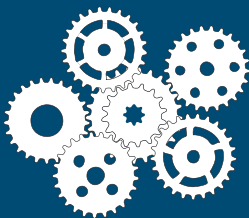




Winchester District **Economic Strategy**

2010 – 2020



winchester
district strategic
partnership
Many players, one team, one goal



Winchester
City Council

Economic Strategy for the Winchester District 2010 – 2020



Adopted June 2010

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





JAMES
JEWELLERS

J. Collins & Son
Jeweller

jane's
salon

The Forte
TEA ROOMS

Oxfam
Book Stop

CANCER
RESEARCH
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1 Foreword - Looking back with pride



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

Committed partnership working led to the opening of a dedicated business centre in

Parchment Street. We also established the first two business improvement districts (BIDs) in the county, including the first city-based BID in Winchester which has achieved rapid results in its first two years of operation.

The business year now includes the thriving Winchester Business Excellence Awards; 'Meet the Buyer' events to match small and medium enterprises with big buyers in the region, and skills debates to ensure tomorrow's workforce is developing the right skills for jobs that don't even exist at present.

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

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

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

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

Kit Finney
Winchester Chairman
Hampshire Chamber of Commerce



Photo: Joe Loe



Drug Availability

- The drug problem with the most serious consequences for the community is the availability of drugs in the city, ranging from street drugs to crack cocaine and heroin.
- The availability of drugs is a function of the number of dealers, the number of users, and the number of dealers who are active in the city.
- A drug user is not always identifiable by sight, a trained professional can go about their daily business during the week, but have a habitual problem with cocaine and ecstasy which takes a significant amount of their social life.



A promising future



As this strategy is adopted, the country is starting to emerge from a severe recession in the wake of an unprecedented collapse of the international banking system. It faces spending cuts on a scale unseen for many years, with a new government striving to restore the balance to our badly hit economy. Economic prosperity is a key priority of the sustainable community strategy for the Winchester District, so it is essential to ensure that we have the plans, commitment and partnerships in place to support our business community at this challenging time.

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

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

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

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

For my administration, economic prosperity is not about a privileged minority of high earners. For us, it means that everyone has enough – decent housing, a good quality of life and a fulfilling job.

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

Cllr Kelsie Learney

Leader

Winchester City Council





An Introduction to the Winchester District

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

Winchester in numbers

The Place

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

The People

- ❖ the age profile of the district is similar to the regional average, with 60% of the population between 16 and 64 years old (broadly speaking representing working age) compared with 61.2% of the South East as a whole
- ❖ the district has a working age population of 67,700, with an economically active population of 54,800 and 12,600 who are economically inactive
- ❖ 42% of those of working age in the Winchester District are qualified at NVQ level 4 or above, compared with 31.5% in the rest of the south east and 29% in Britain as a whole
- ❖ the minority ethnic (BME) population of the district according to the 2001 census figure is 2.16%. However, the Office for National Statistics has produced updated information from the 2007 Mid Year Population Estimates, including 'experimental statistics' (their phrase) which showed the BME population of Winchester as high as 4.7%
- ❖ deprivation levels in relation to barriers to housing and services within the district are low
- ❖ half of Winchester's wards are within the least deprived 10% nationally

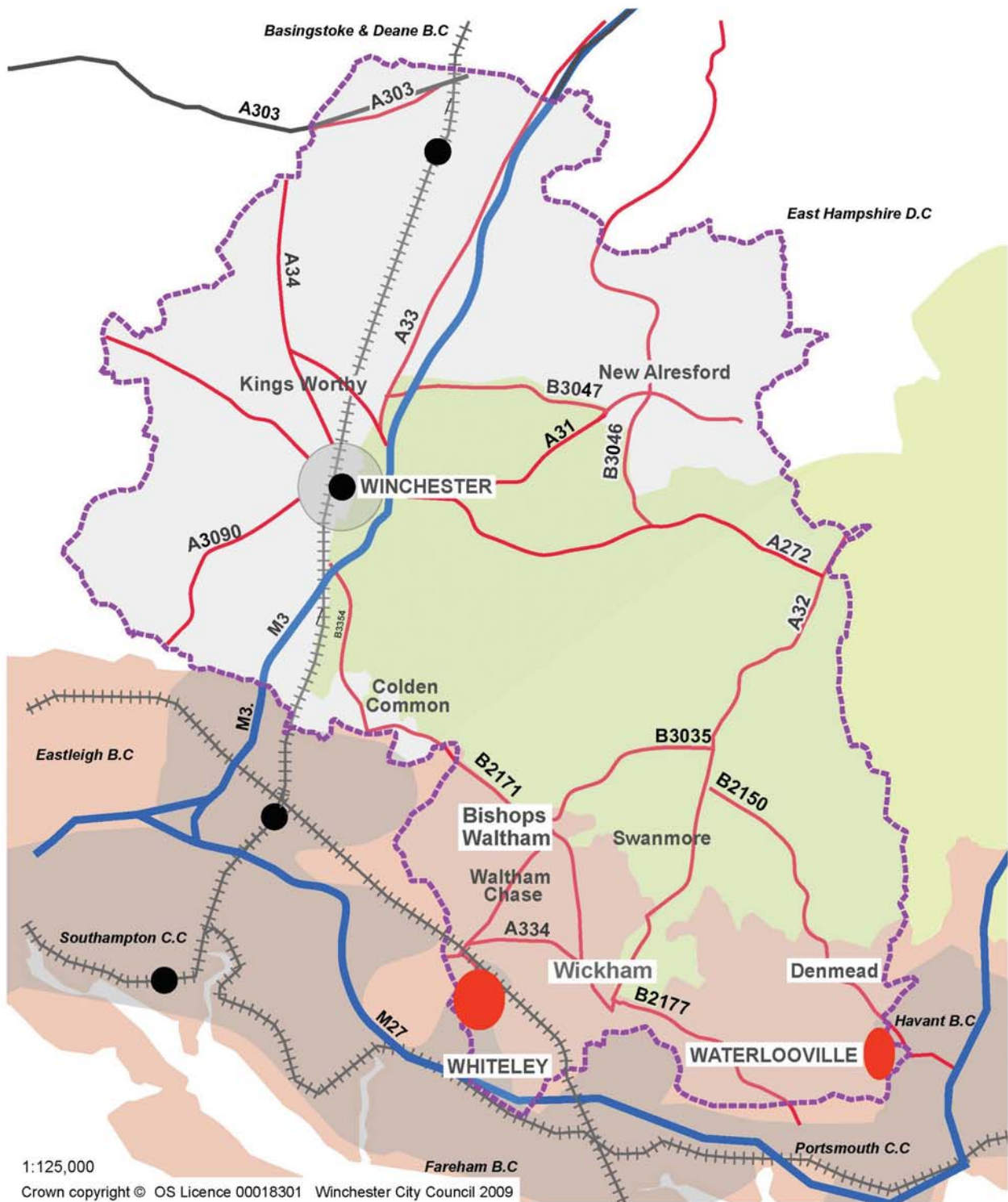
The Economy

- ❖ GVA (Gross Value Added) per head of population is £28,700 compared with £22,700 across the rest of the South East Region.
- ❖ house prices in the district are among the highest in the region
- ❖ the average gross weekly full time pay for residents in 2009 is £520, compared with £514 in the south east and £490 in the UK as a whole
- ❖ there is a high job density (1.18 jobs per working age resident population)
- ❖ there are 5,475 VAT registered businesses (2007)
- ❖ the five biggest sectors are public service, knowledge and creative, land-based, tourism and retail
- ❖ the district is set to benefit over the life of this strategy from over £2 million from the South East England Development Agency's LEADER funding programme in support of the rural economy and communities, following the success of a joint bid with East Hampshire
- ❖ Winchester has low levels of unemployment compared with the region, 1.8% at the time of writing this strategy - an historically high rate for the district

The Business Community

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





Key:

- Railway Station
- ▭ Winchester District Boundary
- Motorway
- Main roads
- +++ Railway
- ▭ South Hampshire urban areas
- ▭ Winchester Town
- ▭ PUSH Area
- ▭ South Downs National Park
- ▭ Market towns and rural area
- Proposed Strategic Allocation Sites



A New Style of Strategy

3.1 Strategic context

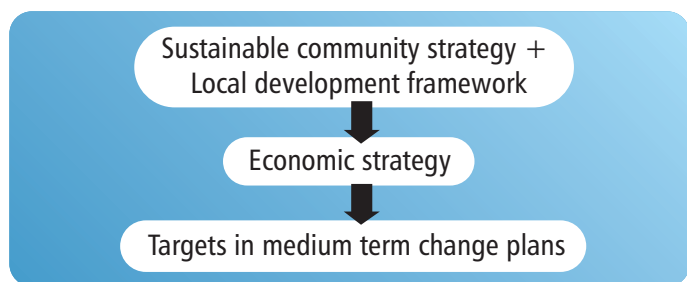
This strategy provides a framework for actions by the City Council and others to support and enhance the economic prosperity of Winchester District. Its delivery will be overseen by the economic prosperity outcome group of Winchester and District Strategic Partnership. It will also take place through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

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

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

This strategy has drawn on the significant evidence base gathered for the LDF and SCS (which can be viewed at www.winchester.gov.uk/Housing/Planning/LocalDevelopmentFramework/EvidenceBase/), and takes into account the feedback from residents, businesses and partners which continues to inform its development. For this economic strategy to be successful in achieving its objectives, the City Council's partners and stakeholders will need to have their own action plans aligned to this strategy.

The Winchester City Council strategic hierarchy



3.2 A spatial approach

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

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

(see spatial designations map opposite)

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



3.3 Why is a strategy needed?

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

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

- ❖ set out the Winchester District Strategic Partnership's vision for the economy, which addresses the needs of the industry, our community and our visitors;
- ❖ provide a framework for and a commitment by the City Council to doing what is realistic in the pursuit of that vision;
- ❖ ensure that the City Council's resources in support of the economy are effectively marshalled;
- ❖ eradicate ad hoc policy- and decision-making within the City Council and inform the decision-making of local businesses and partner organisations;
- ❖ underpin the City Council's commitment to continuous improvement in the provision of its services;
- ❖ promote better co-ordination and consistency of decision-making and actions by partner organisations;
- ❖ provide a mechanism for evaluating the effectiveness, efficiency and 'value for money' of City Council activity in the areas of economic development.



3.4 How is the council involved?

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



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

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



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



Government's Business Support Simplification Programme (BSSP) – under the new 'Solutions for Business' brand - identifies all government funded support for business. It makes Business Link the main entry point for all government funded business support.

The programme requires local authorities to play a stronger role in promoting economic development by working more effectively in key economic decision-making. This will require a closer partnership both between local authorities and with other agencies to drive economic growth. Economic wellbeing is a key requirement for a successful community, and – as a community leader, an employer and a policy maker – the City Council has a clear duty to safeguard it as the country moves uncertainly out of recession and into a new, more cautious era.

3.5 A sustainable approach

This strategy supports the district's sustainable community strategy and in itself seeks to set out sustainable ambitions and opportunities for Winchester. The definition for sustainability used in the national Planning Policy Statement 1 (PPS1), is as follows:

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

In line with the policy of Winchester City Council, this strategy has therefore been checked against a set of criteria designed to assess its contribution to sustainable development.

The summary of this appraisal can be found at Appendix A. Two points of clarification should be made as a result of this assessment:

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





3.6 Equality of opportunity

Winchester City Council and its partner organisations are committed to providing equality of opportunity. In terms of the local economy, this means that everyone should have the chance to reach their potential through a fair and inclusive approach. This strategy has therefore been subjected to an equalities impact assessment, which particularly considered the needs and interests of those from groups which have traditionally been marginalised or penalised. The six themes of the impact assessment were:

- ❖ race
- ❖ gender
- ❖ disability
- ❖ age
- ❖ sexual orientation
- ❖ religion and belief

Women can also face particular barriers to employment.

The draft strategy was also discussed with groups representing some of these minorities (eg the LSP's Inclusive Society Outcome Group; the Youth of Winchester youth council). It has been refined and new actions added in response to these processes.

A summary of the impact assessment can be found at Appendix C.

There are a number of other strategies for the District which seek to protect our environment and wellbeing, and these feed into the sustainable community strategy. This strategy does not seek to duplicate the issues and commitments made elsewhere (eg protecting biodiversity, climate change planning), but through the Winchester District Strategic Partnership a cross-cutting approach will be adopted to monitoring programmes with multiple impacts.





The Winchester Economy

This section provides a brief analysis of the economy of the Winchester District. More detail can be found in the comprehensive Economic and Employment Land Study (see www.winchester.gov.uk/General.asp?nc=11U6&id=19250) produced by consultants SQW in support of the LDF/SCS during 2007/09.

4.1 The national and regional picture

At the time of writing, the national and global economy is in a state of uncertainty with a new government taking up the reins and a pressing need to sort out the country's finances. Whilst many big businesses are soaring out of recession, there are many smaller concerns for which the journey will be much longer and more painstaking. The housing market, which was almost static for the first part of 2009, has picked up in spite of tough new mortgage rates from cautious lenders. And new housing developments continue to move slowly and cautiously – including the major West of Waterlooville development in the Winchester District – as developers seek to consolidate their position. Fuel prices have been erratic but with an upward trend. The Bank of England has reduced interest rates to unprecedented low levels, but high street banks are scarred by the recent turmoil and are still reluctant to lend to businesses. Domestic households have apparently been cutting back on fuel, food and entertainments, and supermarkets have reaped the benefit of the growing trend towards dining and drinking at home. There is extensive media debate about the likely severity and duration of the expected period of austerity ahead. So while business performance has started to recover at the time of writing - or at least adapt - there is no doubt that there are many more years of spending cuts and higher taxes ahead which will squeeze consumers and businesses alike.

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

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

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

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

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

- ❖ **technological change:** the rapid development of communications technologies has increased the number of people able to work from home rather than commute into the office. This has in turn called for a high level of connectivity to the internet from homes, and finding innovative solutions to poor connectivity, particularly in rural areas. The internet has brought consumers closer to global suppliers, and the pattern of shopping is inevitably changing as high streets and malls evolve into leisure destinations, requiring increasingly flexible planning policies.
- ❖ **climate change:** the journey towards a low-carbon economy has only just begun in earnest, and has generally been driven by consumers rather than Government or commerce. The Stern Report demonstrated the economic case for low carbon business, and The Climate Change Act requires an 80% cut in carbon emissions by 2050. So a sustainable approach to business is gradually becoming the norm rather than the niche, and there are competitive advantages to be gained from developing a low carbon economy which fosters 'clean' technologies and new 'green collar' jobs. However, many businesses will require considerable support and encouragement to make the transition, and workers will need to develop new skills. In the meantime, global warming is expected to contribute to 'freak' and unseasonal weather occurrences; water shortages; fluctuating patterns of consumer behaviour and a wide with a range of direct and indirect effects on business.



- ❖ **a dynamic workforce:** alongside the flexibility of home and teleworking brought by the internet comes the mobility of a migrant workforce from our European Union partner countries. Although many of our Polish colleagues have apparently returned home, the evidence is that they and other incoming workers are still providing a valuable resource in the District. Many hospitality businesses have benefited from the acknowledged professionalism of 'guest' workers: but their earnings are often taken out of the country, and they may not stay long enough – or be made to feel welcome enough - to integrate with the local community. Winchester also welcomes thousands of students each year to the two university campuses, many of whom take on part time jobs in local businesses – often in the hospitality sector which provides an essential element of our evening economy.
- ❖ **transport:** the pressures on the county's road network are likely to increase once the housing market recovers. Major studies have been carried out to inform long term planning around the bottleneck at Junction 9 (Whiteley) on the M27, but every day in the meantime work time is lost to jams and accidents on the two main motorways. The lack of viable public transport alternatives to private vehicle commuting requires employers across Hampshire to look to flexible working to reduce the congestion and carbon emissions of the daily commute. Lack of convenient public transport options also affects young workers across the District, for whom schemes such as the 'Wheels to Work' initiative have evidently not provided a workable solution.
- ❖ **workforce development:** the Hampshire Economic Partnership suggests that global competitiveness requires more investment, not only in technology and innovation but also in education and training. The National Employer Skills Survey 2007 also highlights problems with motivation, poor technical skills and weak communication skills. Whilst there is a range of measures being put in place to build the 'right' kind of workforce for tomorrow's jobs, there will also be a need to provide retraining and lifelong development options for those affected by a rapidly changing marketplace. This will be particularly important for the sort of value-added employment Winchester already has and on which it seeks to build.
- ❖ **workplace entry routes:** the review of the wider PUSH strategy has highlighted the need to focus attention on routes into the workplace as companies scale back employee numbers and recruitment programmes as the economic climate continues to be uncertain. This has clearly affected the 18 – 24 age group in particular, with potential to lead to long term unemployment exacerbated by the requirement for employees to work longer to access pensions. Appropriate interventions, such as the Future Jobs Fund programme, which is well supported by Winchester City Council, will continue to be needed to deal with this challenge, including harnessing new opportunities arising from a growing low carbon sector. Volunteering can also provide an important entry into the workplace, or development of new skills for re-entry. The London 2012 Olympic and Paralympic Games has inspired many new volunteering programmes across the county, and more consideration could be given locally to a volunteering initiative to harness this energy.
- ❖ **changing demographics:** the population of the country is ageing, and the age of retirement rising. In Winchester, the age expectancy for females is 83.8 years (compared with an average for the South East of 83 years), around 3 years greater than it was 15 years ago. An ageing population is likely to require a stronger health and care sector, and may also restrict the number of jobs available for young people entering the workforce.
- ❖ **stress and illness:** a healthy workforce is a productive one, but adult workers are often those who take no regular exercise, lead sedentary lifestyles and aggravate health issues with alcohol or a poor diet. Although participation rates in Winchester are generally good, the district is no exception to this national picture. During a recession, stress levels typically rise and act as a trigger for other emotional and physical conditions. Providing incentives and routes to a healthier lifestyle, from regular participation in physical activity to a positive work-life balance, are especially important at this time. The Winchester and District Physical Activity Alliance (SPAA) produces a strategy and action plan designed to get more adults more active more often, and so these issues are not given detailed consideration in this strategy.



4.2 A sector analysis: Winchester's five key industries

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



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

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

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

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

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





b) **land based industries** – farming and, to a lesser extent, forestry are important contributors to the district's economy. The district is also home to one of the country's leading colleges for land-based industries at Sparsholt. These industries are not only local sources of food, fibre and fuel, but provide cost-effective green infrastructure with managed space and beautiful countryside for outdoor recreation. They also have considerable potential for fuel production (biogas and biomass). Their produce and activities can contribute usefully to a sustainable, local economy.

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

Redundant farm buildings have long presented challenges for land owners keen to diversify and supplement their income streams, because of the impact on local roads, the landscape and – in the case of more historic structures – the buildings themselves. There is a need to find creative solutions to deal with any negative impacts of diversification, whilst continuing to meet a demand for local employment, accessible services and an energetic farming sector.

There are growing concerns for agriculture with water availability, the ageing profile of the farming community, and access to the sector for new entrants. Farmers also cite a lack of comprehensive broadband provision as a major difficulty in completing official returns.

In addition to mixed farming, much agricultural land is also used for the equestrian sector. This can be controversial in aesthetic terms, when fencing, stable

blocks and riding school buildings are required, and the sector raises concerns about the management of waste in the countryside. However, poor practice tends to be the exception, rather than the norm. Horse riding is a popular leisure activity for the local population, and also for the more urban population based in the south of Hampshire who may not have the space close to home to keep their own horses.

Although forestry does not employ huge numbers in this area, it does make an important contribution by providing a renewable source of timber and other wood products including fuel. Those sites accredited under the Forest Stewardship Council (or equivalent) provide sustainable forestry ideally suited to Winchester's low carbon aspirations. Winchester's woodlands grow timber construction materials suitable for house building.

Wood fuel is gaining popularity as an alternative to fossil fuels, which is leading to a resurgence of active management and providing markets for poorer quality timber.

Along with agriculture, forests and woodlands have considerable potential for rural and urban tourism, supporting a range of leisure activities and events businesses. The historic Forest of Bere and Waltham Chase areas are close to the south Hampshire centres of population and serve as walking, riding and cycling destinations. Trees and woodlands are robust, and able to manage and conserve local biodiversity, providing attractive natural space to attract visitors.

Woodlands are also important in delivering ecosystem services such as soil conservation and flood defence, and play an important role in mitigating the impact of climate change at a local level.

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



- c) **tourism and recreation** – generating around £240 million in turnover per annum to the district's economy, tourism is already a long-established and important contributor. The tourism and leisure/culture offer of a destination are inextricably linked, as tourists are simply people enjoying leisure activities away from their own home – whether their home is in Hampshire or much further afield. The visitor economy supports both directly and indirectly the other sectors of our economy, notably retail, hospitality, transport and the creative industries.

Throughout the economic downturn, people have continued to see holidays as necessities rather than the luxuries they were considered during the last recession. As a nation, we have continued to book short breaks and longer holidays despite cutting back on other areas of expenditure. Winchester has joined many other UK destinations in seeking to provide a value-for-money (and more environmentally friendly) alternative to overseas trips by offering strong and distinctive packages with high quality customer experiences. The last year has shown good performance by serviced accommodation willing to offer flexible pricing or late deals, and camping/caravanning sites able to provide a cheaper place to stay. Local attractions have done well, too, as the 'staycation' phenomenon continues and more UK residents holiday at home or at least within the country after many years of enjoying an excellent exchange rate abroad. This is particularly true for Winchester, which – in common with the rest of Hampshire – has a strong 'internal' visitor economy, fuelled by its summer festivals, active cultural attractions and increasingly strong retail offer. However, traditional UK destinations like Winchester still have to contend with challenges such as:

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



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

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

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



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

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

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

Local consultation suggests that there is scope and support for a 'knowledge based economy'. The City Council is keen to explore the potential for attracting high value knowledge businesses to the area, and to work with the two universities to foster business start-ups in this sector. Provision of such jobs within the city could arguably make inroads on the out-commuting problem.

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



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

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

Smaller villages are traditionally reliant on a small shop for essential provisions. The post office closures during 2008 put some of these in jeopardy, removing a key strand of income and encouraging customers to shop in other centres. However, some locations have fought back. West Meon's community shop sells local produce, operates an internet café and tourist information point, generates income from an over-the-shop letting and raises funds through the sale of stocks and debentures. The City and County Councils have both been offering grants to support village shops, to bring about improvements which ensure their long term sustainability.



In spite of the economic downturn, Business Link reported that 25% of new businesses started in Hampshire during 2009 were small independent retailers.

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

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

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

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

Key factors for success

- ❖ **flexibility in a changing market:** Council policy must allow for a rapidly changing business climate by building flexibility into its core policies for both urban and rural centres whilst protecting the district’s distinctive town-and landscapes;
- ❖ **support for the rural economy:** with LEADER funding to support enterprise in our rural areas, it is important to ensure that diversification is encouraged in a sustainable way to the benefit of residents and landowners, and that new markets are developed for locally produced items (eg food, fibre, fuel);
- ❖ **reaching new markets:** make effective use of cheap e-marketing to reach new tourism markets and establish Winchester as a destination for overseas visitors. The district needs to have full broadband provision to ensure that it is able to compete in this area.
- ❖ **commercial property:** provide suitable premises for a range of local growing businesses, including the creative industries.
- ❖ **the power of 2012:** continue to make the most of public enthusiasm for London 2012 for delivering on local priorities and opportunities, including training, marketing and raising service standards.
- ❖ **support for young workers:** provide programmes which help young people leaving school and university to enter the workplace, such as volunteering opportunities and apprenticeships, and seek to reduce other practical barriers which prevent them participating in such programmes.
- ❖ **lifelong development:** people of all ages need access to new kinds of training and development opportunities to ensure that our workforce can adapt to new opportunities, such as global market places and diversification.
- ❖ **retail support:** ensure that strategic support is available to help retailers evolve their offer (eg through training, joined-up marketing and town-centre promotions or events) and plan for additional floor space provision in appropriate locations.





4.3 A spatial analysis

This section draws out the main issues for each of the three spatial 'zones' and summarises the key factors for success. The factors are brought together in the Economic Prosperity Change Plan.

i) Winchester town

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

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

The actions proposed under each theme will have a direct, positive impact on the economic prosperity of the town area and are translated into other strategies or programmes of

work being undertaken by Winchester City Council and its partners. The issues below have therefore been refined to those which the economic prosperity outcome group can most usefully and effectively tackle over the ten year life of this strategy.

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

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

The Council has the potential to play an active role in supporting the development of the city centre as a modern and adaptable location for business, through the deployment of assets such as car parks and the Bar End depot site. Providing jobs that are central and accessible for local people should contribute to a reduction of out-commuting, and improve the quality of life for many who currently spend a significant amount of time travelling to and from work each day.

Key issues to address in Winchester Town

a) Knowledge based industries

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



b) Commuting

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

c) Creative industries

Home of two university campuses, Winchester generates an annual output of bright, creative graduates in high-end disciplines such as design, architecture, IT and media. Many leave the district in search of suitable start-up premises, which can be hard to find in a compact historic city. We need to provide the right accommodation and training opportunities for them, in order that they can start, run and grow into successful local businesses. Fostering a more attractive environment for these industries, for example by promoting networks and clusters and offering access to appropriate advisory services, will have synergistic benefits within this sector and wider benefits for the local economy.

d) Retail and speciality shopping

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

The High Street has seen new, high-end boutiques opening recently such as Cath Kidston and Jack Wills, as well as specialist retailers (three confectionary shops and two children's toy shops) which would have seemed unlikely contenders in a deep-rooted recession. Every indication is that retail is doing well, even in the secondary streets where special help has been provided (such as the striking 'Kite Flyer' arch over Parchment Street, erected in April 2009 to draw footfall into the street). Up to 400,000 additional visitors are estimated for the 2009 market and ice rink in the Cathedral's Inner Close, helping to combat a noticeable trend away from town centre shopping at Christmas in favour of internet and out-of-town purchasing. Small enterprises are working together to find innovative ways to

promote their offer, and the Council has allocated funds to support city centre retail during the downturn through additional marketing and special events. There is a need to be able to respond to retail businesses that seek support for collective action to ensure the survival and continued expansion of the specialist shopping sector.

The redevelopment of Silver Hill (also known as the Broadway/Friarsgate site) at the bottom of the High Street came to a temporary stop when the developers went into administration in early 2010. It may take some years for this significant regeneration project to be realised as a result, but it is a key project with potentially huge benefits for residents and businesses alike. The vision for Silver Hill incorporates shops, eateries, homes and a new bus station, creating a new retail dynamic within the city. The lay-out will provide the multiple retailers with sought-after large units currently in short supply, which will prompt some movement away from existing premises. With a vibrant 'cultural quarter' evolving in Jewry Street at the other end of the High Street, it is essential that planning policy allows for the evolution of the High Street itself to avoid a 'dumb-bell' effect with shoppers being drawn away from the more traditional units. However, the recent arrivals on the High Street provide some reassurance that there is potential for speciality boutiques to flourish even if the chain stores migrate to more modern premises in Silver Hill. The new development should also enhance the city's reputation for speciality goods, by improving the market provision and offering tailor-made units designed for smaller operators such as local craftspeople. Studies indicate that a core offer of multiples is needed to underpin the speciality offer of a destination, and this is an important balance to achieve over the coming years.



e) The early evening economy

There is a pronounced lull in activity in Winchester town centre between 5pm, the time when workers leave the city for their homes further afield, and 8pm when residents come into town to enjoy the local cultural attractions and restaurants. The Council and Business Improvement District are keen to grow opportunities for local businesses during this period, and consolidate the pilot schemes in summer 2008 and 2009 to animate the city centre during this time.

f) The visitor economy

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



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

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

With these plans in mind, and businesses already working in strong partnerships to bring forward new ideas, Winchester must reinforce its reputation as a world class destination through proactive and creative marketing. It



also needs to be made as accessible as possible, making it easy to find out about, easy to reach and easy to get around for those we seek to attract here. Additional hotel development will reinforce its reputation in the marketplace, and attract 'high value' visitors at a time when overnight stays have been declining, especially by overseas visitors. The new Town Access Plan will address transport issues over the next twenty years, and other work is already underway to improve the welcome offered for those with a wide range of disabilities and special requirements.

g) Winchester's cultural assets

Winchester's rich cultural offer is a major strength in attracting and retaining entrepreneurs, visitors and students. Its historic environment, festivals, arts and museum provision, fine dining establishments, good schools, and sports infrastructure all contribute to making the town a special place for all age groups. Protecting these assets is a critical factor in nurturing the economic prosperity of the town. The recession has not had a widespread negative effect on our cultural institutions, although previous recessions have seen investment in culture decline and spending on cultural activities (eg eating out, theatre going) reduced to fit domestic constraints. There are opportunities to bolster our cultural infrastructure using the developer contributions through the new Community Infrastructure Levy, and work is already taking place to make the most of emerging government policy in this area.

h) Development impacts

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

Key factors for success in Winchester Town:

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



ii) Market towns and rural area

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

A large proportion of the Winchester District lies within what was the East Hampshire Area of Outstanding Natural Beauty (AONB), which was subsumed into the new South Downs National Park which extends from Winchester to Eastbourne in East Sussex. The National Park will have a direct impact on the character and activity in this area: for example, through changes to the planning authority, or an increase in leisure use. The statutory purposes of national parks - which will provide new opportunities for businesses - are to:

- ❖ conserve and enhance the natural beauty, wildlife and cultural heritage
- ❖ promote opportunities for the public understanding and enjoyment of these special qualities.

In addition, the woodlands of the Meon Valley are part of the historic Forest of Bere. The Forest of Bere is the nearest and most accessible countryside for many of the residents of the urban southern part of the district and surrounding PUSH (Partnership for Urban South Hampshire) development area. PUSH has recently consulted on a Green Infrastructure Strategy which includes a proposal to develop the Forest of Bere as an amenity for recreation and biodiversity. The built environment of the area is historically significant with many listed buildings, and a total of 37 conservation areas across the district.



The three largest settlements outside the city are, by population



Bishops Waltham

(6,700)



Denmead

(6,500)



New Alresford

(5,000)

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

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

The first seminar for landowners designed to explain options for reusing redundant rural buildings took place in January 2008. This successful event allowed farmers, land owners and agents to find out more about the policies and processes they need to consider when applying for planning permission. A further event took place in October to demonstrate to planners and Council members the land use

needs farmers, growers and landowners have now and expect to have in the future, responding to climate change and population growth. It is clear that this advocacy work needs to be maintained to help farmers diversify and grow. A culture of constructive collaboration must continue to be developed between Winchester City Council as the planning authority and landowners in order to nurture innovation and sustainable growth in the rural areas.

The Commission for Rural Communities published its paper *Recognising Rural Interests within Regional Strategies*. It identifies the following issues in relation to planning policy for a sustainable rural economy, which are applicable on a local level to district policies and practices as they are on a regional level:

- ❖ The need for greater inter-connectivity between urban and rural areas and between market towns and surrounding smaller, rural settlements.
- ❖ The need for in-depth evidence-based analysis which can be used in developing strong, locally specific policies which reflect the needs and opportunities presented by individual rural areas.
- ❖ The need for the planning system to look beyond simplistic, narrow land use planning and adopt fully the more integrated approach afforded by spatial planning to deliver sustainable rural communities.
- ❖ A recognition of the need for public transport links both within a rural area and from rural areas to the wider network (by road and rail) and linkages to surrounding urban areas.
- ❖ That as part of any new development in rural areas, an accompanying sustainable transport strategy should be present which ensures that, as far as possible, adequate access is provided.



Key issues to address in the market towns and rural area

a) Agriculture

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

b) Forestry

The 20th century saw a steady decline in levels of management in many woodlands in the District. As a result the privately owned woodland resource is under-exploited in terms of the production of timber and wood products, although the Forestry Commission estate has continued to be managed sustainably. However, fashions are changing again, with a resurgent interest in wood as a fuel, rural crafts, self-sufficiency and home-made goods. Opportunities now exist to ensure all woodlands in the District are actively managed and providing low carbon produce effectively, drawing on advice and expertise from the Forestry Commission and ensuring a diversified approach.



c) Tourism and Recreation

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

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

In order for the rural economy to benefit from visitor spend there is a need for more, high-specification accommodation preferably offering countryside-friendly experiences to minimise negative impacts such as car usage or noise. Well designed self catering or bed and breakfast properties can support year-round visiting and encourage longer stays, resulting in more spend locally on provisions, meals out, shopping and activities. Scrubbs Farm at Cheriton offers residential courses on learning to shepherd; Lainston House Hotel near Sparsholt offers clay pigeon shooting and fly fishing, and Winchester Tourism has recently run 'gourmet

short breaks' packaging high quality accommodation with master classes on chocolate, jam or sloe gin making run by local producers. New trends include environmentally-friendly, high-specification chalet-style cabins; eco-pods on campsites and more upmarket campsite facilities generally to cater for the 'glamping' market. There is good scope to accommodate these in the district, and to link accommodation to new leisure cycling routes. There is also untapped potential in equine tourism, given the growth of local riding schools, establishment of a polo centre at South Wonston and popularity of large riding centres in the south of the district.

Food tourism is likely to continue to be popular, giving rise to the success of the Alresford Watercress Festival each May and the annual Hampshire Food Festival, as well as visitor publications such as *The Winchester Watercress Tour*. To encourage return visiting, there is good scope for more cultural events relevant to the area such as game fairs and rural skills or countryside shows. The SQW report referred to elsewhere in this strategy also highlighted the importance of a growing local food sector, encompassing farmers' markets, food tourism and other activities.

In research carried out by Tourism South East on behalf of the Countryside Agency, 7% of respondents disliked the amount of litter in the South Downs area. Anecdotal evidence suggests that this is an ongoing detractor for those who enjoy walking in the countryside and may benefit from a combined effort to control the problem.



d) The environment

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

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

e) Employment

The average income of a resident in Winchester's rural areas is above the national average for comparable areas. However, those who commute in to the rural areas to work earn much less. This is the obvious product of the high levels of out-commuting to better paid jobs which is so pronounced in the city. The cost of housing is still high in the rural areas, but businesses operating in agriculture, forestry and other land based sectors often offer low wages which aggravates the commuting pattern.

There is an increasing trend towards home working, which can reduce commuting levels and increase spending at local shops and businesses. However, it demands an adequate communications infrastructure to be available across rural areas which is not currently the case. Work needs to be undertaken to map provision of communications infrastructure, in order that solutions can be found.

Those working with historic buildings report a shortage of craftspeople skilled in traditional rural crafts such as thatching, smithing and lime masonry, and suggest that action is needed to encourage more recruits into these fields.



f) Reducing inequalities

Wickham is a village known for its lovely houses, thriving business community and strong social networks. However, it also has one of the highest indices of deprivation in the district, after the four priority suburbs of Winchester. Supporting children and young people in rural areas so that they can fulfil their potential is a key element of the Hampshire Children and Young People's Plan and is the purpose of the Winchester District Children and Young People 0-19 Partnership (part of the WDSP). We need to extend this work by creating a bridge from education into the workplace. Bringing together the local schools consortium and businesses to ensure that new styles of qualification are successful in providing skills and job opportunities for those who most need them in the district will be an important part of our work.

g) Access

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

h) Markets for food, fibre and fuel

As an historic market, Winchester has good scope to promote and use renewable produce from land based industries. New and existing development can increase the use of sustainably grown timber and biofuels. Promotion of local foods can help healthy eating and increase awareness of traditional and modern countryside practices.



Key factors for success in the market towns and rural area

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



iii) The South Hampshire Urban Areas

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

This strategy looks at the short term needs of the southern urban area falling within the Winchester District, which lies mainly along the M27 corridor. Two of the key communities are Whiteley, which is a major centre of business with a growing resident population, and West of Waterlooville. The latter is a major development area where 2,000 homes have been granted planning permission, the majority within Winchester District, and a further 1,000 are proposed. This growing population will require access to jobs and a range of facilities (health, education, leisure) which in turn will require a range of premises.

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

Key issues to address around the South Hampshire Urban Areas

a) A diverse economy

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



b) Transport

A longstanding issue at Whiteley is the single road in and out. This is very congested during rush hour, as the business park is a key employment centre in the county, and traffic problems can impact on the nearby A27 and M27 routes on which the community depends. With a lack of primary and secondary school places in the immediate vicinity, residents (many of whom have young families) also need to travel during the morning rush hour. Whilst an alternative bus route has now been opened, there is a clear need to reduce car usage by incoming workers; to rationalise and join up public transport provision, and to enhance communications infrastructure (eg Broadband and wireless access). At the time of writing, local residents are being consulted about a trial use by cars of the bus route to ease traffic flow. Further improvements will be included in development plans for North of Whiteley and Whiteley town centre, where there is a proposed allocation of 3,000 new homes.

c) Quality places

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

Key factors for success around the South Hampshire Urban Areas

- ❖ **Transport:** probably the most difficult issue to resolve, but with the most direct and costly impact on local businesses and communities. Sustained effort to reduce car use is essential now and will be critical as the housing allocations become a reality.
- ❖ **Business support:** we can help businesses to make the most of emerging opportunities by facilitating networks and offering training and advice services in partnership with Business Link and other agencies.
- ❖ **Communications:** ensure the provision of suitable communications infrastructure in new, large-scale developments, and the enhancement of current provision (eg in areas where there is limited Broadband connectivity).
- ❖ **Premises:** build on the area's strengths as a location for business by creating appropriate employment space, including start-up and alternative workspace, with appropriate communications and supporting infrastructure.
- ❖ **Promotion:** attract a diverse range of companies offering high value jobs to base themselves in the area.
- ❖ **Place shaping:** new communities must benefit from joined-up thinking and holistic planning processes to ensure that they live in well designed homes, with a range of cultural and community facilities close by to create genuine pride of place.



Vision and Outcomes for 2020

A sustainable future for the district depends on a healthy economy, and this economic strategy partners the emerging Local Development Framework which seeks to deliver that sustainable future over the next 20 years. Much of the evidence supporting this strategy has been gathered and debated as part of the widespread consultation and research programme which underpins the Local Development Framework. The issues and opportunities outlined in the earlier sections of this report have therefore been much discussed with business leaders, stakeholders and residents, and have given rise to the vision and strategic outcomes set out below.



Vision

Our vision for a prosperous local economy is of a dynamic and creative Winchester District, in which traditional assets and qualities underpin innovation and entrepreneurship for the long term benefit of everyone who lives, works or visits here.

Key outcomes

- a) **Winchester exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business.**
- b) **We are building a low carbon economy, seeking competitive advantage and new employment opportunities for local people.**

Working together, we will:

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

Link to Regional Economic Strategy:
Global Competitiveness

Working together, we will:

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

Links to Regional Economic Strategy:
Smart Growth/Sustainable Prosperity



c) We make the most of local opportunities to enhance the skills and ambitions of those who live in the district.

Working together, we will:

- ❖ encourage business start-ups;
- ❖ work with schools, colleges and universities to develop the workforce of tomorrow, including new 'green collar' careers;
- ❖ reduce the barriers of rural, social and digital exclusion;
- ❖ give adults of all ages access to learning and development opportunities;
- ❖ use the 2012 Olympic and Paralympic Games and their legacy as a catalyst for enterprise;
- ❖ create a healthy workforce.

Links to Regional Economic Strategy:
Smart Growth/Sustainable Prosperity



d) Businesses are good neighbours.

With our help, businesses will:

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

Links to Regional Economic Strategy:
Smart Growth/Sustainable Prosperity



Economic goals

The action plan which forms part of this strategic document includes a number of project and performance indicators to help gauge progress in these outcome areas. However, in order to assess our collective success in delivering economic prosperity in the Winchester District, five overarching economic goals have been identified:



1) Productivity

The Hampshire Economic Partnership Key Data Sheet for 2010 shows Productivity Gross Value Added (GVA) per person employed as £40,800 compared with a figure for the South East as a whole of £43,100.

Our goal: to ensure that Productivity GVA is at least equivalent to the regional figure by 2020.

2) Skills

The most current statistics available from the Office for National Statistics confirm that Winchester residents are generally better skilled than the South East or national averages. 39,000 people or 60% of those of working age in the District have qualification levels at NVQ3 and above.

Our goal: **2015** – to increase the total number of residents with NVQ3 level or above qualifications to 41,000
2020 – to increase the total number of residents with NVQ3 level or above qualifications to 43,000

3) Employment

The Official Labour Market Statistics provided by the Office for National Statistics shows 1,177 people in the Winchester District to be claiming Job Seeker's Allowance, equivalent to 1.7% of the working population. Of these, 310 are aged 18 to 24 years old.

Our goal: **2015** - to reduce unemployment to the pre-recession figure of less than 1%
2020 – to reduce unemployment to 0.6% by 2020

4) Enterprise

The most recent figure for the number of VAT-registered businesses in the District shown in Official Labour Market Statistics is 5,475. Although this is not a perfect indicator, and we will need to continue to look behind the figures to understand the full story, it is an accepted measure of business activity.

Our goal: **2015** – to increase the number of VAT-registered businesses to 5,800
2020 – to increase the number of VAT-registered business to 6,000

5) Sustainable Prosperity

Winchester lost a number one spot on Channel 4's *The Best and Worst Places to Live in the UK* because of its high carbon footprint – a result in part of the commuting levels in and out of the city. Most recent figures on the Hampshire Economic Partnership Key Data Sheet for 2010 give CO₂ emissions per capita of population in the Winchester District at 10.7 tonnes compared with the regional figure of 7.8.

Our goal: to reduce carbon emissions to at least the regional figure by 2020.



The review process

7.1 All City Council strategies benefit from regular monitoring and review. Monitoring ranges from formal presentations to committee to verbal updates at sector meetings. All discussions are, however, used to refine targets and actions for the years ahead which appear each year in individual Council business plans.

a) Local Economy Scrutiny Panel

- ❖ quarterly reporting on business plan targets
- ❖ mid-life and end-of-life reviews of the strategy
- ❖ topic presentations on outcomes, themes or individual projects.

b) Economic Prosperity Outcome Group

- ❖ quarterly discussion of key programmes and actions
- ❖ agreement of new actions to be introduced during the life of the strategy.

c) Business Community

- ❖ annual statutory business consultation
- ❖ presentations and progress reports to sector fora (eg attractions partnership, Conference Winchester, accommodation sector, Café Culture network, BID general meetings)
- ❖ surveys (eg Business Rates Questionnaire).

d) Residents

- ❖ occasional consultation via Citizens' Panel
- ❖ topic specific surveys and public meetings (eg Town Forum, Town Partnerships)
- ❖ media coverage.

- 7.2 The tourism elements of this economic strategy have been given particular consideration by a dedicated Informal Scrutiny Group of Members who reviewed the success of the last tourism strategy and considered how best to take this work forward as part of the new economic strategy.
- 7.3 The action plan is, inevitably, lacking in longer term actions which will be affected by changing economic conditions and local resourcing. Actions will be developed as part of the continued consultation process and on an ongoing basis during the life of the strategy.
- 7.4 Actions from the plan, which are intended to be specific, measurable, achievable, realistic and timed, will be lifted into annual business plans and monitored through the established scrutiny process. A progress review of the complete strategy is anticipated after three years, normally under the auspices of an informal working group from the Local Economy Scrutiny Panel.
- 7.5 The Local Development Framework, to which this strategy is closely tied, has its own examination and approval process which may result in other changes and/or reviews over time.



The Winchester Writers' Conference
Festival and Bookfair
at the University of Winchester
25 June to 27 June 2010
Sir Terry Pratchett OBE & Carol Ann Duffy Poet Laureate
www.writersconference.co.uk



8 Glossary and bibliography

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

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



Abbreviation	Full Name	Description
LEADER	Liaison Entre Actions pour le Développement de L'Economie Rurale	A funding stream in support of rural economies and communities from the RDPE and European Union.
LDF	Local Development Framework	A statutory folder of local development documents and policies designed to manage spatial planning over a 20 year period. Winchester's LDF is still under development, but the core strategy should be adopted by the end of 2011.
LSP	Local Strategic Partnership	The non-statutory, multi-agency partnership which brings together at district level the private, public, voluntary and community sectors to facilitate more effective joint working and a shared vision for the area. Winchester District Strategic Partnership is the name of our local LSP.
London 2012	The London Olympic and Paralympic Games	The biggest sporting event in the world, which will take place in the UK from 27 July to 12 August (Olympic Games) and from 29 August to 9 September (Paralympic Games) in 2012. They are preceded by a four year Cultural Olympiad across the UK.
MATISSE	Mobile And Teleworking Initiative for a Smarter South East	MATISSE is a project funded by the South East England Development Agency and run by the economic development office at Hampshire County Council in partnership with Business Link Wessex and British Telecom (BT). The project is aimed at changing the way people work by encouraging flexible working practices including mobile and teleworking.
OG	Outcome Group	The themed group of the LSP (see above) responsible for overseeing delivery against a set of strategic priorities or outcomes of the sustainable community strategy (see below).
PUSH	Partnership for Urban South Hampshire	A partnership of local authorities along the south coast of Hampshire who share a common vision for economically led growth in this designated sub region, and participate in joint planning for the strategic direction of the area.
RDPE	Rural Development Programme for England	A strategy attracting funding from the Department for Environment, Food and Rural Affairs and the European Union through the European Agricultural Fund for Rural Development (EAFRD): Europe investing in rural areas.
	Rural Proofing	A screening exercise that allows the analysis of strategies to ensure they take account of rural issues.
SEEDA	South East England Development Agency	The regional development agency, responsible for the sustainable economic development and regeneration of the South East of England through the regional economic strategy.
	Sustainability Appraisal	A screening process for ensuring a strategy takes account of local, regional and national sustainable development objectives.
SCS	Sustainable Community Strategy	The shared vision and action plan for a local authority area developed by the LSP (see above) for joint delivery.
SPAA	Sports and Physical Activity Alliance	The district-wide partnership of sports providers, agencies, schools and others which has a responsibility for identifying priorities and initiatives to increase the number of people participating in sport and physical activity. The SPAA reports to the Health and Wellbeing SOG.



Abbreviation	Full Name	Description
	(Hampshire and the Isle of Wight) Sustainable Business Partnership	The organisation which exists to encourage and support more businesses to adopt sustainable business practices, supported by Hampshire County Council.
WCC	Winchester City Council	The local council for the Winchester District, which extends from Micheldever to the north of Winchester down to the M27 at Segensworth, and from Crawley in the west to Denmead in the east.
WDSP	Winchester District Strategic Partnership	See LSP above
WinACC	Winchester Action on Climate Change	An network of local people, businesses and organisations working together to transform Winchester into a low carbon district: "We have a positive vision for the future - low energy bills, healthy lifestyles, strong communities – with a target to reduce CO2 emissions by one-third by 2015."

Bibliography

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

Intelligence Snapshots, SEEDA, 2008

Economic and Employment Land Study, SQW, 2007/08

Regional Economic Strategy 2006 - 2026, SEEDA

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

Briefing Note – Creative Industries in the Partnership for Urban South Hampshire (PUSH) Area - Centre for Urban and Regional Studies, Birmingham Business School, University of Birmingham, May 2010

Winchester District Evidence Base for the Local Development Framework at www.winchester.gov.uk/EnvironmentAndPlanning/Planning/LocalDevelopmentFramework/EvidenceBase/

www.neighbourhood.statistics.gov.uk



Appendices

A: Sustainability appraisal

B: Equalities impact assessment

C: Risk assessment



Sustainability appraisal

1 Executive Summary

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

2 Introduction

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

3 Undertaking the appraisal

- 3.1 The strategy benefited from a sustainability appraisal training exercise, in which colleagues from around the City Council participated. The strategy, which was at an earlier draft stage, was therefore considered by professionals from a range of disciplines offering some new perspectives on the vision and action plan in particular.

- 3.2 Sustainable development is about working towards social, environmental and economic objectives in an integrated and holistic way. The Council's model consists of ten themes, each of which is considered against the wording and content of the strategy. The appraisal then records the nature of the impact on each theme, from negative through neutral and unknown to very positive.

4 Findings

- 4.1 The findings of the appraisal are recorded in the chart overleaf. Comments about individual outcomes and the vision have been merged to reflect the overall 'health' of the strategy in sustainability terms. Because the appraisal was carried out at draft stage, most of the issues raised by the appraisal group have been addressed before public consultation.
- 4.2 The issues of most significance were:
 - a) a perceived conflict between 'diversification' in the rural areas as expressed in Outcome 1 of the strategy and conservation of the natural landscape, biodiversity and quality of life. Whilst it is true that there are occasional tensions between commercial interest and the natural environment, a clarification of the wording of the outcome was considered adequate to mitigate this perception.
 - b) a concern that the strategy was designed to support the 'elite', both in personal and corporate terms, without full consideration of the needs of the wider community and business life of the district. Whilst additions to the strategy relating to reducing health inequalities and provision of improved lifelong learning opportunities may begin to address this concern, it will need to be revisited following public consultation.
 - c) the failure to consider the needs for a healthy workforce as part of the make-up of a prosperous district. This view was reinforced by parallel discussions at the Health and Wellbeing Outcome Group. A specific theme has now been added to Outcome 3 to address this omission.

5 Next steps

- 5.1 The consultation draft of the economy strategy will generate a wide range of comment from internal and external stakeholders. Changes made in response to these comments may in turn impact on the sustainability of the strategy, so a further 'mini appraisal' and possible adjustments will be required before final adoption of the strategy at Cabinet.
- 5.2 The consultation process will also include a specific question on sustainability in order to test the findings of the officer group which carried out the appraisal.



Sustainability Theme	Issue	Proposed Action	Status/Comment
Health and wellbeing	a) Lack of recognition of links between healthy workforce and healthy economy	Build healthy workforce theme into action plan.	New theme included in consultation draft under Outcome 3
	b) Strategy could do more to draw out actions to reduce inequalities	<ul style="list-style-type: none"> Vision statement to include the word 'all' as flag for inclusiveness Inclusion of health theme (see above) to reduce health inequalities Inclusion of lifelong learning theme (see below). 	New wording included in consultation draft
Housing	No reference to housing in the strategy, despite evidence of lack of affordable local housing to fit employment needs	Ensure that strategy refers to WCC Housing Strategy where this is covered in detail – also emerging LDF.	New wording included in consultation draft
Education & learning	Lifelong learning element could be broader	New lifelong learning theme already included in a revised draft not seen by the appraising group.	No further action needed
Access to services and facilities	a) Need to cross-reference transport solutions in Outcome 1 with inclusion and accessibility issues in the other two outcomes.	This is done in the analysis section earlier on in the strategy which was not complete at time of appraisal.	No further action needed
	b) Too much emphasis on visitor transport in action plan. Needs of residents/workers not drawn out.	Ensure strategy refers to emerging transport plans and LDF which aim to address resident/worker needs.	New wording included in consultation draft
	c) New technology may also restrict options for access if applied unsympathetically.	This concern should form part of an equalities impact assessment for individual projects.	None at present
Community engagement and vibrancy	Strategy appears to focus on the elite – should do more to reflect support for communities in lower income.	May be addressed to some degree by lifelong learning and health actions above.	Review again after public consultation
Natural environmental quality	a) Diversification in rural areas may have negative impact on natural environment.	Reword theme/actions for clarity, which is to preserve rural environment and encourage sympathetic development.	New wording included in consultation draft
	b) Potential for use of S106 contributions from developers to support green infrastructure.	Improved wording in action plan.	New wording included in consultation draft
Climate change and energy	a) More actions could be included to reduce carbon emissions by business (eg green travel plans, emissions reduction plans).	New actions have been included since the appraisal.	New wording included in consultation draft
	b) What are the implications of being a 'world class' tourism destination, in terms of carbon emissions?	Very low risk of negative impact, as – 'world class' does not necessarily mean additional overseas visitors.	No change at present – consider in drawing up new marketing strategy



Sustainability Theme	Issue	Proposed Action	Status/Comment
Built environment and heritage	NO MAJOR CONCERNS		
Sustainable consumption and production			
Economy, employment and enterprise			



High Level Risk Assessment

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



Equalities Impact Assessment

ISSUE	GROUP	IMPACTS				REASONING & EVIDENCE
		+VE	-VE	?	NO	
GENDER	Women	✓				women in business group; flexible working
	Men	✓				
	Transsexual/Transgender	✓				aimed at everyone
AGE you may alter age ranges if appropriate	Over 65	✓				needs to reflect contribution of older people to the workforce
	26-65	✓				employment; lifelong learning
	18-25	✓				work placements
	14-19	✓				diplomas
RACE you may need more detail here e.g. a specific ethnic group	White British People	✓				add in the proportions of bme groups and their contribution to the existing economy eg hospitality, agriculture.
	White European or Other People	✓				
	Irish People	✓				
	Black or Black British People	✓				
	Asian or Asian British People	✓				
	Chinese or Chinese British People	✓				
	Mixed Race People	✓				
	People from other minority ethnic groups	✓				
	Gypsies/Travellers			✓		Check LDF reference
DISABILITY & HEALTH you may need more detail here e.g. type of sensory impairment	Physical Impairment	✓				some positive impacts on disabled people and actions to meet their needs, but needs some clarification.
	Sensory Impairment	✓				
	Long-Term Health Problem	✓				
	Mental Illness	✓				
	Learning Disability	✓				



ISSUE	GROUP	IMPACTS				REASONING & EVIDENCE
		+VE	-VE	?	NO	
SEXUALITY	Lesbians			✓		no information available, but no reason to suspect it adversely affects these groups
	Gay Men			✓		
	Bisexuals			✓		
RELIGION & BELIEF	Faith Groups			✓		no information available, but no reason to suspect it adversely affects these groups
	Atheist, Agnostic or Other belief			✓		
OTHER You May Add Additional Groups Here	Poor Literacy &/or Numeracy	✓				measured in action plan
	Unemployed	✓				
	Living in rural area	✓				see rural proofing methodology
	Low Income	✓				need to make clear that it addresses employment at all levels
	On Benefits	✓				getting people into work
	Marital Status	✓				flexible working; diverse economy
	Caring Responsibilities	✓				
	Poor internet access	✓				links with e-hampshire partnership

4. Have you identified a negative impact on any group(s)? NO
5. Is that impact legal? N/A
6. Is the impact intended? N/A
7. How significant is the impact on the group(s) affected? (High, Medium or Low) N/A
8. Is the affected group a priority for the organisation? N/A
9. Are there ways to improve the positive impacts of the service, strategy, policy, practice or procedure? YES. As noted above.
10. If the service, strategy, policy, practice or procedure does not currently promote equality or good relations between different groups, can it be improved to do so? YES. As noted above.
11. Have you ticked the "Don't Know" box for any customer groups? YES
12. Is a detailed assessment required? NO. Resources not available.
13. Have you identified any quick fixes? YES. As noted above.



If you would to receive this document in another format please contact Winchester City Council's Customer Service Centre on **01962 840 222** to discuss your requirements. Alternatively, you can download this strategy from **www.winchester.gov.uk/**