

REPORT TITLE: GREEN ECONOMIC DEVELOPMENT STRATEGY (GEDS)
DRAFT ACTION PLAN

21 JUNE 2022

REPORT OF PORTFOLIO HOLDER: Cllr Thompson, Cabinet Member for Business
and Culture

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WARD(S): ALL

PURPOSE

This paper introduces for consideration a draft GEDS Action Plan 2022-2024 (see appendix 1). This action plan focuses on activity over the two year period 2022 to 2024 and frames the work of the Economy & Community Service. It will be delivered collaboratively with officers across the council along with stakeholders and businesses from across the district.

It forms the next steps for the implementation of GEDS and sets out the prioritised actions for delivery against the themes and outcomes outlined in the strategy.

RECOMMENDATIONS:

The Policy Committee are asked to:

- Note the approach to project prioritisation and the process to identify the actions for 2022-2024;
- Review and comment on the GEDS Action Plan 2022-2024;
- Support the approach to create a web-based action plan that can be accessed, up-dated and promoted via the council website.

1 RESOURCE IMPLICATIONS

- 1.1 The staffing resources required to implement the GEDS Action Plan will come predominately from the Economy & Community Service, following the redesign of an existing post into that of Business Growth Officer (Grade 5).
- 1.2 Individual resource and implementation plans will be developed as projects and interventions in the Action Plan come forward for delivery. This will identify resources required and the routes to securing them along with the necessary funding investment – for example through bidding to external funding programmes, determining how the Shared Prosperity Fund will be allocated and business justification cases for council funding.

2 SUPPORTING INFORMATION:

2.1 **Background**

- 2.2 Approval was given to develop the next ten year Green Economic Development Strategy (GEDS) along with permission to appoint a specialist consultancy to support the council in delivering this critical strategy. Urban Foresight and Third Life Economics were appointed in March 2021.
- 2.3 Updates on the progress and development of the strategy were brought to a Policy Committee meeting on 22 June 2021, BHP017 and on 21 September 2021, BHP020. GEDS is now in its implementation and operational stages and we would like to thank the Policy Committee for their input and comment during the development stages.
- 2.4 The GEDS aims to make sure Winchester district benefits from the new jobs, goods, and services that the whole of the UK will need in the next decade. As a next generation strategy, the GEDS is also designed to deliver well-being, reduce inequalities, develop resilience, and enable the transition to a more sustainable economy.

3 **Purpose of the Action Plan**

3.1 Links to the Council Plan and other key strategies

- 3.2 Due to the multi-dimensional nature of the GEDS the action plan aligns closely with the council plan priorities:

Council priority	Strategic theme	GEDS outcomes
Vibrant Local Economy	1. Innovative Business & Economy 2. Skills & Competitiveness 3. Cultural, Creative and Visitor Economy	<ul style="list-style-type: none"> Increased business density and diversity Higher skills and productivity

Council priority	Strategic theme	GEDS outcomes
Tackling the Climate Emergency and creating a greener district	4. Connected public & electric transport	• Net CO2 emissions reduced to zero
Living Well	5. Affordable low carbon housing	• Greener transport and less congestion
Homes for All	6. Green infrastructure, biodiversity & renewable energy	• More affordable, sustainable, and flexible housing stock
		• Increased biodiversity and green infrastructure
		• More local renewable energy

- 3.3 The plan also considers other key strategies and programmes of work across the council including the Winchester Movement Strategy, the Local Plan and Central Winchester Regeneration etc. as well as beyond the district including Hampshire 2050 and Enterprise M3 Local Enterprise Partnership.
- 3.4 Issues and challenges
- 3.5 There are a range of issues and challenges outlined in the GEDS which have been considered when developing the actions within the plan. These include global, national as well as local issues.
- 3.6 More specifically when considering Winchester district directly, the action plan outlines the strengths and weaknesses along with the opportunities and threats which face the district now and into the foreseeable future. The actions, as part of this initial two year plan, along with the main suite of actions to be delivered by 2032, aims to recognise and act on the strengths, capitalise on the opportunities, minimise the weaknesses and address the threats.
- 3.7 The Committee are asked to consider the Draft Action Plan 2002-2024 that focuses activity over the next two year period. The actions tackle a range of issues and challenges the district faces and specifically the eight outcomes outlined in the strategy. It set outs the projects in terms of:
- a) Completed - Actions delivered in their entirety = three actions
 - b) Commenced: Actions where delivery includes and is beyond Phase 1 = six actions
 - c) Concept: Actions in exploratory & research stage / first year of delivery = 12 actions
- 3.8 Reflective of the GEDS itself, this plan is an agile, flexible and adaptable plan and should not be regarded as final as it will recognise opportunities as they arise. This will enable actions, not currently considered in this first period of

implementation, to be brought forward for inclusion. To support this approach consideration has been given as to how best to present the action plan; share with stakeholders; promote to businesses and, over time, encourage wider participation and ownership. The Committee are asked to agree the proposed approach of publishing a dynamic web-based plan that sets out the actions with links to further details such as the detailed implementation plans and outcomes. This enable plans to be updated and changed; new ones added and completed or obsolete ones removed.

3.9 **Prioritisation Exercises**

3.10 GEDS suggested thirty-four actions with varying degrees of priority and which fall into one or more of the following four categories:

- a) Enabling Policy
- b) Investment/Delivery
- c) Partnership Working
- d) Research/Feasibility

3.11 Of the initial thirty-four actions four have not been included in this action plan. This is because they will be considered in, and form part of, other actions; are already part of the team's main work programme; or have been superseded by other activity. These are:

- (i) IB2: Collaborate to refresh CRM and business relationship management – this is part of the team's ways of working included in the council partnership management guidance.
- (ii) IB8: Deliver a post-COVID relocation prospectus – this is superseded by the market materials for Central Winchester Regeneration and covered in the marketing and the promotions as part of the High Streets' Priority Action Plan.
- (iii) CCVE3: Co-ordinate rural tourism businesses – this will be included in the Sustainable Tourism Strategy work.
- (iv) CCVE4: Co-ordinate us of local creative capabilities in non-creative businesses and vice versa – this will be included in the Cultural Strategy work.

3.12 In order to prioritise the remaining actions a range of activities have been undertaken to establish which will be taken forward to form the first two year action plan. The Committee are asked to note the approach taken with regard to these exercises which are summarised in the Action Plan Appendices (see Appendix 2) and includes:

- a) A series of meetings and exercises undertaken with the Steering Group (see Section 2). Steering Group members were given the opportunity to feedback on which actions they feel are a priority for the first two

year plan. Of those priorities members have also indicated if they are active within these work streams.

- b) A Business Advisory Panel which included live on-line polling (see Section 3) and the opportunity to debate and prioritise the actions outlined within GEDS.
- c) Review sessions with Corporate Heads of Service and associated teams to consider how GEDS priorities align with existing work programme priorities and delivery timelines across the council.
- d) An Impact and Effort analysis (see Section 4). This analysis considers the characteristics of each action and plots them in the relevant quartile based on the level of effort and impact involved. The actions proposed to be tackled in phase one of the plan demonstrate an appropriate mix and range of effort and impact levels.
- e) A co-benefit/co-dependency analysis (see Section 5). This analysis demonstrates the connectivity between each of the actions both in terms of benefit and dependency on each other. This allows the “bundling” of actions and in doing so, given the agile nature of this plan, may bring about some fluidity in terms of prioritisation throughout the life of the strategy.
- f) A division of responsibilities overview (see Section 6). This overview outlines the actions that fall into the direct responsibility of:-
 - (i) The Tourism & Economy Teams
 - (ii) The wider Economy & Community Service
 - (iii) Teams and work streams elsewhere in the council
 - (iv) Partners and Stakeholders outside of the council

3.13 **Delivery, Monitoring and Evaluation**

3.14 Internal

3.15 A set of key performance indicators (KPIs) are proposed in the Strategy for each of the eight outcomes outlined in GEDS; and as part of the process of developing the detailed implementation plans for each intervention or action they will be reviewed. This will serve as a measure of the green economic benefits that the delivery of GEDS brings about. It is proposed that the PAC Board will provide scrutiny of this process.

3.16 Performance and progress will also be reported quarterly to the GEDS Programme Board, including a full year annual review in 2023. In addition, quarterly progress updates will be provided as part of the Finance and Performance Monitoring report, which is considered by the Performance Panel and Cabinet. Comment from the Business & Housing Policy Committee will continue to be sought as appropriate throughout the life of the strategy.

3.17 An implementation group will be set up that comprises of officers from across the council who will work together to ensure the action plan and associated Green Economic Development Strategy outcomes are fully embedded in appropriate strategies, policies and work programmes. The group will be responsible for delivery of projects being undertaken by the action groups. The group will be required to provide a quarterly update report to the GEDS Programme Board. This group will be made up of the following plus relevant Service Leads and appropriate representatives from Finance and Communications will be asked to attend relevant meetings as required, dependent upon the specific agenda:

- Corporate Head of Service: Economy & Communities
- Service Lead: Economy & Tourism
- Service Lead: Community & Wellbeing
- Business Engagement Manager
- Tourism Marketing & Development Manager
- Sustainability Manager
- Natural Environment & Recreation Manager
- Head of Programme: Place
- Head of Programme: Central Winchester Regeneration
- Corporate Head of Service: Housing
- Corporate Head of Service: Regulatory

3.18 External

3.19 The GEDS has been developed collaboratively across the district's business community. This collaboration will continue through the mobilisation of the action plan and the formation of action groups where appropriate that will facilitate the delivery of the relevant actions. The external action groups will be facilitated by council officers and made up of officers, businesses, stakeholders and representative organisations who have an interest in, and can enable the delivery of, the actions and their associated implementation plans.

3.20 A steering group of key stakeholders and representative organisations has been established and will continue to meet throughout the duration of the two year action plan. The purpose of the steering group is to provide a shared focus on achieving GEDS outcomes across the district through a clear, consistent and resources effective approach to the delivery of projects and investments by all those who have a role to play or influencing those that do.

3.21 A business advisory panel will meet to foster collaboration and engage the wider business community in the achievement of the action plan. This will include seeking input on plans for the forthcoming period.

3.22 In the first part of 2024 the action plan will be evaluated with the aim of developing a second action plan for next period of activity, likely to cover the period of 2024 – 2027. At this time consideration will be given to the relative importance and need for alignment with the four scenarios as outlined in the strategy:-

- a) Levelled up district
- b) 20-minute communities
- c) Resilient district
- d) A vibrant place to do business

4 OTHER OPTIONS CONSIDERED AND REJECTED

4.1 Alternative options considered:

- a) No action plan is produced: this option was rejected as it is considered crucial that there is a clear plan for how the outcomes outlined in the strategy will be realised over the next ten years and that this plan can be used to track and monitor delivery.
- b) A long term ten year action plan is produced: this option was rejected as it was felt that ongoing delivery would benefit from a series of time bound plans covering the life of the strategy. An initial two year plan would set the direction and focus efforts on initial priorities.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

BHP017	22 June 2021	10 year Green Economic Development Strategy
BHP020	21 September 2021	Winchester district ten-year Green Economic Development Strategy
CAB3319	20 October 2021	Winchester District Green Economic Development Strategy

Other Background Documents:-

None.

APPENDICES:

Appendix 1: Draft Green Economic Development Strategy Action Plan 2022 -2024

Appendix 2: GEDS Action Plan 2022-2024 Appendices