for reducing occupation of city centre offices, and to consider redistributing its offices and running some services from other areas of the county. Both Hampshire and Winchester Councils are also making in-roads into home and flexible working, and rationalising the amount of office space they need. Employment in the public sector is expected to reduce as the impact of savings needed to reduce government debt begin to bite. The economic slow-down has already seen a reduction in private sector staff numbers: Zurich, one of the county's biggest employers based in Whiteley, shed 481 jobs in last quarter of 2008 as the recession started to bite.

The current high level of primarily office-based, public sector workers, is a great contributor to the in-commuting working population of Winchester town. Public sector jobs are traditionally not highly paid, so many of the public sector workers cannot afford to live in Winchester. Instead, they commute in from less expensive housing areas such as Eastleigh and Southampton, alongside other lower-paid workers from the private and voluntary sectors. Should attractive jobs be provided in these other locations, closer to workers' homes, there is a potential threat to the sustainability of the organisations which depend on the in-commuting population.

Mass in-commuting has undesirable effects on the environment, on traffic congestion and on productivity. The high level of in-commuting for work also

has the knock-on effect of making Winchester's population fluctuate through different times of day, in both size of population, and social mix. It also means that as offices close at around 6pm, the city centre is very quiet until the resident population make use of restaurants, bars and other activities from around 8pm onwards.

- b) *land based industries*** – farming and, to a lesser extent, forestry are important contributors to the district's economy. They are not only local sources of food and fuel, but provide managed space and beautiful countryside for outdoor recreation.

Much of the Winchester District's rural area is designated as an Area of Outstanding Natural beauty (AONB) and the East Hampshire AONB has just been absorbed into the newly designated and larger South Downs National Park. Much of this landscape is managed by the farming community, who not only use the land as a resource for growing crops and grazing animals, but also manage the hedgerows, copses and set-aside areas which contribute to the traditional patchwork feature of the countryside.

In addition to mixed farming, much agricultural land is also used for the equestrian sector. This can be controversial in aesthetic terms, when fencing, stable blocks and riding school buildings are required, and the sector raises concerns about the management of waste in the countryside. However, poor practice tends to be the exception, rather than the norm. Horse riding is a popular leisure activity for the local population, and also for the more urban population based in the south of Hampshire who may not have the space close to home to keep their own horses.

Forestry does not employ huge numbers in this area, where it tends to be used as a resource for leisure activities. The historic Forest of Bere and Waltham Chase areas are close to the south Hampshire centres of population and serve as walking, riding and cycling destinations. However, it is important that work to conserve the biodiversity of these areas is maintained, in order that they continue to provide the very attraction of natural space which brings visitors to the area. Forestry is also becoming more important as a source of sustainable fuel sources. Wood fuel is gaining momentum as an alternative to coal, oil or gas, which is leading to a resurgence of coppicing and other traditional woodland management techniques.

Rural businesses have benefited from migrant labour and are greatly concerned that the fall in the value of sterling may trigger an exodus of overseas workers who currently provide essential labour in hard-to-fill roles.

- c) *tourism and recreation*** – generating around £240 million in turnover per annum to the district's economy, tourism is already a long-established and important contributor. The tourism and leisure/culture offer of a destination are inextricably linked, as tourists are simply people enjoying leisure activities away from their own home – whether their home is in Hampshire or much further afield. Throughout the economic downturn, people have continued to see holidays as necessities rather than the luxuries they were considered during the last recession. As a nation, we have continued to book short breaks and longer holidays despite cutting back on other areas of expenditure. Winchester has joined many other UK destinations in seeking to provide a value-for-money (and

more environmentally friendly) alternative to overseas trips by offering strong and distinctive packages with high quality customer experiences. The last year has shown good performance by serviced accommodation willing to offer flexible pricing or late deals, and camping/caravanning sites able to provide a cheaper place to stay. Local attractions have done well, too, as the 'Staycation' phenomenon continues and more UK residents holiday at home or at least within the country after many years of enjoying an excellent exchange rate abroad. This is particularly true for Winchester, which – in common with the rest of Hampshire – has a strong 'internal' visitor economy, fuelled by its summer festivals, active cultural attractions and increasingly strong retail offer. However, traditional UK destinations like Winchester still have to contend with challenges such as:

- the lure of cheap flights to sunnier climes;
- the availability of new destinations offering unusual lifestyle 'experiences';
- perceptions of poor quality and service standards around the UK;
- lack of marketing support from the regional and national agencies, whose budgets are severely constrained.

Winchester has always been a destination for UK visitors, and is less well known in overseas markets. This is reflected in the huge proportion of day visitors (4,088,000 in 2008) compared with staying visitors (281,000 trips in 2008, of which only 42,000 or 15% were trips by overseas visitors). Not surprisingly, the day visitors generate significantly less per trip than their staying counterparts. Successive tourism strategies have attempted to reverse this nationally-felt decline in the more lucrative staying visitors, but the downturn has seen business-related trips falling sharply and overseas visitors not yet taking advantage of a more favourable exchange rate. However, the local hotel stock has benefited in recent years from high levels of investment, ranging from major refurbishments to the opening of a new Holiday Inn at Morn Hill in spring 2010: the communications reach of these hotels brings new visitors to the district. Moreover, new markets have opened up in Eastern Europe, Japan and even China which promise future potential for Winchester.

London's success in securing the 2012 Olympic and Paralympic Games is a driver for improvement in service standards, customer care and marketing across the tourism sector. 2012 has become a useful focal point and a catalyst for projects and improvement plans. The main benefit of the Games in terms of visitor numbers and spend is likely to be felt from 2013, as a legacy to the massive international media coverage for London.

Previous experience from Foot and Mouth or terrorist attacks has demonstrated that it makes good sense for Winchester to continue to put UK residents at the top of its marketing priorities: but cheap web technologies mean that the consumer spectrum can be broadened, and the new marketing strategy by the City Council's tourism service for 2010 will help to bring this about in the most effective way.

d) *knowledge and creative industries* – already punching above its weight in this sector, professional Winchester can do more to provide well paid jobs locally – and reduce out-commuting and carbon emissions at the same time. Success stories already include IBM at Hursley, Arqiva at Crawley and Cine Wessex in the town.

According to the Local Futures Group in their study of Winchester in 2004, Winchester needs to focus on the knowledge based industries, keeping in mind four areas of competitiveness:

- strengthening entrepreneurial business clusters and networks;
- improving local innovation which often comes from collaboration between organisations;
- an educated, skilled and flexible workforce, and
- advanced electronic infrastructure.

Local consultation suggests that there is scope and support for a 'knowledge based economy'. The Local Development Framework Core Strategy proposes a 'knowledge park' on the outskirts of the city to accommodate new business interest and start to make inroads on the out-commuting problem. The two universities and SEEDA have indicated support in principle, and the City Council is committed to further research and development of the concept.

Creative Winchester is also very successful, with graduates in creative disciplines from both the University of Winchester and the University of Southampton's Winchester School of Art keen to stay in the city once they have completed their studies. However, workspace for creative industries presents a real barrier for small businesses who cannot afford the commercial rents of Winchester for their first studio. The City Council recognises that for this sector to thrive, there has to be space for practitioners to create new work, and has worked hard to make available premises for occupation by a range of artists (eg Matley's Yard at Wharf Hill, or the Colour Factory's bungalow in Gordon Road). The creative sector works on a spectrum from participatory community arts through to high-yield commercial enterprise, but the full spectrum is needed to sustain the long term economic and social well being of Winchester.

- e) **retail** – character shops differentiate the district's retail offer from major retailing outlets at West Quay (Southampton), Gunwharf Quays (Portsmouth) and Festival Place (Basingstoke). They are an important part of the mix, along with high street names and local shops for provisions and essential goods. As well as Winchester, Alresford, Bishop's Waltham and Wickham have strong appeal through their line-up of home furnishings, delicatessens, designer clothing boutiques and distinctive eateries. However, independent shops, particularly those stocking lifestyle products, tend to come and go according to fashion and economic climate. They will need to evolve their offer to meet changing consumer trends, and to ensure that they give value for money.

Whiteley Shopping Village, conceived as a factory outlet, has not been as successful as Gunwharf Quays and there are plans to remodel it as early as 2010 as a mixed development of housing and more traditional village centre shops.

Smaller villages are traditionally reliant on a small village shop for essential provisions. The post office closures during 2008 put some of these shops in jeopardy, removing a key strand of income and encouraging customers to shop in other centres. However, some locations have fought back. West Meon's community shop sells local produce, operates an internet café and tourist information point, generates income from an over-the-shop letting and raises

funds through the sale of stocks and debentures. The City and County Councils have both been offering grants to support village shops, to bring about improvements which ensure their long term sustainability.

A *Retail and Town Centre Uses* study was commissioned by the City Council in 2007 as part of the evidence base for the Local Development Framework. It concludes, although prior to the current downturn, that:

“To meet the District’s need for retail and other town centre uses major development is required in the town centre in the medium to long term. An appropriate balance of uses needs to be maintained and existing town centre uses should be protected... Medium term development opportunities within the Winchester town centre boundary are in theory capable of accommodating around 16,000 sq m gross of Class A1 to A5 floorspace [eg shops, eateries, pubs, financial/professional services], and could meet the Winchester urban area projection up to 2016.”

The study cites further development opportunities in New Alresford, Bishops Waltham and Wickham during the same period, designating them as ‘district centres’ to complement the ‘sub-regional’ centre of Winchester. It also proposes strategic support for the development of retailing in the district through measures such as:

- improving the range and choice of shops and services in all centres ... by encouraging intensification, development and the re-occupation of vacant premises, and continuing to promote the centres;
- maintaining the generally high quality environment within each centre;
- improving accessibility and public transport to the town, district and local centres in order to encourage more residents to shop in their nearest centre;
- the implementation of shop frontage policies within the development plan to protect retail and other desirable town centre uses; and
- measures to bring forward development opportunities to improve the availability of modern premises suitable for new occupiers.

Key factors for success

- *flexibility in a changing market:* Council policy must allow for a rapidly changing business climate by building flexibility into its core policies for both urban and rural centres whilst protecting the district’s distinctive town and landscapes
- *reaching new markets:* make effective use of cheap e-marketing to reach new tourism markets and establish Winchester as a destination for overseas visitors. The district needs to have full broadband provision to ensure that it is able to compete in this area.
- *commercial property:* provide suitable premises for local growing businesses and for the creative industries.
- *the power of 2012:* continue to make the most of public enthusiasm for London 2012 for delivering on local priorities and opportunities, including training, marketing and raising service standards.

- *lifelong development*: people of all ages need access to new kinds of training and development opportunities to ensure that our workforce can adapt to new opportunities, such as global market places and diversification.
- *retail support*: ensure that strategic support is available to help retailers evolve their offer (eg through training, joined-up marketing and town-centre promotions or events) and plan for additional floor space provision in appropriate locations.

4.3 A spatial analysis

This section draws out the main issues for each of the three spatial 'zones' and summarises the key factors for success. The factors are brought together in the action plan at section 6.

i) Winchester town

The document *One Vision, One Place: Winchester – towards our Future* was produced by Winchester Town Forum in 2007 following public debate and consultation. It sets out a vision for the town area, under eight themes:

- caring about our history, heritage and setting;
- encouraging people to do business here;
- remaining a natural destination for visitors and shoppers;
- providing new and affordable housing;
- improving transport, infrastructure and air quality;
- becoming a regional centre for creativity and culture;
- creating a green and environmentally friendly city;
- being a town which supports safe and stable communities.

The actions proposed under each theme will have a direct, positive impact on the economic prosperity of the town area and are translated into other strategies or programmes of work being undertaken by Winchester City Council and its partners. The issues below have therefore been refined to those which the economic prosperity SOG can most usefully and effectively tackle over the five year life of this strategy.

In 2008, Winchester City Centre Partnership led a project to designate the city centre as a Business Improvement District (BID). Businesses voted in favour of a BID in June 2007, agreeing to pay an additional 1.5% of their rateable value in order to see enhancements in the area which would improve trading conditions. Projects under the BID began early in 2008, including the recruitment of two police community support officers, graffiti- and gum-busting initiatives, marketing and promotion of the town centre and improved Christmas lights.

The BID office is located at Winchester Business Centre in Parchment Street, which opened in October 2007. The centre provides affordable meeting space for local businesses, and face to face access to support and advice for businesses across the district.

Rich in diversity, proud of its past and confident in its future, Winchester embraces and celebrates its overarching quality as a fantastic place to be. Leadership with vision is ensuring that the vibrancy and status Winchester has enjoyed throughout its history will flourish. Intelligent, high quality regeneration that respects the city will continue to promote Winchester's prosperity whilst ensuring its heart and soul are enjoyed by all for generations to come.

Riccardo Mai, Project Director for Silver Hill, Thornfield Properties plc

Key issues to address in Winchester Town

a) Knowledge based industries

A high proportion of Winchester's working population consists of graduates and professionals in the knowledge sector (such as engineering, computing, accountancy and other business services). Around 10,000 of these head out of Winchester city every day - often northwards to Basingstoke and London - leading to a massive 'out-commute'. This restricts the contribution of these industries to the local economy and reduces the scope for social integration within the district. We need to provide opportunities for these people to work locally by providing the infrastructure which will attract and grow the knowledge sector locally. We also need to future-proof our economy by diversifying, and by positioning Winchester as a sympathetic and compatible location for new low-carbon enterprises which are likely to be a major growth specialism over the life of this strategy. A reduction of the 'out-commute' would also potentially reduce the large-scale 'in-commute' which adds significantly to Winchester's carbon footprint.

b) Creative industries

Home of two university campuses, Winchester generates an annual output of bright, creative graduates in high-end disciplines such as design, architecture, IT and media. Many leave the district in search of suitable start-up premises, which can be hard to find in a compact historic city. We need to provide the right accommodation and training opportunities for them, in order that they can start, run and grow into successful local businesses.

c) Retail and speciality shopping

Winchester benefits from a range of local, independent shops that specialise in everything from hand made jewellery to locally made or grown produce. Boutiques offering distinctive and 'high end' products of this kind are prevalent not only in the city but also in our market towns. This is what differentiates Winchester from other shopping centres, and attracts high-spending visitors to our town and village centres.

The High Street has seen new, high-end boutiques opening over the last year such as Cath Kidston and Jack Wills, as well as specialist retailers (three confectionary shops and two children's toy shops) which would have seemed unlikely contenders in a deep-rooted recession. Every indication is that retail is doing well, even in the secondary streets where special help has been provided (such as the striking 'Kite Flyer' arch over Parchment Street, erected in April 2009 to draw footfall into the street). Up to 400,000 additional visitors are estimated for the 2009 market and ice rink in the Cathedral's Inner Close, helping to combat a noticeable trend away from town centre shopping at Christmas in favour of internet and out-of-town purchasing. Small enterprises are working together to find innovative ways to promote their offer, and the Council has allocated funds to support city centre retail during the downturn through additional marketing and special events. There is a need to be able to respond to retail businesses that seek support for collective action to ensure the survival and continued expansion of the specialist shopping sector.

The redevelopment of Silver Hill (also known as the Broadway/Friarsgate site) at the bottom of the High Street will take place during the early years of this strategy. It will incorporate shops, eateries, homes and a new bus station, creating a new retail dynamic within the city. The lay-out will provide the multiple retailers with sought-after large units currently in short supply, which will prompt some movement away from existing premises. With a vibrant 'cultural quarter' evolving in Jewry Street at the other end of the High Street, it is essential that planning policy allows for the evolution of the High Street itself to avoid a

'dumb-bell' effect with shoppers being drawn away from the more traditional units. However, the recent arrivals on the High Street provide some reassurance that there is potential for speciality boutiques to flourish even if the chain stores migrate to more modern premises in Silver Hill. The new development should also enhance the city's reputation for speciality goods, by improving the market provision and offering tailor-made units designed for smaller operators such as local craftspeople. Studies indicate that a core offer of multiples is needed to underpin the speciality offer of a destination, and this is an important balance to achieve over the coming years.

d) The early evening economy

There is an extreme lull in activity in Winchester town centre between 5pm, the time when workers leave the city for their homes further afield, and 8pm when residents come into town to enjoy the local cultural attractions and restaurants. We want to grow opportunities for local businesses during this period, and consolidate the pilot schemes in summer 2008 and 2009 to animate the city centre during this time.

e) Commuting

Because of the nature of jobs currently provided in the city centre and the cost of housing, around almost 18,000 workers commute in from surrounding areas of Hampshire. This in-commute, coupled with the out-commute mentioned at 'a' above, is detrimental to productivity, to the environment, to social integration and wellbeing. It also creates congestion on the surrounding main roads and motorways and is unsustainable. Further efforts need to be made to reduce in-commuting, for example through green travel planning; flexible or tele-working, and provision of housing, including affordable options so that those in lower paid jobs are able to live as well as work in the district.

f) The visitor economy

Winchester has been a tourism 'hub' in the region for many centuries, and the district as a whole continues to attract over 4.4 million visitors a year, with over 4 million of these being day visitors. The traditional heritage offer is now challenged by an expanded market place as a result of cheap flights to European cities and alternative styles of 'experience' holidays. Local tourism businesses have responded to this challenge by introducing modern, high specification facilities (eg INTECH's planetarium); by introducing new events (eg the cathedral ice rink and German market) or by finding new ways of promoting themselves (eg the Hampshire Top Attractions consortium).

Other initiatives which will have a positive impact on the overall offer of the city include, at the time of writing:

- the repaving of the High Street in 2009/10, which will improve the look and feel of the city centre;
- associated work now being discussed to enhance The Square, to manage more effectively the traffic and pedestrian mix and to balance commercial, cultural and environmental needs;
- the opening of a Holiday Inn at Morn Hill in 2009, the first big national hotel chain to appear in the city;
- the start of work on the Silver Hill development in 2011/12, which will expand and enhance the retail offer and provide a better arrival experience for coach-borne passengers;
- the further development of proposals for a multi-million pound attraction based on the history and evolution of the English Language, known as The English Project, which could form part of the Silver Hill programme.

With these plans in mind, and businesses already working in strong partnerships to bring forward new ideas, the key need for Winchester is to reinforce its reputation as a world class destination through proactive and creative marketing. It also needs to be made as accessible as possible, making it easy to find out about, easy to reach and easy to get around for those we seek to attract here. The new Town Access Plan will address transport issues over the next twenty years, and other work is already underway to improve the welcome offered for those with a wide range of special requirements.

g) Winchester's cultural assets

Winchester's rich cultural offer is a major strength in attracting and retaining entrepreneurs, visitors and students. Its historic environment, festivals, arts and museum provision, fine dining establishments, good schools, and sports infrastructure all contribute to make the town a special place for all age groups. Protecting these assets is a critical factor in nurturing the economic prosperity of the town. The recession has not had a widespread negative effect on our cultural institutions, although previous recessions have seen investment in culture decline and spending on cultural activities (eg eating out, theatre going) reduced to fit domestic constraints.

h) Development impacts

As noted above, there are exciting plans for the town area due to be realised during the life of this strategy which should have very positive long term effects on the local economy. It is important to ensure that these benefits are felt by local residents as well as businesses. However, the short term impact could be negative with disruption to shops and offices caused by demolition and construction works. The street scene may look worse before the positive end result is achieved, and access to the town could be complicated by diversions and road closures. Reducing the impact of these short term problems is essential, by pre-empting them with good traffic management, clear pre-arrival information for visitors and regular dialogue with businesses.

Key factors for success in Winchester Town

- *marketing*: promote the rich cultural offer of Winchester city centre to visitors and entrepreneurs in a modern and enticing style, making full use of web-based marketing technology. Position Winchester as a competitive and welcoming location for low carbon enterprise.
- *evening economy*: encourage growth to provide business opportunities and broaden the visitor offer
- *business support*: provide training, skills and advice for business start ups, creative industry practitioners, knowledge industries
- *the environment*: reduce harmful impacts on the environment by businesses, commuters and visitors
- *homes*: provide homes for people who work here, and jobs for people who live here
- *development*: maximise the long term benefit for the resident community, and reduce the negative impact on short term disruption.

ii) Market towns and rural area

Two thirds of the population of Winchester District live in its rural areas and market towns. For these residents, the advantages such as scenic surroundings and strong communities need to be balanced with the challenges of a reduced public transport system to provide access to facilities; diminishing local services (eg banks and post offices); rural isolation and, in places, digital isolation.

A large proportion of the Winchester District lies within what was the East Hampshire Area of Outstanding Natural Beauty (AONB), which has just – at the time of writing - been subsumed into the newly designated South Downs National Park which extends from Winchester to Eastbourne in East Sussex. The National Park will have a direct impact on the character and activity in this area: for example, through changes to the planning authority, or an increase in leisure use. The woodlands of the Meon Valley are part of the historic Forest of Bere and Waltham Chase. The Forest of Bere is the nearest and most accessible countryside for many of the residents of the urban southern part of the district and surrounding PUSH (Partnership for Urban South Hampshire) development area. PUSH has recently consulted on a Green Infrastructure Strategy which includes a proposal to develop the Forest of Bere as an amenity for recreation and biodiversity. The built environment of the area is historically significant with many listed buildings, and a total of 37 conservation areas across the district.

The three largest settlements outside the city are, by population:

Bishops Waltham (6,700)

Denmead (6,500)

New Alresford (5,000)

In 2008, Alresford Town Partnership secured over £200,000 for their *Putting Pedestrians First* project. This aims to increase access to the town centre for pedestrians, and reduce traffic movements which present a safety concern in the town centre. The funding is a combination of grant aid from SEEDA's Small Rural Towns Fund, developer contributions, Winchester City Council capital programme and local businesses. It has enabled a footpath to be constructed across Perins School grounds, linking in housing to the south west of the town to the town centre, and providing long stay car parking to free up space in the town centre.

Another success has been the creation of a Local Action Group representing the rural areas of Winchester and East Hampshire Districts, which successfully bid for over £2 million of LEADER funding from SEEDA. This has enabled the group to allocate grants of up to £50,000 to local projects which support the rural economy, and contribute to Rural Development Programme for England measures. 2009 saw the first grants allocated to a range of businesses and community enterprises.

The first seminar for landowners designed to explain options for reusing redundant rural buildings took place in January 2008. This successful event allowed farmers, land owners and agents to find out more about the policies and processes they need to consider when applying for planning permission. A further event took place in October to tell planners and Council members about the land use needs farmers, growers and landowners have now and expect to have in the future, responding to climate change and population growth. It is clear that this advocacy work needs to be maintained to help farmers diversify over the life of this strategy.

Key issues to address in the market towns and rural area

i) Agriculture

Studies carried out in 2005 showed that cattle, sheep, cereal and mixed farms in this area all made losses, despite more innovative farm practices and diversification. However, there is continued pressure for the UK to use the land to produce food, not only to cut down on food miles and reduce imports, but also to help feed a growing worldwide population. Ongoing challenges face the agricultural sector including animal disease, climate change and weather, and increasing production costs resulting, for example, from higher fuel prices. The City Council is already working to support landowners through training, support with planning applications and funding, but more interventions may be required over time.

ii) Forestry

The market for woodland resources such as coppiced hazel has been in decline as consumers have preferred to purchase mass-produced goods. This has detrimental effects on the management and biodiversity of our local woodland. However, fashions are changing again, with a resurgent interest in rural crafts, self-sufficiency and home-made goods. Wood fuel for renewable energy is one possible area of future demand, as is tourism and being able to 'show off' traditional woodland management techniques and skills. Our forests are now a highly valued leisure and recreation resource, and still need to be managed.

iii) Tourism and Recreation

Hampshire has a significant internal visitor market, and the overlap between tourism and recreation across the county is very wide. The unspoilt countryside, scenic villages and traditional market towns all attract visitors, who enjoy cycling and walking trails, rural pub meals, fishing and boutique shopping. The official designation of the South Downs National Park, to which Winchester has long been seen as one of the two main gateways, will almost certainly see a rise in leisure visits to the area. There are opportunities for the District to develop niche activities in the rural areas – across local authority boundaries - and increase its focus on 'eco-tourism'.

In 2009 Marwell Zoological Park is the biggest rural employer in the district, and is one of the most popular attractions in the south east. It is in a period of major change, which should reinforce its position as a high quality attraction and serious centre for research and education over many years to come, with new 'charismatic' species, new facilities and a new layout to support interpretation.

In order for the rural economy to benefit from visitor spend there is a need for more, high-specification accommodation preferably offering countryside-friendly experiences to minimise negative impacts such as car usage or noise. Well designed self catering or bed & breakfast properties can support year-round visiting and encourage longer stays, resulting in more spend locally on provisions, meals out, shopping and activities. Scrubbs Farm at Cheriton offers residential courses on learning to shepherd; Lainston House Hotel near Sparsholt offers clay pigeon shooting and fly fishing, and Winchester Tourism has recently run 'gourmet short breaks' packaging high quality accommodation with master classes on chocolate, jam or sloe gin making run by local producers. There is good scope for more leisure cycling routes in the district, and untapped potential in equine tourism, given the growth of local riding schools, establishment of a polo centre at South Wonston and popularity of large riding centres in the south of the district.

Food tourism is likely to continue to be popular, giving rise to the success of the Alresford Watercress Festival each May and the annual Hampshire Food Festival, as well as visitor publications such as *The Winchester Watercress Tour*. To encourage return visiting, there is good scope for more cultural events relevant to the area such as game fairs and rural skills or countryside shows.

In research carried out by Tourism South East on behalf of the Countryside Agency in 2002/03, 7% of respondents disliked the amount of litter in the South Downs area. Whilst there are no more recent figures, anecdotal evidence suggests that this is an ongoing detractor for those who enjoy walking in the countryside and may benefit from a combined effort to control the problem.

iv) The environment

Climate change is a problem the whole population is facing. Farmers are already diversifying into sustainable energy and fuel by growing alternative crops. However, this reduces the area used to produce food for our rapidly expanding populations both nationally, and internationally. Using bio fuels also has planning implications as different buildings are required to house specialist plant for new processes. The production of biomass, such as wood pellets, from well-managed woodlands (including the potential for the planting of new woodland areas) will be important for supplying local renewable energy schemes, and contributing to local 'carbon sinks' to offset carbon emissions.

Efforts to reduce commuting in and out of the rural areas are being made through policies to ensure a balance of homes and jobs in the right locations. Hampshire County Council's 'MATISSE' project also aims to find alternatives to employees making the daily commute from home to work and back, by making use of modern communications technologies, and promoting alternative transport methods such as cycling and car sharing, particularly in the annual Smart Commute week in November.

v) Employment

The average income of a resident in Winchester's rural areas is above the national average for comparable areas. However, those who commute in to the rural areas to work earn much less. This is the obvious product of the high levels of out-commuting to more highly paid jobs which is so pronounced in the town area. The cost of housing is still high in the rural areas, but businesses operating in agriculture, forestry and other land based sectors often offer low wages which aggravates the commuting pattern. There is an increasing trend towards home working, which can reduce commuting levels and increase spending at local shops and businesses. However, it demands adequate communication infrastructure to be available across rural areas which is not currently the case. Work needs to be undertaken to map provision of communications infrastructure, in order that solutions can be found.

vi) Reducing inequalities

Wickham is a village known for its lovely houses, thriving business community and strong social networks. However, it also has one of the highest indices of deprivation in the district, after the four priority suburbs of Winchester. This manifests itself in the performance of the local primary school, for example, for which the 2007 Ofsted report states that 'Children enter Reception with below the expected levels of skills and knowledge' and suggests that the consistently average scores are in part attributable to the higher than average intake of pupils with special educational needs and a high level of pupil mobility. Supporting children and young people so that they can fulfil their potential is a key element of the Hampshire Children and Young People's Plan and is the purpose of the Winchester District Children and Young People 0-19 Partnership (part of the WDSP).

We need to extend this work by creating a bridge from education into the workplace. Bringing together the local schools consortium and businesses to ensure that the new, vocational 14-19 diplomas are successful in providing skills and job opportunities for those who most need them in the district, will be an important part of our work.

vii) Access

Following the closure of many rural banks in past years, the post office network is now being scaled back. This restricts easy access to services, and often has a direct affect on the viability of village shops where post offices have increasingly been based in recent times. Public transport is considered insufficient by residents for the needs of rural communities, who tend to rely on cars and community transport initiatives rather than the infrequent bus services, so further eroding the case for even the current level of provision. Multiple car ownership is common in rural areas, particularly among families who work and go to school further afield. The issues of rural transport and commuting are contributors to the district's relatively large carbon footprint.

Key factors for success in the market towns and rural area

- *diversification*: we need to support farmers and other rural landowners in evolving to meet the economic, environmental and social challenges ahead. Existing planning policies make provision for the re-use of redundant farm buildings according to local business potential, whilst safeguarding the landscape which is important for residents and the visitor economy alike, and this needs to continue.
- *increase local employment opportunities*: encourage new business opportunities which will provide well paid jobs near people's homes. Build bridges between employers and schools to provide economic opportunities for young people, and appropriately skilled employees for the workplace. Actively identify and support low carbon business initiatives appropriate to these rural locations.
- *develop a high value visitor economy*: encourage the creation of new, high-specification visitor accommodation which is sympathetic to the rural surroundings. Research and promote new, cross-boundary rural products and supporting infrastructure (eg car parking).
- *production*: farmers need to develop more efficient production practices to maximise use of land at a time when growing world populations, rising sea levels and other environmental factors are placing increasing pressure on land use.
- *shared premises*: share and extend existing good practice in shared space – such as the City Council's local access points - for local small businesses and services, eg library, post office and village shop services all in one location.
- *communications*: ensure the provision of suitable communications infrastructure in new, rural developments, and the enhancement of current, inadequate provision to facilitate home working and social inclusion.
- *buy local*: use tourism campaigns to promote the use of local rural facilities (eg pubs and shops), and support initiatives to buy locally produced food, drink and crafts.

c) The South Hampshire Urban Areas

SEEDA has designated urban South Hampshire as a priority area for economic development (known as a 'Diamond for Growth') over the next twenty years. The local authorities in this area, which includes the southern part of the Winchester District, are working together as the Partnership for Urban South Hampshire (PUSH) to ensure consistency, continuity and a shared understanding of the issues. PUSH has been adopted by the key cultural agencies as a 'priority place', which means the area will benefit from funding to help establish the existing and new communities to enjoy a high quality environment and a good quality of life. This will be achieved by delivering a strategy for economy-led growth over the twenty years from 2006 to 2026, reflected through a range of plans and strategies including Winchester's Local Development Framework.

{insert PUSH map, showing district boundaries overlaid}

This strategy looks at the short term needs of the southern urban area falling within the Winchester District, which lies mainly along the M27 corridor. Two of the key communities are Whiteley, which is a major centre of business with a growing resident population, and West of Waterlooville. The latter is a major development area where 2,000 homes have been granted planning permission, the majority within Winchester District, and a further 1,000 have been proposed at the time of writing.

Segensworth Business Park on the A27 established the first Business Improvement District (BID) in Hampshire. This out-of-town BID unusually straddled the border between Fareham and Winchester. Although only twelve Winchester business premises are in the BID area, they were all in favour of the scheme and have enjoyed improved security across the business park; improved the provision and attraction of green transport options for staff, and benefit from shared services (eg first aid training) and improved networking and communications.

Key issues to address around the South Hampshire Urban Areas

a) A diverse economy

This part of the district is a natural business location thanks to its geographical position and communications. The area has potential to be promoted further as a base for low carbon enterprise, knowledge based businesses, or high technology sectors such as the marine industry with which the area already has links. The City Council works with colleagues in PUSH to make the most of opportunities across the area, which enjoys good communications and forms a natural economic corridor for the county. The PUSH target for 2026 – albeit under review as a result of the recession - is to raise GVA to 3.5% from 2.7% in 2006. It is important to ensure that the major housing growth areas in the district also offer space and facilities for businesses, rather than just becoming housing estates.

b) Transport

A longstanding issue at Whiteley is the single road in and out. This is very congested during rush hour, as the business park is a key employment centre in the county, and traffic problems can impact on the nearby A27 and M27 routes on which the community depends. With a lack of primary and secondary school places in the immediate vicinity, residents (many of whom have young families) also need to travel during the morning rush hour. Whilst an alternative bus route has now been opened, there is a clear need to reduce car usage by incoming workers; to rationalise and join up public transport

provision, and to enhance communications infrastructure (eg Broadband and wireless access).

c) Quality places

New communities should benefit from cultural, recreational and leisure opportunities which contribute to the quality of their lives, and to health and wellbeing levels in particular. Employers need a healthy and skilled workforce, so new facilities (eg additional leisure provision within any development North of Whiteley; live work space at West of Waterlooville to accommodate local university graduates; community meeting spaces and halls for special events, as part of the redeveloped Whiteley Village) are vital to achieving this goal.

Key factors for success around the South Hampshire Urban Areas

- *Transport*: probably the most difficult issue to resolve, but with the most direct impact on local businesses and communities. Sustained effort to reduce car use is essential now and will be critical as the housing allocations become a reality.
- *Business support*: we can help businesses to make the most of emerging opportunities by facilitating networks and offering training and advice services in partnership with Business Link and other agencies.
- *Communications*: ensure the provision of suitable communications infrastructure in new, large-scale developments, and the enhancement of current provision (eg in areas where there is limited broadband connectivity).
- *Premises*: to build on the area's strengths as a location for business by creating additional employment space, with appropriate communications and supporting infrastructure.

5 Vision and Outcomes for 2013

A sustainable future for the district depends on a healthy economy, and this economic strategy is rooted in the emerging Local Development Framework which seeks to deliver that sustainable future. Much of the evidence supporting this strategy has been gathered and debated as part of the widespread consultation and research programme which underpins the Local Development Framework. The issues and opportunities outlined in the earlier sections of this report have therefore been much discussed with business leaders, stakeholders and residents, and have given rise to the vision and strategic outcomes set out below.

Vision

Our vision for the local economy is of a dynamic and creative Winchester District, in which traditional assets and qualities underpin innovation and entrepreneurship for the long term benefit of all those who live, work and visit here.

Key outcomes

- a) ***Winchester exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business.***

Working together, we will:

- foster the growth of knowledge-based industries, from creative to low carbon;
- enhance the role of cultural activity in stimulating prosperity;
- facilitate sympathetic and sustainable diversification in the rural areas;
- encourage innovative solutions to premises and transport challenges;
- market Winchester as a world-class tourism destination;
- champion and reward best practice in the district's five core economic sectors.

Link to Regional Economic Strategy: Global Competitiveness

- b) ***We are building a low carbon economy, seeking competitive advantage and sustainable employment opportunities for local people.***

Working together, we will:

- encourage new businesses which innovate, manufacture, install and maintain low carbon technologies;
- encourage production and supply of renewable fuels such as biomass through rural diversification;
- ensure that buildings and processes are energy-efficient and optimise business and job opportunities this will bring;
- ensure that businesses are adapting to changes in climate which may otherwise cause problems with distribution chains and business continuity.

Links to Regional Economic Strategy: Smart Growth/Sustainable Prosperity

c) ***The legacy of London 2012 is channelled into local opportunities to enhance the skills and ambitions of those who live in the district.***

Working together, we will:

- encourage business start-ups;
- work with schools, colleges and universities to develop the workforce of tomorrow, including new 'green collar' careers;
- reduce the barriers of rural, social and digital exclusion;
- give adults of all ages access to learning and development opportunities,
- create a healthy workforce.

Links to Regional Economic Strategy:

Smart Growth/Sustainable Prosperity

d) ***Businesses are good neighbours.***

With our help, businesses will:

- ensure that new development provides benefits for local people;
- take advantage of new technologies to provide a greater choice of services, and to make them more accessible;
- participate in policy and decision making, and in the wider life of the district.

Links to Regional Economic Strategy:

Smart Growth/Sustainable Prosperity

6 Action Plan

Outcome 1: Winchester exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business

Theme	Programme	Lead	Target outputs and deadlines	Progress indicators
a) supporting the growth of high value knowledge-based and creative industries	Reducing Out-Commuting <i>Objective:</i> to bring about a reduction of XX% in traffic flows out of Winchester Town by the end of 2015. (Andy Hickman to confirm)	Winchester City Council Both universities	i) further explore the concept of a knowledge park for Winchester to attract high-value enterprise from the creative and low carbon sectors: approved by Cabinet by end 2010; ii) produce a long term development plan for Winnall Industrial Park, building on previous reviews and consultation: by end 2011; iii) establish a strong marketing image to promote the district as a good location for business, especially low-carbon enterprise: new marketing strategy in place by end 2010; iv) commission a new review from the Local Futures Group to update their 2004 study of the economic health of the district, in order to inform further policy development -by end 2012; v) identify premises for live-work and studio space, both short and long term, as they arise: vi) position Winchester as a sympathetic	<ul style="list-style-type: none"> • LDF policies support development of knowledge park • delivery of new marketing strategy • delivery of report by Local Futures • numbers of residents who work in the district • number of businesses participating in training, development or networking opportunities for creative

			<p>and proactive base for low carbon businesses: ongoing, via marketing/PR activities;</p> <p>vii) support the development and work programme of the Hampshire Economic Partnership Creative Industries Task Group: ongoing;</p> <p>viii) continued co-ordination of networks for creative professionals (eg Café Culture, Wired Wessex): ongoing;</p> <p>ix) continued investment in the www.invest-in-southampton.co.uk/property commercial property register: ongoing.</p>	<p>industry practitioners</p> <ul style="list-style-type: none"> • number of low carbon enterprises established in the district
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b) enhancing the role of cultural activity in stimulating prosperity	<p>Culture at the heart of the business offer</p> <p><i>Objective:</i> to establish a vibrant town centre environment which is attractive to entrepreneurs, visitors and shoppers alike.</p>	<p>Creative Winchester (Winchester City Council, Hampshire County Council, both Universities)</p> <p>Winchester BID</p> <p>Winchester Cathedral</p>	<p>i) develop campaign around the summer arts festivals to celebrate the city's cultural strengths as a magnet for tourism: to be rolled out in 2010 following pilot in 2009;</p> <p>ii) build on the pilot early evening economy project, including a further scheme in summer 2010 built around arts/cultural programming;</p> <p>iii) encourage new cultural events and initiatives (eg Light Night, Cultural Olympiad Open Weekend, fashion week, The English Project) which generate media interest in Winchester as a creative centre; min two initiatives per annum;</p> <p>iv) co-ordinating greater collaboration between business and arts/culture organisations (eg through sponsorship, board membership, mentoring); ongoing;</p> <p>v) involving creative practitioners and organisations in developing future plans for the economy; ongoing;</p>	<ul style="list-style-type: none"> • evaluation of festivals campaign • number and success of cultural events and initiatives • links between new cultural strategy and economic strategy • feedback from business surveys
c) facilitating sympathetic and sustainable diversification in the rural areas	<p>Supporting the rural economy through LEADER</p> <p><i>Objective:</i> to deliver the</p>	<p>Winchester City Council</p> <p>Fieldfare Local Action</p>	<p>i) implement LEADER funding programme to support sustainable diversification projects in the rural areas: target 170 projects across Winchester and East Hampshire by end 2013;</p>	<ul style="list-style-type: none"> • successful allocation of full LEADER grant across East Hants and

	Fieldfare strategy and funding programme successfully by December 2013.	Group	<p>ii) provide advice to establish new business use (eg storage, visitor accommodation) for redundant rural buildings: ongoing;</p> <p>iii) ensure that the LDF reflects local aspirations for diversified use of redundant rural buildings: specific provision to be made within policy documents by end 2010;</p> <p>iv) support construction and land management businesses with specialist training in traditional crafts, skills and construction methods: two events delivered by end 2011.</p>	<p>Winchester</p> <ul style="list-style-type: none"> • number of successful planning applications for re-use of redundant rural buildings.
d) encouraging innovative solutions to premises and transport challenges	<p><i>Taking work to rural residents</i></p> <p><i>Objective:</i> a minimum of one project per year delivered in support of creating work opportunities for residents in the rural areas of the district.</p>	Winchester City Council	<p>i) provide training for landowners about planning policies and processes to facilitate business planning: min one session per year from 2009;</p> <p>ii) working with MATISSE programme to encourage more flexible and tele-working to reduce congestion: ongoing;</p> <p>iii) facilitate rural business centres, enabling more people to work from an office base in rural areas; ongoing;</p> <p>iv) investment in a Wheels to Work scheme for young people in rural areas to access employment or education: trial period to March 2011.</p>	<ul style="list-style-type: none"> • five training events delivered • target of five projects delivered by 2013

e) marketing Winchester as a world-class tourism destination	<i>Welcoming the World</i> <i>Objective:</i> to increase staying visitor bed-nights by 10% by the end of 2013	Winchester City Council	i) draw up and deliver a comprehensive marketing strategy for the district by July 2009; ii) make creative use of e-technologies to raise awareness of Winchester: min two new e-marketing initiatives per year to meet programme objective; iii) develop 3 foreign language portals to reach lucrative overseas markets by end 2010; iv) increase accessibility (web, destination) to make the district a destination for everyone: min one initiative per year during life of this strategy; v) explore new and niche markets (eg equine tourism) with innovative products and presentation: min one new product introduced per annum;	i) number and value of overnight stays in the district ii) overall value of tourism to the district iii) unique visits to www.visitwinchester.co.uk
	<i>Unparalleled Experiences</i> <i>Objective:</i> to increase total tourism turnover to the district by 10% by the end of 2012	Winchester City Council	i) WCC to lead by example in setting the highest standards for customer care: VAQAS accreditation for museums by end 2009; ii) work with Tourism South East to deliver tailored, sector-based training to raise standards and skills levels: ongoing. iii) use 2012 as a catalyst to drive up participation in industry developments	iv) number of businesses signed up to a recognized quality scheme v) visitor satisfaction levels

			<p>and service improvements: ongoing;</p> <p>iv) champion partners and projects offering innovative, distinctive or memorable visitor experiences (eg The English Project): ongoing;</p> <p>v) incentivise eateries to raise their 'Safe2Eat' rating (eg free ad on tourism website): from 2010;</p> <p>vi) provide customer service training to service industries to make Winchester a centre of excellence for customer service: ongoing;</p> <p>vii) explore the viability of introducing an American-style 'greeters' scheme for visitors coming to the district; by end 2010;</p> <p>viii) investigate the viability of a campaign to reduce litter in the rural areas; by end 2010.</p>	<p>(measured by visitor survey and benchmarking)</p> <p>vi) positive media coverage (advertising equivalent) for features in the district</p> <p>vii) no eateries in the 'unsatisfactory' rating in the Safe2Eat scheme</p> <p>viii) participants on customer service training courses</p>
f) championing and rewarding best practice	<p><i>Celebrating Success</i></p> <p><i>Objective: to foster innovation and high standards in the business</i></p>	<p>Winchester City Council</p> <p>Winchester City Centre</p>	<p>i) increasing numbers of submissions for Winchester Business Excellence Awards across the categories by 10% year on year;</p> <p>ii) increasing participation in the Hampshire</p>	<p>ix) number of features in Perspectives magazine and local</p>

	<i>community</i>	Partnership	Hospitality Awards by 5 businesses per annum year on year; iii) develop series of best practice case studies for economic development web pages, e-bulletins etc: min one per year;	x) media number of entries to Business Excellence Awards
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Outcome 2: We are building a low carbon economy, seeking competitive advantage and sustainable employment opportunities for local people

Theme	Programme	Lead(s)	Target outputs and deadlines	Progress indicators
a) encouraging new businesses which innovate, manufacture, install and maintain low carbon technologies	<i>Building a new Core Sector</i> <i>Objective: to create a strong and diverse low carbon industry for the district</i>	Universities of Winchester and Southampton Winchester City Council Business Link Wessex	i) foster graduate start-ups by providing a range of support services from networking and placements to grants and low-cost accommodation: ongoing; ii) building knowledge among business support agencies about the low carbon economy: ongoing; iii) identify low carbon business champions for peer to peer support: first wave of champions identified by end 2010;	<ul style="list-style-type: none"> no of low carbon business start-ups benefiting from grants, advice or other assistance from the lead agencies no of low carbon business champions
	<i>Food for the Future</i> <i>Objective: to exploit the economic opportunities of local food production</i>	Sparsholt College Hampshire Fare Hampshire Farmers' Markets	i) Sparsholt College to lead on co-ordinated audit and action plan to inform this programme by end 2012; ii) Hampshire Fare work with major public sector enterprises to extend the scope of local food procurement initiatives;	<ul style="list-style-type: none"> continued success and development of Winchester Farmers' Market (regularity of markets, no of producers attending, no of customers attending) no of students completing

				<p>relevant courses in the district</p> <ul style="list-style-type: none"> • no of new local food enterprises established • no of public sector enterprises buying locally grown food
b) encouraging production and supply of renewable fuels such as biomass through rural diversification	<p><i>Fuels for the Future</i></p> <p><i>Objective: to exploit the economic opportunities of local production of renewable fuels</i></p>	Winchester City Council	<p>i) continued roll out of LEADER rural funding (from EU/Defra via SEEDA) to facilitate diversification: meet annual targets in annual Fieldfare business plan to 2014;</p> <p>ii) seek and secure other sources of funding to complement LEADER or replace in 2014;</p> <p>iii) co-ordinate information sharing and partner-brokering activity across rural businesses to support this programme: minimum one seminar/event plus ongoing informal activity per annum;</p> <p>iv) increase understanding among rural enterprises of planning processes and policy: minimum one seminar/events per annum plus web-based resources on www.winchester.gov.uk;</p>	<ul style="list-style-type: none"> • no of LEADER grants allocated to rural businesses each year in line with this programme • additional funds secured to support diversification

			v) increase understanding among planning officers and other decision-makers of diversification needs: minimum one seminar/events per annum;	
c) ensure that buildings and processes are energy-efficient and optimise business and job opportunities this will bring	<p>Low Carbon Achievement</p> <p><i>Objective: local businesses adopt new, low-carbon practices and processes as a means to deriving economic benefits</i></p>	<p>Hampshire Sustainable Business Partnership</p> <p>E-Hampshire</p> <p>Winchester City Council</p> <p>Winchester Action on Climate Change (WinACC)</p>	<p>i) promote business resource efficiency, and where appropriate to adoption of environmental management systems: two events per annum;</p> <p>ii) review the quality and suitability of business premises in Winchester Town to ensure it is 'fit for purpose' for growth sectors and low carbon operation;</p> <p>iii) deployment of LEADER funds to support projects in support of low carbon business practice, as per Fieldfare business plan;</p> <p>iv) assess the viability of a co-ordinated delivery and collection service to Winchester city based businesses, reducing the number of commercial vehicle movements in the city centre: by 2013;</p> <p>v) low carbon/green practices championed through business excellence awards, visitor guide, industry bulletins, networking, etc: ongoing;</p> <p>vi) increase participation in the Green Leaf Tourism Scheme for the district by</p>	<ul style="list-style-type: none"> • no of businesses successfully signing up for 20% Challenge (reducing carbon footprint by 20% by 2012) • number of businesses in the district in membership of The Sustainable Business Partnership • number of tourism businesses in Green Leaf scheme • number of entries for Business Excellence Award green innovation category

			<p>10 businesses per year;</p> <p>vii) develop and promote new walking, cycling and horseriding trails around the district for visitors interested in eco-tourism: three new products by 2013;</p> <p>viii) promote train-based tourism to Winchester, via Hampshire Tourism Partnership of Tourism South East;</p>	<ul style="list-style-type: none"> • number of media and other articles about green achievement • LAA target 186 reduced carbon emissions per capita
d) ensuring that businesses are adapting to changes in climate which may otherwise cause problems with distribution chains and business continuity	<p><i>Adapting for Global Warming</i></p> <p><i>Objective: local businesses plan for and adapt to climate change</i></p>	<p>Hampshire Sustainable Business Partnership</p> <p>E-Hampshire</p> <p>Winchester City Council</p> <p>Winchester Action on Climate Change (WinACC)</p>	i) promote business continuity and adaptation planning: minimum one seminar per annum, plus ongoing information via online resource pages and e-bulletins;	

Outcome 3: The promise and legacy of London 2012 is channelled into local opportunities to enhance the skills and ambitions of those who live in the district

Theme	Programme	Lead(s)	Target outputs and deadlines	Progress indicators
a) encouraging business start ups	<p><i>Encouraging Entrepreneurship</i></p> <p><i>Objective:</i> to establish a culture of entrepreneurship in the district, enabling 210 business start-ups in the district by the end of 2013.</p>	<p>Winchester City Council;</p> <p>Business Link</p>	<p>i) retain graduates through the provision of appropriate work premises (eg live work, enterprise centre, studio): ongoing</p> <p>ii) establish a comprehensive advice service for those wishing to establish visitor accommodation businesses, signposted via Winchester Business Centre: by start 2011;</p> <p>iii) carry out a visitor accommodation audit for the district to assess scope for new businesses in preparation for legacy of 2012: by end 2010;</p> <p>iv) encourage the opening of new, high quality but distinctive eateries in the district: provision of advice service via Business Centre by start 2011, and incentivisation via free marketing support by start 2011;</p>	<ul style="list-style-type: none"> • number of business start-ups, as recorded by Business Link (NI set and Local Area Agreement local indicator B1a) • number of businesses per 1000 population (NI set and Local Area Agreement local indicator B1b)

b) working with schools, colleges and universities to develop the workforce of tomorrow, including new 'green collar' careers	<i>Supporting Tomorrow's Workforce Today</i> <i>Objective:</i> to support local schools in rolling out successful 14-19 diplomas, leading to 50 diploma graduates from the Winchester schools and colleges consortium by the end of 2013	Winchester City Council	i) support student coursework by providing relevant and accurate student microsite on VisitWinchester.co.uk: by end 2010; ii) support student development and 'entry level' workplace opportunities for 18 – 24 year olds by offering and brokering regular and effective work placements for local students: ongoing: min 5 WCC placements per year; iii) provide volunteers to help at enterprise events in local schools: min 4 WCC volunteers per annum; iv) provide employer input and advice on new university courses and emerging 14-19 diplomas: as required;	<ul style="list-style-type: none"> • number of unique visits to new student pages on visitwinchester website • number of diploma graduates year on year • number of WCC based student work placements year on year • number of WCC volunteers for school events year on year
	<i>Objective:</i> to work in partnership with our resident universities to prepare young people for knowledge-based and 'green collar' jobs of the future	Winchester City Council University of Winchester University of Southampton	i) build on existing programme of incubation and start-up support to retain and foster graduate talent; ii) continue to explore the viability of a knowledge park in Winchester to extend employment opportunities for new graduates; iii) develop the Creative Winchester partnership to champion the	

			creative industries, including the development of an action plan by 2012;	
c) reducing the barriers of rural, social and digital isolation	<i>An Inclusive District</i> <i>Objective:</i> to ensure that that there are community plans in place for every parish by the end of 2015, with actions to address identified local barriers to participation;	Winchester Inclusive Society Strategic Outcome Group Winchester City Council	i) follow up the action plan arising from the 2009 destination access audit for Winchester as part of preparations for 2012; ii) promote opportunities for free/low budget 'local tourism' for local residents: promotional programme to be developed as part of new marketing strategy for the district by July 10; iii) provide equality of opportunity in organising and promoting special events and attractions to rural, young, old and other disadvantaged communities in the district: ongoing; iv) maintain a sensitive balance of print and web-based information to meet the needs of the whole community: ongoing;	<ul style="list-style-type: none"> • local accessibility indicator (Local Area Agreement indicator LI C3) currently under development • progress against destination access audit action plan
	<i>Objective:</i> to achieve effective and reliable Broadband coverage across the District by 2015:	Telecommunications companies eHampshire	i) agree action plan by end 2010 to support progress in dealing with Broadband 'not spots' identified in 2008/09;	

		Partnership Winchester City Council	ii) identify options for Smarter Working Centres in the District to provide alternative access for those workers without Broadband connectivity – first centre by end 2011;	
d) giving adults of all ages access to learning and development opportunities	<p><i>Learning for Health, Wealth and Wellbeing</i></p> <p><i>Objective:</i> to increase the number of adults (21+ years) gaining entry level skills qualifications</p>	<p>Winchester Community Learning Forum</p> <p>working with local education providers</p>	<p>i) promote accredited and non-accredited learning opportunities for adults;</p> <p>ii) provide new routes to work for the unemployed, new parents, and legal immigrants;</p> <p>{more 'SMART' detail to be provided by WCLF}</p>	<ul style="list-style-type: none"> • numbers participating in lifelong learning opportunities provided by local agencies • NI161 - number of Level 1 qualifications in literacy (including ESOL) achieved • NI162 Number of Entry Level qualifications in numeracy achieved

	<p><i>Supporting Lifelong Learning</i></p> <p><i>Objective:</i> to ensure there is a strategic and co-ordinated approach to provision of lifelong learning and development opportunities across the district.</p>	<p>Winchester Community Learning Forum</p> <p>Train to Gain</p>	<p>i) gaps in the provision of lifelong learning are addressed.</p> <p>ii) the profile of new priorities in lifelong learning are raised.</p> <p>iii) partnership strategies are developed to pursue additional resources and funding for lifelong learning.</p> <p>iv) awareness and information on key local and national learning projects and initiatives is shared and relevant consultations responded to.</p>	
e) creating a healthy workforce	<p><i>Getting Active</i></p> <p><i>Objective:</i> to raise participation levels in regular (ie 3 times a week) physical activity among working adults from 26% to 30% by 2013.</p>	<p>SPAA</p> <p>WDSP Health & Wellbeing Outcome Group</p>	<p>i) delivery of SPAA annual action plans in support of adult participation (eg health walks, GP referrals, lunchtime activity programmes). Targets as per SPAA plans.</p>	<ul style="list-style-type: none"> • SPAA baseline figures and year-on-year increases

Outcome 4: Businesses are good neighbours

Theme	Programme	Lead	Target outputs and deadlines	Progress Indicators
a) new development provides benefits for local people	<i>A Positive Contribution for Residents</i>	Winchester City Council	<p>i) developer contributions provide evidence-based facilities which make a distinctive contribution to place-shaping within local communities; ongoing;</p> <p>ii) progress work on the Council's Small Business Concordat by:</p> <p>a) providing opportunities and training for SMEs to pitch to bigger local businesses: two training sessions per year, and annual Meet the Buyer event; and</p> <p>b) encouraging other big businesses to source supplies from local SMEs: annual Meet the Buyer event, plus reinforcement via networking and PR.</p> <p>iii) development and successful implementation of LDF infrastructure plan;</p> <p>iv) support the Winchester BID in its second referendum: ballot by end 2012.</p> <p>v) Support the Segensworth BID in its</p>	<ul style="list-style-type: none"> • Citizens' Panel views on the impacts of tourism on the district • value of total tourism turnover retained within the local economy • number of tourism businesses serving or selling local produce or Fair Trade products • LDF annual monitoring report • number of small businesses as suppliers to Winchester City

			second referendum: ballot by end 2012.	Council and its main contractors
c) they take advantage of new technologies to provide a greater choice of services, and to make them more accessible	<i>Technological Change for SMEs</i> <i>Objective:</i> to ensure that all small to medium enterprises in the district have access to clear, affordable training on the use of new technologies for marketing and customer access.	Winchester City Council E-Hampshire Partnership Tourism South East	i) running free 'low cost and no cost' marketing workshops for tourism businesses: min one workshop per annum; ii) providing 1:1 training for visitor accommodation owners to update availability on line: all accommodation updating by end 2010; iii) introducing MP3 or podcast tours of the city and market towns: one per year from 2010; iv) providing visitor information through the new WCC 'hubs': as they emerge; v) training provided to small businesses about best use of the internet.	<ul style="list-style-type: none"> number of businesses taking up training places number of tourism businesses regularly updating on line number of businesses taking part in e-Hampshire events
	<i>Creating a competitive infrastructure for e-business</i> <i>Objective:</i> to put in place co-ordinated systems and communications infrastructure to facilitate effective e-business.	E-Hampshire Winchester City Council	i) WCC participation in Hampshire-wide 5 year action plan for increasing on-line tourism marketing effectiveness, 2010 – 2015: ii) introducing on-line booking to	<ul style="list-style-type: none"> number of actions in Hants action plan completed on time wireless network

			www.visitwinchester.co.uk by April 2010; iii) installing a wireless network across Winchester town by end 2015; iv) plan a response to tackle mapped broadband 'not spots': by end 2010;	installed and available for use • mapping project completed
d) they participate in policy and decision making, and in the wider life of the district	<i>A Voice for Business</i> <i>Objective:</i> to ensure that all business sectors are able to understand and fully participate planning for the future of the district	Winchester City Council Chambers of Commerce Winchester City Centre Partnership	i) re-introducing regular tourism sector e-bulletins: from April 2010; ii) supporting and developing the Economic Prosperity Outcome Group: ongoing; iii) identifying new and creative ways of engaging with businesses: ongoing to ensure that their views and aspirations are represented in our plans and policies. iv) co-ordinating business response to emerging plans for the South Downs National Park: ongoing; v) district-wide business survey programme developed by end 2010;	• feedback from businesses on e-bulletins • number of businesses on NHCCI contact database, plus local membership • number of business members of Denmead business forum


7 The review process

- 7.1 All City Council strategies benefit from regular monitoring and review. Monitoring ranges from formal presentations to committee to verbal updates at sector meetings. All discussions are, however, used to refine targets and actions for the years ahead which appear each year in individual Council business plans.
- a) Local Economy Scrutiny Panel
 - quarterly reporting on business plan targets
 - mid-life and end-of-life reviews of the strategy
 - topic presentations on outcomes, themes or individual projects
 - b) Economic Prosperity Outcome Group
 - quarterly discussion of key programmes and actions
 - agreement of new actions to be introduced during the life of the strategy
 - c) Business Community
 - annual statutory business consultation
 - presentations and progress reports to sector fora (eg attractions partnership, Conference Winchester, accommodation sector, Café Culture network, BID general meetings)
 - surveys (eg Business Rates Questionnaire)
 - d) Residents
 - occasional consultation via Citizens' Panel
 - topic specific surveys and public meetings (eg Town Forum, Town Partnerships)
 - media coverage
- 7.2 The tourism elements of this economic strategy have been given particular consideration by a dedicated Informal Scrutiny Group of Members who reviewed the success of the last tourism strategy and considered how best to take this work forward as part of the new economic strategy.
- 7.3 The action plan is, inevitably, lacking in longer term actions which will be affected by changing economic conditions and local resourcing. Actions will be developed as part of the continued consultation process and on an ongoing basis during the life of the strategy.
- 7.4 Actions from the plan, which are intended to be specific, measurable, achievable, realistic and timed, will be lifted into annual business plans and monitored through the established scrutiny process. A progress review of the complete strategy is anticipated after three years, normally under the auspices of an informal working group from the Local Economy Scrutiny Panel.
- 7.5 The Local Development Framework, to which this strategy is closely tied, has its own examination and approval process which may result in other changes and/or reviews over time.

8 Glossary and bibliography

The following glossary provides a non-technical description of some of the terms used in this document. The descriptions should not be taken as precise legal or policy definitions.

Abbreviation	Full Name	Description
AONB	Area of Outstanding Natural Beauty	An area of countryside which has been formally designated in law for special attention by reason of its high qualities (eg flora, fauna, historical and cultural associations, scenic views). There are 40 AONBs in England and Wales.
	Creative industries	<p><i>The creative industries are those industries that are based on individual creativity, skill and talent. They are also those that have the potential to create wealth and jobs through developing intellectual property</i></p> <p style="text-align: right;">DCMS</p> <p>Examples include architecture, design, film, music, performing arts, crafts, fashion.</p>
	Diamond for Growth	The new Regional Economic Strategy (RES) for the South East identified eight Diamonds for Growth. These are cities and major towns which, with their broader hinterlands, are major centres of economic activity and can act as catalysts to stimulate prosperity. In Hampshire the PUSH area and Basingstoke are both 'diamonds'.
	e-Hampshire	The body responsible for driving forward the use of ICT and high speed communications in Hampshire, formerly known as the Hampshire Broadband Project and supported by Hampshire County Council.
HEP	Hampshire Economic Partnership	A business led group of private, public and third sector representatives offering advice and lobbying for the strategic direction of the Hampshire economy.
	Knowledge industries	<p><i>These sectors are reliant on highly technical and often specialized knowledge, their products less influenced by price competition but marketed on a high value-added basis. Areas with high levels of employment in knowledge industries are more productive than those without, and while the so-called 'knowledge economy' is growing nationally, local areas are experiencing this trend in very different ways.</i></p> <p style="text-align: right;">Neil Lee, at The Work Foundation</p>

		Examples include advanced manufacturing, biosciences, environmental sciences and the creative industries.
LEADER	Liaison Entre Actions pour le Développement de L'Economie Rurale	A funding stream in support of rural economies and communities from the RDPE and European Union.
LDF	Local Development Framework	A statutory folder of local development documents and policies designed to manage spatial planning over a 20 year period. Winchester's LDF is still under development, but the core strategy should be adopted by the end of 2011.
LSP	Local Strategic Partnership	<p>The -statutory, multi-agency partnership which brings together at district level the private, public, voluntary and community sectors to facilitate more effective joint working and a shared vision for the area.</p> <p>Winchester District Strategic Partnership is the name of our local LSP.</p>
London 2012	The London Olympic and Paralympic Games	The biggest sporting event in the world, which will take place in the UK from 27 July to 12 August (Olympic Games) and from 29 August to 9 September (Paralympic Games) in 2012. They are preceded by a four year Cultural Olympiad across the UK.
	MATISSE	MATISSE stands for M obile A nd T eleworking I nitiative for a S marter S outh E ast. It is a project funded by the South East England Development Agency and run by the Economic Development Office at Hampshire County Council in partnership with Business Link Wessex and British Telecom (BT). The project is aimed at changing the way people work by encouraging flexible working practices including mobile and teleworking.
OG	Outcome Group	The themed group of the LSP (see above) responsible for overseeing delivery against a set of strategic priorities or outcomes of the sustainable community strategy (see below).
PUSH	Partnership for Urban South Hampshire	A partnership of local authorities along the south coast of Hampshire who share a common vision for economically led growth in this designated sub region, and participate in joint planning for the strategic direction of the area.

RDPE	Rural Development Programme for England	A strategy attracting funding from the Department for Environment, Food and Rural Affairs and the European Union through the European Agricultural Fund for Rural Development (EAFRD): <i>Europe investing in rural areas</i>
	Rural Proofing	A screening exercise that allows the analysis of strategies to ensure they take account of rural issues.
SEEDA	South East England Development Agency	The regional development agency, responsible for the sustainable economic development and regeneration of the South East of England through the regional economic strategy.
	Sustainability Appraisal	A screening process for ensuring a strategy takes account of local, regional and national sustainable development objectives.
SCS	Sustainable Community Strategy	The shared vision and action plan for a local authority area developed by the LSP (see above) for joint delivery.
SPAA	Sports and Physical Activity Alliance	The district-wide partnership of sports providers, agencies, schools and others which has a responsibility for identifying priorities and initiatives to increase the number of people participating in sport and physical activity. The SPAA reports to the Health and Wellbeing SOG.
	(Hampshire and the Isle of Wight) Sustainable Business Partnership	The organisation which exists to encourage and support more businesses to adopt sustainable business practices, supported by Hampshire County Council.
WCC	Winchester City Council	The local council for the Winchester District, which extends from Micheldever to the north of Winchester down to the M27 at Segensworth, and from Crawley in the west to Denmead in the east.
WDSP	Winchester District Strategic Partnership	See LSP above
WinACC	Winchester Action on Climate Change	An network of local people, businesses and organisations working together to transform Winchester into a low carbon district: “We have a positive vision for the future - low energy bills, healthy lifestyles, strong communities – with a target to reduce CO2 emissions by one-third by 2015.”

Bibliography

The strategy draws on a number of helpful publications and studies and Winchester City Council would like to acknowledge the contribution of their authors and funders. Principal sources are:

Intelligence Snapshots, SEEDA, 2008

Economic and Employment Land Study, SQW, 2007/08

Regional Economic Strategy 2006 - 2026, SEEDA

Informing our Future 2008, Hampshire Economic Partnership

LDF evidence base, Winchester City Council

nomis official labour market statistics (nomisweb.co.uk)

Winchester District Evidence Base for the Local Development Framework at

www.winchester.gov.uk/EnvironmentAndPlanning/Planning/LocalDevelopmentFramework/EvidenceBase/

Appendices

- A: Sustainability appraisal
- B: Equalities impact assessment
- C: Risk assessment

Appendix A: Sustainability appraisal

1 Executive Summary

- 1.1 A sustainability appraisal was carried out on a draft of the economic strategy by a cross-cutting group of colleagues from the City Council.
- 1.2 In general terms, the strategy made a good number of positive contributions to sustainability themes objectives. Where concerns were expressed, they were generally the result of:
 - a) a need to clarify the implications of certain phrases, or
 - b) the omission of an action or programme which would enhance the sustainability of the overall strategy
- 1.3 There were some 'neutral' impacts, but no obvious negative impacts that could not be addressed through improved wording.
- 1.4 This consultation draft has been amended in the light of the appraisal, but further comments on this subject will be solicited as part of the consultation process.

2 Introduction

- 2.1 As part of its work in preparing the Local Development Framework, Winchester City Council developed and adopted its own model for sustainability appraisal during 2007. This is a systematic process for ensuring that all strategy, policy and plan development takes account of and supports the overarching sustainable development objectives of the Council, along with those set regionally and nationally.
- 2.2 The economic strategy is a key document for the Council, which included economic prosperity as the first priority in its corporate strategies over several years, and it is now an important area of activity for the LSP, for the Local Area Agreement and for the region as a whole. It is essential, therefore, that it makes an overall positive contribution to the sustainable development of the district.

3 Undertaking the appraisal

- 3.1 The strategy benefited from a sustainability appraisal training exercise, in which colleagues from around the City Council participated. The strategy, which was at an earlier draft stage, was therefore considered by professionals from a range of disciplines offering some new perspectives on the vision and action plan in particular.
- 3.2 Sustainable development is about working towards social, environmental and economic objectives in an integrated and holistic way. The Council's model consists of ten themes, each of which is considered against the wording and content of the strategy. The appraisal then records the

nature of the impact on each theme, from negative through neutral and unknown to very positive.

4 Findings

4.1 The findings of the appraisal are recorded in the chart on page 3. Comments about individual outcomes and the vision have been merged to reflect the overall 'health' of the strategy in sustainability terms. Because the appraisal was carried out at draft stage, most of the issues raised by the appraisal group have been addressed before public consultation.

4.2 The issues of most significance were:

- a) a perceived conflict between 'diversification' in the rural areas as expressed in Outcome a of the strategy and conservation of the natural landscape, biodiversity and quality of life. Whilst it is true that there are occasional tensions between commercial interest and the natural environment, a clarification of the wording of the outcome was considered adequate to mitigate this perception.
- b) a concern that the strategy was designed to support the 'elite', both in personal and corporate terms, without full consideration of the needs of the wider community and business life of the district. Whilst additions to the strategy relating to reducing health inequalities and provision of improved lifelong learning opportunities may begin to address this concern, it will need to be revisited following public consultation.
- c) the failure to consider the needs for a healthy workforce as part of the make-up of a prosperous district. This view was reinforced by parallel discussions at the Health and Wellbeing Outcome Group. A specific theme has now been added to Outcome c to address this omission.

5 Next steps

5.1 The consultation draft of the economy strategy will generate a wide range of comment from internal and external stakeholders. Changes made in response to these comments may in turn impact on the sustainability of the strategy, so a further 'mini appraisal' and possible adjustments will be required before final adoption of the strategy at Cabinet.

5.2 The consultation process will also include a specific question on sustainability in order to test the findings of the officer group which carried out the appraisal.

Sustainability Theme	Issue	Proposed Action	Status/Comment
Health and wellbeing	a) Lack of recognition of links between healthy workforce and healthy economy	Build healthy workforce theme into action plan	New theme included in consultation draft under outcome c
	b) Strategy could do more to draw out actions to reduce inequalities	<ul style="list-style-type: none"> • Vision statement to include the word 'all' as flag for inclusiveness • Inclusion of health theme (see above) to reduce health inequalities • Inclusion of lifelong learning theme (see below) 	New wording included in consultation draft
Housing	No reference to housing in the strategy, despite evidence of lack of affordable local housing to fit employment needs	Ensure that strategy refers to WCC Housing Strategy where this is covered in detail – also emerging LDF	New wording included in consultation draft
Education & learning	Lifelong learning element could be broader	New lifelong learning theme already included in a revised draft not seen by the appraising group.	No further action needed
Access to services and facilities	a) Need for cross-reference transport solutions in outcome a with inclusion and accessibility issues in the other two outcomes.	This is done in the analysis section earlier on in the strategy which was not complete at time of appraisal.	No further action needed
	b) Too much emphasis on visitor transport in action plan. Needs of residents/workers not drawn out.	Ensure strategy refers to emerging transport plans and LDF which aim to address resident/worker needs.	New wording included in consultation draft
	c) New technology may also restrict options for access if applied unsympathetically.	This concern should form part of an equalities impact assessment for individual projects.	None at present
Community engagement and vibrancy	Strategy appears to focus on the elite – should do more to reflect support for communities in lower income.	May be addressed to some degree by lifelong learning and health actions above.	Review again after public consultation

Natural environmental quality	a) Diversification in rural areas may have negative impact on natural environment.	Reword theme/actions for clarity, which is to preserve rural environment and encourage sympathetic development.	New wording included in consultation draft
	b) Potential for use of S106 contributions from developers to support green infrastructure.	Improved wording in action plan.	New wording included in consultation draft
Climate change and energy	a) More actions could be included to reduce carbon emissions by business (eg green travel plans, emissions reduction plans).	New actions have been included since the appraisal.	New wording included in consultation draft
	b) What are the implications of being a 'world class' tourism destination, in terms of carbon emissions?	Very low risk of negative impact, as – 'world class' does not necessarily mean additional overseas visitors.	No change at present – consider in drawing up new marketing strategy
Built environment and heritage	NO MAJOR CONCERNS		
Sustainable consumption and production			
Economy, employment and enterprise			

Appendix B: Equalities impact assessment (interim)

This assessment takes a “question and answer” approach taken from Winchester City Council’s equalities policy.

1. Could the strategy have an adverse impact on equality of opportunity for some groups? Could it for instance put some racial groups at a disadvantage? Will the service be fully accessible for people with disabilities?

The target audience is the business community and stakeholders primarily, although some of the tourism related actions look to publicise Winchester attractions to the wider public. The strategy is unlikely to have an adverse impact on any of the target equalities groups, and in some places those groups are actively being supported through the strategy (eg the ‘Welcoming the World’ programme aims to provide for visitors with a range of special requirements). Communicating the strategy will be a corporate process designed to ensure that all groups can engage with it, and will conform with standards set by the equalities impact review of our corporate communications. Services, advice and events intended to support the delivery of actions in the strategy also strive to be accessible to all, and staff at Winchester City Council and elsewhere receive equalities awareness training to improve provision in this area.

2. Could the strategy have an adverse impact on relations between different racial groups, age groups or other groups? An example might be planning a major housing development project in an area with a large minority ethnic community, which might create bad feeling amongst the white population. Particular care would need to be taken to explain the project to the whole community.

No such impact can be identified from the strategy and action plan. However, consultation with a wide range of public groups and businesses will help to explore this, particularly as the actions become projects and are in turn equality assessed in more detail.

3. Is there any data you can use to determine the strategy’s impact?

- Demographic data and census findings
- Comparisons between our policies and those of other local authorities
- Information from your customer data base
- Survey data
- Other research

Yes. The strategy has been based on national data as published by Nomis, alongside recent Council data gathering and consultation exercises, including that for the LDF Core Strategy development. The strategy is also based on existing partner strategies and policies

such as the sustainable community strategy. In some cases we can use this information to track the success of specific actions in relation to target equalities groups.

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?

Economic and tourism development have a number of customer databases for different areas of work. These are not broken down into these groups. However, we do carry out surveys (eg the Winchester Visitor Survey 2008) which does provide this kind of breakdown, enabling us to assess the needs and views of some target equalities groups.

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?

Customer satisfaction is measured through general Council research such as the regular Citizens' Panel survey, feedback forms for events, and informal networking allowing customers to feedback to Council officers. The Council is pursuing a programme of Customer Service Excellence, and the Economic and Cultural Services team was awarded its CSE charter in March 2009. Monitoring customer satisfaction and taking action to address variances in satisfaction levels is part of our ongoing work, although satisfaction levels generally have not shown any great variation and are overall at a high level.

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?

No specific research has been undertaken in relation to the economic strategy, other than occasional surveys among customers and visitors coming to stay in Winchester. However, organisational learning from other equalities impact reviews of Council services has helped to inform the development and communication of the strategy.

7. How will you monitor and analyse the effects of your strategy on particular groups?

- Statistical analysis of monitoring data
- Satisfaction surveys analysed by different groups
- Random or targeted surveys
- Meetings or focus groups
- Best Value or other indicators
- Findings from the Citizens Panel

See question 5

8. Do you have arrangements in place for publishing the results of any assessments, consultation and monitoring that you carry out?

National assessments are publicised and celebrated through the publication of press releases, with results generally loaded to the website. The results of consultation on this document will be evident as background papers to the final agreed version, with key issues flagged in a report to Cabinet when the strategy goes forward for adoption. Monitoring is carried out through the Local Economic Scrutiny Panel, and individual projects are monitored for effectiveness on an ongoing basis.

9. Are you sure that information and services are accessible to everyone? (ie all ages, races, cultures, religions, genders and disabilities).

- If use of the service is lower for certain groups, could this be explained by lack of awareness of it, a lack of need for it or failure to meet particular needs?
- Is information available at the right place at the right time and in the right form to suit all groups?
- Do you and your staff have the necessary skills, information and understanding about, for example, different cultures and what it is like to have a disability to deal fairly and equally with all customers?
- Do you know what different groups within the community want from services eg young people or people with caring responsibilities

Information is always published in a number of formats, with plenty of notice for events or projects with a specific deadline. The strategy will be responsive to the needs of our customers as researched through Council-wide exercises alongside regular liaison with groups of customers.

10. Have you considered how access to services can be improved?

- Do you know what services different groups within the community want and how they would like them provided? For example, have you asked local disability groups, minority ethnic communities, young people and elderly people what services they would like and how they would like them provided.
- Providing services in an environment with which they are familiar
- Strengthening cooperation with particular groups
- Arranging for interpreters/translations

We have increasing information about access preferences thanks to dedicated fora (eg Youth of Winchester, BME Forum, Older People's Forum) and share this across the organisation. In addition, the City Council recently carried out a Destination Access Audit of Winchester

City Council which gave rise to an action plan to support access to services by those with a range of disabilities. This is being put into effect at the time of writing. For example, facilities for events are chosen for their accessibility for disabled people, and are regularly moved around the District to enable groups from different locations to attend. Special requirements are always asked about on booking forms, and help is provided (eg by the tourist information centre or administration officers) to ensure that customers are able to access services in the way that best suits them – as far as is possible. Interpreters can be provided through our corporate contract with The Big Word, and information can be provided in different formats (large print, foreign languages, textphone) if requested. The Customer Service Excellence bid from Economic and Cultural Services details many of the steps we have taken to make services more accessible to more people.

Appendix C: High Level Risk Assessment

Key risks to outcome delivery	Likelihood	Impact	Actions proposed to minimise negative impacts and / or support positive impacts
Project delivery is compromised due to lack of partnership working	Medium	High	<ul style="list-style-type: none"> Obtain commitment of partnership organisations at an early stage through consultation and develop of partnership agreements where appropriate. Communicate and promote benefits to all partners of joint working. Project proposals and delivery subject to effective appraisal, monitoring and review.
Project delivery is compromised due to lack of target audience engagement	Low	High	<ul style="list-style-type: none"> Obtain commitment of target audience representatives at an early stage through consultation. Communicate and promote the benefits to target audience. Project proposals and delivery subject to effective appraisal, monitoring and review.
Project delivery is compromised due to lack of funding	Medium	High	<ul style="list-style-type: none"> Annual business planning routine taking into account forthcoming year's budgets. Ensure strong partnership working to spread costs/share resources. Constant seeking of external funding sources such as LEADER. Income generation where appropriate.
Project success compromised by competition from other locations	Low	Medium	<ul style="list-style-type: none"> Maintain strong focus on Winchester's strong points (eg cultural heritage to differentiate from competitors. Maintain/develop a range of premises suitable for business use in the district.
Macroeconomic changes make work plan ineffective	Medium	Medium	<ul style="list-style-type: none"> Project proposals and delivery subject to effective appraisal, monitoring and review. Flexibility of work programme built into strategy in order to respond to current market conditions
Negative impact of external 'PESTEL' factors (eg change of Government, BSSP, deprivation indices)	Medium	Medium	<ul style="list-style-type: none"> Maintain good communications network with all stakeholders. Flexibility of work programme built into strategy in order to respond to current social conditions. Regular review of objectives and action plan to take account of external change. Liaison with SEEDA to establish appropriate way forward for business support work.