

**WINCHESTER DISTRICT TEN YEAR  
GREEN ECONOMIC DEVELOPMENT  
STRATEGY:  
DRAFT ACTION PLAN 2024 – 2027**



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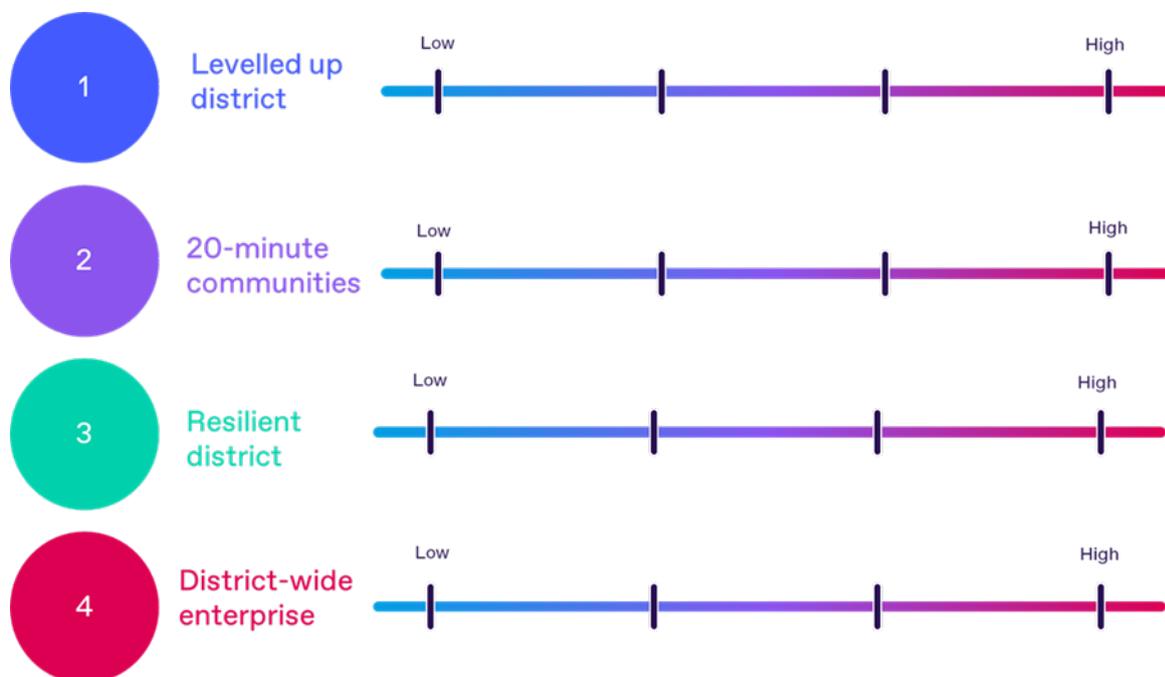
Winchester City Council Carbon Neutrality Programme Board  
Terms of Reference – Approved November 2023

## 1. Introduction

Following the adoption of the Green Economic Development Strategy at Cabinet on 20 October 2021, the first GEDS Action Plan was developed and considered at Business and Housing Policy Committee on 1 March 2022. This plan covered the period up to 31 March 2024. It is now timely to develop the next action plan and in doing so:

- reflect on what has been achieved
- consider which factors (both external and internal) have changed since the GEDS was written
- consider the readiness of actions where research and concept-testing was being undertaken
- assess those actions outlined in GEDS which were not part of the 2022 and 2024 and assess if they are still relevant and appropriate for inclusion in the 2024 2027 Action Plan
- consider any actions that were not completed in the 2022 2024 Action Plan for carry over to the 2024 2027 Action Plan
- consider any new actions which reflect any changed factors and/or effectively reflect the four scenarios.

In addition to the above, the approach adopted in developing and delivering the next action plan will remain agile to allow the opportunity to dial up or dial down the actions and provide the space to introduce new action which reflect changing factors across the life of the plan influencing the four GEDS scenarios:



The plan below reflects:

- The current priorities and targets for the council and the district as a whole.
- The reinforced commitment to the climate emergency as reflected in the Carbon Neutrality Action Plan.
- The opportunities current and future funding offers to bring about the delivery of actions.

## **2. Priorities & Targets**

Winchester City Council declared a Climate Emergency in 2019 and a Nature Emergency in 2023. The Council Plan places “tackling the climate emergency and creating a greener district” as the overarching priority and has set a target of being a carbon neutral district by 2030.

## **3. GEDS and the Council Plan**

The City 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. The priorities outlined in the GEDS will assist in the achievement of the council’s priorities, as outlined in the plan. It focusses on specifically “Vibrant local economy” and “Tackling the Climate Emergency and creating a greener district” as two of the five council’s priorities. In addition to these actions outlined in the GEDS also align with other priorities including “Living Well” and “Homes for All”.

Since the GEDS was written the City Council has:

- in December 2022 introduced four areas of enhanced focus:
  - Green faster
  - Listening better
  - Cost of Living
  - Pride in Place
- Reinforced its commitment to carbon neutrality by 2030 through the Winchester District Carbon Neutrality Roadmap and revised CNAP
- Declared a nature emergency

Consideration has been given to the above when developing this action plan. Examples of how the actions connect with the council plan are outlined below:

Tackling the Climate Emergency/Greener Faster	<p>Deliver urban heat mitigation measures</p> <p>Deliver green infrastructure and ecosystem services in built-up areas</p> <p>Co-ordinate local food producers and landowners to enhance biodiversity</p> <p>Co-ordinate green energy initiatives</p>
Vibrant local economy	Deliver a sustainable tourism strategy
Homes of all	<p>Deliver a significant retrofit campaign</p> <p>Collaborate to transform major developments into exemplar sustainable schemes.</p> <p>Encourage increased housing supply</p>

In addition to the above GEDS remains closely connected to several other key council strategies.

#### **4. Connected strategies and plans**

The GEDS remains closely connected with several other strategies across the council. This interdependency is illustrated below and reflected in the action plan.



The Winchester Green Economic Development Strategy sets out a framework and overall direction to influence the development of the district's economy, positioning it as a sustainable place in which to live, work, learn and visit. [Green Economic](#)

[Development Strategy](#). The Carbon Neutrality Action Plan (CNAP) sets out the council's approach to carbon neutrality. [Carbon Neutrality Action Plan - Winchester City Council](#) This 2024-2027 Action Plan recognises the interdependency between the GEDS and the CNAP. It will take the effort, commitment, and action of a wide group of individuals, businesses and organisations to achieve the aims and objectives set out in these plans. Therefore the 2024 - 2027 GEDS Action Plan and revised governance structure aims to facilitate this. (see section 10.1)

#### **4.1 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 consisted of:

- An 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

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.

### **5. National context**

The complexity and interconnectedness of the modern economy has become increasingly apparent over the last five years. A series of events, including the United Kingdom leaving the European Union, the Covid-19 pandemic, and the Russian war on Ukraine and most recently Israel's war in Gaza have impacted commodity markets, population patterns, trade movements and the subsequent prices faced by consumers. This is compounded by continuing environmental crises around the world and the economic damage natural disasters can cause.

The labour market continues to recover from Covid-19 however it is still struggling to fill jobs, lagging commercial property markets, particularly for offices which are being less used; high inflation, raising costs for both consumers facing cost of living challenges and business struggling to maintain margins; business investment continues to remain subdued and a changing export pattern, which has at least in the short-term been negatively affected by the departure from the EU. However, annual consumer price inflation (CPI) dropped sharply to 4.6% in October 2023, the largest annual fall since 1992, influenced by an easing in energy costs following the introduction of the lower energy price cap.

The longer-range outlook remains in line with the GEDS including the impacts of an ageing population, where the proportion of the population who work is falling and will continue to fall in the absence of in-migration from the UK or abroad; the actual and projected growth of the IT and construction sectors; and the changing climate.

When the GEDS was written in 2021 it forecast that over the next ten years national government policy will drive local authorities and local economies closer to net zero carbon emissions. Economic growth and the transition to net zero carbon continues to be a much more single joined-up policy priority across the UK. This transition also continues to be underpinned by public and private investment in new infrastructure, innovation, growth of new goods and services, and demand for new jobs and skills.

## **6. Regional context**

The levels of pre-Covid commuting both into and out of the region, including into London, has not returned but neither have those commuting patterns to employment centres ceased. In place a hybrid situation has developed, where workers spend some time in workplaces and commuting within Hampshire and into neighbouring areas and London, and more time at home and in our local town centres than before. Key highlights from the Hampshire County Council Hampshire Monthly Intelligence Dashboard – January 2024 illustrates:

- Economic growth in Hampshire continues to fluctuate between expansion and contraction. The preliminary growth estimate suggests that Hampshire and Isle of Wight economy expanded by 0.4% in November, slightly faster than the UK economy
- Economic growth in November was driven by information and communication and professional, scientific, and technical activities. Output growth was relatively strong in wholesale and retail, manufacturing, and healthcare
- Retail sales volumes are estimated to have fallen by 3.2% in December 2023, the largest monthly fall since January 2021, when coronavirus (COVID-19) restrictions affected sales. Sales over the quarter fell by 0.9% thus increasing the chance that the UK economy may have ended 2023 in a mild technical recession (two quarters of negative growth)
- Operating costs for South East firms reached a three-month high during the final month of 2023 according to the latest survey of purchasing managers.
- The latest evidence continues to point to further easing in the labour market in Hampshire & Isle of Wight in December. PAYE employee growth over the quarter was sluggish at just 0.1% with employee numbers decreasing by 0.1% in December
- Claimant count unemployment in Hampshire and Isle of Wight increased slightly in December to the highest rate since April 2022
- The latest forward-looking data suggests that Hampshire and Isle of Wight experienced a small downturn in job opportunities as vacancies (online job postings) fell in the three months to December

- House sales in Hampshire and Isle of Wight fell in September with house prices falling in the County area and Southampton. Some mortgage rates have fallen back below 4% which should support sales and prices in 2024.

Since the writing of the GEDS changes in government regional structures have commenced which will affect Hampshire and Winchester directly.

## **6.1 EM3 Local Enterprise Partnership**

From 1 April 2024, the Government will cease providing funding to Local Enterprise Partnerships (LEPs) and the functions previously held by LEPs will transfer to Upper Tier Local Authorities (UTLAs). In Hampshire, this means the functions of Enterprise M3 LEP will transfer to the County Council and the unitaries of Southampton City Council and Portsmouth City Council.

The functions of the LEP that will be delivered via the transfer of responsibilities will include:

- Growth Hubs, on behalf of the Department for Business and Trade
- Careers Hubs, on behalf of the Department for Education
- International trade and investment activity, provision of local business intelligence, grant funding and levelling-up focused projects, on behalf of the Department for International Trade
- Local Digital Skills Partnerships, on behalf of the Department for Digital, Culture, Media and Sport
- Local skills analysis via Skills Advisory Panels, on behalf of the Department for Education, and
- Monitoring and assurance pertaining to existing local growth programmes and funds for which LEPs are responsible.

## **6.2 Hampshire County Council Economic Strategy 2023**

This strategy sets out an overarching framework to economic development for Hampshire at a time of growing uncertainty, and in which it states the County and its partners will need to assume greater responsibility for economic leadership. The strategy draws from detailed analysis of the major drivers of change in the national and local economy, and scenario testing for the coming years, and proposes a range of interventions that deploy levers that are either currently available to the County Council or which could be soon as a result of further devolution.

The strategy goes beyond traditional and limited approaches that only focus on Gross Value Added (GVA) and jobs, to a broader set of sustainable development outcomes linked to a six-capital model. This work follows and complements strategic initiatives including the Hampshire 2050 Commission's work to guide future prosperity.

The strategy adopts a six capitals approach – physical capital, natural capital, human capital, knowledge capital, social capital and institutional capital. The strategy addresses international policy, environmental policy, economic geography, innovation environment, social mobility and the relocation of political power following the Levelling Up White Paper.

In each section of the Strategy that considers one of the six capitals a series of possible areas for intervention is set out looking at: how the Hampshire County Council can make better use of its assets to deliver change as well as policies levers which either can or should be used to achieve the strategic objectives. The Strategy identifies programmes and potential funding which will play an important role in relation to each capital and the partnerships important to delivering them. The interventions proposed are indicative and high level. They will be tested and developed further through consultation with partners and the development of a detailed action plan that prioritises, sequences and resources the refined interventions.

The GEDS and the six capitals and subsequent interventions outlined in the Hampshire Economic Strategy align with each other. It will be critical for both Winchester and Hampshire to collaborate in the delivery of both strategies.

## **7. Local context**

Winchester district faces similar global and national challenges to many parts of the country. The GEDS summarised these as climate change and decarbonisation, post-COVID recovery, digitalisation, and growing inequalities in a rapidly aging society. Whilst these remain relevant, the new challenges of rising cost of living, challenges in recruitment and retention, and a more unsettled international landscape as outlined nationally continues to impact Winchester district directly.

Despite the new challenges of the rising cost of living and interest rates, the city centre businesses, for example, have remained resilient, average spend per customer is increasing with sentiment remaining confident.

The city high street vacancy rates stand at 5%, lowest since January 2020, close to pre-pandemic levels and considerably lower than national High Street vacancy figure of 13.9%. (BRC) Business rates support package, worth £4.3 billion nationally over the next 5 years, will be available to help high streets and protect small businesses critical to local communities. This includes a rollover of 75% business rates relief for Retail, Hospitality and Leisure sectors for another year and this could benefit over 600 hospitality & tourism businesses across the district who employ over 11,000 workers.

Business costs have eased to a 34-month low among the slowest regional price increases and slower than UK.

Employee numbers stand at 57,400 a record high with monthly growth well above the UK average. Amid a subdued economic outlook, demand for workers in Winchester is likely to soften further in early 2024, thus working age unemployed claimant counts in the district remain higher than pre-pandemic levels, but still below the UK average.

Winchester district has unique strengths and assets which provide a platform to accelerate economic development and is well positioned to capitalise on significant green growth opportunities. These were outlined in the GEDS and remain current and reflect the priorities outlined in the 2024 – 2027 action plan.

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Relatively affluent, high performing district on many metrics</li> <li>• A rich, diverse, distinctive geography, economy, and culture</li> <li>• Considerable business vitality, high level skills, and important anchor institutions with public/social/environmental purposes</li> <li>• Well-located between London and Southampton with strong connectivity to both and respective city regions</li> <li>• Seemingly not as vulnerable to pandemic, Brexit impacts, and other potential shocks as many places</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Typical non-metropolitan aging demographic challenges</li> <li>• Major housing market pressures and tensions</li> <li>• Lack of major business clusters anchored by global players and a well-defined innovation ecosystem</li> <li>• High per capita CO<sub>2</sub> emissions, very reliant on car-based transport within the district</li> <li>• Not particularly well-placed to command policy attention and prioritisation from Government and LEPs</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• A strong stock of underlying assets and capabilities, together with considerable enthusiasm and opportunities for a green recovery, natural capital, and social wellbeing approaches</li> <li>• UK Green Recovery, LEP focus on LCEGS, and Hampshire 2050 processes provide opportunities to attract investment and incentivise indigenous development</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Risks of complacency and resistance to change may inhibit necessary decisive, radical delivery of change</li> </ul>

- 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.

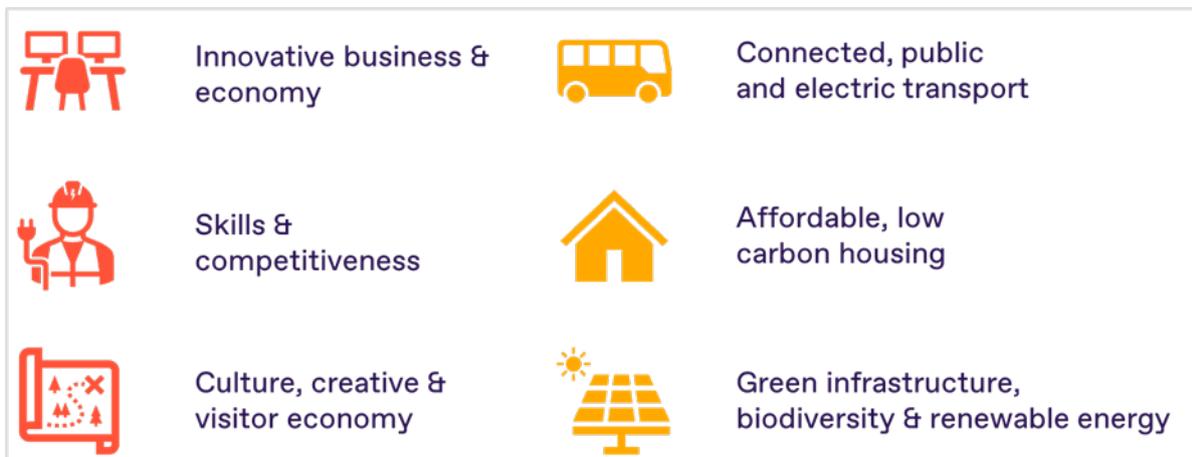
- Post-COVID trends significantly weaken city and town centres, business, and community vitality, and increase social inequalities and exclusion for some groups

The GEDS outlines how many of these can be addressed and make the most of the opportunities for green growth in a way that is distinctive to Winchester district.

## **8. The GEDS Policy Themes**

The six policy themes outlined in the GEDS demonstrates the connectivity shown above and the action plan outlined below illustrates the work being done across the council.

The policy themes outlined in the GEDS remain relevant and have therefore been considered in the development of the 2024 2027 GEDS Action Plan.

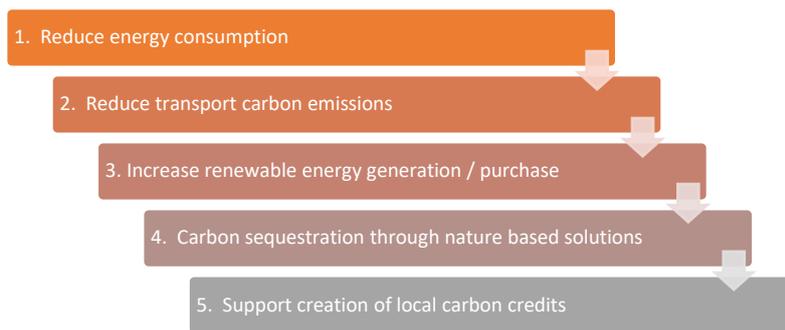


## **9. Commitment to carbon neutrality**

Since the GEDS and the 2022 2024 Action Plan was written Winchester City Council has reaffirmed its commitment to its carbon neutrality targets with the revision of Winchester District Carbon Neutrality Action Plan (CNAP). This CNAP outlines the work of the council and its role in supporting, working in partnership, and championing changes needed across the district to reduce carbon emissions to meet the aim for the district to be carbon neutral by 2030.

The CNAP builds on the carbon neutrality roadmap setting out how the council, alongside its partners, organisations, and local businesses, could work towards reaching carbon neutrality, including the nature and scale of interventions needed. The roadmap recognised that alongside the council's efforts, contributions would be needed from the district's businesses, institutions, and residents.

The economy/business related priorities outlined in the CNAP have been considered as an area of priority focus for the 2024 – 2027 GEDS Action Plan. As such the 2024 – 2027 GEDS Action Plan recognises the five pathways outlined in the CNAP which focus efforts and prioritise actions and interventions needed for the district and the council to be net zero.



## **10. Delivery and Engagement**

The GEDS and the CNAP established four levers to support their delivery. The 2024 – 2027 GEDS Action Plan reflects both of these.

GEDS		CNAP	
Enabling Policy	Using levers which enable business and communities to act	Green Economic Development Strategy Local Plan Grants and funding bids	Enable
Investment/ Delivery	The Council will lead on investing in and delivering actions	Buildings and land Invest in the programme and fund projects Project and actions Events	Deliver
Partnership Working	The Council will collaborate, facilitate, and coordinate action by stakeholders	Partnerships Contracts Working groups Networks Forums	Collaborate

Research/ Feasibility	Building evidence bases for and appraising future interventions	Promote and inform Communications, campaigns, events and workshops Lobby	Influence
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## **10.1 Governance**

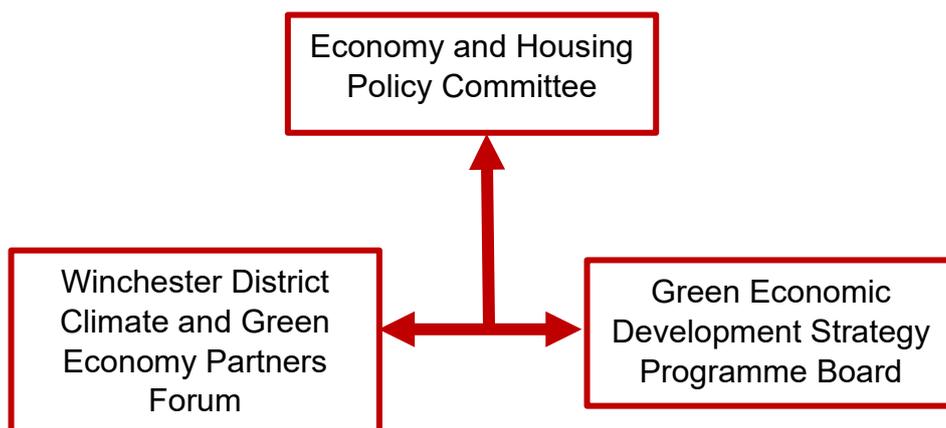
Since writing the 2022 – 2024 GEDS Action Plan the governance has been reviewed, recognising the close alliance with the CNAP.

A Winchester District Climate and Green Economy Partners Forum will be developed, based on a new terms of reference, see appendix 1, and summarised below.

This mission of the forum will be to:

- work collaboratively
- inspire, motivate and empower
- be visionary
- be a catalyst for change

The Forum and the Green Economic Development Programme Board will inter-relate and appropriate GEDS related items will be brought forward to the Economy and Housing Policy Committee as appropriate.



The forum will sit within a governance framework



Membership will include representatives from a cross sector of interests:

• Business	• Climate	• Rural & Land
• Education	• Housing	• Community
• Public sector	• Transport	• Nature & environment

It will take the effort, commitment, and action of a wide group of individuals, businesses and organisations to achieve the aims and objectives set out in the GEDS and associated Action Plans. Therefore, the council will facilitate and support this forum. It replaces the GEDS steering group and brings together a group of stakeholders who can influence the delivery of both the GEDS and the CNAP. It is not a decision-making body of Winchester City Council, its views and opinions will be taken into consideration in the design, development and implementation green economy plan and projects. It should be as inclusive as possible of interests and geographies to create an active network of members across the district.

# Climate & Green Economy Partners Forum



## 11. Review of the action plan 2022 – 2024

Policy Theme code	Policy Theme	Action Plan description	GEDS Outcome	Implementation Lead	Action Plan update January 2023	Status
CCVE1	Culture, creative & visitor economy	<b>Deliver</b> a Sustainable Cultural Strategy	Net CO2 emissions reduced to zero Increased business density and diversity	Tourism Marketing & Development Team	A strategy has been developed collaboratively with key stakeholders operating in the cultural and creative sectors across the district. Following a presentation of this workstream to the Economy and Housing Policy Committee, it will be considered for adoption at Cabinet on 14 March 2024.	<b>Ongoing</b> Carried forward to 2024 2027 Action Plan
CCVE2	Culture, creative & visitor economy	<b>Deliver</b> a Sustainable Tourism Strategy	Net CO2 emissions reduced to zero Increased business density and diversity	Tourism Marketing & Development Team	A scoping approach to developing the strategy has been undertaken along with initial evidence base, review of best practice strategies and engagement with key stakeholders across the visitor economy.	<b>Completed</b> Delivery of strategy and associated action will be undertaken between 2024 and 2030.
CCVE5	Culture, creative & visitor economy	<b>Co-ordinate</b> the establishment and operation of a creativity-themed business cluster network	Increased business and density Higher skills and productivity	Economy & Cultural Development Teams	The Co-Mentoring Scheme pilot was completed. The scheme connected creative and traditionally non-creative enterprises to share knowledge and build connections. The feedback from businesses taking part has been positive. The full scheme will be launched in quarter 1 of 2024 and will include creative speakers at existing non-creative networking events and meetings and vice-versa.	<b>Completed</b>

## 12. The GEDS Action Plan 2024 – 2027

The Economy and Sustainability teams will work together to mobilise the Partners Forum, as outlined in the governance structure, as a matter of priority in the first year of this action plan.

In response to the changing regional government structures and as new operating arrangements emerge, the economy team will continue to work closely with Economic Development Officers across Hampshire including Hampshire County Council and authorities coalescing around a Solent framework.

As outlined in the connectivity between the GEDS and other council strategies and plans, the 2024 – 2027 Action Plan has been configured by lead team.

### 12.1 Lead Team: Economy and Tourism

Policy Theme	GEDS Outcome	Performance Indicator	Current							
<b>Skills &amp; competitiveness</b>	Higher Skills and Productivity	Qualifications Source NOMIS.		Total: All usual residents aged 16 years and over	No qualifications	Level 1 and entry level qualifications	Level 2 qualifications	Level 3 qualifications	Level 4 qualifications	Other qualifications
				<b>number</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
			<b>Winchester</b>	104,750	11.1	7.0	12.4	18.6	44.9	2.0
			Hampshire	1,151,127	14.7	10.0	14.5	18.2	34.2	2.6
			South East	7,554,580	15.4	9.8	13.9	17.4	35.8	2.7
			England	46,006,955	18.1	9.7	13.3	16.9	33.9	2.8

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
SFE1	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy	There is an opportunity to create a physical 'academy', 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.	<ul style="list-style-type: none"> <li>UK Shared Prosperity Funding 2024/2025 application to deliver a retrofit skills improvement programme in partnership with Hampshire County Council and the Retrofit Academy</li> <li>Local plan updated to include green skills</li> <li>Use employment and skills plans to encourage developers to develop green skills</li> </ul>	Development and design	Underway and ongoing 2024/2027
SFE2	Co-ordinate development of a rural innovation hub for energy efficiency and generation	Across the UK there is currently a prohibitive skills and supply chain shortage for installation of energy efficiency and generation projects	<ul style="list-style-type: none"> <li>Hampshire Rural Forum Skills Needs and Training Sub Group</li> <li>UK Shared Prosperity Funding 2024/2025 application to deliver a retrofit skills improvement programme in partnership with Hampshire County Council and the Retrofit Academy</li> <li>Sparsholt College application for UK Shared Prosperity Funding 2024/2025 to build and install three low carbon technology training bays</li> <li>Co-ordinating Rural England Prosperity Funding Programme including encouraging applications for Net Zero Infrastructure</li> </ul>	Development and Design	Underway and ongoing 2024/2027

GI8	Co-ordinate renewable energy and energy efficiency innovation and skills programme	Skills and training partner opportunities arising from renewable energy and energy efficiency projects.	<ul style="list-style-type: none"> <li>• Hampshire Rural Forum Skills Needs and Training Sub Group</li> <li>• WCC apply for UK Shared Prosperity Funding 2024/2025 to deliver a retrofit skills improvement programme in partnership with Hampshire County Council and the Retrofit Academy</li> <li>• Sparsholt College apply for UK Shared Prosperity Funding 2024/2025 to build and install three low carbon technology training bays</li> <li>• Capture learning from local projects (electric vehicle charging facility installation, A34, hydrogen technology, heat networks)</li> </ul>	Development and design	Underway and ongoing 2024/2027
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Policy Theme	GEDS Outcome	Performance Indicator	Current																																				
<b>Innovative Business &amp; Economy</b>	Increased business density & diversity	Number of district enterprises by sector.  <i>Source: ONS - UK business, activity, size and location; 2023</i>	<p>Number of VAT and/or PAYE based enterprises by broad industry group 2023</p> <table border="1"> <caption>Estimated data from the radar chart</caption> <thead> <tr> <th>Industry Group</th> <th>Number of Enterprises (Approx.)</th> </tr> </thead> <tbody> <tr><td>Arts, entertainment, recreation &amp; other services</td><td>100</td></tr> <tr><td>Health</td><td>100</td></tr> <tr><td>Education</td><td>100</td></tr> <tr><td>Public administration &amp; defence</td><td>100</td></tr> <tr><td>Business administration &amp; support services</td><td>100</td></tr> <tr><td>Professional, scientific &amp; technical</td><td>1200</td></tr> <tr><td>Property</td><td>100</td></tr> <tr><td>Finance &amp; insurance</td><td>100</td></tr> <tr><td>Information &amp; communication</td><td>400</td></tr> <tr><td>Accommodation &amp; food services</td><td>100</td></tr> <tr><td>Transport &amp; Storage (inc postal)</td><td>600</td></tr> <tr><td>Retail</td><td>1400</td></tr> <tr><td>Wholesale</td><td>800</td></tr> <tr><td>Motor trades</td><td>100</td></tr> <tr><td>Construction</td><td>100</td></tr> <tr><td>Production</td><td>100</td></tr> <tr><td>Agriculture, forestry &amp; fishing</td><td>100</td></tr> </tbody> </table>	Industry Group	Number of Enterprises (Approx.)	Arts, entertainment, recreation & other services	100	Health	100	Education	100	Public administration & defence	100	Business administration & support services	100	Professional, scientific & technical	1200	Property	100	Finance & insurance	100	Information & communication	400	Accommodation & food services	100	Transport & Storage (inc postal)	600	Retail	1400	Wholesale	800	Motor trades	100	Construction	100	Production	100	Agriculture, forestry & fishing	100
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		<b>Job Density</b>  The ratio of total jobs to population aged 16-64.  <i>(Source. NOMIS)</i>	<b>1.28</b> <b>(Year 2021)</b>																																				

		<p><b>Business density</b></p> <p>Number of businesses per 10,000 people.</p> <p><i>(Source LG Inform from ONS NOMIS data)</i></p>	<table border="1"> <thead> <tr> <th>District</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td><b>Winchester</b></td> <td><b>705</b></td> <td><b>697</b></td> <td><b>684</b></td> </tr> <tr> <td>Basingstoke &amp; Deane</td> <td>505</td> <td>495</td> <td>460</td> </tr> <tr> <td>East Hampshire</td> <td>580</td> <td>567</td> <td>566</td> </tr> <tr> <td>Eastleigh</td> <td>568</td> <td>511</td> <td>463</td> </tr> <tr> <td>Fareham</td> <td>468</td> <td>464</td> <td>460</td> </tr> <tr> <td>Havant</td> <td>410</td> <td>419</td> <td>409</td> </tr> <tr> <td>Test Valley</td> <td>596</td> <td>551</td> <td>521</td> </tr> </tbody> </table>	District	2020	2021	2022	<b>Winchester</b>	<b>705</b>	<b>697</b>	<b>684</b>	Basingstoke & Deane	505	495	460	East Hampshire	580	567	566	Eastleigh	568	511	463	Fareham	468	464	460	Havant	410	419	409	Test Valley	596	551	521
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Eastleigh	568	511	463																																
Fareham	468	464	460																																
Havant	410	419	409																																
Test Valley	596	551	521																																
	<p>Reduced socio-economic and spatial inequality.</p>	<p><b>Earnings</b></p> <p><i>Source NOMIS</i></p>	<p><b>Earnings by place of residence (2023)</b></p> <table border="1"> <thead> <tr> <th></th> <th>Winchester (Pounds)</th> </tr> </thead> <tbody> <tr> <td colspan="2"><b>Gross Weekly Pay</b></td> </tr> <tr> <td>Full-Time Workers</td> <td>789.4</td> </tr> <tr> <td>  Male Full-Time Workers</td> <td>854.3</td> </tr> <tr> <td>  Female Full-Time Workers</td> <td>652.0</td> </tr> <tr> <td colspan="2"><b>Hourly Pay - Excluding Overtime</b></td> </tr> <tr> <td>Full-Time Workers</td> <td>20.52</td> </tr> <tr> <td>  Male Full-Time Workers</td> <td>22.72</td> </tr> <tr> <td>  Female Full-Time Workers</td> <td>18.47</td> </tr> </tbody> </table> <p><small>Source: ONS annual survey of hours and earnings - resident analysis Notes: Median earnings in pounds for employees living in the area.</small></p>		Winchester (Pounds)	<b>Gross Weekly Pay</b>		Full-Time Workers	789.4	Male Full-Time Workers	854.3	Female Full-Time Workers	652.0	<b>Hourly Pay - Excluding Overtime</b>		Full-Time Workers	20.52	Male Full-Time Workers	22.72	Female Full-Time Workers	18.47														
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Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
IB3	Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.	deliver innovation support and knowledge-sharing to agricultural businesses across the district.	<ul style="list-style-type: none"> <li>Hampshire Rural Forum</li> <li>Local authority rural economy cross working group</li> <li>Sparsholt College UK Shared Prosperity Funding 2024/2025 application to build and install three low carbon technology training bays</li> </ul>	Development and design	Underway and ongoing 2024/2027
IB4	Co-ordinate a digital cluster programme	Explore opportunities for building the digital / green technology offer in the district	<ul style="list-style-type: none"> <li>UK Shared Prosperity Funding 2024/2025 application to deliver a Digital Growth Factory which includes a digital productivity programme for SMES</li> <li>Digital sector inward investment prospectus produced</li> <li>Sparsholt College UK Shared Prosperity Funding 2024/2025 application to build and install three low carbon technology training bays</li> </ul>	Development and design	Underway and ongoing 2024/2027
IB5	Co-ordinate a single business carbon reduction and responsible management programme	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.	<ul style="list-style-type: none"> <li>Co-ordinating Rural England Prosperity Funding Programme including encouraging applications for Net Zero Infrastructure</li> <li>WCC funding low carbon assessments for businesses to reduce their carbon emissions</li> <li>WCC funding green business grants to reduce energy consumption and transport emissions and increase renewable energy regeneration</li> </ul>	Implementation	Underway and ongoing 2022/2024

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
IB6	Co-ordinate flexible, affordable grow on/small SME space	Establish a pilot for a rural business hub to support start-ups and provide move on space, together with access to business support.	<ul style="list-style-type: none"> <li>Support private sector with planning process (where appropriate)</li> </ul>	Implementation	Underway and ongoing 2024/2027
IB7	Encourage repurposing retail space	Opportunity to re-shape large retail space into more accessible and flexible customer-facing and workshop space for independent businesses.	<ul style="list-style-type: none"> <li>Technical advice note published</li> <li>Winchester Business Improvement District independence group</li> </ul>	Development and design	Underway and ongoing 2024/2027
CCVE1	Collaborate to create a creative hub	Support the district's creative and cultural industries by delivering creative and cultural space for its residents and businesses.	<ul style="list-style-type: none"> <li>Delivery of co-mentoring scheme</li> <li>Vacant proper register and pop up spaces promoted to cultural and creative sectors</li> <li>Cultural Network Group</li> </ul>	Concept testing	Continued from 2022/2024
CCVE2	Deliver a Sustainable Tourism strategy	deliver an overarching and coordinated vision to make Winchester District a national leader in this sector.	<ul style="list-style-type: none"> <li>Evidence base</li> <li>Development of vision, priorities, and actions</li> <li>Sector testing</li> <li>Draft Strategy</li> <li>Strategy endorsement</li> </ul>	Development and design	Underway and ongoing 2024/2027
CCVE5	Co-ordinate the establishment and operation of a creativity-themed business cluster network	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	<ul style="list-style-type: none"> <li>Co-mentoring pilot scheme</li> <li>Scheme revised following feedback from pilot</li> <li>Creative businesses speaking at business events and non-creative businesses speaking at Cultural Network Group</li> </ul>	Concept testing	Underway and ongoing 2024/2027

## 12.2 Lead Team: Sustainability & Natural Environment

Policy Theme	GEDS Outcome	Performance Indicator	Current																														
Green infrastructure, biodiversity & renewable energy	Net CO2 emissions reduced to zero	Co2e Carbon emission (as reported in the CNAP)  <i>Source</i> <i>Department for Energy Security and Net Zero (DESNZ) emission data</i>	In 2021 total missions for Winchester district were just under 840 ktCo2e  <table border="1"> <thead> <tr> <th>Source</th> <th>2021 (kt CO2e)</th> <th>% of net total emissions</th> </tr> </thead> <tbody> <tr> <td>Transport</td> <td>400.6</td> <td>47.7%</td> </tr> <tr> <td>Domestic</td> <td>199.0</td> <td>23.7%</td> </tr> <tr> <td>Industry</td> <td>78.6</td> <td>9.4%</td> </tr> <tr> <td>Commercial</td> <td>32.0</td> <td>3.8%</td> </tr> <tr> <td>Public Sector</td> <td>38.7</td> <td>4.6%</td> </tr> <tr> <td>LULUCF</td> <td>-39.4</td> <td>-4.7%</td> </tr> <tr> <td>Agriculture</td> <td>112.7</td> <td>13.4%</td> </tr> <tr> <td>Waste</td> <td>17.5</td> <td>2.1%</td> </tr> <tr> <td><b>Total</b></td> <td><b>839.6</b></td> <td><b>100.0%</b></td> </tr> </tbody> </table>	Source	2021 (kt CO2e)	% of net total emissions	Transport	400.6	47.7%	Domestic	199.0	23.7%	Industry	78.6	9.4%	Commercial	32.0	3.8%	Public Sector	38.7	4.6%	LULUCF	-39.4	-4.7%	Agriculture	112.7	13.4%	Waste	17.5	2.1%	<b>Total</b>	<b>839.6</b>	<b>100.0%</b>
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Greener Transport & less congestion	Low emission vehicle ownership district  (Source ONS data)		<table border="1"> <thead> <tr> <th>Fuel All Vehicles</th> <th>Q3 2023</th> </tr> </thead> <tbody> <tr> <td>Battery electric</td> <td>1,995</td> </tr> <tr> <td>Other fuels</td> <td>95</td> </tr> <tr> <td>Plug-in hybrid electric (diesel)</td> <td>27</td> </tr> <tr> <td>Plug-in hybrid electric (petrol)</td> <td>934</td> </tr> <tr> <td><b>Total LEV</b></td> <td><b>3,051</b></td> </tr> <tr> <td><b>Share of all vehicles</b></td> <td></td> </tr> </tbody> </table>	Fuel All Vehicles	Q3 2023	Battery electric	1,995	Other fuels	95	Plug-in hybrid electric (diesel)	27	Plug-in hybrid electric (petrol)	934	<b>Total LEV</b>	<b>3,051</b>	<b>Share of all vehicles</b>																	
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More local renewable energy	Renewable energy generation as share of energy consumption	15.6% 2021- latest data available																															

Policy Theme	GEDS Outcome	Performance Indicator	Current
	Increased biodiversity and green infrastructure	To follow	

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
GI1 And GI5	Deliver green infrastructure and ecosystem services in built-up areas.  Deliver urban heat mitigation measures.	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 policy / development management to deliver this in private sector developments.  Nature-based solutions such as tree planting and soft landscaping are important and sustainable interventions for mitigating urban heat	Local Plan policy  Major developments – Council <ul style="list-style-type: none"> <li>Central Winchester Regeneration</li> <li>Station Approach</li> </ul> - Private <ul style="list-style-type: none"> <li>St John Moors Barrack</li> <li>Bushfield Camp</li> </ul> Housing <ul style="list-style-type: none"> <li>Kings Barton</li> <li>Whiteley</li> </ul>	Policy development and design  Implementation	Underway Ongoing  Underway Ongoing
GI2 And GI6	Co-ordinate local food producers and landowners to enhance biodiversity  Collaborate with rural land-based businesses and the	Support local food producers and landowners to enhance biodiversity and capture the value of natural capital assets for the district.  Assist rural SMEs to access central Government Environmental Land Management (ELM) funding	Local Natural Recovery Strategy  ELMS Board  UK Shared Prosperity Fund – project grant to South Downs National Park Authority to work with Winchester Farm Cluster to use land for carbon	Policy development and design  Concept Testing  Concept testing	Underway Ongoing 2024/27  Underway 2024/25

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
	South Downs National Park Authority to increase biodiversity	(formerly CAP) to enhance biodiversity	sequestration and create carbon credits that can be traded.  Bio-Diversity Action Plan	Implementation	
GI4	Collaborate with water supply companies on measures for surface water management	Nature-based solutions such as tree planting and flood meadow refurbishment and protection are important and sustainable interventions for protecting and managing flooding.	To follow	To follow	
GI9	Co-ordinate development of a Regional Green Growth Institute	'Green Growth Institute'– in essence a hub for developing ideas which ensure growth takes full account of environmental and social considerations.	To follow	To follow	
GI7	Co-ordinate green energy initiatives	Initiatives to develop solar energy using roofs (domestic, commercial, community) and appropriate rural / community schemes . Build or invest in large scale renewable generation projects.	As set out in <a href="#">Health and Environment Policy Committee report December 2023</a>  Draft and have approved a strategic / district wide approach to support renewable energy generation.  Develop a Local Area Energy Plan.	Policy development and design	<b>New</b> 2024/25
			UK Share Prosperity Fund – project grant to WinACC for Community Solar Support Scheme; advising and assisting local community groups to install solar PV.  Rural England Fund – project grants for business, parish councils and community organisation to fund installation of Solar PV (and other energy efficiency measures)	Implementation	Underway 2024/25

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
			<p>Go Greener Faster – council project grants to support community and voluntary sector organisations improve their energy and environmental performance.</p> <p>Facilitate a working group on renewables with key partners such as WinACC</p>		
T1	Deliver a plan for the next phase of EV charging infrastructure strategy	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.	Develop a district wide statement on the approach to supporting EV infrastructure delivery to support transition to low carbon vehicles – domestic, commercial and public.	Policy development and design	<b>NEW</b> 2024/25
T6	Deliver a feasibility for electric vehicle car club scheme	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	Resources tbc.	Implementation	<b>NEW</b> 2024/25

### 12.3 Lead Team: Transport

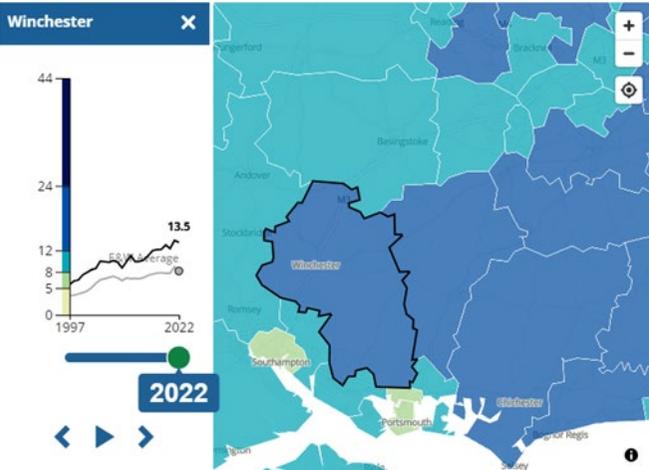
Policy Theme	GEDS Outcome	Performance Indicator	Current
<b>Connected, public &amp; electric transport</b>	Greener transport and less congestion	To follow	To follow

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
T2	Deliver new park and ride capacity to the north of the city.	A new park and ride/stride to the North of the City centre will provide a new option for commuters, visitors, and shoppers approaching from that direction.		Development and design	Underway Ongoing 2024/27
T3	Collaborate with HCC on Bus Improvement Plan	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>HCC awarded £7.2m of BSIP+ funding (split over the two financial years 23/24 &amp; 24/25) to sustain local bus services and encourage increased use of local buses. BSIP+ report on methodology being reviewed before distribution of funds to operators for supported services and pump priming.</p> <p>HCC - £132m savings programme needed to balance the budget by 2025/26, with an estimated savings target of £1.7 million for Local Bus and Community Transport. Work underway to look at financial pressures applied elsewhere (Social Care and School Transport) if funding removed from PTG.</p> <p>Liaison with HCC needed regarding bus shelters and advertising.</p>	<p>Development and design</p> <p>Implementation</p>	Underway Ongoing 2024/27

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
T4	Collaborate HCC on the Movement Strategy		<p><u>Active Travel Schemes</u></p> <p>Hyde Church Lane modal filter: TRO being progressed</p> <p>Parchment Street Contraflow: Detailed design complete &amp; construction ~ February 2024</p> <p>Permitting cycling on pedestrianized part of Middle Brook St: TRO being progressed, expect to implement ~ February 2024</p> <p>Romsey Road puffin crossing near Clifton Terrace: 18 month trial, impact to be monitored, implement ~ February 2024</p> <p><u>Worthy Road / Worthy Lane Active Travel Corridor</u></p> <ul style="list-style-type: none"> <li>Deliver 2 new crossings Stoke Road area Spring 2024</li> </ul>	<p>Development and design</p> <p>Implementation</p>	Underway Ongoing 2024/25
T5	Co-ordinate a high-profile EV fleet commitment	Co-ordinate anchor institutions and public bodies across the district to switch to zero carbon fleets.	<p>Micro-consolidation Trial</p> <p>Aims:</p> <ul style="list-style-type: none"> <li>Consolidation of 'last mile' / 'first mile' / 'only mile' deliveries in Winchester city</li> <li>Identification and use of public and private sector 'last mile' logistics site</li> <li>Innovative trial and proof-of concept</li> </ul> <p>Individual deliveries are combined at a local logistics hub for delivery to residents and nearby businesses by transport with lower emissions e.g. electric van or cargo bike.</p> <p>Consultant commissioned to liaise with prospective operators. View to submit planning application in 2024/25</p>	Development and design	Underway Ongoing 2024/25

## 12.4 Lead Teams: Housing, planning, development & regeneration

Policy Theme	GEDS Outcome	Performance Indicator	Current data								
Affordable, low carbon housing	More affordable, sustainable, and flexible housing stock	Homes achieving energy efficiency rating of C or above	<p>65% Percentage of all WCC homes achieving energy efficiency rating of C or above (2022/23)</p> <p>National data for the district</p> <table border="1"> <caption>Percentage of dwellings with EPC Band 'C' or above by tenure at March 2022</caption> <thead> <tr> <th>Tenure</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Owner-occupied</td> <td>39.45</td> </tr> <tr> <td>Private rent</td> <td>41.41</td> </tr> <tr> <td>Social rent</td> <td>66.04</td> </tr> </tbody> </table>	Tenure	Percentage	Owner-occupied	39.45	Private rent	41.41	Social rent	66.04
	Tenure	Percentage									
Owner-occupied	39.45										
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Reduced socio-economic and spatial inequality	Cost of housing <i>(Source ONS: Housing affordability in England and Wales: 2022)</i>	Affordability ratio 13.5 in 2022 Median house price £466,500 in 2022									

Policy Theme	GEDS Outcome	Performance Indicator	Current data
			<p>Housing affordability ratio, earnings, and house prices by local authority district, England and Wales, 1997 to 2022</p> <p>Affordability ratio    Median workplace earning (£)    Median house price (£)</p> <p>Winchester</p>  <p>Source: House Price Statistics for Small Areas and Annual Survey of Hours and Earnings from the Office for National Statistics</p>

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
HC1	<b>Encourage</b> low or zero carbon regeneration site testbed and development	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	New Homes: Development of 6 Passivhaus units at Southbrook Cottages in Micheldever Passivhaus Units at Winnall North Whiteley - completion of 7 Association for Environment Conscious Building (AECB) homes to WCC.	Implementation	Underway Ongoing 2024/27
HC2	<b>Deliver</b> a significant retrofit campaign	Deliver retrofit across its social housing estate and actively promote the Warmer Homes Local Authority Delivery (LAD) programme for non-Council housing residents.	Retrofit: Social decarbonisation funding is targeting 369 properties over 2 years and currently rolling this out. There have been 380 retrofit ready energy assessments.  HUG2 was launched in July 2023 and will run until March 2025, working with Warmer Homes Consortium to deliver the target for WCC - 122 properties. These properties need to meet the schemes criteria. Marketing plan has been developed. Warmer Homes have sent out 2800 letters to private home owners and landlords but just over 30 properties have registered under HUG2.  Launch and promotion of Great British Insulation Scheme and Connected for Warmth.	Implementation	Underway Ongoing 2024/27
HC3 and HC4	Collaborate to transform major developments into exemplar sustainable schemes.  <b>Encourage</b> increased housing supply	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.	Local Plan policy  Major developments – Council <ul style="list-style-type: none"> <li>• Central Winchester Regeneration</li> <li>• Station Approach</li> </ul>	Policy development and design  Implementation	Underway Ongoing 2024/27  Underway Ongoing 2024/27

Theme Ref.	GEDS Action descriptor		Delivery mechanism / Planned Activity	Stage	Phasing
		Development is aligned to the evidence base for the local plan with a focus on aims around zero carbon and the need to address fuel and transport poverty, the just transition (affordability of decarbonised homes), and 20-minute communities.	- Private <ul style="list-style-type: none"> <li>• St John Moors Barrack</li> <li>• Bushfield Camp</li> </ul> Housing <ul style="list-style-type: none"> <li>• Kings Barton</li> <li>• Whiteley</li> </ul>		

## **APPENDIX 1:**

### **Winchester City Council Carbon Neutrality Programme Board**

**Terms of Reference** – *Approved November 2023*

#### **Purpose**

The purpose of the Winchester City Council Carbon Neutrality Programme Board (“the Carbon Board”) is to provide managerial and operational oversight and guidance to the council’s carbon neutrality programme delivery. It will consider and advise on how resources and actions are directed to achieve:

1. The Climate Emergency targets (2019)
  - to be a carbon neutral council by 2024
  - to be a carbon neutral district by 2030
  
2. The Council Plan priorities and objectives / Go Greener Faster enhanced focus:
  - Reduced energy demand and an increase in local renewable energy
  - Highly insulated homes with low energy bills
  - Homes and businesses protected against extreme climate events
  - Reduced levels of waste and increased recycling, exceeding national targets
  - Cleaner air than national targets
  - Everything most residents need in reach by foot, bike or public transport
  - Our district’s natural habitats are safeguarded and enhanced
  
3. The annual Carbon Neutrality Action Plan five pathways to;
  1. Reduce energy consumption
  2. Reduce transport carbon emissions

3. Increase renewable energy generation / purchase
4. Carbon sequestration through nature-based solutions
5. Support creation of local carbon credits

The Carbon Board will provide advice on strategic fit and deliverability of proposals and options in the context of:

- a. complementarity with activities across the council,
- b. resource availability (staff and finance),
- c. risk and reputation,
- d. resident and stakeholder engagement and collaboration.

### **Roles and Responsibilities**

The Programme Board will:

1. Undertake policy formation.
2. Review and endorse for subsequent approval the annual Winchester District Carbon Neutrality Action Plan.
3. Review and accept the annual council Carbon Footprint report.
4. Review the annual district carbon emissions data to direct project priorities for the subsequent year.
5. Monitor progress and measure delivery against the programme of council projects to meet the 2024 target.
6. Track district emissions data, monitor progress and measure delivery against the programme of district projects to meet the 2030 target.
7. Call in for challenge and scrutiny at the Carbon Board projects delivered under the carbon neutrality programme.
8. Review and monitor:

- i. Risk and programme register
- ii. Key performance indicators

## Membership

The Carbon Board will comprise of:

<b>Officers</b>
Strategic Director (Chair) Corporate Head of Service Service Lead for Sustainability Sustainability Manager Sustainability Programme Manager Service Lead Communications
<b>Attending Councillors</b>
Cabinet Members with responsibility for: <ul style="list-style-type: none"> <li>• Climate Emergency</li> <li>• Asset Management</li> <li>• Housing</li> </ul>
<b>Associate board members</b>
Members and officers will be invited to attend when required for specific topics, project updates or to present new areas of work. This includes:

- Asset Management: corporate estate
- Place: Waste and transports
- Housing: new build and retrofit
- Finance: capital and investment

## Meetings

1. The Carbon Board will meet at least four times a year.
2. Standing agenda items include:
  - a. Progress reports and delivery of outcomes
  - b. Key performance indicators
  - c. Financial performance
  - d. Risk Register.

## Carbon Neutrality Programme Board Governance Framework - Relationship to other forums



### Key

- Council (internal)
- Partnership / stakeholder working (outward facing)

