

REPORT TITLE: CORE FUNDING GRANTS PROGRAMME 2022-2025

30 SEPTEMBER 2021

REPORT OF PORTFOLIO HOLDER: COUNCILLOR ANGELA CLEAR, CABINET MEMBER FOR COMMUNITIES AND WELLBEING

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WARD(S): ALL

PURPOSE

The council's current three year cycle of grants awarded to the community and voluntary sector through the Strategic Fund and Priority Outcomes Fund comes to an end in March 2022, so it is necessary to review the criteria and outcomes to ensure they remain in line with Council Plan priorities.

As part of the council's budget management in face of the financial challenges as a consequence of COVID-19 impacts, there is a request to consider the options and implications for making a 20% reduction over a two year period (2021-22 and 2022-23) to the Strategic and Priority Outcome Funds. These funds form a significant element of the community and voluntary sector grants programme.

This report:

- Recognises the achievements and successes of the current Strategic Fund and Priority Outcomes Fund programmes;
- Proposes a refreshed set of principles and criteria for the next round of Strategic and Priority Outcome Funds, to ensure they remain relevant to current council priorities and reflect the latest and emerging Winchester district needs; and
- Summarises options and implications for implementing a 20% budget reduction.

RECOMMENDATIONS:

The Health and Environment Policy Committee is asked to note:

1. The achievements and successes of the current Strategic Fund and Priority Outcomes Fund; and
2. The recommended timescale for the next funding round.

The Committee is asked to comment on the proposal set out in this report, in particular:

3. The intention to continue with three year agreements associated with the Strategic and Priority Outcome Fund grants for the period 22/23 – 24/25;
4. The proposed funding priorities and outcomes as set out in appendix 1; and
5. The suggested approach to accommodate a 20% budget reduction as described in section 2.12 – 2.18.

1 RESOURCE IMPLICATIONS

- 1.1 The general fund budget report (CAB3289 on 11 February 2021) set out an expectation of a reduction in grant provision of 20% over the following two years, which would equate to a reduction of £102,564.
- 1.2 The first step to achieving that target was a decision also made by Cabinet on 11 February 2021 (CAB3289) to approve a one year grant award of £147,200 for 'Play to the Crowd', which represented a 20% reduction in funding for that organisation. This was a budget saving of £36,800 on the previous year and, along with other in-built stepped reductions in grant awards to recipients for 21/22, this leaves a further £62,824 saving to be made in 2022/23.
- 1.3 2021/22 is the final year of the current three year funding agreement so the remaining savings will be incorporated into the new agreements that will take effect for 2022/23. Section 2.12-2.18 of this report discusses how that might be achieved.
- 1.4 The Winchester Town Account currently contributes £40,000 in core grant funding, split equally between Citizens Advice and Play to the Crowd (Theatre Royal). A report will be taken to Winchester Town Forum in November to consider grant options for the next three years.
- 1.5 The staffing resources required to manage the proposed updated Strategic and Priority Outcome Funds will come from existing staff resources and will remain unchanged from the current requirement.
- 1.6 Support will be required from the Legal Service to produce funding agreements associated with these grant awards.

2 SUPPORTING INFORMATION

Background

- 2.1 In 2018/19 a full and complete review was undertaken of community and voluntary sector grants awarded by the council. Cabinet approved the new programme in December 2018 which included a three year core funding programme delivered via a **Strategic Fund** and a **Priority Outcomes Fund**:
 - **The Strategic Fund: a direct award** for those that hold a unique position in the market and deliver support to the community that the Council values as sole providers of these services. Four organisations are currently funded:
 - Citizens Advice Winchester
 - Play to the Crowd
 - Trinity
 - Winchester Churches Nightshelter

- **The Priority Outcomes Fund: a competitive award** for those who provide a range of important services to diverse groups within communities across the District, but are not sole providers, and who contribute to the priority outcomes of the Council Plan. 11 organisations are currently funded:
 - Blue Apple Theatre
 - Footprints
 - Street Reach
 - Winnall Rock School
 - Winchester Radio
 - Winchester Young Carers
 - Winchester Youth Counselling
 - Winchester Live at Home
 - Home Start Winchester
 - Home Start Hampshire
 - The Carroll Centre

2.2 The 2018 review also established the following principles for the Strategic and Priority Outcome Funds:

- Funding would be via three year agreements, reviewed annually and renewed subject to performance against outputs and subject to **stepped reductions in grant** to reduce dependence on council funding
- A focus on **contributing to the priority outcomes** of the Council Plan
- Encouragement for **organisations to develop collaborative or partnership working**

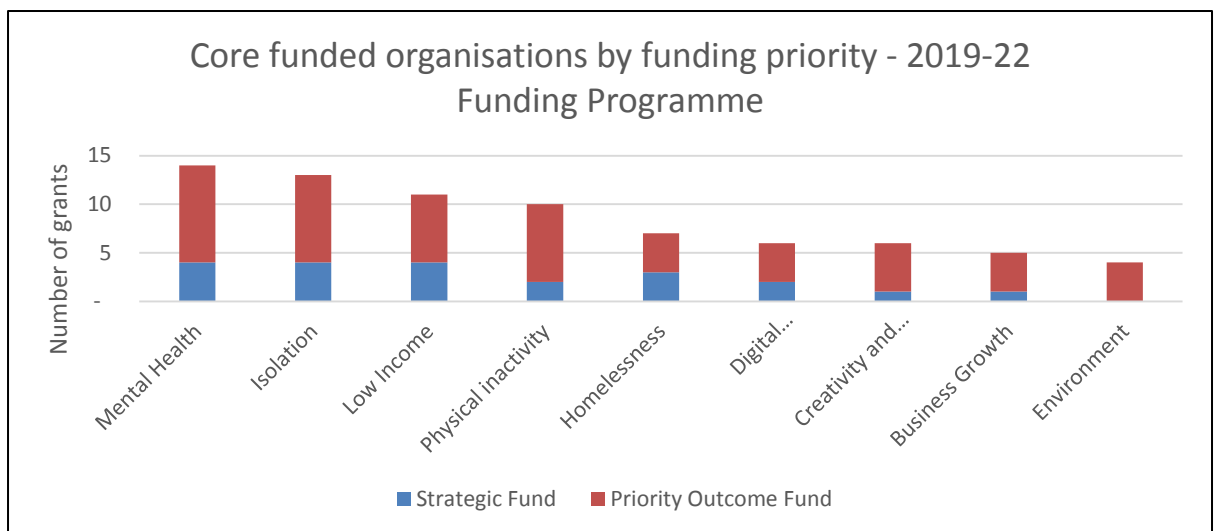
Achievements of current round of Strategic and Priority Outcome Funds

2.3 Analysis has been undertaken to establish whether the core funding round 2019-22 has achieved what it set out to, versus the original principles set:

Principle	Progress
Funding via three year agreements, reviewed annually and renewed subject to performance against outputs - stepped reductions to reduce dependence on council funding	<ul style="list-style-type: none"> - Stepped reduction in funding has encouraged organisations to reduce reliance on council funding, with some organisations more successful at this than others. - Organisations' fundraising progress for year 2020/21 is detailed in background documents.
A focus on contributing to the priority outcomes of	<ul style="list-style-type: none"> - Well identified and documented funding priorities and outcomes has enabled grants to be awarded in a focussed way and ensures

the Council Plan	<p>effective use of council funds. See section 2.5 for outcomes achieved in 2020/21.</p> <ul style="list-style-type: none"> - Link of outcomes to detailed annual reporting ensures that outcomes are quantified and service user progression is measured in the majority of cases.
Encouragement for organisations to develop collaborative or partnership working	<ul style="list-style-type: none"> - Annual reporting and in person discussions with organisations captures progress made by organisations in their fundraising capability and informal partnership working. See background document for examples.

2.4 Each core funded organisation demonstrates outcomes across a number of funding priorities. The diagram below shows the combined outcomes achieved by all core funded organisations:



2.5 Some of the collective outcomes achieved by the group of organisations receiving Strategic and Priority Outcomes grant awards in 2020/21 are given below. The increasing demand experienced by many of the organisations during the pandemic highlights the important role that voluntary sector organisations play in our communities:

<p>Isolation</p> <ul style="list-style-type: none"> - 107 people benefited from support from a volunteer through a family home visiting service (increase of 49 from previous year, predominantly from the town area). - Support to 473 people over the age of 60 with services such as telephone befriending, shopping, prescription delivery, meal delivery,

exercise classes and online activities. An increase of 33 from the previous year and adaptations to services were adopted that ensured they are as inclusive as possible.

Mental Health

- Increased services to meet a growing demand in mental health support for young people, providing a total of 160 counselling sessions.
- 141 people benefitted from access to the youth life skills café and community mental health information point.
- 30 on-line and in-person music sessions for 24 young people, raising aspirations and supporting their mental health whilst learning new music production and digital skills.

Low Income

- 7,321 clients provided with services, advice and support on 17,910 issues. This included digital support to an increasing number of people with Universal Credit issues (1620 people, 50% increase from previous year).
- £1,784,469 income secured for clients.
- 215 different young people benefit from youth support work, providing opportunities that help reduce the impact of financial disadvantage

Homelessness

- 98.4% bed utilisation during the year at homeless shelters and 141 psychotherapy sessions delivered, supporting and accommodating 33 people during the year.
- 509 people benefitted from drop in and outreach services, a 7% increase on previous year. 96 people were referred / helped into accommodation, nearly 50% more than last year.

Physical Inactivity

- 195 participants engaged in dance and drama groups.

Digital

- All homeless shelter residents had access to the internet during the pandemic, and either a phone, tablet or laptop. Staff assisted with bidding electronically on Homechoice, with online job searches and with Universal credit log in and reports.

Environment

- 473 packets of wildflower seeds distributed to service users to encourage activities involving the natural environment

Business Growth

- Organisation increased profile in community by making video to showcase work which was shown within schools to encourage donations during harvest festival period

Creativity

- Weekly singing and craft activities for older people to combat isolation and improve wellbeing

Refreshed set of principles and criteria for the next funding round

- 2.6 One of the key changes resulting from the grant review undertaken in 2018 was the introduction of a three year agreement for grants awarded through the Strategic and Priority Outcome Funds. This reflected the desire of recipients to have greater security of funding that underpins the core costs of these important services, but also gives the council certainty regarding budgets for a three year period and removes any potential for unexpected budget pressures in this area for the duration of the agreement. This is an approach that works for both parties so it is proposed to proceed with a new three year agreement for funded organisations, covering the financial years 22/23 – 24/25.
- 2.7 As set out in the preceding section, the current round of Strategic and Priority Outcome Fund grants have adhered to the expected principles and seen positive outcomes achieved for clients of the supported organisations. Wholesale changes are therefore not required, but the programme will need to take account of some changing circumstances:
- The new Council Plan 2020-2025, updated in 2021, with a focus on inequality and disadvantage;
 - Latest data on Winchester district needs - input from officers in housing, sport, sustainability, arts and culture, open spaces teams; latest Index of Multiple Deprivation (IMD) data; COVID-19 data on vulnerable people; district needs insight from Community First;
 - Learning from the current funding round in terms of application process and grant monitoring (used to modify application forms, criteria, grant agreements and grant reporting); and
 - The council's current financial position.
- 2.8 An updated draft funding priorities and outcomes document is attached at appendix 1. The key changes are:
- Greater emphasis on focussing funding on most disadvantaged areas, communities and groups, in line with latest council priorities;
 - Funding themes aligned with focus of latest Council Plan;
 - Focussing mental health support on young people, in line with latest data from the sector, plus wellbeing activities for all;

- 2.9 It is intended that a ‘relationship manager’ be assigned to each Strategic Fund organisation to ensure a key officer contact within the council retains oversight of all activity associated with these organisations and encourage more effective partnership working. This would complement the role (where it exists) of elected member representative to organisations.
- 2.10 A set of partnership principles will be developed to recognise the social value generated by working with the voluntary, community and social enterprise (VCSE) sector, ensuring our approach to social value is fit for purpose and offers equal opportunities for all potential grant recipients. By ensuring that we work closely with our voluntary sector partners from the same set of principles, we will increase opportunities to achieve outcomes for residents in a more effective and timely way.

Meeting the 20% budget reduction

- 2.11 As detailed in section 1, a further saving of £62,824 is required in 2022/23 to contribute to a balanced revenue budget. This will result in a revised total budget of £410,258 for the Strategic and Priority Outcomes Funds.
- 2.12 Applications to the Strategic Fund will continue to be by invitation, in recognition of the unique services provided by those organisations. This will again be based on an assessment of which organisations meet the criteria of “those that hold a unique position the market and deliver support to the community that the Council values as sole providers of these services.” The Priority Outcomes Fund will be a competitive bidding process, so it will be necessary to publicise in advance the size of the fund.
- 2.13 It is proposed that the total core grant budget of £410,258 in 2022/23 be split as follows:

	Allocated (2019-2022)			Proposed		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic Fund	£488,000	£488,000	£458,200	£410,258*	£410,258*	£410,258*
Priority Outcome Fund	£74,627	£64,822	£54,882	£40,000	£40,000	£40,000
Total Year	£562,627	£552,822	£512,082	£450,258	£450,258	£450,258
Funded by:						
General Fund	£522,627	£512,822	£473,082	£410,258	£410,258	£410,258
Town Fund	£40,000	£40,000	£40,000	£40,000*	£40,000*	£40,000*

* The Strategic Fund total includes £40,000 each year from the Town Fund administered by Winchester Town Forum. This is yet to be determined for

2022/23 and any changes to the budget will directly affect the size of the Strategic Fund.

- 2.14 In 2021/22 the split of the two funds was 89% via the Strategic Fund and 11% via the Priorities Outcome Fund. The proposed split for the next 3 year period is 91% Strategic Fund and 9% Priorities Outcome Fund. This reflects the unique role of those organisations in providing services that are not replicated elsewhere.
- 2.15 Scoring criteria for the Priority Outcome Fund will be revised to ensure funding is directed to those applicants demonstrating the greatest delivery against Council Plan priorities and that the focus is on delivery of core services and not specific projects, which can be funded through other grant schemes.
- 2.16 The principle of seeking applicants to demonstrate cost efficiencies and more streamlined ways of working and delivering services will continue and evidence of this will be sought through the application process. This will include any changes to service delivery that have been introduced in response to the COVID restrictions, with the aim to see new and more efficient ways of working retained where possible.
- 2.17 The implications of this on individual organisations will not be known until March/April 2022 when allocations are agreed. However, the broad implications on the two funds are likely to be as follows:
- In order to achieve required reductions in the Strategic Fund, all organisations are likely to experience significant reductions with a potential impact on their service delivery. This includes the Theatre Royal, though consideration will need to be given to the significant reduction which has already been applied to that organisation in 2021/22.
 - The number of Priority Outcome awards are likely to reduce, along with the maximum value for an individual award (in the current round 11 organisations were funded with an upper annual application limit of £15,000).

Timescales

- 2.18 The planned timescale for proceeding with this process is as follows:

November 2021	<ul style="list-style-type: none">• Report to Winchester Town Forum
December 2021	<ul style="list-style-type: none">• Report to Cabinet for approval of funding priorities and outcomes
February 2022	<ul style="list-style-type: none">• Approval of council revenue budget for 2022/23• Application window opens
March 2022	<ul style="list-style-type: none">• Application window closes

- Communication of outcome to applicants

2.19 A communications plan will be developed with input from the Communications team and will include discussions with strategic organisations currently in receipt of funding about the proposed new funding round.

3 **OTHER OPTIONS CONSIDERED AND REJECTED**

3.1 Awarding grants on an annual basis rather than as part of a three year agreement is an approach that was used prior to 2018. However, it was changed to provide greater security of funding that underpins the core costs of these important services and also give the council certainty regarding budgets for a three year period, removing any potential for budget pressures in this area for the duration of the agreement. This rationale remains sound so the option of reverting to annual awards was discounted.

3.2 The funding priorities and outcomes could remain wholly unchanged from those used during the last round of allocations in 2018, as they have been successful and have brought about positive outcomes as discussed in the report. However, the current Council Plan places a greater emphasis on tackling inequality and disadvantage which are issues at the heart of the work funded by these grants, so it is proposed that these are given greater weight in the assessment process.

3.3 The 20% budget savings could be made in a number of alternative ways. The proposed allocations aim to prioritise support for key service providers through the Strategic Fund, while retaining some competitive funding through the Priority Outcomes Fund to allow new organisations to apply for council core funding. Alternative approaches and the implications of these options can be summarised as follows:

Option	Impact
Target all budget reduction to Priority Outcome Fund	The effectiveness of the fund would be severely impacted, with the ability to fund only one or two organisations with low levels of funding
Target all budget reduction to Strategic Fund	Sole provider services and number of service users could be impacted with no alternative source of support. Significant cuts could negatively affect council reputation
Take reduction in small grants and crowdfunder budgets	The reduction required would take away these funds completely, leaving no grants available outside of the 3 year core funding process
Tighten the eligibility criteria by	We would be unable to support

<p>focussing on less funding outcomes. For example prioritise homelessness and isolation over mental health and physical inactivity.</p>	<p>organisations who provide essential services to some of the most disadvantaged residents in our communities. Funding priorities are already focussed on organisations delivering outcomes for the most vulnerable residents</p>
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BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3079; COMMUNITY AND VOLUNTARY SECTOR GRANTS REVIEW
 WINCHESTER TOWN FORUM – 14 NOVEMBER 2018
 CABINET – 12 DECEMBER 2018

CAB3289; GENERAL FUND BUDGET 2021/22
 CABINET - 11 FEBRUARY 2021

Other Background Documents:-

Strategic and Priority Outcome Funded Organisations – report reviews 2020-21

APPENDICES:

APPENDIX 1: Funding Priorities and Outcomes

APPENDIX 1: Funding Priorities and Outcomes

Winchester City Council Plan 2020-2025

Funding Theme 1. Dealing with peoples and communities needs

Homes for all:

- Providing support for our homeless and most vulnerable people by working directly and in partnership with the voluntary sector

Living well:

- Focus our activities on the most disadvantaged areas, communities and groups, supporting a greater diversity of resident

Services and projects that:

- *support the most disadvantaged areas, communities and groups*
- *help to combat poverty & social inequalities*
- *develop people's ability to prevent reaching crisis point, enabling people to progress*
- *develop support networks within the local community*
- *encourage clubs and activities that engage young people*
- *build community cohesion, participation and resilience*
- *empower and enable communities to identify and deliver services and projects in line with Winchester Vision*

Priority	Outcomes
ISOLATION	
Winchester has a higher number of pensioners living alone than the rest of Hampshire and a population that is aging	Improve access to services; creating new activities and providing greater opportunities to participate in community life.
Winchester is classed as a 'predominantly' rural area of Hampshire, meaning that the practical difficulties relating to social isolation are great and need to be considered in conjunction with loneliness, e.g. access to transport. The 2019 Indices of Deprivation show that several rural LSOA's sit within the 10% most deprived nationally for 'barriers to housing and services, relating to the physical proximity of local amenities and services. These areas sit within the wards of Central Meon Valley, Southwick and Wickham, Wonston and Micheldever and Alresford and Itchen Valley.	Build local services and join up local support to better reach individuals, increasing signposting and referrals between organisations and services. Create greater awareness and understanding about an individual's needs to develop appropriate responses. Increase activities and support for over 65's, this may include intergenerational approaches.
The 2011 census showed that the number of people age 65+ living in Winchester was 21,779 and that 20% of these were estimated to be experiencing mild loneliness, and 8-10% estimated to be experiencing intense loneliness.	Increase activities and support for communities and residents at risk from isolation due to lack of physical proximity to amenities and services.

Priority	Outcomes
LOW INCOME	
<p>The town wards score poorly on the Income Deprivation domain for the Winchester District.</p>	<p>Increase access to advice services on finances, debt and financial planning.</p> <p>Increased access to financial information to ensure help is gained where poverty exists.</p>
<p>8% of children in the Winchester District live in low income families. St Luke ward is in the 20% most deprived areas for income deprivation affecting children.</p>	<p>Increased support services and financial advice for families with young children struggling financially.</p> <p>Link to the Council's anti Loan Shark campaign.</p>
HOMELESSNESS	
<p>Footfall of households attending WCC's housing options service for the whole of 17/18 was 1494, an increase of 101 from 16/17. Reviewing the current footfall for 18/19 the Council is likely to see a further 100 people on top of the 1494 for last year.</p> <p>A report from Trinity in April 2021 highlights an increasing trend in homelessness, rough sleeping and mental health crises due to the economic situation and rising unemployment. This trend is expected to continue as the furlough scheme is wound up mid-2021.</p>	<p>Support & advice is always available to those during a time of crisis.</p> <p>Accessible out of hours outreach services; seven days a week, day and evenings and at weekends.</p> <p>Rough sleepers can access the services they need, including advice and support that deals with health, Universal Credit, employment and training to enable people to progress and move on from rough sleeping.</p>
<p>In terms of those households who became homeless in 17/18, there was a significant increase in single males and females approaching the authority as homeless.</p>	
<p>2017-18 stats show that on average per quarter 32 individuals were found to be sleeping rough in Winchester; an average of four were female. An average of 28 of these 32 had substance misuse issues. Generally rough sleepers are in the city centre to access services.</p>	
<p>The trend for an increase in singles with complex needs is continuing with numbers for both males and females rising.</p>	

Priority	Outcomes
MENTAL HEALTH	
<p>Demand for services for young people has increased over the period 2020-2021 with waiting list for CAMHS currently at 12 months. Figures from GP Referrals to Winchester Youth Counselling between 1/4/2017 and 31/3/2018 show that a much higher number of referrals have come from GP surgeries in the Winchester town area. However, referrals from areas like the Southern parishes and Alresford seem to be on the increase.</p>	<p>Increased education around mental health and self-help/coping strategies in order to improve self-management.</p> <p>Increased availability of inclusive activities for young people which raise aspirations, promote life skills and leisure and recreational activities, and targeted to young people needing specific or additional support.</p> <p>Increased awareness of mental health and general wellbeing – improving social interactions.</p> <p>Target young girls.</p>
<p>Winchester Youth Counselling's report for 2020-21 recognises an increase in referrals due to domestic abuse.</p>	
<p>Information from CAMHS suggests that they receive referrals across the age range up to 18, but generally it is more girls than boys and predominantly for the 12-16 years group. There is a high prevalence of self-harm and of eating disorders.</p>	
<p>Wellbeing indicators from the Annual Population Survey show that Winchester residents' life satisfaction and happiness levels have decreased over the period 2015 – 2020, whilst anxiety scores have increased.</p>	
PHYSICAL INACTIVITY	
<p>It has been identified that the Winchester District has an aging population. As a result, there is an increase in the number of inactive people over 75 which is predicted to grow.</p>	<p>Increased opportunities for those to make healthy lifestyle choices and become regularly active.</p> <ul style="list-style-type: none"> - Reduce loneliness - Reduce falls - Reduce GP and hospital visits - Subsidised activity clubs/ sessions

Priority	Outcomes
PHYSICAL ACTIVITY	
<p>Reduce the inactivity gap between individuals with, or at risk of developing a long-term health condition. 2011 census data shows St Bartholomew to have the lowest health outcomes for people in the district: 14,4% of 65+ residents in this ward said that they were in bad or very bad health compared to 9.5% for the district.</p>	<p>Support/ develop physical activity projects that enable individuals with, or at risk of developing a long-term health condition i.e. diabetes, obesity, Chronic Obstructive Pulmonary Disease (COPD).</p>
<p>It has been recognised that only 61.1% of women and girls take part in the recommended minimum 150 minutes a week physical activity in England, compared to 63.0% of men. Activity levels have decreased during the pandemic with women seeing a more sustained reduction than men. It is important to reduce the equality gap between inactive females and inactive males.</p>	<p>Increased opportunities available for women and girls to take part in sport and/ or physical activity within the Winchester District.</p>
<p>Sport England Active Lives survey shows that 45.4% of those with a disability in England take part in at least 150 minutes a week in physical activity. It has been recognised that 47.5% of children and young people take part in at least 150 minutes a week in physical activity within the South East region.</p> <p>This compares to 71% of all adults in the Winchester district, demonstrating a large gap in the activity between children and those with a disability, compared to the general adult population.</p>	<p>Increased opportunities available for both children and adults with a range of disabilities to take part in sport and/ or physical activity.</p> <p>Widen the access to physical activity opportunities for people who are vulnerable, inactive or disabled:</p> <ul style="list-style-type: none"> - Buddy schemes/ Bring a friend - One to one lessons - Specific group sessions - Accessible transport links

Winchester City Council Plan 2020- 2025

Funding Theme 2. Striving for positive change

<p>It has been recognised that there is a much lower proportion of inactive people in higher social grades, compared to the whole population.</p>	<p>Increased opportunities available to take part in physical activity within the workplace.</p> <ul style="list-style-type: none"> - Workplace challenges - Lunch time walks
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Tackling the climate emergency and creating a greener district:

- Carbon neutrality to continue to be central to everything we do
- Work with and enable businesses, organisations and residents to deliver the Carbon Neutrality Action Plan throughout the district
- Positive Local Plan policies which promote low carbon development, sustainable travel and increased bio-diversity
- Deliver the actions in our Biodiversity Action Plan

Vibrant local economy:

- Supporting business in meeting the challenge of carbon neutrality and encouraging 'green growth'
- Working in partnership to strengthen the appeal of the Winchester district by promoting and developing our unique cultural, heritage and natural environment assets
- Working with our key stakeholders to position Winchester district as a centre for digital, creative, knowledge intensive network

Living well:

- Supporting communities to extend the range of sports and cultural facilities across the district

Services and projects that:

- *Encourage carbon neutrality and green growth*
- *Exploit new technologies to drive productivity, economic benefits, and improve the experience of employees, customers, suppliers, partners and stakeholders*
- *Provide artistic and cultural experiences that enrich people's lives*
Make Winchester a safe and pleasant place to live, work and visit
- *Provide employment and help businesses grow and develop and strengthen networks and collaborations.*

<p>Creative ways to reduce harmful emissions.</p>	<p>Delivery of schemes that will demonstrably reduce the District's carbon footprint.</p> <p>Develop and adopt green travel plans to encourage healthy and sustainable travel options.</p> <p>Install and maintain green technologies, including energy generation, storage and distribution.</p> <p>Facilities and building management systems that reduce consumption and waste.</p>
<p>Protect, manage, maintain and enhance the natural environment, wildlife and wild places and create opportunities for people to enjoy outdoor recreation, countryside and rural landscapes.</p>	<p>Support for undertaking practical works which benefit SINC's or priority species.</p> <p>Support priority species as identified within the Winchester Biodiversity Action Plan.</p>
	<p>Support private landowners and community groups in undertaking works which benefit Sites of Importance for Nature Conservation and as a result working towards reversing the decline in biodiversity.</p>
<p>Enjoying Winchester's rich and diverse environment.</p>	<p>Support for infrastructure, events, activities, training or engagement which encourage people to gain a greater understanding of their local wildlife and places.</p>
<p>Environmental enhancement.</p>	<p>Support for groups or individuals who wish to enhance the visual amenity/character/appearance of publically accessible places.</p>
<p>Enjoying Winchester's green spaces e.g. parks - getting active.</p>	<p>Supporting infrastructure, events, activities, training or engagement which encourages people to take part in active play.</p>

<p>Priority</p>	<p>Outcomes</p>
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DIGITAL APPLICATION, SERVICES AND PRODUCTS

Technology adopted and used by businesses, with staff skilled in digital applications, to gain customers, reduce costs and increase profit.

Increased take up of technology / applications within businesses.
Increased business efficiencies by developing / deploying online / digital solutions.
Increased digital literacy of staff / suppliers / customers etc.

Development of new approaches, services and products in response to changing public trends.

Increased access to services by customers / suppliers etc. by the use of online / digital solutions.
Provide training and support for residents /communities to access and benefit from new technologies, digital devices and online services.
Utilise data more effectively to better engage with and support users / customers' needs.
Use of data and analytics to plan and predict to enhance user / customer experience.

Innovation and new business models that help Winchester become a 'smart District'.

Develop / implement solutions, systems and infrastructure that connect residents and visitors in a more joined up way.
Develop skills and training in digital specialisms.
Create networks and collaborations.
Digital enhanced services in rural areas.

CREATIVE AND INNOVATIVE

The arts are recognised as improving the sense of mental, psychological, social and physical wellbeing, and promoting social engagement. The more cultural activities participants attend, the better their self-rated health.

Reach people across our district regardless of age, gender, social class and disability (public engagement), creating social cohesion.

Develop ideas and innovation to reach new audiences and increase their participation.

Reach people who have never taken part or experienced art and cultural events and projects.

Digital technologies allow arts and cultural organisations to exploit their cultural assets and create more value.

Use events and activities that incorporate innovative technologies to promote culture, increase access and participation to wider markets and audiences.

Create links between culture and other elements of civic and business life.

Winchester is a vibrant cultural centre and sees many day visitors, with many attractions, events, festivals, galleries, performances to draw people here.

Increase the length of time visitors stay in the district.

Develop campaigns and activities to attract new visitors / users / audiences.

Introduce new, creative and novel content.

Adapt to meet changing needs whilst maintaining quality. Create opportunities for collaboration between events.

Winchester is a centre of learning for the arts with Winchester School of Arts and the University of Winchester.

Create projects to inspire students and interns to develop their practice and develop untapped potential.

Art-form development and value creation through support for a range of activities across the arts from theatre to digital art; prose to dance; music to literature and crafts.

Bring high-profile artists and cultural producers into the area to inspire local creators.

Take work beyond Winchester, nationally and internationally – build awareness of 'Made in Winchester'.

Create opportunities for collaboration.

Support for local artists to develop skills and confidence and enable growth from within the sector.

BUSINESS GROWTH

Winchester has a high proportion of small businesses (97% employ less than 50). Winchester businesses are located roughly 50% in the town and 50% in the south, market towns and rural areas. However between 2010 and 2016 the share of businesses in the market towns and rural areas declined slightly.

- Support small businesses to grow and become more productive
- Help local businesses to grow and stay in the district.

Develop / implement new business processes, services, products that improve business performance, generate incomes, new customers etc.

Encourage entrepreneurship and develop management and leadership skills in owners / managers.

Initiatives to promote small independent businesses in the city, market towns, and rural areas.

There are a number of important sectors in the Winchester economy in terms of size and potential: knowledge based businesses; creative industries; tourism and retail.

- Develop new business and employment opportunities across the District.

Projects that help the expansion of existing businesses resulting in the creation of new jobs.

New processes and services that respond to changing needs, demands, markets etc.

Greater links between schools, colleges, universities and businesses, creating an environment for knowledge exchange, innovation and collaboration.

Build on existing clusters, or stimulate new ones and strengthen networks and partnerships.

- Further data and information sources:
- Winchester District Sport & Physical Activity Framework 2018 – 2023
- Sport England Active Lives Survey Nov 2019 – 2020 Report
- Index of Multiple Deprivation data for Winchester 2019 & 2011 Census
- Council Plan 2020-2025 (last updated 2021)
- Annual Population Survey (APS): by counties, local and unitary authorities, April 2012 to March 2020
- Outbreak Plan Data – August 2020