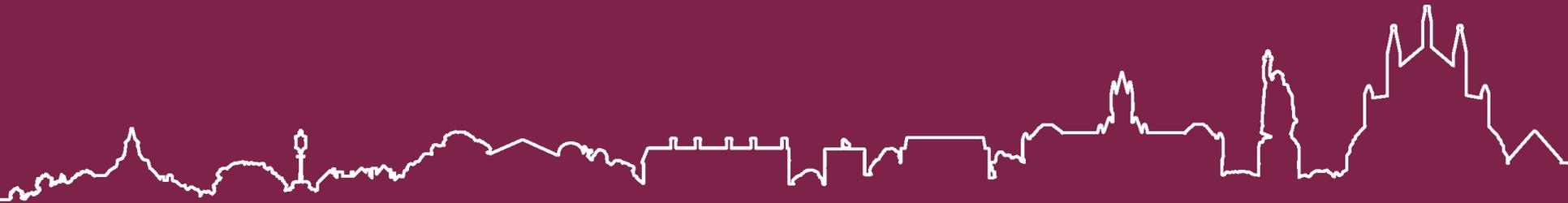


EHP51

Winchester District Cultural Strategy

Presentation to Economy & Housing
Policy Committee
February 2024



CONTEXT

Purpose

The Winchester District Green Economic Development Strategy 2022 - 2032 identified the need to develop a new Cultural Strategy to provide an overarching and coordinated vision to ensure the district develops, promotes and celebrates its cultural offering.

This presentation summarises the work undertaken to develop a Cultural Strategy for the Winchester district for a period until 2030.

The Policy Committee is asked to

Review and comment on the direction of the strategy including the vision, values, themes and priorities.

INTRODUCTION

Winchester district has a well-established and recognised culture and creative sector which delivers for both visitors and residents.

This strategy aims:

- to better articulate Winchester district's cultural offer and the benefits it provides,
- embolden the sector to work collaboratively and
- act as a lever to attract investment.

There is a strong desire for the sector to take ownership to drive the strategy forward in partnership and collaborate to ensure that Winchester district is making the most of the cultural experiences it offers. A 'live' and agile approach will be adopted throughout the delivery of the strategy.

The council will support, facilitate and enable partnership activity and act as convener, offering the opportunity for the sector to come together regularly to share progress, challenges and opportunities.

PARTNERSHIP

The strategy is a shared vision for cultural development in Winchester district, what we want to achieve and what our priorities are for a period until 2030.

Winchester City Council is a partner and author of the strategy which has been co-designed by stakeholders and partners across the district.

The values, vision, aims and objectives have been developed jointly.

The partners represent a broad cross-section of cultural and creative providers, as well as linked sectors, and have a strategic overview of activity across the district.



PROCESS

To ensure that the strategy is 'evidence-led', that actions are needed and we can measure change:

Desk research commenced in early 2023.

Views and opinions to help build an overarching vision have been gained from:

- 100+ sector representatives,
- 140 residents,
- Councillors and council staff.

A summary of the themes, priorities and outcomes are shared today.



VALUES

Inclusive

 The strategy will mean multiple things to multiple people and will aim to offer something for everyone.

Collaborative

 Partners across multiple sectors will work together to achieve shared goals.

Ambitious

 Specific and clear ambitions will be defined, including a realistic plan for how these will be achieved.

Resilient

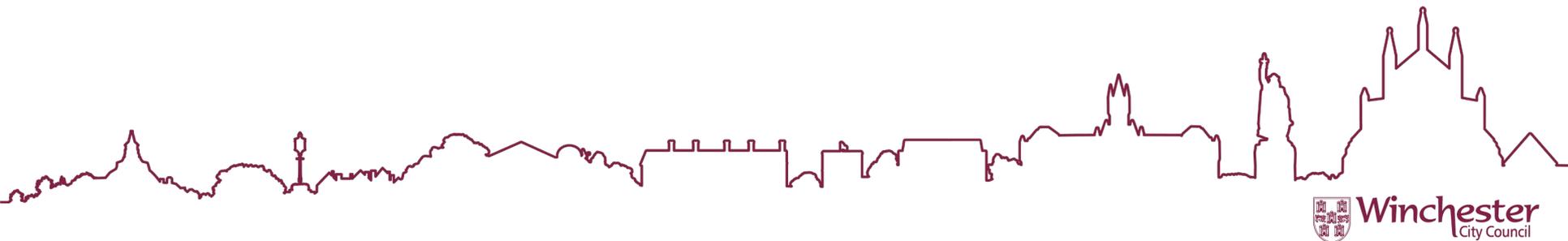
 Actions will be focused on building resilience in the sector and partnership group, ensuring a resilient strategy.

Distinctive

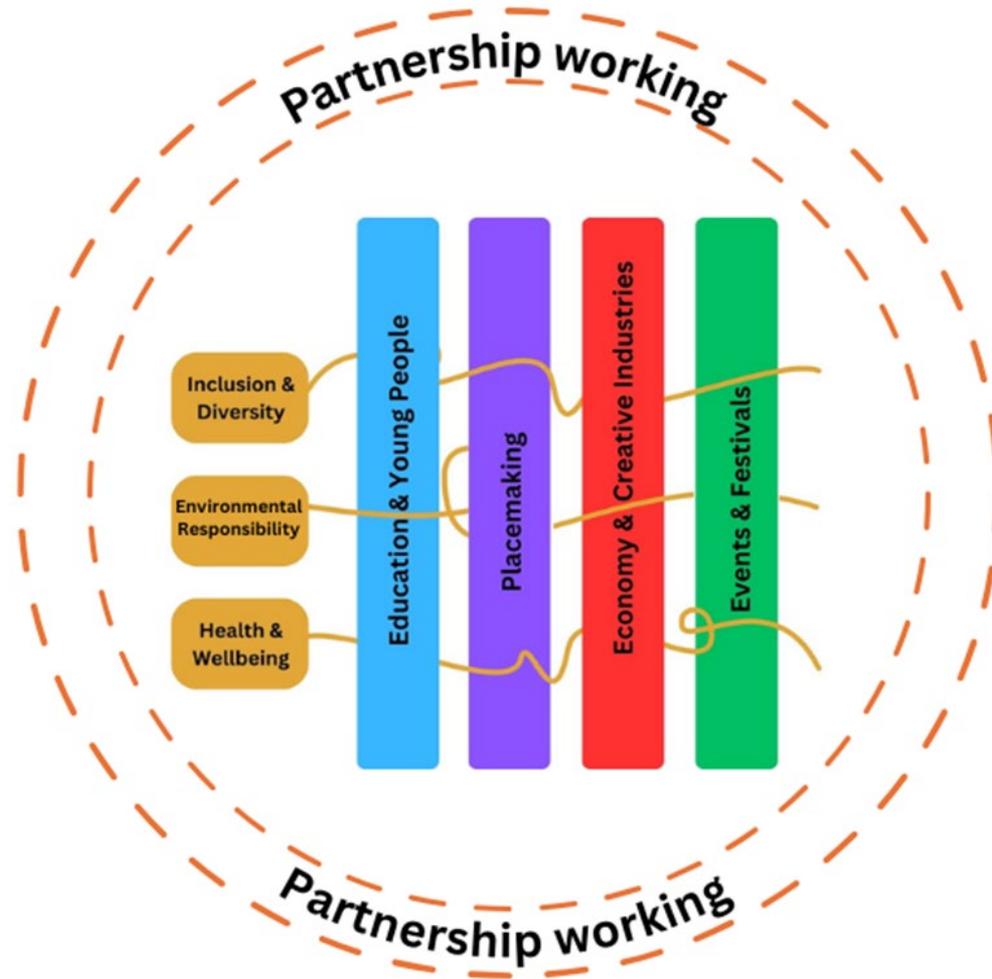
 The strategy will be distinctively Winchester.

VISION

*Winchester District's creative dynamism
enriches lives and makes amazing things
happen.*



THEMES AND PRIORITIES





EDUCATION & YOUNG PEOPLE

Why is this a priority?

Some young people will not have the opportunity to engage with culture through their everyday lives or, increasingly, mainstream education. 30% of Winchester district residents are under 25 and therefore represent a large proportion of our population. We recognise that cultural education is enriching beyond the activity itself, improving confidence, coordination, organisation, teamwork and wellbeing.

What is the change we would like to see?

By 2030, we will have established a youth-led movement designed to encourage a growing number of young people who are discovering and engaging in a wide range of cultural activities. The movement, supported by multiple partners, will be an accessible, inclusive, diverse and safe space which celebrates young people and embraces their creative talent.



PLACEMAKING

Why is this a priority?

Culture and heritage can be transformational for a place, offering spaces and opportunities for communities to come together. There is an opportunity to use the place as a canvas and allow culture to grow from the community. The opportunity to celebrate and bring to the fore the uniqueness of Winchester district, “where the past and present collide”.

What is the change we would like to see?

By 2030, Winchester will have harnessed its collective power and influence to bring about change, showcasing and connecting communities to our diverse cultural and creative offer. The sector will be attracting external investment and culture will be considered central to Winchester’s identity. This will begin the process of putting culture on the growth and regeneration map.



EVENTS & FESTIVALS

Why is this a priority?

Events and Festivals are a platform to explore culture and community in a diverse and inclusive way. Winchester district hosts approximately 30 events and festivals each year celebrating a wide range of genres such as: outdoor arts, heritage, theatre, food and drink, poetry, books, fashion, and sports. Opportunities for people to come together and share experiences help build a sense of community and civic pride.

What is the change we would like to see?

By 2030, through working in collaboration, Winchester district will have a growing number of festivals and events, covering a wide range of themes and topics, attracting new and existing audiences, prioritising inclusion and accessibility. Maintaining the quality Winchester district is known for, experiences which are inspiring, experimental, risk-taking and fun, which attract funding and deliver strategic creative aims will be happening.



ECONOMY & CREATIVE INDUSTRIES

Why is this a priority?

The creative industries play a crucial role in the economy of Winchester district, contributing £283m (GVA) in 2019 and employing almost 5,000 people in 2021. The creative industries harness imagination, entrepreneurship and innovation, generating growth even in difficult times. The workforce is bolstered by both universities and our proximity to London. The workforce is projected to grow by a further 7.5% between 2021 and 2032.

What is the change we would like to see?

By 2030, Winchester district will celebrate its vibrant, accessible creative sector. Through collaboration, we are devising creative and innovative solutions to challenges and maximising opportunities. We have created a network of spaces and skills to support sustainable career opportunities and demonstrate economic benefit.



PARTNERSHIP WORKING

Why is this a priority?

Working in partnership ensures the best possible chance of success and increases the overall return on investment. It also reduces the likelihood of a single point of failure and decreases the burden on individual organisations. It offers the opportunity to share skills, knowledge, resources and networks to provide the greatest chance of success.

What is the change we would like to see?

By 2030, we will have the mechanisms and structures to collaborate effectively. Together we will have demonstrated influence and power through increased sustainability, additional funding and support and will be allowing space for creative risk-taking and innovative thinking. Alongside our existing audiences will see new, more diverse audiences and workforce and will be supporting additional outcomes in areas such as health, wellbeing and environment.



ENVIRONMENTAL RESPONSIBILITY

Why is this a theme?

Climate change is one of the most urgent and pressing challenges we face today. Large parts of Winchester district are rural with 40% of the district comprised of South Downs National Park and encompassing 18 Sites of Special Scientific Interest. A thriving natural environment underpins a healthy, prosperous society but nature is in long term decline.

What is the change we would like to see?

By 2030, environmental responsibility will automatically be considered by partners when developing projects, it will be a first thought opposed to an afterthought. All initiatives we deliver through this strategy will have an awareness of the environment and actively encourage sustainable action.



HEALTH & WELLBEING

Why is this a theme?

The positive role culture and creativity can play in an individual's health and wellbeing is undeniable. This was never more evident than during the Covid-19 pandemic, people turned to creativity to maintain and improve their mental wellbeing. We believe access to cultural and creative activity will lead to happier and healthier people.

What is the change we would like to see?

By 2030, culture and creativity will have made a demonstrable difference to the health and wellbeing of Winchester district's residents. We seek to champion and explore the fundamental role that culture plays in health and wellbeing throughout the delivery and implementation of this strategy.



INCLUSION & DIVERSITY

Why is this a theme?

Increased diversity and inclusion broadens perspectives, introduces new ideas, bolsters creativity and supports people who may otherwise be underrepresented. Winchester district is predominantly white (88%), in very good health (53%), physically able (84%) and heterosexual (90%). This is generally reflected within programming and the workforce and something that requires sustained effort to address.

What is the change we would like to see?

By 2030, a greater proportion of the cultural and creative workforce and audiences will be from a diverse background and programming will more accurately reflect the UK's population. We must actively pursue opportunities to engage people from all backgrounds to consume, engage, participate, lead, produce and have careers in culture.

INVESTMENT

Financial security has long been an issue for cultural organisations with many relying on public funding and subsidy to survive. We will

Look to partner with other organisations that can access alternative funding sources.

Explore alternative models for private investment such as a “100 club”, securing a specified donation from 100 organisations to create a funding pot to support the strategy outputs.

Build our relationships with funders ensuring they are aware of the brilliant work happening in Winchester district.

Develop joint applications to public funders, trusts and foundations; acting in partnership and towards strategic priorities will strengthen the applications and increase the chances of success.

Diversify income by seeking funding under specific priorities as well as through cultural specific funders.

Build stronger relationships with corporate partners, advocating and championing the role of cultural engagement.

LINKAGES & INTERDEPENDENCIES

- National
- Regional
- Local



There are many strategies, policies, initiatives and existing partnerships that we have reviewed, explored and considered throughout the development of this strategy.

In most cases the aims and objectives have informed our thinking and provided inspiration; some are inextricably linked to this strategy.

LONGER TERM PLAN

This strategy frames our vision, values and priorities for the next five to six years. However, in order to reach our full potential, time and energy is needed to create the conditions in which culture and creativity can thrive.

Building these conditions and relationships takes sustained effort so to meet our longer-term ambitions our action plans need to remain flexible and open for review.

We acknowledge that the sector is vulnerable to economic and social change. The financial resilience of our cultural organisations, groups, creators and makers needs to be assured and must be a key outcome of the strategy.

Our existing creative and cultural assets need to be secure to provide the strong foundation from which to develop and grow our offer.

KEY ACTIONS



Working together

Create a forum that acts strategically

Build relationships with and between all parts of the sector

Strengthen district links



Championing

Celebrate and make culture more visible

Increase communication across stakeholder groups

Demonstrate achievements



Knowledge

Improve processes for gathering, interpreting and sharing data

Review, monitor, evaluate and embed learning

NEXT STEPS

-  Feedback from the committee will be taken into consideration ahead of...
-  The Cultural Strategy being considered for adoption at Cabinet on 14 March 2024.
-  Following adoption, the forum will be implemented and work will commence to further develop the action plans and create and deliver collaboratively driven workstreams.