

**WINCHESTER DISTRICT TEN YEAR
GREEN ECONOMIC DEVELOPMENT STRATEGY:
DRAFT ACTION PLAN 2022 - 2024**



Contents

	page
1. Introduction.....	3
2. Purpose of the plan.....	4
3. Links to the council plan.....	5
4. Issues and evidence.....	7
5. Monitoring and evaluation.....	9
6. Governance.....	9
7. Routes to delivery.....	12
8. Prioritisation.....	12
9. Phase 1 Action Plan.....	16
10. Implementation Framework....	21
11. Implementation Plans.....	23



1. Introduction – The Green Economic Development Strategy 2022-2032

Work commenced in March 2021 to create a new economic strategy for Winchester district. Consultant Urban Foresight and Third Life Economics were appointed and in October 2021 the council approved a Green Economic Development Strategy (GEDS) that consists of:

- Evidence base
- A framework strategy of thirty-four actions, grouped under six policy themes to achieve eight outcomes which could be evaluated through the lenses of four scenarios.

(add link to diagram)

This action plan forms part of the next steps for the delivery of GEDS.

Why now?

The previous Economic Development Strategy had expired and therefore a replacement was required. Moreover, Winchester district faces similar global and national challenges to many parts of the country; climate change and decarbonisation, post-COVID recovery, digitalisation, and growing inequalities in a rapidly aging society. The GEDS outlines how these can be addressed and make the most of the opportunities for green growth in a way that is distinctive to Winchester district. It also reflects how government policy and funding is responding to these societal challenges.

The next ten years will see national government policy driving local authorities and local economies closer to net zero carbon emissions. This transition 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 district has unique strengths and assets which provide a platform to accelerate economic development well positioned to capitalise on significant green growth opportunities. Economic growth and the transition to net zero carbon is becoming a single joined-up policy priority across the UK.

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.

2. Purpose of the plan

This action plan will focus on activity over the two year period 2022 to 2024. It considers the actions that have been outlined in GEDS, grouped in the six policy themes which lead to the following outcomes:

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

See Appendices Section 8 ([add link](#)) for an overview of each action and the resulting outcome.

Reflective of the GEDS itself, this plan is an agile, flexible and adaptable plan, focussing on activity over the next two years. As such, it should not be regarded as final as it will recognise opportunities as they arise that could enable actions, not currently considered in this first period of activity, to be bought forward for consideration. The plan will be used as a key tool to address the issues and challenges illustrated in the strategy and which are outlined in section four. The monitoring and evaluation process, outlined in section five, enables this approach.

A number of framework implementation plans are contained within this version of the action plan, and development of other implementation plans, along with the mobilisation of the steering group and/or dedicated action groups, will be used to take forward agreed actions over the next two year.

Whilst this is a council led plan, it has and will continue to be developed and delivered in partnership with key stakeholders across the district. The steering group and the business advisory panel are likely to have more input to provide on this action plan and this will be reflected in future versions.

It is recognised that the actions outlined section nine are at different stages in their development. As such some actions will be

- Completed - in their entirety and benefits accruing from the outcomes will be achieved by 2024,
- Commenced – longer term projects that will not be completed until post 2024 but need to start within the plan period
- Concept - where exploratory and research activity, along with influencing policy and planning, will form the bulk of the work by 2024.

It is recognised that a number of these actions form part of longer term strategies being addressed elsewhere, in the council or by one of our partners or stakeholders.

3. Links to the Council Plan

The Council has developed its plan to 2025 which sets out what it wants to achieve and to address the main challenges facing the Winchester district. “Vibrant local economy” and “Tackling the Climate Emergency and creating a greener district” form two of the five priorities of the plan and align directly to the ambitions outlined in the Green Economic Development Strategy. In addition to these two priorities, actions outlined in the GEDS will also assist in tackling priorities including “Living Well” and “Homes for All”.

Tackling the Climate Emergency	<ul style="list-style-type: none"> • Deliver urban heat mitigation measures
Vibrant local economy	<ul style="list-style-type: none"> • Collaborate to extend the EM3LEP digital spine • Co-ordinate innovation and knowledge-sharing in the rural and land-based economy • Collaborate with rural land-based businesses and the South Downs National Park Authority to increase biodiversity • Deliver a Sustainable Tourism strategy • Collaborate with the district’s educational institutions to grow opportunities for the creative and cultural sector
Homes for All Living Well	<ul style="list-style-type: none"> • Deliver a significant retrofit campaign • Encourage increased housing supply

In addition to the Council Plan, the actions outlined in the Green Economic Development Strategy directly align to and will support the delivery of, the following council strategies and major programmes:-

- The Carbon Neutrality Action Plan
- The City of Winchester Movement Strategy
- The New Homes Programme
- Central Winchester Regeneration



Furthermore it is aligned to, and is in support of, Hampshire 2050 and the work being carried out on behalf of Hampshire County Council by the New Economic Foundation, as well as key priorities outlined in strategies developed by the South Downs National Park Authority.

4. Issues and evidence

There are a range of issues and challenges outlined in the GEDS which have been considered when developing the action plan. The table below outlines some of the key global, national and local issues to be considered.

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

More specifically when considering Winchester district directly, the table overleaf 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 2031, aim to recognise and act on the strengths, capitalise on the opportunities, minimise the weaknesses and address the threats.

STRENGTHS

- 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

OPPORTUNITIES

- 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.

WEAKNESSES

- 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 eco-system
- 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

THREATS

- 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

5. Monitoring and Evaluation

A set of key performance indicators (KPIs) will be agreed for each of the eight outcomes outlined in GEDS to serve as a measure of the green economic benefits that the delivery of GEDS will bring about. An initial set of indicators has been proposed and these will be added to, or changed, as appropriate through the delivery of interventions and actions. See Appendices Section 9 (*add link*).

The progress against KPIs and the delivery of actions will be monitored and reviewed both internally (through existing performance management processes) and externally through the GEDS governance structure. Throughout the life of the strategy the four scenarios below will also be used as lenses through which to evaluate the prevailing need for action should economic, social and environment policy and needs shift.

- Levelled up district
- 20-minute communities
- Resilient district
- A vibrant place to do business

In the latter part of this two year action plan, a further action plan will be developed for the next period of activity, likely to cover the period of 2024 – 2027.

6. Governance

Internal

The council has established a Green Economic Development Strategy Programme Board. Its members will be:

- Cabinet member for Business and Culture
- Cabinet member for Climate Emergency
- Cabinet member for Community & Housing
- Shadow Cabinet member for Economy
- Strategic Director
- Corporate Head of Economy & Community (Project Sponsor)
- Service Lead Economy & Tourism (Programme Lead)
- Service Lead Community & Wellbeing

The GEDS Programme Board's primary focus is to oversee delivery and provide accountability for the GEDS 2022-2032. Its role will be to:

- Provide guidance / advice on resolutions to issues / delays / constraints that are preventing delivery
- Consider / raise interdependencies with corporate programmes and projects
- Consider resource implications – financial and staffing etc
- Review
 - Programme risks
 - Quarterly progress reports and updates provided by the Implementation Group
 - Annual performance report provided by the Implementation Group

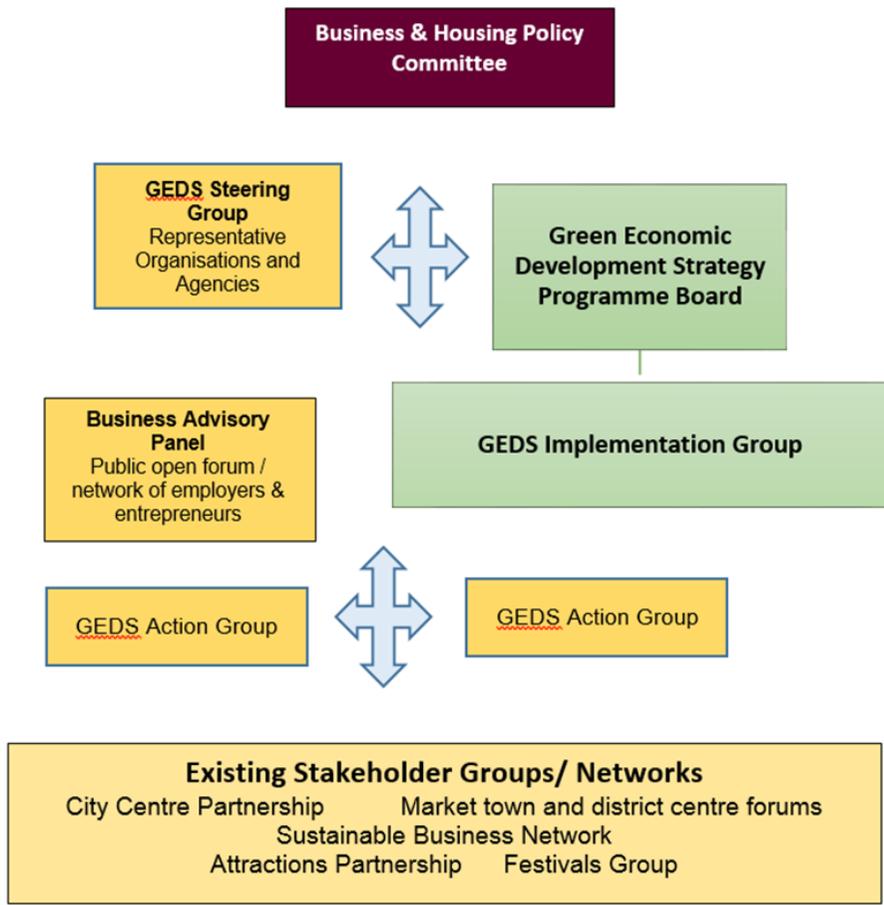
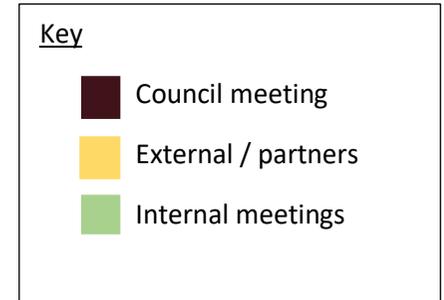
External

The council will continue to host a business advisory panel throughout the life of the GEDS. This public forum will aim to foster collaboration and engage the wider business community in the achievement of the strategy. This will include seeking input on plans for the forthcoming period.

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 will 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.

Governance diagram



7. Routes to delivery

The GEDS has been developed collaboratively across the district's business community. This collaboration will continue and intensify as this strategy develops the implementation plans around each action. It is recognised that this action plan will be delivered in collaboration with key stakeholders and representative organisations including EM3 LEP, Hampshire County Council, South Downs National Park Authority, Hampshire Chambers of Commerce, Federation of Small Businesses, Winchester BID, Sustrans, University of Winchester, Winchester School of Art, Sparsholt College, Sustainable Business Network along with the wider business community and other appropriate representative bodies and stakeholders.

Action groups will be established where appropriate to support the delivery of this two year plan. Such 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 action and its associated implementation plan.

An **implementation group** that comprises of officers 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.

8. Prioritising the Action Plan

The GEDS suggested thirty-four actions under six key themes. These actions represent varying degrees of priority and fall into one or more of the following categories:

- Enabling Policy
- Investment/Delivery
- Partnership Working
- Research/Feasibility

A number of actions will move through one or more of the above categories during its life cycle.

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:

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.

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.

CCVE3: Co-ordinate rural tourism businesses – this will be included in the Sustainable Tourism Strategy work.

CCVE4: Co-ordinate us of local creative capabilities in non-creative businesses and vice versa – this will be included in the Cultural Strategy work.

A range of activities have been undertaken in order to establish which actions will be taken forward and which will form part of the first two year action plan. This included and the detail of which are given in the Appendices:

- A series of meetings and exercises undertaken with the Steering Group
- A Business Advisory Panel which included live on-line
- 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
- An Impact and Effort analysis
- A co-benefit/co-dependency analysis
- A division of responsibilities overview

By undertaking the above activities and engagement the remaining thirty actions have been prioritised against a timeline of phased delivery, within the following three specific phases:

- Phase 1: 2022 – 2024
- Phase 2: 2024 – 2027
- Phase 3: 2027 – 2032

The Action Plan demonstrates separately those actions which are:

- Blue – completed - Will be delivered in their entirety in the action plan period shown
- Green – commenced or commencing in the first two year action plan and delivery will be realised in future action plans
- Yellow – concept - Are in an exploratory/development phase prior to delivery

Phase 1 will aim to achieve:

Stage	Lead	Number
Completed Actions completed in their entirety by the end of this phase	3 = Economy & Tourism Teams	3
Commenced Actions that are already underway and where delivery will be during and beyond Phase 1	2 = Economy Team 1 = Transport Team 2 = Housing Team 1 = Natural Environment & Recreation Team	6
Concept Actions that will commence exploratory/research/feasibility activity during this phase, but not be delivered until future phases	6 = Economy Team 3 = Transport Team 3 = Housing Team 1 = Natural Environment & Recreation Team 2 = Sustainability Team	12

The actions being delivered in Phase 1 Action Plan outlined below have been assessed as high impact, as illustrated in the impact effort analysis. The chart below illustrates eight actions receiving intervention in the Phase 1 Action Plan, of which four are high impact but which also require high effort and the remaining four are also high impact but require lower effort.

Policy Theme code	Policy Theme	Action Plan description	HE/Hi	LE/Hi	2022/23	2023/24
IB7	Innovative Business & Economy	Encourage repurposing retail space	Grey	White	Yellow	Green
SFE1	Skills & competitiveness	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy	Grey	White	Green	Green
CCVE1	Culture, creative & visitor economy	Deliver a Sustainable Cultural Strategy	White	Grey	Blue	Blue
CCVE2	Culture, creative & visitor economy	Deliver a Sustainable Tourism Strategy	White	Grey	Blue	Blue
T3	Connected, public & electric transport	Collaborate with HCC on Bus Improvement Plan	Grey	White	Green	Green
T4	Connected, public & electric transport	Collaborate with HE and HCC on the Movement Strategy	White	Grey	Green	Green
HC2	Affordable, low carbon housing	Deliver a significant retrofit campaign	White	Grey	Green	Green
HC4	Affordable, low carbon housing	Encourage increased housing supply	Grey	White	Yellow	Yellow

9. Phase 1 Action Plan

Completed: Actions delivered in their entirety

Policy Theme code	Policy Theme	Action Plan description	Implementation Lead	Example Action/Implementation Group External stakeholders	GEDS Outcome	2022/23	2023/24
CCVE1	Culture, creative & visitor economy	Deliver a Sustainable Cultural Strategy	Tourism Marketing & Development Team	Hampshire Cultural Trust Play to the Crowd Cultural Network Winchester School of Art University of Winchester Festivals Group	Net CO2 emissions reduced to zero Increased business density and diversity		
CCVE2	Culture, creative & visitor economy	Deliver a Sustainable Tourism Strategy	Tourism Marketing & Development Team	Discover Winchester Attractions Group Visit Hampshire Tourism South East Visit England/Britain Relevant sustainability partners	Net CO2 emissions reduced to zero Increased business density and diversity		
CCVE5	Culture, creative & visitor economy	Co-ordinate the establishment and operation of a creativity-themed business cluster network	Economy & Cultural Development Teams	Hampshire Cultural Trust Play to the Crowd	Increased business and density Higher skills and productivity		

Commenced: Actions where delivery includes and is beyond Phase 1

Policy Theme code	Policy Theme	Action Plan description	Implementation Lead	Example Action/Implementation Group External stakeholders	GEDS Outcome	2022/23	2023/24
IB7	Innovative Business & Economy	Encourage repurposing retail space	Economy Team	Winchester City BID Market Town Representation Landlords & Real Estate Agents	Increased business density & diversity		
SFE1	Skills & competitiveness	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy	Economy Team	Hampshire County Council EM3 LEP	Net CO2 emissions reduced to zero Higher Skills and Productivity		
T4	Connected, public & electric transport	Collaborate with HE and HCC on the Movement Strategy	Transport Team	Hampshire County Council Highways England	Net CO2 emissions reduced to zero		
HC1	Affordable, low carbon housing	Encourage low or zero carbon regeneration site testbed and development	Housing Team		Net CO2 emissions reduced to zero		
HC2	Affordable, low carbon housing	Deliver a significant retrofit campaign	Housing Team		More affordable, sustainable, and flexible housing stock Net CO2 emissions reduced to zero Reduced socio-economic and spatial inequality		
GI5	Green infrastructure, biodiversity & renewable energy	Deliver urban heat mitigation measures	NERT Team		Increased biodiversity and green infrastructure		

Concept: Actions in exploratory & research stage / first year of delivery

Policy Theme code	Policy Theme	Action Plan description	Implementation Lead	Example Action/Implementation Group External stakeholders	GEDS Outcome	2022/23	2023/24
IB1	Innovative Business & Economy	Collaborate to extend the EM3 LEP digital spine	Economy Team	LEP/HCC	Increased business density & diversity Reduced socio-economic and spatial inequality		
IB3	Innovative Business & Economy	Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.	Economy Team		Increased business density & diversity		
IB4	Innovative Business & Economy	Co-ordinate a digital cluster programme	Economy Team		Net CO2 emissions reduced to zero Increased business density and diversity		
IB5	Innovative Business & Economy	Co-ordinate a single business carbon reduction and responsible management programme	Economy Team		Net CO2 emissions reduced to zero More local renewable energy Higher skills and productivity		
IB6	Innovative Business & Economy	Deliver flexible, affordable grow on/small SME space	Economy Team		Increased business density & diversity Reduced socio-economic and spatial inequality		

Policy Theme code	Policy Theme	Action Plan description	Implementation Lead	Example Action/Implementation Group External stakeholders	GEDS Outcome	2022/23	2023/24
T1	Connected, public & electric transport	Deliver a plan for the next phase of EV charging infrastructure strategy	Transport & Sustainability Teams		Net CO2 emissions reduced to zero Greener Transport & less congestion		
T2	Connected, public & electric transport	Deliver new park and ride capacity to the north of the city.	Transport & Major Projects Teams	In partnership with HCC	Net CO2 emissions reduced to zero Greener transport and less congestion		
T3	Connected, public & electric transport	Collaborate with HCC on Bus Improvement Plan			Net CO2 emissions reduced to zero Greener transport and less congestion		
T5	Connected, public & electric transport	Co-ordinate a high profile EV fleet commitment	Transport Team		Net CO2 emissions reduced to zero		
HC4	Affordable, low carbon housing	Encourage increased housing supply	Housing Team		More affordable, sustainable, and flexible housing stock		
GI7	Green infrastructure, biodiversity & renewable energy	Co-ordinate green energy initiatives	Sustainability Team		More local renewable energy Reduced socio-economic and spatial inequality		
GI8	Green infrastructure, biodiversity & renewable energy	Co-ordinate renewable energy and energy efficiency innovation and skills programme			More local renewable energy		

Action for Phases 2 and 3

The remaining eight actions are prioritised for later phases of the GEDS action plans.

			Phase 1	
			2022/23	2023/24
Policy Theme code	Policy Theme	Action Plan description		
SFE2	Skills & competitiveness	Co-ordinate development of a rural innovation hub for energy efficiency and generation		
T6	Connected, public & electric transport	Deliver a feasibility for electric vehicle car club scheme		
HC3	Affordable, low carbon housing	Collaborate to transform Whiteley into an urban village exemplar		
G11	Green infrastructure, biodiversity & renewable energy	Deliver green infrastructure and ecosystem services in built-up areas		
G12	Green infrastructure, biodiversity & renewable energy	Co-ordinate local food producers and landowners to enhance biodiversity		
G4	Green infrastructure, biodiversity & renewable energy	Collaborate with water supply companies on measures for surface water management		
G16	Green infrastructure, biodiversity & renewable energy	Collaborate with rural land-based businesses and the South Downs National Park Authority to increase biodiversity		
G19	Green infrastructure, biodiversity & renewable energy	Co-ordinate development of a Regional Green Growth Institute		

Phase 2 and 3 action plans are outlined in the Appendices Section 7. *(add link)*

As described previously, the action plans which underpin the overall GEDS delivery are agile and as such will adjust in response to factors affecting prioritisation over the life of the strategy. Therefore those actions outlines in phases 2 and 3 should at this stage be regarded as indicative.

10. Framework Implementation Plans Phase 1

Stage	Links to Implementation Plans
<p>Completed</p> <p>Actions completed in their entirety</p>	<p>CCVE1: Deliver a Sustainable Cultural Strategy</p> <p>CCVE1: Deliver a Sustainable Cultural Strategy</p> <p>CCVE5: Co-ordinate the establishment and delivery of a creative sector themed business cluster network</p>
<p>Commenced</p> <p>Actions that are already underway and where delivery will be during and beyond Phase 1</p>	<p>IB7 Encourage repurposing retail space</p> <p>SFE1 Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy</p> <p>T4 Collaborate with HE and HCC on the Movement Strategy</p> <p>HC1 Encourage low or zero carbon regeneration site testbed and development</p> <p>HC2 Deliver a significant retrofit campaign</p> <p>GI5 Deliver urban heat mitigation measures</p>
<p>Concept</p> <p>Actions that will commence exploratory/research/feasibility activity</p>	<p>IB1 Collaborate to extend the EM3 LEP digital spine</p> <p>IB3 Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.</p> <p>IB4 Co-ordinate a digital cluster programme</p> <p>IB5 Co-ordinate a single business carbon reduction and responsible management programme</p>

	IB6	Deliver flexible, affordable grow on/small SME space
	T1	Deliver a plan for the next phase of EV charging infrastructure strategy
	T2	Deliver new park and ride capacity to the north of the city.
	T3	Collaborate with HCC on Bus Improvement Plan
	T5	Co-ordinate a high profile EV fleet commitment
	HC4	Encourage increased housing supply
	GI7	Co-ordinate green energy initiatives
	GI8	-ordinate renewable energy and energy efficiency innovation and skills programme

Phase 1 Example Implementation Plans

CCVE2: Deliver a Sustainable Tourism Strategy

The current Destination Management Plan has expired. An agile Communications Plan has been in place to underpin activity during the course of the Pandemic. It is now timely to produce a new collaborative strategy in order to:-

- Provide a strategic context in which Winchester as a destination of choice may remain competitive, strengthen existing sectors and products whilst developing new ones in support of this key economy across the district
- Align the visitor economy with the carbon neutral targets set out for the council and district
- Continue to recover and re-position this key sector following the pandemic
- Respond to the changes at regional level and recognise potential changes at national level in respect of the DMO review

Activities/Stages of delivery	Examples
Develop a governance structure to deliver the development of the strategy	
Develop and evidence base	National, regional and local context SWOT Competitor/Gap Analysis/Sector development opportunities Assessment of sectors associated and interdependent/benefit from the visitor economy
Define external national, regional and local stakeholders considering existing groups and gaps as well as internal stakeholders.	Initiate agile and robust programme of engagement to :- <ul style="list-style-type: none"> - gain broad ownership of the strategy - recognise stakeholder priorities - test development of the strategy at key milestones

<p>Agree vision, aims, objectives and outcomes of the strategy</p>	<p>Net CO2 emissions reduced</p> <p>Increased density and diversity of visitor offer / contribute to place-making and overall enhancement and conservation of the district's cultural, natural and historic assets whilst minimising damage to environment.</p> <p>Increased spend and length of stay</p> <p>Improved visitor experience</p> <p>Improved sustainable travel options</p> <p>Inclusive and accessible offer open to all</p> <p>Increased connectivity and co-operation between sectors within and associated with the visitor economy including maximising the use of local supply chains – including food supplies</p>
<p>Develop a framework delivery model/roadmap</p>	<p>Create a series of themes, priorities, actions, underpinned by KPIs and associated resources, roles and responsibilities required for delivery</p>
<p>Define governance structure to underpin delivery of strategy and the role for Winchester City Council/Visit Winchester</p>	
<p>Compile industry/outward facing strategy document and launch</p>	

T4: Collaborate with HE and HCC on the Movement Strategy

The [Winchester Movement Strategy \(WMS\)](#) was adopted by Hampshire County Council and Winchester City Council in spring 2019. It identifies these three priorities:

- Reduce city centre traffic
- Support healthier lifestyle choices
- Invest in infrastructure to support sustainable growth.

Programme of work
A new Park and Ride site on Andover Road
Changes to cost & amount of city centre car parking
Convert eastern parts of one-way system to two-way streets
Creating better public spaces in the city centre
Create a high-quality walking route from the railway station to the Winchester Sports and Leisure Park at Bar End
Provide safe cycle routes on corridors into and through the city centre
Provide bus priority measures on main routes into the city centre
Invest to improve the attractiveness of local bus services
Install additional loading bays within the city centre and changes to timing of servicing access
Seek to establish a delivery hub on edge of city to reduce lorry movements in the city centre

HC2: Deliver a significant retrofit campaign

Financial resource

CAB3334 (February 2022) allocated £15.7m to fund “retrofit” works to council homes over 10 years

Staffing

A retrofit assessor, designer and installer have been appointed.

Programme of work

Programme of Work	Timeline
Work with Net Zero Solutions and the National Energy Foundation to produce a long term retrofit plan	September 2022
'Making Homes Carbon Neutral' programme initially targeted at properties that become void with an EPC rating of Band D and below in order to bring as many properties as possible up to an EPC C rating and above.	Target 100 homes per year
Pilot scheme of two council Swedish Houses in Bramdean receive full retrofit works.	Achieved
Appoint a monitoring system company	June 2022
Sheltered housing and communal areas upgrade to LED lighting	Achieved in 85% of schemes
Energy audits of the highest carbon emitting sheltered housing sites to be commissioned.	Completed
Work with tenants on the retrofit journey via the Council's Tenant Representation Group 'Tenant an Council Together' (TACT)	Ongoing
Review of heating and hot water systems as set put in CAB3293 (para.16.4 (a) to (c)). (Add target date)	