Winchester City Council

Community Resilience and Wellbeing Strategy

Main Report

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Prepared for: **Winchester City Council**

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Abbreviation	Definition
ABCD	Asset Based Community Development
CDC	Civic Data Cooperative
CRWS	Community Resilience and Wellbeing Strategy
DLUHC	Department for Levelling Up Housing and Communities
HCC	Hampshire County Council
HDI	Household Disposable Income
ICB	Integrated Care Board
IDACI	Income Deprivation Affecting Children Index
IMD	Indices of Multiple Deprivation
JSNA	Joint Strategic Needs Assessment
LGA	Local Government Association
LPA	Local Planning Authority
LSOA	Lower Layer Super Output Area
LTLA	Lower Tier Local Authority
MDA	Major Development Area
MSOA	Middle Layer Super Output Area
NPPF	National Planning Policy Framework
OECD	Organisation for Economic Cooperation and Development
ONS	Office for National Statistics
PHE	Public Health England
PPG	Planning Practice Guidance
PSED	Public Sector Equality Duty
SCC	Southampton City Council

Abbreviation	Definition
SWOT	Strength Weaknesses Opportunities and Threats
WARM	Wellbeing and Resilience Measure
WCC	Winchester City Council
WDF	Winchester District Development Framework
WELLBY	Wellbeing-Adjusted Life Year
WDRWF	Winchester District Resilience and Wellbeing Framework

1 Executive Summary

1.1.1 The **Community Resilience and Wellbeing Strategy (CRWS)** was commissioned by Winchester City Council's (WCC) Community & Wellbeing Team (CWT). The CWT is the lead department within the council that delivers services that support public health and help people and communities cope in difficult times.

1.1.2 The CRWS serves as a roadmap for how WCC can take active steps to enhance wellbeing and resilience across the district through to 2030.

1.1.3 The strategy was developed through a four-stage process that prioritises community participation and evidence-based decision-making. This process included:

- a literature and policy review;

- constituting and working with the Community Panel;

- a comprehensive evidence-gathering phase involving statistical analysis and community engagement; and

- strategy finalisation incorporating feedback from various stakeholders.

1.1.4 The CRWS recognises the importance of defining wellbeing and resilience in the local context of Winchester district. It acknowledges that wellbeing is a multifaceted concept with both objective and subjective dimensions; moreover, it is influenced by factors such as external support networks, enabling infrastructure, and individuals' subjective experiences. In short, the CRWS defines resilience as the capacity of individuals and communities to respond to and overcome shocks or challenges, supported by enabling infrastructure and social capital.

1.1.5 The strategy is underpinned by the **Winchester District Resilience and Wellbeing Framework (WDRWF)**. Following extensive research and discussions with the Community Panel (see section 5.1.4), the WDRWF presents a broad conception of the key drivers of wellbeing and resilience. These include both objective factors like housing; income; transport; and health, as well as subjective factors related to social capital and support networks. It is acknowledged that many of these areas fall outside the specific remit of the CWT, and some beyond the council itself.

1.1.6 The WDRWF was applied to the context of Winchester district through a mixed-methods evidence-gathering approach, combining statistical analysis with qualitative insights from community engagement and surveys.

1.1.7 The evidence-gathering phase revealed key challenges and opportunities for enhancing wellbeing and resilience in the district. The findings highlight issues such as housing affordability, mental health support, transport accessibility, and health inequalities. The CRWS also identified strong community engagement with local assets and a willingness to participate in resilience-building activities.

1.1.8 Based on the evidence, the CRWS outlines strategic priorities for WCC to address key challenges and leverage community strengths. These priorities include

- expanding access to affordable housing;

- improving mental health support;

- enhancing transport accessibility; and

- reducing health inequalities.

1.1.9 The strategy also emphasises the importance of service integration and communication to ensure that residents can easily access available support.

1.1.10 Working within the broader WDRWF, the CRWS action plan focuses on those areas that fall within the purview of the CWT. It provides specific, actionable steps that WCC should consider relating to:

- promoting physical and mental health;

- supporting community groups;

- strong neighbourhood values; and

- public health.

1.1.11 The plan presents a wide range of opportunities for CWT to work in partnership with community actors, as well as other parts of the council, to address these key challenges.

1.1.12 The action plan is underpinned by a Theory of Change approach, linking actions with outcomes to enable WCC to support cohesive and resilient communities with high levels of wellbeing.

1.1.13 The suggested actions cover a range of areas, including the development of a health impact assessment framework, the implementation of a social value measurement system, the establishment of youth rapid response networks, and the activation of underused public spaces.

2   Introduction

2.1.1   The UK and its communities have faced unprecedented challenges in recent years; these include the COVID-19 pandemic, a cost-of-living crisis and an accelerating climate crisis.

2.1.2   These challenges have impacted communities and individuals in a variety of areas including economic wealth, housing, employment, health, and exacerbated inequalities. They have been felt most keenly by those least able to manage. As a result, communities have been left destabilised, and individuals face an erosion of their socio-economic welfare.

2.1.3   The Local Government Act[1] places the 'promotion of economic, social [and] environmental wellbeing' as a central tenet of the duties and activities of local government bodies. Therefore, Winchester City Council (WCC) has a key role to play in supporting its communities to develop resilience against various pressures and support residents and communities to safeguard their own wellbeing.

2.1.4   The **Winchester Community Resilience and Wellbeing Strategy** (CRWS) sets out WCC's approach for creating stronger, more resilient communities across the district through to 2030. The CRWS establishes how WCC will work alongside the diverse communities it serves across Winchester city, market towns and rural villages to enhance wellbeing and build resilience.

2.1.5   Drawing on the strengths and assets that already exist in communities throughout the Winchester district, WCC will focus its support where it is needed most, working to foster vibrant, inclusive, and connected communities that can thrive through change and challenge. Winchester district's communities have consistently demonstrated their ability to come together, support their most vulnerable members and create positive change. The CRWS builds on these foundations while acknowledging the evolving needs of the overall district.

2.1.6   The district of Winchester continues to grow and welcome new communities, for example through major housing developments in strategic development areas or refugees displaced as a result of war or conflict. The CRWS provides a framework for ensuring all residents can live healthy and fulfilled lives. In order to achieve this aim, WCC is committed to understanding and supporting the diverse needs of the communities for which it is responsible, be they urban or rural.

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[1] Local Government Act (2000). Available at: Local Government Act 2000 (legislation.gov.uk)

3   Methodology

3.1   Project Approach

3.1.1   The Community Resilience and Wellbeing Strategy (CRWS) has been developed through a comprehensive four-stage process that emphasises community participation and evidence-based decision making.

Stage 1: Literature and policy review, and development of Winchester Resilience and Wellbeing Framework

3.1.2   The initial stage involved a thorough review of relevant literature and policy documents from leading authorities to define key terms and identify best practices in developing and safeguarding community resilience and wellbeing.

3.1.3   The literature review was complemented by an examination of local and national policies to clarify WCC's responsibilities and existing initiatives.

3.1.4   The Winchester Resilience and Wellbeing Framework was then developed, reflecting the key drivers of wellbeing and resilience as per the literature and policy review.

3.1.5   A critical milestone was the establishment of a 'Community Panel' through active stakeholder and community engagement. This panel includes representatives from diverse community groups, with particular emphasis on traditionally under-represented voices and geographies. Through facilitated workshops, the panel helped define local interpretations of wellbeing and resilience and identify community priorities and assets.

Stage 2: Evidence Gathering

3.1.6   The evidence base combines quantitative statistical analysis with qualitative engagement and survey-based research. Statistical analysis will examine indicators for domains from the **Winchester Resilience and Wellbeing Framework**, across multiple geographic levels, from wards and lower super output areas (LSOAs) to national spatial scales.

3.1.7   The qualitative component has involved twelve community engagement events using varied methodologies including discussive workshops with local charities and organisations, semi-structured interviews with community members and local councillors and digital surveys.

3.1.8   This multi-method approach ensures comprehensive community input, with particular attention to engaging hard-to-reach groups. The resulting blended evidence base was analysed to generate initial conclusions about community needs and opportunities for building on existing work of WCC and aligning this to both community assets and needs. The WDRWF (Winchester Resilience and Wellbeing Framework) has been used throughout to guide the approach to assessing specific areas which relate to health, wellbeing and resilience.

Stage 3: Feedback and Initial Draft

3.1.9   The findings were presented to the Community Panel in a second workshop to validate conclusions and distil priority areas and objectives. This feedback informed the first draft of the strategy, which included:

- methodology documentation;
- evidence summary with specific recommendations;
- action plan;
- theory of change linking actions to outcomes; and
- comprehensive appendices containing the evidence base

Stage 4: Strategy Finalisation

3.1.10 The draft strategy has undergone a review by Winchester City Council officers, with their feedback incorporated into the final document. Throughout all stages, the methodology has sought to adhere to Asset Based Community Development (ABCD) principles, ensuring community assets and capabilities are central to the CRWS's development.

3.1.11 This methodology was designed to produce actionable intelligence with clear strategic rationale for interventions. The CRWS will be adapted to include monitoring capabilities through a dashboard of indicators, enabling ongoing assessment of the strategy's effectiveness. This systematic approach ensures the final strategy is both evidence-based and community-owned, with clear mechanisms for implementation and evaluation over the period to 2030.

3.1.12 All stages of the CRWS development maintain focus on identifying vulnerable groups and areas requiring support, while building on existing community strengths and assets. This balanced approach ensures the CRWS addresses immediate needs while building long-term community resilience.

3.2   Ethical Considerations

3.2.1   At the beginning of any semi-structured interviews with community members or engagement sessions, it was made clear to participants that any information provided relating to their personal wellbeing would be anonymised. Participation was entirely voluntary in nature.

3.2.2   The survey used to gather evidence from community members has done so in accordance with Temple's Data Protection policy and the Data Protection Act 2018.

3.3   Limitations

3.3.1   Certain views which are uncovered during community engagement may not be representative of other areas within Winchester or the district as a whole.

3.3.2   Participant views are subjective. This has been considered when analysing qualitative data collected from both surveys and community engagement activities.

3.3.3   The WDRWF has been developed with respect to the end use context of such a framework and the remit of WCC. Similarly, strategy points and recommendations have been developed whilst bearing WCC's capabilities in mind.

4   Literature and Policy Review

4.1   Tasks undertaken

4.1.1   The literature review summarises a number of key studies on the subject of community resilience and well-being produced by leading authorities. This enables relevant working definitions to be established, and an understanding of best practice to emerge. It also identifies the principal factors that underpin the resilience and well-being of both communities and individual people.

4.1.2   A review of local and national policy is also set out. Winchester has put in place a range of policies and strategic objectives that seeks to safeguard and promote community resilience and wellbeing. Also, there exists in the UK a statutory framework that places duties on local authorities towards resident communities in this area. This, together with relevant national planning policy, has been summarised to provide the policy and legal context in which the strategy has been developed.

4.2 Defining wellbeing

4.2.1 From the outset, it is important to acknowledge that **there is no universal definition of wellbeing**. Several definitions and conceptual approaches exist; this makes arriving at an overview challenging. This is clearly stated in the exemplar Wellbeing and Resilience Measure (WARM)[2] framework developed by the Young Foundation.

4.2.2 Critically, for the CRWS, the exercise of selecting a robust definition of wellbeing has been completed by considering end use contexts which are relevant to WCC, such as sustainable housing development; reducing health inequalities; and improving access to the natural environment. The importance of WCC's place-based, geographical context will also be considered.

4.2.3 A key distinction within academic literature considering wellbeing is the difference between **objective wellbeing** and **subjective wellbeing**. On the one hand, objective wellbeing is assessed using indicators which are *assumed* to contribute to a person's experience of wellbeing. On the other, subjective drivers of wellbeing are those factors that are private to the individual.

4.2.4 The Human Development Index[3] provides an example of an objective wellbeing orientated framework. This composite wellbeing index is based on indicators such as life expectancy at birth, mean years of schooling and gross national income per capital, amongst others. The assumption is that these socio-economic indicators are reflective of a person's experience of wellbeing.

4.2.5 Alternatively, subjective wellbeing approaches consider an individual's *own personal assessment* of components of their life and their personal lived experiences.

4.2.6 An example of a subjective wellbeing related measure would be the Young Foundation's WARM[2] framework which utilises a survey element to assess subjective wellbeing. Example questions include "is there anyone who you can totally be yourself with?" and "is there anyone you could rely on to help you from you outside your own household, if you were feeling depressed?". This approach to measuring wellbeing assesses how life is subjectively perceived and experienced by individuals.

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[2] Taking the temperature of local communities – The Wellbeing and Resilience Measure (WARM) (2010) The Young Foundation. Available at: Taking-the-Temperature-of-Local-Communities.pdf (youngfoundation.org)
[3] Breaking the gridlock – Reimagining cooperation in a polarized world (2024) United Nations Human Development Programme. Available at: Human Development Report 2023-24 | Human Development Reports (undp.org)

4.2.7 Therefore, a relevant definition of wellbeing in the context of WCC's local public service delivery should consider both objective and subjective approaches to wellbeing, as per literature[4].

4.2.8 Literature suggests it is important to recognise that **wellbeing is influenced by external support networks and enabling infrastructure**. In the case of the former, the WARM[2] framework highlights 'support' as a key domain, emphasising the importance of social capital and networks of friends in shaping wellbeing. It is worth noting social capital and loneliness are key areas picked up in methods for expressing social capital in monetary terms, such as the Wellbeing-adjusted Life Year (WELLBY)[5] methodology.

4.2.9 With regards to enabling infrastructure, the Organisation for Economic Cooperation and Development's (OECD) How's Life?[6] study notes housing and environmental quality as important infrastructure related dimensions that determine wellbeing.

4.2.10 O'Sullivan[7] and The New Economics Foundation[8] present compelling evidence as to the role of housing (as a key piece of enabling infrastructure) in underpinning wellbeing.

4.2.11 Therefore, the importance of both external support networks and enabling infrastructure should be included in a definition of wellbeing used in the context of WCC.

4.2.12 Below are two notable wellbeing definitions.

"Well-being is a positive state experienced by individuals and societies. Similar to health, it is a resource for daily life. A society's well-being can be determined by the extent to which it is resilient, builds capacity for action, and is prepared to transcend challenges and is determined by social, economic and environmental conditions" – World Health Organization[9]

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[4] Voukelatou et al. (2021) Measuring objective and subjective well-being: dimensions and data sources. International Journal of Data Science and Analytics 11, 279–309

[5] Where's WELLBY? – The big picture (2022) State of Life. Available at: WELLBY & TOOLS — State of life

[6] OECD (2020) How's Life? 2020: Measuring Well-being, OECD Publishing, Paris

[7] O'Sullivan et al. (2023) Housing: the key infrastructure to achieving health and wellbeing in urban environments. Oxford Open Infrastructure and Health, Volume 1

[8] New Economics Foundation (2012) Good Foundations: towards a low carbon, high well-being built environment. Available at: Good foundations | New Economics Foundation

[9] World Health Organisation (2021) Glossary of Terms. Available at: Promoting well-being (who.int)

> *"Societal and personal wellbeing in the UK looks beyond what we produce, to areas such as health, relationships, education and skills, what we do, where we live, our finances and the environment"* – Office for National Statistics[10]

4.2.13 Given that which has been mentioned previously, a proposed definition of wellbeing in the context of WCC is:

'Wellbeing is a positive state of life satisfaction experienced subjectively by individuals and communities. Wellbeing is supported by objective enabling infrastructures and support networks and fosters resilience and the capacity to transcend challenges'.

4.3 Defining resilience

4.3.1 Community resilience has become increasingly important in the wake of wider societal challenges such as the COVID-19 pandemic; international economic shocks; and anxiety about the climate crisis.

4.3.2 The WARM[2] framework notes, importantly, that whilst these events may be broad in their scope, their **impacts play out at a local or community level**. As such, community and individual resilience should take into account Winchester's geographical contexts since enabling infrastructures and social capital are bound by place, context and geography.

4.3.3 The council's Emergency Response Plan recognises the important role of communities in responding to emergencies or other unexpected events. A number of communities within the district have developed community resilience plans, which formalise the ways in which parish councils, voluntary organisations and other community-based resources work alongside statutory public bodies as part of a wider multi-agency response. Increased resilience of our communities helps the speed and effectiveness of the response to emergencies.

4.3.4 There is much literature on community resilience available in various fields such as international development, social psychology and human health. Broadly, resilience can be categorised as being either **person focused** or **variable focused**, as per the WARM[2] framework.

4.3.5 A person focused assessment of resilience considers the personality traits of individuals who meet set resilience criteria. Alternatively, variable focused approaches to resilience explore how people relate to and interact with family and wider social environments, alongside their individual characteristics.

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[10] Office for National Statistics (2021) Social capital in the UK: April 2020 to March 2021. Available at: Social capital in the UK - Office for National Statistics (ons.gov.uk)

4.3.6   This perspective requires a consideration of social capital – the extent to which social relationships with friends, family or the wider community can serve as support networks and enable individuals to bounce back from shocks or withstand adversity.

4.3.7   Critically, **a variable focused approach is considered to be more appropriate** given that WCC is a local government body; as such, it has a broad overall remit to repair and strengthen societal fabric.

4.3.8   Given all that has been mentioned above, a proposed definition of resilience in the context of WCC is:

'Resilience is the capacity for individuals and communities to respond to and overcome shocks or challenges. Like wellbeing, resilience is bolstered by enabling infrastructures and social capital'

4.4   How wellbeing and resilience interact

4.4.1   As the above definitions of wellbeing and resilience illustrate, both are inextricably linked and have a somewhat symbiotic relationship. Drawing on the WARM[2] framework, **Figure 4-1** demonstrates this:

Figure 4-1: How wellbeing and resilience interact at the individual and community level

The ability to overcome challenges or ask for help; the ability to **be resilient** → Positively impacts **subjective wellbeing**

Higher levels of community wellbeing, facilitated by enabling infrastructure (e.g. good transport links or access to GP surgeries) and high levels of social capital → Leads to **higher levels of community resilience** when responding to shocks and challenges

4.4.2   Both the WARM and the OECD How's Life? frameworks use different terminology to capture the ways in which *current* **wellbeing and resilience influences** *future* **wellbeing and resilience.**

4.4.3   In the WARM Framework, an assessment of current 'assets and vulnerabilities' is used to inform plans and approaches to improving future wellbeing and resilience. Similarly, in the OECD How's Life? framework key dimensions such as stocks of natural, economic, human and social capital are assessed, due to their ability to serve as 'resources for future wellbeing'.

4.4.4   Therefore, it should be noted that **any current interaction between wellbeing and resilience has the capacity to influence future wellbeing and resilience interactions and outcomes** (either positively or negatively). **Figure 4-2** illustrates this:

Figure 4-2: Wellbeing and resilience can interact to improve future outcomes

Improved levels of **social capital** and better access to **enabling infrastructure**, leads to higher levels of **wellbeing**

Better levels of **wellbeing**, leads to improved levels of **resilience**

Bigger stores of resilience can now be drawn from when overcoming **future challenges**

4.5   Drivers of wellbeing and resilience

4.5.1   As the definitions for wellbeing and resilience have shown, there are various objective drivers of personal and community wellbeing and resilience. These drivers run across economic, social and environmental plains, and will often overlap.

4.5.2   For example, a given level of economic security and affluence might facilitate access to appropriate housing. Similarly, managing public open space to take account of the impact of climate change may improve access, unlocking associated health and wellbeing benefits.

4.5.3 **Social Value** is an approach to measuring the net social, economic and environmental value an organisation or activity brings to society[11], which is rapidly gaining traction[12]. It has been described as "the enduring systemic change created within communities that leads to improved quality of life for individuals and more just, inclusive and equitable societies"[12]. Health, wellbeing and quality of life at both the personal and community level, are key outcomes and drivers of social value, especially in the context of local communities and placemaking.

4.5.4 **Table 4-1** below lists the four wellbeing and social value frameworks that have been identified in this report, each with their associated drivers identified in the column beneath:

Table 4-1: Drivers of wellbeing in wellbeing and social value* frameworks

OECD How's Life?	WARM Framework	WELLBY[13]*	TOM System[14]*
Income and Wealth	Buoyant local economy	Good mental and physical health	More local people in employment
Work and Job Quality	Low crime	Higher and further education	Improved skills for local people
Housing	Effective public services	Work	More opportunities for disadvantaged people
Health	Strong and stable families	Physical Exercise	
Knowledge and Skills	**Networks of friends**	Faith	
Environment Quality	**One-to-one services**	Relationships	**Increased levels of volunteering**
Subjective Wellbeing	Wealth	Fresh Air	Creating a healthier community
Safety	Health	Retirement	
Work-life balance	Education	**Helping others**	Vulnerable people are helped to live independently
Social Connections	Life satisfaction		
Civil Engagement			

4.6 Best practice

4.6.1 Historically, the development of community wellbeing and resilience was centred upon needs-based approaches. Policy makers and stakeholders would assess the deficiencies in a community or local area and focus on 'filling in the gaps', often making communities disempowered and dependent.

4.6.2 Academics Kretzmann and McKnight pioneered a new approach which they termed Asset Based Community Development (ABCD)[15]. This approach **focuses on assets in the community, rather than deficiencies**. These assets might include initiatives such as food banks or community pantries which are deeply embedded in the fabric of places at the community level or the relationships between community leaders and the wider community.

4.6.3 Croydon Council undertook a successful ABCD Pilot Project[16] in 2014, with the objectives of delivering programmes and activities in key strategic locations to support sustainable community empowerment and wellbeing improvements.

4.6.4 In the wards of Broad Green, Selhurst and Thornton Heath a range of local projects were delivered, including community breakfast clubs, IT training sessions, sports coaching and community gardening activities.

4.6.5 A key piece of best practice taken away from the pilot project, was the extent to which development workers from the Council were able to engage with enterprising local people and support the delivery of activities and facilitation of networks. The project also showed that a **strengths-based approach can successfully challenge isolation and fragmentation** in communities by strengthening what is already there.

4.6.6 A recent Local Government Association (LGA) report[17] assessed the powers and practices of local councils in fostering healthy places. The report presents a case study of Southampton City Council (SCC); SCC recently made a **concerted effort to bridge the gap between public health and planning by employing a 'Spatial Planning for Health' specialist.**

4.6.7 The role is designed to make a direct connection between health considerations and planning policies, asserting its importance from a strategic decision-making perspective.

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[15] Kretzmann and McKnight (1993) Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets. Pg. 1-11. Institute for Policy Research.
[16] Croydon Council (2014) Community Connectors Asset Based Community Development (ABCD) Pilot Project Report April 2014. Available at: abcfull-report (croydon.gov.uk)
[17] Local Government Association (2024) Empowering Healthy Places: Unveiling the powers and practices of local councils in fostering healthy neighbourhoods. Available at: Empowering Healthy Places (qolf.org)

4.6.8   Several positive outcomes have been achieved, including the rewriting of policies to address health and improved collaboration between public health and planning professionals to help foster these outcomes.

4.6.9   The LGA offer another case study of Liverpool City Region Combined Authority, who set up a Civic Data Cooperative (CDC) in collaboration with University of Liverpool.

4.6.10   The CDC offers a centralised hub of multi-sector health and population data. This offers key insights which are then used to inform policy and approaches to tackling health inequalities.

4.6.11   The CDC shows the extent to which data intelligence is a key factor in ensuring that councils are aligning their efforts to local needs, and that collaboration across stakeholders is key in generating positive outcomes for communities.

4.7 Policy, legislation and strategy in relation to CRWS

4.7.1 WCC has developed a number of locally specific policy approaches to safe-guarding and promoting community resilience and well-being (as discussed later in this sub-section).

4.7.2 That said, these operate in the context of a framework of statutory duties and national and regional policies relating to wellbeing and resilience. These are outlined below, as well as relevant WCC policies and strategies, and relevant reporting (expanded detail, references and access links available in Appendix C).

National Legislation

- The Equality Act (2010)

- The Local Government Act (2012)

- The Health and Social Care Act (2022)

National Reports

- Fair Society, Healthy Lives: The Marmot Review (2010)

- Health Equity in England: The Marmot Review 10 Years On (2020)

- Building Health Equity: The Role of the Property Sector in Improving Health (2025)

National Policy and Strategy

- National Planning Policy Framework (revised December 2024)

- Public Health England Strategy (2020 – 2025)

- UK Government Resilience Framework (UKRF) December 2002

Regional Policy and Strategy

- Hampshire County Council Strategic Plan (2021 – 2025)

- Hampshire and Isle of Wight Integrated Care Board Integrated Care Strategy (2022)

- Hampshire Public Health Strategy 2023 – 2026 (2023)

- Community Resilience in Hampshire and the Isle of Wight – Verudatus report (February 2024)

4.8 Winchester City Council's policy and approaches

4.8.1 Many of WCC's policy responsibilities overlap with one another and reinforce strategic policy objectives relating to health, wellbeing and resilience. Those of material importance are outlined below (expanded detail can be found in Appendix C along with references and access links):

- Winchester City Council Plan 2025 – 2030 (2025)
- Winchester City Council Local Plan Joint Core Strategy (2013)
- Winchester City Council Proposed Submission Local Plan (Regulation 19) 2020 – 2040 (2024)
- Winchester City Council Housing for Winchester - Housing Strategy 2023 – 2028 (2023)
- Winchester City Council Carbon Neutrality Action Plan 2023 – 2030
- City of Winchester Movement Strategy (2019)
- Winchester Community Safety Partnership District Strategic Assessment (2024)
- Winchester Green Economic Development Strategy (GEDS) 2021
- Winchester City Council Air Quality Strategy (2024)
- Winchester District Cultural Strategy (2024)
- South Downs National Park Authority South Downs Local Plan (2019)

Aligning policy themes and priorities to key wellbeing drivers

4.8.2 Themes such as health, wellbeing and community cohesion often appear as golden threads which run through different policy and strategy documents, at various spatial levels.

4.8.3 WCC's Community & Wellbeing team is one of the principal areas of the council with a direct focus on safeguarding and improving health and wellbeing, as well as creating cohesive and resilient communities across Winchester.

4.8.4 **Table 4-2** aligns key focus areas for WCC's Community & Wellbeing team with relevant policy, strategy and reporting themes and priorities.

4.8.5 It is evident following review, that much of WCC's policy activity and priority aims overlap with one another, in terms of their capacity to drive community wellbeing and resilience, especially in areas relevant to WCC's Towns and Communities team. In this sense, given the extent to which wellbeing and resilience often appears as a theme in WCC's policy responsibilities and activity, the CRWS should have the capacity to support WCC in its pursuit of a diverse range of relevant policy outcomes.

Table 4-2: Aligning WDRWF domains relevant to WCC Community & Wellbeing team with key literature, policy, strategy and reporting

Physical Health	Mental Health	Community Groups	(Relationships with) Neighbours	Health support
The Institute for Health Equity Building Health Equity: The Role of the Property Sector in Improving Health report explores the role of **property sector as a delivery arm for improved health outcomes** and ways to collaborate with local government.

Hampshire County Council's Public Health Strategy has two overarching ambitions of **increasing the number of years [Winchester] residents can expect to live in good health** and **to reduce the unfair gap in healthy life years** between the most and least healthy.

Hampshire and Isle of Wight ICB Integrated Care Strategy (view pg. 7 for 'strategy on a page'). WCC has the opportunity to help realise strategic aims of '**Taking a more community-centred approach to wellbeing'**; 'Improving outcomes in health | Mental health forms a key aspect of the 'Living Well' is a theme in both WCC's Council Plan and the Emerging Local Plan. Both documents recognise that **inequality in mental wellbeing** is a key challenge for WCC. Under the theme of 'Living Well', WCC aims to reduce health inequalities which are affecting mental wellbeing. WCC seeks to facilitate this reduction by providing attractive public spaces, public facilities and active travel infrastructure, **all of which are important enabling infrastructure for positive mental wellbeing**. WCC recognises that **close work with local charities and voluntary organisations** is also required, in order to help those who are most vulnerable.

Within the South Downs Local Plan, **green spaces and National Parks are highlighted as key contributors to mental wellbeing.** | Winchester District's Cultural Strategy goes far in outlining the extent to which Winchester 'hosts a vast selection of cultural organisations, businesses, groups and individuals'. A key strategic priority **is partnership working**, in order to increase overall return on investment and **share skills, knowledge, resources and networks in order to realise success for community groups** and organisations. In order to ensure this strategic priority is delivered, **mechanisms and structures for successful collaboration** our highlighted as being instrumental. The strategy also highlights how community groups and organisations are important opportunities for residents to **improve wellbeing and foster new social connections**.

The LGA offer important strategic insights into the benefits of **Voluntary and Community** | Detailed reporting and academic literature has outlined how neighbourhood level social capital development is perceived as being beneficial for health and wellbeing in children and adults. The **benefits of neighbourhood level social capital development were also most evident in deprived neighbourhoods**.

'**Living Well'** is a key theme in both WCC's Council Plan and the Emerging Local Plan. The ELP outlines the importance of **proactive planning and place making with facilitates social connectedness within neighbourhoods**.

The Hey Neighbour! Collective offers a large body of evidence outlining **the importance of positive neighbourly relations in supporting health and wellbeing in Canada and the US**, where reporting is somewhat | WCC's Council Plan emphasises the importance of integrated health support, particularly through partnership working with the NHS and local health bodies. WCC highlight how the 2022 Health and Care Act has evolved the approach for councils seeking to deliver better coordinated care, through Integrated Care Systems. **Social prescribing and community-based health interventions are referenced as important tools**, with WCC aiming to partner with the new NHS local bodies to address health and wellbeing needs of priority communities. This includes commissioning health improvement services such as outdoor exercise programmes and nature-based therapies.

The LGA's Empowering Healthy Places report offers several focus areas and recommendations for local authorities seeking to deliver targeted health support. |

Physical Health	Mental Health	Community Groups	(Relationships with) Neighbours	Health support
and healthcare' and 'Tackling inequalities in outcomes, experience and access'. **'Living Well'** is a key theme in both WCC's Council Plan and the Emerging Local Plan. Physical health forms a key pillar of this. Specific WCC aims include delivering; reduced health inequalities; tackling the environmental, financial and housing problems that most affect those with the biggest health challenges; attractive public spaces where people feel safe and secure; well-used and maintained public facilities and green spaces with space to play; **a wide range of physical and cultural activities for all ages and abilities**; increased opportunities for active travel and **collaboration with local charities and voluntary organisations** helping those most in need. The South Downs Local Plan covers large rural parts of	Hampshire County Council's Public Health Strategy aims to deliver improvements in mental wellbeing, working **to improve mental health, wellbeing and prevent suicide**. Strategic ambitions relating to mental wellbeing include improving parental, family, and infant mental wellbeing through the Healthy Child Programme, reducing the impact of suicide for families, schools, workplaces and communities and improving Mental Wellbeing alongside our partners, focusing on evidence base, prevention, reducing stigma and preventing suicides. The LGA offer a series of case studies and other reporting in relation to mental health services which have been successful in other local authorities Reporting from organisations such as StreetGames have outlined the importance of	**Sector Organisations (VCS)**, with one key benefit being their capacity to **'connect, engage and empower' people**. The LGA also recognise the importance of VCS to increase social capital levels (an important determinant of wellbeing and resilience). The LGA explain that as trust, cooperation and reciprocity is fostered within these organisations, local government can engage with residents in a more meaningful way and build bottom-up initiatives for the 'development of people and place' (see section 5 of the above report). Think-tank New Local collaborated with Local Trust to develop a comprehensive report outlining the ability for **community power** to: **improve individual health and wellbeing**, **strengthen community wellbeing and resilience** and **build community cohesion.**	more advanced. The report notes the way in which the COVID-19 pandemic potentially brought many neighbours closer together in terms of social contact, and **neighbours became an important source of both tangible and emotional support, especially for the most vulnerable members of communities**. Neighbourly relations were also outlined as an **important source of information for those without access to the internet**, or those who experience 'e-isolation'. Informal neighbourliness groups who come together quickly to support each other in the event of an emergency incident (for example COVID, water or power outage).	One important aspect of delivering 'targeted' support, is focusing on smaller geographical areas which display particular need. An emerging activity is the use of data cooperatives and shared information systems in supporting health support networks. The Liverpool City Region case study (pg. 25 demonstrates **how better data sharing between health and social care providers can lead to more effective interventions and support service**s.

Physical Health	Mental Health	Community Groups	(Relationships with) Neighbours	Health support
Winchester district. The local plan stresses **the importance of using and respecting ecosystem services** (natural capital) to 'improve opportunities for peoples' [physical] health and wellbeing'. The City of Winchester Movement Strategy (whilst only specific to the Winchester Town region) details the ways in which **active transportation can deliver improved physical health** outcomes (**Priority Two: Support healthier lifestyle choices**). WCC's Draft Air Quality Strategy aims to **safeguard public health** by managing air pollution. There is a specific focus on **protecting vulnerable groups**, as well using **transportation improvements to reduce air pollution** and deliver improved physical health for all .	locally trusted organisations (LTOs) and sports organisations in **supporting mental health and wellbeing**, especially in low income or deprived neighbourhoods.	Parish Community Emergency Plans provide community resilience such that local communities and individuals harnessing local resources and expertise can support communities in an emergency in a way that complements the response of the emergency services.		

4.8.6 It is evident following review, that much of WCC's policy activity and priority aims overlap and reinforce one another, especially in areas relevant to WCC's Community & Wellbeing team. In this sense, given the extent to which wellbeing and resilience often appears as a theme in WCC's policy responsibilities and activity, the CRWS should have the capacity to support WCC in its pursuit of a diverse range of policy outcomes.

4.9 Winchester District Resilience and Wellbeing Framework

4.9.1 The Winchester District Resilience and Wellbeing Framework (WDRWF) has been developed following an ideation process which took inspiration from a variety of sources. These areas include academic research covering areas such health, wellbeing economics and psychology, social value measurement frameworks such as WELLBY[7] and wellbeing frameworks such as the OECD's How's Life?[7] survey and the Young Foundation's WARM[2] framework.

4.9.2 Drawing directly from the policy and literature review, it is clear that community wellbeing and resilience is difficult to define and relates somewhat to the lived experiences of individuals themselves.

4.9.3 That said, across a variety of academic literatures and related frameworks, the same contributing factors often appear. For example, when comparing the OECD How's Life? Well-being framework[7] with State of Life's WELLBY[6] social value framework, themes such as education, social connection, health (both physical and mental) and housing appear in both.

4.9.4 The WDRWF has, therefore, been developed by drawing on thematic areas of importance, where consensus can be seen in terms of the relevance of these factors to wellbeing and resilience.

4.9.5 Drawing on the policy and literature review, the WDRWF is built up of two main domains of wellbeing and resilience:

- **Enabling infrastructure**: These are evidenced **objective drivers** which support an individual or community's wellbeing and resilience

- **Support networks**: Where an individual is currently located across different support networks. This influences their stock of **social capital**, a pertinent driver of wellbeing. This is often **contextual** and **subjective** to the individual.

4.9.6 Within each of these two categories, there are a series of specific drivers. These drivers, and the wider WDRWF structure are outlined in **Figure 4-3**:

Figure 4-3: Winchester District Resilience and Wellbeing Framework
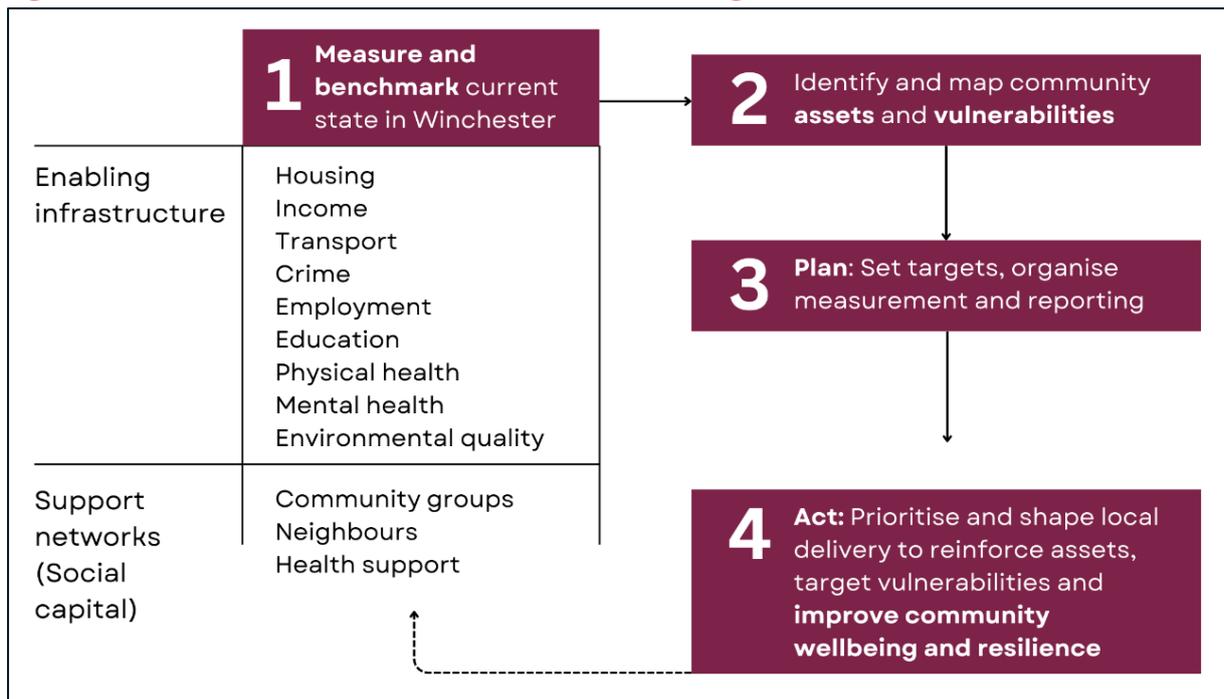
4.9.7   The specific objective drivers of wellbeing and resilience which relate to '**enabling infrastructure'** are:

- **Housing** (access to suitable housing, housing affordability and permanence);

- **Income** (income levels, deprivation levels);

- **Transport** (access to decent and reliable transport systems to 'plug in' to the community);

- **Crime** (feeling safe in your community);

- **Education** (the ability to upskill and gain qualifications to 'open doors');

- **Employment** (decent and meaningful employment);

- **Physical health** (good nutrition, means to exercise);

- **Mental health** (state of self-actualisation, stress management); and

- **Environmental quality** (access to green and blue spaces, the quality of spaces)

4.9.8   The specific drivers of embeddedness within '**support networks**' and levels of social capital are:

- **Participation in community groups** (recreational, community, sport or other groups);

- **Access to health support from outside your household** (networks of family, friends, colleagues and others); and

- **Neighbourly and community relations** (relationships with those in a geographical proximity).

4.9.9   The WDRWF is applied to the context of Winchester district to measure and benchmark the area in terms of its performance and community experiences in relation to the drivers outlined above. This measurement exercise is undertaken in two ways:

- **Statistical evidence gathering** – for the enabling infrastructure category, desk-based research which comprises of gathering and modelling socio-economic and environmental data, will be used to measure the 'state of play' in Winchester district. This will draw on the JSNA and also be supplemented by data from a survey using a "community insight" questionnaire, to get a subjective perspective of access and priorities.

- **Qualitative evidence gathering** – in terms of the support network category, the three evidence sources below provide insights into levels of social capital and the existence of support networks for individuals in their communities. Community engagement has also revealed priority areas for community members in terms of wellbeing and resilience, alongside key assets and needs.

4.9.10 **Figure 4-4** highlights the approach through which the WDRWF is applied measure current wellbeing and resilience levels in Winchester:

Figure 4-4: Visualising the application of the WDRWF
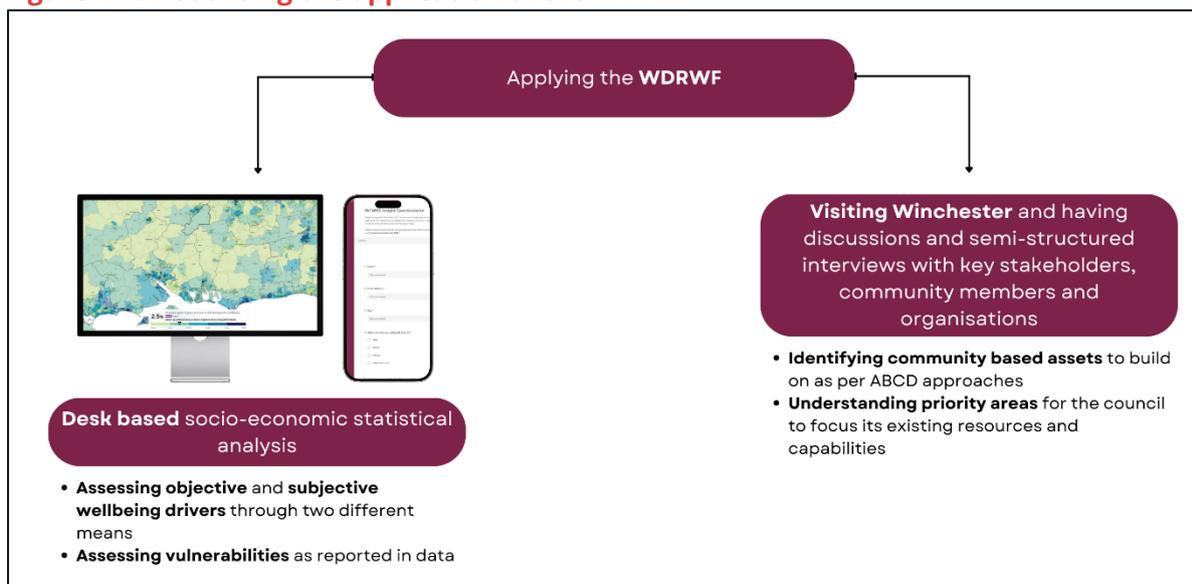
5   Evidence Gathering

5.1   Introduction

5.1.1   As outlined in **Section 4.9 Winchester District Resilience and Wellbeing Framework**, socio-economic and environmental data has been gathered to assess the 'state of play' in Winchester district, in terms of factors which contribute to community wellbeing and resilience. A mixture of statistical and qualitative data has been gathered and analysed. The overarching themes and insights which emerged from evidence gathering process are outlined below, in alignment with the Winchester CRWF.

Statistical Evidence

5.1.2   A detailed statistical analysis section can be found in **Appendix A**. The appendix outlines the approach taken in terms of analysing data from various spatial levels, as well as the data indicators and sources used. Tables, data visualisations and detailed analysis can be found for each 'enabling infrastructure' domain from the Winchester CRWF.

Qualitative Evidence

5.1.3   A detailed qualitative evidence section can be found in **Appendix B**. The appendix outlines the three-part process which was used to gather qualitative insights from community members, community leaders, Voluntary, Charitable and Social Enterprises (VCSEs) and both elected and non-elected councillors from across the district of Winchester.

5.1.4   The four sources of qualitative evidence in relation to community wellbeing and resilience included:

- **Community Panel** – a community panel was established through open online recruitment, attracting representatives from local organisations and charities, as well as residents with professional experience relating to the project. Initial fact-finding calls with applicants gathered individual perspectives on wellbeing and resilience specific to Winchester. The subsequent panel sessions presented statistical findings and preliminary insights from the fact-finding calls, facilitating structured discussion among participants.

- **Community Engagement** – targeted community engagement was undertaken through organised events at specific locations including The Lifestyle Club, Wickham's Men's Shed, Unit 12 Community Pantry, and the Wellbeing Renew Café. Additional unstructured interviews were conducted at public spaces including Whiteley Shopping Centre, The Arc Library, the University of Winchester Students Union, and Winchester City's high street, ensuring broad community representation.

- **Engagement with councillors** – engagement with elected and non-elected councillors was undertaken to understand constituency-specific challenges and identify systemic gaps in community resilience and wellbeing support. This approach enabled data collection across diverse community segments, providing place-specific qualitative insights to supplement the quantitative analysis.

- **Insight Questionnaire** – an online survey was available online for a period of 5 weeks. Details of how to access the survey were shared via WCC's social media channels, website and newsletters. This enabled residents from a variety of geographical areas within the Winchester district to provide qualitative insights in terms of their subjective experiences of community wellbeing and resilience.

Evidence summaries[18]

5.2 Housing

5.2.1 Winchester district faces acute affordability pressures, with a housing affordability ratio of 12.07 in 2022, significantly higher than both Hampshire (10.5) and England/Wales (8.7). This is similarly identified in WCC's Strategic Housing Market Assessment Update[19]. This challenge extends across both purchase and rental markets. Median house prices in Winchester substantially exceed regional averages, with detached properties 28% higher than Hampshire's average. Private rental costs are also elevated, with median rents 21% higher than Hampshire's average.

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[18] For detailed statistical and qualitative evidence, as well as mapping, see appendices
[19] Winchester City Council (2024) Strategic Housing Market Assessment Update July 2024. Available at:
https://www.localplan.winchester.gov.uk/LibraryAssets/attach/187/Focused-SHMA-Update-July-2024.pdf

5.2.2   Recent macroeconomic pressures have further intensified these challenges. Winchester shows high exposure to housing cost increases, with 14.5% of households affected by remortgaging and significant payment increases (9.2% of household disposable income). In the rental market, 10.9% of households faced rising costs in 2023, with average monthly rents increasing by £109 to £1,305, representing 37.1% of average household disposable income.

5.2.3   Statistical evidence reveals distinct housing challenges across Winchester's Local Plan geographies. Winchester Town demonstrates pronounced internal contrasts, with central wards showing low home ownership (30.8% in St Luke, 44.5% in St Bartholomew) and high social housing concentrations (45% in St Luke, 30.7% in St Bartholomew), while peripheral areas like Badger Farm have high ownership rates of 78.4%. The South Hampshire Urban Areas present moderate indicators with consistent ownership rates (Bishop's Waltham at 72.4%). The Market Towns and Rural Area shows high ownership rates (79.5% in Central Meon Valley) but limited social housing provision (8.5% in Central Meon Valley).

5.2.4   The Insight Questionnaire found 73% of respondents ranking decent and affordable housing among their top three wellbeing drivers, with 62% disagreeing or strongly disagreeing that such housing is widely available in the district. This quantitative evidence aligns with qualitative findings from community engagement, where housing emerged as a foundational concern affecting multiple aspects of wellbeing.

5.2.5   Overall, the research revealed significant concerns about housing across the district, particularly regarding affordability and its impact on community wellbeing. Statistical evidence showing Winchester's housing affordability ratio of 12.07 in 2022 significantly exceeding regional averages was reflected in community discussions, though often through indirect impacts rather than as an explicit focus.

5.2.6   Housing emerged as a foundational concern affecting other aspects of wellbeing. A Citizens Advice volunteer emphasised that "basic standard of living" forms the foundation for wellbeing, with housing security being fundamental to this. The research revealed particular challenges in urban areas, where dramatically lower home ownership rates suggest concentrated housing challenges for certain community segments.

5.2.7   The relationship between housing and life satisfaction emerged clearly in the Insight Questionnaire data, with those strongly agreeing they have access to decent and affordable housing reporting an average life satisfaction score of 8.00, compared to 7.07 for those strongly disagreeing. Qualitative research revealed particular challenges in urban areas, where dramatically lower home ownership rates suggest concentrated housing challenges for certain community segments. This was especially evident in areas like Winnall's St Bartholomew ward, where home ownership rates of 44.5% compared unfavourably to the district average of 66.6%.

5.2.8   Community perspectives provided context to these statistics, with residents expressing concerns about "astronomical" housing costs and limited affordable options. One resident noted, "Rent takes up most of my income. There's little left for savings or leisure," while another observed that "Even basic apartments are out of reach for young professionals." The impact of housing on community formation emerged strongly in discussions with council members, particularly regarding new developments, with one councillor sharing a resident's experience: "We were told the promised park wouldn't be completed until our primary school child reached secondary school."

5.2.9   Housing intersected significantly with other wellbeing factors in the research findings. A representative from Winchester City of Sanctuary emphasised that "safe housing, feeling physically safe" forms the basic foundation of wellbeing, particularly for vulnerable populations. This connection between housing security and broader wellbeing outcomes was particularly evident in areas like St Luke ward, where 45% of housing is social housing and health outcomes show higher rates of poor self-reported health.

5.3 Income

5.3.1 Winchester faces somewhat different income-related challenges than previously assessed. The district's median weekly resident pay of £843.80 exceeds both the Hampshire average (£785.30) and most neighbouring districts[20], positioning it as one of the more affluent areas in the region. However, this prosperity is not universally experienced across the district, as evidenced by the dramatic rise in food bank usage at one site in Winnall, which increased by 142% from 2,930 users in 2019 to 7,081 in 2023. This suggests significant income inequality within Winchester, where some residents benefit from the high median earnings while others struggle considerably with the district's high housing costs and cost of living, creating substantial pressure on certain household budgets despite the area's overall economic strength.

5.3.2 The district shows marked geographical disparities in income deprivation. Areas like Stanmore and Winnall demonstrate significant income challenges, particularly affecting children, while western suburbs show high income levels and strong performance across health and education metrics.

5.3.3 Income patterns vary across the Local Plan geographies. Winchester Town shows internal income disparities, with Indices of Multiple Deprivation Data (IMD) data placing St Luke and St Bartholomew in lower deciles (1-2), indicating relatively high deprivation. The South Hampshire Urban Areas show moderate Income Deprivation Affecting Children Index (IDACI) scores compared to other geographies. The Market Towns and Rural Area presents contrasts with higher income areas (Central Meon Valley in deciles 9-10) alongside pockets of rural deprivation (Upper Meon Valley showing mixed decile rankings).

5.3.4 Income patterns across Winchester's communities reveal significant geographic variations that impact wellbeing and resilience, with variations between and within emerging Local Plan areas. Winchester Town demonstrates the starkest internal contrasts, particularly in an east-west divide, where eastern wards like St Luke and St Bartholomew fall into IMD deciles 2-3, while western areas like Badger Farm & Oliver's Battery achieve deciles 9-10.

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[20] Where data is most recently available.

5.3.5   These income challenges have important implications for community wellbeing and resilience. The growing disparity between income and housing costs may force some residents to make difficult choices about basic needs, potentially affecting wellbeing dramatically. The concentrated nature of deprivation in specific areas such as Winchester city risks creating two-tier communities, where some areas face multiple challenges across education, health and living environment domains, while others remain relatively insulated from these pressures.

5.4   Transport

5.4.1   The research revealed significant transportation challenges across Winchester district, with both quantitative and qualitative data highlighting access issues. The Insight Questionnaire found that 52% of respondents either "Strongly Disagree" or "Disagree" with having access to reliable and accessible transport options, regardless of their location in the district. This statistical evidence aligns with community engagement findings that identified transport as a critical barrier to accessing services and opportunities.

5.4.2   Transport challenges manifested differently across Winchester's geography. While city centre residents reported good access with "buses every 10 minutes," rural communities faced limitations. As one resident noted, "public transport options are limited in rural areas. I often have to drive everywhere." The research revealed that residents in southern parishes frequently access services in neighbouring towns like Basingstoke and Fareham rather than Winchester City Centre, suggesting that whilst residents may view neighbouring towns as their primary service hubs, improvements in transport infrastructure to enable access to Winchester if they desire, may be welcomed.

5.4.3   Cost emerged as a significant barrier, with residents reporting that "Transport is expensive and often unreliable, particularly buses" and "I can't afford to travel much locally anymore with rising bus fares." Evening service limitations particularly affect community participation, with one resident noting, "There are no evening bus services to my area, so I can't participate in late community events." This temporal barrier to access particularly impacts working residents and young people accessing services.

5.4.4   The research also highlighted the importance of active travel infrastructure, with residents emphasising that "Safe cycling infrastructures to allow safe commuting and recreation are crucial for wellbeing." This connects to both environmental and health outcomes, though implementation varies across the district. Disabled residents particularly emphasised transport's role in accessing essential services, with one noting, "As a disabled person, being able to get out of the house easily is important, including healthcare access."

5.4.5   These findings suggest that while Winchester has some transport strengths, particularly in the city centre and rail connections to London, significant gaps exist in providing comprehensive, affordable, and reliable transport options across the district. The impact on service access, community participation, and wellbeing highlights transport as a crucial factor in community resilience.

5.5   Crime

5.5.1   Data on Winchester district's performance in terms of crime can be found here, on the LGA's Inform benchmarking tool.

5.5.2   Winchester's crime statistics present a positive picture for community safety and resilience, with total recorded offenses (56.09 per 1,000) substantially below the South East average (67.99) and showing stability between quarters. Sexual offenses have notably decreased by 18% (from 2.8 to 2.3 per 1,000), though remaining near the regional average. These favourable crime indicators likely contribute to stronger community cohesion by fostering greater trust in public spaces, encouraging more active community participation, and enhancing residents' sense of security – all essential elements for building social capital and community resilience in a district that already benefits from relatively high economic prosperity.

5.5.3   While crime rates did not emerge as a primary concern in the Insight Questionnaire, safety considerations significantly influence how residents' access and utilise community spaces. The research revealed that perceptions of safety particularly affect vulnerable groups and impact community participation.

5.5.4   Survey respondents explicitly highlighted the importance of "crime-free neighbourhoods" and "safe streets" as contributors to wellbeing. The qualitative research revealed specific concerns about safety affecting service access, particularly for women and vulnerable groups. As one participant noted, "Women may feel unsafe on their own," highlighting how perceived safety affects utilisation of community assets. University of Winchester representatives noted that young students often struggle with safety due to the lack of good quality lighting on their regular walked routes from university to their accommodation, particularly in and around West Hill Cemetery.

5.5.5   Community workers noted the intersection between safety and wellbeing, with representatives from support organisations defining wellbeing fundamentally in terms of "feeling physically safe." This basic need for safety emerged as particularly crucial for vulnerable populations, including those accessing community services and utilising public spaces.

5.5.6   The research suggests that while Winchester may not face significant crime challenges, perceptions of safety significantly influence community participation and service access. This highlights the importance of considering safety in service design and delivery, particularly for vulnerable groups and in creating accessible community spaces.

5.6   Employment

5.6.1   Employment data reveals significant variations across the district's communities that have important implications for both wellbeing and resilience. The district shows notable urban-rural disparities, with rural areas generally demonstrating higher economic activity rates (>60%) compared to urban areas (<55%).

5.6.2   Central Winchester, particularly St Luke ward, shows distinct patterns with the lowest non-student economic activity rate (44.6%) and highest proportion of economically vulnerable occupations, suggesting potential challenges to accessing long term stable employment in this area, a key driver of wellbeing and thus resilience. This ward also has higher rates of economic inactivity due to long-term sickness/disability (3.9%), approaching the national average of 4.1%.

5.6.3   Employment patterns across Winchester vary significantly, with Winchester Town areas such as St Paul ward showing high professional occupation rates (34%) while St Luke demonstrates lower economic activity (44.6%). The South Hampshire Urban Areas show diverse patterns, with Bishop's Waltham having economic activity rates of 56.9% and Market Towns and Rural Area wards like Central Meon Valley reaching 59.3%. Winchester overall has strong representation in professional and managerial roles (27% and 18% respectively), exceeding both regional and national averages, though these roles are not evenly distributed across all wards.

5.6.4   Winchester's overall economic inactivity rates are lower than the national average across most categories, including those looking after home/family (3.8% vs 4.8% nationally) and those with long-term sickness/disability (2.3% vs 4.1% nationally). This suggests relatively high access to employment opportunities, though the variations between wards indicate that some communities may need targeted support to enhance their access to employment markets and therefore enhance community wellbeing and resilience.

5.7 Education

5.7.1 Educational attainment and accessibility in Winchester district presents a complex picture that interweaves statistical strengths with community-identified challenges. The district demonstrates strong formal educational metrics, with 44.9% of residents holding Level 4 qualifications or above, significantly exceeding the national average of 33.9%. While most schools achieve Good or Outstanding Ofsted ratings, the research reveals that educational infrastructure serves a broader purpose beyond academic outcomes, functioning as vital community anchors.

5.7.2 Educational attainment and access show notable variations across Winchester emerging Local Plan geographies. Winchester Town demonstrates high educational attainment (particularly in peripheral wards) with good access to educational institutions, including higher education facilities. The South Hampshire Urban Areas show more moderate educational outcomes but maintain good access to schools. The Market Towns and Rural Area presents generally strong educational attainment but faces challenges in accessing further education and skill development opportunities, with the district's overall rate of 44.9% of residents holding Level 4 qualifications masking significant geographic variations.

5.7.3 Geographic distribution analysis exposes notable urban-rural disparities. Central Winchester benefits from major institutions like Peter Symonds College and the University of Winchester, while rural areas face more limited institutional access, creating a pattern where rural areas typically have fewer but more evenly distributed schools. This institutional landscape directly impacts service accessibility, as highlighted by one youth worker: "Schools struggle to interact with third party organisations. Barriers seem to be up for children seeking support, schools can't provide everything their students require and in turn they struggle to access services out there."

5.7.4 The research identified educational needs extending beyond traditional academic provision. As one community worker emphasised: "Knowledge of services, what they have access to, what help is out there" represents a crucial educational need. This observation gains particular relevance in understanding how schools could better serve as information hubs for their communities, connecting families with available support services.

5.7.5 The combination of quantitative and qualitative evidence suggests that addressing educational resilience requires attention not only to formal educational provision but also to broader community knowledge networks and service accessibility.

5.7.6 While Winchester's educational infrastructure demonstrates strong formal metrics, community wellbeing and resilience appear more significantly influenced by factors such as service integration and the schools' capacity to function as community resource centres.

5.8 Physical Health

5.8.1 Physical health emerges as a fundamental driver of community wellbeing in Winchester, with the Insight Questionnaire identifying it as residents' highest-ranked factor in personal wellbeing. The district demonstrates strong overall health outcomes, with a life expectancy of 83.7 years exceeding the national average of 81.3 years, and 87% of respondents reporting good access to healthy lifestyle enablers, including nutritional diet opportunities.

5.8.2 Physical health outcomes reveal stark variations when considering Winchester district emerging Local Plan geographies. Within Winchester Town, there are pronounced internal inequalities where central wards show concerning indicators; for example, St Luke recordings the lowest life expectancy at 78.3 years and relatively poor self-reported health (47.3% reporting "very good health"). In comparison, peripheral areas demonstrate better outcomes with St Paul showing higher rates of very good health (55.7%) and Badger Farm reporting 56.4% in very good health. In the South Hampshire Urban Areas, health outcomes are generally moderate. Bishop's Waltham records 50.0% reporting very good health, Denmead shows 51.0%, and Whiteley and Shedfield demonstrates 56.0%. The Market Towns and Rural Area consistently shows more positive health indicators - Central Meon Valley reports 54.8% in very good health, Upper Meon Valley shows strong life expectancy at 84.8 years, and Alresford and Itchen Valley records 51.5% in very good health.

5.8.3 The starkest health inequalities appear between Winchester Town's central wards and other areas - for instance, the 7.5-year life expectancy gap between St Luke (78.3 years) and Central Meon Valley (85.8 years). Obesity rates at Year 6 also show geographic patterns: Winchester Town's St Luke (19.4%) and St Paul (7.6%) show significant internal variation, South Hampshire Urban Areas demonstrate moderate rates with Whiteley and Shedfield at 19.2%, while the Market Towns and Rural Areas show varying rates with Upper Meon Valley at 16.0% and Central Meon Valley at 11.5%.

5.8.4   The importance of preventative approaches and integrated support systems was strongly emphasised in the qualitative research findings. Participants shared positive experiences with social prescribing initiatives and community hubs like The Lifestyle Club, while identifying opportunities for expanding these approaches. One healthcare professional noted that "Social prescribing is an incredible source of improving wellbeing but need GPs to drive this more," highlighting both the potential of this approach and current implementation challenges. These preventative health strategies take on particular significance when considered alongside Winchester's documented geographic health disparities.

5.8.5   The research identified integrated community hubs as effective delivery mechanisms for preventative health services. These multifunctional spaces combine practical support with health promotion, creating environments where preventative approaches become embedded in everyday community interactions. The success of prevention-focused initiatives demonstrates the efficacy of community-based health interventions, though financial barriers like participation fees may restrict access to beneficial preventative health services. These findings align with the Framework's focus on building resilient community support structures that can prevent and address wellbeing challenges.

5.8.6   Moreover, self-reported health assessments further illuminate these variations; for example, 53.2% of Winchester residents report 'very good health' compared to 48.5% nationally. This positive outcome shows notable variations within different age groups, with 85.4% among those under 15 and 24.3% for residents aged 65 and over (although most elderly residents maintain positive health status).

5.8.7   Childhood obesity rates particularly highlight health inequalities across the district. While Winchester's overall rate of 13.3% compares favourably to the national average of 22.5%, significant ward-level variations exist. St Luke and Whiteley and Shedfield approach the national average at around 19%, while St Paul shows markedly lower rates at 7.6%. These health disparities often align with broader socioeconomic factors, particularly in urban areas, suggesting interconnected challenges to community wellbeing.

5.8.8   The qualitative research reveals important nuances in health service accessibility and barriers to maintaining physical health. Healthcare professionals identified opportunities for improvement in service delivery, with one noting that "Social prescribing is an incredible source of improving wellbeing but need GPs to drive this more." This suggests that while health infrastructure exists, barriers to access and utilisation may affect health outcomes.

5.8.9 Statistical data indicate that while Winchester generally maintains strong health outcomes, significant intra-district inequalities could affect community resilience. Urban areas, particularly St Luke, consistently show poorer health outcomes across multiple indicators, highlighting the need for targeted interventions to build health-related resilience in these communities. The relationship between physical health and broader socioeconomic factors suggests that addressing health disparities requires a comprehensive approach that considers multiple determinants of wellbeing.

5.9 Mental Health

5.9.1 Mental health in Winchester presents a complex landscape of challenges and community responses, with significant variations across different areas and demographics. Data shows a concerning trend in depression rates, which rose from 8.55% to 13.39% between 2016 and 2023. This statistical pattern is reflected in community experiences, with mental health emerging as a critical concern through both quantitative and qualitative research.

5.9.2 In terms of emerging Local Plan areas, Winchester Town shows the most concerning mental health patterns, with pronounced disparities between wards. Central wards demonstrate particularly high rates of hospital admissions for self-harm. St Luke leads with a standardised admission ratio of 180.08, followed by St Michael at 169.54, St Paul at 166.96, and St Bartholomew at 149.12. In contrast, peripheral town wards like Badger Farm and Oliver's Battery show lower rates at 74.86. Within the South Hampshire Urban Areas, admission rates are generally moderate but vary between wards - Southwick and Wickham shows a rate of 94.09 and Whiteley and Shedfield demonstrates notably lower rates at 51.52. The Market Towns and Rural Area presents the lowest rates overall with Upper Meon Valley recording the district's lowest admission ratio at 41.94. That said, some rural wards like Wonston and Micheldever show moderate rates at 97.91, suggesting pockets of mental health challenges exist even in generally resilient areas. These geographic patterns in mental health challenges generally align with other socio-economic indicators, with the most acute pressures concentrated in Winchester Town's central wards.

5.9.3 The Insight Questionnaire revealed clear correlations between mental health support and overall wellbeing, with respondents having access to mental health support outside their household reporting notably higher life satisfaction scores (7.8) compared to those without such support (6.2).

5.9.4 Geographic analysis reveals significant disparities, particularly in self-harm admission rates. While Winchester's overall self-harm admission ratio (107.36) sits slightly above the national baseline (100), urban areas show markedly higher rates. St Luke ward records the highest at 180.08 - almost 80% above the national average - while more affluent rural areas like Upper Meon Valley show much lower rates (41.94).

5.9.5 Youth mental health emerged as a particular concern, with one mental health youth worker observing that "People tend to be younger in Winchester suffering from Mental health problems, and more likely to present with suicide and self-harm, compared to Portsmouth and Southampton." This observation aligns with the statistical evidence showing elevated self-harm rates in urban wards including St Michael, St Paul, and St Bartholomew.

5.9.6 However, the research also identified positive community responses and resilience-building activities that are likely to have a positive impact on residents' mental health. The Renew Wellbeing Café represents one such initiative, while Winchester Sports and Leisure Park has seen increased engagement, with gym usage rising 44% from early 2022 to 2024.

5.9.7 Moreover, the importance of community connections in supporting mental health was consistently emphasised by residents, with one noting "Feeling part of a community, which I do. Volunteering has also improved my mental health."

5.9.8 It should be noted that COVID-19 in particular, had adverse impacts on mental health at both national[21] and global[22] scales. These findings suggest that while Winchester district faces significant mental health challenges, particularly in urban areas and among younger populations, there are active community-led responses and preventative wellbeing services. However, access to these services varies across ward demographics, indicating a need for targeted support in areas showing higher vulnerability.

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[21] Centre for Mental Health (2024) COVID-19 and the Nation's Mental Health. Available at: Covid-19 and the nation's mental health - Centre for Mental Health
[22] World Health Organization (2022) Mental Health and COVID-19: Early evidence of the pandemic's impact. Available at: Mental Health and COVID-19: Early evidence of the pandemic's impact: Scientific brief, 2 March 2022

5.10 Environmental Access and Quality

5.10.1 Environmental quality and access demonstrate distinct patterns across Local Plan geographies. Winchester Town shows internal variation in green space access - central wards like St Luke and St Paul have smaller average private outdoor spaces (210.9m² in Winchester East), but higher garden sharing rates for community members residing in flats and apartments (up to 14.6 flats per garden in Winchester Stanmore).

5.10.2 Central areas in Winchester Town show greater deficits in public open space (St Paul Ward -31.86 ha, St Barnabas Ward -29.85 ha), though peripheral areas to Winchester Town like Badger Farm and Oliver's Battery maintain larger private spaces (590.1m²) and better access to public green space.

5.10.3 Within the South Hampshire Urban Areas, there's moderate provision but notable variations - Whiteley and Shedfield demonstrates suburban characteristics with moderate outdoor space sizes (797.1m²), while Denmead shows a notable public space deficit of -8.41 ha. The Market Towns and Rural Area consistently shows the largest private outdoor spaces (Central Meon Valley and Upper Meon Valley areas demonstrating spaces of 850-1,173m²), though access to public green space varies significantly - some rural parishes show minimal deficits (Old Alresford at -0.32 ha) while others face more substantial shortfalls. Natural England's Access Network Mapping reveals this variation, with areas like Swanmore and Hambledon showing high access levels (top 12.5% of LSOAs), while other rural areas demonstrate more limited accessibility.

5.10.4 The qualitative research revealed strong engagement with Winchester's green and open spaces, though access and quality vary across the district. The Insight Questionnaire showed that 67% of respondents either "Strongly Agree" or "Agree" they have good access to high-quality green spaces, suggesting generally positive provision of environmental amenities across Winchester.

5.10.5 Qualitative engagement revealed how these spaces serve multiple functions for community wellbeing. Participants consistently emphasised the value of natural environments for both physical and mental health, with one forest therapy practitioner noting that "nature connectedness" helps people "feel part of something bigger than yourself" and reduces feelings of isolation. The research found that green spaces provide crucial opportunities for exercise, relaxation, and social interaction, contributing to multiple aspects of community wellbeing.

5.10.6 However, the research identified important barriers to environmental access. Financial constraints emerged as a significant concern, with participants noting that parking charges at quality green spaces potentially exclude economically disadvantaged residents. As one participant observed, "Good parks have high car parking charges etc, it's not accessible to more deprived people, which isolates them." This highlights how access barriers can compound existing inequalities.

5.10.7 Safety considerations also influence environmental access, particularly for certain demographic groups. One participant noted that "Women may feel unsafe on their own" in some green spaces, suggesting the need for consideration of safety and inclusion in environmental design and management. The timing of access also emerged as significant, with the Community Panel emphasising the importance of evening and weekend accessibility to accommodate working residents.

5.10.8 The research revealed geographic variations in environmental quality and access across Winchester's diverse communities. While some areas benefit from abundant green space, others show significant deficits. This was particularly evident in urban areas like St Paul Ward, where statistical analysis revealed a deficit of -31.86 hectares in public open space provision. Comments from residents emphasised the importance of having "access to parks and green spaces" alongside concerns about pollution levels, suggesting environmental quality significantly influences community perceptions of wellbeing.

5.11 Social capital and support networks

5.11.1 The qualitative research revealed strong correlations between social connections and community wellbeing in Winchester, supported by both quantitative and qualitative evidence. The Insight Questionnaire demonstrated that 69% of respondents feel part of supportive networks outside their household, with these individuals reporting notably higher life satisfaction scores (7.72) compared to the national average (7.5) and the sample average (7.3).

5.11.2 Community participation with organisations and activities external to individual's households was strong, with 73% of respondents engaging in community, recreational, or sport group activities at least monthly. The research revealed particularly strong neighbourhood connections, with 78% of respondents reporting good relationships with neighbours. Those strongly agreeing they had positive neighbourly relations demonstrated higher life satisfaction scores (7.59) compared to those without such connections (6.4).

5.11.3 Mental health support through social networks emerged as particularly significant. The data showed that 56% of respondents had someone outside their household they could rely on for mental health support, with these individuals reporting markedly higher life satisfaction (7.76) compared to those without such support (6.3). This quantitative evidence aligns with qualitative findings about the importance of community connections for wellbeing.

5.11.4 The research highlighted how informal support networks complement formal services. Participants emphasised the role of local groups, community events, and shared spaces in fostering vital social connections. This suggests the need for approaches that strengthen both formal service provision and informal community networks simultaneously.

5.11.5 The qualitative research revealed innovative approaches to building social capital, exemplified by initiatives like The Carroll Centre's 'peg it forward' system. This program demonstrates how community spaces can strengthen social bonds while supporting wellbeing through practical support mechanisms. As one participant noted, "Support systems are important to enable us to bounce back," highlighting the connection between social capital and community resilience.

5.11.6 However, the research also identified significant challenges in coordinating and communicating about community resources. This suggests that while Winchester possesses significant social capital, barriers to information flow may limit its full utilisation. Multiple stakeholders highlighted fragmented communication channels between service providers, with participants in both the Community Panel and engagement sessions describing instances where parallel initiatives operated without awareness of each other. The Insight Questionnaire further supported this finding, as respondents frequently mentioned discovering essential services through informal networks rather than official channels, indicating systematic gaps in information dissemination that could be addressed through coordinated communication strategies.

5.11.7 The infrastructure supporting social connections emerged as a critical concern. The research identified two parallel challenges: delays in delivering community infrastructure in new developments, which inhibits social network formation, and deterioration of existing facilities, which threatens established community bonds. As one councillor illustrated: "We were told the promised park wouldn't be completed until our primary school child reached secondary school." This sequencing approach systematically undermines community cohesion in developing areas.

5.11.8 Geographic variations in social connection emerged as important, particularly in southern parishes where residents often access services in neighbouring districts. This pattern suggests social networks may develop along practical access routes rather than administrative boundaries, highlighting the need for flexible approaches to supporting community connections.

5.11.9 These findings demonstrate that while Winchester has strong foundations of social capital, strategic support is needed to ensure these networks effectively serve evolving community needs and remain accessible to all residents. The clear correlation between social connections and life satisfaction suggests investing in community networks could significantly enhance overall community wellbeing and resilience. This requires both supporting social network formation in new developments and maintaining existing community facilities, particularly in areas with economic challenges where such spaces serve as crucial hubs for social connection.

5.12 Aligning evidence with Winchester's geographies

5.12.1 Where possible, evidence relating to community resilience and wellbeing in Winchester should be disaggregated to smaller geographical areas, to enable targeted intervention and strategic decision-making.

5.12.2 Both **Appendix A** and **Appendix B** offer locally specific insights down to ward and LSOA level. Emerging Local Plan geographies are also referenced through to allow for alignment with geographies which relate to WCC's Local Plan, and other relevant policies.

6   WCRWS Strategic Priorities

Housing - Affordability and Access

6.1.1   The most pressing challenge is Winchester's housing affordability crisis, with a housing affordability ratio of 12.07 substantially exceeding regional and national averages. With 73% of residents ranking housing among their top wellbeing priorities, the council's continued focus on expanding access to affordable housing options and low-cost market housing (illustrated in WCC's Housing Strategy[31]) will positively impact wellbeing, particularly in central urban areas where home ownership rates are as low as 30.8%. The strong correlation between housing security and life satisfaction scores (8.00 vs 7.07) highlight this as a key issue.

Income - Reduce reliance on low paid and insecure employment

6.1.2   Despite Winchester district's prosperous reputation, it faces significant income challenges with below-average median weekly pay (£682.60) and sluggish income growth (1.8% vs Hampshire's 5.4%). The rise in food bank usage (142% increase from 2019 to 2023) indicates growing economic pressure. The council should prioritise economic development initiatives, in particularly improving skills among targeted groups, for example where residents show higher levels of income deprivation. Equally, more deprived parts of the district should be prioritised in terms of mobility improvements so as to support people's access to employment. This will help resolve structural unemployment and stimulate the growth of Winchester's economy.

Transport - Accessibility and Affordability

6.1.3   With 52% of residents reporting inadequate access to reliable transport, community participation opportunities may be limited for some residents. This particularly affects rural communities and evening service provision. While transportation infrastructure falls under Hampshire County Council's responsibility, WCC can enhance community participation through strategically timed and located services, community transport partnerships, and digital accessibility options. The council should consider how its community programming, facility locations, and service scheduling can accommodate these transportation challenges, particularly for economically disadvantaged residents and those in areas with limited public transport options.

Physical Health - Geographic Health Inequalities

6.1.4 The 7.5-year life expectancy gap between Central Meon Valley (85.8 years) and St Luke ward (78.3 years) reveals health inequalities requiring attention. These disparities align with other socio-economic factors, particularly in urban areas. The Council should prioritise reducing these health inequalities through targeted interventions in areas showing consistently poorer outcomes such as Stanmore, St. Luke, Southwick and Wickham amongst others.

Mental Health - Support in Urban Areas

6.1.5 Central Winchester demonstrates concerning mental health patterns, particularly in youth populations. With self-harm admission rates in St Luke ward 80% above the national average and depression rates rising from 8.55% to 13.39% between 2016-2023, supporting access to mental health services in urban areas should be considered. While direct mental health service provision falls under Hampshire County Council and NHS responsibility, WCC can play a valuable facilitating role through community spaces, social prescribing partnerships, and targeted wellbeing initiatives. The significant gap in life satisfaction between those with and without mental health support (7.8 vs 6.2) highlights the importance of WCC working collaboratively with upper-tier authorities to ensure residents can access appropriate services.

Community Groups - Service Integration and Communication

6.1.6 A recurring theme across all domains is the need for better service integration and communication. Community workers consistently highlight information sharing challenges that limit service effectiveness. The council should prioritise its role in helping to facilitate coordinated communication systems that enable better service delivery and ensure residents can easily access available support.

6.1.7 These priorities reflect areas where the evidence shows both significant challenges and clear opportunities for impact. Addressing these issues would create a strong foundation for improving overall community wellbeing and resilience across Winchester.

7 Ideas for Action and Case Studies

7.1.1 The Community Resilience and Wellbeing Strategy Action Plan links together policy, evidence, geographical circumstance and relevant case studies, to suggest short-, medium- and long-term actions that can be taken by WCC to safeguard and improve community resilience and wellbeing.

7.1.2 Within the council, the Community and Wellbeing team (CWT) leads on the delivery of projects and outputs which aim to improve community wellbeing and resilience.

7.1.3 The CWT focuses on fostering inclusive, resilient communities and promoting public health across the district. The team supports both emerging communities in new development sites and existing neighbourhoods through targeted initiatives, infrastructure funding and grant programmes, with particular emphasis on vulnerable groups through refugee support and cost of living assistance.

7.1.4 It is also responsible for maintaining leisure facilities and delivers diverse physical activity programs, working with public health partners to ensure residents have access to the necessary social and physical infrastructure for enhancing their wellbeing.

7.1.5 Quality of Life's Empowering Healthy Places[23] report highlights the importance of focusing on "proactive, long-term measures while assessing and addressing immediate key challenges" (p. 27)[40]. It is important to note that whilst "long term improvements are vital and may yield the greatest benefits over time, addressing immediate challenges through short-term interventions can also yield significant benefits".

7.1.6 A Theory of Change[24] approach underpins the development of the action plan below, linking actions with outcomes which aim to enable WCC to deliver cohesive and resilient communities with high levels of wellbeing.

7.1.7 **Table 7-3** below offers a series of suggested actions for the CWT, in line with their capabilities and focus areas, as well the Winchester District Resilience and Wellbeing Framework previously discussed. Relevant qualitative and quantitative evidence, target geographies, delivery timeframes, associated determinants and associated case studies are also offered for each specific activity.

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[23] Quality of Life and Local Government Association (2024) Empowering Healthy Places – Unveiling the powers and practices of local councils in fostering healthy neighbourhoods. Available at: https://www.qolf.org/wp-content/uploads/LGA-Empowering-Healthy-Places-Final-compressed_1.pdf

[24] See here to learn more about Theory of Change

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
Physical Health; Mental Health	Encourage the completion of Health Impact Assessments (HIAs) and/or Health and Wellbeing Appraisals	Development and implementation of a Winchester-specific Health Impact Assessment framework requiring developers to demonstrate positive health outcomes through the planning process.	Winchester performs well at a district level in several areas such as obesity prevalence (56% v England 64%) and life expectancy (82.2 years v 78.8 in England). Despite this, qualitative research findings found that there are poor performing areas and potential for health and wellbeing to be considered at the start of the development phase rather than at the end of the scheme. A HIA would ensure developers have to deliver schemes that benefit the health and wellbeing of the existing and future communities. For example, a resident outlined how a development in Whiteley where the green space will not be completed until the final phase, even though people will have been living there for many years with no play infrastructure for young people.	Areas with poorer physical health outcomes: **St Luke, St Batholomew Wards** (lowest life expectancies in district, and low self-reported assessments of health); **Whiteley and Shedfield ward** (high levels of obesity at year 6 age).	**Bristol City Council** HIA Framework - Practice Note: Assessing the health impacts of development **Wales Health Impact Assessment Support Unit** - Home - Wales Health Impact Assessment Support Unit Essex County Council's HIA Framework - (https://www.essexdesignguide.co.uk/supplementary-guidance/health-impact-assessment/)	Depending on policy cycles, it would be encouraging for the TCT to set themselves a timeframe within which they could successfully push for an SPD or HIA framework within the planning process, based on the WDRWF and other health determinants.	Improved contributions from developers in Winchester district to safeguarding and improving community resilience and wellbeing.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
Physical Health; Mental Health; Social Capital; Community Groups	Develop and implement a framework to systematically capture, measure, and enhance the social impact of council activities, incorporating the WELLBY measurement to quantify improvements in community wellbeing.	The framework will establish standardised measurement approaches aligned with existing council priorities to quantify community benefits across multiple dimensions.	A social value strategy would help to hold the Wellbeing and Resilience Strategy to account. Government policy recommends expressing Life Satisfaction as monetised wellbeing through the WELLBY model. This evidence-based approach would enable the Council to make more informed decisions about resource allocation and demonstrate tangible returns on community investments. The framework ensures social value considerations are embedded in operational practices rather than existing as separate initiatives.	Across the district	**Greater Manchester Combined Authority**'s framework has quantified social value returns. https://www.greatermanchester-ca.gov.uk/what-we-do/economy/social-value/ **Liverpool City Region Combined Authority** Social Value Framework https://www.liverpoolcityregion-ca.gov.uk/social-value/ **Bristol City Council** Social Value Policy https://www.bristol.gov.uk/business/tenders-contracts/social-value-policy	The WELLBY (Wellbeing-Year) measures social value and progress, particularly useful for evaluating interventions. It quantifies one point of self-reported life satisfaction on a 0-to-10 scale for one person for one year. The WELLBY can be used in social cost-benefit analyses and measure social progress beyond GDP. In the UK, 1.0 WELLBY is valued between GBP 10,000 and GBP 16,000 (2019 prices).	The implementation of a comprehensive social value measurement framework will enable evidence-based decision making and resource allocation across council activities, with success quantified through the WELLBY model (£15,258 per wellbeing year). This will lead to demonstrated improvements in community wellbeing across environmental sustainability, community cohesion, economic opportunity, and public health dimensions.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
Community Groups	Supporting local community assets with funding, spaces and increased reach	WCC could identify and support community assets that contribute to both health and cohesion agendas. This should lead to strategic partnerships to address community needs.	Community centres such as **Wickham Community Centre**, **Colden Common Community Centre**, **Jubilee Hall**, **The Carrol Centre** and **Unit12 Community Pantry** were highlighted throughout qualitative engagement, as key creators of social capital, and serve as essential nodes of support networks for vulnerable community members. Having positive relationships with people outside your household was shown to lead to higher life satisfaction in the residents survey (life satisfaction on 0 – 10 scale of 7.72 v sample average 7.3); supporting these facilities to grow is likely to result in a growth in social capital improvements among residents.	Qualitative evidence recounted the importance of focusing support in rural areas such as **Wickham**, where community and activity leaders felt they received less support than Winchester Town services, in terms of funding and service provision	**Bristol City Centre** - Bristol City Council: Working with communities to provide welcoming spaces	Local Government Association **Sevenoaks District Council** - 'Pop-up Pop-ins' gifted £40k by Council to tackle loneliness in older people	Sevenoaks District Council	Taking forward the contacts established through outreach activities and engage with community centres and civic organisations to draw-up a shared vision for growth.	Improved effectiveness of community centres and the civic/community/charity groups in serving as key enabling infrastructure and 'social capital engines', safeguarding and improving community resilience and wellbeing.
Physical Health; Mental Health;	Developing and utilising data intelligence in an interactive format, to best inform activity	The use of an integrated data hub (drawing on a variety of ONS, PHE and other local data sources) to enable timely monitoring; illustrate target geographies; and	Evidence led decision making is key in terms of delivering improved health, wellbeing and resilience outcomes. A data hub or similar would also provide a means through which to measure on-going progress and effectiveness of various initiatives which are delivered by the CWT.	Focus on using both district level and ward/LSOA level data to see targeted insights.	**Leeds City Council** Data Mill North https://datamillnorth.org/ Illustrates the successful implementation of an open data platform that	Draw up a specification for the data hub. Assemble a suitable project team to develop the project and measure ongoing progress.	Improved evidence-based decision making and insights, leading to more effective interventions and activities in terms of improving community health, wellbeing and

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
		support intelligent decision-making.			improved service delivery efficiency by 20% and enabled data-driven decision making across council services.	Create an online survey to capture residents' feeling of wellbeing and resilience.	resilience in Winchester district.
Support Networks; Social Capital	Activation of underused public spaces	Identifying public spaces that may be underused, or fallen into dis-use that have the potential to act as places of meeting and social interaction. Disused public spaces are very rarely neutral environments; the often fall victim to anti-social behaviour. A re-design can however stitch them into community life.	Underused public spaces often become focal points for anti-social behaviour and detract from community wellbeing. By reimagining these spaces through strategic design interventions and community programming, they can be transformed into valuable assets that foster social interaction and strengthen community bonds. The initiative addresses both physical infrastructure improvement and social activation needs identified through community engagement.	Initially in Winchester Town Centre as pilot. Further areas to be identified through community engagement.	[Brighton & Hove Common Room](#) The approach adopted was to pick up on the natural rhythms of life in the city to create an attractive, functional place. At its conclusion, 'Common Room' can be seen as a pioneering attempt to restore life to an over-engineered complex of streets, pavements and open spaces by through a comprehensive redesign and activation through cultural activity.	Success will be evaluated through quarterly assessments measuring: space utilisation rates, diversity of activities hosted, community engagement levels, and reduction in anti-social behaviour incidents. Regular user surveys will capture qualitative feedback on space improvements and community impact.	The activation of underused public spaces will create new focal points for community interaction and social connection across Winchester.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
Health Support; Mental Health; Physical Health; Social Value	Embedding social value and improved physical health outcomes when tendering for Winchester Sport and Leisure Park and Meadowside Leisure Centre contracts	Development of enhanced tender requirements for Winchester Sport and Leisure Park and Meadowside Leisure Centre contracts that explicitly incorporate social value commitments and physical health outcome targets. The revised tender specifications will require bidders to demonstrate how they will contribute to community wellbeing through targeted programming, inclusive access, and measurable health improvements.	While Winchester's leisure facilities are vital community assets, their full potential for delivering social value and health improvements can be better realised through strategic contract requirements. By embedding these requirements at the procurement stage, operators will be contractually obligated to deliver programs and services that address specific community health needs and create measurable social impact.	Areas surrounding Winchester Sport and Leisure Park and Meadowside Leisure Centre.	**Greenwich Leisure Limited** (GLL) Better - Social Value (see page 11 of Corporate Plan) GLL have successfully implemented social value framework across their leisure contracts, demonstrating £500m in social value creation annually through improved community health outcomes and increased facility accessibility.	Social return on investment metrics, social value metrics and specific health outcome indicators.	The implementation of enhanced tender requirements will transform leisure facility contracts into powerful drivers of community wellbeing.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
Support Networks	Dedicated volunteering website	The Council will increase awareness of Volunteer First through multiple promotional channels. A seasonal social media campaign will be developed, highlighting different volunteering opportunities that align with calendar events and community needs throughout the year. This approach ensures relevance and maintains continuous visibility without message fatigue. The Council will incorporate Volunteer First information into existing community touchpoints. This includes featuring	Increasing awareness of Volunteer First addresses several strategic priorities identified in the community wellbeing research. The qualitative research demonstrated strong correlations between community participation and improved life satisfaction scores. By facilitating greater volunteer engagement, this initiative directly supports building stronger community connections.	Online so geographically agnostic	Do-it.org Platform Implementation by Bristol City Council https://do-it.org/organisations/bristol-city-council	Platform success will be measured through key performance indicators including: monthly active users, number of opportunities posted, volunteer placement rates, organisation participation levels, and user satisfaction surveys from both volunteers and organizations.	The implementation of a dedicated volunteering platform will create a more efficient and accessible volunteering ecosystem in Winchester.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
		the platform in the Council's quarterly newsletter, creating informational displays for community centres and libraries, and having representatives highlight the platform during community engagement events.					
Support Networks	**Invite Community Panel members to join** Social Inclusion Partnership (SIP).	Winchester City Council will strengthen the existing Social Inclusion Partnership (SIP) rather than creating a duplicate structure. This enhancement will incorporate community panel representatives, implement formal information-sharing protocols to	The qualitative research highlighted how "the people working in silos don't communicate, don't information share," suggesting that strengthening connections between existing partnership members would yield significant benefits. By expanding the SIP's focus to explicitly include wellbeing and resilience considerations, the Council can address these challenges without duplicating efforts.	Winchester district	East Suffolk Council's Community Partnership Program - https://www.eastsuffolk.gov.uk/community/community-partnerships/ Brighton & Hove Community Engagement Framework - https://www.brighton-hove.gov.uk/community-and-	Success will be measured through quarterly performance metrics tracking: attendance and representation rates across different community groups, number of collaborative initiatives launched between	The enhanced Social Inclusion Partnership will create more effective collaboration between community organizations while eliminating redundant structures. This optimisation will lead to improved service coordination, increased awareness of available resources among both providers and residents, and more consistent

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
		address siloed working, and establish clearer pathways between SIP recommendations and Council decision-making. By expanding the SIP's focus to explicitly include wellbeing and resilience considerations, the Council will leverage existing frameworks to improve service coordination and strengthen community connections, which research shows significantly correlates with higher life satisfaction scores.			libraries/community-engagement-framework	member organisations, documented outcomes from working group recommendations implemented by the council, and participant satisfaction surveys.	implementation of community-informed recommendations

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
Community Groups; Health Support	**Expand the successful Winchester Healthy Walks** programme to underserved rural communities across the Winchester district**.**	The Council will extend the established Winchester Healthy Walks model to targeted rural areas with limited organised social activities. This expansion will involve recruiting and training local volunteer walk leaders from each community, developing appropriate routes accessible to various ability levels, and establishing consistent weekly schedules. The programme will maintain the core elements that have proven successful in larger settlements while adapting to rural settings. Promotion will	The current Winchester Healthy Walks programme demonstrates the effectiveness of organised walking groups for improving physical and mental wellbeing. The research conducted for this strategy identified significant variations in health outcomes across Winchester's geography, with rural isolation emerging as a contributor to wellbeing disparities. Expanding this proven intervention aligns with findings that 87% of residents report access to healthy lifestyle opportunities, though qualitative research revealed geographic variations in this access, particularly in smaller rural settlements.	**The program will prioritize smaller settlements within:** • Micheldever and Wonston District **(**focusing on smaller villages including Micheldever Station and Sutton Scotney) • Southwick and Wickham District (prioritising Southwick, Boarhunt, and similar small communities) • Upper Meon	Socially prescribed walking programmes - Yorkshire Dales National Park : Yorkshire Dales National Park	Success will be measured through quarterly tracking of number of active walking groups, average attendance rates, participant demographic data, retention rates, progression to walk leaders, and pre/post participant surveys assessing physical activity levels, social connections, and wellbeing indicators.	The rural expansion of Winchester Healthy Walks will address identified gaps in the current program's geographic coverage, creating sustainable, community-led health infrastructure in isolated areas. By building upon an established, successful model, the expansion will efficiently deliver physical health benefits while simultaneously addressing social isolation—both key factors identified in the wellbeing research. Success will be demonstrated through increased physical activity levels in target communities, strengthened social connections, and improved self-reported wellbeing

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
		occur through parish councils, community newsletters, GP practices, and local establishments, with particular emphasis on reaching isolated residents.		Valley (including villages like West Meon and East Meon)			metrics among rural residents.
Physical health; health support	**Development of healthy foods programme** in alignment with new Community Action Programmes	Development of a comprehensive healthy foods programme integrated with Community Action Programmes, focusing on cooking skills, nutrition education, and access to affordable healthy food options. The programme will include cooking workshops, community gardens, food buying cooperatives, and partnerships with	Despite Winchester's overall positive health outcomes, community engagement revealed significant disparities in access to healthy food and nutrition knowledge across different areas. Food insecurity and limited cooking skills were identified as barriers to maintaining good health. The programme addresses these challenges by combining practical skills development with improved food access infrastructure.	St Luke and St Bartholomew Wards (areas with lower life expectancy and higher health inequalities) Winnall (identified through community engagement as having limited access to fresh food retailers) Stanmore (area with higher levels of food insecurity).	Brighton & Hove Food Partnership - https://bhfood.org.uk/how-we-work/our-impact/ Successfully implemented city-wide food strategy combining cooking skills programmes, community gardens, and food access initiatives, reaching over 10,000 residents annually.	Programme effectiveness will be evaluated through quarterly metrics tracking: participation rates in cooking workshops, community garden usage, number of food cooperative members, and volume of healthy food distributed. Pre- and post-programme surveys will assess changes	Improved knowledge of nutrition and health. The programme will contribute to reducing health inequalities by addressing fundamental barriers to healthy eating in underserved communities.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
		local food retailers to improve the availability of nutritious foods in underserved areas.				in eating habits, cooking confidence, and food security.	
Support Networks; Physical Health; Mental Health	Encouraging **learning in a fun and social environment**	Setting up stimulating and fun environments in which people can acquire life skills, develop an understanding of different cultures and learn.	Fun and stimulating learning environments are underpinned by developments of social capital and combating loneliness. Social capital was underlined as a key determinant of life satisfaction and wellbeing in the Insight Questionnaire.	Across the district	Personal Best Education – PBE formed part of the (now ceased) National Citizen Service (NCS) and operates in the Hampshire region. Established in 2012 for the purpose of supporting the physical and mental well-being of the local community, PBE aims to equip young people with key life skills to promoting healthy living for all ages to helping combat loneliness in vulnerable age groups.	Set a timeframe within which WCC hopes to set up, recruit and run a similar programme to PBS within Winchester.	Improved skill levels, informal learning developments, social capital.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
Physical Health; Support Networks; Health Support	Development of a **Winchester community bicycle library**	Establishment of a bicycle lending service providing free or low-cost access to bicycles and equipment, reducing barriers to active travel.	The Insight Questionnaire revealed the importance of active travel but community engagement identified access to equipment as a barrier. A bicycle library allows residents to try cycling without significant financial investment, supporting both recreational use and potential commuting transition. This particularly benefits students and lower-income residents.	Urban communities within Winchester city region given capacity for modal shift, as well as wider district.	Sustrans Active Travel Case Studies Offers verified examples of successful walking and cycling initiatives across the UK: https://www.sustrans.org.uk/our-blog/projects/ CoMoUK Mobility Hubs Provides comprehensive guidance and case studies on implementing mobility hubs: https://como.org.uk/shared-mobility/mobility-hubs/what/	The CWT could measure involvement in day-to-day operations, coordinate with community partners, organise supporting activities and training, monitor usage and impact.	Improvements in mental and physical health resulting from greater use of cycling as a mode of transport.
Social Capital; Support Networks	Establish a structured **"New Community Integration Programme"** that facilitates social capital formation in Winchester's	This three-part initiative will establish a partnership between Winchester City Council and Parish Councils to accelerate community	The qualitative research clearly demonstrated how delayed infrastructure delivery in new developments inhibits social network formation. This approach systematically undermines community cohesion. The Development Community Integration Programme directly	Major New Development Areas	Romsey Community Hub Incubator Programme (Hampshire) Chichester District Community Connections Initiative (West Sussex)	Success will be measured through participation rates at welcome, formation of self-sustaining resident groups, and integration into existing	The Community Integration Program will transform social network formation in Winchester's developing areas by establishing connections during early occupancy phases, resulting in

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
	developing areas while strengthening connections to established communities.	formation in new developments. The Council will identify and establish temporary community spaces during early residential occupancy phases, addressing the critical period before permanent facilities are completed. Parish Councils will establish New Development Resident Groups led by designated Community Integration Liaisons who will coordinate welcome events and ongoing engagement activities.	addresses this challenge by establishing social connections during the earliest phases of settlement, rather than waiting for permanent facilities. This approach recognizes the research finding that social connections correlate strongly with life satisfaction, with those embedded in support networks reporting significantly higher wellbeing scores (7.72 compared to the sample average of 7.3). By empowering Parish Councils to lead this initiative, the program leverages existing local governance structures while creating clear pathways for new residents to integrate with established communities.			community organisations complemented by qualitative resident interviews at regular intervals.	accelerated neighbourhood identity formation, increased resident satisfaction, higher community participation rates, stronger integration between new and existing communities, and more resilient communities with the social capital necessary to address shared challenges.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
Support Networks; Health Support	Develop a cross-boundary service coordination initiative	WCC will establish a structured collaboration framework with neighbouring local authorities (including Basingstoke & Deane, Fareham, Chichester, and Portsmouth) to enhance service access for residents in boundary areas. This initiative will include: (1) mapping key service utilisation patterns across boundaries; (2) developing shared communication materials that inform residents about available services regardless of provider authority; (3) establishing regular coordination meetings between	The qualitative research revealed that residents in boundary communities naturally access services based on geographic proximity rather than administrative boundaries. This pattern is recognised in the Local Plan as appropriate and efficient. However, the research identified opportunities to better support these cross-boundary service journeys through enhanced inter-authority coordination. From community engagement in areas like Whiteley, residents expressed that while they often use services in neighbouring districts, they sometimes encounter information gaps and coordination challenges. Supporting these natural usage patterns rather than attempting to redirect them will improve service experience while recognising the practical realities of geographic proximity.	Southern parishes (particularly Whiteley and Wickham areas) and other boundary communities	Hampshire County Council's Partnership Framework; South East Local Enterprise Partnership Cross-Authority Programme	Success will be measured through improved resident satisfaction in boundary communities, increased service utilisation rates, number of collaborative projects implemented, and establishment of formal inter-authority agreements.	The Cross-Boundary Service Coordination Initiative will acknowledge and support the natural service utilisation patterns of residents, ensuring they receive seamless support regardless of administrative boundaries while strengthening inter-authority relationships and potentially creating efficiencies in service delivery.

WDRWF Themes	Suggested Action	Summary	Justification	Geographical Focus Area(s)	Relevant case studies	Measurement Approach	Outcome
		relevant service departments; and (4) exploring opportunities for jointly funded initiatives in boundary communities.					

8 Conclusion

8.1.1 The Community Resilience and Wellbeing Strategy (CRWS) charts a proactive course for Winchester City Council (WCC) to cultivate a more resilient and thriving community through 2030 and beyond. By embracing a collaborative, community-centric approach that builds on existing engagement structures and partnerships, WCC is poised to make significant strides in enhancing wellbeing across the district. Through continued engagement with diverse community voices, including traditionally underrepresented groups, WCC will ensure that local interpretations of wellbeing and resilience directly inform the strategy's priorities and objectives.

8.1.2 Following recent national developments, the CRWS will be deployed amidst the proposed establishment of a Mayoral Combined County Authority across Hampshire, Portsmouth, Isle of Wight and Southampton[25]. For Winchester, whilst the core drivers of community wellbeing and resilience will remain the same, the structure of the public bodies who have the ability to deliver services in support of these drivers, will shift and change over the coming years.

8.1.3 The CRWS is built on a foundation of evidence gathering, combining in-depth statistical analysis with qualitative insights from community engagement events, interviews, and surveys. This mixed-methods approach has enabled WCC to develop a nuanced understanding of community needs and aspirations, identifying existing strengths and opportunities for targeted interventions. The strategy's emphasis on Asset-Based Community Development (ABCD) principles ensures that community capabilities are central to its development and implementation. This focus on leveraging existing assets empowers communities to take ownership of their wellbeing and resilience-building efforts.

8.1.4 Through the CRWS, WCC has established a clear framework for co-producing improved wellbeing and resilience across the district. The strategy's action plan outlines specific, measurable steps that WCC can take in partnership with community actors to address priority areas such as housing affordability, mental health support, transport accessibility, and health inequalities. By working together, WCC and its communities can build a more vibrant, inclusive, and resilient Winchester for all.

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[25] Ministry of Housing, Communities and Local Government Press Release. Available here: Devolution revolution: six areas to elect Mayors for first time - GOV.UK

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