

# VISION FOR WINCHESTER TOWN - IMPLEMENTATION AND METHODOLOGY

## INTRODUCTION

At the meeting with the Town Forum Vision Group on 30th April, the 2020 Group was invited to propose a means of further developing the Town Forum's Vision document so that its aspirations may be applied to projects and become influential in improving outcomes - with an example of how it could be used in relation to a current project.

The 2020 Group has concluded that the commendably assertive action points set out in the document (under each of the 8 themes) should be the starting point, and that a methodology or tool is needed for Forum to advance the Vision into practical steps for its implementation, to track progress in achieving the Vision, to identify any gaps, and to quantify achievements.

In the time available it has not been possible to progress beyond an experimental methodology, and to test it against what we suggest is the most pressing of current projects. The methodology is subject to development according to Forum's preferences for both means and priority.

We have created four draft tables for Forum's consideration on 25th June. The first three include all aspects of the Vision and their implementation, distinguishing between categories and addressing the question of priorities. The last is an example for a specific project. The tables can be combined on a single spreadsheet so that they may be sorted in a number of ways.

**Table 1 - Tracking progress towards the Vision** in the form of a matrix that lists all 69 action points under their theme-headings, with columns for specifying measures and monitoring results.

**Table 2 - Implementation of the Vision** setting the action points against initiatives that currently or potentially provide opportunities to implement the Vision or, put another way, where the aspirations of the Vision may be introduced into the planning process.

**Table 3 - Vision priorities** providing a methodology for focusing on priorities, balancing importance and opportunity as well as perceived urgency.

**Table 4 - A detailed example** showing how the Station Approach project could contribute to delivering aspects of the Vision.

## NOTES

1. Notes will be included with each table to explain what may not be immediately self-explanatory, and as these are unlikely to cover everything, we ask that you raise queries with us at the first opportunity.
2. These proposals are put forward with the objective of furthering your aspirations and are therefore subject to your preferences not ours (the table entries are included only as illustrative examples). We would be pleased to work with you to that end, providing if you wish, a half-day workshop on the methodology.
3. We suggest further stages could include draft action plans with identification of responsibilities and partnerships, and a method for resolving conflicts that may arise between aspirations or priorities.
4. We also advocate a separate exercise to study and define what is meant by the 'essential characteristics of Winchester' that we all wish to retain, and similarly to identify those things that we all regard as needing to be changed.

**Winchester 2020 Steering Group, June 2014**

**Table 1:** Extract from the full matrix demonstrating our suggestions for tracking progress in implementing the vision:

- Numbering and listing all the action points in the vision, using chapter numbers
- Defining indicators, where useful, outcome or output where possible, for each action point
- Systematically recording results and targets for each year.

**A** Numbers reflect order in the vision

**B** Vision action point

**C** How many happened in 2014

**D** How many to aim for in 2017

**E** Not necessarily calendar year

**F** Indicator designed to quantify level of achievement

**G** Part of process to which indicator refers (IN = input); the later the better

Number	Description	Indicators	Type of indicator (OC= outcome, OP =output, PRO = process, (IN = input	Actual 2014	Target 2015	Target 2016	Target 2017
<b>5 Encouraging people to create economic prosperity</b>							
5.01	market ourselves as a vibrant, well connected and environmentally responsible place to do business	(Number of) references in materials produced to: vibrancy, well-connectedness, environmental responsibility	PRO	4	20	20	20
5.02	support the Winchester BID which gives a voice to business and practical improvements to the BID area;	£ granted to Winchester BID and (Number of) acknowledgements of BID's role and importance					
5.03	work closely with development interests to ensure that Silver Hill delivers a boost to the whole of the Winchester town economy;	(Number of) joint initiatives	PRO	4	10	15	20
5.04	encourage private sector business expansion, new and start up businesses, and create business start up units;	(Number of) businesses expanded and Aggregate expansion achieved (staff, turnover, area occupied)	PRO				
5.05	promote a planned approach to the provision of employment sites, particularly in the city centre and at Winnall;	(Number of, and assessed quality of) employment site provision plans	IN				
5.06	promote accommodation to the latest private sector standards particularly in the area around the railway station;	(Assessed quality of) site private sector standards	PRO				
5.07	support the development of our creative industries and the economic contribution of the arts;	£ allocated to development of: a creative industries, b the arts	IN				
5.08	work with local educational institutions to promote learning excellence, to improve our skills base and to exploit the strengths of our local students and graduates;	Measures of learning excellence achieved	OP/OC				
5.09	promote our town as a venue for conferences to exploit the knowledge exchange skills	(Number of) conferences held in Winchester Town	OUT				
<b>6 Caring about our history, heritage and setting</b>							
6.01	seek imaginative new uses for historic buildings and land so as to retain their contribution to the environment;	(number of) new uses for historic buildings	OP				
6.02	integrate new communities;	Surveys of people's perceptions	OC				

**Table 2:** Extract from the full matrix demonstrating our suggestions for setting out the links between the action points in the Vision and the initiatives and projects that the City Council is pursuing using

- Simple ticks, or
- A longer more detailed explanatory narrative (Station Area column), or
- A double tick to show close connection, or
- (not illustrated) a number (1 – 10?) to demonstrate the degree of the connection.

H Any number of projects could be added

	A	B	I	J	K	L	M	N	O	P	Q	R
1	Number	Description	Projects	:								
2			LPPT2	Town Centre	Station Area	Barton Farm	Silver Hill	Walking Strategy	Cycling Strategy	Car Parking Strategy	Public Transport	Leisure Centre
12	5.09	promote our town as a venue for conferences to exploit the knowledge exchange skills		✓	consider incorporating a conference centre within the brief for station area to Tibbalds? Alternatively consider public							
13	6	<b>Caring about our history, heritage and setting</b>										
14	6.01	seek imaginative new uses for historic buildings and land so as to retain their contribution to the environment;	✓	✓	Carry out an audit of existing historic fabric within the station area. investigate alternative uses for important existing buildings in the area eg registry office, before considering demolition		✓					
15	6.02	integrate new communities;	✓			✓	✓	✓				
16	6.03	recognise and protect the outstanding landscape qualities and setting;				✓	✓					
17	6.04	insist on high quality design for all new buildings to ensure they complement our heritage;		✓	Tibbalds report and subsequent studies to include design coding for future development	✓	✓			✓		
18	6.05	remove the worst examples of architecture or, where not possible, seek their renaissance by imaginative design solutions;		✓	Tibbalds report to consider new developments of poor quality buildings within the area. Eg TA building. These are in many cases of lower density so replacement is economically desirable as well as visually.		✓			✓		
19	6.06	create exciting new public spaces: a new public area to host markets and events outside the Guildhall and a new town square in the Silver Hill development;	✓	✓	Tibbalds report and further development of a framework to consider provision of lively public spaces and providedesign coding for the public realm	✓	✓	✓		✓		
20	6.07	open up more of our heritage to the public;		✓	Carry out an audit of existing historic fabric within the station area. investigate alternative uses for important existing buildings in the area eg registry office, before considering demolition		✓					
21	6.08	enhance the quality of our public spaces: parks, streets and squares, and bring them to life with entertainment and activity.		✓	Tibbalds report and further development of a framework to consider provision of lively public spaces and providedesign coding for the public realm	✓	✓	✓		✓		
22	7	<b>Remaining a natural destination for visitors and shoppers</b>										
23	7.01	build a high quality new town quarter at Silver Hill with a mix of uses majoring on retail;	✓	✓			✓✓					
24	7.02	develop our role as a major tourist centre based on heritage as a backdrop for a growing reputation for creative and the arts;		✓	reinforce and improve linkage routes between the station and heritage/arts destinations within the City.							

J Alternative displays on different 'tabs'

L 'Narrative' entries can flesh out the nature of the link

K Entries as ticks indicate only if relevant

**Table 3:** Extract from the full matrix demonstrating our suggestions for:

- A tool for identifying and agreeing which of the action points have greater priority (could be done by individuals on their own, in the whole Town Forum Group, or by officers)
- Identifying responsibilities for implementing the action points
- Identifying links between the action points and other themes.

Number	Description	Urgency	Importance	Opportunity	planning can help deliver	Station Area could deliver	Led by: collaboration (c) planning officer (p) other officer (o)	environmental/transport/urban design
8.08	ensure new homes meet high environmental standards.	7	9	3		y	p	e
9	<b>Improving transport, access and air quality;</b>							
9.01	promote choice and variety in the ways people come to the city;	9	9	5		y	p	t
9.02	promote the implementation of a 20mph limit throughout residential and commercial areas - other than on the radial routes into the town;	9	9	9		y	o	
9.03	seek to reduce the need to travel by ensuring more services and facilities are provided locally;	9	9	9		y	c	
9.04	manage the availability of car parking to balance the need of residents, visitors and businesses;	2	2	2		y	p	t
9.05	promote improvements to parking at Winchester station and establish better links particularly from outlying areas;	1	1	1		y	p	t
9.06	reduce levels of congestion and manage traffic to reduce vehicle emissions and improve air quality;	10	10	3		y	p	t
9.07	establish more, safer and convenient walking and cycling routes;	8	9	4		y	p	t
9.08	promote workplace and school travel plans;	3	8	4		y	o	
9.09	reduce street clutter and champion well designed and managed streets	4	4	3		y	p	t

**Table 4:** Extract from the full matrix demonstrating our suggestions for links between the Station Area Initiative and all the Vision’s action points.

Number	Description	Station Area
<b>5</b>	<b>Encouraging people to create economic prosperity</b>	
5.01	market ourselves as a vibrant, well connected and environmentally responsible place to do business	<b>Emphasise in publicity how easy it is to access Winchester by train</b>
5.02	support the Winchester BID which gives a voice to business and practical improvements to the BID area;	
5.03	work closely with development interests to ensure that Silver Hill delivers a boost to the whole of the Winchester town economy;	
5.04	encourage private sector business expansion, new and start up businesses, and create business start up units;	<b>Include suitable facilities in the station area plans</b>
5.05	promote a planned approach to the provision of employment sites, particularly in the city centre and at Winnall;	<b>Tibbalds report and subsequent studies will identify employment opportunities within the station area</b>
5.06	promote accommodation to the latest private sector standards particularly in the area around the railway station;	<b>Tibbalds report and subsequent studies to include design coding for future development</b>
5.07	support the development of our creative industries and the economic contribution of the arts;	
5.08	work with local educational institutions to promote learning excellence, to improve our skills base and to exploit the strengths of our local students and graduates;	
5.09	promote our town as a venue for conferences to exploit the knowledge exchange skills	Consider incorporating a conference centre within the brief for station area to Tibbalds? Alternatively consider public transport links from station to existing and proposed hotels.
<b>6</b>	<b>Caring about our history, heritage and setting</b>	
6.01	seek imaginative new uses for historic buildings and land so as to retain their contribution to the environment;	<b>Carry out an audit of existing historic fabric within the station area. investigate alternative uses for important existing buildings in the area eg registry office, before considering demolition</b>
6.02	integrate new communities;	
6.03	recognise and protect the outstanding landscape qualities and setting;	
6.04	insist on high quality design for all new buildings to ensure they complement our heritage;	<b>Tibbalds report and subsequent studies to include design coding for future development</b>
6.05	remove the worst examples of architecture or, where not possible, seek their renaissance by imaginative design solutions;	<b>Tibbalds report to consider new developments of poor quality buildings within the area. Eg TA building. These are in many cases of lower density so replacement is economically desirable as well as visually.</b>
6.06	create exciting new public spaces: a new public area to host markets and events outside the Guildhall and a new town square in the Silver Hill development;	<b>Tibbalds report and further development of a framework to consider provision of lively public spaces and providedesign coding for the public realm</b>
6.07	open up more of our heritage to the public;	<b>Carry out an audit of existing historic fabric within the station area. investigate alternative uses for important existing buildings in the area eg registry office, before considering demolition</b>
6.08	enhance the quality of our public spaces: parks, streets and squares, and bring them to life with entertainment and activity.	<b>Tibbalds report and further development of a framework to consider provision of lively public spaces and providedesign coding for the public realm</b>
<b>7</b>	<b>Remaining a natural destination for visitors and shoppers</b>	
7.01	build a high quality new town quarter at Silver Hill with a mix of uses majoring on retail;	

Number	Description	Station Area
7.02	develop our role as a major tourist centre based on heritage as a backdrop for a growing reputation for creativity and the arts;	reinforce and improve linkage routes between the station and heritage/arts destinations within the City.
7.03	support the efforts of the BID to promote and market what Winchester offers;	
7.04	invest in our retail areas to make them attractive to a good mix of quality and speciality shops;	✓
7.05	become a renowned centre for food and drink with quality hotels;	
7.06	use our Purple Flag status to promote Winchester as a safe place;	✓
7.07	promote regular and varied markets and events to complement the retail and heritage offer of the city;	✓
7.08	support retail business with better signage and management of our streets;	<b>Tibbalds report and further development of a framework to consider provision of lively public spaces and providedesign coding for the public realm</b>
7.09	develop an evening economy offering something for everyone; in particular, encouraging families into Winchester in the early evening;	✓
7.1	support our cultural facilities and develop a wider range of events and attractions.	
<b>8</b>	<b>Providing new and affordable housing</b>	
8.01	ensure the successful implementation of the Barton Farm development	
8.02	ensure that new homes meet the needs of our community, including affordable housing;	
8.03	secure housing for Winchester's key workers essential to our economy;	✓
8.04	work with the University of Winchester, Sparsholt College and the University of Southampton to ensure an adequate supply of well managed student housing and to reduce the pressure for conversion of family homes to houses in multiple occupation	
8.05	work with local communities on neighbourhood plans for their local area to ensure new housing integrates well;	<b>Identify and involve local stakeholder groups in the bringing forward of the station area framework</b>
8.06	promote the highest standards of building and urban design in all development;	<b>Tibbalds report and subsequent studies to include design coding for future development</b>
8.07	support the principle of self build or cooperative housing on suitable sites	✓
8.08	ensure new homes meet high environmental standards.	<b>ensure that development brief incorporates code 5, investigate district heating</b>
<b>9</b>	<b>Improving transport, access and air quality;</b>	
9.01	promote choice and variety in the ways people come to the city;	<b>Ensure that Tibbalds study takes full account of latest research and follow government policy (Door-to-door) on public transport options including interchange from train to bus. Cater for the 100% growth in Winchester Station passengers since 1997 and anticipate government projections of a further doubling in the next ten years.</b>

Number	Description	Station Area
9.02	promote the implementation of a 20mph limit throughout residential and commercial areas - other than on the radial routes into the town;	<b>Tibbalds to redesign road sytem to encourage 20mph maximum speeds</b>
9.03	seek to reduce the need to travel by ensuring more services and facilities are provided locally;	<b>Locate more convenience facilities at the station to enable commuters to dispense with extra shopping trips.</b>
9.04	manage the availability of car parking to balance the need of residents, visitors and businesses;	<b>Tibbalds to balance provision to reflect Station Travel Plan survey that revealed that only 23% of people using the station wanted to park their cars there. Tibbalds report needs to take full account of Winchester parking strategy and its policy of concentrating on 'gateway parking'. Investigate park and ride, use of weekend parking in station car parks.</b>
9.05	promote improvements to parking at Winchester station and establish better links particularly from outlying areas;	<b>Investigate possible park and ride improvements to increase linkage to station. Investigate improvements to bus services to station from around Winchester city.</b>
9.06	reduce levels of congestion and manage traffic to reduce vehicle emissions and improve air quality;	<b>Tibbalds report should consider traffic flows around station are including possible two way flow in Sussex St</b>
9.07	establish more, safer and convenient walking and cycling routes;	<b>Tibbalds report to take as its starting point a thorough analysis of existing pedestrian movements through the station area, and to cater for these and anticipated increased pedestrian flows from Barton Farm. We now need to retrofit an acceptable pedestrian route from Andover Road to station around the new car park.</b>
9.08	promote workplace and school travel plans;	<b>Tibbalds to take full account of HCC Station Travel Plan and ensure that new workplaces have their own travell plans making full use of the proximity of the station for visitors and staff.</b>
9.09	reduce street clutter and champion well designed and managed streets	<b>Tibbalds report and further development of a framework to include design coding for the public realm</b>
<b>10</b>	<b>Becoming a regional centre for creativity and culture</b>	
10.01	support established businesses and new entrepreneurs in the creative and cultural sector;	
10.02	work with our two Universities to promote creative activity and support new creative enterprises	
10.03	promote a mix of leisure and entertainment activities throughout the day and evening;	
10.04	promote the refurbished Guildhall as an accessible, popular conference and entertainment venue;	
10.05	consider all options to ensure that Winchester continues to improve what it offers for public leisure facilities;	
10.06	support local sports clubs and recreation organisations to increase their membership and activities.	
10.07	provide more opportunities for young people - particularly those in relatively disadvantaged areas - to enjoy creativity and artistic opportunities close to where they live	
10.08	support local sports and recreation organisations to increase their membership and activities	
10.09	Provide more opportunities for young people - particularly those in relatively disadvantaged areas - to enjoy creativity and artistic opportunities close to where they live.	

Number	Description	Station Area
<b>11</b>	<b>Creating a green and environmentally friendly city</b>	
11.01	manage our public open spaces to keep them clean and green;	✓
11.02	create a green town of top quality parks, gardens and open spaces;	Tibbalds report and further development of a framework to consider provision of lively public spaces and providedesign coding for the public realm
11.03	remove street clutter to enhance the town's appearance;	Tibbalds report and further development of a framework to consider provision of lively public spaces and providedesign coding for the public realm
11.04	give a lead role to our Neighbourhood Wardens in maintaining the local environment and street scene;	
11.05	manage our environment in a sustainable way;	Design the station area to make rail travel as easy as possible
11.06	encourage the use of public transport, walking and cycling to reduce space lost to the car;	See points above re bus interchange, links to park and ride etc.
11.07	encourage high quality public art in the town;	
11.08	support the introduction of renewable energy, combined heat and power and district energy schemes into the town wherever possible	Investigate viability of district heating for future developments in the station area
11.09	explore opportunities to increase the availability and use of allotments;	
11.1	bring back drinking fountains to our public spaces	Include at least one drinking fountain in the station area.
<b>12</b>	<b>Safe and stable communities</b>	
12.01	support the voluntary sector network;	
12.02	encourage volunteering and active citizenship;	
12.03	support the work of Neighbourhood Wardens in managing community programmes;	
12.04	Expand the public engagement work of the Town Forum to: ensure all communities in Winchester have a say in plans, policies and programmes which affect them;	
12.05	ensure that organisations across the town listen to the aspirations people voice as they set their budgets and priorities	
12.06	use the best urban design principles to encourage good neighbourliness	✓