

REPORT TITLE: Vision for Winchester 2030 – Update

16 SEPTEMBER 2021

REPORT OF CABINET MEMBER: Cllr Clear, Cabinet Member for Communities and Wellbeing

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WARD(S): TOWN WARDS

PURPOSE

The Town Forum, at its 28 January meeting, approved the recommendation to adopt the suite of documents (Handbook, 1, 2 and 3) as the 'Vision for Winchester' which will be used to help shape the future of the city over the next ten years.

The purpose of this report is to set out the approach to take the Vision for Winchester forward to implementation.

It is clear in the Vision's recommendations, which were informed by the findings of the topic based working groups, that future implementation is about the "how" as much as the "what" in terms achieving the outcomes set out in the document. Therefore, it is important that the council develops an approach that responds to the values of the Vision as well as the recommended actions.

RECOMMENDATIONS:

Winchester Town Forum is asked to:

Endorse the next steps proposed to implement the recommendations of the Vision for Winchester comprising the following:

- a) Establish an internal briefing, to be arranged and led by the Vision consultants to start to embed the Vision in our work across the city, and to develop a model to frame how we deliver our services that encompasses the Vision's principles and approach.
- b) Develop an implementation framework and programme that sets out a

roadmap for how and when recommended outcomes can be achieved.

- c) A Town Forum Members session is arranged with officers to review the implementation framework and programme to agree next steps including resources.
- d) Approve a supplementary revenue budget estimate of up to £9K from the Town Reserve to cover the costs of the Vision consultant undertaking the internal briefing as outlined at (a) above.

IMPLICATIONS:

1. COUNCIL PLAN OUTCOME

- 1.2 When the Town Forum considered the Vision for Winchester at its 28 January 2021 meeting details of how it contributed to the council plan were provided and these remain unchanged. However in terms of taking the Vision forward the following are actions that are recommended in Handbook 3 as they relate to the council priorities.
- 1.3 Tackling the Climate Emergency and Creating a Greener District
- 1.4 There was not a specific working group on climate emergency as it was felt this issue must be addressed in each group and that any project identified should not contribute to carbon emissions. Projects could also reduce CO₂ emissions and could include for example recycling, energy consumption to net gain in biodiversity actions. The concept of the 15 minute city aligns with the objective “Everything most residents need should be in reach by foot, bike or public transport”.
- 1.5 Homes for all
- 1.6 The Home working group focused on the problems, delights, challenges, assets and people of the city’s distinctive neighbourhoods. It also described components of an ideal neighbourhood. The group considered how, when and where to build more homes. However the group wanted most to focus on how to make the neighbourhoods of the city feel more like home. This aligns with the objective: “Diverse, healthy and cohesive communities - not just homes.”
- 1.7 Vibrant Local Economy
- 1.8 There was not a working group for economy but like climate emergency was considered as part of all the groups work. For example the group that considered Culture identified the potential to support start-ups, entrepreneurs and graduates through the creation of creative enterprise zones. This would also develop a profile to the cultural and creative sector in Winchester which it was felt was hidden or did not have a sufficient level of exposure. The Movement group recommended working with small businesses to give a voice to those that support less traffic to create space for more people. This aligns with the objective “Increased opportunities for high quality, well-paid employment across the district” and “More younger people choose to live and work in the district”.
- 1.9 Living Well
- 1.10 The theme of the Lifetimes Group was ‘Living’ in Winchester and the group’s focus and concern was about people and how they live in, and inhabit, the city. Project ideas focus on connecting people to places and each other. This aligns with the objectives: “A wide range of physical and cultural activities for

all ages and abilities” and “Attractive and well-used public facilities and green spaces with space for relaxation and play.”

1.11 Your Services, Your Voice

1.12 People who participated in creating the Vision identified the need for a greater ability to shape and influence the places where they live, work and play. A new approach to engaging and working with local communities needs to shift the emphasis away from the council setting the agenda towards the council supporting an agenda, set by communities, and creating time and space to encourage and enable them to deliver the changes they want to see. This aligns with the objective “An open, transparent, inclusive and enabling council”

2 FINANCIAL IMPLICATIONS

2.1 The internal briefing will be carried out by the original consultants. This is an additional cost to the contract to create the Vision and is estimated to be £9,000.

2.2 This additional work on implementing the Vision will need to be funded by the Town Account.

2.3 The approach to embed the principles of working with and empowering the local community is about delivering projects and programmes differently, rather than need to find additional budget for new activities.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 The further works proposed in this report will require a new contractual arrangement which must be agreed in accordance with the council’s Contract Procedure Rules and the Public Contract Regulations 2015.

3.2 A request for Exception to Contract Procedure rules will be required to allow the use the Vision consultants to run the officer briefing session.

4 WORKFORCE IMPLICATIONS

4.1 The Director responsible for Place will have oversight for the Vision for Winchester work with the leads for supporting the implementation to be Susan Robbins (Corporate Head of Economy & Community), Simon Finch (Corporate Head of Regulatory) and Steve Lincoln (Service Lead Communities & Wellbeing).

5 PROPERTY AND ASSET IMPLICATIONS

5.1 NONE

6 CONSULTATION AND COMMUNICATION

- 6.1 The Vision itself was developed following extensive dialogue with stakeholders and the public and the emerging document was considered by the Forum in autumn last year before being adopted in January this year. The approach to take the Vision for Winchester forward was discussed with the council's Executive Leadership Board and with Cllrs Becker (Town Forum Chair), Gordon-Smith (Cabinet Member for Built Environment) and Clear (Cabinet Member for Communities & Well-Being) in June. Further to these discussions the Corporate Head of Regulatory Service, Corporate Head for Economy & Community and Service Lead for Community and Wellbeing formulated the approach that is being recommended in this report. This internal consultation has also resulted in the Vision work moving from Regulatory Services (Policy) and into Economy & Community (Delivery).

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 The Vision for Winchester recommends a number of far reaching actions and outcomes that will positively impact on the environment in terms of sustainability, carbon emissions, air quality and ecology. This includes:
- a) 15 minute city concept.
 - b) Reduction in car use / car free streets.
 - c) Auditing resources and spaces so that they are better shared and used.
 - d) Creation and enhancement of public parks and opens spaces.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 None arising from the content of the report, although officers will have regard to the considerations as set out in the Equalities Act 2010 and whether an Equality Impact Assessment will be required to be undertaken on any specific recommendations, projects and or future decisions made.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 All personal information collected as part of a procurement process, including that contained in contract documentation will be held in accordance with the Council's Data Protection Policy and comply with the six Data Protection Principles set out in Article 5(1) of the General Data Protection Regulation (GDPR) and sections 35 to 40 of the Data Protection Act 2018 (DPA).

10 RISK MANAGEMENT

- 10.1 This approach to taking the Vison forward is in line with the council current risk appetite which is moderate. This does means the council remains open to innovative ways of working.

Risk	Mitigation	Opportunities
<p>Financial Exposure Low risk limited to the cost of procuring the Vision consultants to run officer briefing sessions.</p>	<p>Will be managed under the council Contract Management Procedures</p>	
<p>Exposure to challenge Low risk as the Vision was developed through extensive engagement and public briefings and has been adopted by Winchester Town Forum.</p>	<p>The One Great Win website is still live and will be used to keep interested stakeholders informed of next steps and proposed actions.</p>	
<p>Innovation The Vision recommends a new approach to the way we work with our local communities. Some teams will already be adopting this approach others will need to be supported to do so and this may take further development and exploration.</p>	<p>Briefing and training session with the Vision consultants to inform and explain the principles and approaches recommended.</p>	<p>Teams can look to work with our communities in new ways that lead to more effective outcomes.</p>
<p>Reputation The council fails to take forward the findings and recommendations from the Vision, and those who participated and gave over their time and energy to create it, loose trust in the process and the council.</p>	<p>Based on one of the key principles of the Vision of 100 small wins, an early opportunity to engage with local community stakeholders on a project needs to be identified and delivered.</p>	<p>There is potential to enhance the council's reputation by demonstrating that is taking forward the recommendations made by the participants in the working groups and is empowering communities to deliver the changes they want to make.</p>
<p>Achievement of outcome The Vision is broad in the issues it covers and the range of recommended actions. This creates a risk that there is no</p>	<p>A toolkit/model to frame how we deliver our services in the wards so our work encompasses the Vision's principles and approach will be developed.</p>	<p>The potential to better document and showcase the community engagement work that is undertaken across the council's services on the areas covered in the</p>

ownership of the outcomes with any one council team or activity and so no responsibility for ensuring outcomes are achieved.		Vision.
Property None		
<p>Community Support Stakeholders originally involved in developing the Vision do not wish, or are not able, to participate in the engagement work or come forward as local champions and advocate for project work.</p>	<p>Based on one of the key principles of the Vision of 100 small wins, an early opportunity to engage with local community stakeholders on a project needs to be identified and delivered.</p> <p>The One Great Win website is still live and will be used to keep interested stakeholders informed of next steps and proposed actions.</p>	
<p>Timescales This is a ten year vision however there will be an expectation that change and action can be demonstrated early in the life of the vision, which may not be possible due to the long term nature of some of the recommendations.</p>	<p>A toolkit/model to frame how we deliver our services in the town wards will be developed so our work encompasses the Vision's principles and approach will be developed.</p>	
<p>Project capacity Teams delivering projects do not have the capacity to adapt their delivery approach to incorporate community engagement on the activities recommended in the</p>	<p>An officer briefing session lead by Vision consultants to start to embed the Vision in our work across the city. This will be designed to get officers thinking about the work they already do and how</p>	<p>New ways of working with a flexible and adaptable approach may result in increased capacity within communities to be more self-reliant and resilient, requiring less direct support by the council in</p>

Vision.	<p>this aligns with the Vision or can be refreshed so that it does.</p> <p>A toolkit/model to frame how we deliver our services across the town wards is developed so our work encompasses the Vision's principles and approach.</p>	the longer term.
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11 SUPPORTING INFORMATION:

11.1 Background

11.2 Creating the Vision for Winchester comprised three stages of work (scoping/five key work streams/overarching Vision) with a Handbook produced for each phase (Handbooks 1-3). A dedicated website was created to facilitate the Vision work called One Great Win. Key themes identified from stage 1 which formed the basis for the second stage were:

- a) Home - Looking at housing, the town centre, and neighbourhoods.
- b) Culture - Addressing what culture means to Winchester
- c) Ecology - The rich relationship between landscape, history, historic buildings people and stories
- d) Movement - Actively getting around Winchester
- e) Lifetimes - Looking at what it means to live in the city

11.3 Handbook 3 pulled together the work from the first two phases into a single overarching document. The Vision revolves around three specific approaches:

- A. Spatial - The City Made by Walking
- B. People Power! Establishing Mechanisms that Enable Communities
- C. Auditing & Sharing Resources Creating and Sharing Data is Empowerment

11.4 These three specific approaches are underpinned by the following six critical values

- i. One hundred small wins are better than one big win

- ii. Tackle the climate crisis by building resilient communities that have learned to self-organise and work together
- iii. Build an effective dialogue with a wide range of voices that focuses on problem solving and enabling between the community and the council
- iv. 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
- v. 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 facilities 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
- vi. Create the space in the process to catch emerging ideas and be prepared to flex with changing times, changing attitudes, and changing technologies

11.5 Summary of Proposals

- 11.6 Whilst the Vision is an aspirational document there are range of specific proposals and ideas that can be taken forward. Some work in this regard has begun with the concept for a 15 minute city (good access for communities on foot/bike/public transport to facilities and services thereby negating the need to travel to them using other means) being included in the Local Plan consultation on Strategic Issues and Priorities which took place between February and April this year.
- 11.7 There are already a number of projects, areas of work and funding sources that can be used or developed to start implementing the principles set out in the Vision. Collectively these work streams and funding sources can form the basis of the implementation framework. It is as much about shifting “how” we do things rather than generating lots of new actions. Examples include:
- 11.8 Open spaces and play areas – the Natural Environment and Recreation Team is involved in a number of open space projects like North Walls, and various play area improvements which are included in an annual programme (town account funded) that could provide the chance to develop community based schemes.
- 11.9 Grants programme – Small grants and crowd funding grants provide an opportunity to empower and enable communities to identify and deliver local project and improvements. The Town Forum has ‘paused’ the small grants scheme to reviews how to best use the budget to deliver the recommendations set out in the Vision.

- 11.10 Community Infrastructure Levy (CIL) – The council (district wide) and Town Forum (neighbourhood portion) already provides funding for infrastructure projects that can be community lead. Historically the Town Forum funding stream has not attracted a high number of requests for funding from community groups (unlike the district wide scheme) so there is a real opportunity to promote this and use the funds to support local action.
- 11.11 These are only a few specific examples of areas of work where we can take the Vision forward but there may be further scope to do this in relation to the development of the new Local Plan, as mentioned above, housing and project delivery. It will be necessary to make all the council’s services aware of the Vision, its recommended approach for how we work with our town communities and to capture from them existing or planned activities with the potential to effect change in the city. The proposed officer briefing will, with some pre-emptive work first, help to understand people’s roles and responsibilities. From the session a short summary report will be produced confirming next steps and actions. However with the principle of 100 small wins in mind, and to maintain public confidence that the Vision can deliver change in different way, it will be important to identify work that can secure some outcomes early rather than wait for the implementation framework and programme to be finalised.
- 11.12 Conclusion
- 11.13 In order to take the Vision forward and to translate it into tangible actions the recommendation is to:
- a) Establish an internal briefing, be arranged and led by Vision consultants to start to embed the Vision in our work across the city, and to develop a model for how to frame how we deliver our services that encompasses the Vision’s principles and approach.
 - b) Develop an implementation framework and programme that sets out a roadmap for how and when recommended outcomes can be achieved.
 - c) A Town Forum Members session is arranged to review the implementation framework and programme to agree next steps including resources.
- 11.14 An indicative timetable for this work is shown below and is subject to confirmed availability of the consultants:

Period	Activity
September	Procurement of consultancy for officer briefing
October – November	Internal briefing(s) and model for working
November	Develop implementation framework and programme
December	Town Forum member briefing to review implementation framework, programme and resources

27 January 2022	Report to Winchester Town Forum
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12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 Do nothing: The Vision for Winchester has been adopted by the Town Forum and its development represented a significant investment of resources for the council. The council could opt to only use this document to promote an approach, and as a useful reference guide, without developing a more formal response to the recommendations in the form of an implementation framework and programme. This option is rejected. In order to capitalise on the investment made by the council, and the efforts of the stakeholders who participated in the development of the Vision, it should be taken forward in a planned way which demonstrates how work will be undertaken in the town area moving forwards.
- 12.2 Deliver officer briefing(s) in house: Lead offices involved in the development to the Vision could facilitate the officer briefing(s) in house. This option is rejected. The breadth and range of topics covered in the Vision, and new approaches recommended within the document, need a facilitated session involving all our relevant services to explain and explore the issues, utilising the in-depth knowledge and experience of the consultants that developed it.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

WTF293 – Winchester Town Forum 28 January 2021 VISION FOR WINCHESTER

<https://democracy.winchester.gov.uk/documents/s13889/WTF293%20Report%20-%20Vision%20for%20Winchester.pdf>

[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](#)

Other Background Documents:-

Vison for Winchester 2030 - Handbook Part 3.

<https://www.onegreatwin.com/wp-content/uploads/2020/11/Winchester-Vision-2030-Part-3.pdf>

APPENDICES:

NONE