

Winchester Vision 2020 - 2030

Handbook Part 3

Recommendations Report

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Boyle + Summers | Feria Urbanism | Momo:zo | Støriie

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Executive Summary

This document is the final part of a trilogy that together represent the Vision for Winchester 2020 – 2030. It sets out several strategies, principles, and recommendations, and applies to all who live and work in the city.

This vision focusses not on buildings or urban master plans but on the people of the city. It explores ways in which they make and inhabit Winchester, and acts upon their call for greater agency. Throughout this project, in conversations or online, the people of Winchester were clear: if the new vision was to be of any practical use, it had to consider how to effect change in the city. This report outlines the mechanisms recommended to make change happen.

That said, the vision has been conceived spatially and presents a strong spatial dimension. For example, it recommends a network of walking routes that connect local neighbourhoods, but which also create a skeleton of pathways and nodes across the city – pathways which connect people to local amenities, to the city and to the landscape; and nodes which becomes special places of interaction, of memory and of people.

The report identifies three approaches to making change happen, and then describes how these approaches could be applied across the city.

- A. The City Made by Walking
- B. Establishing Mechanisms that Enable Communities
- C. Auditing & Sharing Resources

A primary focus of the vision must be to invest in communities and networks that emphasise walking. It is recommended that research is undertaken to support this, with the final output being a street plan for a city based on walking. The “Fifteen Minute City” model should be embraced across the city. This emphasises a shift in scale of cities, towards the local and prioritises access over mobility. It results in

independent business and culture being supported by a localised network, as well as supporting and being supported by increased home working.

Promoting a co-created city means empowering local people, giving them permission to do things in the local areas where they live, and instilling a culture where people can take ownership over public space. This approach enables participation and requires understanding that risk aversion can become preventative.

Finally, a resource audit can make existing assets more accessible and visible. A “culture audit”, for instance, would reveal the richness of the city’s cultural life whilst a “home audit” would seek locations and circumstances in which additional housing could be built. Map-making is an empowering and awareness-raising activity and can reveal much about the city as well as creating new connections.

The vision recommends a fundamental shift away from city centre projects towards building resilient local communities who will then be able to collectively tackle the challenges that face us in the coming years. It places an emphasis on small improvements at the local level, based on the freedom to self-organise and through greater access to local resources.

About this Report

This is Handbook Part 3, the final recommendations report to Winchester Town Forum (WTF) for the Winchester 2020 – 2030 Vision. This report has been prepared by the project team comprising Boyle + Summers, Feria Urbanism, Momo:zo and Støriie. This report needs to be read in conjunction with Handbook Part 1 and Handbook Part 2. Many of the recommendations made in this report were tested and publicised throughout the project process.

1. Understanding the City

Reference Points That Underpin the Recommendations

- 1.1. In his essay “Rhythmanalysis” the French philosopher and sociologist Henri Lefebvre defined the city, not by its buildings and monuments but instead by its rhythms. The daily, weekly, seasonal, and annual rhythms that govern a place, that narrate our lives and which affect humans most deeply. It is these rhythms that take us through the year and which Lefebvre’s suggests, shape and become embodied by the physical city.
- 1.2. This idea, that the city is a dance or a process, is famously echoed by the American writer and urbanist Jane Jacobs who goes on to describe the scene outside her house in the morning as bins are taken out, the children walk to school and the streets are activated by the lives of people who live there. This, at its most simple level is the “co-created city” - a city that is animated and brought to life by the people who live there.
- 1.3. In her book “Staying with the Trouble: Making Kin in the Chthulucene” Donna Haraway, an American scholar in the field of science and technology studies, explores how we learn to adapt to the trouble of living and dying together on a damaged earth and the means to building more liveable futures. A feature of Haraway’s thinking is the idea of community and the key role folklore and narrative play in uniting us and making sense of uncertainty.
- 1.4. This question of creating new communities is echoed by the French filmmaker and artist Laure Prouvost. Her multi-media work “The Deep Blue Sea Surrounding You” follows a collection of people, objects, and things as they form community and create folklores for the time that we live in.
- 1.5. What does this all mean? Although seemingly disparate, and perhaps abstract to the task of writing a practical vision document for a central southern English cathedral city, all these references connect us to the new realities we are now facing. And these connections focus not only on the need for community, the need to be able to self-organise and the need for us humans

to work together and take responsibility for each other, but also on the fact that we must indeed re-think the value of community.

- 1.6. In the last twenty years we have become extremely proficient at assembling flat pack furniture, but globalisation and a risk averse culture has also taken something away from us and, it is very clear from the research undertaken for this project, that the people of Winchester are no longer content to sit back, scroll through Netflix and let others take the lead on how their city is run. The call for agency, in all forms, was loud and clear.
- 1.7. The vision document for Winchester 2020 – 2030 begins as it means to go on. Starting not with buildings, masterplans, and development proposals, but with the people of the city. The ways in which they make and inhabit Winchester and the aspirations that so many people have brought to the working groups, the dedicated social media channels and 1-2-1 interviews conducted by the project team since the project began in February 2020.
- 1.8. What the project team learned, and the testimonies recorded in this time, has shaped the development of this research, and informed the nature of this consultation. The wider, deeper process is recorded and mapped in the companion documents to this recommendation report:
 - **Handbook Part 1** records the results of the first phase engagement and consultation, that ran from February to July 2020
 - **Handbook Part 2** captures the results of an intensive working group phase undertaken across September and October 2020
- 1.9. Both Part 1 and Part 2 must be acknowledged when considering the whole story for the Winchester Vision project. This document alone will not suffice. From the earliest project meeting, the team commissioned to develop the vision were told the city did not need “... yet another report that sits on a shelf and collects dust”. Therefore, this approach to create a series of city handbooks, in effect a box-set of operating manuals for the city, was pursued.

2. Summary of the Engagement Process

Two Distinct Phases

- 2.1. The engagement process can retrospectively be characterised in two phases, with each of these phases providing key insights into how the people of Winchester, use, view and feel about their city.
- 2.2. The project team began by conducting 1-2-1 interviews with a range of invited stakeholders via digital video platforms (e.g. Zoom, Microsoft Teams, Skype). These interviews were supplemented by “vox pop” interviews recorded on the street and online social media activity, using Facebook, Twitter, and Instagram. There were also a series of “digital walks” mapped onto a Google map resource. This particular technique started to develop a spatial angle to the research. The dedicated project website also ran a series of quick polls about the issues that matter most to local people.
- 2.3. The project team threw their net as broadly as possible, seeking to meet people from all areas of the city. A diversity of backgrounds, professions, and locations were important. The purpose of these 1-2-1 interviews was to learn about the city from people first hand. The key findings from the phase of the project are summarised in Handbook Part 1.

“How Not What”

- 2.4. All these digital meetings revealed that the vision document did not need to map out plans and developments. It did not need to focus on “what” needed to change. If the new vision document for Winchester is to be of any practical use, it needs to go much deeper and consider how to effect change in Winchester.

- 2.5. During this first phase of the research, the project team learned about a beautiful city, a city of culture and history and a city which is profoundly loved by its residents. It is a city that people feel deeply invested in, a place not short on ideas or indeed resources but lacking, perhaps, in collective will. There is a culture that appears to thrive on thwarting change and blocking proposals, something that has left a council, under pressure from a quick cycle of local elections, often unable to act decisively or with real conviction.

Change? No Change?

- 2.6. The fact that people care so deeply about the Winchester means there is palpable fear of changing anything and perhaps too, a deep lack of trust in those making the changes. But no change – this is not an option, it never is. The city has an 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.
- 2.7. Then, of course there are the broader global issues facing all cities – the climate crisis, adapting to the 2020 global pandemic and the impact of rapidly developing technologies, including artificial intelligence. Winchester collectively wants to “do something” about the climate crisis, but – as is the case in many other places across the country – it is hard to reach any kind of consensus on how to do that or where the focus should be.
- 2.8. Winchester, like many cities, suffers and is held back by inequality and the blockages this presents to groups and individuals. The research noted that in a relatively wealthy city like Winchester, where the overall levels of struggle and deprivation are lower compared to other cities, it can be harder for those in need to access local resources because they are largely unseen in the bigger picture.

- 2.9. In Winchester today, there is culture of ideas being inflated, floated but then quickly being punctured. That the many “big” ideas that have been on the table in recent years (e.g. Central Regeneration, Station Approach) have been slow to progress. By going around and around trying to solve these problems, what really matters to people has been overlooked.
- 2.10. It became clear to the project team that none of these projects will move forwards to a successful conclusion without a culture shift. It appears to be the case that these “big projects” are not the primary concerns of Winchester people. And even if they are, they can follow later. It was these key findings that informed the future emphasis of the ten year vision for the city – it must become a version of “the how”. The project team must experience “how” by actually doing it in the subsequent phases of the vision project and in doing so, testing it in real time.
- 2.11. After careful analysis of all the early stage engagement results, the project team defined five primary areas of concern:
- **Home** Looking at housing, the town centre, and neighbourhoods.
 - **Culture** Addressing what culture means to Winchester
 - **Ecology** The rich relationship between landscape, history, historic buildings people and stories
 - **Movement** Actively getting around Winchester
 - **Lifetimes** Looking at what it means to live in the city
- 2.12. These five categorisations were directly drawn from the research but were also informed by the need for the new vision for the city to directly contribute to the statutory Local Plan process. These five target areas of concern were later translated into five different working groups.

- 2.13. The climate crisis was a key issue featuring throughout many of the 1-2-1 interviews, whether referenced specifically or indirectly. However, there is no “Climate Emergency” working group because it was felt that this issue must be addressed in each group and must be at the heart of all proposed projects. For example, any subsequent work that emerges from the vision must at least do no further harm or actively seek to cut CO₂ emissions and or address the breadth of climate crisis issues from recycling, energy consumption to net gain in biodiversity.
- 2.14. Likewise, there was no economy or business group as it was felt this topic cuts across all groups. It was also felt that tools to self-organise would lead directly to more sustainable, resilient communities and long term “green” decisions being made collectively. Therefore, the vision seeks to address the climate crisis not through the promotion of specific technological or behavioural changes, but through the development of strong community cohesion. And while addressing the climate crisis is a responsibility for all, political leaders must be seen to act decisively and act with commitment on key issues.

Working Group Phase

- 2.15. The second phase of engagement began in July 2020, when five working groups were established around each of the target headers. Each group was populated with about ten people, making approx. 50 participants in total. These were people who had been encountered through the 1-2-1 interviews, people who had got involved via the dedicated project website and friends of friends recommended to the team by those already involved. The aim was to involve a broader range of people than “the usual suspects” – the lesser heard voices were important.

- 2.16. By the end of the summer, each group was populated with a broad range of participants, each of whom committed to meet online every week for four weeks, in September and October. Each working group meeting was facilitated by a member of the project team. The groups discussed the breadth and scope of the concerns linked to each of the five objectives. The aim of these sessions was for each group to devise a series of projects along with a route map for how those objectives could be achieved. The scale of ambitions was kept deliberately human and although there was the potential for each group to propose “big idea projects” what really concerned people were the day-to-day aspects of their lives.
- 2.17. That is not to say this vision lacks imagination or indeed scope to “scale up” but what it actually addresses are the details that matter - the fact that people would like to enjoy the daily walk to school, that they want their children to cycle to school, would like to be able to cross over the street and meet in a convivial public space, that they would like to be able to make decisions locally about the things that affect them as a community. Small stuff that really matters.
- 2.18. The detail of all these project suggestions are addressed in Handbook Part 2 and in the conclusion of this report, where the many rich and diverse crossovers that create the common ground between the working group outcomes are mapped out. However this document – Handbook Part 3 – specifically address how to achieve these outcomes and provides a road map to enable and implement the projects.

3. Vision Principles

The vision revolves around three specific approaches

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

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

- One hundred small wins are better than one big win
- Tackle the climate crisis by building resilient communities that have learned to self-organise and work together
- Build an effective dialogue with a wide range of voices that focuses on problem solving and enabling between the community and the council
- The city needs strong leadership prepared to make difficult choices but before that, trust must be (re)established and this can be achieved by listening to people
- 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
- Create the space in the process to catch emerging ideas and be prepared to flex with changing times, changing attitudes, and changing technologies

Approaches	Spatial	People Power!	Auditing
Report Sections			
Streets & Spaces of Winchester			
Sharing Responsibility at a Local Level			
In Favour of the Co-Created City			
The Resource Audit			
The Map is the Territory			

Table 1 – How the three vision approaches inform the recommendations in this report







 100 Small Wins	One hundred small wins are better than one big win
 Resilient Communities	Tackle the climate crisis by building resilient communities that have learned to self-organise and work together
 Problem Solving & Enabling	Build an effective dialogue with a wide range of voices that focuses on problem solving and enabling between the community and the council
 Strong Leadership	The city needs strong leadership prepared to make difficult choices but before that, trust must be (re)established and this can be achieved by listening to people
 Fifteen Minute City	Tackle the negative impacts of car traffic by moving towards the “fifteen minute city model” – this has wide and deep benefits and favours local walking and cycling access to services and facilities
 Flex with Changing Times	Create the space in the process to catch emerging ideas and be prepared to flex with changing times, changing attitudes, and changing technologies

Table 2 – The six values that underpin the vision and what they mean in practice

4. Streets & Spaces of Winchester

Ref: **A. Spatial** The City Made by Walking

Who are they for? Creating a street map for change

- 4.1 It does not take a great deal of analysis of Handbook Part 2 to see that the outcomes of each working group all heavily feature a demand for a different way of using the streets and spaces of the city.
- 4.2 These include connected walking routes that enable people to walk their daily routes to school, work, or the shops in a pleasant, safe, and largely car-free environment. Therefore the focus of the vision going forward must be to invest in communities and networks options that present better ways of using the city's valuable space than travelling by private car. This is not just about air pollution, or traffic noise, or road danger reduction. And the switch from the internal combustion engine to electric motors will have virtually no influence here.
- 4.3 This shift away from car travel connects all aspects of modern city life from creating greater access to culture through to stronger communities for all ages, to meeting the needs of the health agenda – including mental health (loneliness, isolation, interaction) and physical health (obesity, heart disease, greater resistance to Covid-19). Getting out of our cars, no matter how they are powered, helps all of this.
- 4.4 In many cases, the car-free aspect was a key component of what people described as “a good walking” route. They felt that younger children would be safe to roam and play whilst making regular journeys, older children could safely be given more independence and the community would feel more connected. People spoke about the desire to be able to walk through good public spaces that actively benefitted health and well-being, providing connection to community, nature, culture, and the cities rich ecology.

- 4.5 One of the key findings from all working groups was the need for better provision needed to be made for the pedestrian and that walking the city should be a playful, cultural, and social aspect of daily life. The term playful here does not necessarily refer to the addition play equipment but to an environment that encourages play through such things as topography, joyful interventions, low walls, planting, street furniture and incidentals that can be responded to playfully.

The Car-Free Paradox

- 4.6 These very positive working group ideas led to a project to establish a network across the city that enables active travel, away from from traffic. Such a project is central to the ten-year vision.
- 4.7 However, it is first important to address the paradox of the car-free city. The reality is that space is limited, especially in a city like Winchester with a historic street pattern. To give more space to walkers and cyclists, a redistribution of that road space is required, taking away some of that from drivers.
- 4.8 The paradox here, being that that walker or cyclist is on occasion, also that same driver. When walking, people want direct, uninterrupted, clean and pleasant routes, often car-free in nature. When that same person is driving, they just wish they could get from A-B faster and quicker and be able to park immediately. Can both experiences be solved simultaneously? No, and this is the essence of this paradox.
- 4.9 The title of this section is somewhat provocative as the findings from the working groups go some way to illustrating the paradox not just of Winchester, but of our time - the challenge that all cities face in reducing car use.

- 4.10 People want to live in largely car-free cities, not because they do not own a car, or do not drive a car, or have some altruistic gene, but because they know what a car-free environment feels like. They can already compare the differences themselves. But when offered such an environment more widely, they often resist. They know travelling by active means is better for their personal health, the health of their local communities and the health of the planet.
- 4.11 However, many still feel they must drive. In many cases, this is necessitated by busy lives and need, habits formed over time, the ways our cities have been designed and of course “want” – some people like to drive, it is easy, it is fun, and it represents a kind of freedom. Cars remain a symbol of identity and our individualistic right to travel.
- 4.12 The culture shift required to get people out of the car goes far deeper than a simple choice about what kind of journeys we are all making. The car remains a symbol of the cult of freedom and it is embedded in our culture. It is recognised that moving towards more active travel must recognise the need for a cultural shift as well as more pragmatic ideas about getting from A-B in the quickest time.
- 4.13 This report recognises that this paradox is currently an unsolvable problem. The project team have looked to the experience of other cities and seen how so many well-intentioned initiatives have been de-railed at the last minute by social media campaigns led by those wishing to drive and park their cars outside their house and enjoy the freedoms and benefits of owning and driving a car on a regular basis.
- 4.14 However, the project team also received a clear message from all working groups that people wish to enjoy the freedom to walk and cycle in largely car-free cities, breath cleaner air, allow their children to play on the streets and for the streets to be social spaces, unencumbered by frequent car use.

More Research Needed

- 4.15 To better understand this paradoxical situation, it is recommended that serious and committed research is undertaken by the city to identify ways to solve this problem. This research can take a three-fold approach:
- 4.16 **Series of citizens panels or resident focus groups** to be established to seek genuine solutions to the issue of redistribution of space streets and roads across the city. The assumption for these panels and groups is that things must change but to then look for solutions about how to change things. It will be very important to include committed car drivers in this discussion to take all sectors of the community on this journey.
- 4.17 **Support given for several experimental road closures, using the powers granted to local authorities through recent emergency pandemic legislation**, but in conjunction with broader community events, such as the Hat Fair, local community events and linked to regular initiatives such as walk-to-school week. These road closures will become test beds for a future permanent diversion of traffic away from specific roads in order to create privileged cycle-friendly street or to explore at temporal closures at certain times of the day or week. In the city centre, this includes the experimental use of surface car parks for pop-up events and markets in order to start to shift car parking out of the centre of the city and towards the periphery.
- 4.18 **Support research positions at the University Winchester or other suitable institutions** to search for global precedents that could have local application in Winchester. It is suggested there are three distinct strands to this research: a) a direct input into the experimental road closures and testing and evaluating the effectiveness of different approaches; b) leading on the formation and managing of the residents focus groups in collaboration with local community leaders, and; c) a focus on social media, communications strategy and how to manage information exchange around the anticipated changes. Each fellowship or research position needs to be practice-led, using Winchester (nowhere else) as a testbed for managing and implementing effective change.

- 4.19 It is expected that the period of community engagement and experimentation will last approx. four years. Each step of the research will be clearly communicated via a dedicated social media network. This period will close with an evaluation and analysis that will provide a literal “street map” and a series of solutions to the problem of continued widespread car use in Winchester. It should be noted that the City of Winchester Movement Strategy (adopted by Hampshire County Council in April 2019 and by Winchester City Council in March 2019) also seeks to address the current and future transport challenges facing the city.
- 4.20 The “street map” will also deliver details of how to implement findings both in terms of spatial mapping and community engagement to drive changes forward. Key learning will be in looking at the success and failures of other cities and understanding what support needs to be provided to people to help them drive less and enable them to choose active travel modes.

The Need for A Walking Network

- 4.21 In the meantime, work needs to begin on that most basic infrastructure elements, an effective walking network across Winchester. This walking network has been called for by all working groups and would appear to have widespread buy-in from the public. This is a project that can begin with immediate effect as it is supported by all working groups. The development of this walking network will be alongside longer term research into transport strategies, and this will actively encourage people to walk or cycle simply by providing a better alternative to the car.

Managing the Newspaper Comments, the Social Media Screamers and Balancing Failure, Risk, and Reward

- 4.22 There are examples across the country of similar strategies being derailed by social media campaigns which gather momentum and force local councils to back track on hard won community engagement projects around managing traffic. This risk is inherent in all plans that are designed to shift cultures around car use. To de-risk requires a communication strategy that makes sure all members of the community are informed from the start about the benefits of the scheme.
- 4.23 It must also be made clear that this is a transition from one way of doing things to a new, and better way. Emphasis must be placed on rebalancing and sharing out limited road space in an equitable way. To best communicate this transition away from a system that prioritises the private cars, the communications strategy needs to engage the widest range of voices and agencies. Having looked at the difficulties faced by other cities, it is now understood that a coherent communications strategy is crucial to the success of The Road Map to Change.
- 4.24 Once this streets and spaces road map has been written and agreed, the city authorities (in this instance, both Winchester City Council and Hampshire County Council) must take a firm line in implementing these changes, to avoid the backsliding that has happened elsewhere.

5. Sharing Responsibility at a Local Level

Ref: **B. People Power!** Establishing Mechanisms that Enable Communities

The Fifteen Minute City – A Definition and How to Make One

- 5.1 Both the Home and the Lifetimes group focused on the idea of the “Fifteen Minute City” as a model for future urban development in Winchester. The basic premise of the fifteen minute city is that everyone should have access to essential services within a fifteen minute walk or bike from their front door.
- 5.2 The focus of the fifteen minute city is access rather than mobility i.e. people should be able to access services without the need for motorised or public transport. The shift in thinking toward the fifteen minute city places an emphasis on proximity to basic services and facilities such as shops, medical and leisure, as well as places to meet friends, socialise, and places to access culture or take part in community activities and clubs.
- 5.3 The emphasis on the local shifts the scale of cities and places and emphasis on the cross overs between communities. The potential of this idea is great and far reaching. There are greater potentials for localised business and start up or for existing business to diversify. For example, a pub could also be a local shop and community hub and new build projects would fill in infrastructure gaps. The potential human benefits range from mitigating loneliness, facilitating a greater sense of community through to addressing fitness and well-being, and reducing traffic and congestion.
- 5.4 As we are all living through a cultural shift toward more home working, the need for “the local” is exponentially increased and over the coming years there will be much greater opportunity for business to thrive outside of the city centre in local districts.

Culture & The Fifteen Minute City

- 5.5 Many of the findings of the Culture working group, who represent some 5,000 creative practitioners in Winchester, focused on setting up creative enterprise zones outside the city the centre.
- 5.6 These areas would provide focus for creative activity and create social spaces for creative to practitioners to meet, show their work and engage with community (not city centre) settings. The group membership used the analogy of the “petri dish” and suggested that specific creative zones or enterprise zones would allow cultures to flourish.
- 5.7 There were synergies around this idea with all the other working groups, suggesting that creative enterprise zones would address the need for post-graduate retention whilst also injecting pockets or areas of the city with vibrant activity. In turn, this would encourage community crossovers. Add to this, the call for more public space through the reduction of traffic volumes and energy starts to build around the idea of the 15 Minute City with the emphasis on more localised cultures. This will also lead to greater prosperity and business opportunity for local independent entrepreneurs and shift the emphasis away from the city centre high street as the only “the centre” of the city.
- 5.8 It was also suggested by the Home working group that architecture and public realm projects should be established that allow for “open-ended projects” or events to happen in the suburbs. For example, a new public space where a pizza van turned up every Tuesday night, a market stall selling vegetables appeared on a Wednesday morning or a coffee van on a Friday.
- 5.9 That same space, sometimes on a Saturday in the summer when there is a street party with music, hosts the face painting stall, or is where the dog show is, or where they sell tea and cake or the start of a Hare Krishna parade. It could be the start and end point for the local carnival but could also be a place to hold a local birthday party. This echoes similar ideas from the Ecology working group, including a desire to give streets and spaces back to people so they can be used in creative ways.

5.10 All that activity is wonderful, but it is not necessarily “plannable”- but it is by creating this flexible space and architecture that allows for this wonderful open-ended use. It is about making space for communities to use, to programme, and to develop projects and businesses opportunities.

The Future High Street & The Fifteen Minute City

5.11 The city centre high street will struggle over the coming years as we see a more global shift away from the chain shops and the megastore, in favour of more experience based activities which cannot be bought online. However simply because shops are shutting in the centre of Winchester does not devalue the “need” for a central focus for Winchester – a place to go.

5.12 Throughout history from the Medieval Market place to the Victorian Shopping Arcade people have wanted to go to town to connect to the bigger picture, to meet with each other, to see and be seen. There is a real social function to the high street above and beyond the rationalised commercial space it has become.

5.13 It is important, therefore, to see the value of the high street within the city centre, not simply in economic terms but also through the prism of what it affords locals and visitors alike. For local people, the centre of the city remains a place to connect with broader cultures (e.g. fashion, styles, books, art, and music). It can become a place for suburban “localised” cultures, built up around the Fifteen Minute City concept, to come together and experience a collective Winchester-wide culture.

5.14 So, whilst the Fifteen Minute City places greater emphasis on areas outside the centre and pushes independent business and innovation out toward neighbourhoods, the Fifteen Minute City also creates an opportunity for the city centre adapt towards more flexible or experiential focus. Perhaps the urban city centre can be conceptualised as a public park or social area, with shops and restaurants, a place where locals and visitors go for leisure. It can equally become a place to upscale successful ventures from the suburban periphery – be these retail, business, artistic or family-orientated ventures, or indeed focused on retaining young people.

Young Women, Urban Design & The City Centre

5.15 A dedicated workshop conducted as part of the engagement phase is informative here. Dealing exclusively with young women interested in urban design, it began with suggestions about opening a roller-skating rink in an empty high street shop, while other suggestions included a “creative zone” – a place to go and meet friends and engage in arts activity, a permaculture forest walk, a library with a disco and chill-out zone upstairs. None of the suggestions made by these young designers featured shopping. Critically, they saw the centre as a place to meet each other.

5.16 Another finding of the Lifetimes group was that the centre of the city could have the feeling and atmosphere that the Hat Fair brings to the city, but 365 days per year. In fact, the Hat Fair embodied what many people saw as culture in Winchester, that feeling of celebration and meeting. This should be ever present in the city centre.

Far Reaching Impacts of the Fifteen Minute City

5.17 The Fifteen Minute City concept, when applied as a strategy and tactic for change, has wide and deep advantages:

- It focuses on access rather than mobility, which decreases the need to travel across the city to obtain goods and services.
- It allows for localised culture to thrive and means independent business and culture can be supported by a localised network.
- As home working increases and people travel less to work, the local has greater significance and individuals are prepared to invest time and resources where they live.

Challenges to the Fifteen Minute City

5.18 The challenge to the fifteen minute city is that it could create marginalised neighbourhoods. For example, already wealthy or well-resourced areas will go on to self-organise and thrive whereas neighbourhoods that are struggling could witness greater disparity. This can, of course be mitigated by locating creative zones and resources in the areas with greater challenge. This could also be turned into a positive as it could be a way to better direct services and support in hard to reach areas with a focus on building resilient communities and developing an enabling culture. One of the members of the Lifetimes group talked about “myth busting” stating that some areas struggle because they cannot escape stigma, the argument being if you change the perception of a neighbourhood, the neighbourhood will change.

5.19 This perception transformation could be implemented by drawing on almost all the principles defined in this document and applying them to specific areas.

- Focus on the fifteen minute city
- Create great walking routes and really great public meeting spaces
- Work with the community on a community garden project
- New build housing also builds local infrastructure
- Establish a creative enterprise zone
- Identify social entrepreneurs and invest in them providing support, training, and employment
- Audit of local resources to be shown on app, website, or poster so people can 'browse' the local area e.g. B is for barber, C is for clairvoyant; D is for dog groomer etc

6. In Favour of the Co-Created City

Ref: **B. People Power!** Establishing Mechanisms that Enable Communities

The Need for Greater Agency

- 6.1 Each of the working groups, and many of the individuals who were interviewed or participated via social media, have cited the need for greater agency at a neighbourhood level. The term agency in this context, is understood as the ability to shape and influence the places where people live, work and play. There is certainly a need for the city authorities to (re)build trust with residents and to create better links that devolve decision making to a local level.
- 6.2 This is the clear directive the project team received from the working group phase. However, it would be short-sighted not to think through the mechanisms that need to be in place in order to make sure that when the people speak, they are properly listened to. This points to a culture shift that needs to take place within the city authorities but also out in the community.
- 6.3 This call for greater agency is part of a broader shift toward co-creativity or the idea of the co-created city. The concept of the co-created city is not new. Gordon Cullen, in his book *Townscape* (1961) talks about the “art of relationship” – the idea that there is something pleasing about the combined elements of a city: people sitting out drinking coffee on a street, buildings, trees, light and shade, a family walks down a street, somebody is locking up a bike. All these elements come together to create a pleasing scene.
- 6.4 This is a good illustration of how a city is co-created. It suggests that by peopling the streets and participating in public space, we are helping to create a pleasant and safe city. Not only do busy streets, where people are participating in a range of activities, look welcoming there is also significant research to suggest that peopled streets are safer and that the more people are out and using public space, the more others will want to join them.

6.5 It therefore follows that the “peopled city” is a happy city and with this in mind, it is possible to create situations which encourage people out onto the street. The co-created city is therefore generative and regenerative. The more that situations are created to participate in the city, the greater the participation. This in turn leads to a culture of ownership in which people feel the streets and public areas belong to them. This is the positive “tipping point” that this vision report seeks. Reaching this point is important, because it addresses many of the ideas suggested by the working groups:

- it creates greater opportunity for community to flourish
- gets people out of cars
- encourages cross-generational integration
- leads to better mental health and better general physical well-being
- more broadly, it allows people to engage with culture and history of the city

Good Quality Public Space

6.6 The first step to shifting agency toward the community is to move toward the co-created city. This means greater access to good quality public space, walking and cycling networks and the power for people to organise and create celebrations, events, and community spaces in the public realm. That the barriers that currently stop these things happening are made significantly easier to negotiate and the city actively provides support to enable them to happen.

6.7 At its heart, the idea of the co-created city is the idea that simply in participating in a place we are helping to re-make it. However, taking this idea further, to an urban planning or vision delivery document, requires the city authorities to accept the benefits of the co-created city and then move quickly to ask how we can design a city that facilitates the co-creative.

Enabling Change

- 6.8 The term enabling has been used recently in an urban planning context in order to define a more open-ended approach to commercial investment activity. For example, city planning authorities are there to enable the private sector investment that market-driven economies require. But the Winchester Vision wants to redefine this term enabling for a new, community context. What does this look like when applied to, for example a group wishing to establish a community garden? Or a youth club wanting to organise a public event? Or an arts group wanting to stage an exhibition? How can the city authorities enable this to happen and ensure these initiatives have a successful outcome?
- 6.9 The vision needs to enable local communities and help people to navigate the red tape that has built up around the community carnival, the Brownie trip to the forest, the artists poster project, or the local market event. This “red tape” or risk averse culture has marginalised those individuals who would typically be the ones to organise things locally.
- 6.10 Whilst it is absolutely right that structures are put in place around safeguarding the vulnerable and thinking through risk mitigation, it is also the case that this has shifted our culture away from community-focused activity towards a more centralised role for councils and corporations, taking agency away from community and placing increased responsibility at the feet of local councils, or increased power within the commercial sector.

Balancing Risk & Reward

- 6.11 It is a fact that while safeguarding, risk assessment and insurance are really key – and the project team do not advocate the dismissal of such principles – it is also a fact that we now know much more about how to safeguard the vulnerable, how to assess risk and indeed who to ask for advice and how to address issues when they are flagged up by procedure and process. However, it is now time to balance the harm that is done by not running a mentoring programme, not supporting community initiatives because

safeguarding and risk assessment has become a barrier to community resilience and has, to an extent been disempowering.

6.12 This report seeks to address that imbalance and offer up strategies to help communities to self-organise. Building resilient communities is a key feature of the Winchester Vision because resilient communities support each other, create happiness and well-being, and make people who live there feel good.

6.13 The big learning takeaway from 2020 must be that it is the simple pleasures of speaking to a neighbour, helping each other, and knowing you can ask for help, are those we must take forward into the next ten years.

6.14 The city authorities must recognise the need to look at this dynamic, listen to calls for greater agency from this consultation and establish and work through strategies that will focus on enabling communities at a local level to build the resilient city.

- Empowering local people to do it themselves
- Giving them permission do things in the local area where they live
- Instilling a culture that is empowered and empowering people to take ownership over public space
- Enabling participation and understanding that risk is preventative

What mechanisms are needed to create a culture shift within the city authorities?

6.15 A range of appropriate mechanisms for empowering people are listed below. However, it is noted that there must be allowance made for capacity building within the community and mentoring people who might be termed “social entrepreneurs”. One key mechanism is to identify people within the community who would like to do more and would benefit from support, training, and mentoring. The city authorities need to support this culture shift by facilitating and providing training, mentoring and employment out in the community.

6.16 It is recognised that this is a culture shift and must be done in stages both in order to shift cultures within the authorities and in order to rebuild trust and networks on the ground in local community settings.

The Co-Creative Toolkit

6.17 **Officers within the city authorities responsible for community engagement** need to be active and visible. For example, they should not be desk-based in centralised offices but instead out in community locations where they will be relevant on the street. There is a need to reshape existing roles.

6.18 **Emphasis to be upon “let’s make this possible”** by reimagining job roles as community enablers – linking communities, councils, and the associated bureaucracy. To begin, they will initiate projects. However, the longer term aim would be to upskill people and help community members develop their own projects in the neighbourhood. This could be improvements to facilities for children under 5 year old, or public or temporal events, workshops for the elderly, community gardens or public realm projects. Their job is to help make things happen e.g. fill out forms, advise on funding, mentor, or connect people to those with relevant experience. In short, the job of the community engagement officer is to say yes.

6.19 **Shift the emphasis away from the council setting the agenda towards the council supporting a local agenda** creating time and space to encourage and facilitate.

6.20 **Redirect budgets towards these localised strategies** and allow these to be controlled by the community engagement officers. Officers actively help people to make applications and then support the delivery of projects. An example of how this could work: £100,000 is distributed across the city in ten packages of £10,000. This is broken down into a further ten community awards of £1,000 or 20 awards of £500 each. This funding could support up to 200 small community “quick wins” across the city.

- 6.21 At the end of the first year, each project would be evaluated with the more successful projects being scaled-up, developed by the local community or rolled out more broadly.
- 6.22 **Establish an artist in residence though a further budget.** This could be made available to fund several artists across the city who would be given space to work in community centres across Winchester. The brief for these artists would be open, but they would need to be “at work” three days per week and they would be given the freedom to apply their practice within the local community. The outcomes of this scheme could be diverse: A community film club, the reuse of underused space, the sharing skills or ideas or connecting with a specific element of the community. There could be a public exhibition or drawing together of all artists’ works at the conclusion of this programme in the heart of the city centre.
- 6.23 **Creative zones and local enterprise are supported and encouraged.** Small business are supported with mentoring and small-scale initiatives set up to enable young people to try out and experiment with new business ideas.

What mechanisms are needed to create a culture shift within the local community?

- 6.24 Capacity building on a local level means thinking about how we can work together. The ways in which community engagement officers need to support communities, the kinds of activities people will want to initiate and the way that relationship will function. The point of the community engagement officer is not to supervise the people but instead function as a public servant in the truest sense of the word. How can a balance be struck between leading and supporting?

- 6.25 Traditionally, community groups have been run in a formal way with regular meetings, minute-taking, AGM's and a constitution (yawn). The structure of these organisations sought to mimic the professionalism found in a place of work. This was a way to keep groups on a professional footing and ensure a code of conduct meaning that books were kept properly, and codes of conduct adhered to. Many contemporary groups, charities and clubs maintain this practice and are run effectively along such lines.
- 6.26 This is raised here as an example because community groups perhaps need to function differently and more dynamically in future. Set against a backdrop of knowing just how short on time many people are these days, and that perhaps the contemporary gardening club will want to spend more time digging than working through lengthy agendas, setting up AGMs and having endless meetings.
- 6.27 Therefore, one collective function of the new breed of community engagement officer may be to formulate mechanisms using social media that minimise lengthy meetings and maximise activity. Social media has created a new form for communication and is itself an enabling tool. It can be a fast and easy way to communicate with user groups, a good way to generate audiences and members and it provides free marketing and communication. Social media does come with its limitations, however any community or user group that is established today will most probably use social media as a primary way to communicate.
- 6.28 These points are raised here in order to illustrate that community groups and clubs may run quite differently in future and will need to establish a new set of mechanisms in order to be effective and streamlined. Perhaps it will be the role of community engagement officers to facilitate and respond to this cultural shift? Meanwhile, communities may want to think again about the organisational structures that they want to adopt and how they want to administer and record their affairs.

7. The Resource Audit

Ref: **C. Auditing & Sharing Resources** Creating and Sharing Data is Empowerment

Auditing as enabling – the evidence

- 7.1 Each working group independently arrived at an “auditing” finding and recommendation. The evidence provided by each group is that there is an abundance of resources in Winchester. An exercise in joining the dots would make existing assets accessible and visible. An active auditing process would mean that currently underused resources could be better distributed and reorganised to make better use of them.
- 7.2 The experience of working during COVID-19, is that “crisis organisation” has been extremely effective and that reorganisation of resources has created a more effective service. It is noted that that this auditing process could be a way to share information between existing organisations. It can also be a way for the public to have greater knowledge of the resources that they could access. It was also noted that the process of auditing and mapping is, in itself, enabling, allowing for new connections to be made between city assets.

The Culture Audit

- 7.3 There are over 5,000 creative practitioners working in Winchester across a range of forms from web design to furniture making. The culture working group stated that this is one of Winchester's most enterprising sectors of activity and that culture offers a significant boost to the local economy. Yet this sector feels largely unseen. They suggest that an audit of cultural activity in Winchester would be extremely fruitful in terms of identifying the value that the arts bring to the city both economically and by way of social contribution to the city.

- 7.4 By way of a starting point the culture group have begun an audit of venues in the city and suggest that this new knowledge might form the back bone to a series of developments that could include identifying zones for creative industry, support for creative start-ups, co-working space and that these new developments could slot neatly into the Fifteen Minute City Concept, utilising some of the open-ended platforms already suggested, for pop-up events.
- 7.5 The culture working group suggesting that this audit of cultural venues could significantly raise the visibility of cultural industries across Winchester.

The Ecology Audit

- 7.6 Meanwhile, the ecology working group also identified a need to map spaces of heritage within the city and called for a broader definition of heritage to include the full richness of the city’s ecology: the natural green and parkland spaces, and the outdoor spaces that have cultural value. Like the culture and the lifetimes working groups, ecology also wanted to map the crossovers between people and the use of space.
- 7.7 For example, health, well-being, time for leisure and family. All this could also be viewed as “mappable assets” in relation to the built and unbuilt settings of the city, which enable us to tell stories about ourselves, who we are where we live. All this leads to a sense of identity.
- 7.8 This approach suggests that whilst we can still approach the “assets” of the city in terms of visitors and tourism, we can also value what these assets give back to local people and the wider sense of well-being in Winchester.
- 7.9 Creating an audit that records this could well be connected to the cultural map of Winchester adding layers and enabling us to see the cities contemporary culture within the context of history. This allows us to increase the value we place today on the role of the contemporary makers.

The Home Audit

- 7.10 The home working group identified the need for more housing in Winchester and there is a general desire for new housing to sit comfortably within the existing footprint of the city, rather than compromising the unbuilt green space beyond the city limits. One of their key findings was that “planners need to plan” and suggested that an audit could be undertaken by local architects and planners, who know the city.
- 7.11 This could lead to a masterplan or design framework purely for housing developments. The purpose of this plan would be to provide more housing within the city, but also to identify what kind of housing is needed and where. This home audit proposal could help plug the gap currently in the statutory system created by the need to reevaluate the next stage of the Winchester Local Plan preparation, a direct result of the Government’s White Paper that proposes changes to the planning system.
- 7.12 This home audit process could also go some way to redress imbalances: for example it could help a young person afford a new home or provide a piece of infrastructure such a multi-use space, to open a shop or a café. This housing map of Winchester would look for viable space within the city to develop housing and seek to embed localised infrastructure projects within housing plans. These could include, for example developing the creative zones and housing projects in tandem, or planning housing in relation to a community hub and public square. In all cases, there needs to be a generosity in developments to deliver places for building community.

The Lifetimes Audit

- 7.13 The lifetimes working group was most concerned with mapping resources that already exists in the city. There was some crossover with culture and ecology in that people spoke about making existing assets visible – and these included spaces of culture and heritage, such as parks, play facilities, sports facilities, meeting places and public spaces with reference to spatial assets.
- 7.14 However the lifetimes group took this further, suggesting that useful clubs, groups, and services could also be listed: playgroups, youth clubs, bereavement services. There will be real value to sharing information about what services already exist and how to access them. The lifetimes working group also suggested that an organisational audit of resources could save a lot of money. For example, if there was a database of community centres with sharable assets that could be held in common with other organisations: a marque, a hedge trimmer, a bouncy castle and so on, based around the “collaborative consumption” model.
- 7.15 This could also be extended as a database of staff with specific training and experience who might be able to share advice or assist. It was suggested that this could be implemented via a network where people could meet in real time, and trouble-shoot problems.

The Movement Audit

- 7.16 The movement working group audit suggestion relates both to spatial planning and to culture shifts around movement and active travel. The group concluded that there is widespread support across the city for decreasing traffic volume across the city centre, but this support is often drowned out by shrill voices that are a minority. An audit that actively seeking out small-business support for traffic reduction would help articulate this consensus better. When newspaper headlines alone are considered, it seems that “business” is set against any measures designed to persuade people out of their cars, but is this really accurate? Do all businesses, both large and small, think the same? Therefore a movement audit to build consensus is required.

- 7.17 There are many smaller businesses, whose voices are often underrepresented, that will benefit significantly from fewer cars in the city centre, but more people in the city centre. Giving these voices a platform is an essential action and a means to build a widespread consensus that vehicle traffic reduction was a good thing before specific projects are proposed.
- 7.18 The movement group concluded the city had yet to reach a tipping point on such a consensus and research on how to get there is now critical to the success of future projects.

8. The Map is the Territory

Ref: **C. Auditing & Sharing Resources** Creating and Sharing Data is Empowerment

Let's All Become Cartographers

- 8.1 The auditing recommendations made by the working groups could be streamlined into two approaches – creating a user map for the city and creating database that can help people to access resources in the city.
- 8.2 “Mapping is a fantastic cultural project, creating and building the world as much as measuring and describing it. Long affiliated with the planning and design of cities, landscapes and buildings, mapping is particularly instrumental in the construing and constructing of lived space. In this active sense, the function of mapping is less to mirror reality than to engender the re-shaping of the worlds in which people live....what about mapping as a productive and liberating 'instrument, a world-enriching agent, especially in the design and planning arts? As a creative practice, mapping precipitates its most productive effects through a finding that is also a founding; its agency lies in neither reproduction nor imposition but rather in uncovering realities previously unseen or unimagined, even across seemingly exhausted grounds. Thus, mapping unfolds potential; it re-makes territory over and over again, each new and diverse consequences. Not all maps accomplish this, however; some simply reproduce what is already known.”** – Dennis Cosgrove & James Corner, *Mappings*, 1999.
- 8.3 This quote states that mapping, map-making and indeed “auditing” as suggested by the working groups can become an empowering cultural project. It is about connecting people to place, to things, to other people and to each other.
- 8.4 The process of mapping and auditing also serves as an awareness-raising exercise and brings value to the process. While the process of mapping and community mapping requires framework and facilitation, the outcome is a

cost-saving exercise that will enable a greater sharing of assets and resources.

- 8.5 However, the key focus here is that mapping and map-making is about actively uncovering realities and creating new connections, in itself, a creative act. All the audit strategies identified by the working groups are about the creation of something new, simply by connecting elements that already exist.
- 8.6 Two approaches are recommended: the first is a community-focused and crowd-sourced app that focuses on community content. The second focuses on resources and data already available within the city authorities and how those resources can be shared.

The Map - a toolkit for community data gathering and sharing

- 8.7 Community data gathering is itself a co-creative activity and could also be seen as a capacity-building exercise. For example, involving a community actively in a wayfinding exercise is also a way to raise awareness of a walking strategy and also a way to get key people to share plans with others.
- 8.8 Equally, starting a conversation about mapping resources is a way to generate resources, create networks and indeed create new opportunities – witness the story of the bereavement counsellor and the dog groomer: *“Sorry to hear your dog is dead madam, have you thought of bereavement counselling? Sorry to hear your husband is dead, have you thought about a buying a dog?”*

Identifying Existing Data & Resources – bring them out into the world, don’t keep them up on a shelf!

- 8.9 This requires a mapping app or website that focuses on crowdsourced data shared by people who live in Winchester. This app would meet the needs of the ecology group, the culture group, elements of the lifetimes group,

elements of home and the movement group. The app itself would provide the framework of the project and the community would provide the content.

- 8.10 It would be possible to map all cultural venues in the city, all heritage sites, walks, stories and experiences and it would also be possible to build in location-based media that allowed people to see what was around them at any given moment.
- 8.11 This community-generated content needs to be supplemented by “official data” stored by the public sector, including the city authorities. This can include air pollution data, traffic flow data, car parking capacity, details of all publicly-owned land and so on. The app content would therefore become a genuine collaboration between the city and its people.
- 8.12 This app could also pinpoint resources such as meeting places and public squares, play parks and sport facilities and link to information about how to travel by bus, on foot or bike, to get there. In addition to that people could upload good cycle or walking routes and in turn this app could be used in conjunction with wayfinding projects. The focus of the app would be connecting local knowledge and it would be a space where residents could share and review.
- 8.13 The app would also have a function for drawing a bicycle ride and showing cultural assets on route. Or for clubs and groups to curate events via the app. For example, a group of artists could organise an exhibition or cultural walk across the city taking in several exhibitions. Or a group of parents could review play parks for kids and organise a city wide scavenger hunt. In a world that is increasingly a hybrid between the real world experiences and a digital life – the Winchester Vision project team lived this life throughout the project development phase – this approach is no longer an imaginative dream.
- 8.14 The app would function primarily as a tool to record things but, then (perhaps more valuably) as a means to bring people together and make stuff happen.

9. Vision Delivery

Resilient Communities

9.1 The conclusion of all the working groups was that people wanted to shift awareness away from “big city centre projects” towards building resilient communities who would be able to collectively tackle the challenges that face us in the coming years.

Many Small Wins, Not One Great Win

9.2 For all the groups, this looked like many small wins, rather than big infrastructure projects. People wanted general small improvements to their local area and to the heart of the city centre, all of which contribute to a better experience of living in Winchester. They specified that the freedom to self-organise and greater access to local resources were a high priority, that the council needed to learn when to provide strong leadership and when to listen.

The Keys to Public Space

9.3 Much of the focus of this, was on creating spaces where communities could crossover, both formally and informally, and all groups agreed the best way to do this was to shift focus toward the Fifteen Minute City model, towards co-created spaces and away from focus on mobility and getting around quickly. That the current travel hiatus triggered by the need for extensive home-working could be seized now, so the city can build the right infrastructure for the future.

- 9.4 In response to this, this vision is conceived spatially as a network of walking and cycling routes that connect local neighbourhoods, but which also create a skeleton of pathways and nodes across the city. Pathways which connect people to local amenities, to the city and to the landscape. Nodes which becomes special places of interaction, of memory and of people.
- 9.5 Each neighbourhood can carve out good quality public space into which the kinds of community activity discussed in this vision, can happen. The walking routes will become cultural corridors and the public spaces – anything from a community garden or pocket park, through to a town square – connecting with creative zones, local amenities and become places where all the community can gather and interact. Meanwhile, the housing master plan will connect these networks and address any imbalances missing from neighbourhood infrastructure.
- 9.6 It is noted that a potential walking network has already been identified (October 2014) and that this document should provide a good starting point from which to move forward in mapping a fresh, new set of routes across the city. The first principal behind this wayfinding and public space strategy is that it offers people a better way to travel and breaks the habit of car use.
- 9.7 Peopled places are generative and regenerative, and the more people are out walking, means more people walk, stop by a café, use a local shop, and participate in the culture of a place. This leads to more vibrant and inclusive communities. Public squares and gardens create the possibility for open-ended activity that can be co-opted by the community.

Concluding Statements

- 9.8 The key findings and recommendations from the research has been laid out throughout this report. The report advocates a position that one hundred small wins is better than one big win. How does the city deliver such a range of projects, that all align and do not contradict one another?
- 9.9 This can be explained through the image of a “Russian Doll” – a large mother doll and contained within it are smaller and smaller versions of itself. With this image in mind, the “architecture” of this project can be imagined.
- 9.10 The largest doll is the idea which holds all the other ideas. The big idea is “The Fifteen Minute City” - a fundamental shift in focus away from mobility and movement towards easy local access to goods, services, culture, and social activities. The fifteen minute city model provides us with a principal, and an idea that re-conceptualises how people might live differently in Winchester. The fact that their day-to-day lives will be rooted much more strongly to a local neighbourhood and that local neighbourhood can provide most things that people need.
- 9.11 Sticking with this Russian Doll analogy, what flows from the principle of the Fifteen Minute City, and what is specific to Winchester, is the call for a walking network across the city. This will enable people to travel safely and playfully across their local area, walk into the town centre and access the wider landscape. This walking network is both a way to travel and a place to socialise, encounter friends and familiar faces.
- 9.12 Contained within the idea of the walking network is a re-working of public space and the need for public space to be a much more active community setting. It can be a place to access culture, community, friendship. Public space must be seen as community space and this community space can be viewed as a series of open ended cultural projects to be adapted for and by the community. As an example, is the idea mentioned earlier in this report: On a Tuesday night there is a pizza van; on a Wednesday morning a market stall; on a Saturday afternoon, a party.

- 9.13 Co-creativity is the next piece of the puzzle. A co-creative approach to enabling the community is about striking the balance between providing support and allowing things to happen. Several strategies are given in this document which include developing existing community-led funding streams or giving existing local authority officer posts greater responsibility for community engagement. These are all aimed at making it easier for people to self-organise. The co-created city can encompass the culture of the Hat Fair 365 days a year, creating moments of unity and togetherness. It can also be used strategically to support individuals and communities that are facing challenges and barriers.
- 9.14 The final doll in the set, which may be the smallest doll but is in fact solid, is the mapping and auditing recommendation. This is a way to gather and establish facts but also as a way to create new connections and new networks around and between things. Winchester is a city that has many resources at its disposal and there is a real value in making these resources visible so that it is easier to access, use and share what already exists. As we head into a time of further financial uncertainty, auditing the existing assets of the city is a way to maximise resources.
- 9.15 Mapping is a tool that can actively create new connections between people and places. One example provided in this report is the idea that local people map brownfield sites available for building housing. This process means that small scale development can more readily happen across the city and fits within existing neighbourhoods rather than spreading into undeveloped land.
- 9.16 Another suggested mapping activity would be to identify possible areas that could be transformed into community-led public spaces and to then work with the community to establish these spaces in a practical sense.
- 9.17 If we pack all these ideas back up into the ‘mother’ doll what are we left with?
- A city that shifts its focus toward the local
 - A city that focuses on people and community and supporting community
 - A city that will thrive because it is resilient

What Are the Risks?

- 9.18 This document contains bold ideas that suggest a shift toward local community, allowing them to shape and influence the places where they live and work. The risk is that this is seen as a chance to make further public sector cuts and for local governance to take a step back from responsibility.
- 9.19 This is not what this report advocates. In fact, to make this vision work, the city authorities will likely need to shift exiting capacity and perhaps redirect existing spending towards programmes around youth provision, community, and outreach. However investing in people is usually less risky and less expensive than large property development schemes, and the returns can be far greater.
- 9.20 This is not a “big society” plan which covertly saves money, this is an enormous act of generosity and care towards all residents and a shift in focus that sees the value in people and community.
- 9.21 It is a change to genuinely support and enable the communities that face the greatest challenges and it affords all communities the opportunity to support, build, and effect change in order to face the bigger, global challenges that we will meet in the coming years.

Glossary of Terms

Agency When used in this context, agency or giving agency focuses on giving an individual or group the capacity to act independently and to make their own choices, based on their will. Factors such as social class, gender, ethnicity, subculture, may limit the opportunities that individuals have. Therefore in giving agency, the city council and its partners will allow individuals and groups to make their own choices and exercise free will. The city council and its partners will actively support access to all to participate.

Audit From the late Middle English: from Latin *auditus* ‘hearing’, from *audire* ‘hear’, in medieval Latin *auditus (compti)* ‘audit (of an account)’. The history of this word suggests hearing, or indeed listening to an account. We refer to “audit” as the gathering and inspection of information. But etymology of the word also suggests hearing or listening.

Co-Created City A place in which the use of the place helps to give it a particular look or feel. For example a busy street, tables and chairs outside a café, children playing creates a scene that paints a picture of that place. In this context, co-created places are places which are made by the people who use them.

Co-Creativity By extension we might imagine the practice of co-creativity as the active engagement of individuals and stakeholders in the development and creation of place.

Enable To give the authority and or the means to do something. In the context of this document ‘enabling’ it is important to note that enabling is not simply allowing something to happen, but actively supporting that action.

Fifteen Minute City In a fifteen minute city, everyone can meet most, if not all, of their needs within a short walk or bike ride from their front door. It is a city composed of lived-in, people-friendly, complete, and connected neighbourhoods. It means reconnecting people with their local areas and decentralising city life and services.

Paradox A seemingly absurd or contradictory statement or proposition which when investigated may prove to be well founded or true.

Resilience The capacity to recover quickly from difficulties, toughness, the ability to absorb damage without suffering complete failure.

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'Staying with the Trouble: Making Kin in the Chthulucene' – Harroway, D. (2016)

'Townscape' – Cullen, G. (1961)

'Mappings' – Cosgrove, D. & Corner, J. (1999)

Appendix Consultation & Engagement Data

Early Phase Interviews

The project team identified 107 different individuals to take part in a series of 60 minute one-to-one interviews. Thank you to the 66 people who agreed to take part in this series. These included:

- Architects, archivists, activists, and ecologists.
- Urbanists, economists, councillors and conspiracists.
- Agitators, mediators, conservators, and communicators.
- Walkers, drivers, cyclists, and riders.
- Creatives, educators, volunteers, and professionals.
- Skaters, swimmers, dramatists, and music makers.
- Specialists, generalists, pragmatists, and fundamentalists.
- Residents, visitors, commuters, and students.
- Insiders, outsiders, and foot-in-both-campers.
- Old money, new money, limited money, and charities.
- Mums, dads, children, and grandparents.

Working Groups

Thank you to all those who contributed so effectively and enthusiastically to the working group phase in September and October 2020

Liz Alcock	Mike Fisher	Hannah Portrays Ward
John Arthur	Phil Gagg	Bo Priestly
Emma Back	Mark Goodlet	Elaine Ralph
Edna Boden	Jool Heller Dixon	Yannis Roussos
Peter Brown	Chris Holloway	Paul Spencer
Silas Brown	Victoria Hurley	Rich Turner
Mike Caldwell	Jolyon Nott	Jeremy Tyrell
Colin Campbell	Laxmi Lama	Jack Vear
Betty Chadwick	Penny Lawrence	Surya Vishnu
Sue Coles	Dan Lloyd	Steve Willoughby
Jo Crocker	Tom Lowe	Martin Wilson
Peter Critoph	Katerina Kremmida	Wendy Wyatt
David Doyle	Lesley McKinnon	Sorcha Young
Tim Fell	Susan Millin	
Emma Findley	Brian Pitts	

One Great Win Website Analytics

- 2.5k unique users since go live in April
- Most visited pages are Home Page and Working Group blogs
- Average session duration is 2m 37sec while industry standard for a new website is between 2 – 3 mins so the site is above average in people staying and engaging on the website
- Traffic sources are 43% Direct Search, 40% from Social and 14% Organic Search and 3% Referrals
- 1,043 listens on SoundCloud to the audio clips of Winchester interviews (119 listens in May)

Social Media Data

Facebook

- 63 likes
- Total reach for all posts to date 10.4k (3.1k in May) not including posts from other accounts e.g. WCC and We Are Winchester
- Total post click throughs 683
- Total reactions, comments and shares 164
- 1,148 profile visits and 38.7k reach
- Ave 2.9% engagement (replies/comments and retweets) - generally 0.5% engagement is good, anything above 1% is great

Twitter

- 158 followers (60 in May)
- 192 retweets & replies

Instagram

- 7,208 reach since April (accounts that have seen posts)
- 199 followers
- 64% followers were 18-44 years old (70% female)

Draft

December 2020

Boyle + Summers | Feria Urbanism | Momo:zo | Støriie