

great
win

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HOME
CULTURE
ECOLOGY
MOVEMENT
LIFETIMES

Exploring opportunities, engagement and retention
Winchester Vision 2020–2030 Working Group handbook

Exploring opportunities,
engagement and retention.

LIFETIMES

Winchester Vision
2020–2030
handbook
part 1

“What’s the one
thing about being
part of Winchester
today that you
wish you could
share with your
great great great
grandchild?”

This is one of the questions that
was asked to help the project team
get a deeper insight into what
makes Winchester a special place
to live, work and visit

The Winchester Vision 2020–2030 project has involved a lot of close listening to the people of Winchester. The project team has asked them to share memories and ideas of living in the city. Where have we come from, and where do we want to go?

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Continue to share your thoughts and findings with our growing audience – we’re here to support you.

If you're reading this, then you obviously care about Winchester.

This handbook has been issued to the people who have generously offered to take part in one of the Winchester 2020 - 2030 working groups. Many people connected to the One Great Win project in different ways, and shared insights into life the city that the project team has found really helpful.

The project has revealed that Winchester has commonly recognised values - it is a healthy, likeable place, with a sense of history. It has a wide range of active clubs and interest groups. But it also became clear that translating ideas for change into workable action plans is a significant challenge.

The city needs to find fresh perspectives if it is to develop the right vision for the next decade. Therefore, the project team have assembled a series of 5 x working groups to help define what this ten year vision needs to be.

Welcome to the team.

“Designing a city is easy;
rebuilding a living one takes
imagination.”

JANE JACOBS journalist, author, activist, 1961

As the project team connected with more and more people, some key themes emerged about how Winchester's residents feel about the city. We turned those themes into five targets that working groups could aim for. In assembling the working group membership, the project team identified people with clear passion and insight for the issues arising under each topic.

The five targets we've identified are:

Home - exploring living, affordability and life in the city centre.

Culture - exploring arts, creativity and sense of place.

Ecology - exploring landscape, buildings and roots.

Movement - exploring wellbeing and active travel.

Lifetimes - exploring opportunities, engagement and retention.

You are helping to form the LIFETIMES working group.

Some topics are intrinsic to every target. The Climate Crisis is a concern that will be addressed in each group and will be a key consideration that will form an underlying principal for Winchester 2020-2030. Equally there is no economy group, or one for business, or young people or race, for example, because these are issues are common to all the themes. Each working group will need to consider economic and community dimensions of their target topic. >

6 **LIFETIMES** Exploring opportunities, engagement and retention

1.

Using the handbook.

An introduction to some key thinking emerging from the vision project's listening and conversations.

Share your onegreatwin.com

How will you be using this handbook?

Your first job is to read it.

This handbook will introduce you to some key thinking emerging from our close listening conversations earlier in the project. Please make some notes based on what you read in the handbook (there is space at the back) and then please bring your copy handbook along with you to the first event in September when all the working groups will meet online before starting work. Over the course of four to six weeks, you will be exploring your target with your team, looking for some small practical first wins. One of the project team will be the group facilitator.

At the first event, your group will receive the second part to this handbook – a loosely structured folder of data, evidence, maps, structured tasks, and exercises to help you develop delivery strategies for your target.

Social network

Sharing is building. The project's social media channels are a place to ask questions of each other, post insights and find community feedback from a growing audience. Please use the project social channels and visit the website for all the latest insights:



Visit the website for all the latest insights:
onegreatwin.com #onegreatwin



Share ideas and questions on Twitter:
@onegreatwin #onegreatwin



Post pics, memories and vids on Instagram:
@onegreatwin #onegreatwin



Get into threads of debate on Facebook:
facebook.com/onegreatwin

These channels can host conversations between the Winchester public and the Winchester working group membership. The process will become more transparent, more open, and more engaging.

Lots of people took the time to share their One Great Win with the project team, across social platforms and conversations, blogposts and photos.

Since the launch of the vision project's One Great Win campaign, we've undertaken some 70 one-to-one interviews, along with digital walks, street interviews - before and after lockdown - garnering many hundreds of listens and thousands of engagements across social platforms, including online polls, guest blogs and direct contact via email.

Among all the ideas and personal stories, which were full of positivity for Winchester in many ways, we also heard one main message, again and again. >

2.

Hearing the key research finding.

Translating existing ideas for change into workable action plans is a significant challenge for Winchester.

“The city is good at talking about collaboration but less so at doing it”

“All the pieces of the puzzle are there, if you could pull them together.”

“Winchester could be something really special, but...”

“The links between projects aren't clear which undermines the logic”

“We need more forums like this that are about sharing ideas and problem solving”

“There's no strong and clear governance for the town itself”

“Some interest groups are not as broad or coherent as they might seem”

we're struggling to counter older voices

The younger generation don't tend to engage

“People in Winchester find it hard to work together and achieving this is key to moving forward”

“We don't hear enough from new residents or from outlying neighbourhoods”

“Collecting views is all that seems to happen in Winchester.”

“People get locked into talking about development but what about looking at what is already there and how that can be re-used”

“THERE ARE SOME BIG PERSONALITIES WHOSE VIEWS MAY NOT BE WIDELY SHARED”

“Winchester's number one issue is to catch up with its own demography.”

The project working groups are being formed in response to our key research finding of the listening phase. It is not what, but how.

Winchester is not lacking resources. The city is full of engaged people wanting to shape where they live. The problem that has been identified is how to get existing ideas and initiatives to align to create action plans that deliver change.

HOW HAS WINCHESTER BECOME STUCK? THERE ARE MANY FACTORS, BUT THREE BITS OF CONTEXT ARE WORTH NOTING FIRST:

A lot of effort in recent years has been spent trying to decide what new building or development to place on different sites across the city – for example, the Silver Hill/Central Winchester regeneration, the Station Approach site and what to do with the site of the old leisure centre now that a new one is being built. Identifying a definite new purpose for specific sites has become a preoccupation in Winchester. However, it became clear to the project team that this very pressure to identify what to put where can become a recipe for costly public mistakes. Therefore the new Winchester vision will not be about what to put where, but about how to make the best decisions for the city. It is not what, but how. >

Unsuccessful initiatives in the past.

Our findings elaborate on this elsewhere, but it's well known amongst the committed of Winchester that not all developments have worked out well here in recent years. Leaders and locals alike are feeling this keenly, as they peer into the vision development, looking forward. There is pressure upon new proposals to **"get it right"** and build things locals won't feel the need to protest in the streets about.

Consultation fatigue today.

There is also notable weariness with public research in Winchester. Many locals feel they've been asked their opinions much but that not much has come out of it. The idea that leadership surrounding the local authority is quite disconnected from grassroots development has grown. This is creating another pressure to **"get something done"**.

Daunting transitions ahead.

Around local experiences, more of us are becoming aware of global challenges and potential changes to life as we've known it – the climate crisis, clean energy demands, wellbeing needs, social upheavals. And that was before Covid 19 struck. Lockdown has perhaps highlighted things we were beginning to want to face up to but weren't sure how.

“Consultation fatigue arises from how impersonal we feel it is. How well are we being listened to?”



“Pushing a rock up a hill - if we can just get that one, big, transformational investment done, it will change everything for us all.”

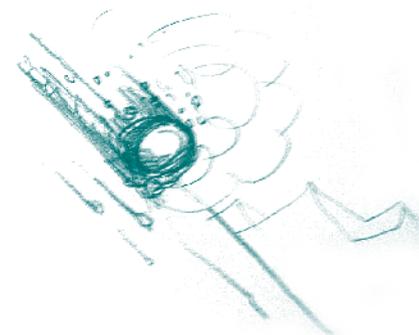
Our working groups evolved to test this How Not What working theory.

The challenge to overcome is not simply between the members and officers of Winchester City Council. Or between them and specific interest groups with clear ideas of the city's character and needs. It is also about listening to voices that can be systematically but unintentionally ignored.

Listening to these voices might help find elements that change the business as usual model that Winchester has evidently become stuck in.

The research phase revealed that many of the people sharing their personal One Great Win experiences could bring more than just new insights, they could create a vital new dynamic for the city. Therefore, the working groups have been formed to put together people into practical teams that represent a much broader perspective. The groups can test theories of change through a broader base of evidence.

N HOW. WHAT



“The snowball effect - our process starts from a state of small significance and builds upon itself, becoming larger and faster at every stage.”

“It became clear to us, in almost every conversation, that there was a sense of transition, transformation, moving forward being thwarted. That something was stopping the city from making changes - even small ones. That Winchester has a systemic problem with change.”

What will we be starting to look at in this group?

The LIFETIMES group will address living in Winchester. We will consider a 'cradle to grave' narrative and assess the specific barriers and opportunities that Winchester offers to its residents from early years until late in life.

The group will focus on Winchester-specific issues that range from the fine detail to the big picture. For example, we know there is a demographic gap in the city of twenty to thirty-year-old residents. This points specifically to limited employment opportunity and affordable housing stock for younger people starting out and may also indicate limited entertainment opportunity and cultural activities for younger people.

As a group we will work with an awareness of this overarching narrative and seek to innovate specific project-based responses for the short, medium, and long term. >

3.

Approaching the theme of LIFETIMES

How will your group begin to work into the issues of opportunities, engagement and retention?

“If we can build a successful city for children, we will have a successful city for everyone”

Enrique Peñalosa.

> Together we will identify what we mean by the term ‘lifelong opportunity’ and how this is ingrained into the fabric of Winchester. Studies show that a city that is successful for children is successful for everyone. A place that is good for two-year old’s, is also accessible for ninety-year old’s and that many of the amenities that teenagers use are the same as those used in early retirement.

The LIFETIMES group will consider the relationship between the built environment and opportunity, how we can develop project-based solutions that create opportunity for the youngest residents to flourish and grow up in a city that can sustain them for the long term.

Climate change is a considerable block to lifelong opportunity and recent summer flooding of Winchester is a reminder of the precarious weather we will need to live with in the future. The LIFETIMES group will explore the green economy and how creating more sustainable business in the city can potentially help mitigate the effects of climate change locally and provide new input into the economy.

Topic tasks might include:

1. To define how the term **Lifetimes** will be used by the group
2. To identify several key **Winchester-specific blocks to lifelong opportunity**
3. To develop some **collective research around those blocks**
4. To make several **task-based solutions focusing on the short, medium and long term that will enable us to address challenges**

Challenges will be defined by the group, but our research shows that current concerns are around the city’s demographic, youth retention and employment, retention of graduates in the city, sustainability and green economy, equality for gender, class and race. More equality of opportunity particularly for young children and families where there is greatest disparity. Considering the relationship between the ‘fabric’ of the city and how better design can create greater equality.

To help us get into the possibilities, we can look to examples of other successes around the country and elsewhere. From small community steps forward to larger scheme designs, here we share some ideas tested in the real world that have relevance to our hopes for Winchester. >

4.

Learning from other communities.

What has been successfully
tried elsewhere in the world?



Health Projects

Belfast, UK & Sao Paulo, Brazil

Engagement and data gathering at the neighbourhood scale can help to build the evidence base for links between the built environment characteristics, healthy behaviours and health outcomes, as well as to identify priorities for public realm improvements. The Belfast Healthy Cities partnership engaged over 7,000 children and families to identify children's place priorities and actions. These included cleaner, calmer, greener streets and more public spaces. The evidence demonstrated a clear link between place, health inequalities and health outcomes.⁵³ There are also opportunities to extract value from existing data, for example relating to the safety of children's everyday routes.

In Cantinho do Céu Complex Urbanization, Sao Paulo, walkways and public spaces have been designed to connect and cross neighbourhoods with a view to alleviate inequalities and connect communities through access to shared spaces.



Gardening project

Kings Cross, London, UK

Known as “the garden of a thousand hands”, this inspirational project is doing amazing work with young people. What started as a moveable vegetable garden built in skips (The Skip Garden), has grown into a community project which provides all kinds of opportunities for local young people.

The project is run by Global Generation – a charity that gives young people opportunities to create a more sustainable future. Throughout the development at Kings Cross playful encounters were built into everyday journeys in order to make connections throughout the area. These included art projects, swimming ponds, areas for play.





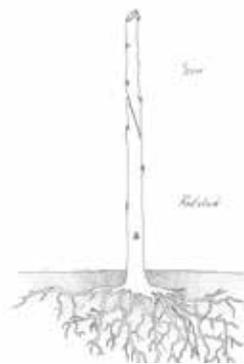
The Neighbouring Orchard

Edinburgh, Scotland, UK

Organised by artist Annie Lord and 'Art Walk Projects', based in Portobello, Musselburgh and Craigmillar; this projects aims to bring communities and neighbours together through the sharing of young apple trees.

Annie Lord is attempting to organise the distribution of apple trees to different families and community groups who apply, the trees will be planted in private front gardens or community green spaces. This will allow the community to be able to watch the development of the different plants, creating a more communal atmosphere.

An end event will bring the community and participants together to share the fruits of the trees when they are ready to harvest.



Pop Up Parks

Leeds, UK

Over the summer 2016/ 2017 Leeds City council placed pop up parks around the centre of the town as part of the drive to improve the public realm and make it more family friendly. Roads were closed and areas grassed over to create 900m of city park complete with benches and deck chairs where people could relax and spend time over the summer months.

This new area of park changed the way that the city centre and high street were used, creating opportunities for families and a range of pop up stalls and family focused activities in the heart of the city. A survey revealed that 85% of families using the park spent more time in the city centre as a result of the park 94% said they were more likely to to visit the city centre.

We have formed the 5 x working groups around themes that cut across various practical issues. To escape previous ways of working and move towards more holistic, whole city planning, it is important we mix things up to make new connections.

Furthermore, without some precision of process, the risk of creating another open-ended talking shop for Winchester is very real and we would collectively fail to make a difference. Therefore, all events for each Working Group will involve a very structured plan with identified outputs for each session and often with goals for sub-sessions within each meeting.

The key dates for your diary are:

Working Groups launch event
Tuesday 22nd September 2020, via an online platform (please see your email invitation for details).

Subsequent Working Group meetings
Weekly meetings are expected, over a 4-5 week period but these may be more frequent or less, as each group feels is necessary.

One Great Win Symposium
This event will share the results that all working groups have found and be the launch event for the new Winchester Vision. Date and venue/platform to be confirmed.

5.

Starting the work

What will the structure of our activity period look like?

Social media reporting

Each working group will be asked to share a blog post on what they're up to each week. These posts will be shared on our social channels and on your own, to generate more engagement/feedback.

You should also be using #onegreatwin's hashtag and channels to pose questions and ideas being raised in your group. We'll create 'online galleries' of your works in progress as proof of action and being heard. We have also created a Facebook group for all the groups if you'd like to use that as a shared space, or you can set up your own messaging groups where you all wish.

Team roles

Important is to play to your strengths as a personality. This may or may not fit with your sense of qualification. All teams will need, for example:

a reporter
a fact-finder
an engager

a photographer
an organiser
a presenter

6.

Mapping the city >

Winchester in
different views

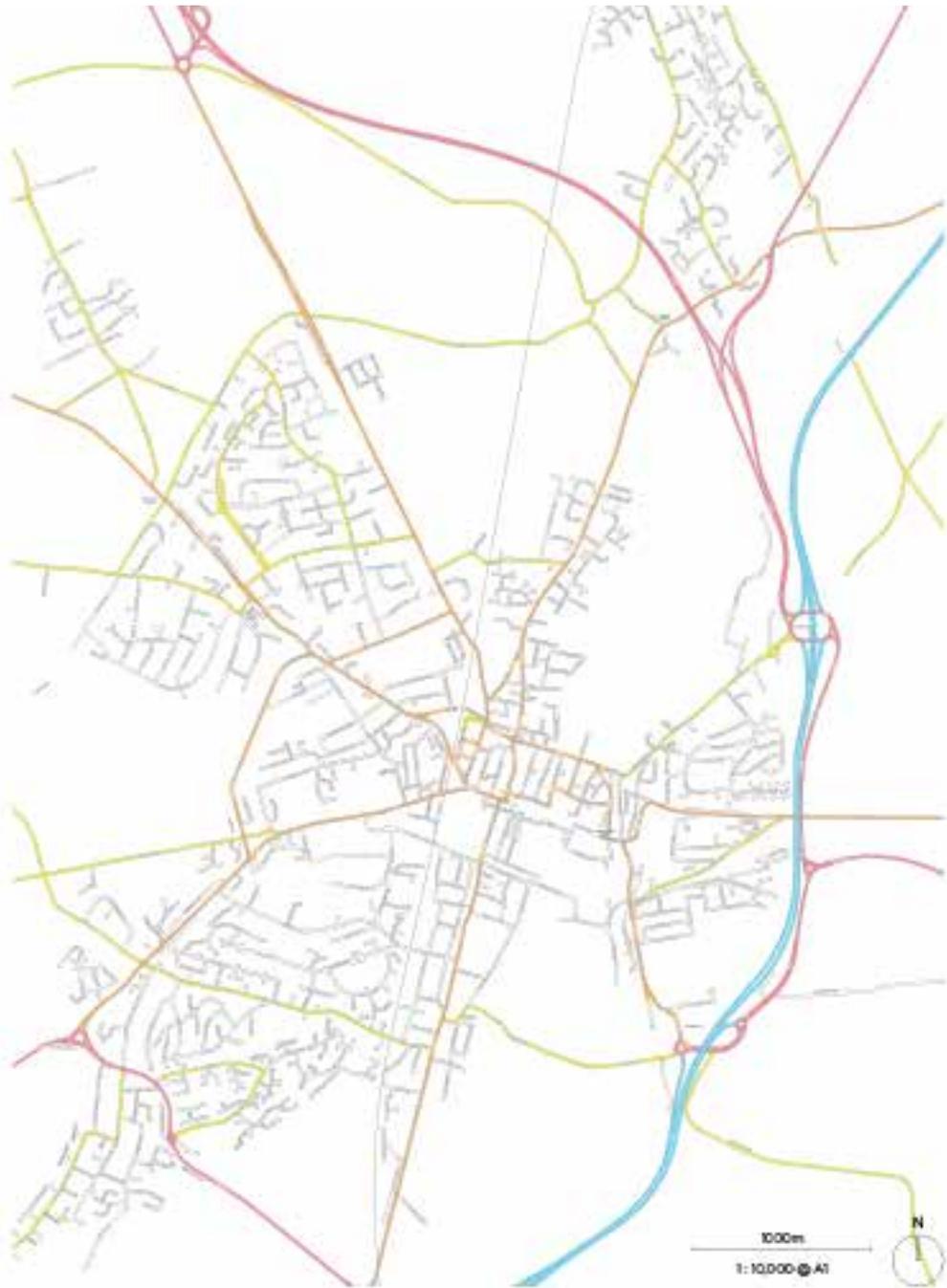
WINCHESTER Countours



WINCHESTER Green and blue areas



WINCHESTER Streets



WINCHESTER Figureground



