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Winchester District Ten-Year Green Economic Development Strategy

PREPARED FOR:

Winchester City Council



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1. Executive Summary

Winchester District has unique strengths and assets which provide a platform to accelerate economic development which capitalises on green growth opportunities. Economic growth and the transition to net zero carbon is becoming a single joined-up policy priority across the UK. The Green Economic Development Strategy aims to make sure Winchester District benefits from the new jobs, goods, and services the whole of the UK will need in the next decade.

Winchester District is an unusual, highly distinctive, and diverse set of the historic city, rural, and urban communities. It values nature, culture and heritage, education, creativity, design, and the way they are balanced across the district. Winchester District wishes to address the global challenges facing communities like itself in its own way. The Green Economic Development Strategy (GEDS) provides the framework and an approach for action planning the policies, programmes, and projects that will enable Winchester District to do this. In that spirit we commend this draft to Winchester City Council and key stakeholders and partners.

The GEDS has assembled a comprehensive Evidence Base Report¹ – presenting baseline and trends across all the major dimensions of district economic, social, and environmental wellbeing. It has suggested a basket of indicators across these dimensions for which goals and targets can be set to 2030 and beyond. From this it has identified and provided a tool for prioritisation of a mix of legacy and new investments across transport, housing and construction, skills, enterprise and the digital economy, nature and biodiversity, renewable energy, and business relocation. It also seeks to reposition long running major physical regeneration schemes, ongoing new housing developments, and wider ambitions around a dynamic independent business base and an enhanced visitor offer.

By green economic development we mean continuing economic growth whilst reducing net carbon emissions. Green growth describes the economic opportunity of public and private investment in new infrastructure and innovation, growth of new goods and services, and demand for new jobs and skills needed to enable the transition to net zero. This mean the GEDS looks beyond the traditional economic indicators and recommends

¹ This has been produced a separate, stand-alone document, available on request

a wider range of economic development activity and new ways of working. We call this a next generation strategy which means the GEDS is:

- A way of thinking about change through the lenses of strategic and contingency planning frameworks
- An approach that is flexible, adaptive, inclusive, and respectful of Winchester District's diverse geographies and communities, and evidence and intelligence rich
- An approach that builds 'One Council' cohesion alongside a coherent 'Team Winchester' board and collaborative anchor institution arrangements
- Demonstrating forward and outwards looking community leadership which advocates and influences for Winchester District's profile and reputation

Now is the right time for the GEDS

Winchester District faces similar global and national challenges to many parts of country, such as climate change and decarbonisation, post-COVID recovery, digitalisation, and growing inequalities in a rapidly aging society, among others. The GEDS outlines how these can be addressed and make the most of the opportunities for green growth in a way distinctive to Winchester District. It also reflects how Government policy and funding is responding to challenges.

The next ten years will see national Government policy driving local authorities and local economies closer to net zero carbon emissions. This transition across the economy will be underpinned by public and private investment in new infrastructure, innovation, growth of new goods and services, and demand for new jobs and skills.

Winchester City Council can influence how much the district benefits from the green growth opportunity. There is a choice for the Council to make. Winchester District *could* buy-in new goods, services, and skills from other places which would benefit from job creation, new businesses, and economic growth. Or Winchester District *could* invest in developing its own capabilities quickly and then sell goods, services, and skills to other places, creating new markets for Winchester District's businesses, new jobs, and economic growth.

Winchester City Council will play an important role in enabling public and private investment in infrastructure, innovation, business, and skills. Ensuring Winchester District benefits from the green growth opportunity requires cross-council working. This means using levers of planning, procurement, and the capital spending programme to stimulate, encourage, and support green economic development.

Winchester District Baseline

Winchester District entered the 2020s as a relatively successful Southern district, albeit one facing major challenges including demography, climate change, high commuter flows, and the impact of new technologies.

The district is home to global and national technology businesses like Arqiva and IBM, rural businesses who are pioneering solutions to climate change like Marwell Zoo, a strong and influential regional partner the South Downs National Park Authority, and distinct and characterful cultural and visitor offers, retailers, and independent businesses in all areas of the district. There are also prime opportunities for investment at sites such as the city centre regeneration, housing development in Whiteley, and former rural industrial space like at Alresford in The Dean. All this lies within easy reach of London and urban South Hampshire, home to Southampton airport and the Solent Freeport.

Winchester District is a distinctive and special place with a unique mix of rural areas, market towns, new developments, and a historic city centre. Its 661 square kilometres (the second largest district in Hampshire after New Forest) accommodates 125,000 residents in the City of Winchester – effectively 40% of the district population – the Whiteley urban village which is part of South Hampshire built-up urban area (itself the sixth largest in England), and many rural communities – with 40% of the district's geography lying within the South Downs National Park (SDNP).

Winchester District has above average productivity both in terms of GVA per hour worked and GVA per job filled. Winchester District also has a higher number of business births per 10,000 working age population than the England, South East, and Hampshire averages. It is home to a highly skilled workforce, with the proportion of employees with NVQ Level 4 qualifications or above being greater than the England, South East, and Hampshire averages.

Yet, while measures of employment and economic activity in Winchester District have recently shown signs of recovery, they currently lag regional and national averages. Winchester District's economic activity rate – the proportion of the labour force who are either employed or actively seeking work – is below the England, South East, and Hampshire averages. Similarly, Winchester District's unemployment rate is above national and regional averages.

The strong positive characteristics and performance of Winchester District could suggest that a 'business as usual' GEDS will sustain the district's relatively successful position in Hampshire and the UK, and that contributions to other strategies and plans can be similarly light touch. However, the Evidence Base Report shows some weaknesses had emerged prior to the pandemic (slowing population growth, housing, below average green credentials), and some new and accelerated trends such as new ways of working and social distancing and digitalization and AI. There is now an increasing focus on the

foundational economy (health, care, education, housing, utilities, and food supply) and the green and equality agendas.

An overview of how local and regional stakeholders view Winchester District’s strengths, weaknesses, opportunities, and threats (SWOT) is summarised in Figure 1.

Figure 1: Winchester GEDS-related Strengths-Weaknesses-Opportunities-Threats (SWOT)

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Relatively affluent, high performing district on many metrics • A rich, diverse, distinctive geography, economy, and culture • Considerable business vitality, high level skills, and important anchor institutions with public/social/environmental purposes • Well-located between London and Southampton with strong connectivity to both and respective city regions • Seemingly not as vulnerable to pandemic, Brexit impacts, and other potential shocks as many places 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Typical non-metropolitan aging demographic challenges • Major housing market pressures and tensions • Lack of major business clusters anchored by global players and a well-defined innovation ecosystem • High per capita CO₂ emissions, very reliant on car-based transport within the district • Not particularly well-placed to command policy attention and prioritisation from Government and LEPs
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • A strong stock of underlying assets and capabilities, together with considerable enthusiasm and opportunities for a green recovery, natural capital, and social wellbeing approaches • UK Green Recovery, LEP focus on LCEGS, and Hampshire 2050 processes provide opportunities to attract investment and incentivise indigenous development • Strengthened anchor institution collaboration (including SDNP) together with diverse SME business vitality could be purposeful and agile if communities can be empowered and buy-in to the GEDS. 	<p>THREATS</p> <ul style="list-style-type: none"> • Potential national/regional post-lockdown economy reduces domestic demand and levels of private investment, whilst prescriptive requirements and low resourcing limit local freedoms, flexibilities, and delivery capacity • Risks of complacency and resistance to change may inhibit necessary decisive, radical delivery of change • Post-COVID trends significantly weaken city and town centres, business, and community vitality, and increase social inequalities and exclusion for some groups

Stakeholder priorities

Stakeholders have been consulted in a programme of roundtables and interviews. These all featured a combination of local and regional public sector organisations, large and small businesses from across the district, academic institutions, and community groups and charities. Together they have informed all aspects of the GEDS and its recommendations. Winchester District is not yet at the forefront of green economic development and stakeholders provide the following priorities:

- Moving away from the green vs growth debate: There is no longer a trade-off between the green agenda and economic growth as the transition to zero carbon becomes one of the defining characteristics of the economy.
- Reducing carbon emissions from transport: Reducing the need to travel to

address congestion and travelling more sustainably with an approach to transport planning which considers housing, the roles of local centres, digital connectivity, and access to services.

- Reducing carbon emissions from housing: Consideration should be given to how to reduce carbon emissions from existing homes and efforts made to ensure that future housing development is low carbon, high quality, sensitive to the characteristics of different parts of the district, and affordable.
- Adopting renewable energy: There is a need to move businesses and homes away from relying on fossil fuels, replacing oil burners and liquified petroleum gas (LPG) in rural areas, and making locally generated renewable energy a feature of the district's energy mix.
- Making Winchester District a prime location for green growth: Implementing the GEDS should develop the skills required for the direct green economy jobs needed to meet net zero in areas such as energy, housing, and construction. It should also seek to capitalise on Winchester District's significant existing strengths in areas such as creativity, culture, digital, tourism and agriculture.
- Using a 'Team Winchester' approach: Winchester City Council should formalise the Green Economic Development Reference Group (GEDRG) into an ongoing steering group, with a 'Team Winchester' approach, convened and enabled by Winchester City Council using its powers, levers, and influence.

Scenarios and outcomes

The GEDS deploys a scenario planning approach with four different ways of thinking about change over the 2020s:

1. A 'levelled up' Winchester will ensure economic growth and development redresses widening inequalities and promotes inclusion and participation in the future of the district.
2. Winchester City, market towns and villages can provide greater depth and breadth of live-work offers to residents through enabling '20-minute communities' principles to inform new investments and services.
3. A 'resilient' Winchester can respond to climate crisis, pandemic, and future shocks through green infrastructure, an emphasis on local supply chains, flood protection, energy, and biodiversity improvements.
4. Finally, 'a vibrant place for business' can exploit the district's business dynamism and creative and design capabilities to ensure a competitive, technologically advanced pathway to future economic success.

The scenarios are overlapping and should not be viewed in isolation. Each scenario has a mix of eight outcomes. These outcomes are achieved to a greater or lesser extent in each different scenario. The outcomes are:

1. Increased business density and diversity
2. Higher skills and productivity
3. Reduced socio-economic and spatial inequality
4. More affordable, sustainable, and flexible housing stock
5. Net CO₂ emissions reduced to zero
6. Greener transport and less congestion
7. More local renewable energy
8. Increased biodiversity and green infrastructure

Policy themes and strategic actions

Six priority themes and a range of actions informed by stakeholders will deliver the GEDS outcomes for people, businesses, and the lived experience. The key actions in each policy theme are:

Policy Theme	Key Action
Innovative business and economy	Collaborate to extend the EM3 LEP digital spine
Skills and competitiveness	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy
Culture, creative and visitor economy	Collaborate with the district's educational institutions to grow opportunities for the creative and cultural sector
Connected, public, and electric transport	Deliver a plan for the next phase of the EV charging infrastructure strategy
Affordable, low carbon housing	Encourage low or zero carbon regeneration site testbed and development
Green infrastructure, biodiversity, and renewable energy	Deliver green infrastructure and ecosystem services in built-up areas

Delivering the GEDS

This strategy reflects the strong desire of partners and stakeholders across the public, private, and third sectors to work collaboratively with Winchester City Council to achieve everyone's shared goal.

Winchester City Council needs to play the role of strategy and delivery leader, convenor of co-created projects, and enabling partner of activity delivered by others. In all of these measures the publicly visible advocacy, drive, commitment, and insights of the council's leadership is an essential ingredient. Without it the impact of the GEDS and any green economic growth will be lessened. This role requires a 'One Council' approach for delivering the GEDS and the creation of a 'Team Winchester'.

By 'One Council' we mean that all the powers, buttons, and levers the Council possesses have a role to play – finance, property, planning, procurement, assurance, housing, community, leisure, benefits, electoral, IT, HR, and others – far beyond a narrow economic development responsibility. There will be specified Cabinet and Senior Management figures and their directorates with responsibility and accountability for GEDS progress – but there are important roles to play from backbench ward Councillors to officer team leaders and front-line staff.

By 'Team Winchester' we mean a collaborative and joined-up multi-stakeholder approach. This should start with Winchester City Council formalising the Green Economic Development Reference Group (GEDRG) into an ongoing steering group. Stakeholders become delivery partners who will have collective ownership of the GEDS with different partners having decision-making powers and delivery responsibility on different actions.

Next Steps

Winchester City Council's planning, procurement, and assurance processes will play an important role in enabling public and private investment in infrastructure, innovation, business, and skills. Making Winchester District a leader and fully capturing the green growth opportunity requires cross-council working. This means using levers of planning, procurement, and the capital spending programme to stimulate, encourage and support green economic development.

This does not mean the GEDS is replacing existing Council plans. The Winchester Local Plan is in development and will need to build in permissions and flexibility to favour low or zero carbon construction and development for multiple purposes. The Biodiversity Action Plan, Local Energy Strategy Action Plan, Housing Strategy, Movement Strategy, Air Quality Action Plan, and Carbon Neutrality Action Plan must all be delivered. The actions in these strategies either support progress against the GEDS outcomes or are enhanced and augmented by the GEDS.

The actions presented in the GEDS are an indication of the task ahead and present initial priorities to build momentum. Building momentum with visible activity is important both to time-critical opportunities like city regeneration and for setting in train longer-term activity. A key first step to delivering this is to formally adopt the GEDS and establish a process for developing a shared Action Plan with Team Winchester stakeholders. Over the life of the GEDS, the Council and partners need to ensure local intelligence systems

are kept live and their relevance and application to decision-making and implementation is strengthened.

Realising green economic development is not just a task for Winchester City Council. The council provides vital local leadership and sets the framework for the new economy. But its economic vision can only be delivered through a partnership of key institutions from across the district. The council has the legitimacy and authority to lead that partnership, and to advocate for the district's economic future.

2. About this report

The Green Economic Development Strategy starts by making the case for why a new strategy and new approach is needed now. The strategy uses stakeholder engagement and a comprehensive evidence base to present scenarios for the future of Winchester District and propose actions for Winchester City Council.

Structure

This report has seven sections starting with a discussion of why this is an important time to adopt the GEDS (Table 1). The sections reflect the process for creating the GEDS, especially how the stakeholder engagement and Winchester District baseline have been used to shape the final recommended actions.

Table 1: Structure of the GEDS

Section	Content
Now is the right time for the GEDS	Explains why there is a need for the GEDS now so that action is started to make Winchester District well placed to respond to future national policy.
Winchester District Baseline	Summarises the evidence including economic, social, and environmental indicators and stakeholder created SWOT for Winchester District.
Stakeholder priorities	Presents the priorities of public, private, and third-sector stakeholders across Winchester District and the wider region.
Scenarios and outcomes	Eight outcomes with indicators to measure progress are introduced across four scenarios, or lenses, for Winchester District.
Policy themes and actions	Six policy themes give examples of what the Council should focus on to achieve the GEDS outcomes, with a set of proposed actions.
Delivering the GEDS	Discusses the role of the Council, the need for partnerships, and a new approach to service delivery using the levers of planning and procurement.
Summary and next steps	Recaps the key components of the GEDS and sets out the next steps for the Council and decisions needed to build momentum.

Introducing the scenarios, outcomes, themes and actions

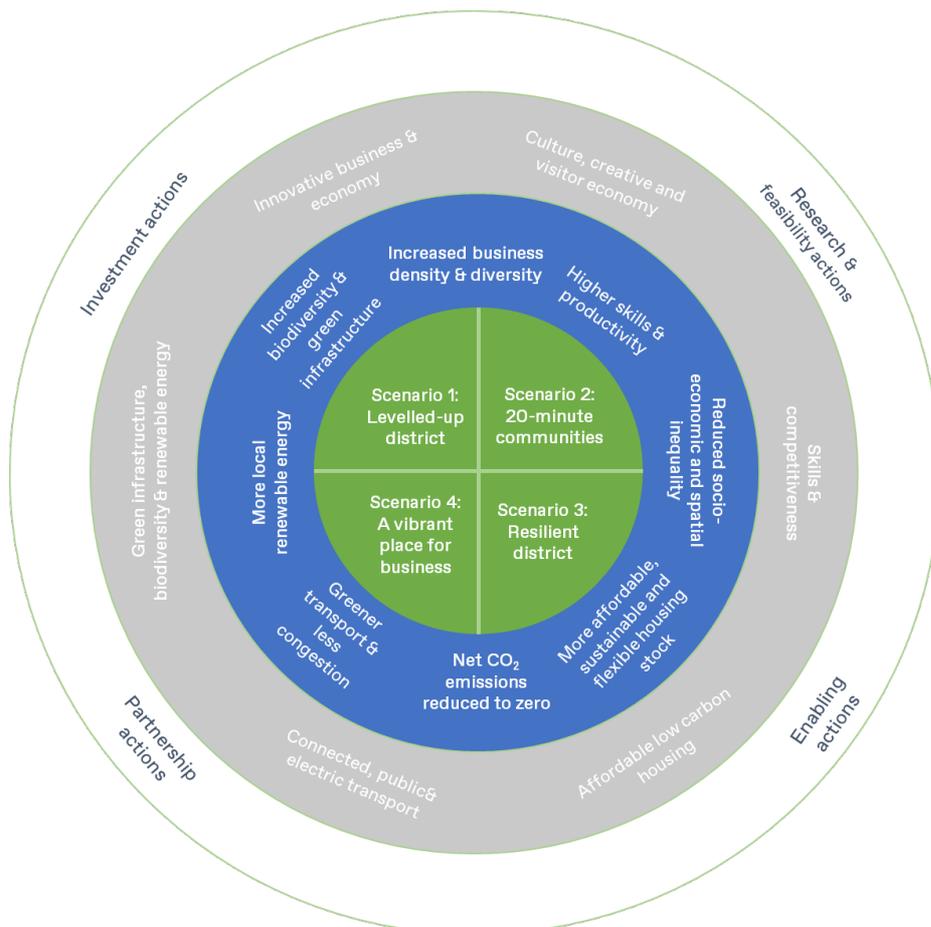
Figure 2 shows an overview of how the GEDS is constructed. Starting in the middle and reading outwards, the GEDS begins with four scenarios or lenses and ends with actions for Winchester City Council and partners.

At the centre of Figure 2 are the four interlinked scenarios or lenses showing how Winchester District may look by 2030. Each of the scenarios contains eight outcomes to a greater or lesser extent, shown in the blue ring.

It is important to note that the scenarios are not mutually exclusive. All of the outcomes will be achieved to some extent in every scenario. Instead, the scenarios show which outcomes would be achieved to the greatest extent depending on where Winchester City Council sees its priorities at any point in time.

Moving outwards in Figure 2 there are six policy themes (grey ring) which work towards delivering the outcomes. Finally, within each policy theme are actions for Winchester City Council and partners to deliver, grouped by action type (outer white ring).

Figure 2: GEDS scenarios, outcomes, themes, and actions



3. Now is the right time for the GEDS

The COVID-19 pandemic and the subsequent economic and social impact create a very different set of circumstances from those that pertained at the start of 2020. There is now an opportunity to use the GEDS to shape the recovery and future direction of Winchester District.

Winchester District is a prosperous place. The district has important links to London and the South Coast and is home to a rich variety of professional services and creative enterprises. Whiteley is a key retail destination and part of economically vibrant South Hampshire, and the district's diverse market towns and rural communities are home to a wide range of small and medium sized businesses. The economy performs better than the regional average on many measures. Winchester is regularly voted England's best place to live, and recently received the dubious honour of being the least affordable city in which to buy a home.

As that accolade shows, prosperity comes with challenges, and not all share in the district's prosperity. The COVID-19 pandemic has added to the sense that the district's economy and communities face real pressures. The significant impacts of climate change on communities highlights a challenge even greater than that of COVID-19. There is a very real sense that the framework within which Winchester City Council seeks to build and sustain an economy is changing rapidly and dramatically, and places like Winchester District must adapt to keep up.

Winchester City Council are well aware of the uncertain future the district faces, and the need to adapt to changing circumstances. In June 2019 the Council declared a climate emergency and stated its ambition for the district to be carbon neutral by 2030. To help realise that ambition Elected Members confirmed their intention to transition to a greener, low/zero carbon economy. The Council's Cabinet commissioned this GEDS to help provide a pathway to that new economy.

As the UK's economy faces such dramatic changes, a 'business as usual' approach to economic development will not suffice. Instead, we need to recognise that achieving a transition to a greener economy requires a focus on growth which also has positive environmental and social impacts.

Capitalising on the green growth opportunity

Winchester City Council's previous economic development strategy ran until 2020. The need to refresh the strategy coincides with the short-term shocks of Brexit and the COVID-19 pandemic and provides a chance to shape Winchester District's adjustment and recovery.

More importantly, the next ten years will see national Government policy driving local authorities and local economies closer to net zero carbon emissions. Regardless of action by Winchester City Council, people and businesses will experience change as the nation mitigates and adapts to climate change.

Public and private transport will transition to zero carbon tailpipe emission fuel such as electricity which will need domestic, commercial, and public infrastructure development. Retrofitting of existing homes to improve energy efficiency and adopt low or zero carbon fuels will need to accelerate without increasing household bills. New homes and commercial property will need to have less embodied carbon in their materials and be more energy efficient, whilst also building at the pace and scale needed. Supporting all this will be a shift to renewable energy, and increased focus on biodiversity and using nature to manage flooding and protect against increasing temperatures. Investing in and building the connectivity, business, and housing infrastructure needed to continue economic growth whilst reducing net carbon emissions is green economic development.

This transition across the economy will be underpinned by public and private investment in new infrastructure, innovation, growth of new goods and services, and demand for new jobs and skills. Green growth describes the economic opportunity of this investment, innovation, and increased demand.

Winchester City Council can influence how much the district benefits from the green growth opportunity. There is a choice for the Council to make. Winchester District *could* buy-in new goods, services and skills from other places which would benefit from job creation, new businesses, and economic growth. Or Winchester District *could* invest in developing its own capabilities quickly and then sell goods, services, and skills to other places, creating new markets for Winchester District's businesses, new jobs, and economic growth.

Winchester City Council's planning, procurement, and assurance processes will play an important role in enabling public and private investment in infrastructure, innovation, business, and skills. Making Winchester District a leader and capturing the green growth opportunity requires cross-council working. This means using levers of planning, procurement, and the capital spending programme to stimulate, encourage and support green economic development.

A strategy in a time of uncertainty

The 2020s commenced with two of the most profound challenges for the UK in recent decades; Brexit and the COVID-19 pandemic. The shape of the economy as we start to emerge from these events remains unresolved at time of writing.

Many of the structural changes to the economy that were already drivers of economic development in the 2010s have accelerated. Digitalisation and automation; decarbonisation and a fresh focus on the green economy, natural capital, and nature recovery; and attracting, retaining, and developing young talent in the face of acute demographic challenges, are three key examples.

At the same time, recent events have created emerging new trends and changes that are yet to be resolved as Winchester District emerges from the pandemic.

For the district's communities and businesses there are increasing considerations around:

- Public health and wellbeing being much more prominent alongside economic growth and productivity challenges, as complementary priorities as opposed to being either/or choices.
- Social distancing and home working counter previous growth assumptions based on high density and urban agglomeration, albeit we have yet to see how this will resolve itself.
- Changing behaviours on where we want to live, work, shop, and how we spend our leisure time – including a premium placed on space, safety, and green active living, and an emerging trend away from acquisition of material goods towards 'experiences'.
- The importance of foundational sectors, core workers, local supply chains, and the logistics of making complex urban living and natural eco-systems work effectively.
- Supporting those communities and households particularly impacted by the crises – whether in health and care, employment, or financial terms.

Seen as part of a more affluent 'South', Winchester is facing a national context where:

- National Government has more directly intervened in regional economies than in preceding years. Whilst, as of July 2021, social regulation is being rapidly reduced, the pace and direction of withdrawal of economic and financial support for businesses and households remains uncertain.
- Domestic concern around 'devolution' and the possible impact of policies designed to 'level up' parts of England are highly prominent and are unlikely to place Winchester District in an advantageous position for Government attention and support.

- Potential reforms of LEPs and Local Government and the growth in relatively modestly sized place-based funding programmes will make a single pot of flexible funding very difficult to achieve. Considerable resource will be required to respond to one-off challenge funding programmes.

Finally, global tensions remain unresolved and do have local consequences for Winchester District's economy (trade and investment), society (migration and cohesion), and environment (climate crisis and the UK's international obligations):

- Uncertain prospects for COVID-19 and likely future pandemics will require global collaboration which will influence Winchester Districts' public health services.
- Climate change has local impacts such as flooding and biodiversity loss. Global responses, for example the outcomes of COP26 in Glasgow in November 2021, will place new requirements on Winchester District's governance and institutions.
- Changing international trading relationships mean the trade and investment context is uncertain and probably volatile. This will influence the decisions of international-owned and trading business in Winchester District and those wider afield who employ the district's commuters.
- The continuing rise of the digital and AI economy will significantly impact the nature of Winchester District's economy and labour market whilst producing variabilities and inequalities between those with skills and access to take advantage of digitalisation and those who cannot.

Figure 3 shows how these local, national, and global drivers have informed the GEDS.

Figure 3: Contextual drivers and their implications for the GEDS

Global	National	Local
<ul style="list-style-type: none"> • Pandemic(s) management - Rapidly changing top-down public health pressures for the foreseeable future • Climate change - New international requirements post-COP26 • Trade and investment - volatility for T&I, but opportunities for near-shoring and localisation of supply chains • Digitalisation and AI - accelerating trend with wide and varied impacts, but positive opportunities for a highly skilled local population if infrastructure and services are of global quality 	<ul style="list-style-type: none"> • 'Big' interventionist government - Assimilate evolving and emerging national plans (e.g national recovery, green growth etc) in a rolling GEDS • Levelling-up - Explicitly address and mainstream inequalities, 'good work/jobs' and community cohesion issues • Fragmentation of funding and institutional churn - Whole council and 'Team Winchester' approaches - with local capacity for multiple bidding and delivery management • Centralised economy - Reduce reliance on commuterism through attracting satellite offices, increasing local opportunities, and facilitating hybrid working 	<ul style="list-style-type: none"> • Public health and well-being - Broader set of wellbeing perspectives and goals beyond orthodox economic strategies • Social distancing and space premiums - making the most of WCCs size and low density; policies for home and hybrid working, high streets and local centres reopening, visitor and leisure economies • Foundation sectors and industries - Embedding good skills, work and jobs principles; business support outside high value, high growth sectors; focus on retail, leisure and visitor economy • Green and equalities concerns - 2030 Carbon neutrality driver; embedding national park principles (nature recovery and gain, biodiversity) across district; sustainability pilots and demonstrators

A next generation strategy

The GEDS is a 'next generation' strategy meaning it has the opportunity to reflect approaches to national and global challenges through the local perspective, values, and context of Winchester District. The GEDS enables strategic choices on levels of ambition

and relative priorities for issues like social mobility, inter-generational tensions, and the balance between the knowledge economy and foundational sectors.

Firstly, the GEDS recognises that COVID-19 and Brexit are game-changers. These events are playing out in real time and their local impacts differ. This limits the utility of official datasets on the economy in informing policymaking over the business cycle. They are not designed to track local, event-induced impacts in real time.

Secondly, next generation strategies should avoid linear blueprints and fixed roadmaps. They must accommodate and expect rapid change, uncertainty, and risk through contingency and scenario planning.

Thirdly, now more than ever, local strategy must transcend traditional economic development roles and functions such as transport and infrastructure, enterprise and innovation, and skills. They should be more explicitly focused on the 'triple-bottom-line' of profit, people, and planet and the quadruple helix of government, business, academia, and civic society.

The critical points and principles of next generation local green economic strategy in general and the Winchester GEDS in particular are to make it as evidence-informed as possible, be highly flexible and adaptable in decision-making and implementation, be holistic and work across boundaries (whether thematic, institutional, or geographic), and build trust, understanding, commitment, and collaboration both within Winchester City Council and with partners.

4. Winchester District baseline

Overall, Winchester District is a relatively well performing district in national and also in Hampshire terms across most traditional social and economic performance metrics.

Winchester District entered the 2020s as a relatively successful Southern district, albeit one facing major challenges including demography, climate change, high commuter flows, and the impact of new technologies.

The district is home to global and national technology businesses like Arqiva and IBM, rural businesses who are pioneering solutions to climate change like Marwell Zoo, a strong and influential regional partner in the South Downs National Park Authority, and distinct and characterful cultural and visitor offers, retailers, and independent businesses in all areas of the district. There are also prime opportunities for investment at sites such as the city centre regeneration, housing development in Whiteley and former rural industrial space like at Alresford in The Dean. All this lies within easy reach of London and urban South Hampshire, home to Southampton airport and the Solent Freeport.

Data at the time of writing reveal that Winchester District has above average productivity both in terms of GVA per hour worked (£39.0 compared to the UK average of £35.2) and GVA per job filled (£58,848 compared to the UK average of £56,670).

Winchester District also has a higher number of business births per 10,000 working age population (123) than the England (100), South East (97), and Hampshire (96) averages. It is home to a highly skilled workforce where 57.5% of people in employment in Winchester have NVQ Level 4 qualifications or above, above the England (48.2%), South East (49.4%), and Hampshire (49.3%) averages. Meanwhile, 66% of people in employment in Winchester District are employed in high-skilled occupations² while only 14% are employed in low-skilled occupations³.

Yet, while measures of employment and economic activity in Winchester District have recently shown signs of recovery, they currently lag regional and national averages. The district's economic activity rate – the proportion of the labour force who are either

² Defined as Standard Occupational Classification (SOC) codes 1 (managers, directors, and senior officials), 2 (professional occupations), and 3 (associate professional and technical occupations)

³ Defined as Standard Occupational Classification (SOC) codes 7 (sales and customer service occupations), 8 (process, plant, and machine operatives), and 9 (elementary occupations)

employed or actively seeking work – of 79.0% is slightly below the England average of 79.5%, and below the average rate of 81.6% for the South East and 80.5% for Hampshire. Similarly, Winchester District’s unemployment rate of 5.0% is above the England (4.8%), South East (4.0%), and Hampshire (3.7%) averages.

Median hourly workplace pay in Winchester District is £16.65 and above the England (£15.54), South East (£15.95), and Hampshire (£15.47) averages. However, this was £2.27 (12%) lower than the median hourly resident pay. This suggests that a significant number of residents commute to higher paying jobs outside of the district, whereas those who work in the district have lower pay, increasing housing affordability challenges and congestion caused by commuting. This trend is common to the South East and Hampshire, although the difference between workplace and resident pay was notably bigger in Winchester District compared to regional and sub-regional benchmarks.

Winchester District is also not yet at the forefront of green development and can learn much from comparator districts both nationally and internationally. This overview is summarised in the SWOT (Strengths-Weaknesses-Opportunities-Threats) matrix in Figure 4.

Figure 4: Winchester GEDS-related Strengths-Weaknesses-Opportunities-Threats (SWOT)

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Relatively affluent, high performing district on many metrics • A rich, diverse, distinctive geography, economy, and culture • Considerable business vitality, high level skills, and important anchor institutions with public/social/environmental purposes • Well-located between London and Southampton with strong connectivity to both and respective city regions • Seemingly not as vulnerable to pandemic, Brexit impacts, and other potential shocks as many places 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Typical non-metropolitan aging demographic challenges • Major housing market pressures and tensions • Lack of major business clusters anchored by global players and a well-defined innovation ecosystem • High per capita CO₂ emissions, very reliant on car-based transport within the district • Not particularly well-placed to command policy attention and prioritisation from Government and LEPs
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • A strong stock of underlying assets and capabilities, together with considerable enthusiasm and opportunities for a green recovery, natural capital, and social wellbeing approaches • UK Green Recovery, LEPs focus on LCEGS, and Hampshire 2050 processes provide opportunities to attract investment and incentivise indigenous development • Strengthened anchor institution collaboration (including SDNP) together with diverse SME business vitality could be purposeful and agile if communities can be empowered and buy-in to the 	<p>THREATS</p> <ul style="list-style-type: none"> • Potential national/regional post-lockdown economy reduces domestic demand and levels of private investment, whilst prescriptive requirements and low resourcing limit local freedoms, flexibilities, and delivery capacity • Risks of complacency and resistance to change may inhibit necessary decisive, radical delivery of change • Post-COVID trends significantly weaken City and town centres, business, and community vitality, and increase social inequalities and exclusion for some groups

Winchester district suffered the full range of COVID-19 public health and associated economic impacts. These are described more fully in the accompanying Evidence Base Report. Although the economic impacts are significant and important – especially in hospitality and leisure-related sectors – there is some evidence that Winchester was less severely impacted than Hampshire as a whole. Winchester district’s high skills and professional services strengths (including amongst out-commuters) provides more opportunities for home and hybrid working. The pandemic has also accelerated trends towards digitalisation, online retail, demand for open space, and interest in active healthy living agendas. These trends are all drivers of the GEDS. Key messages to take from the baseline research and stakeholder engagement are:

1. **Labour market and economy** – Winchester is a very open economy, with high levels of inward and out-commuting, high jobs density, and average earnings. Business dynamism is also strong, especially in industries where creativity and design are important. However, the largest clusters – especially in Winchester City – are public sector-oriented, including health and education. A green growth recovery strategy will require major land, building, and digital infrastructure investments – but appropriate for an agile and very diverse SME business base.
2. **Economic strengths and specialisms** – Winchester District is well positioned to capitalise on the strengths of its largest sectors; Retail, Professional, scientific, and technical, Accommodation and food services, Information and communication, and Business administration and Support services. There are particular opportunities for the district to build upon its employment specialisms in smaller sectors like Specialised retail sales, Scientific research and development, and niche areas of manufacturing. Moreover, there are opportunities in the district’s business specialisms in Aquaculture, Camping grounds and recreational vehicle parks, Sea and coastal passenger water transport, and Support services to forestry, all of which not only emphasise Winchester District’s strong rural land-based and visitor economy but also present exciting opportunities to become national leaders in green growth.
3. **Demographics** – prior to the pandemic, Winchester District’s relatively rapid population growth compared to national and Hampshire averages appeared to be stalling. Winchester City Council will need to consider whether it wishes to enable a resumption of high rates of population growth and attract and retain young and talented households.
4. **Affluence, deprivation, and housing** – the economic vitality and high quality of life of the district means that pockets of deprivation are small according to the Index of Multiple Deprivation (IMD). However, there are housing affordability

challenges which need planning policies that encourages the right housing in the right places, aligned with the commitment to reaching net zero carbon emissions.

5. **The carbon reduction challenge** – The district has wonderful and distinctive natural and low carbon assets – from the national park to the heritage of Winchester City; from the environmental practice of major venues like Marwell Zoo to the knowledge and technological capabilities of Sparsholt College. Despite recent improvements, CO₂ emissions per capita are relatively high, and both transport and domestic and commercial energy sectors need step-change improvements. The GEDS, combined with national, regional, LEP, and Hampshire programmes and priorities presents a powerful set of opportunities to deliver decarbonisation/economic growth win-wins during the 2020s. The Council has a highly ambitious carbon neutrality target for its own operations and for the district. Achieving this will mean commissioning detailed feasibility studies and implementation plans for the priority objectives set out in the Carbon Neutrality Action Plan.
6. **Recognising the unique strengths of different parts of the district** – As the largest district in Hampshire after New Forest, the geography and the communities of Winchester are highly differentiated. The city urban area makes up around 40% of the population whilst the South Downs National Park covers around 40% of the district's land. Whiteley is highly urbanised and, together with the adjacent areas along the Fareham and Havant borders, is closely linked to the South Hampshire Urban Area – the sixth biggest urban area in England. Outside these areas is a rich array of market towns and villages. The GEDS recognises this diversity.

This is the context for Winchester City Council's existing local plans and strategies which are at various stages of development, adoption, and implementation. There will be a need to refresh these in the light of the events of 2020-21.

As the Council's plans and strategies are refreshed there is an opportunity to contribute to those of other partners such as Parish Councils, EM3LEP, Hampshire County Council, and the South Down National Park Authority. This is part of Winchester City Council's role to influence national and regional policies and demonstrate the levels of ambition and appetite for change recommended in the GEDS.

The EM3 LEP geography was identified by BEIS & HMCLG as the third strongest LEP geography in England⁴ in terms of labour market and economic sector resilience and strength. Winchester District is well-placed to use the GEDS to participate in and benefit

⁴ Local Economies Contingency Team; Cities and Local Growth; BEIS & HMCLG. Cited in *Revive and Renew: An evidence and intelligence-based economic recovery and renewal action plan for the Enterprise M3 area (2020)*

from EM3's recovery strategy – with its sensible menu of clean growth, upskilling, digitalisation, entrepreneurship and innovation, smart mobility, and town centre renewal.

The strong positive characteristics and performance of Winchester District might suggest that a 'business as usual' GEDS will sustain the district's relatively successful position in Hampshire and the UK and that contributions to other strategies and plans can be similarly light touch. Whilst this might be a viable position, the Evidence Base Report demonstrates some shortcomings that had emerged prior to the pandemic (including slowing population growth, housing, below average green credentials), and some new and accelerated trends such as new ways of working and social distancing, digitalization, and AI. There is now an increasing focus on the foundational economy and green and equality agendas.

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5. Stakeholder priorities

Input from local and regional stakeholders is at the heart of the GEDS.

Stakeholders have been consulted in a programme of roundtables and interviews. These all featured a combination of local and regional public sector organisations, large and small businesses from across the district, academic institutions, and community groups and charities.

Together stakeholders have informed all aspects of the GEDS and its recommendations, and provided the following priorities:

Moving away from the green vs growth debate

There should not be a trade-off between the green agenda and economic growth. The GEDS as presented demonstrates that both can be achieved. Indeed, it can be argued that, as the transition to zero carbon becomes one of the defining characteristics of the economy, embracing the green agenda and investing in green skills, jobs, and businesses is precisely how a district can best position itself for sustained, fairer, more inclusive, and levelled up growth.

Reduced carbon emissions from transport

Transport was a key theme, both in terms of reducing the need to travel to address congestion and accessibility issues as well as making travel more active and carbon neutral. This suggests the need for a more holistic approach to transport planning to include not only modes of travel but also housing, the roles of local centres, digital connectivity, and access to services.

Reduced carbon emissions from housing

Consideration should be given to how to make the existing housing stock more carbon neutral, but importantly, efforts must be made to ensure that future housing development is functionally efficient (in both its construction and final state) and low carbon. This must be balanced with the need to deliver affordable housing where it is most required with materials, production methodologies, and design libraries sensitive to local supply chains and aesthetics in different parts of the district, whilst delivering at the required scale and pace.

Decarbonisation of energy

There is a need to move businesses and homes away from relying on fossil fuels, replacing oil burners and liquified petroleum gas (LPG) in rural areas, moving from petrol and diesel to electric cars, freight, and agricultural vehicles, and making greener

energy generation the default position. There is significant opportunity for solar PV and energy storage investments on flat roofs in urban areas and business parks, and rural solar projects in the right places.

Winchester as a vanguard location for green growth

A Green Economic Development Strategy should develop the skills required for the direct green economy jobs needed to meet net zero in areas such as energy, housing, and construction. It should also seek to capitalise on Winchester District's significant existing strengths in areas such as tourism and agriculture to ensure that these create green jobs through their development as sustainable industries. Further, flexible meeting and enterprise space with good digital connectivity is required to support sustainable post-COVID business growth.

Stakeholders recognise that implementing the GEDS means Winchester district can fully benefit from the economic opportunities of green growth in a manner that builds on its strengths as a highly distinctive set of places and communities. Stakeholders see an opportunity for the district to grow a balanced range of economic activity with specialist areas of differentiation across the city, rural areas, and Whiteley. There is a desire to continue to grow a strong business base and a strong and integrated skills and higher education cluster. Stakeholders are keen for the district to be recognised for its enlightened environmental stewardship and sustainable harnessing of its natural assets. There is a need for the council to support this with a strong ethos of partnership working in the district and across boundaries.

The next sections describe the GEDS scenarios, outcomes, policy themes and actions, all of which are grounded in the stakeholder engagement.

6. Outcomes and scenarios

The Green Economic Development Strategy aims to deliver eight key economic, social and environmental outcomes for Winchester District, each with performance indicators. It is not feasible to prioritise all outcomes in equal measure. A strategic decision-making framework uses four interlinked scenarios to help Winchester City Council prioritise focus and effort in an agile way.

Green economic development outcomes

The GEDS is working towards eight outcomes reflecting stakeholder priorities (Table 2). The outcomes include traditional economic development metrics with broader green objectives, in line with the strategy’s next generation approach.

Monitoring performance against outcomes is important for measuring the success of the GEDS. Here we present suggested indicators which could be measured to assess progress between now and 2030. This will require establishing a monitoring and evaluation plan and programme including baseline data collection and analysis for each indicator. A starting point for this is the Evidence Base Report which presents a baseline for the indicators with available national public data sets.

Table 2: GEDS Outcomes

Outcome	Indicator(s)
1. Increased business density and diversity	<ul style="list-style-type: none"> ○ More businesses per 1,000 working-age population in each of the three sub-geographies. ○ Increased business diversity across the district as whole, building on existing clusters of place-based strengths and specialisms. ○ Higher proportion of businesses and jobs in the knowledge economy across the district.
2. Higher skills and productivity	<ul style="list-style-type: none"> ○ Greater proportion of working age population with NVQ Level 3+ equivalent skills. ○ Higher productivity, particularly in the district’s foundational sectors. ○ Increased low carbon goods and services skills and qualifications. ○ Fewer skills gaps and shortages. ○ Increased proportion of premises with ultra-fast broadband.

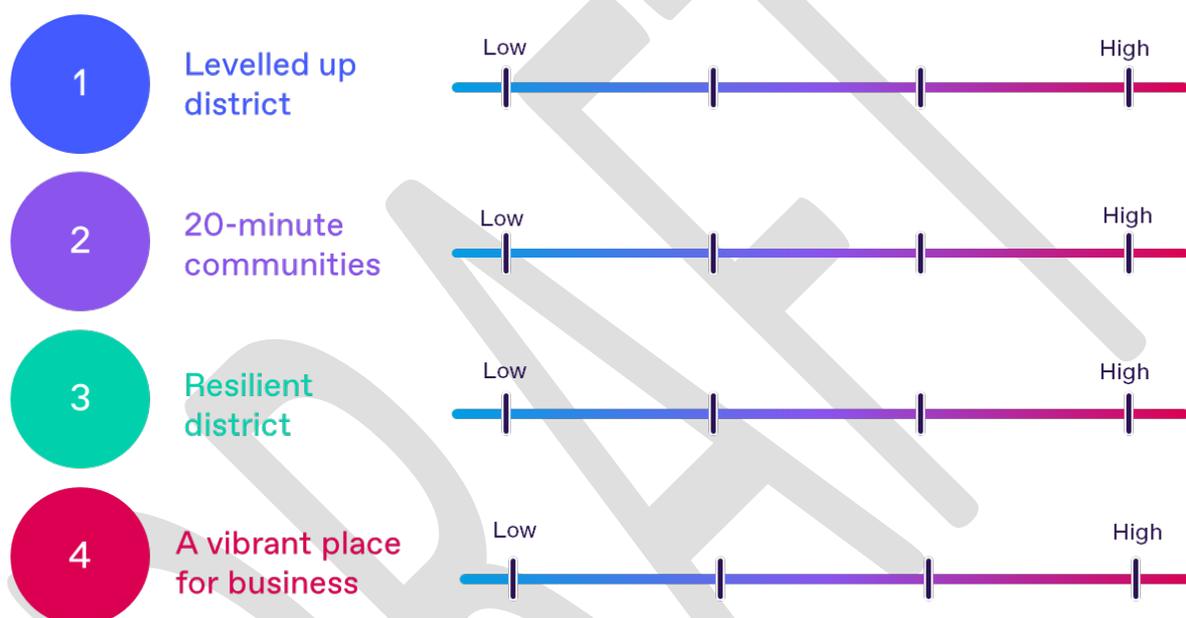
Outcome	Indicator(s)
3. Reduced socio-economic and spatial inequality	<ul style="list-style-type: none"> ○ Reduction in the gap between median hourly workplace pay and median hourly resident pay. ○ Improved health outcomes among the district's most deprived communities. ○ Better educational outcomes in the district's weakest performing schools.
4. More affordable, sustainable, and flexible housing stock	<ul style="list-style-type: none"> ○ Percentage of existing homes at EPC Band C. ○ Percentage of new homes which are net zero. ○ Annual increase in pre-manufactured value (amount produced offsite) of new homes. ○ Percentage of homes with no mains gas connection supplied with renewable electricity. ○ Proportion of retrofit and offsite manufacturing employees and products based within the district.
5. Net CO ₂ emissions reduced to zero	<ul style="list-style-type: none"> ○ Tonnes of CO₂ equivalent emissions reduced each year from transport, business, and domestic sources. ○ Tonnes of CO₂e emissions captured/sequestered by trees and green space each year.
6. Greener transport and less congestions	<ul style="list-style-type: none"> ○ Modal shift from private car to public transport or active travel. ○ Percentage of private cars and taxis which are electric/zero emission. ○ Percentage of fleet/freight vehicles which are electric/zero carbon. ○ Faster journey times for private and public transport. ○ Tonnes of CO₂e emissions reduced from transport each year (including electricity supply for electric vehicles).
7. More local renewable energy	<ul style="list-style-type: none"> ○ Amount (kW) of renewable energy generated within the district. ○ Tonnes of CO₂e emissions reduced each year from energy use in the district.
8. Increased biodiversity and green infrastructure	<ul style="list-style-type: none"> ○ Tonnes of CO₂e emissions captured/sequestered by trees and green space each year. ○ Number of trees planted in rural and urban areas. ○ Greater number of species in the wider countryside and farmland. ○ Number of approved environmental land management (ELM) schemes and land area covered. ○ Percentage of urban areas which is green space.

The four scenarios

Four interlinked scenarios (Figure 5) demonstrate how, by changing its priorities, Winchester City Council can accelerate or decelerate progress against each of green economic development outcomes.

It is important to note that the scenarios are not mutually exclusive. All of the outcomes may be achieved to some extent in every scenario. Instead, the scenarios show which outcomes would be achieved to the greatest extent, depending on where Winchester City Council sets its priorities at a point in time.

Figure 5: Scenarios on the graphic equaliser



The use of scenario planning is an important strategic decision-making tool for a future facing GEDS, and contingency planning will be critical in the post-pandemic period. The concept of the graphic equaliser in Figure 5 indicates that Winchester City Council and partners can adapt GEDS priorities and practice in an agile manner depending on the exact circumstances at any particular moment or in any particular place, and the specific opportunity to be realised.

So for instance, if considering how to respond to Government housing policy, whilst all four scenarios have a role, the primary focus may mean more focus on the ‘Levelled up district’ scenario. Digital or transport interventions might be driven by the 20-minute communities dial and so on.

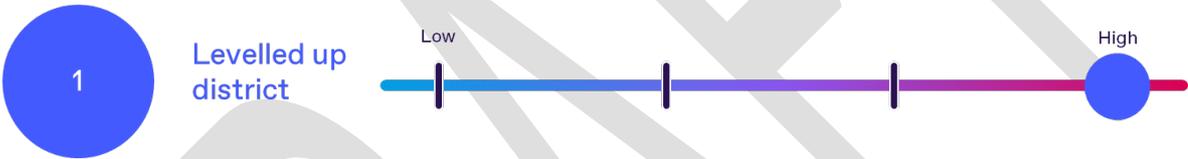
The following section summarises the nature of each of the four scenarios and how ‘dialling-up’ focus on each scenario in isolation impacts on the balance of outcomes. In practice the tool is more agile, and the scenarios can and should be dialled-up in a

balanced way, giving rise to a more nuanced combination of outcomes tailored to the specific needs of Winchester District.

Levelled up district

The GEDS sets up Winchester District for a holistic form of growth that balances and encompasses economic, environmental, and social prosperity. In this context Levelling up can be seen as primarily concerned with social prosperity. Within that there is a focus on development recovery that addresses pre-pandemic structural weaknesses like housing supply and affordability, foundational economy productivity, skills and jobs, economic participation, and health and wellbeing.

In Winchester district the Levelled up scenario recognises and answers the disparities across the district in terms of life outcomes, opportunity, and prosperity. It is about creating an environment for growth and innovation within rural and market town communities as much as it about the historic city centre or the business-led conurbation of Whiteley.



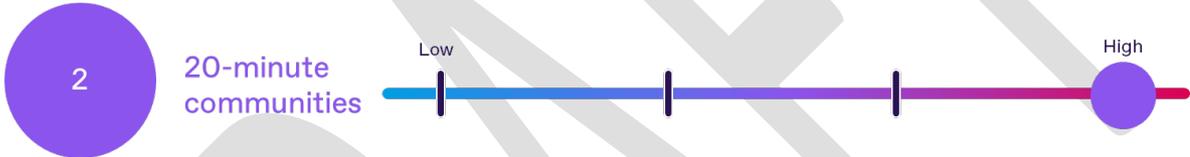
Strength of outcomes achieved	
Reduced socio-economic and spatial inequality	● ● ● ● ●
More affordable, sustainable, and flexible housing stock	● ● ● ● ●
Higher skills and productivity	● ● ● ● ●
Increased business density and diversity	● ● ● ● ●
Greener transport & less congestion	● ● ● ● ●
Net CO ₂ emissions reduced to zero	● ● ● ● ●
Increased biodiversity and green infrastructure	● ● ● ● ●
More local renewable energy	● ● ● ● ●

20-minute communities

Winchester City Council has the opportunity to use planning levers to encourage and grow a series of 20-minute communities, both in Winchester City centre as well as in the market towns and their immediate hinterlands.

It is about being able to live locally, in a connected, walkable environment where people can access essential services, education, skills and work opportunities, and leisure pastimes in places that have a strong social and civic identity as well as a thriving local economy.

20-minute communities could contain a comprehensive economic offer in more places across the Winchester District geography. This means creating more economic activity which builds on the existing characteristics of communities alongside more services for employees, residents and visitors. To support this the city, towns, and villages should be connected with exemplary digital infrastructure, smart public transport, and active travel initiatives.



Strength of outcomes achieved	
Greener transport and less congestion	●●●●
Increased business density and diversity	●●●●
Net CO ₂ emissions reduced to zero	●●●●
More affordable, sustainable, and flexible housing stock	●●●●
Reduced socio-economic and spatial inequality	●●●●
Higher skills and productivity	●●●●
Increased biodiversity and green infrastructure	●●●●
More local renewable energy	●●●●

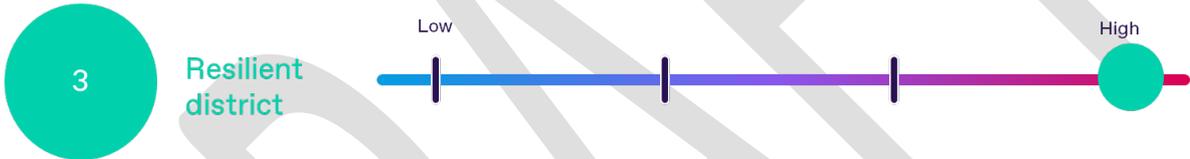
Resilient district

A resilient Winchester District is always learning, agile in its policy prioritisation and implementation and, where possible, builds local capacity to meet the challenges of both the present and future.

The district is better protected from flooding and is adapted to rising temperatures by embracing nature-based solutions. Local biodiversity is enhanced, and local food production becomes a bigger feature in the local economy. Local renewable energy generation increases energy security and helps power the decarbonisation of homes and transport without increasing bills.

Intelligent use of the local planning system facilitates local energy solutions and efficient, high quality and affordable housing stock.

Local food production positively contributes to carbon reductions and reduces transport congestion. A dynamic indigenous small and medium-sized business base provides diversity of employment, sticky jobs, and contributes to a strong and distinctive local identity.



Strength of outcomes achieved	
Net CO ₂ emissions reduced to zero	● ● ● ●
Increased biodiversity and green infrastructure	● ● ● ●
Greener transport and less congestion	● ● ● ●
More local renewable energy	● ● ● ●
More affordable, sustainable, and flexible housing stock	● ● ● ●
Reduced socio-economic and spatial inequality	● ● ● ●
Increased business density and diversity	● ● ● ●
Higher skills and productivity	● ● ● ●

A vibrant place for business

People and communities will understand and embrace the opportunities of sustainable living and wellbeing in Winchester District’s rich and varied environment and use their creativity and entrepreneurialism to make the most of them.

Policy measures will support this by enabling more affordable and flexible remote working, incubator, workshop, and independent commercial space and retail premises across the district, making it the go-to place for start-ups and a dynamic day and night-time economy.

Improved transportation and digital infrastructure, improved supply of affordable housing, and more effective partnership working between anchor institutions, business, and the knowledge economy encourages innovation and business growth among large and small companies alike.



Strength of outcomes achieved	
Increased business density and diversity	●●●●
Higher skills and productivity	●●●●
More affordable, sustainable, and flexible housing stock	●●●●
Greener transport and less congestion	●●●●
Reduced socio-economic and spatial inequality	●●●●
Increased biodiversity and green infrastructure	●●●●
More local renewable energy	●●●●
Net CO ₂ emissions reduced to zero	●●●●

7. Policy themes and proposed actions

Six priority themes covering all elements of green economic development and a range of proposed actions that will deliver the GEDS outcomes for people, businesses, and the lived experience.

	Innovative business & economy		Connected, public and electric transport
	Skills & competitiveness		Affordable, low carbon housing
	Culture, creative & visitor economy		Green infrastructure, biodiversity & renewable energy

Each of these themes contain examples from around the UK of initiatives which are relevant to Winchester District and provide a flavour of the type of action needed. Subsequently, a series of proposed actions to take forward are presented. These actions will need to be tested, agreed, and designed in consultation with key stakeholders. The proposed actions fall into four categories (Table 3).

Table 3: GEDS actions categories

Enabling Policy	Using levers which enable business and communities to act
Investment/ Delivery	The Council will lead on investing in and delivering actions
Partnership Working	The Council will collaborate, facilitate, and coordinate action by stakeholders
Research/ Feasibility	Building evidence bases for and appraising future interventions

Innovative business and economy

Between now and 2030 businesses will need to stay competitive and relevant in their markets, and Winchester District will need to stay competitive and relevant to large and growing businesses. A digitally and physically connected business ecosystem, which encourages and enhances the collaborative efforts of private business to innovate, and which connects them more strongly with the large public sector organisations, will ensure that Winchester District is a place where businesses can successfully adapt rather than being left behind compared to other places.

- There is a balance between an explicit focus on green growth and more mainstream economic development intervention strategies and priorities. This is partly about enabling businesses and making sure they have the right access to talent, space, and digital connectivity – especially when seeking to attract or grow larger businesses in finance, technology, and other parts of the knowledge economy.

The economic focus of this theme has three major components:

Agricultural innovation network

The 4Sight Farming project, funded by the Scottish Government’s knowledge transfer and innovation fund, worked with 30 growers to identify how technology and data can reduce fixed costs and increase productivity.

Farming businesses were supported to adopt relevant approaches from other industries and work with other sectors to design and develop digital applications.

Team Winchester institutions.

1. Strengthening the relationship management processes between, effectively, the Team Winchester Leadership institutions – the large anchors, many public sector, education and health oriented – the larger major businesses (for instance IBM, Arqiva, NATS, HSBC, etc.), and the high growth potential SMEs in key knowledge and technology-rich sectors and industries. Part of this is about the CRM and business support processes of Winchester City Council, Hampshire County Council (HCC), and LEP teams – but it is also about stakeholder and relationship management by the senior teams of the
2. Bringing forward refreshed propositions for the major regeneration sites in Winchester City centre and also employment sites in the market towns can address the deficits of contemporary physical accommodation noted in the narrative above and expanded in the evidence review.

3. Together with the National Park, the GEDS can provide a catalyst for nature recovery and biodiversity management businesses, and for new models of sustainable tourism in the visitor economy.

Enterprise space in National Parks

Hexham Enterprise Hub is based in the grounds of Northumberland National Park Authority's Hexham offices. Within easy walking distance of the town centre and public transport connections, and with access to fast broadband, this space reduces the need to travel to larger cities whilst still being connected.

Indoor and outdoor meeting rooms, communal facilities, and flexible and shared working space provides a physical ecosystem for businesses.

These more orthodox strategies can be designed and delivered in a post-pandemic context in a manner which:

- Reduces the need for travel between different places in the district and therefore starts to address the growing congestion challenges that are presenting particularly around the City of Winchester.
- Deliver an improved live-work offer within market town centres so that rural businesses, particularly those in the knowledge-based and digital sectors, are provided with a new alternative to commuting. This brings a new vibrancy to the day-time economy of market towns.
- Ensuring Winchester has the cultural vibrancy and identity needed to attract the talent which big businesses want, and that housing costs, ease of transport, and the lived experience are favourable.
- Rethink retail space for the future to provide more effective, flexible, and affordable space for start-ups and continuing remote workers. Where the estates of departing larger retailers allow, develop new types of leisure and enterprise uses, which are accessible and affordable for small and independent businesses
- Ensuring sufficient small and flexible enterprise space in or close to market towns and the National Park to accommodate new hybrid ways of working.
- New fast digital connectivity without the need for delivering this to every home office.
- Active travel routes within town centres and cross-local authority borders such as from Burridge and Swanwick to Whiteley and Solent Business Park.

Actions

Key action: Collaborate to extend the EM3 LEP digital spine

Improving the coverage and speed of internet is important to facilitate business growth and innovation and is a key factor in attracting start-ups and multi-national businesses alike.

Winchester City Council should engage with EM3 LEP to secure the extension of the digital spine from Basingstoke through the whole Winchester District to enhance broadband (fibre and 5G) connectivity.

Table 4: Innovative business and economy actions

No.	Proposed Action	Description
IB1	Collaborate to extend the EM3 LEP digital spine Type; Partnership Working	WCC working with EM3 LEP to facilitate the extension of the digital spine from Basingstoke through the whole Winchester District to enhance broadband (fibre and 5G) connectivity.
IB2	Collaborate to refresh CRM and business relationship management Type; Partnership working	Ensure Team Winchester lead institutions use a consistent process to be well-connected with local strategic large and high growth potential businesses – both through existing economic development teams, the growth hub(s), and directly at leadership level.
IB3	Co-ordinate innovation and knowledge-sharing in the rural and land-based economy. Type; Partnership working	Work with the South Downs National Park Authority and FE/HE establishments like Sparsholt to deliver innovation support and knowledge-sharing to agricultural businesses across the district. This could include developing innovations using digital technology in partnership with local digital businesses, support to decarbonise agricultural vehicles, and using data.
IB4	Co-ordinate a digital cluster programme Type; Partnership working	Winchester is home to Arqiva and IBM, alongside many smaller tech businesses. These organisations could be the core of a ‘Green Digital Forum’ to explore opportunities for building the green technology offer in the district. EM3 LEP may be a good partner, as may HEIs and GreenTech South, who are sponsored by the University of Portsmouth
IB5	Co-ordinate a single business carbon reduction and responsible management programme	South Downs National Park Authority run their own programme helping SMEs measure their carbon emissions and designing interventions to reduce these. Sparsholt College have also identified a lack of business understanding in this area and are considering developing a course to help them. Winchester City Council also run their own activity, as do the Sustainable Business Network and the EMphasis3 CO ₂ Reductions Project run by the University of Winchester.

No.	Proposed Action	Description
	Type; Partnership working	Creating a single district-wide brand and shop-window for this activity which sign-posts businesses to the relevant partner will reduce duplication and confusion. This programme can also focus on wider sustainability management skills. The University of Winchester Business School is accredited to the international PRME standard for teaching responsible management practices. The School could become a regional focus for training a new generation of managers to meet the new standards expected of business.
IB6	Deliver flexible, affordable grow on/small SME space Type; Investment/delivery	Establish a pilot for a rural business hub to support start-ups and provide move on space, together with access to business support. This opportunity would be best in a market town, perhaps Alresford in The Dean – an old industrial area now being given over to housing. Work in partnership with Town Council and Hampshire County Council if required.
IB7	Encourage repurposing retail space Type; Enabling policy	The post-COVID retail environment provides an opportunity to re-shape large retail space into more accessible and flexible customer-facing and workshop space for independent businesses.
IB8	Deliver a post-COVID relocation prospectus Type; Enabling Policy	A relocation prospectus selling Winchester’s strengths based around the district’s strong economic metrics, cultural centre, connectivity to London, and access to nature and green spaces can form an important part of a concerted district-wide campaign to take advantage of the anticipated structural economic changes post-COVID and attract satellite businesses, including financial, wealth management, and digital tech companies.

Skills and competitiveness

The foundational economy sits at the heart of green economic development as much as the district's digital, design, and financial sectors. The foundational economy includes care and health services, food, housing, energy and utilities infrastructure, construction, tourism, hospitality, and retail.

Capitalising on the strength and ambitions of education providers will provide skills for the direct new green foundational economy jobs in energy and housing retrofit needed to meet net zero.

Achieving inclusive growth and a just transition means that no part of Winchester District's foundational economy is left behind. In some sectors, decarbonisation requires traditional processes and jobs to be replaced with new ones. To ensure existing employees do not lose out, the district will have a culture of lifelong skills, training, and outreach. The Council and partners will create an enabling policy environment to support an innovative foundational economy to grow and thrive whilst also reducing carbon emissions.

Procuring MMC to stimulate the foundational economy

Wrexham County Borough Council (WCBC) developed a cutting-edge procurement strategy for social housing. This had the dual aim of delivering innovative homes and creating new skills and jobs in the local foundational economy to boost productivity.

Extensive stakeholder engagement was undertaken with universities, social housing providers, local councils, and representative sector bodies as well as Welsh Government to design the best procurement approach. To achieve success, a new approach to procurement was designed to focus on social-value and life-cycle cost rather than price.

A future Winchester will see the foundational and knowledge economy sectors increasingly linked and supportive of each other. Digital, data, and design skills, alongside strong professional services and university-led activity, will support all sectors of a green and innovative foundational economy.

Inclusive growth and a just transition also means that businesses and communities do not face challenges such as higher energy or transport costs, especially in parts of the district which rely on private cars and off-grid energy supplies. A strong foundational economy and skills base will mean that homes, businesses, and transport are decarbonised using the best solutions most cost effectively.

Actions

Key action: Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy

Building homes which create lower carbon emissions and retrofitting existing homes is an important national policy driver which will affect house building across Winchester district.

New skills will be needed to build low carbon homes and retrofit homes, as well as will retraining of traditional construction workers as the industry moves towards wider adoption of modern methods of construction. Developing skills and supply chain capacity in Winchester district is an opportunity to create jobs and economic growth.

To do this, Winchester City Council should lead on developing an innovation centre around low carbon offsite construction skills developed in partnership with local education providers and incorporating the district’s architecture and design strengths. Regeneration sites, Whiteley developments, and rural retrofit are opportunities to encourage innovative and lower carbon construction methods as statements of intent and as levers to attract investment in skills and jobs.

Such a development will also align with EM3 LEP’s aspiration to create a centre for skills, which ought to link with construction businesses adopting sustainable practices. There is an opportunity to create a physical ‘academy’ at Sparsholt, using existing buildings at first, as a way of seeding the growth of this sector. A focus on apprenticeships for Winchester residents and re-skilling of existing construction sector employees.

Table 5: Skills and competitiveness actions

No.	Proposed Action	Description
SFE1	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy Type; Investment/delivery	<p>New skills will be needed to build low carbon homes and retrofit homes, as well as will retraining of traditional construction workers as the industry moves towards wider adoption of modern methods of construction. Developing skills and supply chain capacity in Winchester district is an opportunity to create jobs and economic growth.</p> <p>To do this, Winchester City Council should lead on developing an innovation centre around low carbon offsite construction skills developed in partnership with local education providers and incorporating the district’s architecture and design strengths. Regeneration sites, Whiteley developments, and rural retrofit are opportunities to encourage innovative and lower carbon construction methods as statements of intent and as levers to attract investment in skills and jobs.</p>

No.	Proposed Action	Description
		<p>Such a development will also align with EM3 LEP’s aspiration to create a centre for skills, which ought to link with construction businesses adopting sustainable practices. There is an opportunity to create a physical ‘academy’ at Sparsholt, using existing buildings at first, as a way of seeding the growth of this sector. A focus on apprenticeships for Winchester residents and re-skilling of existing construction sector employees.</p>
SFE2	<p>Co-ordinate development of a rural innovation hub for energy efficiency and generation</p> <p>Type; Investment/delivery</p>	<p>The UK Government aims to install 600,000 heat pumps a year (to phase out reliance on heating oil and gas) across the UK, and there is currently a prohibitive skills and supply chain shortage to achieve this.</p> <p>WCC will co-ordinate activity to build on the Institute of Technology proposals from Sparsholt and Winchester University and leverage the capacity and experience of SDNPA and Marwell Zoo. Establishing a rural innovation hub for energy efficiency and generation will provide the skills, supply chain capability, and technology needed to decarbonise housing energy supply.</p>

Culture, creative, and visitor economy

By concentrating on a more independent-led, experiential retail and leisure experience using local suppliers and local and regional branding across multiple market town cores as well as in the historic city centre, there is an opportunity to enhance the visitor offer and grow the Winchester District brand as the preferred sustainable visitor gateway to the South Downs.

Winchester District has an opportunity to build a local cluster of national significance in the creativity, design, and related heritage and nature/land-based professional services sectors. Winchester is already known for its architectural density, but this might be broadened and deepened into a creativity-themed network of scale and significance, akin at least to the way in which Guildford has recently promoted its gaming industry capabilities.

Vacant space can also be used to grow the creative sector. Winchester City Council should explore opportunities for converting the former Debenhams unit into creative start-up space, in partnership with the School of Art.

There is an opportunity for Winchester District to make more of its key assets such as its city centre heritage, the South Downs National Park, and the numerous visitor destinations across the district. This can be done by marketing itself as the number one sustainable tourism destination in the UK, with a single brand covering attractions, accommodation, transport, and hospitality.

Focus on sustainable tourism

The Lake District National Park Authority support a “tourism industry that is successful and profitable and protects the local environment and culture”.

This is a multi-faceted approach, focusing on providing better services and public transport, easier access to green space, local food, and crafts across hospitality venues and visitor attractions, and minimising the environmental impact of quality accommodation.

An existing population of dynamic local suppliers offers a ready market of collaborative partners to establish a district-wide ‘buy local’ sustainable tourism brand. Winchester is the most important gateway to the South Downs and has an opportunity to cohere a network of rural visitor attractions around a common identity. Hospitality businesses participating in either sourcing local food or supplying waste to local compost facilities can be part of a “grown in Winchester district” initiative, helping to raise their profile and that of the whole programme.

City centre regeneration provides an opportunity to establish a new and different anchor tourism destination to complement and stimulate spin-off visitor spend and to broaden audience reach.

Decarbonising tourist travel between accommodation, destinations, and town centres across the district and National Park should be a feature of the brand through a combination of electric vehicle charging at tourist hotspots, dedicated active travel links, and effective low carbon public transport.

Actions

Key action: Collaborate with the district’s educational institutions to grow opportunities for the creative and cultural sector

Stakeholders feel there is a lack of creative space for start-ups and creative events to attract and retain young people across all sectors.

Winchester City Council can play a key role in supporting its creative and cultural industries by delivering creative and cultural space for its residents and businesses. In partnership with the School of Art there is an opportunity to explore possibilities for dedicating space in underused properties or new developments for creative start-up space, skills hub, and flexible public facing creative exhibitions and events.

Including exhibition, event, and performance space this will add another dimension to the visitor offer in Winchester District and will complement its existing historical, heritage, and cultural attractions. This can then be integrated into the sustainable tourism strategy, which is another important recommendation (Table 6).

Table 6: Culture, creative, and visitor economy actions

No.	Proposed Action	Description
CCVE1	<p>Collaborate with the district’s educational institutions to grow opportunities for the creative and cultural sector</p> <p>Type; Enabling Policy</p>	<p>Winchester City Council can play a key role in supporting its creative and cultural industries by delivering creative and cultural space for its residents and businesses. In partnership with the School of Art explore opportunities for space for creative start-up space, skills hub, and flexible public facing creative exhibitions and events.</p>
CCVE2	<p>Deliver a Sustainable Tourism strategy</p> <p>Type; Enabling Policy</p>	<p>A Sustainable Tourism strategy will deliver an overarching and coordinated vision to make Winchester District a national leader in this sector. The strategy will identify actions and develop a roadmap for delivering these, including how to maximise the use of local supply chains – including food supplies – improve connectivity and coordination across the district, and</p>

No.	Proposed Action	Description
		support tourist sector businesses to become more sustainable and maximise their growth potential.
CCVE3	Co-ordinate rural tourism businesses Type; Enabling Policy	WCC will need to engage rural tourism businesses and support them to become more sustainable, maximise their growth potential, and harness synergies across the sector. This may include helping them access central Government funding, developing charging hubs at park and ride locations, and dialogue and collaboration to potentially establish a 'visit Winchester pass'.
CCVE4	Co-ordinate use of local creative capabilities in non-creative businesses Type; Enabling Policy	Winchester District has strong creative and design capabilities. To maximise on this place-based strength, WCC should play a leading role in encouraging and facilitating creative and non-creative businesses to work together to not only further support the district's reputation as a leading creative centre but to also boost innovation, productivity, and local skills and knowledge.
CCVE5	Co-ordinate the establishment and operation of a creativity-themed business cluster network Type; Partnership working	Potentially encourage the universities (Art and Business Schools) to support SME business growth in, synergies between, and promotion of a Winchester cluster of niche businesses in areas like design, heritage, nature, and other LCEGS professional services

Connected, public, and electric transport

Road transport is the largest source of CO₂ emissions in Winchester District and is important to address. Working and travel patterns may be fundamentally different after COVID-19, but transportation and its externalities will still be a fundamental factor in the district's economic, societal, and environmental performance.

Green economic development will see the district's residents travelling by electric car when they need to use a private vehicle, low carbon public transport or shared transport where possible, and walking and cycling in their local areas. Businesses in the district will use low or zero carbon fleet and freight vehicles where viable, with public sector organisations taking the lead. Dedicated low carbon public and shared transport for tourists and visitors will be complemented by a network of electric vehicle charging points and active travel options in prime tourism locations. For traffic moving through the district without stopping, providing low carbon fuel and infrastructure on the district's trunk roads ensures Winchester District is supporting regional low carbon aspirations.

A Flagship City for EVs

Dundee is a city being transformed by ultralow emission vehicles. The city is home to the largest local authority EV fleet in the UK at 96 vehicles, which between 2012-2017 saved 255 tonnes of CO₂ emissions in addition to realizing substantial savings on fuel costs. Dundee also has 112 fully electric taxis and private hire vehicles in Dundee, making up 15% of the city's taxis.

Dundee City Council has been further awarded £1.9m from the UK's Office for low Emission Vehicles (OLEV) 'Go Ultra-Low City' scheme to develop three new charging hubs.

Not all aspects of transport in the district are controlled by the Council. Therefore, the GEDS sees Winchester City Council playing three crucial roles:

1. Collaborate with and influence out-of-district partners who are responsible for improving public transport and roads.
2. Enable and encourage in-district stakeholders to change how they travel and make more sustainable decisions.
3. Investment and policy to make physical transport interventions.

Actions

Key action: Plan the next phase of the EV charging infrastructure strategy

Winchester City Council has recently made rapid progress in rolling out EV charging to its car parks across the district – and to its new housing developments. However electric vehicles (EV), charging technology, and infrastructure business models continue to develop rapidly. This evolution is happening in the context of planned housing development, changing patterns of work and travel, new technological options as ever larger vehicles move to electric power, and recent Government policy to accelerate EV adoption.

A next phase strategy would ensure the best options for residents and businesses are being considered. This can align with the sustainable tourism action, park and stride and car club actions, enterprise space development and renewable energy generation and storage actions (Table 7).

As part of this there is a need to engage with key bus operators, local delivery companies, and major fleet operators to assess their needs.

Table 7: Transport actions

No.	Proposed Action	Description
T1	<p>Deliver a plan for the next phase of EV charging infrastructure strategy</p> <p>Type; Research/Feasibility</p>	<p>Winchester City Council to review the district wide EV strategy and commitments made in the Carbon Neutrality Action Plan and consider focusing on urban and rural as well as grid capacity and energy storage. As part of this there is a need to engage with key bus operators and major fleet operators to assess their needs.</p>
T2	<p>Deliver new park and ride capacity to the north of the city.</p> <p>Type; Investment/ Delivery</p>	<p>New park and ride capacity to the North of the City centre will provide a new option for commuters, visitors, and shoppers approaching from that direction. This is currently being considered at Sir John Moor Barracks in addition to the small Park & Ride planned for Kings Barton.</p> <p>This will reduce the number of vehicles travelling into, though, and around the city and builds on the success and positive view of the sites to the south and east of the city.</p> <p>This action is consistent with the priority actions outlined in Winchester’s Carbon Neutrality Action Plan, Air Quality Action Plan, and Movement Strategy.</p>
T3	<p>Collaborate with HCC on Bus Improvement Plan</p>	<p>This will ensure a WCC voice in the HCC Bus Improvement Plan, together with a commitment to financial support where necessary to better connect rural and City across the district.</p>

No.	Proposed Action	Description
	Type; Partnership Working	This will complement and support the priority actions outlined in the Winchester Movement Strategy to introduce bus priority measures on key radial routes into the city centre and hold new discussions with bus and coach operators to identify the package of actions and measures that could form part of an enhanced partnership arrangement.
T4	Collaborate with HE and HCC on the Movement Strategy Type; Research/ Feasibility	In alignment with the Winchester Movement Strategy, working with Highways England is an important process to ensure ongoing investment in initiatives such as the Smart Motorway Programme, motorway junction improvements and new road, walking and cycle connections provide the best outcome for the district, especially the South of the district and Whiteley.
T5	Co-ordinate a high profile EV fleet commitment Type; Enabling Policy	WCC to co-ordinate anchor institutions and public bodies across the district to switch to zero carbon fleets. This will help the Council to meet its commitment to reduce emissions from all Council owned, leased, or contracted vehicles, as identified in the Air Quality Action Plan.
T6	Deliver a feasibility for electric vehicle car club scheme Type; Research/ Feasibility	Now is a good time to revisit previous attempts to develop a rental scheme for electric vehicles, in partnership with a rental provider. There are opportunities to do this as part of a medium/large sized development. Kings Barton, immediately to the North of the town centre may be a good site.

Affordable, low carbon housing

Building the houses the district needs today and in the future does not have to cause environmental harm or damage the character of the district's communities. Innovative ways of designing homes will see affordable and energy-efficient homes built to a high standard using materials and designs sensitive to local characteristics in different parts of the district, and constructed at the required scale and pace, thus delivering on the priorities identified in the Winchester Housing Strategy.

This can be achieved using Modern Methods of Construction (MMC), which utilises Building Information Modelling, offsite manufacturing, new sustainable and energy efficient materials, and faster on-site assembly.

New sustainable homes and retrofit programs will reduce energy demand and costs in parts of the district with no mains gas connectivity and provide flexibility in the social housing sector to meet the changing needs of residents over time.

Net zero homes at scale

City of Edinburgh Council has granted planning permission for 444 houses at to create the largest net zero carbon housing development in Scotland.

The homes include improved insulation, low carbon heating, and renewable technology. This will create an affordable, scalable, and practical solution that can ultimately be delivered for any residential development.

Retrofit

Angus Council are leading a multi-stakeholder Social Housing Decarbonisation Fund Demonstrator project in one of the rural area's oldest and most historic housing areas.

This property archetype will provide the ultimate "stress" test for evaluating the energy efficiency of retrofit technologies in the most "hard-to-treat" housing stock. For example, exploring whether electric powered heat pumps can replace oil or gas systems in similar properties.

Winchester can be a leader across the whole value chain of sustainable construction.

Green economic development will capitalise on strong architecture and design capabilities in the district to embrace innovative offsite and zero carbon construction approaches.

Building the technical process and advanced materials skills needed to manufacture and assemble homes stimulates the local supply chain, and homes made in the district can be exported across the South of England to meet anticipated strong and sustained demand.

Building the supply chain will mean initially working in partnership with registered social and affordable housing providers. Winchester City Council, through its Council-owned sites and commissioned build programmes (residential and commercial) can pioneer the

use of MMC and build skills and production capabilities in the district. These capabilities will then support private sector developments using MMC.

Making the district a home to a National Training Centre for Sustainable Construction is a flagship ambition to place Winchester District at the forefront of this national agenda.

Actions

Key action: Encourage low or zero carbon regeneration site testbed and development

Winchester City Council are developing the next Local Plan at a time when national Government policy is promoting the use of off-site manufacturing of homes and modern methods of construction.

To build supply chain capacity and show that the district is embracing innovation, a test-bed can be developed. This would be based at 2-3 medium sized sites which are part of the Council’s own house building programme, where Modern Methods of Construction approaches would be procured following market engagement with potential suppliers. Sites should be a mix of urban and rural and would see a selection of different property types designed to be sensitive and respectful of the characteristics in different parts of the district.

The test-bed will demonstrate approaches for maximising the ‘pre-manufactured value’ (PMV) of new homes which is a measure of the amount of a home built offsite. This can be increased over time as technology and supply chain capacity evolves. The test-bed could also have a focus on integrating rooftop solar, working towards net zero standards and designing modular homes which can be adapted to different needs over time. The Council can use control levers to make sites investment ready for innovative, zero carbon exemplar development.

Table 8: Housing and construction actions

No.	Proposed Action	Description
HC1	<p>Encourage low or zero carbon regeneration site testbed and development</p> <p>Type; Enabling Policy</p>	<p>To build supply chain capacity and show that the district is embracing innovation, a test-bed can be developed. This would be based at 2-3 medium sized sites which are part of the Council’s own house building programme, where Modern Methods of Construction approaches would be procured following market engagement with potential suppliers. Sites should be a mix of urban and rural and would see a selection of different property types designed to be sensitive and respectful of the characteristics in different parts of the district.</p> <p>The test-bed will demonstrate approaches for maximising the ‘pre-manufactured value’ (PMV) of new homes which is a measure of the amount of a home built offsite. This can be increased over time as technology and</p>

No.	Proposed Action	Description
		supply chain capacity evolves. The test-bed could also have a focus on integrating rooftop solar, working towards net zero standards and designing modular homes which can be adapted to different needs over time. The Council can use control levers to make sites investment ready for innovative, zero carbon exemplar development.
HC2	Deliver a significant retrofit campaign Type; Investment/delivery	WCC to deliver retrofit across its social housing estate and actively promote the Warmer Homes Local Authority Delivery (LAD) programme for non-Council housing residents.
HC3	Collaborate to transform Whiteley into an urban village exemplar Type; Investment/delivery	Continuing planning approval for growth in residential housing is aligned with aims to be zero carbon and with more offsite construction. New and existing developments to have better digital connectivity. New live-workspace and smart-city solutions as part of a multi-faceted mixed use town centre offer.
HC4	Encourage increased housing supply Type; Enabling Policy	Permit development aligned to the evidence base for the local plan with a focus on aims around zero carbon and offsite construction and the need to address fuel and transport poverty, the just transition (affordability of decarbonised homes), and 20-minute communities.

Green infrastructure, biodiversity, and renewable energy

Climate change is impacting on our weather, with increased risk of flooding and rising temperatures. Increased green space in urban centres, green infrastructure in new developments, and increased biodiversity in rural areas builds resilience against climate change and improves quality of place.

Innovative water management

The Water Hub is a collaboration between Durham University, Northumbrian Water, the Environment Agency, and Durham County Council. It creates opportunities for businesses to work with communities, end users, government organisations, and research institutes to develop solutions to key water and environmental challenges in data insight; water futures; catchment management; water, energy, and waste; and enabling resilient communities.

Trees and greenery, including green roofs, reduce urban temperatures by casting shade and by reducing the build-up of heat in built infrastructure. In rural areas, green infrastructure also mitigates flooding and provides an opportunity to absorb carbon from the air and increase biodiversity.

As Winchester City Council's Biodiversity Action Plan highlights, despite its importance, biodiversity is being lost at an alarming rate. Not only is this an environmental issue, but also an economic, social, and moral one. Improved biodiversity brings environmental and ecological benefits and can also support local food production by providing habitats for natural pollinators.

Green infrastructure in urban areas is used to replace hard surfaces with sustainable urban drainage and greenery including meadows, rain gardens, and other vegetation in locations which play an important part in how rainwater flows. This acts as a natural 'sponge' to manage flood risk, reduce the volume of surface run off in urban areas, ease pressure on the sewer network, and prevent surface water flooding.

Planning for climate change

Leeds City Council are working with the Environment Agency, the University of Leeds, and the River Stewardship Company to plant 5,000 trees as part of a Natural Flood Management Programme.

The initiative will reduce flood risk to over 1,000 homes, 470 businesses, and key infrastructure along a 14km stretch of river upstream of the city centre train station, as well as capturing carbon and improving biodiversity.

The strong collaborative ethos is key, with partners also collecting data to monitor effectiveness to inform future projects.

Creating a positive planning and consultation environment with strong local leadership and advocacy will increase local renewable energy generation. This has the potential to benefit all of Winchester District with field-based solar offering rural communities that are currently high users of heating oil and bottled gas a transition to greener energy solutions. Surplus energy can be sold into the grid to benefit community-driven energy ventures.

Solar PV and energy storage investments are also viable on flat roofs in urban areas and business parks. Winchester City Council and other anchor institution-owned and -controlled buildings can demonstrate leadership here. There are then sizeable opportunities in areas such as Whiteley and other areas of large-scale retail, commercial, and industrial buildings for further private sector deployment of solar. A Winchester District with higher percentages of green energy offers enhanced protection against supply shocks and price rises.

Moving businesses and homes away from gas, replacing oil burners and LPG in rural areas, and moving from petrol and diesel to electric cars, freight, and agricultural vehicles needs affordable zero carbon electricity. A strong directional shift across Winchester City Council to green energy is a significant contribution to the Council's broader green and low carbon aspirations.

Actions

Key action: Deliver green infrastructure and ecosystem services in built-up areas

The city centre regeneration in the City of Winchester not only provides an opportunity to provide the required mix of large grade A office space, smaller flexible space, and live-work space, but also an opportunity to shape the city centre environment.

A key barrier to green infrastructure in urban areas is the cost of retrofitting green space, plants and landscaping, and sustainable urban drainage into densely built-up places. A new development is a chance to avoid this cost by embedding green

New approaches to financing solar

West Berkshire Council raised £1m to fund new rooftop solar power on Council-owned buildings from Community Municipal Bonds.

A form of public sector crowdfunding, with members of the local community able to invest in projects for a rate of return, these are a relatively new but growing way for local authorities to raise finance for infrastructure investment.

In West Berkshire a total 640 investors, 20% from within the local authority, invested with West Berkshire Council paying returns of 1.2 per cent per year over a 5-year term.

infrastructure from the start.

Green infrastructure will not just make the new development more attractive to prospective tenants and employees but it will make the new development more resilient to surface water flooding and rising temperatures.

Table 9: Green infrastructure, biodiversity, and renewable energy actions:

No.	Proposed Action	Description
GI1	<p>Deliver green infrastructure and ecosystem services in built-up areas</p> <p>Type; Investment/delivery</p>	<p>WCC to deliver proven green infrastructure and ecosystem services in the city and town centres. This includes exemplar projects in Council-controlled housing and commercial sites and using planning levers to deliver this in private sector developments.</p> <p>Replacing concrete and tarmac with nature-based solutions can help to address socio-environmental challenges and support sustainable management of urban areas while providing benefits for both human wellbeing and biodiversity. This action will also complement the Movement Strategy’s priority action to enhance public realm in the city centre</p>
GI2	<p>Co-ordinate local food producers and landowners to enhance biodiversity</p> <p>Type; Enabling Policy</p>	<p>WCC to support local food producers and landowners to enhance biodiversity and capture the value of natural capital assets for the district.</p>
GI4	<p>Collaborate with water supply companies on measures for surface water management</p> <p>Type; Partnership Working</p>	<p>Nature-based solutions such as tree planting and flood meadow refurbishment and protection are important and sustainable interventions for protecting and managing flooding. This complements the priority actions in the Carbon Neutrality Action Plan regarding rewilding, tree planting, and the creation of grassland/wetland habitats.</p> <p>In an urban context this needs to be a whole systems approach with water supply companies as key co-creation partners.</p>
GI5	<p>Deliver urban heat mitigation measures</p> <p>Type; Investment/delivery</p>	<p>Nature-based solutions such as tree planting and soft landscaping are important and sustainable interventions for mitigating urban heat.</p> <p>This complements the priority actions in the Carbon Neutrality Action Plan regarding rewilding, tree planting, and the creation of grassland/wetland habitats.</p>

No.	Proposed Action	Description
GI6	<p>Collaborate with rural land-based businesses and the South Downs National Park Authority to increase biodiversity</p> <p>Type; Partnership Working</p>	<p>SDNPA can assist rural SMEs to access central Government Environmental Land Management (ELM) funding (formerly CAP) to enhance biodiversity.</p>
GI7	<p>Co-ordinate green energy initiatives</p> <p>Type; Partnership Working</p>	<p>WCC to lead engagement activities with solar industry and potential site owners via anchor institutions and a solar-friendly communications strategy aligned with planning. This could centre around co-ordinated initiatives to develop solar energy using flat roofs of commercial enterprises and appropriate rural sites.</p> <p>This will help WCC meet its Carbon Neutrality Action Plan commitments to source 100% of all electricity purchased by the Council from renewable sources and to build or invest in large scale renewable generation projects.</p>
GI8	<p>Co-ordinate renewable energy and energy efficiency innovation and skills programme</p> <p>Type; Partnership Working</p>	<p>Build on the example of the Marwell bio-digester to stimulate similar initiatives and create a core expertise in renewables. The Marwell project was EM3 LEP funded, which could mean further opportunities for a partnership between Marwell and the LEP. Sparsholt are also developing their own renewable energy and energy efficiency projects and could be the skills and training partner.</p>
GI9	<p>Co-ordinate development of a Regional Green Growth Institute</p> <p>Type; Partnership Working</p>	<p>Solent Freeport has an objective to create a 'green' Freeport, although this has not yet been defined. However, there is potential for a 'Green Growth Institute' being part of the model – in essence a hub for developing ideas which ensure growth takes full account of environmental and social considerations. The Freeport's geography is broad and extends inland and northwards. This means there is an opportunity for Winchester District to establish a centre of excellence with links to the port. This could focus on skills in partnership with skills providers in Winchester District or on the tourism elements of port activity.</p>

8. Delivering the GEDS

Few can dispute that COVID-19 is a game-changer for how economic strategies should be formulated and delivered. As such, the GEDS is explicitly positioned as a 'next generation' strategy.

Winchester City Council's leadership role

This strategy reflects the strong desire on the part of partners and stakeholders across public sector anchor institutions, the private sector, and the third sector to work collaboratively with Winchester City Council to achieve everyone's shared goal.

For this to occur the Council needs to play the role of strategy and delivery leader, convenor of co-created solutions, and enabling partner of solutions consistent with the GEDS aims but delivered by others. In all of these measures the publicly visible advocacy, drive, commitment, and insights of Winchester City Council's leadership is an essential ingredient. Without it the GEDS and any green economic growth will be lessened.

Winchester District has many significant strengths making it well-placed to maintain the successful position it has established for itself in Hampshire and the UK. However, both the local and national economy are rapidly changing in the face of mounting environmental pressures, broader societal changes, and two of the most significant events of recent decades: Brexit and the COVID-19 pandemic. As such, the cost of doing nothing – or 'business as usual' – is rapidly rising.

This will require Winchester City Council leadership to make maximum use of all possible tools at its disposal, including but not limited to:

- Using planning as an active strategic tool to encourage the spatial outcomes required by the GEDS
- Aligning procurement approaches to support the delivery of strategic outcomes envisaged by the desired scenario outlined in the GEDS
- Ensuring assurance processes regarding Winchester City Council capital investment and interventions reflect the stated priorities committed to within the GEDS
- Senior Leadership of Winchester City Council to internally and publicly reflect message, resolve, and ambition of the GEDS

There must additionally be a structured and conscious emphasis on partnership working as not all aspects of the GEDS can be delivered by Winchester City Council in isolation. Successful execution therefore requires:

- Partnership working and relationship building both within Winchester City Council and across local authority borders

- Establishing and communicating Winchester City Council's clear identity around the GEDS with local, regional, national, and international stakeholders, partners, and investors
- Lobbying with a clear vision and 'ask' with EM3 LEP, HCC, national Government, and others

A purposeful local intelligence system deployed flexibly through scenario and contingency planning processes will be most effective. This requires Winchester City Council adopting a 'One Council' approach and, building on that, convening a coherent and cohesive 'Team Winchester' of crucial partners to progress and manage the strategy.

By 'One Council' we mean that all the powers, buttons, and levers the Council possesses have a role to play – finance, property, planning, procurement, assurance, housing, community, leisure, benefits, electoral, IT, HR, and others – far beyond a narrow economic development responsibility. There will be specified Cabinet and Senior Management figures and their directorates with responsibility and accountability for GEDS progress – but there are important roles to play from backbench ward Councillors to officer team leaders and front-line staff.

'Team Winchester' should formalise the Green Economic Development Reference Group (GEDRG) into an ongoing collaborative delivery and consultative body akin to a Local Development Board. The GEDRG will share collective ownership of the GEDS with Winchester City Council, with both organisations having key decision-making and prioritisation powers for the inevitable variations that will be required during the 2021-30 delivery period.

Partnership working

Not all aspects of the GEDS can be delivered by Winchester City Council in isolation. Successful execution therefore requires establishing and communicating Winchester City Council's clear identity around the GEDS. Whilst the GEDS has been commissioned for and is 'owned' by Winchester City Council, successful delivery of the key priority actions within this report will require cooperation, co-creation, and partnership working.

Therefore, success requires lobbying with a clear vision and translating Winchester City Council's GEDS narrative into a coherent set of 'asks' of both regional (EM3 LEP and HCC) and national Government. Those asks may take the form of either funding for key strategic interventions or of meaningful dialogue regarding key control levers that will allow Winchester City Council influence over policy decisions in areas critical to the GEDS.

A formal approach to working with regional partners such as EM3 LEP and HCC, as well as local anchor institution stakeholders such as Winchester University and the South

Downs National Park Authority, is important to efficiently and effectively deliver the GEDS.

Establishing formal working groups across local and regional delivery bodies and incorporating the views and capacities of key stakeholders will result in a coordinated approach that can lock in efficiencies and benefit residents and businesses within the district.

Leading partners to achieve net zero

In November 2019, the Sheffield City Region (SCR) Mayoral Combined Authority (MCA) declared a Climate and Environmental Emergency and committed to become net zero carbon by 2040.

The Mayor convened the SCR Net Zero Partnership and produced a Net Zero Framework. The role of the Net Zero Partnership is to deliver against the Framework.

Underscoring the need for strong leadership from the whole of the region, Leadership is named as a Framework commitment with leadership actions in the proposed Net Zero Programme which underpin actions across a number of different commitment areas.

In order to successfully deliver the GEDS it will also be necessary for Winchester City Council to work with the business community as well as the third sector. The engagement process that has delivered the GEDS has disclosed a strong appetite for such dialogue, co-creation, and co-working.

What is required is for Winchester City Council to act as the leader, the facilitator, and the convenor of such cross sectoral, multi-disciplinary initiatives. Additionally, in clearly signposting its commitment to and support for the GEDS (through its approaches to planning, housing, leisure, land and property, and finance)

Winchester City Council can create an enabling environment that can embed the GEDS in business as usual and positively contribute to the successful

delivery of the various projects and initiatives that represent the real-world outcome of the GEDS.

The GEDS is about delivering green economic growth and real change. Ownership of the change is for all elements of Winchester District's public, private, and third sectors and its citizens. Winchester City Council must create the framework for that to occur.

A new approach to service delivery

Winchester City Council, like many others around the UK, have a legacy of contracts on outsourced services and accepted directions of travel for key regeneration sites. A truly ambitious approach to the GEDS will look to revisit these immediately where possible

and to ensure that the strategic imperatives of the GEDS are reflected in how future services are delivered.

At any given time, the nature of local government is that outsourced service delivery will be subject to fixed term contracts. It is also the case that land developments (be they for housing or commercial purposes) will be working their way through planning. Winchester City Council, like all authorities, are also directed in their actions by existing plans and strategies around housing, transport, net zero and biodiversity, the city centre, business and enterprise, skills, and more.

These constraints are part of the realities of governance at all levels. Whilst these ongoing commitments should not be unwound, where possible they should be revisited to see if they can be influenced, shaped, and re-negotiated to reflect the needs of a truly low carbon and sustainability-informed model of economic growth for Winchester.

Using planning and procurement to deliver outcomes

This strategy proposes embedding the GEDS in the planning frameworks, procurement approaches, and assurance processes of Winchester City Council to send a clear message that this a deliberate and long-lasting directional shift for Winchester District.

The GEDS will require embedding new ways of working in areas such as planning, procurement, and assurance processes relating to capital investment. In other areas it is demonstrating to key partners that relationships are more important now than ever, and that there is a need to build on the collaborative working foundations that already exist within Winchester District. It is also about recognising that there is a district-wide (and indeed regional) willingness, even desire, to see clarity of leadership on the 'green agenda', and this is a natural role for Winchester City Council to play.

This strategy talks elsewhere about competing investment priorities and procedural lock-in. A common theme arising from stakeholder engagement is the importance of aligning procurement with desired outcomes. There is a recognition that solutions most beneficial to delivering the outcomes associated with the GEDS can be problematic to procure using existing procedures.

There is therefore a strong and present need for procurement processes to be clearly aligned to the GEDS. Any such exercise needs to ensure a consistency of approach by involving all local delivery partners that form critical elements of the Winchester City Council supply chain and business base. Concerns over the costs to business of process changes and the re-phasing of investment priorities to be consistent with the GEDS must be listened to and addressed collaboratively.

Funding and finance

Delivering carbon reduction activities and energy generation projects will require new sources of funding and finance. Partners in the private sector and academia will be able to access innovation and research funding, and the Council's role in a Team Winchester approach will be to broker and facilitate joint working between partners to put together funding bids.

Developing projects and funding bids is also important as we enter a new Government funding environment. Following the Autumn 2021 Comprehensive Spending Review the Shared Prosperity Fund will be launched in April 2022, replacing existing European Union funding.

A range of loans and grants exist for Council-led decarbonisation and energy projects either on Council-owned sites or across the community. Government funding and finance often takes place in phases and waves. For example, the Phase 2 Public Sector Decarbonisation Scheme (which replaced the SALIX Energy in 2-Efficiency Loan Scheme) and the Public Sector Low Carbon Skills Fund became available for short periods in the first half of 2021. It is likely that that these or similar schemes will re-open for new phases in the future and it is important the Council are fully prepared for this event by:

- Maintaining dialogue with the Local Government Association and BEIS so they know when application rounds are coming
- Continuing with feasibility studies and project proposal development so they have 'off the shelf' projects ready for a quick response to funding calls.

As well as waves of funding, there are established, and emerging forms of finance backed by the UK Government including the Public Works Loan Board (PWLB), Community Municipal Bonds, the Salix Recycling Fund, and the UK Infrastructure Bank (UKIB).

Private investment in low carbon infrastructure by institutional investors is becoming more mainstream with established large and small organisations joining specialist green investors in financing low carbon infrastructure. A challenge facing investors and local authorities is that at a local level the scale of investment can be too small in value to make a strong case for investment. Working collaboratively across regions, however, can create a more compelling proposition and play a key role in securing necessary investment. Winchester City Council can work with local authorities across South Hampshire, and potentially South East Dorset, to build a bundle of infrastructure projects which have the scale and value to attract a broader range of private finance.

These must be carefully considered in conjunction with grant funding to ensure that the GEDS' carbon reduction activities and energy generation projects are delivered in the most cost-effective way and thus ensuring maximum value for money.

Implementation and monitoring

The GEDS sets out a series of economic intentions for accelerated progress towards net zero through collaborating to grow a low carbon economy that is sustainable, resilient, inclusive, and dynamic. It makes the most of the city, rural areas and villages, market towns, and Whiteley and ensures changes are delivering improved wellbeing and natural as well as economic and financial capital.

To fulfil these intentions, the GEDS has subsequently identified eight outcomes and recommended a number of high-level actions grouped within six priority themes. For these intentions to become reality, however, a detailed implementation strategy and monitoring and evaluation plan will be required.

The implementation strategy should establish a road map for delivering the GEDS, including detailed work programmes with timelines, budgets, and identified leads, roles, and responsibilities. This will ensure that the outcomes of the GEDS are met within time and resource constraints and introduce accountability for the strategy's success.

Monitoring performance against outcomes is important to measure success of the GEDS. The suggested outcomes presented in this strategy should be finalised and appropriate indicators and targets to measure progress agreed-upon in a monitoring and evaluation plan, which should additionally include a programme for collecting baseline data for and analysing each indicator against targets over the lifetime of the GEDS.

It is essential that the implementation strategy and monitoring and evaluation plan do not work in isolation; the monitoring and evaluation plan should feed into the GEDS implementation strategy, and vice versa. As a next generation strategy, the GEDS is designed to accommodate and expect rapid change, uncertainty, and risk through contingency and scenario planning. This will require the implementation of the strategy to be responsive and adaptive to any changes in circumstance and/or priorities.

Just as importantly, the implementation strategy and monitoring and evaluation plan must be aligned with and supportive of existing strategies and policies, both at the local and regional and national levels. A process for developing and delivering a shared Action Plan and monitoring and evaluation plan with all relevant key stakeholders across Team Winchester and its strategic partners will therefore need to be established.

Leadership actions

Key action: Establish a process for developing a shared Action Plan with Team Winchester stakeholders

Following its adoption, not all aspects of the GEDS can be delivered by Winchester City Council in isolation. There must be a structured and conscious emphasis on

partnership working. There is a strong desire on the part of partners and stakeholders across public sector anchor institutions, the private sector, and the third sector to work collaboratively with the Council to achieve everyone’s shared goal.

Winchester City Council needs to play the role of strategy and delivery leader, convenor of co-created actions, and enabling partner of collaborative activity.

When adopting the GEDS, Winchester City Council should seek approval from stakeholders as well its own Cabinet. From the outset, the actions in the GEDS need to be further developed into a detailed action plan and the Team Winchester stakeholders will need to play a key role in designing this action plan. A formal and structured process for this collaboration is a way of working which stakeholders will value and rally behind.

Table 10: Delivery actions:

No.	Action	Description
L1	Formally adopt GEDS	Publicly visible advocacy, drive, and commitment of WCC’s leadership is an essential ingredient in the successful delivery of the GEDS. Without it the GEDS and any green economic growth will be lessened. The vital first stage of delivering the GEDS is therefore for elected members and the executive leadership team to ratify and formally endorse the strategy so as to internally and publicly reflect message, resolve, and ambition of the GEDS.
L2	Formalise the Green Economic Development Reference Group into a GEDS Steering Group	The Green Economic Development Reference Group (GEDRG) should be formalised into an ongoing steering group. The GEDRG with share collective ownership of the GEDS with WCC, with both organisations having key decision-making and prioritisation powers for the inevitable variations that will be required during the 2021-30 delivery period.
L3	Establish a process for developing a shared Action Plan with Team Winchester stakeholders	Given that not all aspects of the GEDS can be delivered by WCC in isolation, there must be a structured and conscious emphasis on partnership working. A process for developing and delivering a shared Action Plan comprising both an implementation strategy and monitoring and evaluation plan will therefore need to be established with all relevant key stakeholders across Team Winchester and its strategic partners.
L4	Develop a detailed implementation plan	An implementation strategy should establish a road map for delivering the GEDS, including detailed work programmes with timelines, budgets, and identified leads, roles, and responsibilities. This will ensure that the outcomes of the GEDS are met within time and resource constraints and introduce accountability for the strategy’s success.
L5	Develop a monitoring and evaluation strategy	Monitoring performance against outcomes is important to measure success of the GEDS. The suggested outcomes presented in this strategy should be finalised and appropriate indicators and targets to measure progress agreed-upon in a monitoring and evaluation plan, which should additionally include a

No.	Action	Description
		programme for collecting baseline data for and analysing each indicator against targets over the lifetime of the GEDS. The Baseline Evidence Report provides a useful starting point for this exercise.

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9. Summary and next steps

The Green Economic Development Strategy is the start of a ten-year journey. This will see Winchester City Council leading efforts to benefit from green growth. The next step is to create a shared Action Plan with partners to deliver investment and initiatives to create economic growth, which is inclusive, long-lasting, and supports the need to reduce carbon emissions and enhance the environment.

The GEDS is designed to ensure Winchester District will fully benefit from the economic opportunities of green growth. The GEDS aims to build on the existing business strengths and a high skilled workforce to grow the business base and ensure businesses and people in the district have the infrastructure, capabilities, and support needed.

Winchester District will be a district with a distinctive identity; a balanced range of economic activity; specialist areas of differentiation across the historic city, rural areas and villages, and market towns and Whiteley. It will be recognised for its enlightened environmental stewardship and sustainable harnessing of its natural assets and enjoy a growth rate exceeding county and regional averages. The Council will lead this with a strong ethos of partnership working in the district and across local authority boundaries.

With the right leadership from the Council Winchester District can respond to the great existential challenges of our time – post-pandemic recovery, climate change and nature recovery, an ageing demographic, the digitalisation of public services, and technology driven innovation – in a manner that builds on its strengths as a highly distinctive set of places and communities.

The opportunity to build on the district's strengths and uniqueness is reflected in the four scenarios that show what the GEDS could mean for communities, business, and visitors across the whole of the district. The outcomes described in the scenarios, and the GEDS policy themes and actions, have been informed by stakeholder engagement and are grounded in what local and regional partners believe is needed across the district.

Achieving these outcomes will require a One Council approach to delivery. This means different directorates of the Council working together to prioritise projects, deliver feasibility studies, and use the levers of investment, planning, procurement, leadership, and influence.

The next ten years will see national Government policy driving local authorities and local economies closer to net zero carbon emissions. This transition across the economy will

be underpinned by public and private investment in new infrastructure, innovation, growth of new goods and services, and demand for new jobs and skills.

Winchester City Council can influence how much the district benefits from the green growth opportunity. There is a choice for the Council to make. Winchester District *could* buy-in new goods, services, and skills from other places which would benefit from job creation, new businesses, and economic growth. Or Winchester District *could* invest in developing its own capabilities quickly and then sell goods, services, and skills to other places, creating new markets for Winchester District's businesses, new jobs, and economic growth.

Winchester City Council's planning, procurement, and assurance processes will play an important role in enabling public and private investment in infrastructure, innovation, business, and skills. Making Winchester District a leader and capturing the green growth opportunity requires cross-council working. This means using levers of planning, procurement, and the capital spending programme to stimulate, encourage, and support green economic development.

This does not mean the GEDS is replacing existing Council plans. The Winchester Local Plan is in development and will need to build in permissions and flexibility to favour low or zero carbon construction and development for multiple purposes. The Biodiversity Action Plan, Local Energy Strategy Action Plan, Housing Strategy, Movement Strategy, Air Quality Action Plan, and Carbon Neutrality Action Plan must all be delivered. The actions in these strategies either support progress against the GEDS outcomes or are enhanced and augmented by the GEDS.

Crucially, partners from the public, private, and third sectors will play an important role in delivering the GEDS, especially for actions which lay outside the Council's responsibility and levers of control. By leading a Team Winchester approach to delivery, the Council can make sure that partners are enhancing and complementing one another in a way aligned to agreed district-wide long-term goals.

The actions presented in the GEDS are an indication of the task ahead and present initial priorities to build momentum. Building momentum with visible activity is important both for time critical opportunities like city regeneration and for setting in train longer-term activity. Key proposed actions the council should take are:

1. **Leadership:** Establish a process for developing a shared Action Plan with Team Winchester stakeholders
2. **Innovative business and economy:** Collaborate to extend the EM3 LEP digital spine
3. **Skills and competitiveness:** Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy
4. **Culture, creative, and visitor economy:** Collaborate with the district's educational institutions to grow opportunities for the creative and cultural

sector

5. Connected, public, and electric transport:-Plan the next phase of the Electric Vehicle Infrastructure Strategy
6. Affordable, low carbon housing: Encourage low or zero carbon regeneration site testbed and development
7. Green infrastructure, biodiversity, and renewable energy: Deliver green infrastructure and ecosystem services in built-up areas

Delivering existing plans well and focusing on a small number of major interventions such as city centre regeneration and repurposing large vacant sites, digital infrastructure, and EV charging are necessary as a first step for Winchester District to achieve its full potential.

Following the adoption of GEDS, the next steps are to develop an implementation plan for the actions and monitoring and evaluation plan for measuring against outcomes. Over the life of the GEDS, the Council and partners need to ensure local intelligence systems are kept live and their relevance and application to decision-making and implementation is strengthened.

The extensive consultation and stakeholder engagement process to develop the GEDS has ensured that the competing needs and priorities of various stakeholders have been considered and inform the strategy's conclusions and recommendations. However, these will need to be constantly assessed throughout the lifetime of the GEDS to ensure that any changes in priorities or needs are adequately reflected and any tensions arising from this swiftly and amicably resolved. This will be particularly important when dealing with stakeholders external to Winchester City Council and underscores the need for partnership working and relationship building.

Realising green economic development is not just a task for Winchester City Council. The council provides vital local leadership and sets the framework for the new economy. But its economic vision can only be delivered through a partnership of key institutions from across the district. The Council has the legitimacy and authority to lead that partnership, and to advocate for the district's economic future.

This Green Economic Developments Strategy is an opportunity to build Winchester District's profile and reputation as a dynamic, sustainable place with a compelling, distinctive blend of assets, capabilities, and development opportunities, and shape a genuinely fresh and green approach to economic sustainability.

Appendices

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Appendix 1 – Stakeholder acknowledgements

The following organisations have been engaged and have helped to create the GEDS.

Basepoint

Campaign to Protect Rural England

Community First

EM3 LEP

Friends of the Earth

Green Week

Hampshire Chamber of Commerce

Hampshire County Council (HCC)

Marwell Zoo

National Farmers Union

Scottish and Southern Electricity Networks (SSEN)

South Downs National Park Authority

Sparsholt College

St John's Winchester

Sustrans

University of Winchester

Warren & Sons

Winchester Action on Climate Change (WinACC)

Winchester Association of Local Councils

Winchester Business Improvement District (BID)

Winchester City Council's Executive Leadership Board, Elected Members, Business and Housing Policy Committee, and Planning team.

Winchester School of Art

Winchester Sustainable Business Network



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