

REPORT TITLE: VISION FOR WINCHESTER

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PURPOSE

At the meeting of 24th November the Town Forum received a presentation from the consultants leading this project, Boyle and Summers, explaining the work undertaken to that point and setting out the next phase leading to the finalisation of a new Vision for Winchester to be considered at this meeting of the Town Forum.

The presentation covered the process followed which included outputs from a series of workshops that considered five key themes identified in the first phase of the work (Homes, Culture, Movement, Ecology and Lifetimes) culminating in Handbooks 1 and 2 which were appended to the report. They went on to outline the draft Vision and mapped out the proposed process for delivery of the final document.

The purpose of this report is to consider Handbook 3, which draws together the work completed in the first two stages of the process, ' and it is recommended that the suite of documents (Handbooks, 1, 2 and 3) are adopted as the new Vision for Winchester for the next ten years

RECOMMENDATIONS:

1. That the Winchester Town Forum adopts the suite of documents (Handbook, 1, 2 and 3) as the 'Vision for Winchester'.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 Five key themes emerged in phase 1 of the Vision work which align well with the aims of the Council Plan (Handbook 1). The workshop groups which followed on from Handbook 1 looked at these themes in detail (Ecology, Movement, Homes, Lifetimes and Culture) and the outcomes from their work was reported in Handbook 2. These handbooks and their outputs are drawn together in Handbook 3 which provides the overarching Vision for Winchester and focuses on how the Council can make change happen.
- 1.2 Tackling the Climate Emergency and Creating a Greener District
- 1.3 The working group that considered Ecology looked at landscape, buildings and roots of the city, including its richness and heritage, with an overarching narrative around tackling the climate emergency.
- 1.4 The Movement group addressed travelling around in Winchester. It considered what the specific barriers and opportunities are in the city regarding the creation of a sustainable travel network and explored the relationship between choices over how we move around and our physical and mental health.
- 1.5 The Movement group focused on Winchester specific issues that ranged from the fine detail to the big picture with the aim of creating a city where access and movement patterns and behaviours are democratic, fair, and sustainable.
- 1.6 Homes for all
- 1.7 The Home group identified that Home is an emotive topic affecting so many dimensions of people's lives. Home and family lie at the foundation of all societies, and building and protecting both are at the core of our adult existence. This group focussed on housing and neighbourhoods and to identify ways to make positive changes across the town.
- 1.8 Vibrant Local Economy

Whilst no specific topic group was identified for Economy it was an area that overlapped with, and was discussed as part of, all the other topic groups. For example the key findings and actions recommended of the Movement group centred on a strong set of principles about why making a better environment and offering improved movement choices for everyone will benefit the whole of Winchester. This included businesses, whose voices were represented on the Movement working group. There are many smaller businesses, whose voices are often underrepresented, that will benefit significantly from fewer

cars in the city centre, but more people. The Ecology Group identified the problem of disconnections. A richness of assets natural and human in Winchester that feel separated and so a key action identified was Wayfinding not only from one location or asset of Winchester to another but also between people who may be able to share experiences and skill.

1.9 Living Well

1.10 The theme of the Lifetimes Group was 'Living' in Winchester. At its heart, the group's concern was about people and how they live and inhabit the city. The many small narratives generated by the city that add up to a collective culture, a sense of place, feeling and community. It was understood to be a very broad concept so it can address the fine detail (for example how easy is it for an elderly person to cross the street) to the big picture relating to questions around demographics, class, gender and diversity, age, ability, identity.

1.11 Your Services. Your Voice

1.12 A key aspect of the brief was to involve a wide range of people including those that would not normally contribute to an initiative of this sort. Throughout the process of engagement (both online and offline) voices have been sought that have specific or unique insights into city life including those involved in the public, private and voluntary sectors –entrepreneurs, community workers, event organisers, activists and local champions. The recommendations of the Handbook 3 for the final Vision have the potential to make a significant contribution to this Council Plan Outcome via improved engagement with the community from the individual projects proposed and through them collectively.

2 FINANCIAL IMPLICATIONS

2.1 The Vision work and final draft has now been delivered in line with the agreed budget and based on the recommendations of the Vision there is the potential for further significant resources to be needed to undertake work identified in the document to enable delivery of the key objectives. The Steering Group will review how the final Vision is taken forward.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 None specifically relating to the finalising the Vision following the earlier procurement process which resulted in the consultants, Boyle and Summers, being appointed to deliver this project.

3.2 Whilst there is not a statutory requirement to have a Vision document in place for the city, it is intended that this work will form part of the evidence basis for future Strategic Planning by the Council including production of the new Local Plan.

4 WORKFORCE IMPLICATIONS

- 4.1 None relating to the finalisation of the Vision but staff resource will be required to take forward its actions and will most likely need to be met from within existing staff resources. The Communications Team have temporarily taken ownership of the One Great Win website to manage incoming contacts and to make sure it is kept up-to-date.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

- 6.1 The Vision brief was agreed prior to the lockdown and scoping and engagement had started in accordance with Stage 1. Methods to continue engagement were adapted using virtual/digital channels to ensure continuation of the project. Therefore in combination the nature of project, draft vision and engagement moved on line and the second phase of the work evolved into a digital workshop format with opportunity for interested parties to feed into the workshop process via the One Great Win website set up specifically for the Vision and other social media channels.
- 6.2 In the first phase of work a wide scoping exercise was undertaken and direct conversations were had with a range of officers, members, public and stakeholders using street audio tracks, interviews and digital walks and digital communication. Online engagement was undertaken via the One Great Win website, social platforms, online polls and blog posts. This resulted in the production of Handbook Part 1s which are the evidence base which framed the second phase of the work.
- 6.3 Phase 2 involved forming five themed based workshop groups looking at Homes, Movement, Culture, Lifetimes and Ecology, each having 4 sessions with volunteers, then posting blogs about each session on the website. A loop of communication was formed to link Winchester into these activities with interested parties outside the groups having a chance to contribute. The Council reached out widely to the community in relation to the workshop stage of the project through Residents e-newsletters, Parish Bulletins, direct emails to key stakeholders plus additional focus on groups promoting diversity and youth engagement, social platforms, City Voice, our website, and press release. The workshops produced Handbook 2s which formed the basis of Handbook 3 which draws together the work from the first two phases and constitutes the overarching Vision of Winchester for the next decade.
- 6.4 Handbook 3 is now complete and along with Handbooks One and Two represents the Vision for Winchester 2020-2030. Many of the recommendations and actions in Handbook 3 were tested and publicised throughout the project process. It sets out several strategies, recommendations and principles and applies to all who live and work in the city. This Vision focusses not on buildings or urban master plans, despite

taking these into consideration as part of the spatial dimension of the document, but on the people of the city. It explores ways in which they make and inhabit Winchester and encapsulates their call for greater agency. Throughout this project it has been made clear that the Vision, if it is to have a practical use, has to consider *how* to effect change in the city. The final Vision (Handbook 3) appended to this report outlines the mechanisms recommended to make change happen through greater/improved collaboration and engagement. Whilst it focuses on how change can be effected it nevertheless has been conceived spatially and therefore incorporates a strong spatial dimension. An example of this is through developing a stronger network of walking routes that connect local neighbourhoods, and connect people to local amenities, to the city and to the wider landscape and 15 minute city which advocates greater access to facilities locally for neighbourhoods thereby reducing the need for people to travel.

- 6.5 A virtual (open) event was held on 1st December which included the Steering Group Members and Workshop volunteers, with a presentation of the final Vision from Boyle and Summers who again reached out widely to the community of Winchester and all those who had engaged in development of the Vision through phases one and two of the work. . The workshops methods and outcomes of the Vision will add value to the ongoing work of the Council and will assist with engagement and collaboration to deliver major and smaller projects, outcomes of the Council Plan and will inform the new Local Plan.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 The Vision will support new ways of working and engaging on projects and other work which will result in improvements to the environment. The report identifies three approaches to making change happen and then describes how these approaches could be applied across the city.
- 7.2 A. The City Made by Walking.
- 7.3 B. Establishing Mechanisms that Enable Communities.
- 7.4 C. Auditing and Sharing Resources.
- 7.5 A primary focus of the Vision is to invest in communities and networks that emphasis walking and it is recommended that research is undertaken to support this with the “Fifteen Minute City” model being embraced.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:
- 8.2 (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- 8.3 (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- 8.4 (iii) foster good relations between those who have protected characteristics and those who do not.
- 8.5 Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.
- 8.6 The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all residents in respect of socio-economics and health determinants.
- 8.7 The balance of the five workshop groups in respect of equality and diversity, and input and experience of topic area in question, was considered at length and facilitated throughout.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 The Council engaged with a range of organisations and individuals throughout the Vision engagement process. Meeting the requirements of the General Data Protection Regulation for the data gathered and held is a significant responsibility. Formal agreement was secured with the Consultants to ensure compliance with the Data Protection Officers written instructions for the legal management of all information held and released.

Risk	Mitigation	Opportunities
<i>Property</i> None		
<i>Community Support</i> The Vision is not supported by communities of the city	Worked with a range of stakeholders and other interested on the project to provide opportunities to engage in the process and link into workshops if not a member using digital channels including the One Great Win website which is dedicated to the project.	Used the Vision work as an opportunity to engage with groups that traditionally would not necessarily have participated in this type of project
<i>Timescale</i> None Project delivered on time.	.	
<i>Project capacity</i> None		
<i>Financial / VfM</i> Vision is not delivered because of a lack of resources.	Steering Group will look at how the Vision can be taken forward including resources.	
<i>Legal</i> None		
<i>Innovation</i> Risk of failure or delay delivering the Vision because of	Specialist skills of a multidisciplinary consultant team which enabled engagement to	Creation of a living Document in a highly innovative and visually communicative way

Covid-19 constraints and from trying new techniques and digital formats for public engagement	happen effectively using a variety of means including digital channels.	using digital means that could have wider applications for future council work. .
<i>Reputation.</i> Vision delayed because of Covid-19 constraints or lack of opportunity for interested parties to engage in the process.	Innovative use of digital channels as set out above.	Developed new ways of working with wider applications possible.
<i>Other</i> None		

11 SUPPORTING INFORMATION:

- 11.1 As previously reported Boyle and Summers (B&S) were appointed in February 2020 to lead on the work of developing a new Vision for Winchester for the next decade. However, almost immediately, the approach to delivering the work had to be re-assessed in light of Covid-19 which made face to face meetings and traditional ways of working impossible. In response the project moved on to a digital footing using technology creatively to undertake the first scoping phase of work which produced Handbook Part 1s. The second phase, which followed on, entailed the formation of five working groups to look at key themes which emerged from the initial phase one work; Homes, Movement, Culture, Lifetimes and Ecology. The output from the working groups was captured in the Handbook 2s.
- 11.2 As explained by B&S during their presentations at the last two meetings of the Forum in September and November 2020 it became evident that there was a consistent message coming through that it was not so much about what the city wanted to see happen but *how* this could be achieved. There was a frustration that it was the mechanisms used to deliver some projects which meant they were not ultimately successful.
- 11.3 The output from the workshops formed Handbooks 2 were considered at the September Forum. Whilst each group focussed on a topic area it could be

seen there is a commonality across the output of the groups in relation to matters such as public realm, use of open spaces, wayfinding and sustainable forms of transport, with a good range of ideas about how the town could be improved for everyone that lives in, works or visits Winchester along with ways these could be delivered by communities and not just the City or County Councils. The Vision is about supporting and empowering neighbourhoods to deliver the changes they want to see.

- 11.4 The Handbooks from the first two stages of the project underpin the final phase of work undertaken by B&S which is the production of Handbook 3 which defines the overarching Vision for Winchester identifying ways to improve delivery through engagement and collaboration; so the how and not just the what. The concepts and actions for the proposed Vision were presented at the November Forum meeting and were well received and supported. Since that meeting B&S have developed and refined the detail of the Vision, working closely with the Forum Steering Group, culminating in the production of the final Vision document attached at Appendix A to this report.
- 11.5 The three specific approaches of the principles A (Spatial), B (People Power!) and C (Auditing & Sharing Resources) are underpinned by the following six critical values explored in detail in the Handbook Part 3:
 - 11.6 One hundred small wins are better than one big win.
 - 11.7 Tackles the climate crisis by building resilient communities that have learned to self-organise and work together.
 - 11.8 Build effective dialogue with a wide range of voices that focuses on problem solving and enabling between the community and the council.
 - 11.9 The city needs strong leadership prepared to make difficult choices but before that, trust must be (re)established and this can be achieved by listening to people.
 - 11.10 Tackle the negative impacts of car traffic by moving towards the “fifteen minute city” model which favours local walking and cycling access to services and facilitates and creates viable, better alternatives to car use that have much wider benefits i.e. creating beautiful streets people enjoy walking down, leads to local town squares where one might encounter friends, a pop-up market stall or a temporary event.
 - 11.11 Create the space in the process to catch emerging ideas and be prepared to flex with changing times, changing attitudes and changing technologies.
 - 11.12 The final phase has now been completed with a (virtual) open event on 1st December which included the Steering group Members and Workshop volunteers, with a presentation of the Vision from B&S who again reached out widely to the community of Winchester and all those who had engaged through phases one and two of the Vision Project as well as others with an interest in shaping the city over the next 10 years. It was an opportunity for

the working groups to take to the digital stage and explain their findings and recommendations and was a celebratory evening designed to initiate a culture of collaboration for the decade ahead.

- 11.13 Whilst the completion of the Vision is a significant milestone in how the Town Forum can shape the city in the coming years, and is an achievement in itself given the constraints imposed by Covid-19, it is really only the start of the process of effecting change in Winchester.
- 11.14 The Steering Group have therefore begun to consider how best to start taking forward its implementation so that it becomes embedded in the way the Council works in the city when looking at how to deliver future projects, strategies and policies. The Communications Team have temporarily taken ownership of the One Great Win website to manage information channels, incoming contacts and to ensure the site is up-to-date. The website has been refreshed to reflect the end of the production of the Vision with Handbooks Parts 1, 2 and 3 available online.
- 11.15 An early example of how the Vision can be used in practical terms to help start to deliver change is the forthcoming Local Plan consultation relating to Strategic Issues & Priorities. Some of the concepts set out in the Vision, like the 15 minute city, are incorporated into the consultation document. In addition, the Strategic Planning Team are also looking at creative and innovative ways to engage with people as part of the plan making process. To this end they will be creating a specific brand for the Local Plan supported by a standalone website which builds on the work undertaken to develop the Vision.
- 11.16 In conclusion it is recommended that the Town Forum adopts the new Vision for Winchester as set out in Handbooks 1, 2 and 3.

12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

[CAB3191](#)

[REPORT TITLE: LOCAL PLAN 2036 CONSULTATION AND ENGAGEMENT](#)

[PROCESS](#)

[11 SEPTEMBER 2019 - WINCHESTER TOWN FORUM](#)

[18 SEPTEMBER 2019 - CABINET](#)

[24 NOVEMBER 2020 – WINCHESTER TOWN FORUM](#)

1.1 A wide scoping exercise was undertaken and direct conversations were had

Other Background Documents:-

None

APPENDICES:

Appendix A – Handbook Part 3.