

REPORT TITLE: WINCHESTER VISION UPDATE

11 MARCH 2024

REPORT OF CABINET MEMBER: Cllr Kathleen Becker, Cabinet Member for  
Community & Engagement

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WARD(S): ALL TOWN WARDS

## PURPOSE

The Town Forum adopted the Winchester Vision in January 2021 and have received two annual up-dates on activities across the council that have demonstrated delivery of the Vision.

In the meantime much has been achieved and much has changed in the way the council works with residents and local communities. The key focus of the Vision was always on the 'how' and not the 'what' and sought to encourage community empowerment and resilience.

Therefore, this report reviews the extent to which the principles of increased community participation, a great voice in local decisions and community self-support have been adopted. It also considers the actions proposed in the Vision handbooks and the routes to how these can and are being realised, whilst recognising this a long-term Vision.

## RECOMMENDATIONS:

Winchester Town Forum are asked to:

1. Note the up-date on the Winchester Town Vision since its adoption in January 2021.
2. Support
  - a. the introduction of revised Town Forum committee report template that includes the Town Vision outcomes as a section for report authors to consider.
  - b. Revising the Town small and project grant criteria to include Town Vision outcomes.
  - c. Renaming (some of) the Informal Groups to reflect the Vision outcomes.

## IMPLICATIONS:

### 1 COUNCIL PLAN OUTCOME

- 1.1 The Winchester Town Vision identified how its implementation supports and positively contributes to Council Plan outcomes. In summary this includes:
- 1.2 Tackling the Climate Emergency and Creating a Greener District. Through Vision outcomes 2 – Ecology and 5 - Movement, projects support the priorities of “The natural and built environment needs to be protected, maintained, sustained and enhanced” and “people can move around the place easily and prefer to travel on foot, by bike and using public transport”.
- 1.3 Homes for all. Through Vision outcome 4 – Homes, projects support the priority of “Diverse, healthy and cohesive communities - not just homes.”
- 1.4 Vibrant Local Economy. Through Vision outcome 3 – Culture, projects support the priority “More young people choose to live and work in the district”.
- 1.5 Living Well. Through the Vision outcomes 1- Lifetimes and 5 - Movement projects support the priorities of; “Attractive public spaces where people feel safe and secure”, “A wide range of physical and cultural activities for all ages and abilities”, “Close work with local charities and voluntary organisations helping those most in need”, and “Increased opportunities for active travel”.
- 1.6 Your Services, Your Voice. By delivering against the Vision principle of “people power” and the critical values of “leadership through listening” and “openness, flexibility and responsiveness” activities support the priority of “An open, transparent, inclusive and enabling council”.

## 2 FINANCIAL IMPLICATIONS

2.1 There is no direct budget allocated to the delivery of the Town Vision. Its outcomes need to be achieved from within existing financial resources, which include the Town Account, including small and project grants, and Neighbourhood (Town) Community Infrastructure Levy. Whilst this funding is not directly attributed to the Town Vision, the new facilities, equipment, spaces and services they support and benefits they create for the community and residents can be seen to correlate with the outcomes of the Vision's key themes. To demonstrate this the various types of funding allocation have been notionally mapped to the most relevant Vision theme.

### 2.2 Town Account

2.3 The Town Forum considered its draft budget for 2024/25 and the indicative projections for the strategy period at its January 2024 meeting. This included:

Item	2024/2025 Forecast	Town Vision Theme
Allotments	(£4,000)	Lifetimes
Public Conveniences (Contribution)	£50,000	
Neighbourhood Service Officers (Contribution)	£45,000	
Revenue play area reactive maintenance	£5,841	
Tennis Court Improvements	£9,000	
Cemeteries	£87,039	Ecology / Lifetimes
Recreation Grounds & Open Spaces	£810,766	
Recreation Grounds & Open Spaces - Additional Budget	£50,000	
Bus Shelter Cleaning / Maintenance / New	£20,000	Movement
Footway Lighting	£33,873	
Maintenance Work to Council Owned Bridges	£5,500	
Night Bus Contribution	£12,751	
Christmas Lights	£7,500	Culture
Grants and Vision Delivery	£70,000	ALL
Support Costs for Grant Scheme	£2,000	
Town Forum Support	£5,000	

### 2.4 Town Small and Project Grants

2.5 Each year budget is allocated to grant fund projects in the Town Wards. A review of this grant programme was reported to the Town Forum in September 2023 and the fund for 2023/24 was agreed as £30,000, notionally split £23,000 for project grants and £7,000 for small grants.

2.6 To date in 2023 the following grants have been awarded totalling £5,872 and further awards are expected before the end of the financial year.

Project	Allocation	Town Vision Theme
Clausentum Fen Conservation Group	£385	Lifetimes / Ecology
GoLD	£1,000	Lifetimes
Platform 4	£900	Lifetimes / Culture
Friends of St Giles Hill Park	£1,000	Lifetimes / Ecology
Street Reach	£300	Lifetimes
Winchester & District Allotment Holders	£985	Lifetimes
Highcliffe Community Forum for Action	£652	Ecology
Winchester Poetry Festival	£650	Culture

2.7 It would be possible to review the small and project grant criteria so that the grant fund is more explicitly aligned to achieving the Vision outcomes. This could be introduced for the 2024/2025 round of awards.

## 2.8 Community Infrastructure Levy (CIL)

2.9 The principles for spending the Winchester Town Forum's share of CIL were approved in November 2016 (see WTF245), in order to provide for the community-led improvement of the environment and infrastructure in the Winchester Town. The types of infrastructure projects include:

- (i) Education; healthcare and community and cultural facilities.
- (ii) Energy and carbon reduction schemes.
- (iii) Open space provision and green and blue infrastructure.
- (iv) Built facilities, indoor/outdoor sport, recreational and informal leisure and social facilities.
- (v) Active travel and movement infrastructure.

2.10 Whilst the assessment of funding applications does not include Town Vision as a criterion, the nature of project that have been funded do indirectly contribute the key themes. This is especially true of Lifetimes, Ecology and Movement.

- 2.11 Based on historic receipts, around £150k to £200k of town CIL is expected per annum and as of April 2023 the Neighbourhood CIL (Town) receivable balance stood at £1.142m.

Project	Allocation	Town Vision Theme
Abbots Barton and Hyde Scouts Facility	£50,000	Lifetimes
North Walls Pavilion	£295,000	
North Walls Lighting and Fencing	£34,000	
KGV Pavilion	£450,000	
KGV Park Plan	£50,000	Lifetimes / Ecology
Milland Road	£10,000	Movement

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None from this up-date report.

### 4 WORKFORCE IMPLICATIONS

- 4.1 None for this up-date report.

### 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 In order to better enable communities to consider, plan and deliver community assets in their own neighbourhoods, a guide has been created to help residents and organisations: "Guide for Community Organisations - An information guide to help create new, improved or changed assets for your local community".

### 6 CONSULTATION AND COMMUNICATION

- 6.1 The Town Vision Informal Group met at the end of October 2023 to review the approach to the annual review and discuss the scope and content for the up-date report. It considered:
- a) What has changed / been achieved as a consequence of adopting the Vision?
  - b) Ways in which the Town Forum can support activity and use the guiding principles of the Vision to build local agency?
  - c) What approaches can be adopted to achieve the Vision outcomes in the future?
  - d) How can change be captured and documented?

6.2 The discussion concluded that the Vision recommendations should be mapped to work that has already adopted, or has the potential to further embed, its principles and values.

## 7 ENVIRONMENTAL CONSIDERATIONS

7.1 The Vision for Winchester recommends a number of far-reaching actions and outcomes that will positively impact on the environment in terms of sustainability, carbon emissions, air quality and ecology. Throughout the year a range of projects and actions have contributed to improving ecology, advice on reducing energy consumption and increasing opportunities for active travel.

## 8 PUBLIC SECTOR EQUALITY DUTY

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

## 9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None.

## 10 RISK MANAGEMENT

10.1 The implementation of the Winchester Vision is in line with the council's current risk appetite which is moderate. This means that the council remains open to innovative ways of working.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<b>Financial Exposure</b> Options to give greater control and empowerment to community organisations to bid for and manage funding can potentially increase the risk of both projects not being delivered as planned and increased costs.	Grant and funding mechanisms and agreements will require the inclusion of control measures to ensure accountability and delivery.	Supporting community organisations to manage and control project funding will lead to greater empowerment, more resilience and self-sufficiency.
<b>Exposure to challenge</b> Low risk as the Vision was developed through extensive engagement and public briefings and has been adopted by Winchester Town Forum.	Embed the values and principle of the Vision in the work of the Town Forum.	
<b>Innovation</b>		

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<p>The Vision recommends a new approach to the way we work with our local communities.</p> <p>Local organisations and community group may need to adopt new approaches and ways of working.</p>	<p>A guide/toolkit to how residents and community organisations can take forward local projects has been created. (See property risk)</p>	<p>New ways of working with our communities should lead to more effective outcomes.</p>
<p><b>Reputation</b></p> <p>The council fails to take forward the findings and recommendations from the Vision, and those who participated and gave over their time and energy to create it, lose trust in the process and the council.</p>	<p>Ensure that measures are put in-place to support delivery of the Vision by officers, members and communities building upon work already undertaken or planned.</p> <p>Demonstrate working towards Vision principles by explicitly making the links in all Town Forum reports.</p>	<p>There is potential to enhance the council's reputation by demonstrating that is taking forward the recommendations made by the participants in the working groups and is empowering communities to deliver the changes they want to make.</p>
<p><b>Achievement of outcome</b></p> <p>The Vision is broad in the issues it covers and the range of recommended actions. This creates a risk that there is no ownership of the outcomes and so no responsibility for ensuring outcomes are achieved.</p>	<p>Greater involvement of residents and groups at the start of project design and delivery will create a sense of ownership in the outcomes.</p>	<p>The potential to better document and showcase the community engagement work that is undertaken across the council's services on the areas covered in the Vision.</p>
<p><b>Property</b></p> <p>Community organisation empowered to own or manage assets fail, or liabilities and obligations are not met.</p>	<p>Guide to developing, changing or improving community asset helps local organisations to prepare, plan and fund their schemes.</p>	<p>New approaches and ownerships/ management models could result in reduced costs to the council and greater use / care for the local assets.</p>
<p><b>Community Support</b></p> <p>Stakeholders do not wish, or are not able, to participate in the engagement work or come forward as local champions and advocate for project work.</p>	<p>Greater involvement of residents and groups at the start of project design and delivery should create a sense of ownership in the outcomes.</p>	<p>Need to create new ways for people to come forward as local champions and advocates for project work in their local areas.</p>
<p><b>Timescales</b></p> <p>This is a ten-year vision; and change may take to</p>	<p>By working with residents and local groups it will be possible to identify with</p>	<p>A co-designed programme of actions and delivery, where resources are pooled,</p>

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
develop demonstrate which leads to disengagement.	them what the important changes are for their areas, how these can be delivered and when.	shared and used effectively will lead (potentially) to accelerated timescales.
<b>Project capacity</b> Teams delivering projects do not have the capacity to adapt their delivery approach to incorporate community engagement / empowerment on the activities recommended in the Vision.	By identifying the up-coming opportunities, priority can be given to those that have the greatest potential for increased community empowerment. Successful delivery will build skills and capacity in the longer term.	New ways of working with a flexible and adaptable approach may result in increased capacity within communities to be more self-reliant and resilient, requiring less direct support by the council in the longer term.

## 11 SUPPORTING INFORMATION:

11.1 Since Winchester Town Forum approved the adoption of the three handbooks as the Vision for Winchester in January 2021 much has happened and socio-economic conditions and sentiments have changed. Over the past years there have been the cost of Living crisis, influx of refugees through the Homes for Ukraine programme, and public sector funding challenges – both City Council and Hampshire County Council.

11.2 These challenges re-enforce the importance of resilient and cohesive communities and it is worth being reminded of the Vision’s purpose and recommendations.

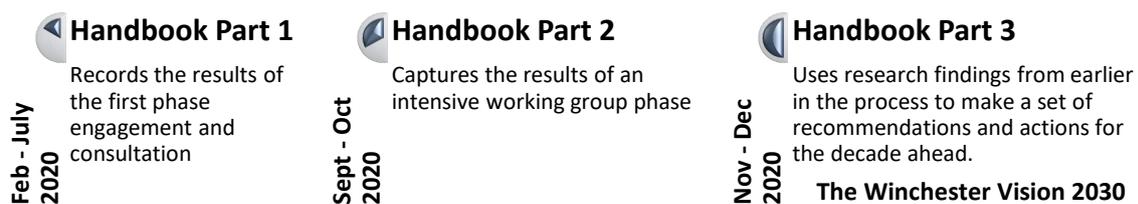
### 11.3 Vision Development & Outputs Summary

11.4 The Winchester Town Vision was created out of a series of community engagements that collated views and ideas from local residents, business, institutions as to what Winchester city is like now and should be in the future. This work was facilitated by Boyle + Summers, Feria Urbanism, Støriie and Momo:zo. The purpose was to develop a vision document that would be used to shape the city for the next ten years. Five themed working groups considered this:

	 <b>LIFETIMES</b>	 <b>HOME</b>	 <b>ECOLOGY</b>	 <b>CULTURE</b>	 <b>MOVEMENT</b>
<b>THEME</b>	What it means to live in the city	The relationship between landscape, history, historic buildings people and stories	Housing, the town centre, and neighbourhoods	What culture means to Winchester	Actively getting around the city

Key outcome topics	<ul style="list-style-type: none"> <li>• Use of public spaces &amp; creative activities</li> <li>• Walking</li> <li>• Supporting community leaders</li> <li>• Access to information on local resources</li> </ul>	<ul style="list-style-type: none"> <li>• New homes</li> <li>• Small local projects</li> <li>• Trust and creative approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Signage &amp; wayfinding</li> <li>• Stories of environment, sustainable business &amp; heritage</li> <li>• Co-created projects</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic support for culture &amp; community</li> <li>• Use of spaces &amp; places</li> <li>• Small local projects</li> </ul>	<ul style="list-style-type: none"> <li>• Street design for a range of users</li> <li>• Reduce impact of cars</li> <li>• New ideas &amp; responding to changing attitudes</li> </ul>
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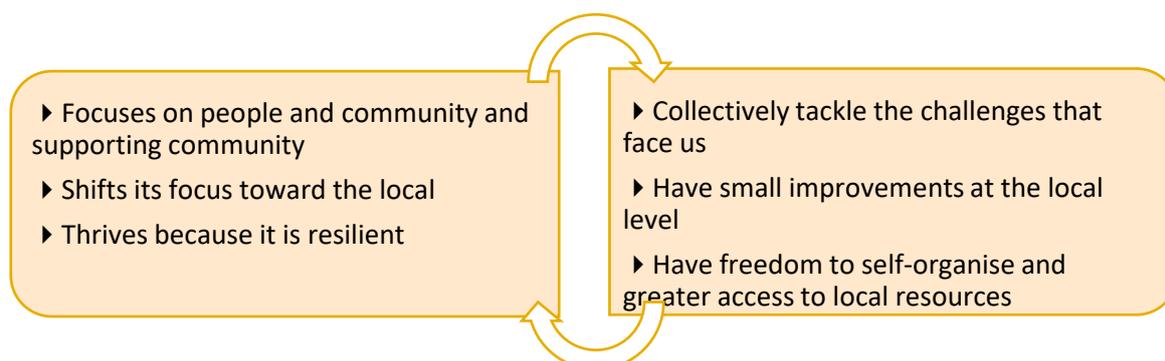
11.5 Over the course of 2020 three outputs captured and recorded all the input from the work of the five theme groups:



11.6 The issues the Vision recognised as needing to be address in the city included:

- Unbalanced demographic: leaning heavily toward an unsustainably elderly population; a perceived difficulty in housing the young, and an actual difficulty retaining people between the ages of 18 to 30 due to a range of factors including lack of career development opportunity and the high costs of living.
- Inequality: the blockages this presents to groups and individuals and that it can be harder for those in need to access local resources because they are largely unseen in a relatively wealthy city.
- Broader global issues facing all cities: the climate crisis; adapting to the 2020 global pandemic; the impact of rapidly developing technologies.

11.7 The Vision recommended a fundamental shift away from city centre projects towards building resilient local communities that:



11.8 **What has changed / been achieved as a consequence of adopting the Vision.**

11.9 The refreshed Council Plan (2023) introduced 'Listening Better' as an area of enhanced focus with the aim of "Being more effective at hearing the voice of residents and enabling them to influence our decision-making". Some of the activities to support this and to demonstrate the greater voice and involvement of residents in decision making include:

- a) The Neighbourhood Services and Community Safety Team undertook several consultations with residents including:
  - (i) Community Together and Growing for Wellbeing consultation to learn about how safe residents feel in the St Barnabas Ward and if they had experienced any form of anti-social behaviour. 20 residents attended the event and, of those, 50% had experienced anti-social behaviour. The consultation also asked if residents in the area were aware of where they could get help with a range of services 83% of attendees said yes.
  - (ii) Walkabouts in Winnall and Highcliffe to listen to concerns from residents around community issues in order that the council can work together with partners to resolve these issues.
- b) The Water Lane water safety awareness day took place in July 2023 inviting residents to meet with the Neighbourhood Engagement team, the Winchester Fire & Rescue Service and the Water Safety Officer who provided water safety awareness tips and Anti-Social Behaviour reporting advice.
- c) A consultation with local residents on a proposal to carry out improvements to the Westfield Road open space was also undertaken at the end of June with an informal street meet at the site held to hear the views of residents and what they would like to see at the site.

- d) River Park play area reopened following refurbishment and included new equipment which was selected following successful public consultation and engagement with residents during the planning of the refurbishment.

11.10 The work on the emerging Local Plan embraced from early on the practice of community engagement and the twenty-minute communities concept. The Regulation 18 Local Plan makes many references to the Town Vision:

**HIGH QUALITY, WELL-DESIGNED PLACES AND LIVING WELL**

**S.5**  
Community engagement is also integral to the design process as it leads to a better informed scheme which identifies and addresses local issues. Good design will only be achieved where this iterative and inclusive process is not undertaken from the beginning and setting pre-determined outcomes at the outset of the project, before community engagement has started, will be unlikely to be a success in place making terms.

**NET ZERO | HEALTH AND WELL-BEING | SUSTAINABLE**

PLACES | LOCAL DISTINCTIVENESS | CYCLING AND WALKING | CONNECTIONS TO COMMUNITIES | PUBLIC TRANSPORT | ENHANCING NATURAL ENVIRONMENT | CLIMATE CHANGE | BEAUTIFUL PLACES | CONSTRUCTION AND USE | ARRANGEMENT OF SPACE | CONTEXTUAL PROCESS | DESIGN TO EVOLVE AND DEVELOP | COMMUNITY ENGAGEMENT | IDENTIFY AND ADDRESS LEGAL ISSUES

Components of a good design process

**DESIGN PROCESS**

**S.45**  
It is expected that new buildings should be of a scale which is sympathetic to others in the surrounding area. Where a building of a larger scale may be appropriate it should be demonstrated that important views, especially of landmark features from public places including transport corridors, are retained.

**S.46**  
In addition to the general evidence base, the design principles for Winchester Town have been shaped by the following key documents.

**Winchester Town Vision**

**S.47**  
Winchester Town Forum, supported by a team of consultants, prepared a vision document for the built up area Winchester town and its immediate surroundings for the period up to 2030. The project began in February 2020 and has involved a number of working groups, dedicated social media channels and 12 1:1 interviews with residents and other stakeholders. The process has been recorded in a number of handbooks as follows which constitute the new Vision for Winchester. Details can be viewed at [www.winc.org.uk/tfvn](http://www.winc.org.uk/tfvn)



**S.48**  
The overarching vision, as set out in Handbook Part 3, revolves around three specific approaches:

- Spatial: The City Made by Walking
- People Power!
- Auditing & Sharing Resources

**S.49**  
The Vision document includes a section on the streets and spaces of Winchester and proposed a three "street mix" and a series of solutions to the problem of continued widespread car use in Winchester to be prepared over the next four years. In the meantime, the Vision proposed to "Tackle the negative impacts of car traffic by moving towards the "fifteen minute city model" which favours local walking and cycling access to services and facilities and creates viable, better alternatives to car use that have much wider benefits i.e. creating beautiful streets people enjoy walking down, leads to local town squares where one might encounter friends, a pop-up market stall or a temporary event.

**S.50**  
The following pages set out a number of key outputs from the Winchester Town Vision. These set the context for future planning applications, and also provide a framework for subsequent detailed design work such as masterplans, design codes and frameworks, which will be expected to respond to this work to date.

**SUSTAINABLE TRANSPORT AND ACTIVE TRAVEL**

**Winchester Vision 2020 – 2030**

**S.10**

Whilst the Winchester Vision is solely focussed on Winchester town, the work that was undertaken as part of this commission focussed on the need to reduce the reliance of the private motor car and promoting the concept of the 15 minute cities. Given that there is a climate emergency, it is considered appropriate to embed the concept of 15 minute cities into the Local Plan and apply these principles in the parts of the district where this is achievable whilst recognising that the concept of 15 minute cities does not work for all of the district.



11.11 **Ways in which the Town Forum can support activity and use the guiding principles of the Vision to build local agency.**

11.12 The Town Forum has a number of active informal groups through which local agency and community engagement can be fostered. These groups can demonstrate and capture application of Vision’s recommendations through their work, the issues they address and the things they are seeking to change or improve. This activity can also be linked to the grant funding priorities and access to CIL funding.

### 11.13 Informal groups mapped to Vision themes.

Vision Theme	Lifetimes	Ecology	Homes	Culture	Movement
Informal groups					
City Centre					
Parks and Recreation					
Heritage					
Town Account					
Outdoor Swimming					
Town Vision & Grants					

11.14 This approach could be strengthened by a more explicit link from the Vision to the informal groups through renaming them. This could be reviewed at the time when informal groups are established.

### 11.15 **Approaches that can be adopted to achieve the Vision outcomes in the future.**

11.16 In recognition that the Vision and its approach needs to “flex with the times” it is more important to seek and identify the opportunities for how the Vision can be embedded in future activity.

11.17 The following table is a summary of all the potential and suggested target projects captured in the Vision Handbook 2’s, grouped under each of the three Approaches of Spatial; People Power and Auditing & Sharing Resources and aligned with the key strategy or policy and a potential future delivery route or opportunity.

<b>Spatial: Streets and spaces of Winchester</b> <ul style="list-style-type: none"> <li>The city made by walking</li> </ul>	<b>Informal Group</b> <ul style="list-style-type: none"> <li>City Centre</li> <li>Parks and Recreation</li> </ul>
<ul style="list-style-type: none"> <li> Demand for a different way of using the streets and spaces of the city.</li> <li> Better ways of using the city’s valuable space than travelling by private car.</li> <li> A network across the city that enables active travel, away from traffic.</li> </ul>	<b>Key Strategy / Policy</b> <ul style="list-style-type: none"> <li> Local Plan</li> <li> Housing Strategy</li> <li> Winchester Movement Strategy</li> <li> Local Walking &amp; Cycling Infrastructure Plan (LCWIP)</li> </ul>

<p>☀ Emphasis on rebalancing and sharing out limited road space in an equitable way.</p>		
Workbook Target Projects	Theme	Delivery route / opportunity
<p>Make plans. New housing is critical to keeping Winchester as a living city.</p>	Home	Local Plan Housing Strategy
<p>Arrival. How ever you arrive in Winchester you don't feel placed. Some basic physical signage and other signals that could help this missing sense of theatre.</p>	Ecology	Movement Strategy Tourism – new notice boards at key arrival points Station Approach
<p>Wayfinding. Development of wayfinding could help more residents and visitors alike feel placed in Winchester wherever they are. A mixed approach, between physical and digital and other experiential.</p>		
<p>Pocket Public Spaces. Public spaces for the community to use - could range from small community gardens through to more formal squares and areas adjacent to shops.</p>	Lifetimes	Community Infrastructure Levy Guide for Community Organisations - An information guide to help create new, improved or changed assets for your local community
<p>A City Made by Walking. A series of walking routes that enable easy walking, away from busy roads, in local areas, that connect to form a network of routes across the city. Interspersed with 'pause' or 'hub' spaces that provide communities with access to good quality public realm.</p>		
<p>Make 'complete streets' for the city. New street designs that successfully retain car movements but rebalance them with a greater awareness of the architectural heritage of an area and the needs of other road users, such as pedestrians and cyclists. More recent designs are much better at accommodating the wide range of needs of all groups.</p>	Movement	Movement Strategy Local Walking & Cycling Infrastructure Plan Station Approach Central Winchester Regeneration Public realm schemes Community Infrastructure Levy Playing Out Road closures for events / street parties
<p>Effective branding and promotion of experimental schemes. Experiment could begin the process of allowing the people of Winchester to see their city in a new light and help build that tipping point of consensus that change is required.</p>		
<p>A city that works for all age groups. Cycling, walking and the need to reduce the impact of the car upon a historic city core. Clear that the way a city chooses to move around has far reaching impacts on both the ecology of the city but also on different age groups.</p>		
<p><b>People Power:</b> Sharing responsibility at a local level</p> <ul style="list-style-type: none"> <li>Establishing mechanisms that enable communities.</li> </ul>	<p><u>Informal Groups</u></p> <ul style="list-style-type: none"> <li>City Centre</li> <li>Parks and Recreation</li> <li>Heritage</li> </ul>	

<ul style="list-style-type: none"> <li>⚙ Greater ability for people to shape and influence the places where they live, work and play.</li> <li>⚙ (Re)build trust with residents and create better links that devolve decision making to a local level.</li> <li>⚙ Encourage people out onto the street - busy streets look welcoming and attract others to join.</li> <li>⚙ Create a culture of ownership in which people feel the streets and public areas belong to them.</li> <li>⚙ Resilient communities support each other, create happiness and well-being, and make people who live there feel good.</li> <li>⚙ Allowance made for capacity building within the community.</li> <li>⚙ Community groups may run less formally in future, with a new set of mechanisms in order to be effective and streamlined.</li> </ul>	<u>Key Strategy / Policy</u> <ul style="list-style-type: none"> <li>⚙ Green Economic Development Strategy</li> <li>⚙ Winchester District Cultural Strategy</li> <li>⚙ City of Sanctuary</li> <li>⚙ Community &amp; Wellbeing Strategy (to be developed)</li> </ul>	
Workbook Target Projects	Theme	Delivery route / opportunity
<p>Encourage communities (100SW). 100 Small WINS that could be made</p>	<p><b>Home</b></p>	<p>Town Forum project and small grants Festivals and Events Programming Policy</p>
<p>Everything begins at home. Building trust amongst Winchester’s citizens means starting with modest projects in their communities.</p>		<p>Tenant Engagement Strategy</p>
<p>Open up. Trust will only grow once a truly open and inclusive approach is taken across the board.</p>		<p>City of Sanctuary</p>
<p>Get creative. Entirely new approaches to getting things done have to be trialled, for instance, taking up offers of help from within the community and adding a small resource too.</p>		<p>UK Share Prosperity Fund (SPF) community project in Stanmore</p>
<p>The Big Picture. Developing top line strategic approaches to support the community, the culture and the people of the city.</p>	<p><b>Culture</b></p>	<p>Festivals Network Festivals and events policy &amp; programme Winchester Street Market Community event / street parties – guidance &amp; information</p>
<p>Community Build – People and Place. Utilising existing spaces in a smarter way is key to the success of a thriving culture across the city. Temporary pop-up sites are also vital to a sustainable creative community. Curated pop-up markets and shops will encourage a platform for independent business owners to test new products. Developing the people is just as important - skills and training for creatives and enterprises.</p>		
<p>Projects. Smaller projects, medium and long term cultural initiatives that anyone wishes to pursue.</p>		

Co-creation. Ongoing listening projects of various kinds – e.g. pop-up culture invitations in ecology safe spaces and invitations to the equivalent of citizens assemblies.	<b>Ecology</b>	
Social Entrepreneurs. Identifying individuals in the community and supporting them to make small but significant changes to their local area. Activity could range from putting on events and street festivals to cultivating community gardens and pocket parks. Small local level funding.	<b>Lifetimes</b>	
365 Days A Year Festival Culture. Taking the culture of the Hat fair and allowing it to run through all areas of the city and throughout the year. A focus of collecting in public space to participate in community activity.		
<b>Auditing &amp; Sharing Resources: The map is the territory</b> <ul style="list-style-type: none"> <li>• Creating and Sharing Data is Empowerment</li> </ul>	<b>Informal Groups</b> <ul style="list-style-type: none"> <li>• Parks and Recreation</li> <li>• Heritage</li> </ul>	
<ul style="list-style-type: none"> <li>⚙ There is an abundance of resources that are underused that could be better distributed and reorganised to make greater use of them.</li> <li>⚙ There needs to be a generosity in developments to deliver places for building community.</li> <li>⚙ Mapping can become an empowering cultural project, connecting people to place, to things, to other people and to each other.</li> </ul>	<b>Key Strategy / Policy</b> <ul style="list-style-type: none"> <li>⚙ Carbon Neutrality Action Plan</li> <li>⚙ Local Nature Recovery Strategy (to be developed)</li> <li>⚙ Bio-diversity Action Plan</li> <li>⚙ Cultural Strategy</li> <li>⚙ Community &amp; Wellbeing Strategy (to be developed)</li> </ul>	
<b>Workbook Target Projects</b>	<b>Theme</b>	<b>Delivery route / opportunity</b>
Research and Data Gathering. Up to date information about the socio-economic contribution of arts/culture/creative industries. A database of venues collated for the public to access would benefit the creative practitioners, local businesses and creative output overall. A cultural spaces database needs to be maintained and shared with stakeholders across the city.	<b>Culture</b>	Cultural Strategy Community & Wellbeing Strategy (to be developed)
Representation. What historic trails, sustainable businesses and unsung stories of environment are out there already? And what new stories of us will we find truly make up Winchester today? Auditing, researching, listening and putting them together will build recognition, trust and knowledge.	<b>Ecology</b>	Bio-diversity Action Plan Visit Winchester marketing & campaigns Green Economic Development Strategy Carbon Neutrality Action Plan
Catching emerging ideas how we make change happen in Winchester. Include the space to catch emerging ideas. It cannot be fixed or rigid. It needs to flex with changing times, changing attitudes, and changing technologies.	<b>Movement</b>	Movement strategy Local Walking & Cycling Infrastructure Plan

<p>Mapping Resources.</p> <p>Winchester is already rich in activity/ resources and opportunity, but these are not always widely known or available. Creating a map / app of resources would allow for greater visibility and accessibility.</p>	<p><b>Lifetimes</b></p>	<p>Cultural Strategy</p>
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### 11.18 **Capturing and documenting change.**

11.19 It is proposed that, in order to capture the outcomes of the Vision, the Town Forum Committee reporting template be revised to include a section on the Town Vision. This would report authors and project managers to consider and demonstrate how policy, project or activity under consideration supports and contributes to the achievement of the Town Vision.

11.20 To reflect the key focus of the Vision on the 'how' and not the 'what', it is proposed that report authors and project managers demonstrate how their policy, project or activity address the following:

- A. Spatial: streets and spaces of Winchester. The city made by walking.
- B. People Power: sharing responsibility at a local level. Establishing mechanisms that enable communities.
- C. Auditing & Sharing Resources: the map is the territory. Creating and sharing data is empowerment.

## 12 **Conclusion**

12.1 To demonstrate how the work of the Town Forum delivers the Vision outcomes is proposed that three changes could be introduced. These are a revision to the reporting template to record policy and project contributions, renaming (some of) the Informal Groups and amending the small and project grant criteria to include Vision outcome. This will remove the need to complete an annual report as progress will be observed and recorded throughout the year.

## 13 **OTHER OPTIONS CONSIDERED AND REJECTED**

13.1 Do nothing: This option is rejected for the following reasons. The Vision for Winchester has been adopted by the Town Forum and its development represented a significant investment of resources for the council. In order to capitalise on the investment made by the council, and the efforts of the stakeholders who participated in the development of the Vision, it should lead to change in how we work with our residents and help to deliver real change on the ground in local communities.

13.2 Invest resources into a specific Town Vision delivery programme: This option is rejected for the following reasons. The Vision principles are to empower community, build local agency and change the way we work with our residents so that they are involved in local decisions. Coupled with the financial constraints of funding such an approach with the desire to have the Vision principles applied to all work and not just individual projects, makes this option unviable.

#### BACKGROUND DOCUMENTS:-

##### Previous Committee Reports:-

WTF328 – Winchester Town Forum 25 January 2024: Winchester Town Account Budget for 2024/25 (To be recommended to Cabinet)

[WTF328 - Winchester Town Account Budget for 2024-25.pdf](#)

WTF316 – Winchester Town Forum, 13 March 2023: Winchester Town Vision – progress update

[WTF316 - Winchester Town Vision - Progress Update.pdf](#)

WTF307 – Winchester Town Forum, 17 March 2022: Winchester Town Vision – progress update

[WTF307 - Winchester Town Vision progress update.pdf](#)

WTF300 – Winchester Town Forum - 16 SEPTEMBER 2021: Vision for Winchester 2030 – Update

[WTF300 Vision Update Report.pdf \(winchester.gov.uk\)](#)

WTF293 – Winchester Town Forum 28 January 2021 VISION FOR WINCHESTER

[WTF293 Report - Vision for Winchester.pdf](#)

WTF291 – Winchester Town Forum 24 November 2020 – Vision for Winchester update

[WTF291 Vision for Winchester.edited.pdf](#)

##### Other Background Documents:-

Winchester Vision 2020-2030

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

#### APPENDICES:

None

