WinACC Annual Plan 2024-25

Strategic overview for 2023-2025

Vision	A just and resilient net zero Winchester District where people live happy, healthy lives in strong communities in harmony with nature and natural resources.
Challenge	**Urgent** action is needed to keep global heating below 1.5 degrees C above pre-industrial levels. We are a **participative network** in Winchester District for people, organisations, and communities to **focus their energies on the climate crisis** - to call for **systemic change**, to enable their voice to be heard as well as individually treading more lightly on the planet.
Values	Through all our work runs the thread of **environmental and social justice.** We are: ● welcoming, creative, and positive ● evidence-based, challenging, honest ● outside party politics, professional and collaborative ● ambitious that the deep changes required can be achieved ● aware that climate change impacts all life on earth: we think globally, and act locally.
Aims	**Reduce carbon emissions** from activity within Winchester District or from the goods and services we import. Increase the capacity of Winchester district to **absorb carbon and generate renewable energy**. Influence and help communities and organisations to **respond urgently** to the climate crisis. WinACC can help to **create conditions for change and use opportunities for transforming how we think and act.**
Ways we will achieve change	1. Create systemic change by working with those in power: local government (at parish, district, and county level), national government, and bodies like national parks, and business). 2. Strengthen climate action by local communities and networks, and enable them to engage with those in power. 3. Catalyse action that could have a big impact on the climate crisis, spotting opportunities and facilitating connections. 4. Keep WinACC well run and sustainable.

WinACC Annual Plan 2024-2025

1. **Create systemic change to reach net zero by working with those in power**: local government (at parish, district, and county level), national government, and bodies like national parks, Local Enterprise Partnerships and business.

Objectives	Work Streams - Priorities	Key Action and Targets	Delivered by	Group/ project needs	Funding requirement
Take action on what will have the biggest impact on reaching net zero (and where WinACC can make a difference): • **cut emissions from transport, buildings and food** • **increase renewable energy generation** • **transfer investment from fossil fuels to green economy** • **Collaboration with county, district and parish councils on net zero plan implementation** • **Raising local voice to**	**1.1 To cut transport emissions** 1.1.1. We work with others to press transport bodies - especially the Hampshire County Council as transport authority - to reduce the carbon footprint of travel in Hampshire by encouraging a shift from private vehicles to public transport, walking, and cycling. 1.1.2. We focus on opportunities for changing transport infrastructure to help people move about with the lowest possible transport emissions. 1.1.3. We argue the case for new developments to be designed for low carbon transport (including in the Local Plan) 1.1.4 Develop messaging about the intersection of climate change and public health, in particular around air quality	a. Respond to consultations by transport bodies (where there is a link to our priorities) and encourage public to respond (estimate 3 in the year) b. Plan and implement imaginative marketing to create public support and avoid backlashes from people who see freedom to drive as more important than climate, pollution, health or wellbeing (Reinforcing positive feedback loops). c. Secure funding for a strong co-ordinated and well-informed green transport voice across Hampshire. Create conditions for change by encouraging HCC/WCC to: Create a Hants Bus group Implement Local Transport Plan 4 (LTP4) Deliver the Winchester Movement Strategy	Transport and Planning Action Group, HCC action group, Working with WCC group, Communications Manager HCAN Partnerships Manager		£5000 for transport campaign
	1.2 To cut emissions from buildings 1.2.1. We work with WCC in the review of the Local Plan and on proposed major developments to ensure that all new buildings and associated infrastructure have whole life net zero carbon credentials with, at best, nature-based solutions, are zero-carbon in procurement and use, and low carbon in construction. 1.2.2. We encourage homeowners to retrofit housing.	a. Respond to consultations by planning bodies and encourage public responses on specific developments) b. Supporting the council to develop a Local Plan with high building standards and rigorous criteria for new housing. c. Retain momentum of previous WinACC work on retrofitting (ideally provide a new point of reference for enquiries from homeowners; provide signposting to technical information and funding opportunities for home owners wanting to retrofit). d. Secure funding for a retrofit project	Transport and Planning Action Group; HCC action group; Working with WCC group, Retrofit Project Board; New staff person? Communications Manager		New retrofit role (max £30,000 per year if full time)
	1.3 Reduce emissions from food 1.3.1 Run community allotment(s) 1.3.2 Ensure connection with Winchester Food Partnership and other organisations working on food and the climate.	a. Promote grow-your-own, and changes towards climate friendly diets b. Establish community growing in Winnall - attending meetings, mentoring, paying for room hire, getting people together to improve lifestyle on the estate and reduce carbon footprints c. Relate to WCC and residents to promote agenda of the Food Action Group (Incredible Edible Winchester)	WinACC Food Action Group Incredible Edible Winchester		Small budget for tools, insurance, publicity £400
	1.4. Campaign for changes in national law, policy and regulation that will reduce carbon emissions 1.4.1 Build a strong Winchester voice in support of national activities to press the UK Government to further action. 1.4.2 Maintain a positive relationship with local MPs. 1.4.3 Build local response to national campaigns on action on the climate and nature crises..	a. Enable local participation in one or two big events b. Educate people on the local relevance of national campaigns c. Make national campaigns visible and accessible to local communities d. Create opportunities for climate conversations in relation to the General Election.	Lead on national Campaigns; Action Group chairs, Trustee leads; Communications Manager; Partnerships Manager	STAP, Staff and trustees	£4000 Budget for events - e.g. conference with WCC July 2024

support systemic change to deliver net zero	**1.5. To increase renewable energy generation** 1.5.1. To increase support for solar power in general, and specifically to maximise local support for each appropriate utility-scale renewable energy development proposal in the district. 1.5.2. To influence the district council to include appropriate targets and a detailed action plan for local renewable energy generation in the Climate Neutrality Action Plan. 1.5.3. To encourage and assist planning authorities, parishes, landowners and developers to identify suitable sites for large scale renewable energy schemes. 1.5.4. Through WeCAN, to facilitate communities to develop local community renewable energy opportunities.	a. Influence Winchester City Council to adopt Carbon Neutrality Action Plan (CNAP) targets for renewable energy generation within the District for 2030 that are consistent with Climate Change Committee guideline national targets. b. Support CNAP targets to be facilitated by appropriate provisions in the revised Local Plan. c. Review and validate data on renewable energy actuals, forecasts and targets, and incorporate them in published reports. d. Validate WCC's published GIS planning data on renewable energy and land use. e. Run a campaign to generate public support for solar farms. f. Run campaigns in support of solar farm applications as they appear. g. Deliver the Solar on Community Buildings project (funded by WCC)	1.5.1, 1.5.2, 1.5.3: Renewable Energy Action Group members, working collaboratively with other WinACC Action Groups, Working with WCC group 1.5.3 & 1.5.4: REAG and WeCAN project working collaboratively. 1.5.4: Climate Officer and project Officer	Effective routes to WCC officers and councillors. REAG improve knowledge on onshore wind energy. Communications Manager	WeCAN resources to enable support of renewable energy objectives, and potentially to include a community Energy resource
	1.6. Transferring investment from fossil fuels towards the green Economy 1.6.1. We engage members of Hampshire Pension Fund to press the Fund to strengthen and speed up implementation of its Responsible Investment plans, working in partnership with other local and national campaigns. 1.6.2. We aspire to press for wider divestment from fossil fuels, supporting other local, national and global campaigns, subject to funding or volunteers willing to work on this.	a. Work with and support a coalition with UNISON and others working on Hampshire Pension Fund, to influence/have a presence at Pension Fund Board meetings 2 times in the year and correspondence between) b. Amplify relevant divestment campaigns	Working with WCC group; Hampshire Pension Fund Divest (in partnership with Dirty Money), Communications Manager	Volunteer time	
	1.7 Support Winchester City Council, Parish Councils, Hampshire County Council work to deliver net zero. 1.7.1 Maintain and develop constructive relationships with WCC strategic and operational leads on climate emergency, transport, planning and housing. 1.7.2 Support Parish Councils to take climate action and to connect with WCC, through WeCAN. 1.7.3 Through Hampshire Climate Action Network, collaborate with other climate groups to influence HCC, including by taking part in the Expert Stakeholders Forum. 1.7.4 Work with other leading bodies (e.g. South Downs National Park Authority) towards net zero carbon targets of WCC and HCC. 1.7.5 Bid for contracts where we have expertise	a. Contribute to ongoing work of WCC through CNAP, Green Economic Development Strategy, Local Plan. b. Regular meetings with WCC at strategic and operational level. c. WinACC presence at all CNAP workshops/open meetings/ consultations that WCC set up. d. Amplify city council carbon neutrality work (comms) e. An event for the climate: where are we and what next - July 2024 - HCC, WCC, parishes - personal stories not just numbers F. Produce Winchester District Emissions Briefing based on annual Desnez data	Working with WCC Group (drawing in other action groups as appropriate); Working with HCC group; WinACC to provide one HCAN rep to HCC Expert Stakeholders Forum; Communications Manager	Lead trustee on WCC, Executive Director, Chair. Action Group chairs as relevant Communications Manager; representative on HCC Expert Stakeholders Forum	Staff costs - Exec Director; Communications Manager
	1.8 Strengthening the voice of local people on the climate crisis and their calls to action by policy makers. 1.8.1 Develop the capacity of local communities to use the influence of parish councils for climate action, through WeCAN (merging bottom up and top down). 1.8.2 Collaborate with other organisations with overlapping aims - e.g. Winchester Together for Our Planet; Green Communicators Network, Hampshire Climate Action Network, Winchester Food Partnership; Hampshire and Isle of Wight Wildlife Trust.	a. Provide support to WeCAN groups wanting to create climate action plans. b. Ensure Winchester Together for Our Planet is ready to take action when key opportunities arise.	Climate Officer, Executive Director, WeCAN advisory board, Partnerships Manager. Communications Manager	Staff time of Partnerships Manager, Climate Officer, Communications Manager, Executive Director	

2. **Strengthen climate action by local communities and networks, and enable them to engage with those in power.**

Objectives	Work Streams - Priorities	Key Action and Targets	Delivered by	Group/ project needs	Funding requirement
Increase engagement, raise our profile and build a sense of urgency to increase our impact	**2.1 WeCAN - Building a learning network of community hubs of climate action across Winchester District** 2.1.1 Supporting the development of hubs of local climate action - involving parish councils and community group leaders to galvanise local climate action, supporting groups with specific projects from inception to delivery. 2.1.2 Facilitating the sharing of experience and ideas between groups. 2.1.3 Increase capacity within WinACC to enable greater reach	a. Aim for 2 new WeCAN groups in 2024/5. b. Five new projects and activities being carried out by WeCAN groups, and increased understanding of their impact on local climate emissions c. Develop an evaluation of WeCAN phase 1 which allows the project to be replicated elsewhere. d. Involve each action group in at least one WeCAN group project e. Two coordinated actions/events (e.g. march/cycle etc) across the network.	Climate Officer, Project Officer Executive Director	Officers time (2-4 days a week) Executive director (½ day a week)	Additional resources for WeCAN core development and parallel projects. Aim to increase this to 4 days a week in total (approx £15 000 in addition to current costs)
	2.2 Increasing WinACC visibility and points of access we create for people to take climate action 2.2.1 Member only meetings and other events (e.g. Winchester Green Week). 2.2.2 Develop and implement a communications strategy which ensures appropriate digital/in-person engagement; increased range of formats of information reflecting different types of engagement through WinACC. Use positive, people-focused solutions. 2.2.3 Ensure analytics inform development and use of WinACC website. 2.2.4 Develop volunteering opportunities (e.g. placements/ internships). 2.2.5 Practical action (e.g. growing with IEW, leafleting for large scale solar developments).	a. General WinACC news monthly, topic based 'extra' monthly. B. Hold regular member only meetings (minimum 6 in the year) to build cohesion in WinACC c. Pilot new engagement meeting options d. Develop shaped messages and improved social media targeting e. Ongoing review of communications to keep emerging trends used f. Quarterly evaluate and reflect WinACC approach to volunteering and participation. g. Network via People Planet Pint	Executive Director, Office Manager, Partnerships Manager Communications Manager Trustees and Action Groups	Staff time, communications volunteer, Action groups involved in practical action	Resources for member and open meetings and pilot alternative options £1000 Budget for communications outputs (identified separately from paying Comms manager) £75/month = £600 social media (£20 for general WinACC and £30 for campaigns), £300 printing, website etc
	2.3 Knowledge exchange and thought leadership on local climate action 2.3.1 Make material available that draws together key ideas behind the work WinACC does, and how we deliver/share that. 2.3.2 Ensure member meetings facilitate this. 2.3.3 WinACC voice more obvious in media/networks. 2.3.4 Publish reports and blogs on climate issues relevant to local climate action.	a. Participate in the Positive Tipping Points Community of Practice (PTP CoP) to summer 2024. b. Record, reflect, act on debriefs of the knowledge exchange/thought leadership component of member meetings. c. Ensure WeCAN learning is communicated well through and beyond WinACC. d. Make sure WinACC material is easily accessible and available to the public. e. At least one news story picked up by external media per month. f. Seek opportunities for applying a deliberative democracy approach.	Communications Manager, Action Group Leads, Trustees, Partnerships Manager; PTP CoP: Executive Director	Staff and Action group time	(Comms budget mentioned above)

3. **Catalyse action that could have a big impact on the climate crisis, spotting opportunities and facilitating connections.**

Objectives	Work Streams - Priorities	Key Action and Targets	Delivered by	Group/ project needs	Funding requirement
Be nimble in response to opportunities arising out of changes in scientific understanding, national policy, public opinion and social norms - to take action on what will have the biggest impact on reaching net zero (and where WinACC can make a difference)	**3.1 Explore how WinACC can catalyse community energy in the Winchester District** 3.1.1 Maintain and develop relationship with Energise South Downs, Community Energy South 3.1.2 Ensure WeCAN offers a pathway to community energy for parishes that are interested.	a. Ensure WinACC link on board of Energise South Downs. b. Ensure pathway to community energy development is incorporated in WeCAN medium to long term plan by new strategic plan in Autumn 2024.	WeCAN Climate Manager and Advisory Board New staff person? (see above in 1.2)	Form internal group Staff time of Partnerships manager, Climate Officer Renewable Energy Action Group	
	3.2 The climate and biodiversity crises 3.2.1 Develop a WinACC line on these interlinked crises 3.2.2 Create an action group to include: Nature Emergency support for WCC; Local Plan; Nutrient neutrality; NbS; connections through/with WeCAN 3.2.3 Participate in Local Nature Recovery Strategy consultation and keep abreast as it emerges to consider implications and opportunities for WinACC (to integrate in new strategic plan in Autumn 2024) 3.2.4 Encouraging WCC and relevant Nature Agencies to consider scoping and implementing a 'Nature Improvement Plan' for the district	a. Create an action group to lead on this and in particular keep abreast of the new WCC Nature Emergency work. b. Be involved in WinACC response to next Local Plan consultation c. Campaign on stopping oil extraction from Winchester District	Lead trustee on land and nature based solutions Recruit new WinACC volunteers for this. Partnerships Manager	Form internal Group Stakeholders	
	3.3 Scope how/if WinACC can effectively engage with the Business sector 3.3.1 Maintain connections with existing business networks/partners - Chamber of Commerce, Winchester BID, Sustainable Business Network. 3.3.2 Keep abreast of WCC Green Economic Development Strategy 3.3.3. We will develop our approach to support local businesses to cut their greenhouse gas emissions and to develop a more resilient and sustainable local circular economy.	Scoping to include: a. Connect with existing business networks or 'players' to identify their current aims and activities. b. Collate key local business sector dates and opportunities e.g. green business awards, sustainable fashion week, Winchester Green Week	Treasurer and lead trustee on business, Partnerships Manager, Communications Manager.	Staff time to plan and assist with scoping exercise Recruit committed/ connected volunteer(s)	Seed funding to scope WinACC's place with businesses

4. Keep WinACC well run and sustainable.

Objectives	Work Streams - Priorities	Key Action and Targets	Delivered by	Group/ project needs	Funding requirement
Management to ensure the sustainability of the organisation	**4.1. Prioritisation and leadership** 4.1.1. We will hold regular governance and strategy meetings in order to enable participatory decision making, prioritisation and leadership. 4.1.2. We will maintain strong governance, compliance with legal frameworks and sound risk management. 4.1.3. We will strengthen project management (lead person, project board, appropriate participation by wider WinACC members, appropriate performance measures to monitor progress)	a. 4 trustee meetings a year for governance and 4 trustee, Action Group leaders and staff meetings a year for strategic planning. b. Use the project register to track and monitor work. c. Work on Chair succession planning	Chair and Executive Director facilitate leadership team (Trustees, Honorary Officers and Action group and project leads), Trustees and Executive director	Trustees, Honorary Officers Action group and project leads, Staff time Executive director Company secretary	
	4.2. Human resources 4.2.1. We will maintain a minimum 67 hours a week core staffing (Executive Director, Office Manager, Communications manager). 4.2.2 We will use paid staff (minimum 30 hours per week) to run major projects rather than have unrealistic expectations of unpaid WinACC supporters. 4.2.2. We will follow good practice to recruit, deploy and support people who take an unpaid role in WinACC activities as activists, campaigners or volunteer admin support.	a. Secure funds for core staffing (minimum 67 hours a week) and project work (minimum 30 hours a week). b. Ensure good management of staff and volunteers.	Executive director Lead trustee on HR Honorary Officers Partnerships manager	Lead Trustee on HR	£125 000 (£15-£21/ hour scale)
	4.3. Financial resources/ fundraising management 4.3.1. We aim to match resources to what needs to be done to achieve our aims – in particular, raise funds to implement this plan. 4.3.2. We will work on our readiness of project ideas and outline proposals so funding bids can be made when opportunities arise. 4.3.3. We will ensure that bids cover the full cost of the project, including staff time, evaluation and reporting to funders. 4.3.4 Implement new membership subscription scheme both to increase income from existing members and recruit new subscribing members. 4.3.5 Actively pursue opportunities for relevant commissions and contracts by directly proposing ideas, by responding to requests for tender, and for responding to invitations to tender.	a. Increase our income to at least £150,000 a year for five years through increasing donations from charitable trusts, individuals and business. (Priority to secure core funding to ensure sustainability of the organisation). b. Double income from individual donors. C. Ensure WinACC has a panel of people with appropriate expertise (whether as volunteers or paid) to use when we win contracts.	Lead trustee on fundraising, Treasurer, Chair and Executive Director	Lead trustee on Fundraising, Action group leads, Executive Director staff time, Treasurer	
	4.4. Organisational Systems 4.4.1. We will ensure WinACC has clear systems for performance measurement aligned with WinACC vision and aims. 4.4.2. Organisational structure that uses the experience and knowledge of WinACC supporters to challenge each other and ensure a coordinated approach 4.4.3. Digital transformation that includes: Information storage and retrieval Members recruitment and support Donor recruitment and support Managing relationships with supporters 4.4.4. Improve asset management 4.4.5. Rolling review of governance and management policies	a. Replace systems we currently use where they are no longer fit for purpose b. Keep up to date performance measures spreadsheets	Trustees, Executive Director, Company Secretary, Office Manager, Communications Manager; Action Group Leaders	Staff time of Executive Director and Office Manager	Budget for system Upgrades: (estimate cost approximate minimum £5,000)