



<b>Meeting</b>	Business and Housing Policy Committee
<b>Date and Time</b>	Tuesday, 22nd June, 2021 at 6.30 pm.
<b>Venue</b>	Walton Suite, Winchester Guildhall

**Note:** *This meeting is being held in person at the location specified above. In line with relevant legislation and public health guidance the following arrangements apply. Members of the public should note that a live audio feed of the meeting will be available from the councils website ([www.winchester.gov.uk](http://www.winchester.gov.uk)) and the video recording will be available shortly after the meeting.*

*For members of the public who are unable to utilise this facility, a limited number of seats will be made available at the above named location however attendance must be notified to the council at least 3 clear working days before the meeting. Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.*

## AGENDA

### PROCEDURAL ITEMS

- 1. Apologies and Deputy Members**  
To note the names of apologies given and Deputy Members who are attending the meeting in place of appointed Members.
- 2. Disclosure of Interests**  
To receive any disclosure of interests from Members and Officers in matters to be discussed.

*Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, and non disclosable interests in accordance with legislation and the Council's Code of Conduct.*

If you require advice, please contact the appropriate Democratic Services Officer, prior to the meeting.

- 3. Appointment of Vice Chairperson for the 2021/22 Municipal Year**
- 4. Minutes of the previous meeting held on 9 February 2021 (Pages 5 - 10)**



5. **To note the date and times of future meetings of this Committee**  
22 June 2021      21 Sept 2021      30 Nov 2021      1 March 2022  
6:30pm              6:30pm              6:30pm              6:30pm
6. **To note the Work Programme for 2021/22** (Pages 11 - 12)
7. **Chairperson's Announcements**
8. **Public Participation**  
To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee

*NB members of the public are required to register with Democratic Services three clear working days before the meeting (see below for further details).*

Members of the public and visiting councillors may speak at the Policy Committee, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 5pm on Wednesday 16 June 2021** via [democracy@winchester.gov.uk](mailto:democracy@winchester.gov.uk) or (01962) 848 264 to register to speak and for further details.

## **BUSINESS ITEMS**

9. **HRA Welfare Fund and Preventing Homelessness Grant Spending Plan(s) BHP019** (Pages 13 - 20)
10. **Green Economic Development Strategy BHP017** (Pages 21 - 58)
11. **High Street Priority Plan BHP018** (Pages 59 - 80)
12. **Update on a Digital Winchester**

**Lisa Kirkman**  
**Strategic Director and Monitoring Officer**

All of the Council's publicly available agendas, reports and minutes are available to view and download from the Council's [Website](#) and are also open to inspection at the offices of the council. As part of our drive to minimise our use of paper we do not provide paper copies of the full agenda pack at meetings. We do however, provide a number of copies of the agenda front sheet at the meeting which contains the QR Code opposite. Scanning this code enables members of the public to easily access all of the meeting papers on their own electronic device. Please hold your device's camera or QR code App over the QR Code so that it's clearly visible within your screen and you will be redirected to the agenda pack.



14 June 2021

Agenda Contact: Dave Shaw, Senior Democratic Services Officer  
Tel: 01962 848 221 Email: dshaw@winchester.gov.uk

*\*With the exception of exempt items, Agenda, reports and previous minutes are available on the Council's Website [www.winchester.gov.uk](http://www.winchester.gov.uk)*

## **MEMBERSHIP**

**Chairperson:** Weir (Liberal Democrats)    **Vice-Chairperson:**

### **Conservatives**

Isaacs  
Lumby  
Scott

### **Liberal Democrats**

Bronk  
Craske  
Fern  
Radcliffe

## **Deputy Members**

Horrill and Miller

Edwards and Ferguson

Quorum = 4 members

## **PUBLIC PARTICIPATION**

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 three days in advance of the meeting for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

## **FILMING AND BROADCAST NOTIFICATION**

This meeting may be recorded and broadcast live on the Council's website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Access to Information Procedure Rules within the Council's Constitution for further information, which is available to view on the [Council's website](#).

## **DISABLED ACCESS:**

Disabled access is normally available, but please phone Democratic Services on 01962 848 264 or email [democracy@winchester.gov.uk](mailto:democracy@winchester.gov.uk) to ensure that the necessary arrangements are in place.

This page is intentionally left blank

## **BUSINESS AND HOUSING POLICY COMMITTEE**

**9 February 2021**

Attendance:

Councillors

Weir (Chairperson)

Bell	Lumby
Brook	Power
Craske	Scott
Horrill	
Hiscock	

### **Others in attendance who addressed the meeting:**

Councillors Thompson (Leader and Cabinet Member for Communications), Cutler (Deputy Leader and Cabinet Member for Finance and Risk), Learney (Cabinet Member for Housing and Asset Management), Ferguson (Cabinet Member for Local Economy and Climate Emergency) and Murphy (Cabinet Member for Climate Emergency).

[Full audio recording and video](#)

---

### 1. **APOLOGIES AND DEPUTY MEMBERS**

Apologies for absence were received from Councillor Rutter.

### 2. **DISCLOSURE OF INTERESTS**

Councillor Hiscock declared a personal (but not prejudicial) interest in respect of various agenda items due to his role as a County Councillor.

Councillor Scott declared that he was a council tenant in respect of the matters relating to the Housing Restoration presentation.

### 3. **MINUTES**

RESOLVED:

That subject to Councillor Rutter being shown as being in attendance and Councillor Clear (deputy member) being shown as not in attendance, the

minutes of the previous meeting held on 1 December 2020 be approved and adopted.

4. **WORK PROGRAMME FOR 2020/21**

RESOLVED:

That the Work Programme for 2020/21 be noted.

5. **CHAIRPERSON'S ANNOUNCEMENTS**

The Chairperson welcomed to the meeting TACT representatives Mrs M Gill and Mr D Light.

6. **PUBLIC PARTICIPATION**

No members of the public were present to make representations.

7. **BRIEFING ON RESTORATION WORK – ECONOMY AND HOUSING AND IMPACTS – PRESENTATION**

The Service Lead – Economy and Tourism and the Strategic Director – Services gave a presentation on the Covid 19 restoration work.

Members asked questions and raised various comments which were addressed by Councillors Ferguson and Learney and the relevant officers.

The Chairperson stated that it would be of benefit to report to a future meeting an updated allocation of grant funding table to show how the grants that had been dispersed to businesses had been distributed throughout the district and where the benefits had been gained.

Responding to questions, officers emphasised that the priority had been to support the sectors most affected during the pandemic. The objective was to increase pedestrian footfall on the district's high streets and to be in the strongest position to bring people back when restrictions eased.

The Chairperson observed that the recovery strategy was not about one big project but rather about transformational change. The green economic development strategy was fundamental and getting the digital infrastructure in place was key to remaining competitive. Working in partnership across the district and with neighbours was also essential to enable the transition.

Officers explained that the landscape for retail had irreversibly changed and that developing the experiential component of the high street offer would be critical to future success. The e-commerce platform was supporting independent retailers. The high streets would be used by the public in a different way; festivals and markets would play an important role in animating them.

Support through 'Love Local' had been rolled out across the district into the market towns.

Members discussed a range of ideas for rebuilding economic activity. These included optimising the use of assets in the district to attract employment and inward investment.

The Design Festival would showcase the strengths of Winchester's economy and exemplify why locating in the district was good for business. Partnerships were seen as key to filling the gaps in broadband/digital infrastructure. The Chairperson undertook to seek clarification on the objectives and membership of key partnership groups outlined in the presentation.

In response to questions about the e-commerce platform, the officers and Cabinet members clarified that there were expectations that businesses would make a small contribution at a future date but the council was committed to ensuring that the platform was sustainable.

The strategy for the digitally enabled economy would provide a road map for transition to a greener, more sustainable, digitally enabled economy and the key was to obtain buy-in from the whole business community for a shared vision.

In respect of housing recovery it was noted that, despite the challenges presented by Covid measures, the housing team had been operating very much as business as usual. New homes completions were coming forward and the council was on target to meet its 1000 homes objective; tenancy services and property services were operating to business as usual and plans were coming forward for delivery of the housing response to the climate emergency.

The "Everyone in" programme for the homeless continued and the no eviction policy remained in place. A priority was to sustain tenancies through the difficult times.

The housing team emphasised that the needs of vulnerable tenants had increased during the pandemic. Mental health issues were dominating the work of tenancy services and options were being looking at to increase support in this area by commissioning support from other agencies and if possible by employing a further mental health officer (currently 1 officer).

A report on the findings of the Next Generation Winchester project looking at housing for younger people would be brought to the summer 2021 meeting of the committee.

In response to questions raised at the Scrutiny Committee regarding the options to provide additional support to tenants, it was noted that rent increases were set nationally and for those receiving a housing component in Universal Credit, this was automatically uplifted to cover a rent rise. Measures to support vulnerable tenants such as rent discounts or rent free periods would not therefore benefit those most in need and could cost the Housing Revenue Account in the region of £500,000. Social rents were on the whole 50-60% of market rents.

In response to further questions about the rent increase, officers confirmed that Universal Credit would meet the full increase in rent where rent was covered in full. Those in most need would be receiving this assistance. The number of tenants on housing related benefit had increased from 400 to 1000 during Covid. A rebate scheme could cause difficulties for tenants and the preference would be to add extra tenant support or benefits – putting funds from the Housing Revenue Account balances into an additional hardship fund or similar. The proposals for an enhancement of the hardship fund was welcomed by the committee.

The housing team were therefore considering how to build on the existing targeted hardship fund to help those who needed it most, possibly through a voucher scheme or a range of alternative measures. These would be brought to a future committee meeting.

In response to a question about the steps that could be taken to partner with other organisations to build capacity among local trades to respond to the climate emergency, reference was made to the recruitment of an energy officer to the housing team who would play a key part in increasing the council's capacity to respond.

Members asked that in future years they expected to see more policy papers come to the Policy Committee before going to Cabinet. It was expressed that due diligence on papers going to Cabinet should be undertaken in this committee. In response it was suggested that moving the February meeting of the committee to March would allow more time to do this.

Concerns were raised about contacts with older people not in sheltered housing schemes. Officers advised that all residents in de-designated schemes continued to have out of hours support and access to life lines. Re-engagement with tenants as lockdown was lifted was a priority for the Housing Team.

The mental health specialist in the Tenancy Sustainment Service was working with colleagues across the housing service and with the Community Health Service team. Mental health had been a growing problem during lockdown; upskilling housing teams and commissioning more services would be part of any additional response. Members agreed this should be revisited at a future meeting.

TACT members supported the need for more capacity for mental health interventions and any measures directed towards people on low incomes and other vulnerable tenants.

Questions were asked about reductions to the outreach team. Officers confirmed that outreach was a vital part of the service to vulnerable people and they were reviewing how the service was delivered. Homeless people still had access to support.

It was also raised by a member that the housing development strategy might have benefitted from increased scrutiny prior to its consideration by Cabinet in March 2021 and it was asked how important housing issues such as this could be better



considered in the future. In addition, the question was raised on how to engage with TACT more effectively and how the outreach service could be delivered for homeless people.

The Chairperson also thanked members for raising the issue of building capacity within trade teams to support the council's zero carbon strategy within the public and private housing stocks.

**RESOLVED:**

That the presentations be noted and that a further report on the option of an additional hardship fund that was targeted at those tenants that were in most need be brought back to the next meeting of the policy committee for further consideration.

The virtual meeting commenced at 6:00 pm and concluded at 8:50 pm

Chairperson

This page is intentionally left blank

**BUSINESS & HOUSING POLICY COMMITTEE – WORK PROGRAMME FOR 2021/22**

<b>22 JUNE 2021</b>					
	<b>BUSINESS</b>	<b>LEAD OFFICER</b>	<b>COMMITTEE DATE</b>		<b>STATUS/COMMENT</b>
			<b>Original</b>	<b>Revised</b>	
	HRA Welfare Fund and Preventing Homelessness Grant Spending Plan(s) BHP019	Gillian Knight	22 June 2021		
	Green Economic Development Strategy BHP017	Sue Robbins	22 June 2021		
	High Street Priority Plan BHP018	Sue Robbins	22 June 2021		
	Update on a Digital Winchester	Sue Robbins	22 June 2021		Verbal Update
<b>21 SEPTEMBER 2021</b>					
	<b>BUSINESS</b>	<b>LEAD OFFICER</b>	<b>COMMITTEE DATE</b>		<b>STATUS/ COMMENT</b>
			<b>Original</b>	<b>Revised</b>	
	A digital economy for Winchester - Update	Sue Robbins	21 September 2021		
	Housing for younger people - Update	Gillian Knight	21 September 2021		
	Housing Company	Richard Botham	21 September 2021		
	Local Plan review – Verbal Update		21 September 2021		Verbal Update

**30 NOVEMBER 2021**

	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
	Housing Revenue Account cycle – Questions arising	Richard Botham	30 November 2021		

**1 MARCH 2022**

	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT

**Other reports due to come forward to the Business and Housing Policy Committee later in 2022/23 are as follows:  
(Meeting date to be confirmed)**

		2022/23
--	--	---------

**Informal Scrutiny Groups – Housing for Younger People**

**Informal Scrutiny Groups – A digital economy for Winchester**

Updated 14 June 2021

REPORT TITLE: HRA WELFARE FUND AND PREVENTING HOMELESSNESS  
GRANT SPENDING PLANS.

22 JUNE 2021

REPORT OF PORTFOLIO HOLDER: Cllr Kelsie Learney

Contact Officer: Gillian Knight Tel No: 01962 848 577 Email  
gknight@winchester.gov.uk

WARD(S): ALL

PURPOSE

This paper sets out for discussion the proposed 2021/22 HRA Welfare Fund spending plan introduced to provide additional support and assistance for council tenants. The additional one off sum of £500,000 funded from the existing HRA balance was approved at full council on 24 February 2021. The proposals are brought forward in discussion with TACT and tenants.

The 2021/22 Homelessness Prevention Grant of £300,095 allocated by the Ministry of Housing, Communities and Local Government (MHCLG) give local authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness. This paper sets out for discussion the proposed spending plans to prevent homelessness and to support the most excluded within our communities.

RECOMMENDATIONS:

1. That the Policy Committee review and comment upon the proposed spending plans of the HRA Welfare fund and the Homelessness Prevention Grant.

## 1 RESOURCE IMPLICATIONS

- 1.1 The resources required to deliver on the spending plan objectives will come within existing staffing resources.
- 1.2 A one off allocation of funding from the existing HRA balance as approved at full council on 24 February 2021.
- 1.3 The Ministry of Housing, Communities and Local Government (MHCLG) allocation of £330,095 from the annual Homelessness Prevention Grant.
- 1.4 The purpose of the government grant is to give local authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness. It is expected that councils use it to fully enforce the Homelessness Reduction Act to help end rough sleeping by increasing activity to prevent single homelessness. To reduce family temporary accommodation numbers through maximising family homelessness prevention and to eliminate the use of unsuitable bed and breakfast accommodation for families.

## 2 SUPPORTING INFORMATION:

### 2.1 Background

- 2.2 The pandemic has had a detrimental impact on many households financial security. Studies have shown an increase in the characteristics of vulnerability for adults including poor health, low financial resilience and negative life events. There has been a significant rise in people losing their jobs, being forced to take salary cuts or accept reduced hours because of the pandemic. Working-age adults have been disproportionately hit by the virus, in particular younger adults, black, Asian and minority ethnic adults and the self-employed.
- 2.3 Financial hardship and poor mental health often go hand in hand and can result in the threat of homelessness. Public Health England research into the impact of the pandemic on the mental health and wellbeing of adults has shown an increase in those experiencing anxiety, stress and low mood a long with sleep problems. And it is likely that the effects of the pandemic on such households will be felt for months or even years to come.
- 2.4 £500,000 has been allocated as a one of sum from the HRA budget to fund additional support services to help with recovery for those tenants most adversely affected. The fund will also provide practical financial support to tenants facing hardship to help sustain tenancies and prevent homelessness.
- 2.5 The 2021/22 Homelessness Prevention Grant allocation awarded by the Ministry of Housing, Communities and Local Government (MHCLG) is to give local authorities control and flexibility in managing homelessness pressures and to support those who are at risk of homelessness.

- 2.6 It is recognised that the council cannot prevent or solve homelessness alone. As such the homelessness prevention spending plan sets out areas of spend that best support partnership working opportunities whilst underpinning the council's statutory housing responsibilities to ensure preventative initiatives are central to service delivery.
- 2.7 Details of the Proposal
- 2.8 The Welfare Fund budget of £500,000 funded from the existing HRA balance was allocated to provide additional support for council tenants in consultation with TACT and tenants. Consultation took place with involved tenants and TACT Members on 17<sup>th</sup> March 2021 and with the Portfolio Holder for Housing and Asset Management. The feedback document from the consultation event can be found in Background Documents.
- 2.9 **Strategic Commissioning:** Commissioning of local support services enabling the council to allocate resources and procure partner agencies already active in our communities. To help provide specialist help and support services that will deliver priority outcomes set out in operational service plans. Areas of additional support will include employment support to help with job searches, CV writing, life coaching and confidence building. Therapeutic services for those with poor mental health including befriending services. To support people struggling to afford to pay energy bills to take advantage of benefits, grants and help offered by the government and energy suppliers. Financial support for tenants moving into a new home to tackle appliance and furniture poverty. To prevent tenants falling in to debt by borrowing from high-interest loan providers to buy essential furnishings. Proposed spending budget of £100,000 over a two year programme.
- 2.10 **Digital Inclusion:** The pandemic highlighted the importance of digital inclusion but there are still significant levels of digital exclusion with people lacking the basic skills to use the internet effectively. This can be as result of unemployment, fewer educational qualifications, and people living with disabilities and is often associated with those living in social housing. The fund will support those tenants in receipt of Universal Credit, seeking employment or participating in training who are on low incomes. Providing training opportunities to help not just with computer skills but to help build confidence and awareness of opportunity. Proposed spending budget of £40,000 over a two year programme.
- 2.11 **Welfare Personalisation Budget:** To enable housing officers to be reactive through an emergency fund which is readily available to meet crisis need when tenants do not have sufficient funds to meet their basic need. It can act as an engagement tool to help support the more hard reach and complex need tenants and those involved in antisocial behaviour incidents. The budget will be used flexibly to meet a need that is not currently met through the government welfare benefit system. Providing bespoke support that enhances a tenant's choice. Proposed spending budget of £80,000 over a two year programme.

- 2.12 **Increased Welfare Support Capacity:** The Tenancy Sustainment team was first established in 2019 as an in house support service to help tenants to live well. During the pandemic there was a substantial increase in tenant referrals to the team needing support and assistance. With increased demand in specialist areas such as mental health support and money and benefit assistance. Existing officers during 202/21 supported 60 tenants with mental health support and 150 tenants with money and benefit advice with successful outcomes helping to keep tenants in their home preventing the threat of homelessness. The need continues to grow and there are many more tenants who will benefit from the tenancy sustainment support service. To meet the resource demand and to support as many tenants in need as possible it is proposed to increase the capacity of the team by appointing two full time tenancy sustainment officers. There is a need to employ administrative support to proactively manage the referral process coming in to the tenancy support Service. The increase in resources will enable each additional officer to support another 50 to 60 tenants and will enable the service to accept another 100 plus referrals. Proposed spending budget of for 2021/22.
- 2.13 The Homelessness Prevention Grant spending plan for 2021/22 focuses on the positive changes in service delivery that have come about during the pandemic and which will support homelessness recovery plans.
- 2.14 **Social Inclusion Grant:** The council currently co-commission with Hampshire County Council (HCC) accommodation and support for the most complex single homeless households. A small contribution of £50,000 secured from the Homelessness Prevention Grant helps support the provision of 32 units of accommodation at West View House and the Sussex Street housing first provision. Due to the challenges of COVID 19 over the past year HCC have extended the contract until March 2023. The co-commission of services with HCC ensures that there is suitable accommodation available to prevent people from sleeping rough and to target support for those most in need. Proposed spending budget of £50,000 for 2021/22.
- 2.15 **Flexible Prevention Fund:** The provision of a flexible prevention fund of £50,000 for front line Housing Options Officers to help prevent and relieve homelessness through spend-to save initiatives increasing efficiency and lowering long term costs. Early intervention and engagement tactics can prevent homelessness and keep people in their homes with officers having timely access to a flexible spending budget. The fund could provide households facing homelessness with financial help to pay court costs to secure a stay of eviction. To help clear historic or current rent arrears to prevent households threatened with homelessness falling in to debt by borrowing from high-interest loan providers. Provide support to digitally connect homeless households to the internet, providing mobile devices to access essential government welfare benefits and health services. Proposed spending budget of £50,000 for 2021/22.
- 2.16 **Severe Weather Emergency Provision:** The Council has responsibility to deliver Severe Weather Emergency Provision (SWEP) to ensure a form of



emergency accommodation is available to anyone sleeping rough during periods of severe cold or hot weather to keep them safe from the elements. Following Covid19 the government advised local councils that shared sleeping spaces are no longer appropriate. In previous years the council has commissioned various local providers to provide dormitory style accommodation during SWEP but this is no longer appropriate provision and councils are instead expected to provide self-contained provision. Trinity Winchester and the Winchester Churches Night shelter are expanding their accommodation options and there will be opportunities for them to offer SWEP emergency self-contained accommodation. A budget of £15,000 will be required to cover incurred partner agency SWEP costs and to include supplementing accommodation offers through local hotel provision. Proposed spending budget of £15,000 for 2021/22.

- 2.17 **Young Persons Emergency Beds:** To continue to fund 2 emergency beds with high level support for local vulnerable young people aged 17 to 21 at Westgate Place an A2 Dominion supported housing project. The intensive support is currently commissioned by Hampshire County Council. Proposed spending budget of £10,000 for 2021/22.
- 2.18 **Housing Jigsaw Module:** The MRI Housing Jigsaw software system manages the front line housing options service helping to prevent homeless. A new module 'Rise' provides a platform designed to support local councils, the voluntary sector and wider partners to manage and monitor rough sleeping pathways and outreach work. Proposed spending budget of £10,000 for 2021/22.
- 2.19 **Staffing Resources.** The Homelessness Reduction Act 2017 and COVID19 has placed a number of additional burdens and responsibilities' on the Housing Options Teams. Most other Hampshire Authorities have since increased staffing resources to support service delivery. The council has remained operating with the same number of officers in place prior to the additional responsibilities introduced through both legislation and the pandemic. Comparisons of staffing resources have been made with Eastleigh Borough Council and East Hampshire Borough Council which have the nearest comparators in terms of homelessness prevention and relief duties. But who have less single homeless complex need customers.

Local Authority	Staffing Resource	Caseload
WCC	4 FT officers	155
EHBC	5 FT /1 PT officers	146
EBC	6Ft officers	119

It is expected that homelessness presentations are likely to increase due to the end of government furlough financial assistance schemes, paused evictions from within the private rented housing sector and potential mortgage debt. To resource an additional full time Housing options and a support officer role, recruited on a fixed term basis via the Homelessness Preventing Grant will provide extra support and assistance to a further 30 to 40 residents and improve resilience within the team. Proposed spending budget of £102,550 for a 2 year period.

- 2.20 Both spending plans will be left with contingency funding of £99,920 for the HRA Welfare Fund with £62,054 remaining of the MHCLG Homelessness Prevention Grant allowing for future need.
- 2.21 Conclusion
- 2.22 Both proposed spending plans are crucial to continue to build recovery of front line services. To maintain good and positive service delivery changes that have come about during the pandemic to ensure help and support is readily available for our most in need communities to live well.
- 3 OTHER OPTIONS CONSIDERED AND REJECTED
- 3.1 Discussions took place to offer a reduction in rent to all tenants in the form of a rent free week during 2021/22. But this would not have benefited the most in need tenants as those tenants in receipt of welfare benefits including Housing Benefit and Universal Credit would not receive any financial gain from a rent free week. To keep the money in reserve is not recommended as support for tenants is needed now to enable and assist the council's recovery work.
- 3.2 To retain the MHCLG Homelessness Prevention Grant until the full extent of homelessness is known post COVID 19 not recommended as support for homeless households is needed now to enable and assist the council's recovery work.

#### BACKGROUND DOCUMENTS:-

##### Previous Committee Reports:-

BHP004, PREVENTING HOMELESSNESS & ROUGH SLEEPING STRATEGY18  
JUNE 2019

[BHP004](#)

##### Other Background Documents:-

Tenant Welfare Consultation & Feedback Document



Tenant Welfare  
Consultation & Feedb

Preventing Homelessness & Rough Sleeping Action Plan 2019-2024  
[Preventing Homelessness & Rough Sleeping Strategy Action Plan](#)

APPENDICES:

None

This page is intentionally left blank

REPORT TITLE: 10 YEAR GREEN ECONOMIC DEVELOPMENT STRATEGY

22 JUNE 2021

REPORT OF PORTFOLIO HOLDER: Cllr. Martin Tod, Cabinet Member of Economic Recovery

Contact Officer: Andrew Gostelow Tel No: 07980732149 Email  
agostelow@winchester.gov.uk

WARD(S): ALL

PURPOSE

This paper introduces the work being undertaken and planned to develop a Green Economic Development Strategy.

The strategy will set the direction for the next ten years, setting ambitious, bold and dynamic future direction for Winchester district's economy to play a significant role in the district being carbon neutral by 2030. It will support a green recovery from the Covid-19 pandemic whilst presenting a compelling proposition of Winchester district as carbon neutral, sustainable place in which to live, work, study and visit.

The strategy will build on our existing sector, business and skills strengths, using them to springboard to a greener, more technologically driven, creative economy. It will recognise that growth must be shared by all, reducing inequalities with high quality job opportunities for all demographics across the district. Finally, it will be built on a collaborative consensus of those who live, work and study here now and in the future.

This dynamic Green Economic Development Strategy will provide the council and stakeholders a concise and achievable road map with tangible outcomes that are collaboratively driven, aligned and shared.

## RECOMMENDATIONS:

The Policy Committee are asked to:

1. Review and comment on the work undertaken, findings to date and the emerging themes which will underpin the vision and strategy. The committee are requested to respond in particular to:
  - a) The topics areas outlined in 2.5.3
  - b) The emerging themes underpinning the Vision & Strategy development in 3.1 b)

## 1 **RESOURCE IMPLICATIONS**

- 1.1 The resources required to complete the development of the strategy have been secured as outlined in CAB3265/21 October 2020. A £45,000 allocation was agreed to be made from the Climate Emergency Programme budget along with approval to appoint a specialist consultant. The consultant offers expertise in delivering innovative approaches to developing visions and strategies, with particular expertise and knowledge in green strategic development. Urban Foresight were selected following a procurement process to produce a strategy capable of driving and delivering a green sustainable economy.

## 2 **SUPPORTING INFORMATION:**

### **Background**

- 2.1 This is a critical time for the council to develop a new strategy that clearly states its intention, and the practical actions needed, to transition to a low / zero carbon economy that builds on a green recovery from COVID-19 and supports sustainable communities. It is vital that the council understands the scale of the task needed to drive this change through a strategy that is based on up-dated economic evidence, insight and intelligence which reflects the impact of COVID-19 and the council's climate emergency declaration. This is a pivotal moment to springboard from changes in business operations and lifestyle choices made in response to the impact of COVID-19 to a new greener more sustainable economy.
  - 2.1.1 There is a comprehensive body of economic data and evidence that has been created by the council including detailed assessments in 2017 and more recently with local plan and central Winchester regeneration work. The Enterprise M3 LEP has produced a regional economic profile for its industrial strategy, as has the South Downs Nation Park Authority for its economic strategy. Hampshire County Council's 2050 commission of inquiry generated a body of evidence across a range of themes including economy and sustainability. These sources of data and intelligence will be utilised and drawn upon by the consultancy preventing the need for replicating the research, however primary research will be needed to assess and interpret the impact of Covid-19.

- 2.1.2 The new Green Economic Development Strategy will give insight into the scale of the task, in terms of the change of direction needed, to transition to a sustainable, green economy. It needs to provide a road map of practical steps for how to transform the Winchester District's economy to a much greener, more technologically driven, creative economy, where our existing businesses can grow sustainably; new businesses can be created and thrive, and there are high quality job opportunities for all demographics across the district. Importantly it must build on the District's current economic strengths and continue to facilitate their sustainable growth.
- 2.2 Work commenced on developing the strategy in April 2021. There are two key stages of work, as outlined below. Stage 1 is coming to completion however activity around engagement and consensus will continue throughout the project. Stage 2, vision and strategy production is underway and we anticipate draft reports in July 2021. The completed report, along with supporting collateral will be available from the end of July 2021.

<b>Stage 1 – Scoping and Engagement</b>
<b>Research and analysis</b> of economic data and trends, especially in emerging and developing issues, and the response to economic impact of COVID-19 on different business sectors.
<b>Innovative engagement</b> approaches to reach a wider audience base, beyond the expected stakeholders and partners. Use of reference groups and strategic conversations.
<b>Stage 2 – Strategy production</b>
Creation of a <b>long-term future economic vision</b> , built on censuses with buy-in from the resident and businesses populations and that encompasses a short term COVID-19 recovery and adaptation plan.
Development of <b>economic priorities</b> based on evidence and the specific challenges and opportunities facing Winchester district.
Recommendation of the <b>actions, interventions and investments</b> from both public and private sector needed to achieve the long-term future economic vision.
Creation of a <b>persuasive proposition</b> to promote Winchester district as a location for sustainable investment in new and emerging sectors.

- 2.3 The consultancy contract is being managed in accordance with the council's contract management framework against five workstreams (WS) with specific performance outcomes for each as set out below. The areas shaded in grey indicate work completed to date:

<b>WS1 Evidence Base Research</b>	<b>WS2 Engagement &amp; Consensus</b>
Baseline	Reference Group consultation
Mapping Influencers & Drivers	Focus Groups
Competitor Analysis & Benchmarking	Interviews

Economic & Infrastructure GAP Analysis	
Evidence Base Report	
<b>WS 3&amp;4 Vision &amp; Strategy Development</b>	<b>WS5 – Reporting &amp; Collateral</b>
Vision development	Strategy Report
Action plan development	GIS Base Map
	Presentation Deck

## 2.4 WS1 Evidence base report highlights

- 2.4.1 Overall, Winchester is a relatively well performing district in national and also in Hampshire terms. But it has some weaknesses compared to more successful parts of the South East, including some neighbours to the north. It is also probably not yet consistently at the forefront of green development and can learn much from comparator districts nationally and internationally.
- 2.4.2 In recent years population growth has fallen below England and regional averages. The aging demographic challenge is acute – especially outside Winchester city: The young adult population (18-24) is heavily concentrated in the town – highly influenced by the presence of the University. Although graduate retention is relatively good compared to other Central Southern universities, around 80% of graduates of both University and Sparsholt College appear to pursue their careers outside the town and 2/3rds outside the EM3 LEP area.
- 2.4.3 Winchester has a relatively healthy resident population, with only small pockets of deprivation – but these might change and become more acute post-pandemic.
- 2.4.4 Winchester’s housing market is highly priced. The affordability ratio – even with high average resident earnings is the worst in Hampshire (although less than many Surrey districts within the EM3 geography).
- 2.4.5 The working age population is higher skilled, in higher occupational classification jobs, with higher average salaries than county and regional average. But the relatively high difference between residential (£689.30) and workplace earnings (£636.40) illustrates the importance of outward (and inward) commuting.
- 2.4.6 GVA and productivity growth has historically been high – but not compared to some neighbours and regional pacesetters: Winchester’s GVA is the largest Local Authority District (LAD) economy in EM3 after Runnymede (largely determined by Heathrow) and its growth over the decade to 2018 is in the top 50 LADs in England and well above national and regional averages.



- 2.4.7 However, this is not at the level of many local authorities in Thames Valley Berkshire, Buckinghamshire Thames Valley – nor is the relative improvement (4.4 on the UK index) comparable to key neighbours (Fareham 22.5, Hart 9.6) or comparators like Stratford-upon-Avon (13.8).
- 2.4.8 Winchester is a strongly service led economy and fairly diversified within this. Particular concentrations in health, retail, public administration and education (especially in the town), are matched by stronger than average profiles in higher value sectors like professional, finance, real estate and ICT, and a well-regarded creative and cultural sector.
- 2.4.9 There is a suggestion that, in the round, the workforce may be more resilient than average in terms of both post-COVID-19 recovery and increased home or flexible working.
- 2.4.10 Business dynamism is high – but arguably the district lacks the major corporate anchors most likely to drive science and innovation-led growth. Taken together with the specialism in architecture, this may offer new opportunities for Winchester to take a lead in niche areas like green construction, modern methods of construction and innovative house building over the coming period.
- 2.4.12 Winchester has a strong location on national road and rail transport routes between London and Southampton, with reasonable accessibility to major airports – but intra-district transport can be much more problematic. Within the district, Winchester as the county town has major congestion and resultant air quality challenges; the South Hampshire Urban Area is quite detached from the rest of the district; and east-west and rural – Winchester travel and connectivity needs significant change to meet green and low carbon ambitions.
- 2.4.13 Digital infrastructure is not as strong as Hampshire averages – especially in the rural areas: And Hampshire and UK averages are a long way short of premier EU and global smart places.
- 2.4.14 Winchester’s current CO2 emissions performance remains poor although improvements are being made rapidly. More broadly, the district has striking opportunities and potential for a green-led recovery. With the national park (SDNPA) and extensive other green spaces, the district has huge potential for a high quality environment, improving biodiversity and a natural capital approach in the GEDS.
- 2.4.15 The COVID-19 impact will introduce new dimensions and opportunities into the GEDS. Most analyses suggest that the impact of COVID19 and the lockdown on Winchester district has mirrored national experience, but possibly with more resilience and rapid recovery than areas of more acute pressures.
- 2.4.16 Perhaps key to this is how ambitious and exceptional Winchester district and the council wish to be over the next ten years, and how far the post-pandemic recovery and new global and national contexts provide opportunities for ambitious and exceptional transformation of the district and its communities.

2.4.17 The evidence base report suggests Winchester is relatively well-placed for a credible and highly distinctive, green-based economic recovery and development strategy.

## 2.5 WS2 Consensus & Engagement

2.5.1 A Reference Group has been brought together comprising of key stakeholders across the district and beyond who will meet at key points during the development of the strategy to consider and comment on findings. Around ten participants make up this group including Enterprise M3 LEP, Hampshire County Council, South Downs National Park, Winchester BID, Sustainable Business Network, University of Winchester, Winchester School of Art and a major local employer.

2.5.2 Four Focus Groups drawing from a range of stakeholders across the whole district have been formed comprising of around ten participants in each group plus a climate change partner and business network/representative organisation. Each group is made up of organisations/groups in common in the following areas:

- Large employers
- Small employers & independents
- Young people & students
- Property & developers

2.5.3 Participants have been asked to consider the following:

- Their perspectives on Winchester district and what a Winchester district GEDS should look like:-
  - o The district's economic strengths, weaknesses, opportunities and threats
  - o Surfacing the key tensions and trade-offs for the district in a green economic approach
  - o Their institution's role and priorities in any GEDS.
  - o What WCC roles and priorities should be.
  - o Any red lines, advice on delivering a successful district-wide GEDS.
- Net zero, other natural capital, biodiversity, and green opportunities issues – and where the win/wins and any trade-offs are with traditional economic development agendas.
- Post-Covid-19 recovery challenges and other possible game changers (e.g post-Brexit)
- Growth and development issues

- Government's approach – challenges, opportunities and tensions
- Regional and local dynamics – expectations of Winchester and WCC. How can Winchester, across the whole district, punch above its weight? What should the priorities and USPs be?
- AOB – chance for the participant to raise anything not covered in the earlier discussions.

2.5.4 Stakeholder interviews & Focus Group activity is ongoing throughout this project and we will include an update on the feedback to date in the Policy Committee meeting on 22 June 2021.

### 3 **Presentation from Urban Foresight**

3.1 The Policy Committee will receive a short presentation by the Consultants providing:

- a) an overview of the key findings to date
- b) emerging themes underpinning the Vision & Strategy development

3.2 The committee are asked to make comment and input into the findings and contribute their views on topics outlined in 2.5.3 and their thoughts around what the Vision and Strategy might include.

### 4 **OTHER OPTIONS CONSIDERED & REJECTED**

4.1 Alternative options considered:

1. Do not develop a new strategy: this option was rejected as it is considered crucial to develop a dynamic Green Economic Development Strategy which will provide the council and stakeholders a concise and achievable road map over the next ten years with tangible outcomes that are collaboratively driven, aligned and shared.

2. A short term business recovery plan in response to COVID-19 is produced: this option was rejected as the impact of COVID-19 and resultant recovery needed to be embedded in a longer term strategy which combined a range of other key drivers and influencers designed to bring about long term growth.

### **BACKGROUND DOCUMENTS:-**

#### **Previous Committee Reports:-**

5 The budget and approval to procure external consultants was given in report CAB3265, Creating a New Green Economic Development Strategy considered by Cabinet on 21 October 2020 (Appendix 1).

Other Background Documents:-

- 6 Request for quote for the provision of consultancy to produce a Ten Year Green Economic Development Strategy for Winchester District to transition to a carbon neutral, inclusive economy is attached, (Appendix 2).

APPENDICES:

- Appendix 1 Creating a New Green Economic Development Strategy, CAB3265, 21 October 2020
- Appendix 2 Request for quote for the provision of consultancy to produce a Ten Year Green Economic Development Strategy for Winchester District to transition to a carbon neutral, inclusive economy

REPORT TITLE: CREATING A NEW GREEN ECONOMIC DEVELOPMENT STRATEGY

21 OCTOBER 2020

REPORT OF CABINET MEMBER: Cllr. Paula Ferguson, Cabinet Member for Local Economy

Contact Officer: Andrew Gostelow; Service Lead Economy & Tourism  
Tel No: 01962 848065 Email agostelow@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report sets out a new approach to creating a new Green Economic Development Strategy for the next ten years.

This is a critical time for the council to develop a new strategy that clearly states its intention to transition to a greener, low/zero carbon and economy. The strategy reflect the council's climate emergency declaration and its ambition for Winchester District to be carbon neutral by 2030.

The new Green Economic Development Strategy will give insight into the scale of the task needed and provide a road map of practical steps to transition to a greener, inclusive and more technologically driven, creative economy. An economy where our existing businesses can grow sustainably; new businesses can be created and thrive, particularly those operating in the green growth sectors, and high quality job opportunities are provided for all demographics across the district.

This change must be driven through a strategy that is based on up-dated economic evidence, insight and intelligence and which also reflects this pivotal moment to springboard from changes in business operations and lifestyle choices made in response to the impact of COVID-19.

The strategy must build a consensus of support amongst residents, businesses, the not for profit and voluntary sector and partner stakeholders. This will demonstrate to inward investors that all key stakeholders are aligned and working together toward achieving a common set of goals.

This new strategy requires the commissioning of external consultancy support to:

- Offer an impartial approach to best deliver a fully engaged, collaborative, partnership led, joint stakeholder owned strategy.
- Provide insight into what a green, sustainable economy could look like for the Winchester District – identifying what the district has to offer, what action needs to be taken and how best to differentiate ourselves,
- Bring expertise, best practice and learning from others to ensure that Winchester District is well placed alongside its' competitors to become a green, sustainable economy.

A draft specification for the work has been produced, the resources identified and this report makes the business case for a request for budget to deliver the commission.

#### RECOMMENDATIONS:

That cabinet:

1. Agree an allocation of £45,000 be made from the Climate Emergency Programme budget to cover the cost of the consultancy appointment.
2. Delegate authority to the Corporate Head of Engagement to procure, select and award a contract to a suitable consultant in collaboration with the Cabinet Member for Local Economy and in compliance with the city council's contract procedure rules.
3. Delegate authority to the Service Lead legal to negotiate, prepare and enter into a consultancy contract with the successful consultant.

IMPLICATIONS:1 COUNCIL PLAN OUTCOME

## 1.1 Tackling the Climate Emergency and Creating a Greener District

1.2 The new Green Economic Development Strategy will focus on the opportunity to shift to a greener, sustainable, inclusive economy and how to rebuild and re-imagine post COVID. Given the Council's ambition to be a zero carbon district by 2030, the strategy is a key mechanism through which to deliver the necessary change to a low/zero carbon economy. Aligning the Green Economic Development Strategy to the carbon neutrality programme demonstrates the council's leadership intent in tackling the climate emergency. There are 8,000 businesses employing 83,000 people across the district, all contributing to the energy and transport carbon emissions of the district and there is a significant opportunity through the strategy to drive a step change in the district's carbon emissions and attract new businesses operating in the green growth sectors.

## 1.3 Homes for all

1.4 An affordable mix of housing is a vital factor in fostering a successful economy. The new Green Economic Strategy will identify the nature of future employment and ways of working that will affect future housing need and demand.

## 1.5 Vibrant Local Economy

1.6 Within the Council Plan we have said that to create the vibrant local economy we will 'grasp opportunities for green growth'. The strategy needs to identify these opportunities and the actions council can take to facilitate this green growth. It will also provide a platform to lever inward investment, creating a persuasive proposition to promote Winchester District as a location for sustainable investment in new and emerging sectors.

1.7 Achieving the aims set out in the vibrant local economy priority will be central to the economic strategy that will consider how to transform Winchester District's economy to a greener, more technologically driven, creative economy, where our existing businesses can grow sustainably; new businesses can be created and thrive, and there are high quality job opportunities across the district for all demographics.

## 1.8 Living Well

1.9 The importance of providing the opportunity for all residents to benefit from and contribute to the economy of Winchester District is recognised and the new priorities will identify how to reduce inequalities in employment opportunities and income with an emphasis in growing jobs in green growth sectors. It will also consider how to develop sustainable communities and to

sustain the positive lifestyle changes that have been adopted in response to COVID-19.

1.10 Your Services, Your Voice

- 1.11 An innovative and collaborative approach to developing the economic strategy is required from the consultancy. A wide range of stakeholders and communities should have their say in the future growth and development of Winchester District's economy. There must be a built-in consensus for the priorities and actions identified, just as the outcomes and outputs must be shared and owned by all key stakeholders.

2 FINANCIAL IMPLICATIONS

- 2.1 It is estimated that cost of appointing an external consultant is £45,000. It is recommended that an allocation of £45,000 be made from the Climate Emergency Programme budget to cover the cost of the consultancy appointment.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 This cabinet report requests approval to appoint an external consultant to assist with the preparation of a ten year Green Economic Development Strategy. The council does not have the depth of specialist expertise or the capacity in house to deliver this work. Specialist skills are required to evidence relevant experience and expertise in innovative approaches to developing visions and strategies, with particular expertise and knowledge in developing a strategy for the transition to green, sustainable, inclusive growth.
- 3.2 Officers intend to procure the external consultant through a competitive quotation process in accordance with the council's Contract Procedure Rules and the Public Contract Regulations 2015. The procurement process would commence at the start of November with an intention to deliver a strategy by the end of March 2021.
- 3.3 It is recommended that authority be delegated to the Corporate Head of Engagement to procure, select and award a contract to a suitable consultant, in accordance with the city council's Contract Procedure Rules in consultation with the Cabinet Member for Local Economy and for the Service Lead Legal to enter into a consultancy contract with the successful bidder.



#### 4 WORKFORCE IMPLICATIONS

- 4.1 The contract management and lead contact within the council for the consultancy will be the Service Lead: Economy & Tourism. Advice on contract management activities will be sought from the Procurement Team. To reflect the breadth of work, research, engagement and policy development it is proposed that officers from communications, planning policy, housing, transport, sustainability, major projects, and others as appropriate, are kept informed and are able to contribute to the strategy and its outputs.

#### 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 NONE

#### 6 CONSULTATION AND COMMUNICATION

- 6.1 The consultancy request for quote specification has been reviewed by the Cabinet Member for Local Economy. The approach to creating a new Green Economic Strategy has been subject to a Cabinet Member Workshop on 28 September and the following comments have been taken on board:-
- a) The Carbon Neutrality Action Plan identifies that a major contributor to emission is from transport; e.g. business traffic; freight; travel to work. The strategy will need to consider how changes to business, consumer and staff behaviours can make the necessary reductions in emissions, and what proportion of the districts carbon footprint can be impacted. The strategy needs to be part of the carbon neutrality programme and reference the Carbon Neutrality Board and be bold in its title and framing to reflect this.
  - b) The link between planning and the Green Economic Development Strategy be acknowledged, and that there should be a link to the local plan process so that no doubling up of work is undertaken and to ensure value for money.
  - c) There needs to be reference to the South Down National Park and their strategy as this covers 40% of the district.
  - d) Transport is a major programme with its own strategy and evidence base, therefore the Economic Development Strategy needs to recognise the unique contribution it can make that is not tackled in other existing strategies from organisations such as Hampshire County Council or Transport for the South East.

- e) It will be important to understand what the future infrastructure needs will be across the district, in particular grid capacity as up-grades are likely to be needed to support development.
- f) The strategy must consider not only digital connectivity but also mobile as in some communities this is the primary access route.
- g) The strategy must also seek to map skills provision and gaps and direct what is needed for future sectors and growth.
- h) Agriculture, land based business and rural development will be effected by Brexit and the extent, impact and opportunity of the potential structural change of this sector on the district's economy needs to be understood as part of the strategy.
- i) It was emphasised that the following key sectors must be included in the strategy:
  - (i) The non-profit and voluntary sector important role.
  - (ii) The substantial Education sector, which can help to drive innovation, enterprise and economic growth.
- (j) Whilst it was recognised that the 10 year horizon needed to align with the 2030 district carbon neutrality target, the strategy will also focus on year one, setting out the ground work and capitalising on the current determination to work together to drive change.
 

The strategy as a whole will set out the steps that need to be taken to shift the economy to be a green, sustainable economy over the complete 10 year period.
- (k) The strategy must be the clear on the role the council can deliver and what are the levers to influence and enable others to act.

## 7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 In accordance with the Procurement and Contract Management Strategy the evaluation model for this consultancy work will be based on the most economically advantageous tender that allows us to fulfil our aims, with a minimum of 10% being allocated to environmental and social value.

## 8 EQUALITY IMPACT ASSESSMENT

8.1 The council's Procurement & Contract Management Strategy 2020 – 2025 has four guiding principles which form the key elements of our approach to procurement and contract management activity:

- a) Value
- b) Compliance
- c) Environmental and Social
- d) Fairness

8.2 The strategy requires procurement and contracting to promote and endorse the requirements of the Equality Act 2010 and the Modern Slavery Act 2015 through our procurement activity and contractual arrangements. Equality Impact Assessments are carried out as part of the procurement process in accordance with the corporate guidance.

## 9 DATA PROTECTION IMPACT ASSESSMENT

9.1 All personal information collected as part of a procurement process, including that contained in contract documentation will be held in accordance with the Council's Data Protection Policy and comply with the six Data Protection Principles set out in Article 5(1) of the General Data Protection Regulation (GDPR) and sections 35 to 40 of the Data Protection Act 2018 (DPA).

## 10 RISK MANAGEMENT

10.1 Consultants will be required to provide a project plan as part of their quote submission to demonstrate how the timeline would be met. Contract management activities will monitor milestones against this plan. Staged payments and payment against milestones, or at the end of Stage 1 and Stage 2, subject to achievement of outcomes will reduce risk.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Property None</i>	-	-
<i>Community Support Stakeholders do not participate in the engagement work to develop a consensus for future vision for the economy of Winchester District.</i>	The consultancy specification requires demonstration of innovative and successful approaches to engagement across a wide cross section of stakeholders.	New approaches to engagement will bring forward new and different voices and opinions to add to the strong business community and networks already engaged in the future of the local economy.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Timescales The five month delivery period cannot be met by prospective bidders.</i>	The specification is broken into two stages with an initial scoping stage to establish the scale of work required in order to review what will be delivered in stage two, the production of the strategy, in order to meet the timescales.	The prospective consultancy is able to propose a methodology that is innovative and uses an approach that meets the timescales.
<i>Project capacity Key personnel either overseeing the contract or delivering the contract become unavailable.</i>	Prospective bidders will be required to demonstrate how they will address this issue within their request for quote responses. Adopting a collaborative approach and robust contract management activities will also mitigate.	-
<i>Financial / VfM The request for quotes fails to attract any interest or responses are in excess of the estimated value.</i>	The specification is broken into two stages with an initial scoping & engagement stage to establish the scale of the work required, and this will be reviewed before stage two, the production of the strategy.  An estimate range of the budget will be included in the specification to ensure the strategy can be delivered within budget.	Weighting of 60% is applied to cost so potential suppliers must submit a competitive bid in order to be successful.
<i>Legal The council is challenged on the award of the contract.</i>	Procurement will support and provide an overview of the procurement process to ensure an award of contract in compliance with contract procedure rules and the Public Contract Regulations 2015.	The opportunity to ensure a competitive bid is achieved.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Innovation The consultancy fails to deliver a new approach to creating an economic strategy.</i>	The evaluation of the responses to request for quote will require case studies of innovative approaches and references from past clients. The consultant's performance will be monitored and measured through robust contract management. Any concerns will be addressed accordingly and in a timely manner.	
<i>Reputation The engagement and subsequent economic strategy fails to build consensus and damages the perception the council leadership on the local economy.</i>	The evaluation of the responses to request for quote will require case studies of engagement approaches and references from past clients. The consultant's performance will be monitored and measured through robust contract management. Any concerns will be addressed accordingly and in a timely manner.	A Green Economic Development Strategy with collaborative support for its delivery and local ownership of the future changes needed to transition to a sustainable green economy.
<i>Other</i>		

## 11 SUPPORTING INFORMATION:

### 11.1 Background

11.2 This is a critical time for the council to develop a new strategy that clearly states its intention, and the practical actions needed, to transition to a low / zero carbon economy that builds on a green recovery from COVID-19 and supports sustainable communities. It is vital that the council understands the scale of the task needed to drive this change through a strategy that is based on up-dated economic evidence, insight and intelligence which reflects the impact of COVID-19 and the council's climate emergency declaration. This is a pivotal moment to springboard from changes in business operations and lifestyle choices made in response to the impact of COVID-19 to a new greener more sustainable economy.

- 11.3 There is a comprehensive body of economic data and evidence that has been created by the council including detailed assessments in 2017 and more recently with local plan and central Winchester regeneration work. The Enterprise M3 LEP has produced a regional economic profile for its industrial strategy, as has the South Downs Nation Park Authority for its economic strategy. Hampshire County Council's 2050 commission of inquiry generated a body of evidence across a range of themes including economy and sustainability. These sources of data and intelligence will be utilised and drawn upon by the consultancy preventing the need for replicating the research, however primary research will be needed to assess and interpret the impact of Covid-19.
- 11.4 The new Green Economic Development Strategy will give insight into the scale of the task, in terms of the change of direction needed, to transition to a sustainable, green economy. It needs to provide a road map of practical steps for how to transform the Winchester District's economy to a much greener, more technologically driven, creative economy, where our existing businesses can grow sustainably; new businesses can be created and thrive, and there are high quality job opportunities for all demographics across the district. Importantly it must build on the District's current economic strengths and continue to facilitate their sustainable growth.
- 11.5 Procuring the services of a specialist consultant offering expertise in delivering innovative approaches to developing visions and strategies, with particular expertise and knowledge in green strategic development, will produce a strategy capable of driving and delivering a green sustainable economy. This dynamic Green Economic Development Strategy will provide the council and stakeholders a concise and achievable road map with tangible outcomes that are collaboratively driven, aligned and shared.
- 11.6 Detailed proposals
- 11.7 A public commitment to produce a new Green Economic Development Strategy has been made, setting direction for next ten years. A credible document is needed to drive change and to achieve this it must be produced in partnership with stakeholders across the district. Three key outputs are required from the Green Economic Development Strategy:
- a) Insight into the scale of the task, in terms of the change of direction needed.
  - b) How we build on the district's key strengths using them as a springboard / catalyst for change.
  - c) A phased development work plan and programme of interventions with practical and achievable solutions to ensure we achieve required transition.

- 11.8 In order to provide these outputs, the strategy will have to address some key questions:
- a) How to use the economic shock of the COVID-19 pandemic as an opportunity to retain the benefits gained and sustain new ways of working?
  - b) How to embrace SMART technology, particularly into our urban centres so the digital revolution can provide economic growth and employment across the district for the benefit of all businesses, residents and communities?
  - c) How local procurement and retaining access to goods and services within local communities and local supply chain can drive economic value?
  - d) How skills needs and demands from future business sectors and new ways of working will change and how these (mis)match to current attainment and local labour pool?
- 11.9 The consultancy contract will be managed against two stages of work with specific performance outcomes for each as set out below:

<b>Stage 1 – Scoping and Engagement</b>
<b>Research and analysis</b> of economic data and trends, especially in emerging and developing issues, and the response to economic impact of COVID-19 on different business sectors.
<b>Innovative engagement</b> approaches to reach a wider audience base, beyond the expected stakeholders and partners. Use of reference groups and strategic conversations.
<b>Stage 2 – Strategy production</b>
Creation of a <b>long-term future economic vision</b> , built on censuses with buy-in from the resident and businesses populations and that encompasses a short term COVID-19 recovery and adaptation plan.
Development of <b>economic priorities</b> based on evidence and the specific challenges and opportunities facing Winchester district.
Recommendation of the <b>actions, interventions and investments</b> from both public and private sector needed to achieve the long-term future economic vision.
Creation of a <b>persuasive proposition</b> to promote Winchester district as a location for sustainable investment in new and emerging sectors.

- 11.10 Stage one is a scoping and engagement stage that involves analysis of economic data and trends, especially in emerging and developing issues, the shift to green growth, the response to economic impact of COVID-19, and stakeholder engagement to identify what work needs to be undertaken in order to develop the Green Economic Development Strategy. This will be reviewed before progressing to stage two which is to develop the priorities and actions and produce the Green Economic Development Strategy.
- 11.11 The Green Economic Development Strategy document will be clear, concise and, wherever possible, have information and analysis visually / geographically illustrated showing distribution across the district. An executive summary will be required for use as promotional and influencing collateral that succinctly sets out the district's economic strategy and ambition for the next ten years.
- 11.12 An indicative timetable for work is shown here:

<b>Period</b>	<b>Activity</b>
Eight weeks	Procurement of consultancy
	Issue Request for Quote; evaluate submissions; consultant selected; Contract with consultants
Five Weeks	Stage 1. Scoping & Engagement
	Assessing the evidence base and stakeholder engagement
Two weeks	Review stage 1
Five weeks	Stage 2. Production of the Green Economic Development Strategy
	Green Economic Development Strategy Priorities and Actions

### 11.13 Conclusion

- 11.14 It is recommended that to create a new Green Economic Development Strategy external specialist consultancy is procured to deliver a two stage commission. They will bring a depth of experience in developing transformation policy built on local consensus that the Council's Engagement Services does not have the skills or capacity to deliver.



## 12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 The following options were considered:

12.2 Do nothing: The production of a Green Economic Development Strategy is a discretionary function and the council could opt not to publish a new strategy. This option has been rejected due to the important role such a strategy plays in demonstrating the council's leadership to its communities on the future growth of the district, the need to shift to a green, sustainable economy and the nature of the economic opportunities and benefits it seeks to develop through supporting a vibrant local economy.

12.3 Produce the strategy in house: The council has an economic development team that could be directed to produce a new strategy. This option has been rejected due to the capacity of the team that is currently committed to reactively and proactively supporting businesses during the response and recovery phases from the COVID-19 impacts and which are still evolving and changing. The new approach also requires specialist expertise in transitioning places to green economies with extensive engagement and participation from stakeholders.

### BACKGROUND DOCUMENTS:-

#### Previous Committee Reports:-

#### Other Background Documents:-

None

### APPENDICES:

NONE

This page is intentionally left blank

**REQUEST FOR QUOTE FOR THE PROVISION OF CONSULTANCY TO  
PRODUCE A TEN YEAR GREEN ECONOMIC DEVELOPMENT STRATEGY FOR  
WINCHESTER DISTRICT TO TRANSITION TO A CARBON NEUTRAL, INCLUSIVE  
ECONOMY**

## SECTION 1

### 1.1 Introduction

1.1.1 At this crucial time it is vital the council develops an economic development strategy that is shared and backed by its many different communities and provides a clear road map for how the Winchester district economy can adapt and grow over the next 10 years. It must clearly capture the opportunities to transform to a carbon neutral, sustainable, inclusive, digital economy with insight into how we will transition our economy and the scale of the change needed.

1.1.2 The council is seeking a specialist external consultancy to develop a new ten year economic strategy that:

- Sets an ambitious, bold and dynamic future direction for Winchester district's economy to play a significant role in the district being carbon neutral by 2030.
- Supports a green recovery from the Covid-19 pandemic.
- Presents a compelling proposition of Winchester district as carbon neutral, sustainable place in which to live, work, study and visit.
- Builds on our existing sector, business and skills strengths, using them to springboard to a greener, more technologically driven, creative economy.
- Ensures growth is shared by all, reducing inequalities with high quality job opportunities for all demographics across the district.
- Is built on a collaborative consensus of those who live, work and study here now and in the future.

It is important to stress the Green Economic Development Strategy needs to encompass all of Winchester district's economy from its creative businesses to its many land based businesses. Opportunities for all sectors need to be identified so they can seize the potential to become greener and more sustainable, harnessing new technology, embracing creativity and ensuring all communities are able to benefit from these advancements.

1.1.3 The Council understands the nature of the challenges our economy and society is facing and also recognise these present opportunities too which the strategy will need to articulate. They include:

- climate change and move to carbon neutrality,
- the changing nature of our urban centres and high streets and future economic structural changes,

- the need to respond, and recover from, COVID-19 embracing the opportunities for a green recovery,
- how to embrace SMART technology,
- skills needs and demands and new ways of working by business sectors currently here and those that will be attracted here in the future,
- local procurement and retaining access to goods and services within local communities and supply chains to drive economic value.

## 1.2 Context

1.2.1 Winchester district is a vibrant mix of historic city, busy urban centres and vibrant market towns, rolling south-downs and unspoilt nature. This quality of life has made it a successful and attractive place by many measures. However, this masks a number of inequalities and imbalances; these include the mix and affordability of housing, a gap in the resident population of people aged between 25-35, the viability and consequent lack of commercial development, congestion, and limited travel choices across a rural district.

1.2.2 So the economy, businesses and places of Winchester district will need to evolve and respond to the challenges ahead in order to remain competitive. However this transition needs to stem from what is already here and our key sector strengths in:

- professional and technical businesses, including financial services
- creative, digital design and architecture businesses
- a wide based visitor economy that includes:
  - independent retail,
  - food and drink,
  - heritage and culture,
  - festivals and the performing arts, and
  - countryside pursuits.

1.2.3 The district is mix of places and communities with differing levels of employment opportunity, self-containment, and access to services including transport, broadband and mobile connectivity. The district can be categorised in three ways:

- Urban centres – City and Whiteley.
- District centres – market towns.
- Rural – South Downs National Park, countryside, agricultural land.

## 1.3 Influences and linkages

### 1.3.1 Carbon Neutrality

The council declared a Climate emergency in June 2019 and places carbon neutrality at the heart of all it does. The Carbon Neutrality Action Plan 2020-2030 identifies the following priorities for actions: transport, energy, property/housing and mitigation whilst acknowledging the important contributing factors of biodiversity; recycling and waste; planning and development; and commerce and economy.

### 1.3.2 COVID-19 Impact

The economic strategy must clearly address and quantify the economic impact of COVID-19 across the district and the various sectors of our economy. It needs to identify the district's potential (or not) to respond to the changes in working practices and lifestyle choices that have been precipitated and accelerated by COVID-19 and to make the most of the potential for a green recovery.

### 1.3.3 Council Plan 2020-2025 Objectives

The Council Plan objectives of; homes for all, living well, vibrant local economy and your service-your voice set out what the council wants to achieve and the economic development strategy needs to consider how it impacts across each of these. The Plan states "Winchester district is home to a host of successful businesses and enterprises with high levels of employment in our urban and rural areas. In the face of tough competition, our high streets, towns, business centres and rural areas must attract new investment particularly in low carbon offices, workspace and transport links." The Plan's priority for a vibrant local economy seeks to achieve the following outcomes:

- Grow opportunities for high-quality, well-paid employment across the district.
- New offices and workspace are located in areas with sustainable transport links or where they reduce the need to travel to work.
- More younger people choose to live and work here.
- Businesses grasp opportunities for green growth.
- The city, market towns and rural communities across our district have a compelling and competitive visitor offer.

### 1.3.4 Connections to other work

The council is engaged in a number of related activities that need to be articulated in the economic development strategy, ensuring there is a coherence in relation to common / shared activities and outcomes. They include:

- major regeneration projects such as Central Winchester Regeneration,
- the Local Plan review with its emerging evidence base,
- University partnerships development, market town partnerships, city centre partnership,
- linkages with other work such as Hampshire 2050 and the Enterprise M3 Local Industrial Strategy.

### 1.3.5 Consensus and Collaboration

Engagement and stakeholder participation in developing the economic development strategy priorities is critical and from as wide an audience as possible to ensure the strategy is built from an outward looking, collaborative approach. Such approaches can include reference groups and strategic conversations with community leaders and key public and private sector stakeholders. There needs to be a feedback loop on what is proposed to those who have engaged to test the ideas and actions so as to secure consensus and ownership. Discussions may include, but are not limited to:

- Business leaders in key sectors e.g. creative sector, professional services, healthcare, digital, renewable energy/carbon reduction.
- Education sector.
- Large employers and strategically important businesses.

- Landlords and land agents and landowners.
- The non-profit and voluntary sector.
- Students and young people.
- Business groups and networks.

## 1.4 The Specification

1.4.1 The appointed consultancy needs to demonstrate an innovative approach to developing visions and strategies in this discipline with expertise in developing a route map that is transformational yet grounded in reality and supported by our communities.

### 1.4.2 Details of services required

The council has proposed five strands of activity:

Work strand	Services	Comment
1. A robust, sound, evidence base	Research and analysis of economic data and trends, especially in emerging and developing issues, and the response to economic impact of COVID-19 on different business sectors.	Existing data sources should be used where ever possible and up-dated as necessary.
	A district-wide baseline of economic strengths and weaknesses, that provides the geographical distribution of: a) businesses by sector, size and value, b) commercial property by type, size, nature of use and density.	
	Maps the economic influencers and drivers to include central Government, regional (LEPs and PfSH) and local (County and neighbouring) authority.	
	Competitor analysis and league table to visually place where we are against others as an illustration of the task ahead.	
	Identification of gaps in the existing economic mix and infrastructure (e.g. transport housing, land) needed to transition to a carbon neutral inclusive economy.	
2. Engagement and Consensus	A representative cross section of stakeholders, partnerships and agencies are to be engaged in a meaningful and purposeful way as part of the development of the strategy, and push beyond these groups to include a wider range of voices and opinions.	Use of reference groups and strategic conversations.
	Feedback loop to test the initial conclusions and findings to build consensus.	

Work strand	Services	Comment
3. Vision and transformation	Sets a bold and ambitious strategy that utilises our existing strengths and qualities but shows where the economy of Winchester district could to be in 10 years' time if we transitioned to a carbon neutral and inclusive economy.	
	Presents a compelling competitive proposition for business investment, either expansion or new inward investment, and makes the case for why Winchester.	
	Identifies how the strategy can remain current and resilient over a ten year period, with approaches and review mechanisms to give the council the ability to respond and adapt to future economic shocks and change from whatever source.	
4. Strategy and Action Outcomes	Identify a set of strategic economic priorities for the district that will, in the short term, reflect the changes needed to adapt and recover from the economic impacts of COVID-19, and, in the longer term, support the delivery of the Council Plan (2020 – 2025) and help achieve other relevant council strategy objectives e.g. the Local Plan, Carbon Neutrality Action Plan, Housing Strategy, City of Winchester Movement Strategy.	<p>Conclusion must be based on evidence and the specific challenges and opportunities facing the Winchester District.</p> <p>Recommendations must:</p> <ul style="list-style-type: none"> <li>• Include the actions, interventions and investments from both public and private sector.</li> <li>• Recognise the limited financial contribution possible from local authorities.</li> </ul>
	Provide a list of projects with defined outcomes that will meet the economic strategic priorities identified and facilitate the shift to a carbon neutral economy, and provide quality employment opportunities for residents across the district, in particular good quality jobs for young people.	
5. Collateral Output	<p>A strategy document that is clear, concise and demonstrates it has been generated in partnership with key stakeholders.</p> <p>A persuasive proposition document / brochure to promote Winchester district as a location for inward investment in new and emerging sectors.</p> <p>An executive summary that succinctly sets out the strategy to use as a promotional and influencing piece of collateral.</p> <p>A GIS base map containing the outcomes and conclusions recommended for the Strategy.</p> <p>A presentation deck to support the Council take the strategy forward for approval.</p> <p>A route map for how the Council can launch the strategy, building on stakeholder engagement, to trigger the mobilisation of the recommended actions, interventions and investments.</p>	<p>Wherever possible information and analysis is to be visually / geographically illustrated showing distribution across the district.</p> <p>It must be legible and accessible to a range of audiences and usable in different formats; presentations, web, and stakeholder engagements.</p> <p>The council will benefit from the copyright of all material which will be used in any way that it chooses.</p>

## Additional Service - Local plan

- 1.4.3 It is imperative that the new Green Economic Development Strategy is developed to consider the work the City Council is undertaking in respect of the Local Plan. A new Local Plan is being prepared which will cover the period up to 2038. In line with the Government's proposals that are contained in the White Paper 'Planning for the future' <https://www.gov.uk/government/consultations/planning-for-the-future> the Strategic Planning Team is keen to make information more readily available in the form of GIS data.
- 1.4.4 Work has now commenced on creating a stand-alone WordPress website for the new Local Plan. The website is being based around an interactive GIS based map of the district that would have the ability to zoom in by postcode and provide information about an area. Companies tendering for this commission are, therefore, being asked to provide the additional cost of producing the outcome and conclusions recommended for the Strategy on GIS base map which allows people to access this data in a more interactive and readily accessible way. Bidders should provide a clear breakdown of the costs of providing this additional work on GIS and any examples, of where this has been successfully undertaken before.

### 1.4.5 Delivery Stages

In order to ensure that the council receives the intended outcomes, the commission has been broken down into strands of work and an interim report is required for each stage. These will form the basis from which the full strategy document will be built.

## **SECTION 2: General Information for Suppliers**

### **2.1 Contact details for this Quotation**

Officer name: Andrew Gostelow  
Contact email address: [agostelow@winchester.gov.uk](mailto:agostelow@winchester.gov.uk)

Contact telephone number: 07980 732149

- 2.1.1 Suppliers should raise any clarification questions about this quote, to the above email address by **noon on Friday 12<sup>th</sup> February 2021**. If the Council considers a query may have a material effect on quotation responses, all suppliers will be notified without delay via email.



## 2.2 Submission of Quotations

- 2.2.1 All quotation response documents must be returned to the contact email address above by no later than **10am Monday 1<sup>st</sup> March 2021**. Bids received after this time will only be accepted in exceptional circumstances. When emailing your completed quotation to the Council you are strongly advised to request a “Delivery Receipt” as evidence of safe delivery.
- 2.2.2 Following evaluation up to three bidders with the highest scoring submissions may be invited to an interview. Bidders who will be invited to interview will be notified 5<sup>th</sup> March 2021. **The interview date is Thursday 11<sup>th</sup> March 2021.**
- 2.2.3 The successful bidder must be able to commence the contract on **Monday 29<sup>th</sup> March 2021**

### 2.2.4 Proposed Timeframe of activity

Activity	Deadline date	
Notification of successful bid	19 March	
Contact clarifications / signing	22 March to 26 March	1 week
Contract commencement date	29 March 2021	
• Delivery period	29 March to 4 June	10 weeks
• Review and revise draft reports	7 June to 2 July	4 weeks
• Final report and collateral produced and provide the Council	5 July to 9 July	1 week
Contract completion date	9 July 2021	

## 2.3 Council action on receipt of Quotations

- 2.3.1 If there appears to be an error or omission in a quotation the council shall invite the Supplier to confirm the submitted price, including errors/omissions, or amend the submitted price to correct these errors/omissions. All amendments or confirmation of quotation must be confirmed in writing by the Supplier.
- 2.3.2 The council reserves the right to disregard any quotation where:
- in the opinion of the council, there is sufficient doubt as to the Supplier’s ability to perform the contract for the submitted price; or
  - it does not fulfil a mandatory or pass / fail requirement; or
  - it contains qualifications that conflict with the Request for Quotation instructions.
- 2.3.3 Quotations and supporting documents shall be in English and any contract subsequently entered into and its formation, interpretation and performance shall be subject to and in accordance with the law of England.

## **2.4 Freedom of Information**

- 2.4.1 The Supplier acknowledges that suppliers are subject to the requirements of the Freedom of Information Act 2000 ('FOIA') and the Environmental Information Regulations 2004 and shall assist and cooperate with the council to enable the council to comply with its information disclosure obligations.
- 2.4.2 The Supplier acknowledges that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of this quotation is not Confidential Information. The council shall be responsible for determining in its absolute discretion whether any of the content of this quotation is exempt from disclosure in accordance with the provisions of the FOIA.
- 2.4.3 For the purposes of the requirement set out above, "Confidential Information" means any information which ought reasonably be considered to be confidential however it is conveyed, including information that relates to the business, affairs, developments, trade secrets, know-how, personnel and suppliers of the Supplier, including IPRs, together with all information derived from the above, and any other information clearly designated as being confidential (whether or not it is marked as "confidential") or which ought reasonably to be considered to be confidential.
- 2.4.4 By submitting a quotation response the Supplier hereby gives their consent for the council to publish this quotation in its entirety (but with any information which is exempt from disclosure having been redacted in accordance with the provisions of the FOIA).

## **2.5 Local Government Transparency Code**

- 2.5.1 We are required to comply with the Local Government Transparency Code, details of which can be found on our website: <https://www.winchester.gov.uk/about/access-to-data>.

## **2.6 Privacy Policy**

- 2.6.1 Please refer to the Council's [Privacy Policy](#) on our website to see how the council will use any personal data that you provide us with.

## SECTION 3

### 3.1 Evaluation and Award

3.1.1 The evaluation of submission will be based on the most economically advantageous and the split between cost and quality will be 60%: 40%

<b>Cost</b> The lowest priced quotation will be awarded maximum points and all other quotations awarded points in proportion.	<b>60%</b>
<b>Quality</b> This will be assessed based upon 'Response to Specification' and allocated as follows:	<b>40% of which</b>
• Mandatory requirements	<b>Pass/Fail</b>
• Method statement and Approach	<b>16%</b>
• Experience and skills	<b>10%</b>
• Sustainability	<b>10%</b>
• Innovation and added value	<b>4%</b>

3.12 Following evaluation up to three bidders with the highest scoring submissions may be invited for interview. Following the interview, submission evaluation scores may be ratcheted by +1 or -1 to produce the final evaluation score.

Each of the quality sections within this submission will be scored based on the method detailed below:	
Exceptional demonstration by the supplier of the relevant ability, understanding, skills, facilities and quality measures required to provide the services with evidence to support the response, where appropriate.	5 – Excellent
Good demonstration by the Supplier of the relevant ability, understanding, skills, facilities and quality measures required to provide the services with evidence to support the response, where appropriate.	4 – Good
Satisfactory demonstration by the Supplier of the relevant ability, understanding, skills, facilities and quality measures required to provide the services with evidence to support the response, where appropriate.	3 – Satisfactory
Contains minor shortcomings in the demonstration by the Supplier of the relevant ability, understanding, skills, facilities and quality measures required to provide the services with evidence to support the response, where appropriate and/or is inconsistent or in conflict with other proposals with little or no evidence to support the response.	2 – Minor Reservations

<p>Satisfies the requirement but with considerable reservations of the supplier's relevant ability, understanding, skills, facilities and quality measures required to provide the services, with little or no evidence to support the response.</p>	<p>1 – Serious Reservations</p> <p>Submissions which receive a '1 – serious reservations' will not be considered further (Fail)</p>
<p>No response or irrelevant response provided.</p>	<p>0 – no score – Fail</p> <p>Submissions that 'Fail' will not be considered further</p>

### 3.2 Award Process

- 3.2.1 Suppliers will be notified via email as soon as possible of any decision made by the Council during the quotation process, including notifying suppliers of the intended award.
- 3.2.2 Suppliers must not undertake work without first having received an Official Purchase Order as written notification that they have been awarded the contract and are required to start work.
- 3.2.3 As part of the notification of award process, suppliers will be provided with details of the points awarded for their submitted responses in line with the evaluation criteria above.

### 3.3 Terms and Conditions

- 3.3.1 Winchester City Council will require the successful bidder to enter into a contract between both parties. A template which outlines the typical conditions is attached for guidance.

### 3.4 Supplier's Response

- 3.1.1 The Suppliers submission must include:
- Suppliers Details
  - Pricing Schedule
  - Suppliers Response to Specification

**3.4.1 Supplier's Details**

**QUOTATION FOR THE PROVISION OF CONSULTANCY FOR SCOPING AND PRODUCTION FO A TEN YEAR GREEN ECONOMIC DEVELOPMENT STRATEGY FOR WINCHESTER DISTRICT**

Please complete the following and sign to confirm that your quotation is fully compliant with the Specification, and all Terms and Conditions as stated within this documentation:

Company Name: .....

Company Number:.....

Address: .....

.....

.....

Telephone No: .....

Fax No: .....

E-mail: .....

Signed: .....

Print Name: .....

Position in Company: .....

Date: .....

### 3.5 Pricing Schedule

- 3.5.1 The budget for the completion of scoping and production of a ten year Green Economic Development Strategy is in the region of £40,000. A supplementary piece of work outlined under the heading Additional Service - Local plan, within the section Scope of Services Required has an additional budget of £5,000 to £7,000 for completion. If the bidder feels the indicative budget is insufficient the bid should clearly indicate what can be achieved and would be additional in this regard. Please complete the following pricing schedule in full (exclusive of VAT) showing any economies of scale that can be bought about by completing the strategy and the additional service requirement at the same time. Your summary should include a cost per 'service' and a lump sum fixed fee figure, to be inclusive of all expenses and disbursements. Please refer specifically to the stages outlined in Scope of Services required when setting out your pricing structure.
- 3.5.2 The council accepts there may be a requirement for stage payments. Please indicate where these might be required as part of the Methodology and include in your Pricing Schedule – Final balance on completion of the project.

Phase of work *	Activity	Personnel/ Discipline	Number of Hours (please state assumptions)	Day/charge rate per consultant for each stage	Cost (Whole cost fee, inclusive of all expenses and disbursements)
				£	£
				£	£
				£	£
				£	£
Whole cost for Supply of Consultancy Service				£	(This figure will be used for the Cost evaluation)

\* Please add additional lines to the pricing schedule as required

- 3.5.3 There is a possibility that additional work may arise that is not included within the scope detailed in this document. As a consequence, the above rates will be used to agree the fees for carrying out additional instructions (on either a fixed fee or time related basis, as appropriate).

### 3.6 Supplier's Response to Specification

#### 3.6.1 Mandatory Requirements

3.6.2 The following questions will be assessed on a pass/fail basis. Bidders who self - certify that they meet the mandatory requirements will be required to provide evidence of this if they are successful at contract award stage. If the relevant documentary evidence referred to in the mandatory question is not provided upon request and without delay we reserve the right to amend the contract award decision and award to the next compliant Bidder.

#### 3.7 Insurance

3.7.1 The Council's required insurance levels for this contract are specified below:

INSURANCE	
Does your organisation hold Employer's Liability of not less than £5 Million:	Yes/No
Does your organisation hold Public Liability of not less than £5 Million:	Yes/No
Does your organisation hold Professional Indemnity Insurance of not less than £2 Million:	Yes/No
If the answer is "No" to any of the above please confirm whether you would be willing to take out the appropriate level of insurance cover as set out above if you are successful in winning the contract? *	Yes/No

#### 3.8 Qualitative Requirements

3.8.1 This section carries 40% of the weighting and will be scored in accordance with the scoring regime described in the Evaluation and Award Section. The quality aspects of your submission will be evaluated on your response to the following questions, each of which is weighted according to its relative importance.

#### 3.9 Method Statement & Approach (16%)

3.9.1 Please supply a comprehensive method statement outlining your approach to meeting each of our requirements as listed in the specification; demonstrating your understanding of the council's requirements and issues relevant to the Winchester district. Include how you will address and deliver the Strategy aims:

- Sets an ambitious, bold and dynamic future direction for Winchester district's economy to play a significant role in the district being carbon neutral by 2030.
- Supports a green recovery from the Covid-19 pandemic.

- Presents a compelling proposition of Winchester district as carbon neutral, sustainable place in which to live, work, study and visit.
- Builds on our existing sector, business and skills strengths, using them to springboard to a greener, more technologically driven, creative economy.
- Ensures growth is shared by all, reducing inequalities with high quality job opportunities for all demographics across the district.
- Is built on a collaborative consensus of those who live, work and study here now and in the future.

3.9.2 Please ensure you provide an indicative project plan, including timescales, for the delivery of the assignment including interim reports for each strand of work.

1. A robust, sound, evidence based
2. Engagement and Consensus
3. Vision and transformation
4. Strategy and Action
5. Collateral Output

### 3.10 Experience & Skills (10%)

3.10.1 Please outline the experience and skills you will draw together within the delivery team you will deploy in order to complete the specification required. Please ensure you:

- Provide examples of similar consultancy assignments you have undertaken.
- Provide details of proposed team members and the contribution you anticipate each person making include copies of their respective CV's setting out their relevant experience, qualifications and track record.
- Include contact details of those clients the council can approach to gain references/feedback.
- Include details relating to any requirements for a sub-contract resource in order to meet any specific areas set out in the specification.

### 3.11 Sustainability – Support Climate Change (10%)

3.11.1 Describe how your organisation's environmental policy is supportive of the council's climate change objectives and supports the council's net carbon zero targets of 2024 and 2030. Explain how environmental impacts will be reduced in the provision of service on this contract.



3.11.2 Outline how you will embed sustainability in the strategy and the overall need for effective planning to ensure: sustainable developments, safeguarding of people and places and protecting and enhancing the natural environment.

3.12 Innovation and Added value (4%)

3.12.1 Outline added value and nil-cost innovations you can bring to this contract.

3.12.2 Describe any innovative or newly adapted techniques you propose to use to deliver this commission's within the operating restrictions of COVID-19. Provide any examples of where you may have already carried out similar work under the COVID restrictions.

This page is intentionally left blank

REPORT TITLE: WINCHESTER DISTRICT HIGH STREETS' PRIORITY PLAN  
2021/22

22 JUNE 2021

REPORT OF PORTFOLIO HOLDER: Cllr. Martin Tod, Cabinet Member for  
Economic Recovery

Contact Officer: Susan Robbins Tel No: 01962 848 461 Email  
srobbins@winchester.gov.uk

WARD(S): ALL

PURPOSE

This paper introduces for consideration a draft High Streets' Priority Plan 2021/22 (see Appendix 1). This one-year tactical plan frames the work of the Economy & Community Service, working with partners and stakeholders across the district to move from a position of response to the impacts and challenges brought about by COVID -19 restrictions, to one of proactive support.

It lays the foundation for a longer term strategic approach which will be developed for the next three to five years to support the future of our high streets and district centres.

RECOMMENDATIONS:

The Policy Committee are asked to;

1. Review and comment upon the draft High Streets' Priority Plan and in particular consider:
  - a. Are the objectives rights?
  - b. Have any dimensions which the Plan should emphasise or focus on been missed?
  - c. Have any important elements or attractors been missed and from which we should be maximising opportunity?
  - d. Is there one thing we should be doing that in your view will have the greatest impact?

1 RESOURCE IMPLICATIONS (If applicable, please include below some detail to state that option(s) will need to have a legal and financial assessment) (to be reviewed by Monitoring Officer and s151 Officer)

1.1 The resources required to implement the High Streets' Priority Plan will come from within existing staffing and expenditure budgets of the Economy & Community service. This plan is about realigning and focusing our service delivery for 2021/22.

1.2 The work will be supported by additional HM Government and ERDF funding made available through the Welcome Back Fund. Winchester City Council has been allocated £110,000 to deliver activity to support the high street to end March 2022. See appendix 2 for a summary of the Grant Action Plan.

1.3 To ensure the fund delivers value for money across all options, all procurements are required to be compliant with [ERDF Procurement Requirements](#) and council procedures and guidelines.

2 SUPPORTING INFORMATION:

2.1 Background

2.1.1 As the government has announced its reopening roadmap it is an appropriate time for the council to set out how it will work collaboratively to give effective support for the short term changes and longer term success of our high streets. The council recognises the challenges faced by businesses and places, but also the need to be clear about our way forward. This one-year tactical plan seeks to do that by articulating what we need and can do to drive the direction of change, act with confidence and to identify and take opportunities.

2.1.2 There is much in the way of market commentary on the changes to ways of working, demands for different types of commercial accommodation and high street uses. Some of which was being debated prior to 2020. As the Plan is implemented and long term approaches developed we can draw on this insight alongside best practice and case studies from other centres through, for example, the Future High Streets Task Force. We can also utilise our own evidence and consultation feedback from work on the Local Plan and Central Winchester Regeneration.

2.2 Stakeholder input

2.2.1 An early draft of this Plan has been shared with key stakeholders to test the proposed objectives and priorities. It also provided the opportunity to raise awareness and promote the approach of working together on this agenda. The Plan has been shared with the City Centre Strategic Partnership, Winchester Business Improvement District Board, Winchester Business Strategy Group. To ensure the needs and opportunities in the district centres

where included a joint meeting of Councillors and trade organisation representatives from New Alresford, Bishops Waltham, Wickham and Denmead has held along with separate a meeting with Whiteley.

## 2.3 High Streets' Priority Plan

2.3.1 The Plan sets out priorities and levers to frame the actions and approach to be taken. These objectives are to:

- **Build on our high streets' brand** and build confidence.
- **Create a better connection** between residents and their local centres.
- **Maximise opportunities** and capitalise on key added value activity.
- Make more of our **places as social and community hubs**.
- **Celebrate what we have and our new successes** - independent retail, festivals, events, attractions, creative and cultural venues.
- **Foster business resilience** so that our high street businesses survive, capitalise on change, grow and prosper.

2.3.2 The levers that the council has are to:

- **Lead** – be responsible for the things we have control over, recognising we will need others to help achieve these.
- **Enable** – help and support others to deliver through funding, regulation, planning.
- **Influence** – create a shared agenda with partners working to common goals.
- **Complement** – generate added value by aligning programmes and activities with each other.

2.3.3 The work proposed in the Plan will need to result in bringing footfall and unit vacancy rates back to where they were pre 2020. It will also contribute to the existing ambition to increase visitor spend and lengthen dwell time, by create a compelling reason for people to visit and to return. The specific indicators that will be monitored to gauge the success of the actions delivered under this Plan are:

- Footfall
- Vacancy rates
- Business closures / openings
- City Centre WIFI use
- Car parking use
- Marketing response rates and reach

## 3 OTHER OPTIONS CONSIDERED AND REJECTED

3.1 Alternative options considered:

1. No plan is produced: this option was rejected as it is considered crucial that a clear plan for how we will work to support our high streets to build confidence, set the direction of change and focus efforts on what will have the greatest impact.

2. A long term strategic plan is produced: this option was rejected as it would take longer to draft and result in a period with no delivery plan when the high streets are at a critical time of recovering from the impacts of COVID-19 restrictions and need help now. A longer term plan will be produced over the coming year whilst the tactical plan is delivered.

#### BACKGROUND DOCUMENTS:-

##### Previous Committee Reports:-

None

##### Other Background Documents:-

None

#### APPENDICES:

Appendix 1: Draft High Streets' Priority Plan 2021/22 May 2021 (ELB)

Appendix 2: Welcome Back Fund – Grant Action Plan Summary

## Appendix 1. BHP 018

**DRAFT** – June 2021

### Winchester District High Streets' Priorities Plan 2021-22

*A tactical one-year plan to reinvigorate our District's high streets post COVID-19, to support our businesses to reopen and innovate and to enable people to enjoy social and cultural experiences again.*



### The need for a Winchester District High Streets' Priority Plan

Over the past year we have all had to respond to, and cope with, the extraordinary times and challenges the COVID-19 pandemic has brought about. The social and travel restrictions, coupled with businesses being required to close to in-person services have particularly impacted our retail, hospitality, leisure and cultural sector. This sector is a major element of our economy accounting for nearly 28% of employee jobs<sup>1</sup> and making up 25% of our enterprise<sup>2</sup>. These businesses, attractions, events and festivals also make Winchester District a cultural hub and our city and market towns interesting and vibrant places to visit and spend time.

The impact of the past year has seen headline news about major business closures – Debenhams, Laura Ashley – and whilst these were already facing difficulties from changing retail needs and demands, COVID-19 has accelerated and compounded these problems. The “future of the high street” was a topic of debate before 2020, with many including government recognising the need to reimagine our high streets. The High Streets Task Force and government’s Town Fund were established for this very reason.

The need, therefore, to develop a tactical plan to ensure Winchester district’s high streets are vibrant places where people want to come to has never been more pressing. The city council takes these challenges seriously and will lead and collaborate with others to reinvigorate our places for everyone to enjoy and where our businesses are resilient and prospering. We will adopt a partnership approach with stakeholders, businesses and residents to help in the implementation of this plan.

It is important to debate and discuss the changes that are happening and those we wish to plan in order for our high streets and centres to remain vibrant, exciting places. Change is difficult but there is clear support for working together to be prepared and ahead of the game. Post COVID-19 the focus need to be on enablement and speed; seize the changes and act and be competitive. The challenge will be the ability to get it all done in the year....

---

<sup>1</sup> Source NOMIS: Employee Jobs 2021

<sup>2</sup> Source ONS: UK BUSINESS: ACTIVITY, SIZE AND LOCATION - 2020



### The Priority Plan Framework

Our objectives are to:

- **Build on our high streets' brand** and build confidence.
- **Create a better connection** between residents and their local centres.
- Strengthen the connection between organisations, **businesses and events to create a whole town experience for the benefit of all.**
- Make more of our **places as social and community hubs.**
- **Celebrate what we have** and our new successes - independent retail, festivals, events, attractions, creative and cultural venues.
- **Foster business resilience** so that our high street businesses survive, capitalise on change, grow and prosper.

We will do this by using the levers available to us:

- **Lead** – be responsible for the things we have control over, recognising we will need others to help achieve these.
- **Enable** – help and support others to deliver through funding, regulation, planning.
- **Influence** – create a shared agenda with partners working to common goals.
- **Complement** – generate added value by aligning programmes and activities with each other.

The success of the work in meeting these objectives will be judged on how well our high streets recover. So, action will need to:

- Bring footfall and unit vacancy rates back to where they were before.
- Increase spend and lengthen dwell time.
- Create a compelling reason for people to come today.
- Strengthen reasons to return.

Specific performance indicators that will be monitored and reviewed quarterly (where data is available) with a full report of impacts and outcomes at the end of the programme in April 2022. They are:

- Footfall
- Vacancy rates
- Business closures / openings
- City Centre WIFI use
- Car parking use
- Marketing response rates and reach

### Change is already happening

There has been much commentary on the changes to working practices and people's shopping and socialising habits and how this will impact on the urban centres and high street once restrictions are lifted. Many leading property and development companies have issued research and opinion on the type, extent and duration of these changes, for example



Bishops Waltham	New Alresford
<p>Likes:</p> <ul style="list-style-type: none"> <li>• Attractive environment,</li> <li>• Good range of independent shops,</li> <li>• Close to home.</li> </ul> <p>Improvements: 63% nothing.</p>	<p>Likes:</p> <ul style="list-style-type: none"> <li>• Attractive environment/ nice place,</li> <li>• Good range of independent shops,</li> <li>• Good pubs, cafes or restaurants.</li> </ul> <p>Improvements: 67% nothing.</p>

It can be seen that quality of place and shopping offer rank highly as things residents like about our city and market town high streets. The high level of satisfaction with these places should also be noted with nothing needs improving ranked highest by respondents.

### **Foundations are already in place**

The council, parish and town councils, chambers of commerce, partnerships and businesses have focused their efforts on ensuring people can continue to shop and use our high streets. A sense of collaboration and partnership has emerged, as is often the case in the face of adversity, which creates a strong foundation from which to build, united in our desire to see our high streets return to what they were.

The Winchester District Green Economic Development Strategy due July 2021 will set a longer-term framework to capitalise on a green recovery building on the work of the past year. The Vision for Winchester was created, through extensive participation from local residents, creating a proposition that change will be as a consequence of many small wins that are owned by the local community.

The local response to COVID-19 creates a springboard for future growth and change. The following are just a few of the initiatives that demonstrate this strong foundation.

**Retail and hospitality businesses** have adapted and flexed their ways of working – creating online services, click and collect and take away services for both customers but also those in need within their local communities.

#### **New business models**



This small family-run butchers saw a significant increase in demand once restrictions were introduced. The business offered a free local telephone delivery service with no minimum order, and utilised their Facebook page to promote this option. This led to over 50 orders on the first day. Over this time, the business has tripled its weekly turnover and significantly expanded their customer base. Many customers are now doing weekly orders and they hope these new shopping habits will continue with the introduction of a new e-commerce website.

**Attractions** have created virtual experiences to enable people to remain connected to culture.

Virtual Winchester <https://www.visitwinchester.co.uk/virtualwinchester/>

Marwell and Play to the Crowd



Marwell Webcams



Four Dames in search of a Panto! (On Demand)

The council secured funding to **create safe places and support local businesses** with social distancing signs and pavement demarcations, installing 21 hand sanitiser stations installed in locations across the city and market towns, deploying COVID Marshalls and Ambassadors and helping businesses through grant payments worth £34.6m.

Support local and shop online: <https://www.visitwinchester.co.uk/support-local/>

Menu

- Support local and shop online
- Support local and shop in Winchester City Centre
- Support local and shop in Bishop's Waltham
- Support local and shop in Wickham
- Support local and shop in Denmead



Shop local in Bishop's Waltham

**New partnerships** have formed with people and organisations coming together to support our places and businesses and this leadership and collaboration needs to be sustained as a legacy and positive outcome from the past year.

### **What more can be done**

This is one-year tactical plan captures the actions that focus all our efforts on supporting the district's high streets at this critical moment and as the government implements its four step roadmap to easing lockdown restrictions.

This plan will form part of the longer-term strategic work that was in early stages of development before 2020. This includes the 10-year Winchester District Green Economic Development Strategy, the Winchester Movement Strategy and five-year Destination Management Plan.

It will set the groundwork and future building blocks for the longer-term transformation of our high streets, cultural offer and visitor economy across the district. Now is the time to be proactive and influence the change we want to see.



We recognise there are some sections of our retail, hospitality, leisure and cultural sector that have the potential to attract more people from under-represented audiences, enhance the visitor experience and contribute more to our economy. However, they require strategic and coordinated development in order to realise this potential. In this year ahead it is recommended that work starts on three specific opportunities:

1. Explore what is needed to build a strong, vibrant night-time economy and how can we achieve this.
2. Develop a cultural manifesto with key partners such as Play to the Crowd and Hampshire Cultural Trust, Winchester School of Art and others.
3. Review our street markets so their value and benefit is fully realised and offer a quality experience.

It is important to acknowledge there is much activity and many stakeholders and partners working to support businesses and high streets. We must be alert to the fact we may need to focus on a key footfall driver, and to do one thing that generates a significant level of excitement and profile, and not disperse energies across too many small projects.

### Our Objectives

#### **Build on our high streets' brand and build confidence**

There needs to be a concerted effort to build more strongly, effectively and collaboratively the profile of the city and market towns to present a compelling offer with different and unique experiences. These could perhaps be ones not expected in historic centres or that have not been seen before; encouraging people to return to high streets will be a challenge and so we have to give good reasons to visit.

Now is the time to seize change, adapting and expanding the breadth of our offer, putting in place new attractors that will interest and excite a wider audience. We want our high streets to be used and enjoyed by:

- families,
- young people,
- local residents,
- daytime workforce,
- home workers,
- visitors (regional to international).

This presents a real opportunity to showcase the character and identity of our different high streets and district centres, playing to our strengths but increasing the leverage we can gain from our brand. We also need to understand the extent of our virtual presence and online footprint and how effectively we are outreaching.

Suggested approaches, especially in the market towns include:

- Promoting trails and unique character
- Group travel – familiarisation and actual group visits.
- Cycling routes and promotion of stops
- On line presence / access to information
- Increase dwell time with “things to do” itineraries and packages of activities
- Information on parking
- Signage to special and unique attractions

Building confidence will require a focus on the quality of place in terms of security and safety and cleanliness and appearance. This is about getting the basics right with attention given to:

- State of bins and frequency of emptying
- Pavement repair – uneven and broken / patching
- Litter, weeds and gutter cleaning

**Create a better connection between residents and their local centres**

Over the past year with COVID travel restrictions people have rediscovered their local high street and what they have to offer and our Stay local / Love local campaigns have further promoted our local centres and businesses. We have worked with the market towns for a number of years helping to facilitate community events and this provides a platform from which to develop better and lasting connections between residents and their local high streets.

The Vision for Winchester was created through extensive local community participation and it will be important to continue to involve these local residents in the mobilisation of the agreed priorities.

The new daytime population of home workers also need to be given a reason to use the high street, and this can be encouraged by new flexible / co-working spaces. As well as internal shared spaces we need to provide outdoor places for people to meet, more seating for rest and relaxation, and to develop the concept of the 15-minute city/town where everything is close by and easily accessed.

**Strengthen the connection between organisations, businesses and events to create a whole town experience for the benefit of all.**

Winchester district has developed a reputation for its varied programme of year-round festivals. From jazz to chamber music, fashion to poetry and where all artistic genres are celebrated. Of these some are major events in the calendar that attract large numbers of visitors from far afield, including the Hat Fair, the UK's longest continually running festival of outdoor arts. Others have a more local focus but nevertheless are central to the community's events programme.

Collectively they all create a kaleidoscope of colourful events and festivals that attract a wide and varied audience and demographic. But this opportunity is far from exhausted. Current and proposed new events offer the opportunity to further develop the reputation of the Winchester district and its brand, to attract more residents and visitors, influencing them to stay longer, spend more, return and recommend to others.

The true benefit of the festivals and events programme is what it has the potential to offer holistically. It offers the opportunity for businesses and organisations across the district to directly engage and in doing so the consumer benefits from a themed and joined up offer and the businesses benefit too from increased custom. Making the most collectively of these festivals will enable everyone to benefit and create the sense that the whole place is part of the celebrations. Businesses will be encouraged to support and to be part of these events by for example, creating a product offer that reflects the theme of the event, develop tailored themed promotions, staging themed window displays, creating satellite spaces to host elements of an event to more widely spread the event coverage and so on.

**Make more of our places as social and community hubs.**

As much market commentary has highlighted the reasons people will use high streets is changing to have greater emphasis on social and community experiences. In the short-term vacant shops and under let spaces could be used for a variety of different uses; more creative and artistic activities or sports such as the pop-up table tennis in the Brooks Shopping Centre. A proactive approach is required to work with landlords, planning, estates etc. to quickly activate shop fronts and vacant buildings so the high street retains its attractiveness and to prevent dead spaces and areas that people start to avoid. A group that brings these stakeholders together is required to enable short term uses to be agreed quickly and any barriers overcome early.

Specifically for the city the delivery programme for Central Winchester Regeneration provides the opportunity to activate unused and new community / social spaces at Kings Walk and Friarsgate Medical centre. There is also the potential to use space at the rear of the Bus Station, off Busket Lane for pop-up events and performances.

The Visitor Information Centre will enhance its role, not only as a one-stop shop for all the latest information and advice on what is happening across the district, but also as a community hub. It will engage further with local organisations and community groups to help support their programmes of activity. This might take the form of drop-in opportunities, showcases, displays and small exhibitions, offering a direct channel of engagement to the resident community.

**Celebrate what we have and our new successes**

Winchester city and our market towns are blessed with a higher than average share of independent businesses. This presents an opportunity for the district to capitalise on specialist retailing as an attractor to residents and visitors. We will continue to investigate and develop tactical activities and events such as Independent Business Month, as well as Independent Trails and an Independents' Market and an independents' district-wide e-commerce platform amongst others are areas to explore.

The independents are the ones that have been at the forefront of new ways of working and we need to encourage, showcase and support this change.

The VIC will continue its work in showcasing local businesses, both established and start up, in addition to its enhanced community role. This will be reflected in its product ranges as well as working with local businesses and organisations to provide demonstrations, workshops, exhibitions and displays as well as other promotional and engagement activities, maximising the "Made in Winchester" opportunity. To promote this new purpose, it will develop a tactical delivery role in the "Discover" marketing campaigns which have been delivered since March 2020 exploiting the "discover what is on your doorstep" and "discover what is happening today" messaging.

The varied range of food and drink businesses are a key asset to the district, including several award winning and nationally reputed independent and chain restaurants, many



capitalising on local produce. The city will be benefitting from new food and drink offers in what was the Guildhall café and a new tenant in Abbey Mill. Other new and developing food and drink offers will emerge across the district, all of which operate as an attractor as well as forming key elements of a combined experience for visitors and residents. Opportunities to further develop the district's reputation around food and drink exist and tactical opportunities around food and drink trails, themed events and so on should be explored.

### **Foster business resilience**

Businesses recognising, adapting and capitalising on the changing high street landscape and consumer behaviours, emerging pre-pandemic but which COVID-19 has intensified, will be key to forming resilient business models. The council through its regulatory role, e.g. licencing and planning, helps manage and create a supportive environment for businesses to operate.

The Additional Restriction Grants programme, funded by central government, has enabled the council to direct grant to those businesses most affected by the COVID-19 pandemic, primarily in the retail, hospitality and leisure sectors. These include a Hardship Fund and a Transformation, adaptation and diversification grant.

As mentioned earlier, the city council will fund the development and launch of a dedicated independent co-operative e-commerce platform with related combined delivery service.

**THE HIGH STREET PRIORITY PLAN**  
**April 2021- March 2022**

Objectives	Levers			
	Lead	Enable	Influence	Complement
<b>Build our brand</b>	New campaigns and marketing promotions: trails, things to do itineraries; packages of activities. Target new audiences: residents; families; newly working from home	Street cleanliness and repair for a quality public realm	Commence work on strategic propositions for: 1. Night-time economy 2. Cultural Manifesto 3. Street Markets	Build our virtual presence and online footprint alongside partners activity
<b>Create connections</b>	Stay Local / Love local campaigns.  Places to meet information / promotion	Mobilise the delivery of the Vision for Winchester actions. 15 minute city: Culture and Communities	Flexible co-working spaces in local high streets.	
<b>Culture and creativity for the benefit of all</b>	Promote a holistic and curated programme of festivals and events	Support businesses to engage with festivals and events so they are whole town experiences.  Hospitality trade to link to local producers / events to offer weekend packages.	Food and drink - Hampshire Fare – work with the providers and producers across the district.	Hat Fair
<b>Places as social and community hubs</b>	Build the role of the VIC as a community hub.  Winchester Sport & Leisure Park opens.  Organise outdoors social activities e.g. • a summer “stage” in Abbey	Kings Walk and Friarsgate as new outdoor community spaces.  Vacant Shop – pop-up and temporary uses.  Liaise with planning and business rates, estates teams	Undertake conversations with landlord and letting agents to establish what would enable pop up and temporary uses.  One off creative / light trail and show and VR experience.	

# Winchester District High Streets' Priorities Plan 2021-22

March 2021

	<p>Gardens or Busket Yard</p> <ul style="list-style-type: none"> <li>• outdoor cinemas,</li> <li>• outdoor beach.</li> </ul> <p>More social spaces / places to sit and meet.</p>	<p>to identify and resolve barriers to reusing space.</p> <p>Sports based events - outdoor table tennis – coincide with and link to national sporting events / celebrations.</p>	<p>Education style event supported by kid's entertainments – soft play area.</p>	
<b>Celebrate what we have and achieved</b>	<p>Deliver a programme of campaigns:</p> <ul style="list-style-type: none"> <li>• Dream Now, Travel later,</li> <li>• Shop local / love local,</li> <li>• King Alf trail,</li> <li>• Wellbeing campaign – connect with others; be active; keep learning,</li> <li>• Digital trails.</li> </ul>	<p>VIC to showcase local independents.</p> <p>Displays – shop windows and pop-ups that can be used by local creative /arts businesses.</p> <p>Offer space to showcase independent businesses in a shared market place / students start-up businesses product testing.</p>	<p>Find ways to get online customer to come to the store so digital online and high-street experience is linked.</p> <p>Supporting businesses to adapt to provide a special experience / up-selling.</p>	<p>Independents' trail and markets.</p> <p>Building connections between complementary businesses e.g. wine shop selling chocolates / cheese shop selling bread....</p>
<b>Foster business resilience</b>	<p>COVID-19 Business Support and Information – Digital Islands.</p> <p>E-commerce platform for local online and delivery collaboration.</p> <p>COVID-19 Marshals and Ambassador patrols.</p>	<p>Business diversification and innovation funds.</p>	<p>Make Winchester Work for You – launches in with Hampshire County Council.</p>	<p>Winchester BID: Street Cleaning, Floral displays, Christmas Lights, Pub/ Shop Watch and Rangers.</p>

# Winchester District High Streets' Priorities Plan 2021-22

March 2021

## Festival and Events - existing and planned 2021/22

*Will be updated / checked against the latest festivals list for 2021-22 (due to postponements)*

	April - June	July - September	October - December	January – March
Winchester	Winchester Sport & Leisure Park opens Winchester Chamber Music Festival	Winchester Fashion Week Hampshire Food Festival Winchester's Cheese & Chilli Festival Heritage Open Days Hat Fair Green Week Winchester Jazz Festival (tbc) Writers' Weekend Winchester Comedy Festival Foodies Festival	Flower Festival Wine Festival Fireworks and Bonfire Christmas lights switch on Christmas market Winchester Guitar Festival (tbc) Winchester Poetry Festival Winchester Film Festival (tbc) Mucky Weekend	Winchester Comedy Gala (tbc) Winchester Beer and Cider (tbc)
Market Towns and rural	The Grange Festival Bishop's Waltham Festival	Wickham Festival Open Air Cinema & Theatre – Avington Park Hambleton Wine Festival (tbc) Solent Overlord Show (Denmead) Alresford Agricultural Show		

**Government's Roadmap out of lockdown, 22 February 2021**

12 April	17th May	21st June
<ul style="list-style-type: none"> <li>• Indoor leisure (including gyms) open for use individually or within household groups.</li> <li>• Rule of 6 or two households outdoors. No household mixing indoors.</li> <li>• Outdoor attractions such as zoos, theme parks and drive-in cinemas.</li> <li>• Libraries and community centres.</li> <li>• Personal care premises.</li> <li>• All retail.</li> <li>• Outdoor hospitality.</li> <li>• All children's activities, indoor parent &amp; child groups (up to 15 parents).</li> <li>• Domestic overnight stays (household only).</li> <li>• Self-contained accommodation (household only).</li> <li>• Funerals (30), wakes, weddings and receptions (15).</li> <li>• Minimise travel. No international holidays.</li> <li>• Event pilots begin.</li> </ul>	<ul style="list-style-type: none"> <li>• Indoor entertainment and attractions.</li> <li>• 30 person limit outdoors. Rule of 6 or two households (subject to review).</li> <li>• Domestic overnight stays.</li> <li>• Organised indoor adult sport.</li> <li>• Most significant life events (30).</li> <li>• Remaining outdoor entertainment (including performances).</li> <li>• Remaining accommodation.</li> <li>• Some large events (expect for pilots) - capacity limits apply.                             <ul style="list-style-type: none"> <li>○ Indoor events: 1,000 or 50%.</li> <li>○ Outdoor other events: 4,000 or 50%.</li> <li>○ Outdoor seated events: 10,000 or 25%.</li> </ul> </li> <li>• International travel - subject to review.</li> </ul>	<ul style="list-style-type: none"> <li>• No legal limits on social contact</li> <li>• Nightclubs.</li> <li>• Larger events.</li> <li>• No legal limit on life events.</li> </ul>

This page is intentionally left blank

## Appendix 2. Business & Housing Policy Committee Report BHP 018 High Streets' Priority Plan

### Winchester City Council - Welcome Back Fund Activity and Funding. Approved 8 June 2021.

No.	Area of Scope	Using bullet points briefly set out the specific activities you will undertake	Total Indicative Budget £ per item Gross
1	Support to develop an action plan for how the local authority may begin to safely reopen their local economies.	Project information officer Welcome Back Fund delivery / co-ordination – 8 months from August to March	£24,000
2	Communications and public information activity to ensure that reopening of local economies can be managed successfully and safely	<p>Print, publications banner and information points/ signs supported by on-line content for New Alresford, Bishop Waltham and Wickham. (£2,500 ea.)</p> <p>Discover your local high street leaflet(s)</p> <ul style="list-style-type: none"> <li>• Continue local town discoveries</li> <li>• Meeting places in local areas</li> <li>• Promote special qualities</li> <li>• Special offers</li> </ul> <p>Focus on people now working from home campaign.</p> <p>Supported by targeted Facebook adverts (ring-fenced postcodes) (£200 per town advert plus design)</p>	<p>£7,500</p> <p>£10,000</p> <p>£1,000</p>
3	Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely.	<p>Targeted support and advice to the entertainment, events and festivals sector as the last part of the economy to reopen</p> <p><u>Bishops Waltham</u></p> <p><b>Music in the Street</b> Musicians (bands and buskers) on 4 Saturdays</p> <p><b>Bauble Hunt</b> Children's Christmas event involving shop window displays</p> <p><b>BW Bites</b> Samples of food from town centre traders. 2 Weekends</p>	£1,500

**Appendix 2. Business & Housing Policy Committee Report BHP 018 High Streets' Priority Plan**

No.	Area of Scope	Using bullet points briefly set out the specific activities you will undertake	Total Indicative Budget £ per item Gross
4	Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely.	<ul style="list-style-type: none"> <li>• Planters for city and market towns temporary outside spaces</li> <li>• Street events, fayres and parties - temporary signs and barriers</li> <li>• Quality of public realm – cleanliness / repair / repaint bins / removal of graffiti.</li> <li>• “Moveable” public seating</li> <li>• Temporary “stage” in Abbey Gardens / Busket Yard – as space for outside events</li> </ul>	£25,000
5	Support and promote a safe public environment for a local area’s visitor economy	<ul style="list-style-type: none"> <li>• Busket yard open space phase 2– continue the scheme to create public open space.</li> <li>• Visitor marketing campaign – Welcome Back                             <ul style="list-style-type: none"> <li>○ Mini discover what on your doorstep guide</li> <li>○ Films for a day out in Winchester aimed at visitors and families</li> <li>○ Advertising &amp; PR campaigns</li> </ul> </li> </ul>	£10,000  £24,000
6	Support local authorities to develop plans for responding to the medium-term impact of CV-19 including trialling new ideas particularly where these relate to the High Street.	<p>Festival / events COVID impact and future potential research.</p> <p>Review our street markets so their value and benefit is fully understood and realised and offer a quality experience across the all our high streets.</p>	£3,500  £3,500