



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR ECONOMIC PROSPERITY

TOPIC – ECONOMIC PROSPERITY DETAILED CHANGE PLAN 2011/12

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on 31 March 2011.

Contact Officer:

Eloise Appleby, Assistant Director (Economic Prosperity), Tel 01962 848 181,
email: eappleby@winchester.gov.uk

Committee Administrator:

Nancy Graham, Tel: 01962 848 235, Email: ngraham@winchester.gov.uk

SUMMARY

Approval is sought for the Detailed Change Plan for Economic Prosperity attached at Appendix 1. The Plan sets out the key programmes and actions to be undertaken by the Council and its partners during 2011/12 in support of the economic prosperity outcome of the Winchester District Sustainable Community Strategy.

The plan is divided into four themed areas of work, in line with the Economic Strategy for 2010 – 2020. The main issues, opportunities and existing activity relating to each theme is summarised at the start of each section. Targets designed to drive progress against these themes are, wherever possible,

SMART (Specific, Measurable, Achievable, Resourced and Timed) and include by a number of milestones to assist Members in monitoring progress through the Scrutiny and Overview Committee.

Key actions to be undertaken to deliver real change under the economic prosperity outcome are:

- taking forward the Silver Hill project to create a vibrant new quarter of the Town;
- identifying funding for low carbon enterprise (eg through a Community Bank);
- progressing work on the Local Development Framework in line with new Government requirements and timescales;
- working with County Council colleagues to develop and roll out the installation of high speed broadband across the Winchester District and wider Hampshire;
- developing a cultural strategy as a basis for securing developer contributions to support our valued cultural organisations and infrastructure;

The outline Change Plans for each of the three outcomes of the Community Strategy and the Council's own corporate 'efficient and effective' outcome have already been adopted by Full Council at its meeting of [24 February 2011](#). The Detailed Plan attached has been the subject of wide discussion with partners and colleagues, and has most recently been considered by the Local Economy Scrutiny Panel at its meeting of [8 March](#). Amendments proposed through the consultation process have been discussed with the Portfolio Holder for Economic Prosperity and incorporated as appropriate.

The Assistant Director is satisfied that the actions put forward in this Change Plan will contribute towards the economic prosperity outcome, as set out in the Sustainable Community Strategy 2010 – 2020. They will form the basic 'menu' for much of the commissioning by the Council in 2011/12. In the main, targets will be achieved within the resources available, including the newly created commissioning budgets. Where this is not the case, further reports will be brought to Cabinet for consideration.

PROPOSED DECISION

That the Detailed Change Plan for Economic Prosperity be approved as attached at Appendix 1.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

The Detailed Change Plans form an important part of the Council's performance management process, setting out programmes of work for the coming year and providing clear guidance on the allocation of resources both by the Council and its partners. The Plan put forward for adoption sets out the actions that will best help the Council achieve the economic prosperity outcome as set out in the Sustainable Community Strategy, and to meet its statutory obligations within the resources available to it.

As indicated above, the Local Economy Scrutiny Panel has been consulted on the Change Plan and raised a number of issues as detailed in the [minutes of the meeting](#). A number of these issues have been dealt with through other channels, but two are directly relevant to the completion of the Change Plans as follows:

- a) the need to add an action to ensure appropriate representation of rural interests by the newly formed Local Enterprise Partnerships. This has now been included.
- b) the need to continue monitoring 'business as usual' by the Council's services, through a range of performance indicators. This work is already in hand, with a series of training events being organised for Heads of Team in May.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

n/a

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

None

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision

Councillor Dominic Hiscock - Portfolio Holder for Economic Prosperity

Economic Prosperity Theme 1

We exploit the District's cultural strengths, heritage and historic environment, alongside its good transport and communication links and its excellent education facilities, to stimulate a modern and creative approach to business.

Why is this important?

Winchester's economic wellbeing relies on a complex mix of cathedral city appeal and contemporary creativity. We can use the advantages of the former to underpin the quality of our offer to businesses. However, we must position the District as a modern and innovative location if the businesses of tomorrow are to establish themselves here, and in so doing help to ensure that we have a diverse and prosperous economy in the future.

Why act now?

- We are entering a period of severe austerity measures in the wake of a recession. Private sector investment in the District will help to provide jobs and vitality in these difficult times.
- The public sector is set to contract rapidly over the next three years, creating opportunities for an innovative use of public sector estate to meet identified local needs.
- We need to build our knowledge and creative industries as a sector because they bring high value jobs to the District, and can help reduce commuting.

What existing work can we build on?

- The Economic Strategy for the Winchester District 2010-20
- The Winchester Town Access Plan
- The work of the two universities in fostering graduate start-ups
- The contribution of our arts and cultural organisations to the quality of life of the District, which is a key attraction for entrepreneurs.

What can we do in the future with partners?

- Lead by example in using our own estate to address workspace deficiencies
- Develop planning policies to support the growth of new and growing businesses in our five core sectors

Link to other programmes

HIGH

Volunteers are key to sustaining successful cultural life in the District

Active
Communities

HIGH

Supporting delivery of the economic strategy

Prosperous
Economy

HIGH

Nurturing the development of low carbon knowledge-based industries

High quality
Environment

LOW

Opportunities for entrepreneurship at any age

Older People

MEDIUM

Providing workspace in accessible locations

Access to
Services

HIGH

Reducing the need for unnecessary journeys to work

Reducing District
Carbon Footprint

LOW

Providing new jobs in town centre

Priority
Neighbourhoods

- Work with Winchester Cathedral, the Theatre Royal, Winchester Hat Fair and other iconic cultural institutions to reinforce Winchester's image as an attractive location for business.

How will we measure success?

- Successful completion of actions identified in this plan
- Positive direction of travel measured by performance indicators in this plan
- Number of VAT registered businesses in the District increased from 5,475 to 5,800 by end 2015

What changes are needed to achieve progress?

- Introduction of new Local Development Framework with core policies in economic development
- Greater involvement of our creative community in developing projects and plans for the District
- A greater focus on place marketing for inward investment purposes.

PRIORITY ACTION

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/001.7a	Silver Hill Project	We have worked with the development company to ensure good progress against the project plan for Silver Hill, to bring about a vibrant new quarter of the Town	Ongoing from 2010/11	To follow - discussions with new developers taking place during early 2011		31 Mar 2014	Kevin Warren
EP/001.7a1	Improve the vitality of Winchester city centre - Silver Hill	CPO confirmed by Secretary of State	Ongoing from 2010/11	To follow - discussions with new developers taking place during early 2011		31 Mar 2014	Kevin Warren; Howard Bone
EP/001.7a2	Silver Hill Communications Plan	There are clear, regular and helpful communications with all key stakeholders and the public about developments relating to this major project.	01 Apr 2011	To follow, once project plan confirmed		31 Mar 2012	Eleanor Davies

OTHER ACTIONS

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
CHANGE/E P/001	Exploiting the District's Cultural Strengths	We have positioned the Winchester District as a modern and innovation location so that the businesses of tomorrow are	10 Jan 2011			31 Mar 2014	Eloise Appleby

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
		keen to establish themselves here, and in so doing help to ensure that we have a diverse and prosperous economy in the future.					
EP/001.1a	Workspace study for Winchester City Centre	We have a clear understanding of demand and supply of work premises in the Town area	03 Feb 2011	Take study to LDF Cabinet for approval	01 Apr 2011	31 Mar 2012	Kate Cloud; Steve Opacic
				Meet with commercial agents to agree content of study	29 Apr 2011		
				Finalise the Winchester Town Employment Land Study	27 May 2011		
				Agree way forward to identify the workspace needs of Winchester City Centre	24 Oct 2011		
EP/001.1b	Development plan for Winnall Trading Estate	We have a clear plan for the future of Winnall agreed with key stakeholders	01 Apr 2011	Agree way forward to develop a plan for the Winnall Trading Estate	24 Jun 2011	31 Mar 2012	Kate Cloud; Steve Opacic
EP/001.1c	Inward investment marketing strategy	We have developed and begun to implement a strategy for marketing the District as a business location for target high value industries	01 Apr 2011	Commission Invest In Southampton to continue to operate a vacant commercial property register for the District	30 Mar 2012	31 Mar 2012	Ellen Simpson

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/001.1c1	Inward investment marketing strategy film	DVD for circulation and website presence on corporate site	01 Jan 2011	Retrieve quote from footage holders of conference film	31 Jan 2011	31 Aug 2011	Ellen Simpson
				Agree timescale and budget	29 Apr 2011		
				Clarify music rights and distribution costs over 2 years	31 May 2011		
				Edit and complete film	31 Jul 2011		
EP/001.2a	Hampshire Alliance Project	We have rigorously assessed the benefits of working in new ways with other Hampshire museum services and Members have taken a decision about the future of Winchester Museums in the light of this assessment	Ongoing from 2010/11	Approval by Cabinet of recommendations made in CAB2129.	16 Mar 2011	31 Mar 2012	Geoff Denford
				Financial evaluation consultants appointed	31 Mar 2011		
				Paper to Cabinet recommending way forward based on Financial Evaluation report	29 Jul 2011		
EP/001.2b	Core Museum Status	We have worked with other Hampshire museums services to achieve DCMS Core Museum status, with the additional funding which they attracts	Ongoing from 2010/11	Approval by Cabinet of recommendations made in CAB2129.	16 Mar 2011	31 Mar 2012	Geoff Denford
				Core Museum bid prepared in partnership with other LAs	30 Sep 2011		
				Outcome of Core Museum submission announced	31 Jan 2012		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/001.2c	Bar End Museums Store	We have rationalised the reserve collections held at the Bar End store and moved them to a new location	10 Jan 2011	Obtain costings for a disposals programme at Fort Brockhurst and at Bar End Museums store and appoint contractor	01 Apr 2011	30 Jun 2012	Geoff Denford
				Fit-out replacement store for the Bar End store	23 Dec 2011		
				Move out of the Bar End store and into the replacement store	31 Mar 2012		
EP/001.2d	Making the best use of the City Councils estate to support the local economy	We have made every effort to foster economic growth in our 5 core sectors through sensitive deployment of our vacant buildings	24 Jan 2011	Appoint Project Manager, Architect, QS	24 Jan 2011	31 May 2012	Kevin Warren
				Visit Wessex House in Eastleigh to understand how the managed workspace operates, with a view to replicating in Winchester	08 Feb 2011		
				Submit Listed Building and planning applications	28 Feb 2011		
EP/001.2e	New depot for waste management contractors	We have completed the construction of premises for the new waste management contractors at Barfield Close	31 Jan 2011	Submission of planning application	28 Feb 2011	24 Dec 2011	Kevin Warren
EP/001.2f	Gaining Designated status for collections	Full Designation under the Designation Scheme	Ongoing from 2010/11	Approval by Cabinet of recommendations made in CAB2129.	16 Mar 2011	31 Mar 2013	Eloise Appleby

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				Appointment of an external consultant as a 'critical friend' to review and advise on the 2009 Designation bid			
EP/001.3a	Smarter Working Centres	We have considered opportunities for Smarter Working Centres in the rural areas and made a decision as to whether to pursue such as project	10 Jan 2011	Wessex House in Eastleigh visited to see how their smarter working centre operates	08 Feb 2011	31 Mar 2012	Kate Cloud
				Identify need	29 Jul 2011		
				Identify possible communities to host a Smarter Working Centre	24 Sep 2011		
				Consult with rural communities as to whether there is scope to set up a Smarter Working Centre	30 Dec 2011		
EP/001.3b	Live-work space study for rural areas, including Alresford	We have assessed supply and demand of live-work accommodation in our rural areas to inform future planning	28 Oct 2011	Analyse data from existing studies and the Blueprint exercise to inform this action	30 Dec 2011	31 Mar 2012	Kate Cloud; Steve Opacic
EP/001.4a	Future of Theatre Royal	We have established a three year plan with partners to ensure the future viability of a vibrant theatre, whilst generating reductions in local authority core funding	Ongoing from 2010/11	Options considered and decision made by Winchester Theatre Trust	15 Apr 2011	31 Dec 2011	Marilyn Michalowicz

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/001.5a	New Hotel Development	We have identified at least one location in the Town area for a new, nationally branded hotel, and Members have decided whether or not to invite development on this site	Ongoing from 2010/11	Review title of Chesil surface car park	28 Feb 2011	31 Dec 2011	Kevin Warren
				Review development constraints with Planning and HCC Highways.	31 Mar 2011		
EP/001.5b	Refurbishment of The Square in Winchester	We have enhanced the appeal of the Town by completing the enhancement of The Square in partnership with Hampshire County Council	30 Apr 2011	Start construction	01 Jun 2011	31 Mar 2012	Andy Hickman
EP/001.5c	Refurbishment of The Square, Wickham	We have enhanced the visitor appeal of the District by completing the refurbishment of The Square in Wickham, in partnership with Hampshire County Council	01 Feb 2011	Secure Funding	01 Apr 2011	10 Mar 2014	Andy Hickman
				Consult on Scheme	30 Sep 2011		
EP/001.5d	Developing the market calendar for Winchester	We have a vibrant programme of weekday and weekend markets throughout the year to underpin the appeal of Winchester's retail offer.	01 Jan 2011	Report to Cabinet	09 Feb 2011	31 Mar 2012	Brian Bottrill; Kevin Warren
EP/001.5e	The English Project	We have a sustainable plan for the development of a new visitor attraction in the centre of Winchester	30 Jun 2011	Successful bid for HLF funding for 2012 exhibition	30 Jun 2011	29 Jun 2012	Eloise Appleby
				English Project trustees meet Silver Hill developers	01 Sep 2011		
				Successful 2012 exhibition	01 Jun		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				opened	2012		
				Feasibility plan developed	29 Jun 2012		
EP/001.6a	Destination Management Organisation for Hampshire	We have successfully worked with Hampshire County Council to create a 'DMO' to support and develop the visitor economy across and around the county	Ongoing from 2010/11	Hold stakeholder debrief with local businesses	31 Jan 2011	10 Mar 2014	Ellen Simpson
				Finalise working relationship with TSE or otherwise	28 Feb 2011		
				Produce timeline for development of DMO out of Shared Service	28 Feb 2011		
				Complete a memorandum of understanding	30 Mar 2011		
				Establish remit of organisation	30 May 2011		
				Finalise JDs for HCC and WCC staff during interim Shared Service approach	30 Jun 2011		
EP/001.6a1	Destination Management Organisation for Hampshire: IT	Efficient working within shared service model	16 Feb 2011	Meeting with Head of IMT (TV/WCC) and HCC IMT Manager	09 Mar 2011	01 Apr 2011	Ellen Simpson; Tony Fawcett
				Key fobs, hardware and software supplied/installed	25 Mar 2011		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/001.8a	Produce LDF for Winchester	The Local Development Framework has been formally approved and adopted	Ongoing	As set out in sub actions below		31 Dec 2013	Steve Opacic
EP/001.8a1	LDF 'Core Strategy'	Achievement of key milestones in Local Development Scheme and production of 'sound' Core Strategy	01 Apr 2009	Preferred Options	31 May 2009	31 Dec 2012	Eloise Appleby; Steve Opacic
				Proposed Submission publication	01 Dec 2011		
				Submission	31 Mar 2012		
				Examination Hearing Starts	27 Apr 2012		
				Inspector's Report	28 Sep 2012		
				Adoption	28 Dec 2012		
EP/001.8a2	LDF 'Development Management and Allocations' DPD	Achievement of key milestones in LDS and production of 'sound' document	01 Apr 2010	Sustainability Appraisal and public participation	31 Dec 2010	31 Jan 2013	Eloise Appleby; Steve Opacic
				Publication & Submission consultation	31 Dec 2011		
				Submission	31 Mar 2012		
				Examination Hearing Starts	31 May 2012		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				Inspector's Report	30 Nov 2012		
				Adoption	31 Jan 2013		
EP/001.8a5	LDF 'Annual Monitoring Report' 2010/11	Approval of AMR by Portfolio Holder and submission in accordance with statutory requirements	30 Jun 2011			31 Dec 2011	Steve Opacic
EP/001.9a	Local Enterprise Partnerships	We are working closely with the Solent LEP and Enterprise M3 LEP to ensure both town and rural interests are reflected	01 Apr 2011	Establish regular dialogue with Solent LEP management and board members	31 May 2011	31 Mar 2012	Kate Cloud; Ellen Simpson
				Identify opportunities for commissioning of new shared service tourism operation with LEPs	31 Oct 2011		
EP/003.1d	Winchester School of Art 'Agency' Service	The School of Art is regularly finding opportunities for its students to work with local businesses, to enhance their future employment prospects	01 Apr 2011	Regular update meetings with Winchester School of Art held	30 Mar 2012	31 Mar 2012	Kate Cloud; Marilyn Michalowicz
EP/003.2a	Winchester Greeters	We have deployed the first wave of volunteer greeters to enhance the experience of visitors to Winchester	01 Apr 2011	Invite MPs and Prospective Parliamentary Candidates to sample a Greet and learn about shared service for	01 Mar 2011	30 Jun 2011	Ellen Simpson

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				British Tourism Week			
				Merge merchandising with uniform concept: Develop St Swithun Umbrellas for Greeters to carry/visitors to buy	25 Mar 2011		
				Review take-up and ensure some experience for each Greeter	03 May 2011		
EP/004.1a	Cultural Strategy for Winchester District	We have a cultural strategy in place which provides the best justification for future developer contributions and funding to be spent on projects, services and facilities which make the District a great place to live for all	01 Apr 2011	Review 2010 Cultural Infrastructure Study and approve final version as evidence base for strategy	30 Apr 2011	31 Dec 2012	Eloise Appleby

Economic Prosperity Theme 2

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

Why is this important?

Over the long term, the Winchester District needs to develop a more diverse economy and to foster new, high value sectors. A low carbon economy brings with it sustainable jobs, with new occupations for professional and manual workers alike. It means expanding the number of businesses developing and delivering low carbon technologies, but also reducing the greenhouse gas emissions of existing businesses. Low carbon technologies and manufacturing will be a major growth area over the coming years. The development of a competitive low carbon economy in the Winchester District represents a sound financial, pragmatic and ethical choice to ensure our future wellbeing.

Why act now?

- As a nation, the UK has been slow to respond to the threats and opportunities of climate change. Winchester can benefit commercially by stimulating the development of a new sector.
- Businesses need to respond not only to the threat of climate change, but also to recognise the – perhaps more immediate – challenge of ‘peak oil’ as availability of the world’s fossil fuels rapidly diminishes.
- The public sector is set to contract rapidly over the next three years, and the vacuum needs to be filled with new jobs for local people. ‘Green collar’ jobs can provide sustainable long term alternatives.
- Businesses of all sizes can find adaptation to low carbon practices a challenge. There is a great deal of practical, low cost support that we can provide to help existing enterprises reduce their carbon footprints.
- Customers are increasingly looking for good environmental credentials when selecting suppliers.

What existing work can we build on?

- The Economic Strategy for the Winchester District 2010-20
- The High Quality Environment Action Plan for the Winchester District

Impacts on other programmes

Active Communities

MEDIUM

WinACC volunteers will play an important role business adaptation

Prosperous Economy

HIGH

Supporting delivery of the Economic Strategy

High quality Environment

HIGH

Makes a direct contribution to a high quality environment

Older People

LOW

Opportunities for retraining at any age

Access to Services

MEDIUM

Providing new jobs, potentially in more accessible locations

Reducing District Carbon Footprint

HIGH

Reducing carbon footprint of our business community

Stanmore and Winnall

MEDIUM

Potential for pilot skills project for Stanmore/Winnall town centre

- Winchester Town Action Plan
- The activities of Hampshire's Sustainable Business Partnership and Winchester Action on Climate Change (WinACC) across the Winchester District
- The University of Southampton's work on environmental management programmes and degrees

What can we do in the future with partners?

- Position the Winchester District as a sympathetic location for a low carbon economy
- Develop planning policies to support the growth of low carbon business
- Work with Job Centre Plus, Sparsholt College and the Winchester Construction Network (Sustainable Business Partnership) to address a lack of trained workers in green construction.

How will we measure success?

- Successful completion of actions identified in this plan
- Positive direction of travel measured by performance indicators in this plan (eg the number of green collar jobs created)
- Reduction of Winchester's CO₂ emissions (10.7 tonnes per capita in 2010, based on Hampshire Economic Partnership key data sheet) towards the regional figure (7.8 tonnes per capita in 2010)
- Number of businesses with carbon reduction targets and their success in meeting those targets

What changes are needed to achieve progress?

- Full engagement of the business community
- Introduction of new Local Development Framework with core policies in economic development
- An innovative approach to funding for investment in low carbon infrastructure
- An iconic 'statement' to demonstrate and celebrate Winchester's aspirations to be a greener district.

PRIORITY ACTION

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/002.5a	Low carbon enterprise funding	We have explored options for securing and providing finance for low carbon business developments in the Winchester District, as a basis for a partnership action plan	10 Jan 2011	To be determined in March 2011 following Low Carbon Economy Informal Scrutiny Group meeting		31 Jul 2011	Eloise Appleby

OTHER ACTIONS

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
CHANGE/E P/002	Building a Low Carbon Economy	We are doing all we can to stimulate the growth of a low carbon economy in the Winchester District, as a sound financial, pragmatic and ethical choice to ensure our future wellbeing				31 Mar 2014	Eloise Appleby
EP/002.1a	Web campaign to promote Winchester as a green business location	We have built and rolled out an e-marketing campaign to position Winchester as a strong location for low carbon business	01 Apr 2011	Develop concept as part of wider strategic development plans for Hampshire Destination Management Organisations (other milestones to follow from this)	31 May 2011	31 Mar 2012	Ellen Simpson
EP/002.1b	Green Business Directory for Hampshire	Local people are able to make informed choices about locally based low carbon suppliers	06 May 2011	Design project with Sustainable Business Partnership	27 May 2011	31 Mar 2012	Kate Cloud

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				Use entrants for Winchester Business Excellence Awards to start directory	24 Jun 2011		
				Publicise new directory to businesses to gain listing	30 Sep 2011		
EP/002.2a	Winchester Declaration on Climate Change	50 businesses have met the 20% carbon reduction challenge set out in the Declaration	13 Jan 2011	Sponsor the 'green innovation' category of the annual Winchester Business Excellence Awards	24 Jun 2011	31 Dec 2012	Kate Cloud
				Plan publicity campaign for declaration on climate change amongst the business community	30 Sep 2011		
EP/002.2b	Traditional building skills event	Funding has been raised for a special event to promote green traditional building skills and careers	03 Jun 2011	Head of Historic Environment and Head of Economy and Arts meet to design project.	24 Jun 2011	29 Feb 2012	Kate Cloud; Alison Davidson
				Event planned and publicised	25 Dec 2011		
EP/002.2c	Low Carbon Accreditation for Business	We have developed and rolled out to local businesses a free accreditation scheme designed to promote low carbon business practice	01 Mar 2011	Branding finalised with Corporate Communications	21 Mar 2011	31 Aug 2011	Kate Cloud; Ellen Simpson
				Final criteria and weighting decided with WinACC/Ideostone	07 Apr 2011		
				Scheme criteria, processes and publicity plans finalised	27 May 2011		
				Scheme publicised to encourage participation	24 Jun 2011		
				Winchester Business	24 Jun		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				Excellence Awards 2011 take on board accreditation scheme criteria	2011		
				First round membership of scheme announced	29 Jul 2011		
EP/002.2d	Winnall Transport Study	We have commissioned and completed a transport study for the Winnall Junction (J9, M3), including an action plan, which provides a basis for reducing congestion and improving business movements	01 Jun 2011	Planning meeting to establish milestones	30 Jun 2011	31 Mar 2012	Eloise Appleby; Andy Hickman
EP/002.3a	Low Carbon Skills Mapping Exercise	We have a clear understanding of our workforce's readiness for new 'green collar' jobs, which will inform the planning of education providers	Ongoing from 2010/11	Initial meeting with education and training providers, Education Business Partnership and low carbon business to identify a way forward for this project	29 Jul 2011	31 Mar 2012	Eloise Appleby; Kate Cloud
EP/002.3b	Green Apprenticeships Project	We have explored the potential for a project designed to provide apprenticeships in low carbon businesses for unemployed people from our priority communities	01 Sept 2011	Initial consultation work with business community to assess options	30 Sept 2011	31 Mar 2012	Eloise Appleby; Eloise Appleby
EP/002.4a	Food Producers' Network	We have set up a network designed to support food producers in the Winchester District	01 Jun 2011	initial network meeting held	29 Jul 2011	31 Aug 2011	Eloise Appleby; Kate Cloud; Kevin Gosling
				Work programme for network identified	26 Aug 2011		
EP/002.4b	Rural Food Hub	We have researched the viability of creating a 'food hub' for the sale,	01 Jul 2011	Outcome of November 2010 meeting developed into draft proposal for consultation	26 Aug 2011	31 Mar 2012	Kate Cloud; Kevin Gosling

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
		promotion and display of local produce		Food producers network meeting held to discuss draft proposal	28 Oct 2011		
EP/002.4c	Hampshire Fare Village Shops	We have explored opportunities for more village shops in the Winchester area to take part in the Hampshire Fare local produce scheme, and the potential for LEADER funding to support this approach	01 Jul 2011	Village shops identified and approach with information about the Hampshire Fare scheme	30 Sep 2011	31 Mar 2012	Kate Cloud; Kevin Gosling
EP/002.6a	Complete the Fieldfare LEADER programme achieving full spend and outputs in line with SEEDA contract	Full spend and achievement of outputs as set out in the contract between SEEDA and Winchester City Council	Ongoing from 2010/11	2011/12 business plan agreed	31 Mar 2011	31 Dec 2013	Kate Cloud
				2011/12 business plan targets met	30 Mar 2012		
				2012/13 business plan agreed	30 Mar 2012		
				2012/13 business plan targets met	31 Dec 2013		

Economic Prosperity Theme 3

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

Why is this important?

Enterprise is the key to a healthy economy. By encouraging its creative thinkers and its entrepreneurs, the Winchester District will benefit from new businesses fit for the market opportunities and consumer expectations of the coming years. But everyone has a part to play in our economy, and people should be empowered to make the contribution which best suits their talents and aspirations. Our economy should be an inclusive one, where barriers to reaching our potential are reduced and everyone can participate.

Why act now?

- The 2012 Olympic and Paralympic Games are a catalyst for volunteering and training to get people into work: one legacy of the Games in Winchester should be to maintain this momentum.
- The economic downturn will make it harder for people to find jobs in the short term: entering the workplace will be difficult for young people, even with higher qualifications, and older people may find they need to retrain for new jobs.
- Our definition of economic prosperity is that everyone has enough: decent housing, a good quality of life and a fulfilling job. We should do more to provide learning and workplace opportunities for those who do not yet 'have enough', and in particular those who will be affected by the national reduction in welfare payments.
- The rising cost of higher education means that we must explore different approaches to developing the workforce of tomorrow.

What existing work can we build on?

- The Economic Strategy for the Winchester District 2010-20
- New approaches being piloted by Sparsholt College
- The work of the Community Learning Forum
- The Sports and Physical Activity Alliance Action Plan for the Winchester District

Impacts on other programmes

Active Communities

HIGH

A healthy workforce is a productive one. Volunteering as way in to work

Prosperous Economy

HIGH

Supporting delivery of the economic strategy

High quality Environment

MEDIUM

Skills may support development of low-carbon economy

Older People

LOW

Opportunities for volunteering and retraining at any age

Access to Services

MEDIUM

Providing training to suit individual needs rather than in hard-to-reach locations

Reducing District Carbon Footprint

LOW

Skills may support development of low-carbon economy

Stammore and Winnall

HIGH – *Project to get NEETS in these areas into work*

What can we do in the future with partners?

- Work more closely with training, employment and education agencies/organisations to reduce duplication and identify gaps in provision
- Increase support for young people entering the workplace from school, college or university
- Devise new and individual approaches to help those who are not in employment, education or training

How will we measure success?

- Successful completion of actions identified in this plan
- Positive direction of travel measured by performance indicators in this plan
- Reduction of unemployment to pre-recession figure of less than 1%
- Increase the total number of residents with NVQ3 level or above qualifications from 39,000 to 41,000

What changes are needed to achieve progress?

- Better ways of engaging employers in long term training and development initiatives
- Recognition of the positive contribution made by young people and young adults to the economy and vibrancy of the area
- Development of person-centred rather than building-focussed training

PRIORITY ACTION

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/003.4a	High speed Broadband for Hampshire	We have worked with Hampshire County Council and BT to roll out high speed Broadband across the Winchester District and rest of Hampshire	Ongoing from 2010/11	Update meeting held with eHampshire to clarify WCC position	11 Mar 2011	31 Mar 2013	Kate Cloud

OTHER ACTIONS

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
CHANGE/ EP/003	Enhancing the Skills and Ambitions of Local People	Our economy is an inclusive one, where barriers to reaching our potential are reduced and everyone can participate.				31 Mar 2014	Eloise Appleby
EP/003.1a	Roll out of 'Apprentice Training Agency' model for flexible apprenticeships	We have worked with Sparsholt College to create new training opportunities within local businesses	01 Apr 2011	Initial meeting with Winnall based businesses held to pilot new apprenticeships scheme	29 Apr 2011	31 Mar 2012	Kate Cloud
				Winnall based businesses signed up to new apprenticeship scheme through Sparsholt College	25 Sep 2011		
				Support the annual Solent Skills Festival	25 Nov 2011		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/003.1b	Action plan for post-degree internships and apprenticeships, especially in SMEs	We have found practical solutions to help graduate NEETS into employment	01 Apr 2011	Initiation meeting with Job Centre Plus, Universities and colleges held	28 Oct 2011	31 Mar 2012	Kate Cloud
EP/003.1c	Celebrate the Winchester District as a business location for young workers	We have positioned the District as a place which provides jobs, homes and opportunities for young people	01 Apr 2011	Plan campaign as part of wider strategic framework for 'Live Winchester, Love Winchester' programme		31 Mar 2012	Ellen Simpson; Eleanor Davies
EP/003.1d	Winchester School of Art 'Agency' Service	The School of Art is regularly finding opportunities for its students to work with local businesses, to enhance their future employment prospects	01 Apr 2011	Regular update meetings with Winchester School of Art held	25 Mar 2011	31 Mar 2012	Kate Cloud; Marilyn Michalowicz
EP/003.2a	Winchester Greeters	We have deployed the first wave of volunteer greeters to enhance the experience of visitors to Winchester	Ongoing from 2010/11	Formal launch of service and first 'Greets' of tourism season	30 Apr 2011	31 Jan 2011	Ellen Simpson
				Review of Greeter scheme	30 Nov 2011		
EP/003.2b	Business Mentors	We have established a network of committed mentors within local	Ongoing from 2010/11	New mentors found and brought into mentoring schemes	25 Mar 2011	31 Mar 2012	Kate Cloud

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
		businesses to support entrepreneurs and micro-businesses		Identify existing mentoring schemes, and assess popularity and needs for new mentors	30 Dec 2011		
				Support the annual South Hampshire Meet the Buyers event	30 Mar 2012		
EP/003.3a	Issues and Evidence - Youth Unemployment	We have worked with other agencies to build clear picture of the issues and current options available to young people looking for employment	01 May 2011	Commission spec developed	31 Jul 2011	30 Jun 2012	Eloise Appleby
				Pilot programme commissioned	31 Oct 2011		
				Pilot evaluated	30 Jun 2012		
EP/003.3b	Investigate options arising from the Government's new Work Programme	We have identified benefits for local young people from this national programme and made the most of them	01 May 2011	Research completed	31 Jul 2011	31 Dec 2011	Eloise Appleby
				Action plan developed if appropriate	30 Sept 2011		
EP/003.3c	Action Plan for NEETs	We have agreed an action plan with our partner agencies to reduce the level of young unemployed in our priority wards	01 May 2011	Meeting with partner agencies convened	30 Jun 2011	31 Mar 2012	Eloise Appleby
				Action plan developed	01 Oct 2011		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/003.4b	LDF core policies for rural business	We have established practical planning processes and policies which support the development of a thriving rural economy	Ongoing from 2010/11	Planning and rural economy informal scrutiny group completed Final report of ISG fed into LDF process Officers develop/amend appropriate LDF policies to reflect shared aspirations to support rural economy	31 May 2011	31 Mar 2013	Steve Opacic; Eloise Appleby

Economic Prosperity Theme 4

Businesses are good neighbours

Why is this important?

Businesses have always played an important role in community life. As well as providing jobs for local people, they make a host of contributions ranging from financial support for local voluntary groups to work placements for students, and from major contributions to facilities such as the Winchester Sports Stadium to working with public organisations to develop policy for the future. With high commuting figures across the District, Winchester businesses may be seen to draw in 'outsiders' and create a disjointed society. Successful businesses are those that demonstrate a genuine interest in the District and play an active role in community and civic life.

Why act now?

- The economic climate is likely to lead to low morale in the coming months as people manage on reduced household budgets and many contend with worklessness. Businesses can play a part in offering work placements, making funding available for local voluntary groups, supporting special events and so on.
- When the housing market starts to grow again, developers should be encouraged to make positive financial contributions to local community and cultural facilities that can be enjoyed by everyone.
- New, cheap technologies make it possible for companies to build meaningful relationships with customers. There is good scope to improve access to services and extend choice for local people through greater use of web-based applications.
- Businesses need to be involved in building the future of the Winchester District. Their voice and their insight are needed. However, we should also be celebrating the achievements and contributions of the many local businesses which help to make Winchester a successful and vibrant place today.

What existing work can we build on?

- The Economic Strategy for the Winchester District 2010-20

Impacts on other programmes

Active Communities

HIGH

Businesses are an integral part of our community

Prosperous Economy

HIGH

Businesses which are integrated into the community are more likely to thrive

High quality Environment

HIGH

Corporate social responsibility leads to a commitment to carbon reduction

Older People

MEDIUM

Corporate responsibility and pre-retirement programmes

Access to Services

MEDIUM

Greater use of technologies will provide more accessible services for local people

Reducing District Carbon Footprint

LOW

Skills may support development of low-carbon economy

Stammore and Winnall

HIGH

Businesses can make a direct contribution to these communities

- The work of the Winchester Business Improvement District, Chambers of Commerce and other business networks
- The success of initiatives such as the Winchester Business Excellence Awards

What can we do in the future with partners?

- Improve communications with businesses across the District to ensure that they feel involved and engaged
- Make it easier for businesses to work together by fostering new sector-specific networks and improving telecommunications
- Include a policy on developer contributions for community infrastructure in new Local Development Framework

How will we measure success?

- Successful completion of actions identified in this plan
- Positive direction of travel measured by performance indicators in this plan
- Number of businesses participating in network and consultation events
- Productivity GVA rising steadily to equal the regional figure

What changes are needed to achieve progress?

- Introduction of new Local Development Framework with Community Infrastructure contributions policy
- Better communications with businesses, especially those outside the Winchester Town area

PRIORITY ACTION

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/004.1a	Cultural Strategy for Winchester District	We have a cultural strategy in place which provides the best justification for future developer contributions and funding to be spent on projects, services and facilities which make the District a great place to live for all	Ongoing from 2010/11	Review 2010 Cultural Infrastructure Study and approve final version as evidence base for strategy	30 Apr 2011	31 Dec 2012	Eloise Appleby

OTHER ACTIONS

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
CHANGE/E P/004	Businesses are Good Neighbours	Businesses demonstrate a genuine interest in the District and play an active role in community and civic life				14 Mar 2014	Eloise Appleby
EP/004.2a	E-marketing support for SMEs	We have run at least two low-cost/no-cost marketing seminars for small to medium businesses	01 Apr 2011	Two Eviivo online booking seminars for accommodation providers run by E-Access Development Officer	25 Mar 2011	31 Mar 2012	Ellen Simpson
				PowerPoint presentation written for workshops	29 Sep 2011		
EP/004.2b	One to one training for tourism businesses	We have provided tailor-made support to tourism businesses so that they can update availability on	Ongoing from 2010/11	Tele-consultation with businesses offering visit	30 Nov 2011	31 Mar 2012	Kathleen McCulloch

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
		line to allow on-line bookings by customers					
EP/004.2c	E-Action Plan for Business	We understand the barriers for SMEs in building on-line choice for customers and have worked with partners to develop an action plan to reduce these barriers	01 Mar 2012	Survey of core business sectors carried out to assess barriers and opportunities	31 Mar 2012	31 Mar 2013	Kate Cloud
				Action plan developed to help break down barriers	28 Sep 2012		
EP/004.3a	Business Improvement Districts	We have supported the Winchester and Segensworth BIDS, leading to a referendum in favour of a second five year life for each	02 Feb 2011	Winchester BID 2 planning meeting held to identify timetable for action	02 Feb 2011	31 Mar 2013	Kate Cloud
				Segensworth BID committee agree timetable for action	11 Mar 2011		
				Committee reports to Fareham Borough Council and Winchester City Council to agree principle for new Segensworth BID	27 May 2011		
				Publicity campaigns launched for both BIDs	30 Sep 2011		
				Segensworth BID re-ballot is held	29 Jun 2012		
				Winchester BID ballot held	29 Jun 2012		
EP/004.3a1	Winchester Town BID billing administration	Prompt billing and administration of BID accounts	01 Jul 2012	Result of Referendum	31 Jul 2012	31 Mar 2013	Kate Cloud; Terri Horner

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EP/004.3a2	Business Improvement District (BID) - Elections	Correctly administered ballot delivering valid and unchallenged result.	01 Apr 2011	Report to Cabinet (to support informal consultation process)	15 Jun 2011	25 Oct 2012	Kate Cloud; Chris Ashcroft
				Report to Cabinet (feedback on consultation and costs)	07 Dec 2011		
				Report to Cabinet (delegation to CX to cast vote)	15 Mar 2012		
				Election Day	25 Oct 2012		
EP/004.3b	Communications Research	We have consulted businesses to establish better ways to engage and communicate with them, to enable greater participation by them in community life	25 Mar 2011	Use results of online survey to assess current contact with businesses across the Council	25 Mar 2011	31 Mar 2012	Kate Cloud; Eleanor Davies
				Identify options to pool business contacts from across the Council	24 Jun 2011		
EP/004.3c	South Downs National Park	We have co-ordinated the business response to challenges and opportunities arising from the South Downs National Park	Ongoing from 2010/11	Shared service/DMO presence established in local access forum	28 Feb 2011	31 Mar 2012	Ellen Simpson
				Development of Dark Skies tourism marketing campaign	29 Mar 2012		
EP/004.3d	Five year on-line strategy for tourism	We have worked other local authorities in Hampshire to deliver the second year in the on-line strategy to increase customer service, choice and functionality	Ongoing from 2010/11	Future of Tourism Stakeholder Day	25 Jan 2011	31 Mar 2012	Ellen Simpson
				Future of Tourism Feedback analysed and distributed	10 Mar 2011		
				Shared service one year/ five year plan brainstorm Jonathan	12 Apr 2011		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				Trubshaw facilitation			
				On-line and network group consultations with businesses	16 Jun 2011		
				Final draft of strategy document designed, uploaded and distributed on-line.	07 Dec 2011		
EP/004.3e	Arrange inaugural University Graduation Parade with Winchester University	Successful parade that will hopefully become an annual event.	01 Apr 2011	Initial Plan agreed.	30 Apr 2011	08 Nov 2011	Chris Ashcroft; Nancy Graham
				Event Plan agreed.	30 Sep 2011		