

REPORT TITLE: CORE FUNDING GRANTS PROGRAMME 2022-2025

10 NOVEMBER 2021

REPORT OF CABINET MEMBER: Councillor Charles Radcliffe, Chairperson of the Winchester Town Forum (Town Accounts Grants) Informal Group

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WARD(S): ALL

PURPOSE

The council's current three-year cycle of grants to the community and voluntary sector through the Strategic and Priority Outcomes Funds 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, options and implications are being considered for a reduction to the General Fund contribution to the Strategic and Priority Outcomes Funds.

The Town Forum currently contributes £40,000 per year of funding through the Strategic Fund and this report seeks the Forum's endorsement for continuation of that funding for the three year period 22/23 – 24/25.

RECOMMENDATIONS:

The Town Forum notes:

1. The achievements and successes of the current Strategic Fund over the last three years;
2. The intention to continue with three year agreements associated with the Strategic Fund grants for the period 22/23 – 24/25; and

3. The proposed set of principles, criteria and funding priorities and outcomes as set out in appendix 1.

The Town Forum:

4. Approves the continued support of Citizens Advice Winchester and Play to the Crowd with annual contributions of £20,000 each for 2022/23;
5. Approves in principle further grants for the following two-year period 2023/24 and 2024/25 of £20,000 each to Citizens Advice Winchester and Play to the Crowd, subject to approval each year of the Town Account budget. The awards are also subject to a satisfactory annual financial review
6. Delegate's authority to the Corporate Head of Economy and Community to release the grant allocations in instalments, based on performance data provided during the financial years.

IMPLICATIONS:**1 COUNCIL PLAN OUTCOME**

The Strategic Fund contributes to many aspects of the Council Plan 2020-2025 (2021 Edition). The fund supports voluntary and not-for-profit groups and organisations in the district that clearly demonstrate how their services and projects help deliver cohesive, sustainable, resilient communities, in line with council plan outcomes and priority funding themes.

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

All grant-funded organisations will be required to evidence their impact in terms of Tackling the Climate Emergency and Creating a Greener District during the life cycle of the grant.

**1.2 Homes for all**

Homelessness is a priority funding theme and the work of Citizens Advice Winchester includes the provision of accessible support and advice to people during a time of financial difficulty and at risk of losing their home.

**1.3 Vibrant Local Economy**

The Theatre Royal helps to strengthen the appeal of Winchester and contributes to the breadth of offer and vibrancy of the visitor economy.

**1.4 Living Well**

Citizens Advice Winchester's advice services on finances, debt and financial planning and social justice contribute to the quality of life of many people in Winchester district, while the Theatre Royal provides opportunity for participation in the arts.

**1.5 Your Services, Your Voice**

The core grant funding programme aims to be open, transparent and inclusive. Ward Councillors, Town Forum and Cabinet Members are involved in the decision making processes

**2 FINANCIAL IMPLICATIONS**

2.1 The Winchester Town Account currently contributes £40,000 in core grant funding, split equally between Citizens Advice and Play to the Crowd (Theatre Royal).

2.2 It is proposed that the Strategic Fund total continues to include £40,000 each year from the Town Account administered by Winchester Town Forum.

2.3 It should be noted that officers have been tasked with managing a reduction of 20% (from 20/21 levels) in the General Fund contribution to the Strategic

and Priority Outcomes Funds. Any change to the Town Account contribution will further reduce the size of the Strategic Fund.

Current proposals for the Strategic Fund budget for the next three years are as follows:

	Allocated (2019-2022)			Proposed		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Strategic Fund</b>	£488,000	£488,000	£458,200	<b>£410,000</b>	<b>£410,000</b>	<b>£410,000</b>
<b>Funded by:</b>						
<b>General Fund</b>	£448,000	£448,000	£418,200	<b>£370,000</b>	<b>£370,000</b>	<b>£370,000</b>
<b>Town Fund</b>	£40,000	£40,000	£40,000	<b>£40,000</b>	<b>£40,000</b>	<b>£40,000</b>

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 This report seeks authority to enter into grant funding agreements and to continue the community grant funding scheme for a further three years.
- 3.2 S1 of the Localism Act 2011 gives the Council a general power of competence, the Council has the power to receive grant funding and enter into a grant agreements in accordance with the requested recommendations.
- 3.3 All grant agreements are reviewed by legal services based upon the council's standard template agreement which includes obligations to ensure delivery such as meeting project timeframes and clawback arrangements.
- 3.4 There are no procurement implications as a direct result of this report.

### 4 WORKFORCE IMPLICATIONS

- 4.1 None. 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.

### 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 Citizens Advice Winchester occupies space within the council-owned City Offices. There is a lease agreement in place and the council's grant funding is used in part to meet the rental costs.

### 6 CONSULTATION AND COMMUNICATION

- 6.1 The Town Forum's Informal Accounts Group discussed the proposals set out in this report at its meeting on 20<sup>th</sup> October 2021.

6.2 The proposed approach to the wider grant funding programme for the coming three-year period was discussed at the Health and Environment Policy Committee on 30 September 2021.

6.3 A communications plan is being developed and will include individual discussions with organisations currently in receipt of funding from the Strategic Fund about the proposed new funding round, and early notification of the application process and timeline.

## 7 ENVIRONMENTAL CONSIDERATIONS

7.1 The proposed funding themes and outcomes include target outcomes for carbon neutrality and green growth and all grant-funded organisations are challenged to demonstrate ways in which they are working towards tackling the climate emergency.

## 8 EQUALITY IMPACT ASSESSEMENT

8.1 An assessment is attached. Note that only references to the Strategic Fund are relevant to this paper.

## 9 DATA PROTECTION IMPACT ASSESSMENT

9.1 Core grant applications are managed through the Flexigrant system, which has been designed with in-built data controls that are in line with the GDPR regulations and the council's Data Protection Policy.

## 10 RISK MANAGEMENT

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Financial Exposure</i>		
Funded organisations cease operation mid-year.	Review of financial reports by finance before annual awards are made.	Publish an annual statement / report to highlight what has been achieved in terms of impacts, value and social benefit.
Long term efficiencies and savings are not generated by the programme.	Larger grants paid in instalments, subject to satisfactory performance.  Three-year agreements remove potential for increasing grant request.	Supports medium-term financial planning.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<p><i>Exposure to challenge</i></p> <p>Challenge of decision to award funds from organisations who might lose funding versus previous years.</p>	<p>Clear and transparent assessment process, based on council plan priorities.</p> <p>Dialogue with current grant recipients will support organisations through the process.</p>	<p>Signposting to alternative funding sources increases potential to lever in funding to sustain services.</p>
<p><i>Innovation</i></p> <p>Risk that organisations are not innovative with the core funding provided.</p>	<p>Innovation encouraged through dialogue.</p>	<p>Opportunity to set innovative outcomes as part of performance agreements.</p>
<p><i>Reputation</i></p> <p>Reduction in funding to some existing core grant holders results in criticism of the council.</p>	<p>Engagement, communication, funding advice, training, transition and support arrangements will be put in place.</p>	<p>Opportunity for increased positive communications about community grants.</p>
<p><i>Achievement of outcome</i></p> <p>Funding does not result in expected outcomes that align with council priorities.</p>	<p>Tight application criteria, scoring, and grant reporting will ensure grant outcomes are met.</p> <p>Larger grants paid in instalments, subject to satisfactory performance.</p>	<p>Different outcomes are proposed by organisations that align with our priorities and are just as necessary.</p>

<u>Risk</u>	<u>Mitigation</u>	<u>Opportunities</u>
<p><i>Property</i></p> <p>Loss of core funding undermines tenure of council owned buildings.</p>	<p>Early dialogue with Estates team.</p>	<p>Would create opportunity for other occupant(s) or to review use of the space.</p>
<p><i>Community Support</i></p> <p>Community opposition to decisions that are made.</p>	<p>Clear and transparent assessment process, based on council plan priorities will ensure that the most worthwhile organisations and projects are funded.</p>	<p>Promote the positive outcomes achieved by funded organisations.</p>
<p><i>Timescales</i></p> <p>Organisations have little time to apply and will only know the outcome of an application at the very end of this financial year.</p>	<p>Consult with existing core grant holders during the process to give early notice of timescales and manage expectations.</p>	
<p><i>Project capacity</i></p> <p>Insufficient staff available to implement the changes to the grant systems and process.</p>	<p>Changes required are minor and project timeline including updates required will minimise impact on resources.</p>	

## 11 SUPPORTING INFORMATION:

### Background

- 11.1 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: 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:

- (i) Citizens Advice Winchester
- (ii) Play to the Crowd
- (iii) Trinity
- (iv) Winchester Churches Nightshelter

11.2 The 2018 review also established the following principles for the Strategic Fund:

- (i) 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.
- (ii) A focus on **contributing to the priority outcomes** of the Council Plan.
- (iii) Encouragement for **organisations to develop collaborative or partnership working**.

Achievements of current round of Strategic Fund

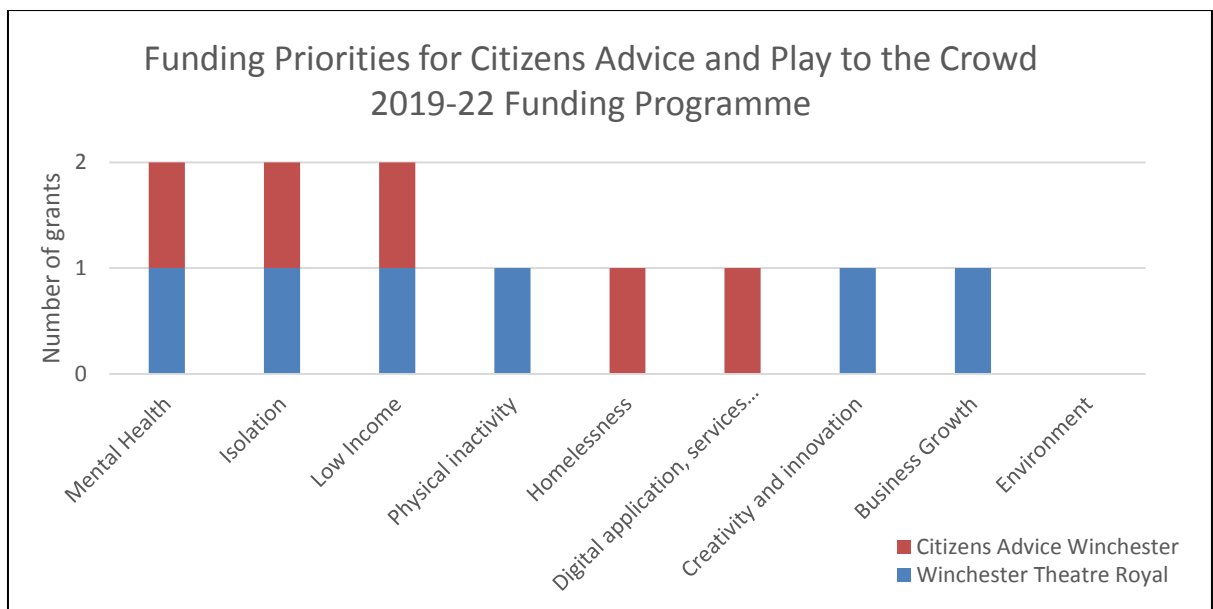
11.3 Analysis has been undertaken to establish whether the core funding round 2019-22 has achieved what it set out to, versus the original principles set. Detail on organisations' outcomes, fundraising progress and partnership work for 2020/21 is given in the background document to this report.

Principle	Progress
Funding via three year agreements, reviewed annually and renewed subject to performance against outputs - <b>stepped reductions</b> to reduce dependence on council funding	- Stepped reduction in funding has encouraged organisations to reduce reliance on council funding in most cases.
A focus on <b>contributing to the priority outcomes</b> of the Council Plan	- Well identified and documented funding priorities and outcomes has enabled grants to be awarded in a focussed way and ensures effective use of council funds. - Link of outcomes to detailed annual reporting ensures that outcomes are quantified and service user progression is measured in the majority of cases.



Principle	Progress
Encouragement for <b>organisations to develop collaborative or partnership working</b>	- Annual reporting and in person discussions with organisations captures progress made by organisations in their fundraising capability and informal partnership working.

- 11.4 Detailed reports are obtained annually for organisations in receipt of funding from the Strategic Fund. Details on outcomes, service user progression, fundraising and partnership working are noted in the background documents.
- 11.5 A report was brought to the Forum on 19 March 2020, providing an update on the Town Forum grants programme (WTF285) The two organisations receiving Town Forum funding have subsequently reported the following key outcomes for 2020/21:
- Citizens Advice
    - 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.
    - 2,610 people accessing debit, housing and relationship advice, a 28% increase from the year before demonstrating the high demand for mental health support
    - Provision of services and volunteer support has adapted to ensure services remain accessible during the pandemic
  - Play to The Crowd
    - Delivered 43 live performances both in-person and online to 5,295 people.
    - Ran 129 participation sessions attended by 1,565 people including online weekly youth theatre sessions and a major online participatory project
    - Ran a very successful survival campaign, including a Crowdfunding campaign which demonstrated enormous community support for the theatre.
    - Made improvements to the building, accessible facilities and broadcasting technology to transform their relationship with audiences and community engagement
- 11.6 Play to the Crowd and Citizens Advice both demonstrate outcomes across a number of funding priorities. The diagram below shows the outcomes achieved by organisation:



### Refreshed set of principles and criteria for the next funding round

- 11.7 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 Fund. 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.
- 11.8 As set out in the preceding section, the current round of Strategic 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.

- 11.9 An updated draft funding priorities and outcomes document is attached at appendix 1. This document sets out the priorities addressed by the fund (i.e. the topics we want to address with data to evidence this) and some of the outcomes we would like to see achieved with funding. The outcomes are not an exhaustive list and organisations may suggest their own. 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;
- 11.10 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.
- 11.11 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.

#### Timescales and Process

- 11.12 The process of awarding grants through the Strategic Fund includes:
- Assessment of existing Strategic Fund organisations as to whether they still meet the criteria for the fund (This is not an open fund but consideration will be given to any new organisations who we become aware of that may fit the criteria)
  - Meetings held with the organisations under consideration, including the client manager, Cabinet Member and other relevant officers (Discussions will include their financial position and business plan so that a negotiated position can be reached).

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

November 2021	<ul style="list-style-type: none"> <li>• Report to Winchester Town Forum</li> </ul>
November – December 2021	<ul style="list-style-type: none"> <li>• Discussions and negotiations with individual strategic organisations</li> </ul>
December 2021	<ul style="list-style-type: none"> <li>• Report to Cabinet for approval of funding priorities and outcomes and budget proposal</li> </ul>
February 2022	<ul style="list-style-type: none"> <li>• Approval of council revenue budget for 2022/23</li> <li>• Grant agreements with Strategic Fund organisations finalised</li> </ul>

## 12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 The Town Forum contribution to the Strategic Fund could be withdrawn and used to support other aspects of work funded by the Town Forum. However, the fund is already facing a significant reduction from the General Fund and any further changes to the budget will further increase the impact on the two funded organisations.
- 12.2 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.
- 12.3 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.

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

WTF292; WINCHESTER TOWN ACCOUNT BUDGET FOR 2021/22  
WINCHESTER TOWN FORUM – 28 JANUARY 2021

WTF285; TOWN FORUM GRANT PROGRAMME UPDATE  
WINCHESTER TOWN FORUM - 19 MARCH 2020

Other Background Documents:-

Strategic and Priority Outcome Funded Organisations – report reviews 2020-21  
Equality Impact Assessment template Core Grant Review 2021

APPENDICES:

APPENDIX 1: Funding Priorities and Outcomes

Winchester City Council Plan 2021-2025	Funding Theme 1. Dealing with peoples and communities needs
<p><b>Homes for all:</b></p> <ul style="list-style-type: none"> <li>• Providing support for our homeless and most vulnerable people by working directly and in partnership with the voluntary sector</li> </ul> <p><b>Living well:</b></p> <ul style="list-style-type: none"> <li>• Focus our activities on the most disadvantaged areas, communities and groups, supporting a greater diversity of resident</li> </ul>	<p><i>Services and projects that:</i></p> <ul style="list-style-type: none"> <li>• <i>support the most disadvantaged areas, communities and groups</i></li> <li>• <i>help to combat poverty &amp; social inequalities</i></li> <li>• <i>develop people’s ability to prevent reaching crisis point, enabling people to progress</i></li> <li>• <i>develop support networks within the local community</i></li> <li>• <i>encourage clubs and activities that engage young people</i></li> <li>• <i>build community cohesion, participation and resilience</i></li> <li>• <i>empower and enable communities to identify and deliver services and projects in line with Winchester Vision</i></li> </ul>

Priority (with supporting evidence)	Outcomes (suggested but not exhaustive list)
<b>ISOLATION</b>	
<p>Winchester has a higher number of pensioners living alone than the rest of Hampshire, and an aging population.</p> <p>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.</p> <p>In 2021 organisations supporting older people reported an increase in referrals and a need to provide both face to face and remote opportunities for participation as a result of the COVID-19 pandemic.</p>	<p>Improve access to services; creating new activities and providing greater opportunities to participate in community life.</p> <p>Build local services and join up local support to better reach individuals, increasing signposting and referrals between organisations and services.</p> <p>Create greater awareness and understanding about an individual’s needs to develop appropriate responses.</p> <p>Increase activities and support for over 65’s, this may include intergenerational approaches.</p>

Priority (with supporting evidence)	Outcomes (suggested but not exhaustive list)
<b>ISOLATION</b>	
<p>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.</p> <p>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.</p>	<p>Increase activities and support for communities and residents at risk from isolation due to lack of physical proximity to amenities and services.</p>
<b>LOW INCOME</b>	
<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. One of the town wards is in the 20% most deprived areas for income deprivation affecting children (2019 Indices of Deprivation).</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>
<p>Some of the town wards score poorly on the Income Deprivation affecting older people for Winchester district (2019 Indices of Deprivation).</p>	<p>Increased support services and financial advice for older people struggling financially.</p>

Priority (with supporting evidence)	Outcomes (suggested but not exhaustive list)
<b>HOMELESSNESS</b>	
<p>The trend for an increase in singles with complex needs is continuing with numbers for both males and females rising in 2021. 289 households were assessed as being threatened with homelessness or already homeless in 2020/21. Of these 210 (73%) were single individuals, 157 of whom had one or more support needs.</p>	<p>Support &amp; advice is always available to those during a time of crisis. Accessible out of hours outreach services; seven days a week, day and evenings and at weekends.</p>
<p>High demand exists for single and 1-bedroom accommodation, account for 68% of the Housing register (844 individuals).</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.</p>	<p>Reduction in individuals sleeping rough through improved access to the services they need including advice and support that deals with health, Universal Credit, employment and training.</p> <p>Increased numbers of individuals prevented from becoming homeless</p>
<p>Official numbers of rough sleepers decreased in 2020 to approximately 7 individuals in the district.</p>	<p>Increased number of individuals supported to sustain accommodation for a period of 6 months or more</p>
<p>Since the introduction of the Homelessness Reduction Act 2017, enacted April 2018, the council has a duty to advise and assist anyone who requires general housing advice and to try and prevent anyone who is threatened with homeless. These duties are priority need and local connection blind. This has increased the client base we now serve.</p>	



Priority (with supporting evidence)	Outcomes (suggested but not exhaustive list)
<b>MENTAL HEALTH</b>	
<p>Demand for services for young people has increased over the period 2020-2021 with waiting list for CAMHS currently at 12 months and increasing.</p> <p>Winchester Youth Counselling's report for 2020-21 recognises an increase in referrals due to domestic abuse.</p>	<p>Increased education and support for mental health and se-If help / coping strategies in order to improve self-management.</p>
<p>Information from CAMHS suggests that both urgent and routine referrals for eating disorders have increased from 2018 – 2020, with further increases expected in 2021 as a result of the pandemic.</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>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>	<p>Increased awareness of mental health and general wellbeing – improving social interactions.</p>
<b>PHYSICAL INACTIVITY</b>	
<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 in order to reduce loneliness, reduce falls and reduce GP and hospital visits.</p>
<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>Increased access to subsidised activity clubs/ sessions</p>

Priority (with supporting evidence)	Outcomes (suggested but not exhaustive list)
<b>PHYSICAL INACTIVITY</b>	
<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.</p> <p>This compares to 71% of all adults in the Winchester district.</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. E.g. Buddy schemes, one to one lessons, specific group sessions, accessible transport links</p>

**Winchester City Council Plan 2021- 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>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>
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**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

**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

*Services and projects that:*

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

Priority (with supporting evidence)	Outcomes (suggested but not exhaustive list)
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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.	<p>Increased take up of technology / applications within businesses.</p> <p>Increased business efficiencies by developing / deploying online / digital solutions.</p> <p>Increased digital literacy of staff / suppliers / customers etc.</p>
Development of new approaches, services and products in response to changing public trends.	<p>Increased access to services by customers / suppliers etc. by the use of online / digital solutions.</p> <p>Improved training and support for residents /communities to access and benefit from new technologies, digital devices and online services.</p> <p>Utilise data more effectively to better engage with and support users / customers' needs.</p> <p>Use of data and analytics to plan and predict to enhance user / customer experience.</p>
Innovation and new business models that help Winchester become a 'smart District'.	<p>Develop / implement solutions, systems and infrastructure that connect residents and visitors in a more joined up way.</p> <p>Develop skills and training in digital specialisms.</p> <p>Create networks and collaborations.</p> <p>Digital enhanced services in rural areas.</p>
<b>Priority (with supporting evidence)</b>	<b>Outcomes (suggested but not exhaustive list)</b>

SUSTAINABILITY, ENVIRONMENTAL QUALITY, GREEN TECHNOLOGIES	
<p>Transport, domestic and commercial energy account for 96% of district carbon emissions, so creative ways to reduce these are required.</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>A large number of priority habitats have declined in Winchester from 2006 to 2018 including the loss of: 19.2 % Lowland Calcareous Grassland; 44.9% Lowland Meadow; 12% Lowland Mixed Deciduous Woodland; 8.6% Wet Woodland and 69.1% Wood Pasture &amp; Parkland.</p>	<p>Support private landowners and community groups undertaking practical works which benefit both non-designated sites and Sites of Importance for Nature Conservation</p> <p>Increased protection and enjoyment of priority species as identified within the Winchester Biodiversity Action Plan; Lowland Calcareous Grassland, Lowland Meadow, Lowland Dry Acid Grassland, Purple Moor Grass and Rush Pasture</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>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>

Priority (with supporting evidence)	Outcomes (suggested but not exhaustive list)
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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.	<p>Increase public engagement and participation in the arts with people across our district regardless of age, gender, social class and disability, creating social cohesion.</p> <p>Increase reach with people who have never taken part or experienced art and cultural events and projects.</p>
Digital technologies allow arts and cultural organisations to exploit their cultural assets and create more value, and enable additional engagement opportunities with both new and existing audiences..	<p>Use events and activities that incorporate innovative technologies to promote culture, increase access and participation to wider markets and audiences.</p> <p>Greater opportunities for links between culture and other elements of civic and business life.</p>
Winchester is a vibrant cultural centre and sees many day visitors, with many attractions, events, festivals, galleries, performances to draw people here that should be sustained.	<p>Increase the length of time visitors stay in the district.</p> <p>Develop campaigns and activities to attract new visitors / users / audiences.</p> <p>Introduce new, creative and novel content to increase engagement.</p> <p>Adapt to meet changing needs whilst maintaining quality. Create more opportunities for collaboration between events.</p>
Winchester is a centre of learning for the arts with Winchester School of Arts and the University of Winchester.	Create projects to inspire more 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.	<p>Bring more high-profile artists and cultural producers into the area to inspire local creators.</p> <p>Take work beyond Winchester, nationally and internationally – build awareness of 'Made in Winchester'.</p> <p>Increased support for local artists to develop skills and confidence and enable growth from within the sector.</p>
<b>Priority (with supporting evidence)</b>	<b>Outcomes (suggested but not exhaustive list)</b>

BUSINESS GROWTH	
<p>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.</p> <ul style="list-style-type: none"> <li>• Support small businesses to grow and become more productive</li> <li>• Help local businesses to grow and stay in the district.</li> </ul>	<p>Develop / implement new business processes, services, products that improve business performance, generate incomes, new customers etc.</p> <p>Encourage entrepreneurship and develop management and leadership skills in owners / managers.</p> <p>Initiatives to promote small independent businesses in the city, market towns, and rural areas.</p>
<p>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.</p> <ul style="list-style-type: none"> <li>• Develop new business and employment opportunities across the District.</li> </ul>	<p>Projects that help the expansion of existing businesses resulting in the creation of new jobs.</p> <p>New processes and services that respond to changing needs, demands, markets etc.</p> <p>Greater links between schools, colleges, universities and businesses, creating an environment for knowledge exchange, innovation and collaboration.</p> <p>Build on existing clusters, or stimulate new ones and strengthen networks and partnerships.</p>

Further data and information sources:

Quantitative Data

- Sport England Active Lives Survey Nov 2019 – 2020 Report
- Index of Multiple Deprivation data for Winchester 2019 & 2011 Census
- Annual Population Survey (APS): by counties, local and unitary authorities, April 2012 to March 2020
- Outbreak Plan Data – August 2020
- Hampshire County Council: Children and Young People’s Select Committee, 11 November 2020
- Winchester City Council Carbon Neutrality Action Plan 2020 – 2030
- Winchester City Council Biodiversity Action Plan 2021
- Homeless Returns Data 2020-21 from Housing Team

Qualitative Data

- Winchester District Sport & Physical Activity Framework 2018 – 2023
- Council Strategy 2020-2025
- Strategic and Priority Outcome Organisation Reports 2020-21
- Input from Housing team
- Digital Strategy