

A | Appendix A: Project Brief

1. Background

- 1.1. Winchester City Council's Strategic Plan 1997/1998 identifies as part of its vision for the District the following:

"To enhance the status of Winchester as the County Town of Hampshire and develop its natural strengths as the centre for the County".

One of the key tasks identified to achieve this part of the Council's vision is the carrying out of an environmental capacity study of Winchester City. The lead Committee for this task is the Planning Committee, with the lead officer being the Chief Planning Officer. The Council has approved the appointment of a team of three professionals to carry out the Study; a Project Leader and two Planning Assistants. The Project Leader and one Planning Assistant have been appointed on a temporary contract (1 year) and the other planning assistant will be drawn from the existing Forward Planning Team.

- 1.2. Shortly after the publication of the City Council's Strategic Plan the report of the Panel into the Hampshire County Structure Plan Review Examination in Public was published. This contained several recommendations which could impact directly on the City Council's proposed environmental capacity study. Firstly, the Panel recommended the development of some 3,000 dwellings either at Micheldever Station or at Winchester North. Secondly, the Panel recommended revised wording for Policy E.19 relating to development in or around Winchester. This revised wording refers specifically to an assessment of environmental capacity being undertaken in order to direct new residential development to the most suitable locations.

2. Purpose of the Study

- 2.1. It is Hampshire County Council's responsibility to respond to the EIP Panel's recommendations and the timescale for doing so is likely to precede that for undertaking the environmental capacity study of Winchester. However, the Panel's recommendation on the need for such a study clearly accords with the intentions expressed in the City Council's Strategic Plan. Nevertheless, the study is not being carried out in order to either test or accommodate the Panel's recommendation relating to major development at Winchester.
- 2.2. The purpose of the Study is to assess the environmental and other characteristics that make Winchester special, to develop various scenarios for the future role of the town and to test these to see whether they could be accommodated without destroying Winchester's special and distinctive character. The approach adopted is that of an environmental capacity study, in line with the Panel's recommended changes to Policy E.19 of the Hampshire County Structure Plan (Review). However, the study should go beyond considering just environmental issues to consider economic and social matters. Accordingly, it will be more than simply an environmental capacity study and will be known as the 'Future of Winchester' Study.

3. Methodology

- 3.1. The Study will involve the following key stages:
- A identifying and evaluating the qualities and characteristics the City possesses, i.e. the features that contribute towards making Winchester distinctive;
 - B examining the existing pressures on these characteristics, producing a snapshot of how Winchester operates at present, and how the many (often competing) pressures on the City and its environment interact with the special features of the City;
 - C looking to the future, a number of possible scenarios involving different roles that the City could play/develop will be drawn up and tested against the framework of characteristics identified, to see what impact would result;
 - D from this the most appropriate scenario will be worked up and carried forward. This would form a long-term strategy for the town and be fed into the review of the District Local Plan to provide short/medium term policies for its achievement.

These key stages are explained in more detail below.

- 3.2. **A. Identify and evaluate the characteristics of Winchester, including:**
- Environmental Characteristics - such as townscape, open spaces, setting of the City, ecology, historic buildings;
 - Economic Characteristics - such as levels of employment, retail facilities, characteristics of resident workforce, tourist facilities;
 - Social Characteristics - such as the availability of health facilities, educational establishments, provision of leisure facilities.
- 3.3. The identification and evaluation of some of the characteristics noted above involves gathering and assessing technical information that already exists or can be accumulated within the City Council or various statutory or technical bodies. This may be particularly true of information relating to environmental characteristics. However, other characteristics may require the involvement of other organisations or the wider public, especially in terms of

identifying which economic and social features are most important and quantifying their value.

- 3.4. There is, therefore, scope for public involvement in this part of the Study. The evaluation of important characteristics will seek to identify which features are irreplaceable and should be retained at all costs, those which may be replaceable or capable of substitution, and those which it would be desirable to remove or replace.
- 3.5. **B. Identify issues resulting from the need for Winchester to function as a modern settlement and the pressures this puts on the characteristics that have been found to make it special.**
- Assess pressures/conflicts, taking account of trends, in relation to each of the characteristics identified as important in stage A above and whether these are beneficial or harmful. Identify any issues arising which may be capable of being addressed when considering future scenarios.
- 3.6. In essence the aim of this stage is to assess how Winchester functions and what are the key factors and pressures/conflicts that, if unaddressed, could harm the features that are regarded as being of particular importance. Once again there is scope for the involvement of various groups and the public.
- 3.7. **C. Develop and test scenarios.**
- a number of options as to how Winchester could function in the future, the roles it might play and what changes it might accommodate will be drawn up. For example, these might include: limited development meeting local needs only; increased emphasis on exploiting tourism; enhancing the City's role as an educational centre; economic growth aimed at becoming a regional centre to compete with the likes of Basingstoke, Southampton and Portsmouth;
 - the various scenarios will have different effects on the important features of the City, both positive and negative. For example, increased tourism may require extra capacity to accommodate visitors, in terms of both places to stay and transport. To set out to increase Winchester's role to that of a regional

centre would require increased retail floorspace, which could impact on the town's historic street pattern and listed buildings in the town centre. At the same time, each scenario would have potential benefits which would have to weighed up against the negative effects. This assessment exercise will take account of the characteristics identified in stage A, the values attributed to them and the pressures, trends and issues identified in stage B.

3.8. This stage will aim to produce a preferred long-term scenario or vision for Winchester to aspire to over, say, the next 25-30 years. A range of scenarios will be developed and tested. These could range from options aimed at implementing the City Council's Strategic Plan objective set out in paragraph 1.1 above, to those which involve alternative aims or which challenge this objective.

3.9. The timeframe being proposed for consideration by the Study is flexible, but long-term. It is deliberately aimed at a much longer timeframe than either the Council's Strategic Plan or the next development plan (the Structure Plan Review and District Local Plan Review will look to 2011). There is once again scope to involve various bodies and the public in this stage of the Study.

3.10. D. Develop local plan policies, monitor results and adjust the strategy as necessary.

- the City Council will have an important role in working towards the strategy/vision agreed. One of the key tools for doing this would be through its Local Plan, although the Council's various other strategies and policies (Strategic Plan, Housing Investment Programme, etc.) should also be geared to at achieving the agreed strategy. It will be important that whichever scenario is adopted, it should be 'owned' and accepted by all parts of the Council;
- the Winchester District Local Plan Review will enable the evolution of relevant planning policies aimed at initiating and achieving the strategy. For example, the Local Plan Review will enable those features of particular importance to be identified and afforded protection. These policies

would be relatively short/medium-term given the timeframe covered by the strategy and would be aimed at setting planning policies on the same track as the strategy.

- it will be important to monitor the success of the strategy, in terms of how the important features of the City are being maintained or enhanced, whether the pressures and issues identified are being addressed and whether the strategy is achieving what was expected.

3.11. The Local Plan Review will be subject to statutory procedures for consultation, including the Local Plan Inquiry stage. Consultation on the preferred scenario/strategy will already have taken place (stage C) and the outcome can, therefore, be built into the Local Plan Review. There should not, therefore, be a need for additional consultation at the Local Plan Review stage, over and above that required as part of the normal Local Plan preparation/review process.

4. Public Involvement and Consultation

4.1. It has been noted above that there are opportunities for public involvement at each stage of the Study. For example, local groups/people could be involved in gauging what features of the City are considered to be of particular importance. This aspect of the Study could also identify negative characteristics as well as positive ones. It will be important to identify what matters, to whom, and why. The public can also be expected to have clear views on the main pressures and issues that are perceived to be facing Winchester, which may be canvassed.

4.2. There could also be public involvement in developing the scenarios and making judgements about the balance between their advantages and disadvantages. It may be possible to involve particular groups in developing scenarios related to their own interests. For example, educational establishments might be invited to develop a preferred scenario based on an enlarged higher education sector, and the business community could be invited to develop a scenario based on expanding the regional importance of the

City. Once a preferred scenario is decided upon, there may be scope to influence the plans and programmes of various organisations so as to assist its implementation. The strategy would be the guide to the type and scale of development Winchester should accommodate in the future.

- 4.3.** It is clear that a number of local organisations will have a strong interest in the Study and could well contribute very positively and substantially to aspects of it. There are, therefore, clear advantages in involving local organisations, especially where these represent significant numbers or key sectors of the local community. Whilst many within the wider public have a very clear interest in planning issues affecting the future of Winchester, it may be more difficult to obtain a representative body of opinion without extensive (and expensive) market research, perception studies and the like. Although no firm decisions have been taken on the depth of public involvement and consultation, it will have to reflect the resources needed to carry it out.

5. Programme

- 5.1.** In view of the need to reflect the outcome of the Study in the Review of the District Local Plan, the bulk of the project should be completed by the end of 1998, with writing-up and final production by Spring 1999. In terms of the main Study, much of the environmental information required is available (albeit sometimes in need of updating). One important area in need of updating and additional work relates to the landscape setting of the town and the urban landscape within the town. An assessment of the landscape in and around the City is, therefore, being commissioned in order to understand the importance and significance of its setting, and identify those features which contribute most to the character of Winchester and its immediate environs.
- 5.2.** Hampshire County Council co-ordinated the landscape/townscape study, which was completed in July 1998. Information on the economic and social characteristics of the town may be less easily accessible, if it is available at all. The support and

assistance of various outside bodies is likely to be needed to assemble and assess this information. A completion date for stage A of the Study of July 1998 is proposed.

- 5.3.** Stage B of the Study can take place to a large extent in parallel with stage A. However, this stage cannot be completed until the important characteristics of the town are identified and evaluated under stage A. It cannot, therefore, be completed until about September 1998.
- 5.4.** Stage C involves the developing and testing of scenarios. The development of scenarios could start early in the process. The scenarios will be tested against the characteristics identified in stage A and the pressures/issues noted in stage B and stage C cannot, therefore, overtake the earlier stages. However, it can proceed in parallel and an end date of July 1998 is proposed.
- 5.5.** Stage D involves incorporating relevant aspects of the Study's conclusions into the District Local Plan Review. The Local Plan Review will be undertaken starting in 1998. The Plan already includes policies aimed at protecting many of the features likely to be identified as important by the Study. However, adjustments may be needed to the features covered and/or the importance attached to them as a result of the Study. The Local Plan will also set out the development strategy for the City and its surroundings over the period to 2011. It will, therefore, be an important start in implementing the scenario/strategy arising from the Study.
- 5.6.** The Local Plan programme has yet to be determined in detail, but the production of the Review is becoming increasingly pressing. It is important that the results of the Study are available for inclusion in the Review Plan as soon as possible, and at least by the end of 1998. The Local Plan must then follow its own procedures and programme which will be independent of the Study.

6. Resources/Management

- 6.1** This is a pioneering Study and it is difficult to estimate in detail at this stage the resources likely to be needed to complete

it. Given its importance, however, it has the support of the planning and highway authorities (Hampshire County Council and Winchester City Council). Inputs from other organisations will be needed but these are expected to be on a more infrequent basis. The project will be led by an officer steering group comprising officers of the two Councils and possibly representatives of outside organisations. There will also need to be a Member forum for considering and guiding the work as it progresses, which could include wider public representation.

- 6.2** Hampshire County Council is willing to commit some resources to this exercise, particularly in the area of the officer steering group, transportation, and landscape assessment. The County Council and various other bodies have agreed to fund the landscape/townscape assessment work and a brief for consultants has been drawn up. The County Surveyor has undertaken to provide the professional highways input, particularly in relation to traffic impact and policies.
- 6.3** The majority of the remaining aspects of the Study will fall to the Forward Planning Team at Winchester City Council. This Team will also be responsible for reviewing the District Local Plan and the combined workload involved in these two key projects is well beyond the current capacity of the Team. Therefore, a Project Group of three professionals (including two temporary appointments) has been set up to undertake the Study. The Project group will be appointed for one year and will be responsible solely for work associated with the Study during this time.
- 6.4** It is unlikely that significant consultancy work would need to be commissioned. It should be possible to accommodate some limited consultancy/data collection costs within existing budgets and no additional funds for consultancy are proposed at present. The Project Leader will be responsible for identifying potential budget requirements in advance.

Notes:

- * The draft proposals for the Future of Winchester study were approved by the Planning Committee (Policy Meeting) on 27 November 1997, Policy and Finance Committee on 15 December 1997 and Policy and Finance (Personnel and Administration) Sub-Committee on 27 January 1998.
- * The project management of the Study was approved by Planning Committee (Policy Meeting) on 29 January 1998.

B | Appendix B: Summary of Research & Consultation

1. Internal

- **Officers Steering Group**, comprising wide cross-section of City and County Council staff
 - Met 9 times
- **Members Panel**, also with City and Council representation
 - Met 6 times
- **Staff workshop**
 - 25 Officers participated
- **Members Workshop**
 - Open to all Members; 23 participated
- **Planning Committee**
 - Twice
- **Planning Department Seminars**
 - Twice

2. External

First (main) phase:

- **Press launch**
 - Around 100 organisations invited
 - 48 people attended
- **Topic Workshops**
 - Around 250 organisations invited
 - In total, 55 organisations represented by 85 individuals at the 6 workshops

- **Alternative Transport Day**
- **Hat Fair**
 - Experimental exhibitions
 - 250 children's competition forms given out
- **Winchester Show**
 - Interactive marquee exhibition
 - 123 visions left
 - 31 other comments made
 - 175 people 'voted' on the strengths and weaknesses
 - Hundreds more leaflets/questionnaires and children's competition forms given out
- **Winchester Chamber of Commerce and Industry Business Breakfast**
 - Over 80 business representatives attended
- **Display/Stall**
 - High Street (twice)
 - Badger Farm Sainsbury's
 - Winnall Tesco
 - Up to 6000 leaflets handed out personally
- **Information points**
 - 3000 leaflets available at over 30 venues/public buildings
- **Kings School presentation and workshop**
 - Over 50 students directly involved
 - 75 questionnaires returned from young people at the school
 - In total 9000 leaflets distributed, 740 returned (8%)³¹
- **Children's competition**
 - Hundreds of entry forms distributed (exact figure unknown)
 - 3 winners

31 It is generally accepted by market researchers that the expected response rate for this kind of survey is around 5%.

- **Stakeholder interviews with:**
 - Face to Face Youth Advisory Centre
 - Hampshire Constabulary (Police)
 - King Alfred's College
 - North Hampshire Chamber of Commerce and Industry
 - Peter Symonds College
 - River Park Leisure Centre
 - Social Services Area Management Team
 - St John's Winchester Charity
 - Trinity Centre (including conversations with people who visit it)
 - Winchester & Eastleigh Healthcare NHS Trust
 - Winchester Cathedral
 - Winchester City Centre Management Company
 - Winchester College
 - Winchester Housing Group
 - Winchester School of Art

- **Comparative Research**
 - Interviews with Salisbury and Chichester planners

2.2 Second (final) phase:

- **Presentation**
 - Around 100 organisations invited
 - 78 people attended
- **Interim Report**
 - Around 250 copies distributed or requested
 - 29 written representations received by organisations
- **Update/questionnaire**
 - Distributed direct to 19,700 residential and business properties in the city wards, Badger Farm, Olivers Battery, Kings Worthy and Littleton
 - Mailed direct to over 700 on our mailing list
 - Mailed direct to over 400 city centre shops and services
 - Also available at 30 local venues/buildings, as before

- Also distributed to young people through local schools and colleges and youth centres
- In total 1945 returned, out of 20,800 known to have been delivered (9.3%)³²

2.3 Press Coverage

There has been extensive, regular coverage throughout the project in the local and professional media.

2.4 Key Technical Information Sources

Among others:

- Census 1991 – and projections
- Census of Employment
- City Centre Retail Floorspace Requirements 1998
- City Centre Shop and Pedestrian Surveys – various
- Crime and Disorder Audit 1998
- Health and education performance tables
- Housing Condition Survey 1993/94
- Housing Needs Survey 1999
- Index of Local Deprivation
- Open Space Strategy 1999-2000
- Public Health Reports
- Shopping Catchment Areas Study 1998
- TRANSPOL County Travel Survey 1997
- Urban Living: Perceptions, Realities and Opportunities report
- Visitor Survey 1998
- Winchester City and its Setting study
- Winchester District Air Quality Stage 1 Assessment
- Winchester Radial Routes Surveys 1993, 1995 and 1997
- Winchester Residential (Travel) Survey 1995
- YMCA Winchester Youth Survey 1998

³² It is generally accepted by market researchers that the expected response rate for this kind of survey is around 5%.

C | Appendix C: Summary of the Topic Workshops

1. Introduction

As part of the pioneering Future of Winchester planning study, a series of 'topic workshops' covering the community, economy and environment of Winchester city were held between 9 and 22 June 1998 at the Winchester Guildhall. This method of community participation was in itself pioneering for the City Council, at least for the Planning Department.

The key purpose of these workshops was to provide the Project Team with a more widely informed base of specialist and expert knowledge on various aspects of Winchester. In particular, perceptions of the city's positive and negative characteristics, current trends and pressures for change, and ideas for the city's future role. Hence the workshops were aimed at professionals, service providers, community leaders and business representatives with a key stake or keen interest in the city. Around 250 organisations were invited, although in the event only 55 were recorded as taking part.

2. Topic Areas

The workshops were grouped around three topic areas covering various issues:

Community: Community facilities, housing, education, health, leisure, arts, youth, planning to reduce social exclusion

Economy: Agriculture, commerce and industry, shopping, city centre, employment, tourism, planning for new technology

Environment: Built environment, archaeology and heritage, sustainable development, transport and accessibility, natural environment

In the event several issues, such as transport and education, were relevant in

more than one workshop. Each topic area was repeated to give participants a choice of week and time of day. This also enabled Officers to make minor adjustments to the format or logistics of the workshops as their experience grew during the process.

3. Format

The workshops were carefully designed to be as clear and simple as possible but without compromising on our objectives. The format for each was as follows:

- Welcome, group allocation, refreshments and introductions.
- In small discussion groups, the first brainstorming session asked the question "What are Winchester's social/economic/environmental strengths and weaknesses?" This exercise was conducted using Post-itâ notes which the facilitator then grouped into key issues which were discussed in more detail. Participants were also asked to indicate their priorities. The aim was to understand what matters to people, and why.
- Following a short break for refreshments and networking, the second session was a visioning exercise, i.e. "What would you like Winchester's community/economy/environment to be in 30 years' time?" The aim here was to listen to and discuss participants' views on the nature and role of the city in the future.
- Feedback and summing up.

The discussion groups were facilitated and recorded on flip charts by Planning Officers with assistance from other City Council departments, the voluntary sector and business representatives. All staff were thoroughly briefed and trained beforehand and many valuable lessons learnt will be acted upon for similar exercises in the future.

4. Key Findings

Inevitably there were issues of contention, such as the need for growth and the pros and cons of tourism and heritage, which will need to be addressed in more detail as the study's technical work progresses. However, there was a significant consensus on certain key issues, in particular:

- Support for the aims and objectives of the study, particularly its holistic approach.
- Winchester, as a city, has a perceived lack of clear direction and role; it is 'existing' rather than being fully 'alive'.
- Most participants accepted that change is inevitable; the key is to ensure this is managed in such a way that it does not destroy Winchester's core qualities (which is what this study will inform).
- Heritage is Winchester's core quality, but this is also a constraint. Heritage should be viewed as more than just a tourist attraction and 'pretty' buildings. The city's historic fabric provides opportunities to make more imaginative re-use of land and buildings, integrate high quality modern architecture, bring life back into the centre and, combined with its compact nature, encourage the use of more healthy and environmentally friendly transport. The city must not fossilise, but adapt to change in a sensitive and creative way.

4.1 Highlights of the Community Workshops

The workshops on the community topic area were the most popular, possibly because of the wide range of issues they covered, or the need and desire for community leaders and service providers to network and to have their say in the planning process. In total 52 representatives participated – double the number in each of the other two topic areas.

The following main characteristics and issues were raised:

Winchester's Strengths

- **Education:** Good range and standard of education.
- **Voluntary work:** Good voluntary sector and synergy between groups.
- **Environment:** Provides 'a nice place to live'; a feeling of the countryside coming into the city and good views out of it.
- **Compact city:** People living close to the centre; provides good pedestrian access.
- **Heritage:** Residents proud that the city is steeped in history and tradition, and recognise the importance of tourism for bringing in income and jobs.

- **Safety:** Low crime rate helps bring a feeling of safety for many residents.
- **People:** Proud of where they live; also generally positive and keen to get involved.
- **Sense of identity:** Good community spirit and links within communities.
- **Location:** Good geographical location provides easy access to London, Southampton, the coast, etc.

Winchester's Weaknesses

- **Housing:** Over-priced, inaccessible housing market, and a lack of affordable housing.
- **Facilities:** Poor shopping and sporting facilities; lack of evening entertainment for tourists and young people; no alternatives to pubs
- **Traffic:** Congestion in the centre, due to too many cars and parking difficulties; busy roads divide communities and make it unsafe for children particularly.
- **Young people:** Lack of facilities in general, leads to anti-social behaviour on the streets.
- **Deprivation:** Deprived areas are hidden by the general prosperity of Winchester, and there is a lack of support for them.
- **Community:** Lack of community spirit and integration between communities.
- **Arts:** Lack of good artistic and cultural planning and facilities.

Visions for the Future

- **University:** King Alfred's College as a university, with facilities and opportunities for all ages and social groups.
- **Meeting spaces:** Greater need for places for information exchange, both indoors and outdoors.
- **24-hour city:** For sports, leisure and cultural activities.
- **Transport:** Electric cars and alternative forms of transport, along with more pedestrianisation and restrictions on lorries.
- **Park and Ride:** Extension of existing service in terms of locations and hours.
- **Facilities:** Ideas include a central library, theatre, concert hall and an art gallery.

- **Youth provision:** Greater choice as alternatives to pubs, e.g. youth clubs, cinema, snooker halls, bowling alley, coffee bars
- **Housing:** More flats and affordable housing, and housing in the commercial core (to also provide additional security).
- **Shopping:** Through the Internet and delivered to the home; also a greater diversity of shops in the centre.
- **Integration:** Integrate different age groups and different income levels.
- **Tourism:** Provide more accommodation for the tourists to stay.
- **Economy:** A stronger and more diverse local economy.

4.2 Highlights of the Economy Workshops

These topic workshops were the least well attended, possibly because of the specialist nature of the subject – there were 27 participants in total. A business breakfast briefing, arranged by the Winchester Chamber of Commerce and Industry, will supplement the workshops on the local economy.

The following main characteristics and issues were raised:

Winchester's Strengths

- **Location:** Winchester's geographical position enables close links to London and Southampton (also a weakness in terms of competition); benefits from good rail and road links, which provides easy access to the North and Midlands.
- **Winchester's status:** Winchester attracts a certain 'clientele' and high calibre people.
- **Environment:** attractive working place.
- **Workforce:** The city boasts a highly skilled, well-educated working population.
- **Low unemployment rate:** There is also a strong employment base in public administration, health and education.
- **Tourism:** The economy benefits from Winchester's heritage, providing a strong tourism industry.
- **'Recession proof' economy:** Strong public sector employment base (also a weakness).

Winchester's Weaknesses

- **Transport and congestion:** Peak time problems of traffic congestion on the major surrounding roads, and in the city centre.
- **Lack of diversity:** An over-reliance on public administration; it was felt there is a lack of 'blue collar' jobs, due to the high living costs in Winchester.
- **Restrictions on growth:** The historic built environment and the surrounding natural environment impose restrictions on development necessary to maintain a healthy economy.
- **Poor public transport system:** Increases congestion and encourages the use of cars.
- **Lack of retail diversity:** There is a poor mix of shops in the city centre, particularly lack of specialist independent shops.

Visions for the Future

- **Transport system:** A consensus was reached that a priority should be given to improving the public transport system, e.g. better park and ride system, with electric buses and an integrated train and bus station.
- **Greater diversity:** The economy needs a wider employment base and a regard for the rural economy.
- **Enhanced education sector:** King Alfred's College as a university, with links to local business and increased conference facilities.
- **Vibrancy:** Ideas for this included a large 'multi-purpose' entertainment venue, more meeting places, a 'super' museum, a 24 hour city and on-street cafes.
- **Expansion:** Especially economically, with tourism being the main focus and an increased role for the manufacturing sector.
- **Quality city centre:** Winchester city centre needs to carve out its own niche in the retail market based on a more diverse range of quality, independent specialist shops.

4.3 Highlights of the Environment Workshops

The workshops on the environment topic area were less well attended than expected, possibly because there are

already a good number of channels to voice opinions on this subject. In total, 35 representatives participated in these. Note that the visions were very similar to those of the Community workshops.

The following main characteristics and issues were raised:

Winchester's Strengths

- **Historic buildings and core:** Well-preserved and attractive built environment.
- **'Green fingers':** Provides 'beauty' in the city.
- **Countryside and setting:** Winchester in the heart of the countryside, with good views out of the city.
- **Heritage:** Residents proud that the city is steeped in history and tradition.
- **River Itchen:** Water meadows and green corridors provide attractive countryside and places to relax in.
- **Compact city:** People living close to the centre; provides good pedestrian access.
- **Trees:** Enhance the landscape and ambience of the city.

Winchester's Weaknesses

- **Traffic:** Congestion in the centre creates noise and pollution.
- **Bikes:** Poor cycle provision, and a lack of cycle ways.
- **Buildings:** Poor quality of recent building developments.
- **Facilities:** Poor late night diversity for culture and entertainment.
- **Property:** Excessively high property values, and lack of residential and other uses in the commercial heart.
- **Public transport:** Infrequent and poorly designed bus system.
- **Expansion:** Lack of space to redevelop.

Visions for the Future

- **Movement:** Car-free city centre, along with affordable public transport; new development to follow existing linear transport corridors.
- **Alternative transport:** Electric cars, trams, river transport and more use of bikes.

- **Park and Ride:** Extension of existing service in terms of locations and hours (not a consensus view).
- **Natural environment:** Maintain and enhance the quality of the countryside and city's setting, possibly through 'Green Belt' status to prevent further expansion.
- **Local Facilities:** More local shops and sports/leisure facilities, e.g. ten-pin bowling, new 'super' museum.
- **Housing:** More flats and affordable housing, and housing in the commercial core (provide added security).
- **Shopping:** Through the Internet and delivered to the home; greater diversity of shops in the centre.
- **Tourism:** Maintain and enhance the tourism sector (some felt the balance was right at the moment).
- **Arts:** Sculptures, statues and more cultural activities, e.g. concert hall.

5. Feedback

The feedback we have received from participants has been generally very positive. 97 workshop evaluation questionnaires were returned, completed in whole or part (and some filled in more than one if they attended several workshops). In total, 84 different individuals were recorded as attending.

Highlights of the questionnaire results are shown below. Please note that some people did not answer certain questions or represented more than one organisation, while some organisations were represented by more than one person.

Are you attending as a:

- | | |
|--------------------------------------|----|
| ● Local resident? | 34 |
| ● Business representative? | 22 |
| ● Local organisation representative? | 41 |
| ● Community group representative? | 10 |
| ● City Councillor? | 6 |
| ● Parish Councillor? | 4 |
| ● Other? | 7 |

NB: Many people ticked more than one category

Did the workshops cover a wide range of issues?

- Yes 94%
- Fair 6%
- Too biased in one direction Nil

Were you able to raise your views during the workshop?

- Yes 95%
- To some extent 5%
- Not at all Nil

How well do you think the City Council will take your views on board?

- Well (NB: This was often qualified with "I hope") 60%
- Not very well 18%
- Question not answered 22%
- Not at all Nil

Age breakdown

- 18-24 2%
- 25-34 9%
- 35-44 18%
- 45-54 31%
- 55-64 24%
- 65-74 7%
- 75+ 3%
- Not answered 5%

Gender breakdown

- Female 48%
- Male 52%

In addition, 15 people commented on how useful, well organised and constructive the workshops were, although 11 felt they were 'elitist' and needed a better cross section of the community's views (see below for how we have responded to this).

6. The Next Phase

The knowledge and views received from the workshops have been carefully recorded. Full transcripts of each of the 16 individual discussion groups held are available for reference.

Further to the highlights listed above, a more detailed analysis will be undertaken including the level of priority or support which participants attached to each strength and weakness recorded. This cannot be completed until the results of the public questionnaire, based on the

workshops' brainstorming exercises, have been returned and analysed.

The public questionnaire forms the backbone of the next phase of community participation – the objective of which is to reach as wide a range of the local community as possible. This has been heavily promoted during July 1998 through interactive events at the Hat Fair and Winchester Show, exhibition stands and leaflet distribution in the High Street and at local supermarkets, and through full page features in the local free newspapers.

How your Views will be used

Together the information will primarily be used as follows:

- The strengths and weaknesses are helping us to identify the key characteristics of the city which will be assessed according to their benefits and disbenefits, pressures and trends, at what scale are they important (e.g. global, local), whether or not they are 'substitutable' and the management/policy implications for them. This is a lengthy process known as 'characterisation' that forms part of the 'environmental capital' methodology we are piloting for English Heritage, Countryside Commission, English Nature and the Environment Agency.
- The visions are also helping us to identify the key issues and, most importantly, inform our drawing up of possible 'futures' or options for the role and development of Winchester over the next 25-30 years. These options will be tested, as far as we are able, for their impact on the characteristics and, eventually, what the implications and way forward for planning policy would be.

Since the planning system has limited powers and responsibilities, inevitably some ideas will have to be discounted for the purposes of the Future of Winchester study. However, with ever-increasing partnership between City Council departments and external agencies, it is envisaged that many of these will be taken up through other initiatives where resources are, or can be made, available.

Outcome

It should be noted that the topic workshops are only the beginning of a

process. As much technical work remains to be done throughout the remainder of 1998, a major public participation event is planned for early 1999. This will be to report back the draft findings and recommendations of the Study for public debate and – hopefully – endorsement, before its final publication.

Acknowledgements

The Project Team particularly wishes to thank:

- First and foremost, all participants for their valuable contribution
- Lynn Wetenhall, CAG Consultants, for advising on the workshop design
- All facilitators, recorders and supporters from Winchester City Council's Planning, Leisure and Chief Executive's Departments, Winchester District Council of Community Service and Winchester Chamber of Commerce and Industry
- Steve Bee, Chief Planning Officer, for 'anchoring' each workshop
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30 July 1998

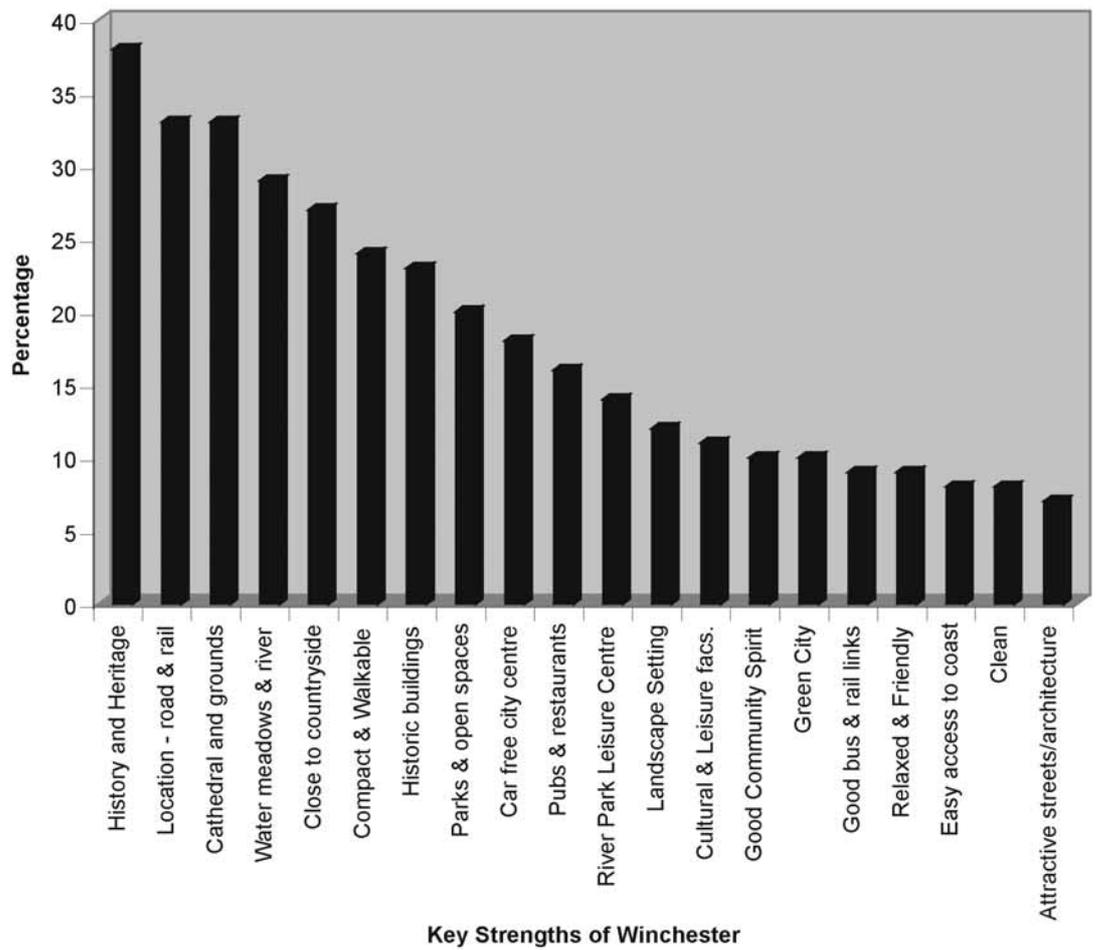
D | Appendix D: Summary of Public Participation Results – First Stage

The following graphs summarise the:

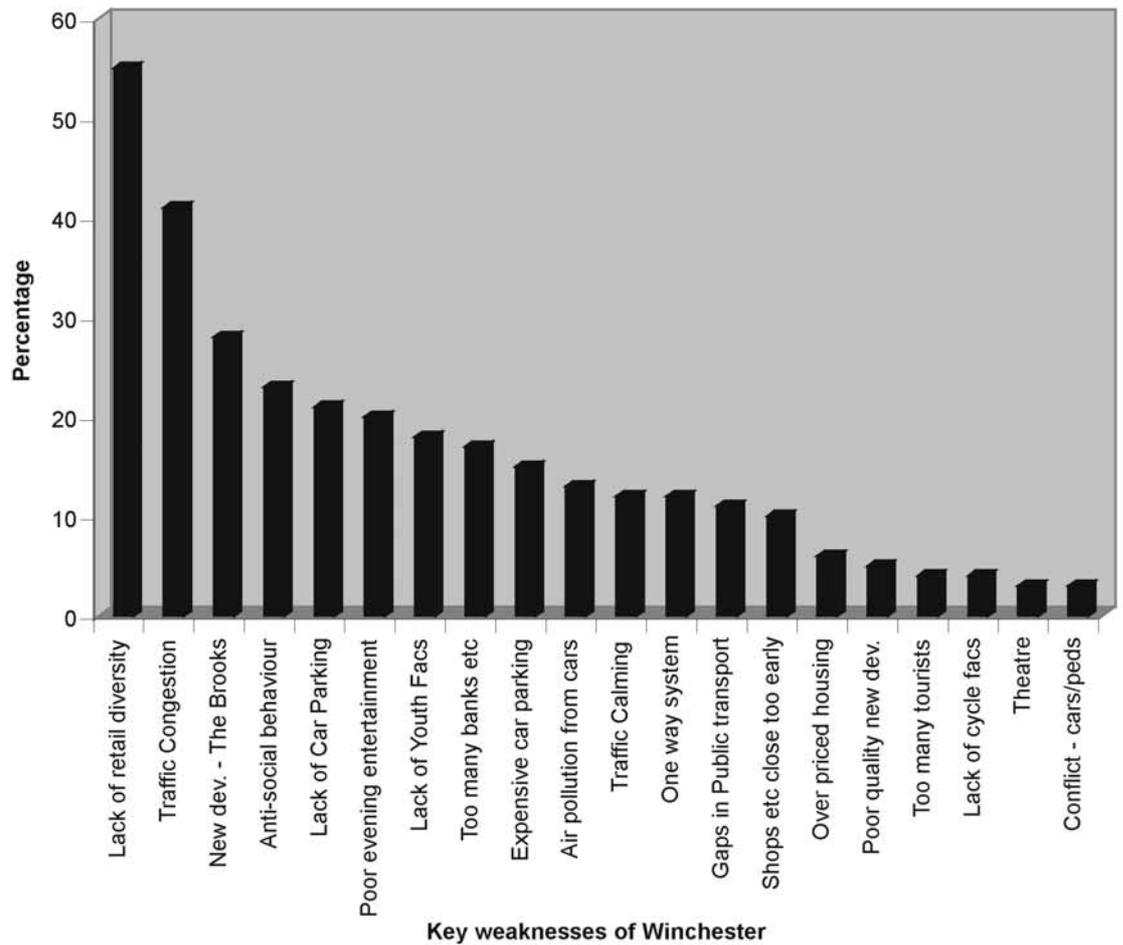
- Key strengths
- Key weaknesses
- Priorities and visions for the future

that were identified by respondents to the first questionnaire. People were given a 'free hand' to select their top five likes (strengths) and top five dislikes (weaknesses). Hence the figures should be read with that in mind.

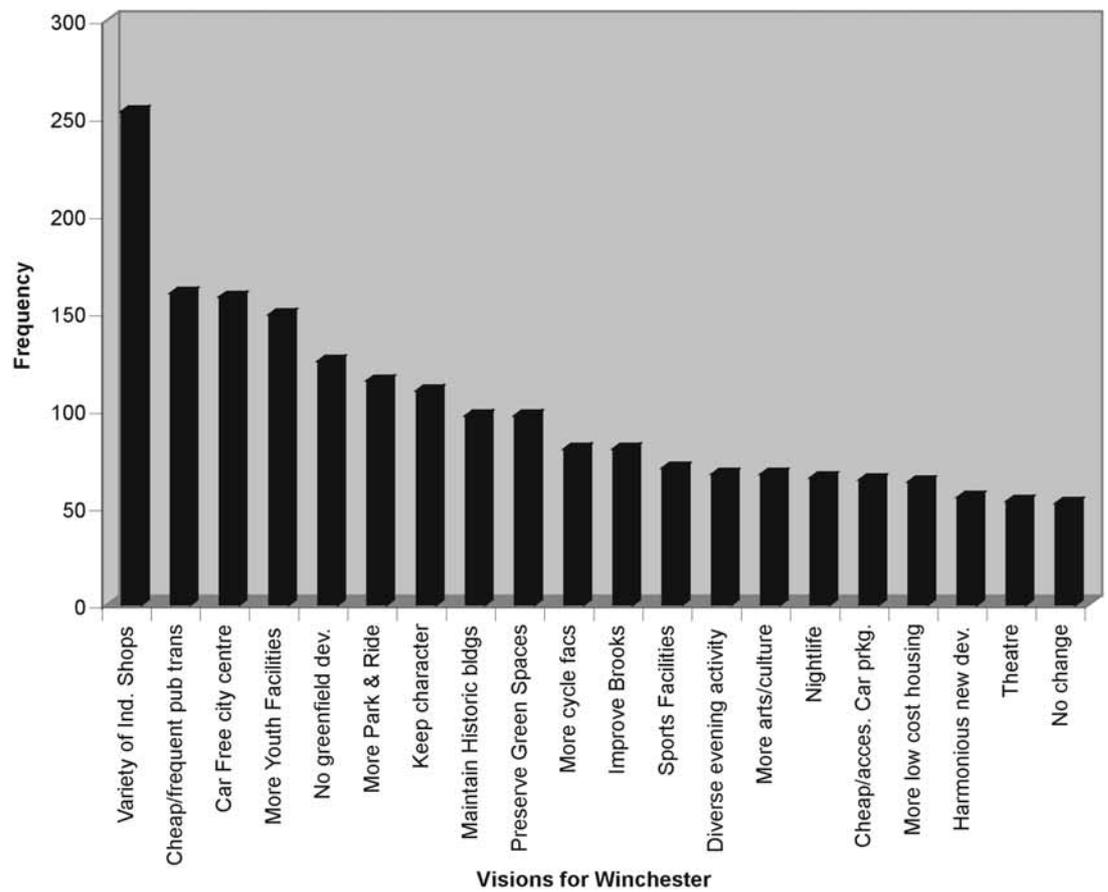
Key strengths identified by the public



Key weaknesses identified by the public



Priorities and visions for the future identified by the public



E Appendix E: Summary of Public Participation Results – Interim Report Stage

The following graphs show the level of agreement given by the public to the statements on the attached questionnaire.

What do you think QUESTIONNAIRE

FUTURE OF WINCHESTER QUESTIONNAIRE



What do YOU think?

Thank you for helping to identify Winchester's strengths and weaknesses and how you would like Winchester to be thirty years from now. To help take the Future of Winchester study to its conclusion please complete this questionnaire as far as you are able, fold it as shown over the page and post it to us at the FREEPOST address BY MONDAY 19 APRIL 1999.

About You

Age: under 12 12-20 21-35 36-45 46-55 56-65 over 65 Gender: Male Female

Occupation: Student Full/part-time employment House parent Retired/semi-retired Other

Where you live: Winchester City Centre Suburbs of Winchester Outside Winchester

Your priorities

The study has highlighted many competing interests: many people want more and better shops, arts and entertainment, youth facilities, affordable housing, and choice of jobs in Winchester. Yet people want to protect the city's character and environment. To do both in the face of external pressures, will mean change. The City Council cannot achieve this on its own; but it will mean everyone playing their part.

The following statements express as simply as possible the main choices that the city may have to make over the next 30 years.

FIRST, please tick the appropriate column (only one per statement) to indicate the extent to which you support these possibilities



	Strongly Agree	Agree	Disagree	Strongly disagree	Priority
A. I would be prepared to accept more people living and working in and around Winchester, if this will help maintain and increase the mix and viability of shopping, leisure, business and other activities in the city centre.					
B. I would be prepared to accept more housing in the city centre and on a limited number of suitable sites on the edge of the city, if this provides a range of more affordable homes.					
C. I would be prepared to accept more intensive development of existing space in the city (which would involve less private space for car parking and gardens in new development), if this helps to maintain green corridors and the small scale 'feel' of the city.					
D. I would be prepared to accept more visitors and provision for them (such as places to stay and gift shops), if this provides a wider range of local jobs and more cultural and entertainment facilities for everyone.					
E. I would be prepared to accept more shops with national High Street names, if this helps support smaller, individual shops offering something different to competing shopping centres such as Southampton.					
F. I would be prepared to accept restrictions on car use and parking in return for noticeably improved public transport, walking and cycling facilities, if this results in less traffic congestion, cleaner air and a safer environment.					

SECONDLY, please tell us in what order of priority the city should give to implementing these options by placing 1 (highest priority) to 6 (lowest priority) in this column. Please do not give the same priority to more than one statement.



If you have any difficulty in completing this form or require further information, you may contact the Project Team on 01962 848278 or 848170, at the address over the page, or by email at aspracklen@winchester.gov.uk

Please write any further comments in the space below, and/or leave your name, address and postcode if you would like to be kept in touch with the study.

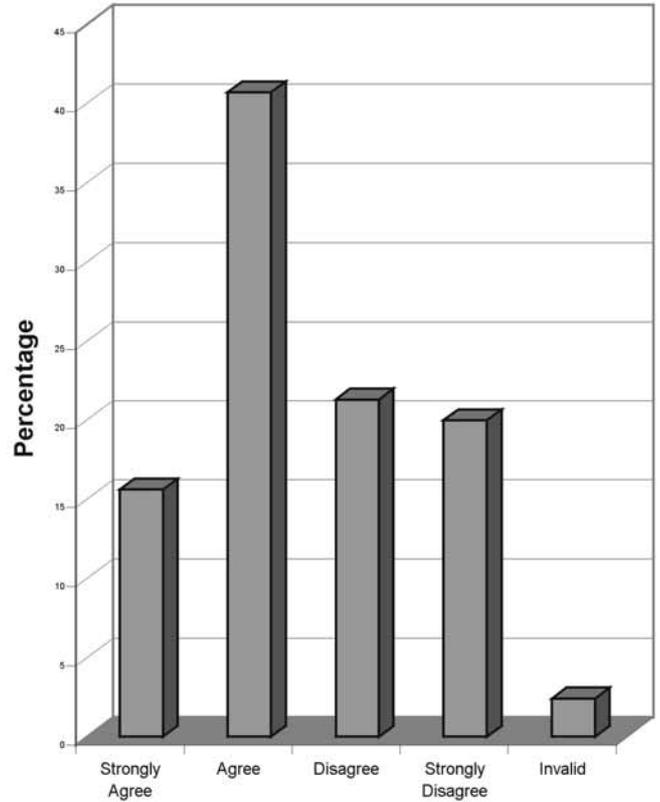
Thank you for taking your time to give us your views.



Statements A & B

Statement A.

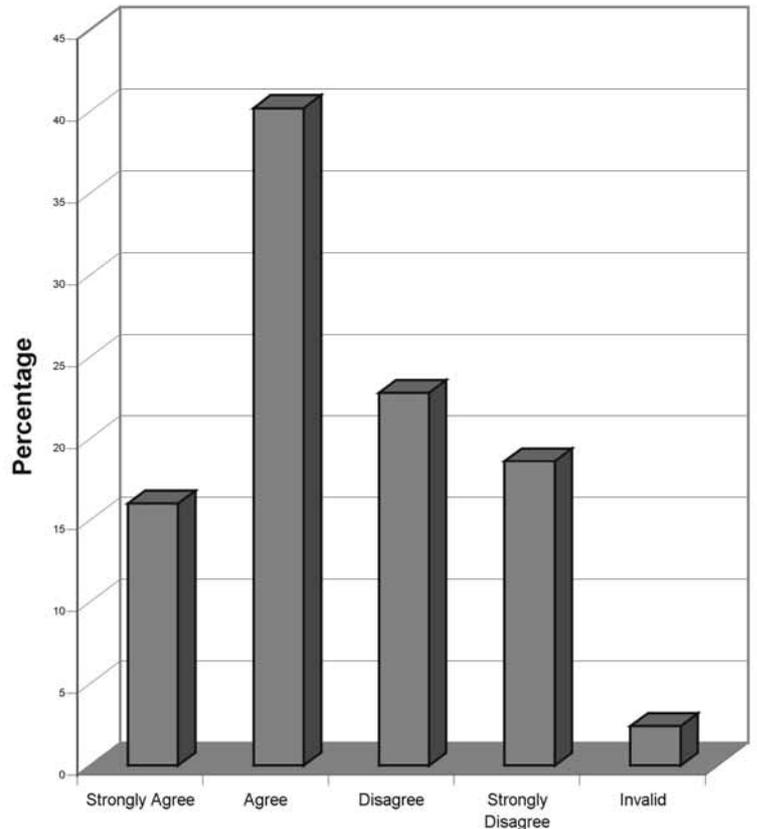
"I would be prepared to accept more people living and working in and around Winchester, if this will help maintain and increase the mix and viability of shopping, leisure, business and other activities in the city centre."



Statement A - Population

Statement B.

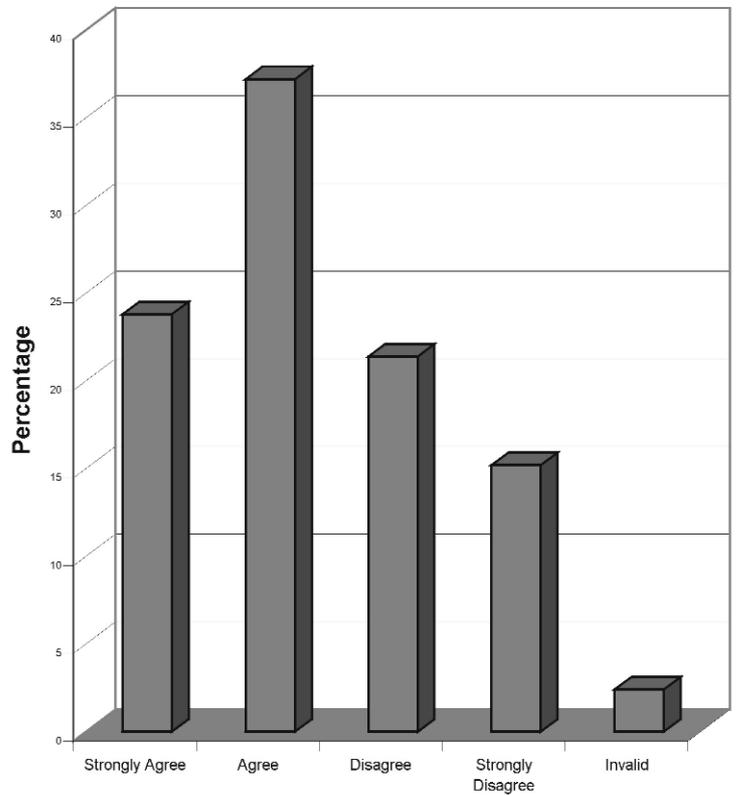
"I would be prepared to accept more housing in the city centre and on a limited number of suitable sites on the edge of the city, if this provides a range of more affordable homes."



Statement B - Housing

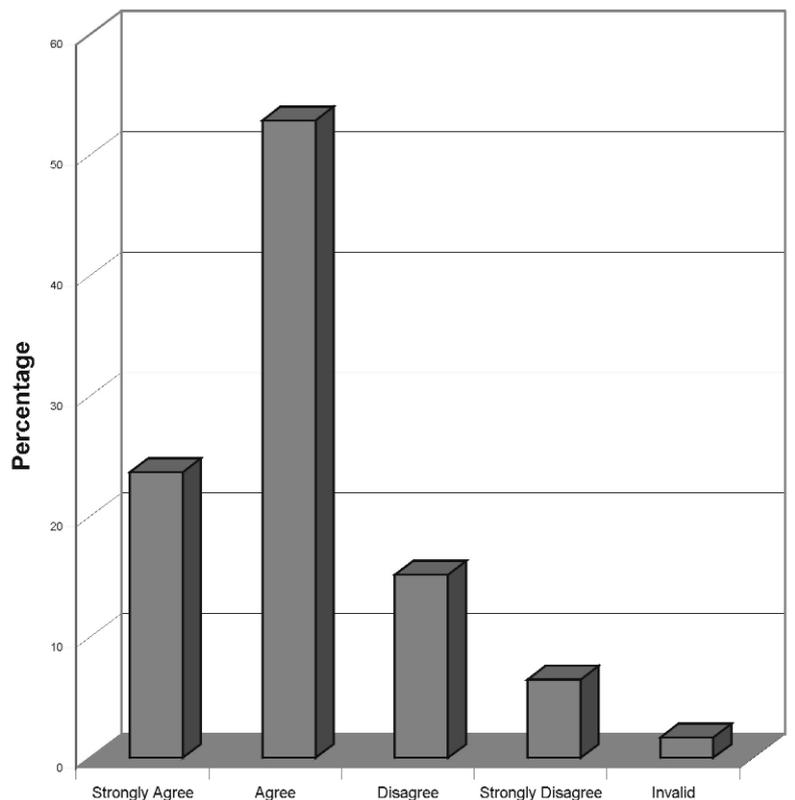
Statements C & D

Statement C.
 "I would be prepared to accept more intensive development of existing space in the city (which would involve less private space for car parking and gardens in new development), if this helps to maintain green corridors and the small scale 'feel' of the city."



Statement C - Intensification

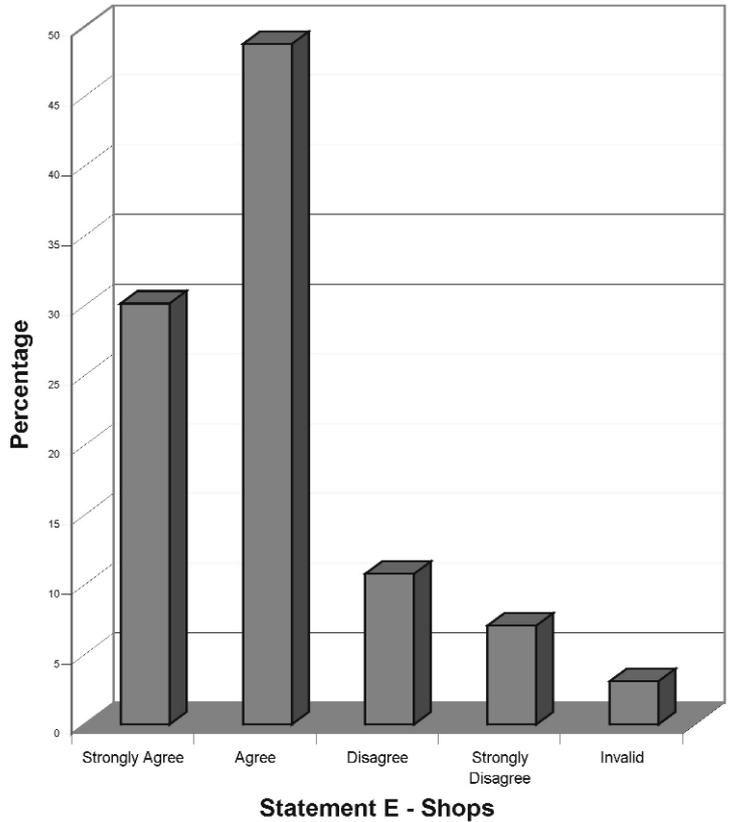
Statement D.
 "I would be prepared to accept more visitors and provision for them (such as places to stay and gift shops), if this provides a wider range of local jobs and more cultural and entertainment facilities for everyone."



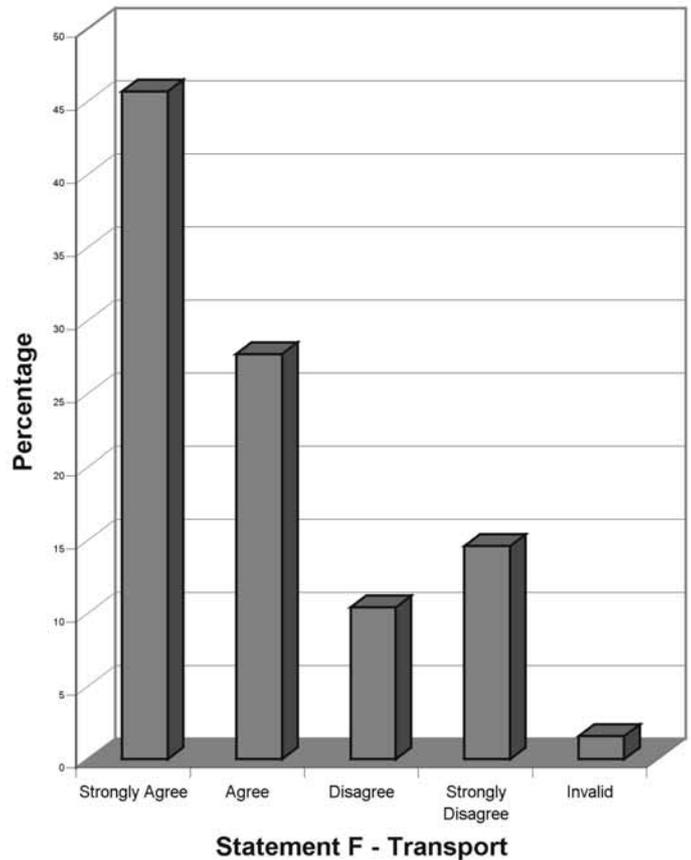
Statement D - Visitors

Statements E & F

Statement E.
 "I would be prepared to accept more shops with national High Street names, if this helps support smaller, individual shops offering something different to competing shopping centres such as Southampton."



Statement F.
 "I would be prepared to accept restrictions on car use and parking in return for noticeably improved public transport, walking and cycling facilities, if this results in less traffic congestion, cleaner air and a safer environment."



F | Appendix F: Framework for Change

Introduction

The structure of the framework corresponds to the study's process of characterisation and evaluation of Winchester. It has developed from the environmental capital technique. It is set out under

Ten Theme Categories;

- 1 Essentials,
- 2 Social Cohesion,
- 3 The City's Setting,
- 4 Biodiversity,
- 5 Townscape Character,
- 6 Historic Legacy,
- 7 A City of Standing,
- 8 Local Economy,
- 9 Culture and Leisure,
- 10 Movement and Accessibility.

For each theme the framework describes what characteristics and features matter to Winchester and which attributes of the characteristic or feature make them important. Key issues, trends and concerns surrounding particular attributes are identified. Future threats and opportunities are outlined suggesting how pressures for change may affect what matters. Acknowledging that characteristics matter differently to different sections of the community, the framework identifies whom the feature/attribute matters most to. The framework proposes objectives, recommendations and a timescale for when an action should be implemented within the 30 year life of the framework. Agencies responsible for implementation are also identified. Characteristics that influence or are influenced by other characteristics are described as 'key links'. Surveys and studies, which provide a background to the study are listed along with City Council and County Council initiatives that are/could be affected by the study.

Structure of Framework Theme (10 CATEGORIES)

What Matters

What characteristics or features matter to Winchester and its local people? The framework evaluates 41 Characteristics

Main Reasons Why

What social, economic and environmental attributes make particular characteristics or features matter?

Importance

How important are the characteristics/features on a scale of low-medium-high? How important it is to local people is derived from questionnaire results

Key Issues

What issues, trends and concerns surround the various social, economic, and environmental attributes?

Headline Indicators

Key Measurements. SDS denotes an indicator of the UK Sustainable Development Strategy (DETR 1999).

Future Threats and Opportunities

How would main pressures for change affect (positively and negatively) what matters and why?

Specific needs

"Capable of being monitored to track the performance of the feature"

Whom does the feature/attribute matter to most?

Policy & Management Implications

What should projects and policies aim to achieve? What actions could the City Council and other stakeholders take? When should each action begin to be implemented?

Key Links

Which characteristic influences or is influenced by another?

Background Information

Is there any other relevant information that supported the evaluation of characteristics?

Complementary Initiatives

What other strategies, plans and projects by the City Council and County Council could be/ are affected by the Future of Winchester Study?

Theme: Essentials

What Matters: Air Quality

Main Reasons Why:

- Clean air is vital for human health and survival

Importance:

- A global issue of high importance, although the effects of poor air quality are most noticed at a local level
- Matters to local people (12.3% of questionnaire respondents) – particular concerns related to pollution from buses and traffic congestion

Key Issues:

- Pollutants cause discomfort, asthma and other respiratory diseases, smells, etc.
- Particulate Matter (PM10's) in Winchester city centre is currently exceeding national targets
- Narrow streets concentrate their felt presence to pedestrians and cyclists
- Greenhouse gases (especially CO₂) are significant contributors to global climate change and depletion of the Earth's ozone layer

Headline Indicator:

- Pollutant 'failures' in the city centre
- SDS Emissions of greenhouse gases

Future Threats:

- Increasing car ownership projections
- Major edge-of-city development, unless carefully planned otherwise, could generate significant additional traffic
- Net loss of city trees through old age or redevelopment
- Possible increased burden on local health services
- Effects of pollutants originating from other parts of the region, UK and Europe

Future Opportunities:

- New fuel/energy technologies will enable cars to be more environmentally acceptable
- New traffic management measures and alternatives to the car, as part of the Winchester Movement and Access Plan (WMAP) and new government incentives including fiscal measures
- Changing attitudes to the car and lifestyle choices, e.g. healthy living
- Changing working patterns, including the Internet and home working, could have some impact on reducing traffic and pollution
- Increasing European and international pressures to reduce pollution

Specific Needs:

- Good air quality matters to everyone, but particularly:

Section of the community	Issues/needs
Children and young people	<ul style="list-style-type: none"> • Asthma linked to air pollution particularly affects this age group, putting additional avoidable burden on health services
Cyclists and pedestrians	<ul style="list-style-type: none"> • On-road and roadside pollution is particularly uncomfortable and noticeable for these people, especially in congested narrow streets. • Segregated or pedestrianised routes are a solution wherever possible • Over the long term, a significant modal shift towards more walking and cycling, and the use of low or zero emission fuels for motor vehicles, will reduce the impact

Policy & Management Implications:

Objective

To achieve a noticeable improvement in air quality, in line with national standards

Recommended actions	Responsible agencies	Time scale
Integrate planning, health and transport plans by increased joint-working	<ul style="list-style-type: none"> • HCC • WCC Planning, Engineering and Environmental Health • Health care authorities/ providers/ promotion • Police • Highways Agency • Public transport operators 	Short term
Prepare and implement a tree management and enhancement strategy, for air conditioning and visual purposes	<ul style="list-style-type: none"> • HCC • WCC Planning and Leisure • Land/property owners 	Short term
Prevent or regulate development which would contribute to an increase in pollutants (especially PM10's) in the atmosphere – including via the location of development to reduce motorised travel, and the design and orientation of buildings to maximise natural light and energy	<ul style="list-style-type: none"> • WCC Planning and Environmental Health • Architects and developers 	Short term
Research, promote, pilot and implement radical, effective movement and access measures, drawing on other European experience (see 'Movement and Access' theme for more details) – including the development and implementation of the 'Clear Zone' concept	<ul style="list-style-type: none"> • HCC • WCC Planning and Engineering • Public transport operators • Local employers • Developers • DETR/DTI 	Short to medium term

Recommended actions	Responsible agencies	Time scale
Promote and use low emission alternatives to diesel in local buses, Council vehicles, courier vehicles, etc.	<ul style="list-style-type: none"> • WCC and HCC • Bus operators • Local businesses • Fuel and energy companies 	Short to medium term
As above for private vehicles	<ul style="list-style-type: none"> • As above • Local residents & visitors • Car manufacturers 	medium term
Encourage zero emission vehicles, and accommodate them in controlled parking schemes	As above	medium to long term
Encourage alternative or recycled energy for local homes and industry, e.g. solar power	<ul style="list-style-type: none"> • WCC Planning, Housing and Environmental Health • Fuel and energy companies • Architects and developers 	medium to long term

Key Links:

- Affects health services and wealth of historic buildings
- Affected by access and movement by motor vehicles (negatively) and abundance of trees (positively)

Background Information:

- Winchester District Air Quality Stage 1 Assessment

Complementary Initiatives:

- WMAP/Local Transport Plan
- Green Fleet Award Scheme
- Air Quality Strategy
- Local Health Improvement Plan

Theme: Essentials

What Matters: Water Quality

Main Reasons Why:

- Clean water is vital for human health and survival
- Safe, free-flowing drinking/tap water is important to people's quality of life
- Also matters for biodiversity (see also 'River Itchen and Water Meadows')

Importance:

- A global issue of high importance, although poor water quality and interruption in supply is most noticed at a local level
- Not mentioned by the public – taken for granted?

Key Issues:

- Sewer, water treatment and water supply capacity
- Tap water quality and affordability
- Water conservation is increasingly important in a changing climate
- Pollution of water sources (see also 'River Itchen and Water Meadows')

Headline Indicators:

- Tap water quality
- SDS Water demand and availability
- SDS Water leakage

Future Threats:

- Contamination of water supply by industrial, agricultural or domestic chemicals, effluents or other contaminants
- Pressure on drainage, sewers and water supply through major development or increased water consumption
- Significant climate change affecting water supply and rainfall in the long term

Future Opportunities:

- Tougher government standards and regulations
- Increasing use of domestic water meters
- Water recycling in homes and industry

Specific Needs:

- Water quality matters to everyone.

Policy & Management Implications:

Objective

To help improve the quality of a clean, safe water supply, in line with national standards

Recommended actions	Responsible agencies	Time scale
Prevent or regulate development which would lead to unacceptable pollution or depletion of local water resources	<ul style="list-style-type: none"> • HCC • WCC Planning and Environmental Health • Environment Agency • Water companies • Architects and developers 	Short term
Support essential improvements to local water treatment works	<ul style="list-style-type: none"> • WCC Planning • Engineering and Environmental Health • Water companies 	Short term

Objective

To protect the city's natural and built fabric from the long-term effects of global warming phenomena

Minimise the use of hard, non-porous surfaces in new development to encourage natural local water recycling	<ul style="list-style-type: none"> • WCC Planning and Engineering • Developers 	Short term
Encourage domestic and industrial water recycling systems, and specify these in new WCC-promoted development	<ul style="list-style-type: none"> • WCC Planning, Estates and Housing • Housing Associations and other developers 	Short term
Review areas liable to flooding and initiate appropriate action	<ul style="list-style-type: none"> • WCC Planning • Environment Agency 	Medium term

Key Links:

- Affected by rainfall, local rivers and other water sources (see 'River Itchen and Water Meadows')
- Affects health services and biodiversity

Complementary Initiatives:

- Local Agenda 21
- Water in Hampshire project
- Local Environment Agency Plans
- Water companies' investment programmes

Theme: Essentials

What Matters: Health Services

Main Reasons Why:

- Provides a range of essential medical and health facilities and services to local and surrounding communities
- Major local employer
- Continuing presence of a general hospital in the city

Importance:

- Regional feature of high importance
- Matters slightly to local people (4.2% of questionnaire respondents included good quality health provision in their 'likes' of Winchester)

Key Issues:

- Modernisation and restructuring – private sector role, less time spent in hospital, medical advances, one stop shop approach
- Ageing population puts additional pressure on facilities
- Effects of car transport for staff and visitors to hospital
- Need for quick and effective emergency services – ensure that traffic restriction and calming measures do not hinder emergency vehicles

Headline Indicators:

- Published performance indicators, including emergency response rates
- Health of the city's population, including SDS expected years of healthy life

Future Threats:

- Local effects of changes in national policy towards health provision, e.g. private versus public sector provision of services
- Need for access – potential conflict with car reduction and calming measures
- Ageing population – demands on existing facilities and levels of use
- Future pressure for 'out of town' facilities?

Future Opportunities:

- Expansion and improvement of service provision – jobs, investment in city, quality of service
- Relocation and rationalisation of facilities, e.g. localised 'one stop shop' health centres
- Improved health for all through education and information initiatives

Specific Needs:

- Access to good health facilities is important to all, but in particular:

Section of the community	Issues/ needs
Older people, children	<ul style="list-style-type: none"> • Particularly vulnerable, requiring good levels of access to local medical facilities
People with disabilities, people with long term illness, people on low incomes, minority ethnic and other 'minority groups'	<ul style="list-style-type: none"> • Need for an effective network of support and equitable access to appropriate facilities

Policy & Management Implications:

Objective

To support the retention and enhancement of a wide range of good quality health and medical services in the city that meet modern needs

Recommended actions	Responsible agencies	Time scale
Work with local hospitals and other medical centres to produce green transport plans	<ul style="list-style-type: none"> • HCC • WCC Planning, Engineering and Environmental • Health care providers/authorities • Winchester Commuter Forum 	Short term
Respond flexibly to the modern needs of health services: <ul style="list-style-type: none"> • Continue to liaise regularly with interested parties • Support the provision of new or improved medical facilities and neighbourhood health centres wherever possible 	<ul style="list-style-type: none"> • HCC • WCC Environmental Health and Planning • Health care providers/authorities 	Short term
Promote integrated health, medical, sport and leisure facilities	<ul style="list-style-type: none"> • As above • WCC Leisure • Sport & Leisure clubs and operators • Health businesses 	Medium to long term

Key Links:

- Affected by air quality, e.g. in relation to asthma
- Access to health facilities and preventative measures are important factors in dealing with social exclusion

Background Information:

- Published performance indicators
- Health Authority Public Health Reports

Complementary Initiatives:

- Local Health Improvement Plan
- Health for All initiative

Theme: Essentials

What Matters: Education Provision

Main Reasons Why:

- Essential for learning and training throughout life – integral to government policy
- Major local employer
- Part of the city's heritage and image – history of learning
- Range and quality in Winchester is exceptional
- Provides community facilities/venues

Importance:

- A local issue of high importance to all sectors of society, in particular young people – Winchester's schools serve an area incorporating surrounding settlements
- Matters slightly to local people (6.1% of questionnaire respondents included good quality education in their 'likes' of Winchester)

Key Issues:

- Pressure for more inventive ways of funding improvements
- Some facilities close to capacity
- Cost of living and limited range of jobs prevents many graduates staying on in the city
- Car use to/from schools and colleges

Headline Indicator:

- Published performance indicators, including **SDS** qualifications at age 19 years
- Numbers and qualifications of 'lifelong learners', by age

Future Threats:

- Increasing demands and pressure on resources and education providers, leading to greater 'rationing' of investment
- Certain facilities close to capacity and/or in need of upgrading; high cost of maintenance in some cases
- Cost of accommodation and limited range of employment opportunities in Winchester can prevent students and young people from living and working in the city after their education – the city is to some extent losing the benefits of its investment in young people

Future Opportunities:

- Increasing emphasis on lifelong learning, for personal development and as part of a knowledge-based competitive economy
- Consolidation and expansion of the city's further and higher education sector
- Improved links with local business and research
- Expansion of Internet distance learning in an increasingly global market

Specific Needs:

- Education is being promoted nationally as a key issue for all age and social groups, but is of particular importance to:

Section of the community	Issues/needs
Children, young people, students	Aspire to provide accessible and high quality facilities for younger people – from nursery to higher education – and ensure access is universal through good distribution of facilities
City residents, working visitors, older people	<ul style="list-style-type: none"> • Higher education and 'lifelong learning' opportunities • Need for 'out of hours' network of support and facilities
Unemployed people, unskilled people	<ul style="list-style-type: none"> • Access to training and retraining opportunities and suitable secure jobs

Policy & Management Implications:**Objective**

To enhance the range and quality of education on offer, for all needs and ages

Recommended actions	Responsible agencies	Time scale
Support appropriate expansion or improvement of existing schools and colleges	<ul style="list-style-type: none"> • HCC • WCC Planning • Private institutions 	Short to medium term
Short to medium term Maximise and promote the use of existing facilities – integrate with community information/activities, lifelong learning classes, teleworking/learning, libraries, etc.	<ul style="list-style-type: none"> • HCC • Schools and colleges 	Short to medium term
Develop 'City of Learning' Partnership initiative – promote further links and joint enterprises between local business and education/research providers	<ul style="list-style-type: none"> • Education providers • Local businesses • Hampshire TEC 	Short to medium term

Key Links:

- Affects young people's futures, and the provision of a skilled, well educated workforce
- Movement of staff and students to and from educational institutions contributes to the impacts from traffic

Background Information:

- Nationally published performance indicators

Complementary Initiatives:

- WMAP
- Longer term plans of local education providers

Theme: Essentials

What Matters: Good Quality Housing Stock

Main Reasons Why:

- Shelter is essential for human living
- Quality/durability reduces lifecycle costs, enhances value, improves health and safety and potentially minimises energy use
- Contributes to an attractive environment

Importance:

- Shelter is a global issue of high importance, although quality is principally a regional issue of low importance
- Not often mentioned by the public and stakeholders

Key Issues:

- Relatively low levels of overcrowding or households lacking amenities
- Demand considerably exceeds supply, partly as a result of the city's location, environment and quality of housing, which results in house prices that are above the national and regional average (see next characteristic)
- Increasing costs associated with historic buildings
- Significant public sector housing stock in the city

Headline Indicator:

- Housing conditions/amenities
- SDS Homes judged unfit to live in

Future Threats:

- No foreseeable threat to the quality of private sector housing – more likely to improve, given the ability of much of the city's population to afford to maintain and improve their homes
- There is a risk of social exclusion, however, unless there is continued investment in the long term maintenance and quality of local authority and other public stock
- Concerns that higher density housing could reduce the quality of living accommodation and private amenities
- Significant expansion of the higher education sector would put pressure on student accommodation, possibly leading to an increase in houses in multiple occupation
- Poor quality new housing development with little or no individuality and local distinctiveness could detract from Winchester's unique character and landscape setting

Future Opportunities:

- An 'urban renaissance', backed up with appropriate financial incentives, could improve the quality of the housing stock in the city centre, above shops, on suburban estates, etc.; similarly if office space becomes surplus to requirements
- Release of capital receipts and other funding for local authority housing – new build and repairs/refurbishment

Specific Needs:

Section of the community	Issues/needs
Older people, people with disabilities, carers	<ul style="list-style-type: none"> Quality and good amenities are especially important to those who spend a lot of time at home. Spaciousness, accessibility and adaptability are key practical issues.
People on low incomes	<p>Poor quality and badly maintained housing disproportionately affects such people. Practical solutions include:</p> <ul style="list-style-type: none"> Achieve quality and excellence in the first place Involve tenants and occupiers in the design of new housing so that particular needs and desires can be incorporated as far as possible Grants for energy saving devices and essential home improvements

Policy & Management Implications:

Objective

To maintain and enhance the quality of the city's housing stock, regardless of tenure

Recommended actions	Responsible agencies	Time scale
Encourage the durability and adaptability of new housing stock, through the use of natural local materials, award/accreditation schemes for builders and architects, 'Lifetime' home designs, etc	<ul style="list-style-type: none"> WCC Housing, Planning and Building Control Architects and developers Housing Associations 	Short term
Better practice and design guidelines for residential development in Winchester, to be applied to all new housing regardless of tenure	<ul style="list-style-type: none"> WCC Housing, Planning and Building Control Architects and developers Housing Associations 	Short term
Promote and demonstrate innovative and 'green' housing design e.g. Integer system-build housing, including as part of any major private housing schemes	<ul style="list-style-type: none"> HCC WCC Housing and Planning Architects and developers Self-Build Co-ops Housing Associations 	Short to medium term
Redevelop or refurbish older and poorer stock, and re-use/recycle the materials	<ul style="list-style-type: none"> HCC WCC Housing and Planning Architects and developers Self-Build Co-ops Housing Associations 	Long term

Key Links:

- Affects social cohesion
- Affected by choice and affordability of housing

Background Information:

- Housing Condition Survey 1993/94
- Housing Needs Survey 1999

Complementary Initiatives:

- Housing Capital Programme
- Home Energy Conservation Act (HECA) initiatives

Theme: Essentials

What Matters: Choice and Affordability of Housing

Main Reasons Why:

- Matters for social and cultural diversity, and to those who work or have close relationships with friends and family in the city
- Affordability especially important for younger people/new households, and others on a low income
- Appropriate housing also reduces the risk of overcrowding
- Can help support local employment, reduce commuting and help maintain local shops and services if people can afford to live locally

Importance:

- A county and district issue of high level importance

Key Issues:

- Need, let alone demand, is currently exceeding supply
- Significant shortage of low cost housing not just for those at 'the sharp end' of housing need, but also for professional people who work in the city but cannot afford to live in it – scope for more shared equity and rented accommodation
- Specific need for suitable accommodation for young/ new households and people who are very old (over 85 year olds)
- Insufficient financial incentives to develop low-cost housing development on constrained brownfield land in Winchester

Headline Indicators:

- Housing tenure
- House sizes
- House price and rent trends
- SDS Temporary accommodation

Future Threats:

- Out migration of newly forming younger households, leading to an increasingly ageing population
- Maintaining a no or little change approach will not improve the choice and affordability of housing
- Severe traffic and parking restraints could be off-putting to some developers and house buyers
- Risk of more executive homes to fill demand and fit with the city's image and location
- Increasing car ownership – more space to be found?

Future Opportunities:

- Household change – increased demand for types of housing currently lacking in the city, e.g. smaller properties
- New government policy, e.g. revised PPG3 and Circular 6/98, giving greater ability to insist on a decent proportion of affordable housing
- Possible changes to taxing development, Housing Association finance, etc.
- Urban renaissance policies and measures could provide impetus for a better mix of types of housing and activities
- Release of brownfield sites due to economic change or car-free city

Specific Needs:

Section of the community	Issues/needs
City residents	Many do not want more housing near them, but many are unable to buy locally and so want cheaper housing
Businesses	Potential for bigger catchment areas and easier recruitment of personnel
Young people	Affordability very important, especially for those with no or little support from their relatives
Older people	More nursing and very sheltered affordable housing needed locally
People with disabilities	Fully accessible and adaptable homes, e.g. 'Lifetime' homes
People on low incomes and 'minority' groups	Cost, space, and access to community facilities particularly important
Motorists	Want to be able to park outside their home, preferably off-street
Bus and train users, cyclists and pedestrians	Easy, convenient/direct access to/from home

Policy & Management Implications:

Objective

To promote and facilitate a range of housing in terms of type, tenure, size, and most importantly, affordability, to meet local need – at a site by site and strategic level

Recommended actions	Responsible agencies	Time scale
Maximise the effectiveness of affordable housing policies in future Local Plans – increase the minimum proportion of affordable dwellings on large sites, and match with capital funding	<ul style="list-style-type: none"> • WCC Housing and Planning • Developers • Housing Associations 	Short term
Promote innovative housing schemes, e.g. prefabricated modern homes, self-build schemes, eco-homes, high density, 'lifetime' homes, etc.	<ul style="list-style-type: none"> • WCC Estates and Housing • HCC • Investment and regeneration funds • Developers • Housing Associations 	Medium term
Involve target groups in the design of affordable homes to help schemes 'work' better	As above	Short term

Recommended actions	Responsible agencies	Time scale
<p>Consistent housing management and planning policies and practice, e.g.:</p> <ul style="list-style-type: none"> ● Encouragement of a mix of tenures in a given development ● Review housing allocation policies to be more consistent with planning and sustainability objectives ● Marketing/promotion and de-stigmatisation of the housing waiting list ● Enable a greater range of affordable housing for professional people as well as those at 'the sharp end' of housing need, e.g. through the provision of shared equity homes 	<ul style="list-style-type: none"> ● WCC Housing and Planning ● Housing associations ● Estate agents 	Short term
<p>Subject to resources, regeneration approach to land assembly and the promotion of suitable housing development opportunities, e.g.:</p> <ul style="list-style-type: none"> ● Through imaginative redevelopment of land and property portfolios ● Marketing and promotion of potential development sites ● Increased use of planning briefs, project management approach to achieving outcomes 	<ul style="list-style-type: none"> ● WCC Estates and Housing ● HCC Estates ● Investment and regeneration funds ● Developers ● Housing Associations 	Short to Medium term

Key Links

- Affects, and is affected by, the social make-up of the city (especially the ageing population), as well as land availability

Background Information:

- Housing Needs Survey 1999

Complementary Initiatives:

- Housing Capital Programme
- Empty Homes Initiative

Theme: Social Cohesion

What Matters: Above-average Older Population

Main Reasons Why:

- Places demands on local health services
- Also places demands on the physical accessibility of the city
- Attractive city in which to spend retirement years or to move to live with/near family
- Many older people have high levels of disposable time and income

Key Issues:

- Significant projected increase in the over 45s (and especially in people 85 years and over) over the next 15 years and, with medical advances, most likely beyond
- Pressure on specialist accommodation – especially those needing care and very sheltered accommodation
- Older people are choosing to remain in their family homes for longer, restricting the supply of suitable large homes for families in the local housing market
- Importance of close proximity of shops and services
- Many older people depend on the car for their mobility – conflicts with transport aims unless this is accommodated and a complete package of alternative choices is made fully accessible

Headline Indicator:

- Population and population projections

Policy & Management Implications:

Objective

To enable good provision of facilities and services that meet the needs of more 'vulnerable' members of the community, particularly older people

Recommended actions	Responsible agencies	Time scale
Support community groups and older people's activities, and facilities for these	<ul style="list-style-type: none"> • HCC • WCC Arts & Community and Housing • Lifelong learning centres • Voluntary groups and charities 	Short term
Promote and facilitate integrated health and care related development	<ul style="list-style-type: none"> • HCC • Healthcare providers/authorities • WCC Housing 	Medium term
Promote a range of housing types suitable for older people in the provision of affordable housing and in larger housing developments, e.g. small, one-level dwellings, 'Lifetime' adaptable homes, allow for the use of family homes and development of 'granny annexes'	<ul style="list-style-type: none"> • WCC Housing and Planning • Housing Associations and other sheltered housing providers Developers 	Medium term

Objective

To ensure that movement and access in and around the city is safe, comfortable and convenient, particularly for women, older people and people with disabilities

Recommended actions	Responsible agencies	Time scale
Achieve comfortable physical access in and through new buildings, on street, at bus and train stations, on public transport, etc. HCC	<ul style="list-style-type: none"> WCC Engineering and Planning Architects and developers Public transport operators 	Short term
Continue to improve provision of dropped kerbs at road junctions and crossing points	<ul style="list-style-type: none"> WCC Engineering and Leisure 	Short term
Maintain and increase public sitting areas, parks and gardens, and seating at convenient intervals along key pedestrian routes and at main visitor attractions	As above	Short term
Ensure that the complete public transport package is accessible and easy and comfortable to use, e.g. low floor vehicles, improved bus stop platforms, level surface pedestrian links to transport interchanges, clarity of bus route numbers and timetables	<ul style="list-style-type: none"> Public transport operators HCC WCC Engineering 	Short to medium term
Locate and design older persons' housing development to enable easy access to essential amenities (shops, doctors, community centre, library etc.) – linked to public transport	<ul style="list-style-type: none"> As above WCC Planning 	Medium term

Key Links:

- Affects, and is affected by, choice and affordability of housing, movement and access, and health services

Background Information:

- Hampshire Social Services Business Plan
- Housing Needs Survey 1999

Complementary Initiatives:

- WCC Corporate Strategy
- Housing Capital Programme
- HECA initiatives
- WMAP/Local Transport Plan
- Quality bus partnerships
- Shopmobility

Theme: Social Cohesion

What Matters: Above-average Proportion of Managers, Employers and Professionals

Main Reasons Why:

- Higher disposable incomes to support diversification of the city centre and evening economy
- Co-dependent on the nature of employment in the city, its image and reputation and good communications
- More able to refurbish and maintain the quality of their homes
- More likely to own and use one or more cars

Key Issues:

- Tend to be a more transient and mobile population, leading to poor community spirit in some parts of the city and 'unsustainable' commuting patterns
- Lack of facilities, services and jobs for other groups of people
- Can marginalise meeting the needs of economically-disadvantaged people

Headline Indicator:

- Socio-economic groups of population (SEG)

Policy & Management Implications:

Objective

To improve the range of facilities, services and jobs available locally in order to achieve a significant reduction in out-commuting³⁴

Recommended actions	Responsible agencies	Time scale
Review Local Plan policies on office restraint (see also 'nature of employment')	<ul style="list-style-type: none"> • WCC Planning and Estates • Business community 	Short term
Achieve a higher provision of shared equity or other affordable homes to allow local employees who are not on the 'sharp end' of housing need to afford to buy or rent in the city	<ul style="list-style-type: none"> • WCC Housing and Estates • HCC • Housing providers • Local employers 	Short to medium term
Help diversify the employment base of the city by encouraging and supporting the city's education, IT, research, tourism and arts strengths, and the links between them	<ul style="list-style-type: none"> • WCC Planning and Economic Development • HCC • Business community 	medium term
Achieve a substantial reduction in the need for local employees to commute by car through measures such as car sharing to reduce single occupancy of vehicles, car pools, improved public transport and pedestrian routes/crossings, office car parking taxes/charges and segregated cycle routes and facilities	<ul style="list-style-type: none"> • Winchester Commuter Forum • Car sharing co-ops 	medium term

34 This requires further research.

Key Links:

- Affects, and is affected by, the nature of employment, skilled and educated population, social exclusion, and choice and affordability of housing

Background Information:

- 1991 Census

Complementary Initiatives:

- WCC Corporate Strategy
- WMAP/LTP
- City and County Councils' property investment programme
- Housing Capital Programme

Theme: Social Cohesion

What Matters: Low Crime Rate

Main Reasons Why:

- Contributes to the city's image and high quality of life
- Allows for more walking and cycling by children/younger people, women and older people in particular
- Results in generally high level of perceived safety – less personal stress

Key Issues:

- Anti-social behaviour (drunkenness, noise, vandalism, etc.) is an issue in parts of the city centre
- As a result, fear of crime in the evenings/ at night is a concern among some sections of the community
- Vehicle crime currently a particular issue to be tackled

Headline Indicator:

- SDS Level of crime

Policy & Management Implications:

Objective

To incorporate good anti-crime practice in the design and location of new development

Recommended actions	Responsible agencies	Time scale
Implement the Community Safety Strategy 1999-2002	<ul style="list-style-type: none"> • WCC and its Community Safety partner agencies 	Short term
Meet 'Secure by Design' principles in new development	<ul style="list-style-type: none"> • WCC Planning • Police 	Short term
Continue to work in partnership to tackle 'anti-social' behaviour in the city centre	<ul style="list-style-type: none"> • Police • City Centre Manager • City centre businesses • HCC • Voluntary sector 	Short term
Improved lighting and surveillance of car parking, and pedestrian and cycling routes	<ul style="list-style-type: none"> • HCC • WCC Engineering and Planning • Police 	Short to medium term
Provide for a wide range of evening activities for people of all ages, creating a better mix of people and natural forms of security and surveillance	<ul style="list-style-type: none"> • WCC Leisure, Licensing and Planning • Culture and leisure operators • City Centre Manager 	Short to medium term
Significantly increase the number of people living in the city centre, particularly over shops and businesses wherever possible and appropriate	<ul style="list-style-type: none"> • WCC Housing and Planning • Developers • Housing Associations 	Short to medium term

Key Links:

- Affects image and reputation and is affected by, in part, the social make-up of the city and surrounding settlements

Background Information:

- Crime and Disorder Audit 1998

Complementary Initiatives:

- Community Safety Strategy
- Local Agenda 21
- City Centre Management

Theme: Social Cohesion

What Matters: Active Churches and Voluntary Sector

Main Reasons Why:

- Encourage social interaction, respect, community safety and neighbourliness
- Provide valuable community support services
- Provides unpaid work and personal fulfilment
- Church buildings provide useful venues for community activities and are often historic or listed, contributing to the city's townscape character

Key Issues:

- Risk of losing spontaneity of action due to professionalism and organisation
- Scope for considerable growth and greater unity
- Cost of long term maintenance (or re-use for other uses) of historic church buildings

Headline Indicator:

- SDS Voluntary activity
- Church congregation numbers

Policy & Management Implications:

Objective

To enable adequate provision and flexibility of use of buildings for community, leisure and church groups and activities

Recommended actions	Responsible agencies	Time scale
Maintain positive planning policies and requirements	<ul style="list-style-type: none"> • WCC Planning and Building Control 	Short term
Promote joint initiatives, partnerships, funding, support, training etc. for community groups, churches and other faith communities	<ul style="list-style-type: none"> • WCC Arts and Community • HCC • Voluntary sector 	Short term
Facilitate additional community centres and facilities in major new development or in existing areas with deficiency, particularly through greater use of S106s agreements as far as legislation allows	<ul style="list-style-type: none"> • WCC Arts & Community, Planning and Housing • Developers • Voluntary sector 	Medium to long term
Progressively develop clusters of neighbourhood services and facilities in and around the city	<ul style="list-style-type: none"> • HCC/WCC • Voluntary sector, education providers, businesses, etc 	Medium to long term

Key Links:

- Affects/affected by social exclusion and 'pockets' of deprivation, and health services

Background Information:

- Winchester Area Community Action (formerly WDCCS) Directory of Community Groups

Complementary Initiatives:

- Local Agenda 21
- Millennium Project
- Arts Strategy
- Open Space Strategy

Theme: Social Cohesion

What Matters: Social Exclusion and ‘Pockets’ of Deprivation

Main Reasons Why:

- Causes isolation and marginalisation of individuals
- Puts pressure on social services and affordable housing
- Can contribute to crime (particularly low level) – although also opportunities for greater neighbourliness and community spirit

Key Issues:

- Although this primarily relates to people on low incomes, other sections of the community can experience forms of social exclusion, e.g. people with mental health problems, people with disabilities, lesbians and gay men, and people from minority ethnic groups
- Established city institutions’ control of the city exacerbates feeling of isolation from local society for some people
- Availability of affordable food and clothing shops in the city centre is important

Headline Indicator:

- SDS Index of Local Deprivation
- SDS Community Spirit

Policy & Management Implications:

Objective

To ensure that spatial, land use and transport planning facilitates equal opportunities for all sections of the community to enjoy a good quality of life

Recommended actions	Responsible agencies	Time scale
Achieve more affordable housing: <ul style="list-style-type: none"> • Mix of tenures • Appropriate design of housing, amenities, etc. • Communal facilities and housing schemes for particular groups of people, e.g. victims of domestic violence, single parents, people with disabilities 	<ul style="list-style-type: none"> • See ‘good quality housing stock’ and ‘choice and affordability of housing’ 	
More/expanded community centres for a wide range of local activities for everyone	<ul style="list-style-type: none"> • See ‘active churches and voluntary sector’ 	
Affordable, more convenient transport	<ul style="list-style-type: none"> • See ‘movement and access’ theme 	
Community arts initiatives to empower communities and bring people together	<ul style="list-style-type: none"> • WCC Arts & Community • King Alfred’s College and Winchester School of Art • Local theatres • Local community artists and sculptors • Community groups etc. 	Short term

Key Links:

- Affected by the nature of employment in the city, choice and affordability of housing, and the cost of transport
- Can affect the crime rate and the provision of relevant health and education services, as well as shopping facilities

Background Information:

- 1991 Census
- Index of Local Deprivation

Complementary Initiatives:

- WCC Corporate Strategy
- Community Safety Strategy
- Health Improvement Plan and Health for All initiative
- Poverty Action Strategy

Theme: The City's Setting³⁵

What Matters: Distinctive Landscape Dominates the City

Main Reasons Why:

- Feeling of closeness to the countryside
- Backdrop to/enhances the city's townscape
- Provides long range views to/from the city
- Urban fringe/setting is species rich, contributing to biodiversity

Importance:

- A national feature of medium importance, although its benefits are highly valued locally
- Important to local people (28.4% of questionnaire respondents appreciated the city's closeness to the countryside)

Key Issues:

- Pressure of development on key views and backdrop
- Safeguarding the intimate relationship between the townscape and landscape – e.g. backdrop to the Cathedral
- Much of the urban fringe is farmed land – given its proximity to the city, there are concerns about trespass, vandalism, etc.

Headline Indicator:

- Cross-section of the city's topography and landmark buildings

Future Threats:

- Development beyond the current urban footprint in environmentally-sensitive locations
- Development within the existing built-up area that fails to respect views into and out of the city and to and from its wider setting, would risk eroding the relationship between the landscape and townscape if this is not clearly understood
- Richness and variety of species could be threatened by modern, intensive farming techniques
- Longer term changes in agriculture that create a surplus of land to requirements would have implications for the management and ownership of farmed land that has, over centuries, formed the setting that is now valued
- Balance between accessibility and 'over-use' – risk of reducing tranquillity and wildlife benefits

Future Opportunities:

- Winchester's built-up area, intrinsically linked to its wider landscape by green wedges/corridors, provides valuable lessons for future development patterns
- Improved access to the wider landscape, leading to a greater appreciation of the city's surroundings, and health and recreation benefits
- Integral to being a tourist base for exploring the region (i.e. South Downs Way, Pilgrims' Way etc.)
- If Winchester were to achieve 'World Heritage Site' status, its setting is important to the city's distinctiveness and backdrop to a number of important buildings and historic character areas

Specific Needs:

Section of the community	Issues/needs
City residents	<ul style="list-style-type: none"> • Many value the location and setting of Winchester, and views of it from their homes
Leisure visitors	<ul style="list-style-type: none"> • Important part of the 'Winchester experience' – maintain/enhance access to it

Policy & Management Implications:

Objective

- To maintain, and where possible enhance, the attributes of the critical capital of the setting of Winchester, as defined in the conclusions of the 'Winchester City and its Setting' study 1998
- To understand the biodiversity value of the city and its hinterland, and seek to maximise the potential for its improvement through innovative management and careful monitoring

Recommended actions	Responsible agencies	Time scale
Prepare guidance on urban design and landscape principles for the city, based on a thorough understanding of the interrelationship of the city and its setting and how development can occur without detracting from its strong rural/urban connection	<ul style="list-style-type: none"> • HCC • WCC Planning 	Short to medium term
Innovative forms of development that blend into the landscape, e.g. grass roofs, subterranean development	<ul style="list-style-type: none"> • Housing Associations • Architects, developers etc 	Short to medium term

Objective

To promote and manage good access to the countryside, enabling the wider landscape and views of the city to be better appreciated by local residents and visitors alike

Recommended actions	Responsible agencies	Time scale
Maintain and enhance rights of way, footpaths, bridleways, and cycleways	See 'Movement and Accessibility' theme	
Improve marketing and awareness/education of the surrounding countryside	<ul style="list-style-type: none"> • WCC Planning and Tourism • HCC • The Countryside Agency • Landowners 	medium term

Key Links:

- Affects the small scale and compactness of the city and its townscape character
- Affected by the city's historic legacy

Background Information:

- Winchester City and its Setting study

Complementary Initiatives:

- Projects by The Countryside Agency, local and neighbouring authorities, and other countryside and nature conservation bodies
- Hampshire Biodiversity Action Plan
- Local Agenda 21

Theme: The City's Setting³⁵

What Matters: Distinctive Sense of Arrival at Winchester's Urban Area, reinforced by Mature Tree Cover alongside Roads and within Housing Areas

Main Reasons Why:

- Reinforces the strong landscape setting and its relationship with the urban form – approaches provide glimpsed views of the city
- Contributes to sense of place and local distinctiveness – approaches are based upon trading routes dating back to Roman times

Importance:

- Low importance at the local level
- Medium importance to the setting of the city as a whole, which is a national feature

Key Issues:

- Scope for establishing welcoming 'gateways' into the city
- Loss of trees and/or unsympathetic suburban sprawl would threaten the transition between the rural and urban
- Lack of accepted responsibility for publicly or privately owned trees

Headline Indicator:

- Trees along radial routes

Future Threats:

- Poor management of trees
- Development that results in the loss of trees or breaks in groups and rows of trees
- Development that detracts from (rather than enhances) important entrances to Winchester

Future Opportunities:

- Overhaul of tree preservation methods and management of existing stock
- Increase emphasis on securing significant new planting (including off-site) in relation to development schemes
- Development of buildings/street scenes that provide an attractive entrance to city

Policy & Management Implications:

Objective

To ensure the protection and management of key trees, avenues of trees and groups of trees and their contribution to biodiversity and air conditioning

Recommended actions	Responsible agencies	Time scale
Enhance 'gateways' to the city	<ul style="list-style-type: none"> • WCC Planning, Leisure and Engineering • Landowners 	Short term
Identify and seek to manage important avenues of trees	<ul style="list-style-type: none"> • WCC Planning • Landowners 	Short to medium term

Key Links:

- Integral to the city's setting
- Trees are important in respect of 'cleaning' air (air quality)

Background Information:

- 'Winchester City and its Setting' study

Theme: The City's Setting³⁵

What Matters: Small-scale City with Compact Centre

Main Reasons Why:

- Contributes to its character and sense of identity
- Contributes to human scale and feeling of closeness to the countryside
- Urban edges and countryside visible from parts of the city centre
- Partly a consequence of the dominating landscape and city's historical development/conservation policies
- Easier/ more attractive to walk and cycle – reducing motorised trips – potentially improving air quality

Importance:

- A local issue of high importance; although in terms of its contribution to policy objectives, it matters at a European level
- Matters highly to local people (24.6% of questionnaire respondents highlighted the compactness and walkability of the city as a strength)

Key Issues:

- Scale and compactness provides significant environmental advantages of which there is scope for enhancing, i.e. walking and cycling is currently below target and there are opportunities for increasing density in the central area and even suburban centres in the longer term (but not at the expense of the dominating landscape)

Headline Indicator:

- Walking time isochrones
- Dwelling or population density profile of the city

Future Threats:

- Major edge-of-city development would expand the city's overall scale
- Large-scale retail and leisure development incompatible with close-knit, intricate townscape and street pattern in the historic core
- Similarly, if there is demand for space for a new major employer or research/hi-tech facility
- Increasing car ownership means that cars will still need to be accommodated even if people use them more selectively
- Increasing density can add additional costs to development by virtue of the need for better design, imaginative/more costly ways of storing cars, etc. in order to make it attractive enough to potential occupiers. In the case of housing, this would have knock-on effects for affordability – similarly for business space for small, local firms
- Significant increase in tourists could lead to overcrowding in the constrained city centre/historic area
- Compactness/narrow streets makes it more difficult to introduce bus and cycle lanes

Future Opportunities:

- Major edge-of-city development can be designed to be compact itself with a mix of uses, and strong, attractive pedestrian and cycle links with local and city centre shops and facilities
- The changing mood of government guidance to encourage an urban renaissance adds strength and, potentially, policy, fiscal and regulatory incentives to develop to higher densities, less or different car parking, better design, etc. in existing urban areas
- Improved city centre management, the evening economy and greater use of technology to reduce demands for space may also aid the encouragement of new types of commercial and residential development
- More radical in the longer term is the partial-'intensification' of the existing suburbs – a further research opportunity
- Major release of existing urbanised land could provide an opportunity to maintain/enhance its compactness and walkability

- The increasing polarisation of lifestyles and desire for individuality could enable Winchester to assert its own identity/niche
- A radical reversal in social trends leading to household growth or a recession leading to reduced demand for commercial space, could reduce the threats

Specific Needs:

Section of the community	Issues/needs
City residents, businesses, visitors	<ul style="list-style-type: none"> • To keep the city 'compact', people may have to accept the following consequences as space is at a higher premium: • Fewer and smaller cars • Parking restrictions • Higher density residential environments (punctuated with pocket parks etc.) even in the suburbs • Walk more; use bus services more, etc
Children	<ul style="list-style-type: none"> • Importance of safe, well lit, amenity/play space in 'dense' developments
Young people, students	<ul style="list-style-type: none"> • Accommodating leisure and education facilities • Potential conflicts between them and older people when in close proximity • Attitudes towards owning and using a car
Older people, people with disabilities	<ul style="list-style-type: none"> • While access can be easier in a compact city, problems can arise within compact/denser developments such as space for lifts and ramps
Minority groups of people	<ul style="list-style-type: none"> • Greater opportunity to mix/integrate diversity of people/facilities in a compact city
Bus users, train users, cyclists, pedestrians	<ul style="list-style-type: none"> • More positive opportunities for improvements (although segregated cycle/bus lanes more difficult to fit in)
HGV drivers	<ul style="list-style-type: none"> • Narrow streets cause dangers/conflicts with other road users and pedestrians – consider transhipment depots

Policy & Management Implications:

Objective

To maintain the compactness of the city and its benefits, particularly if its overall scale increases in the future

Recommended actions	Responsible agencies	Time scale
Review policy EN1 of the District Local Plan and investigate the scope for increasing densities (bearing in mind townscape objectives)	<ul style="list-style-type: none"> WCC Planning 	Short to medium term
Undertake a thorough, comprehensive urban capacity study, taking in all possibilities, including a review of City Council owned land	<ul style="list-style-type: none"> WCC Planning, Estates and Engineering 	Short to medium term
Innovative forms of development which maximise the use of space, including basements and lofts in new buildings	<ul style="list-style-type: none"> HCC WCC Planning, Leisure and Housing Architects, developers, etc 	medium term
Consider intensification of key nodes and radial routes, possibly involving maximum and minimum density guidelines or a hierarchy of densities	<ul style="list-style-type: none"> HCC WCC 	Long term

Objective

To provide a high quality, attractive urban environment

Recommended actions	Responsible agencies	Time scale
Greater use of planning briefs, supplementary planning/design guidance, architectural competitions etc. to bring certainty and quality to specific sites and neighbourhoods	<ul style="list-style-type: none"> WCC Planning 	Short term

Key Links:

- Affects ease of movement and access, air quality, and townscape character
- Influenced by the setting of the city and its historical development

Background Information:

- 'Winchester City and its Setting'
- European Spatial Development Perspective

Complementary Initiatives:

- HCC Urban Living research programme
- WMAP/LTP

Theme: Townscape Character³⁶

What Matters: Varied Architecture and Building Materials. Distinctive Townscape Character Areas.

Main Reasons Why:

- Visually more interesting
- Reflects historical development of the city
- Contributes to local distinctiveness and sense of place

Key Issues:

- Scope for good contemporary design and innovation
- Erosion of local detail by corporatism and unsympathetic forms of development

Headline Indicator:

- Character Area map showing ages of development

Future Threats:

- Incremental erosion of detailed, 'quirky' features of the landscape, buildings, spaces and their inter-relationship – partly as a result of corporatism and increasing globalisation of the economy
- New forms of leisure, retail and business demand larger or more open plan floorspace, flexible space for IT requirements, etc. – examples of shop units merging
- Excessive number of visitors can erode the very reason they come – similarly, impact of dust and air pollution on the built fabric
- New forms and higher density of development could change the character of some areas or streets

Future Opportunities:

- Urban renaissance/regeneration provides opportunities for adapting/refurbishing properties in the interests of maintaining/rekindling vitality
- Grants and initiatives by EU, English Heritage, Lottery, etc.
- Statutory designations and listings
- Expanding heritage/culture tourism market – a very strong reason for conserving Winchester's character
- Greater emphasis on urban design in government policy

Policy & Management Implications³⁷:

Objective

To achieve development which respects and enhances local distinctiveness, while reflecting contemporary requirements and design

Recommended actions	Responsible agencies
Prepare guidance on urban design and landscape principles for the city	<ul style="list-style-type: none"> • See 'distinctive landscape dominates the city'
Greater use of planning briefs, architectural competitions etc., as resources allow	<ul style="list-style-type: none"> • See 'small scale city with compact centre'

³⁶ See 'Winchester City and its Setting' study for further details.

³⁷ This requires further development in the light of completion of current studies and initiatives, such as the Winchester Conservation Area Assessment.

Recommended actions	Responsible agencies	Time scale
Continue to commission high quality award-winning designs for City Council projects, e.g. Market Place public toilets	<ul style="list-style-type: none"> WCC 	Short term
Opportunities to form a new character area of contemporary design in any future major development	<ul style="list-style-type: none"> WCC Planning Developers, architects, master planners, etc 	medium to long term

Key Links:

- Relates to the city's compactness and setting

Background Information:

- Winchester City and its Setting study
- Emerging Winchester Conservation Area Assessment

Complementary Initiatives:

- Architectural Awards Scheme
- HCC Urban Living research programme
- Central Winchester Study

Theme: Townscape Character³⁶

What Matters: Mix of Uses and Types of Property

Main Reasons Why:

- Encourages diversity and interaction of different activities, contributing to the vitality and viability of the city
- Makes more efficient and flexible use of space
- Creates visual, sound and smell interest
- Potentially reduces the need to travel between activities by motorised means
- Reflects city's roles and social, industrial and cultural history

Importance:

- A local issue of predominantly medium importance, although the potential benefits contribute highly to national and European policy objectives

Key Issues:

- Conflicts arising between certain activities and groups of people, e.g. residential and evening entertainment facilities
- Scope for diversifying the mix of uses (particularly vertically) in the city centre, neighbourhood and out-of-town centres into clusters of related local facilities
- Social make-up, busy lifestyles, homeworking, restricted car use, etc. all provide opportunity for a greater mix of uses
- Local planning and financial incentives for mixed use development currently undershooting

Headline Indicator:

- Land use profile

Future Threats:

- Polarisation of lifestyles runs the risk of increasing conflicts between different people and activities – what some people consider to be anti-social behaviour may not be to others
- Without careful master planning and legal agreements, any major development could become 'just another housing estate'
- '24-hour' culture could threaten residential and tranquil areas without balanced management through development/building control and licensing

Future Opportunities:

- Social make-up (existing and projected) of the city, coupled with more selective use of cars and increasing use of new home technology, could provide the impetus to maintain, enhance and add to mixed use areas
- Urban renaissance positively promotes and facilitates mixed use, e.g. Urban Villages
- Students can contribute to mixed use, especially in terms of the diversity and vibrancy of the city centre
- Any major redevelopment opportunities within the city or neighbourhood centres or on the edge of the city must create mixed communities integrated with the existing

Specific Needs:

Section of the community	Issues/needs
City residents, students, young people	<ul style="list-style-type: none"> • Assists in vibrant city centre with choice of shops and activities
Businesses	<ul style="list-style-type: none"> • Greater choice of accommodation and proximity to related businesses and services
Motorists	<ul style="list-style-type: none"> • Reduces travel due to greater potential for linked trips

Policy & Management Implications:

Objective

To achieve a mix of related, compatible and mutually beneficial uses in the city centre and suburban/ edge-of-town centres

Recommended actions	Responsible agencies	Time scale
Increase proactive planning – land assembly, Private Finance Initiative (PFI), English Heritage funded initiatives, development partnerships, design competitions, etc. – subject to resources and legal powers	<ul style="list-style-type: none"> • WCC Planning, Engineering and Estates • Developers • Investment companies • Landowners 	Short term
Enhance mix of existing uses in non-residential areas or neighbourhood centres, including being more flexible with change of use policies with this objective in mind	<ul style="list-style-type: none"> • WCC Planning and Housing • Developers and other commercial interests • Community and education interests 	Medium term
Encourage a mix of uses on council-owned/ sponsored development sites – vertically as well as horizontally	<ul style="list-style-type: none"> • WCC Estates and Planning • HCC • Developers and investors 	Medium term

Key Links:

- Affects the vitality and viability of the city centre
- Affected by the small scale/ compact nature of the city

Background Information:

- Land use surveys

Complementary Initiatives:

- Empty Homes Initiative/Living over the Shop
- Central Winchester Study

Theme: Historic Legacy

What Matters: Extensive Archaeological Evidence and Features, and Recorded History

Main Reasons Why:

- Essential to Winchester's heritage, image and status
- Extent and completeness is exceptional
- Educational value – for professionals and local students, etc.
- Matters highly to local people

Importance:

- High importance in placing Winchester as a historic city of national and international merit

Key Issues:

- Accessible interpretation (visually, physically and intellectually)
- Funding of enhancements
- Tourist management
- Cost of excavation and protection of remains

Headline Indicator:

- Visitors to museums and other interpretation facilities

Future Threats:

- Large scale development in the city will involve disturbing archaeological remains that require mitigating by careful design or extensive archaeological excavation
- This, and the desire for high quality architecture in the city, can add significant costs to development

Future Opportunities

- Further promotion of Winchester's heritage, through continued researching, surveying and publicising finds and interpretation
- Funding from the Heritage Lottery Fund
- Refurbishment and expansion of the city's museums

Policy & Management Implications:

Objective

To promote and interpret the city's wealth of recorded history as part of its tourist attraction

Recommended actions	Responsible agencies	Time scale
Implement urban archaeological strategy	<ul style="list-style-type: none"> • WCC Museums Service 	Short term
Support new interpretation attractions of Winchester's past that meet contemporary demands and expectations, in appropriate locations	<ul style="list-style-type: none"> • WCC Museums Services and Tourism • Cathedral • Discover Winchester Group 	Short to medium term

Policy & Management Implications:

Objective

To ensure that archaeology receives full consideration in development proposals, and that a consistently high standard of survey and interpretation is achieved

Recommended actions	Responsible agencies	Time scale
Continue to explore avenues for funding and research	<ul style="list-style-type: none">WCC Museums Service and partner agencies	Short term
Maintain appropriate planning policies in accordance with this objective and the key issues and threat above	<ul style="list-style-type: none">WCC Planning	Short term

Key Links:

- Important part of image and reputation of the city, and its attraction as a tourist destination

Background Information:

- Urban Archaeological Assessment and Strategy
- 'Winchester City and its Setting' study
- Emerging Winchester Conservation Area Assessment

Complementary Initiatives:

- Unlocking Winchester's Past initiative
- TourIST project
- Tourism Strategy

Theme: Historic Legacy

What Matters: The Cathedral 'Quarter'

"The Cathedral, Great Hall, Winchester College and remnant fragments of the city's walls and gates are a constant reminder of former grandeur and importance, and a valuable prompt to the city's memory of its heritage." Winchester City and its Setting

Main Reasons Why:

- The city is an historic 'Cathedral City'
- Key city landmark and icon – with distinctive silhouette and long range views to/ from it
- Contributes to Winchester's identity and civic pride – a central part of its heritage
- Attracts visitors and their spending
- Significant employer and source of voluntary work
- Uplifting place of worship and reflection

Importance:

- Apart from its strong local cultural importance, the Cathedral is a national treasure of high importance. Together with the other historic buildings, it is a critical part of Winchester's 'package' that attracts national and international visitors
- Matters highly to local people (31.8% of questionnaire respondents)

Key Issues:

- Visitor management – balance between attracting more longer-staying visitors and the needs of local people/ worshippers and upkeep of the building and its quiet setting
- Potential for more visitors and regular worshippers to the Cathedral (and other ancient institutions such as the College) – effects on vitality of the city centre on Sundays/ in evenings, as well as car parking
- High ongoing maintenance costs
- Scope for more attractive interpretation and promotion of local history

Headline Indicator:

- Visitor and congregation numbers
- Illustrations of views

Future Threats:

- Increasing car use/ownership (particularly among Cathedral volunteers who tend to be older/retired people) causes visual distraction in The Close and the curtilage of other important historic buildings
- Pressure to develop additional facilities on site (applies to College, too) could, if not very sensitively designed, encroach on the quality and importance of spaces around existing buildings
- Increase in tourists – danger of overcrowding, spoiling the calm atmosphere, and likely to cause physical damage over the long term

Future Opportunities:

- Synergy between investing in the city centre and attracting visitors to historic sights – need better physical integration
- History/heritage gives Winchester a natural advantage over surrounding large towns/ cities
- Expanding heritage travel market – with visitors with high disposable incomes
- Spiritual revival, possibly leading to increased use of the Cathedral for public worship

Specific Needs:

Section of the community	Issues/needs
City residents	<ul style="list-style-type: none"> Part of local identity; important for worship and quietness, and providing voluntary employment
Visitors	<ul style="list-style-type: none"> Key local attraction; optional entry charge can be detracting

Policy & Management Implications:

Objective

To maintain and enhance the Cathedral and its immediate and long range setting

Recommended actions	Responsible agencies	Time scale
Jointly-prepared Cathedral Management Plan covering new development, visitor management, parking, etc	<ul style="list-style-type: none"> Cathedral WCC Planning, Engineering and Tourism English Heritage Winchester College 	Short term
Consider protection of key views of the cathedral (and other important historic buildings) through statutory plans	<ul style="list-style-type: none"> WCC Planning 	Medium term
Public realm improvements to integrate it significantly better with the city centre, taking care not to damage its intricate character	<ul style="list-style-type: none"> HCC Surveyors WCC Planning and Engineering City Centre Manager 	Medium term

Objective

To maintain the Cathedral, Winchester College, Great Hall and remnants of the city's walls and gates as a key tourist draw and for spiritual, educational and community use

Recommended actions	Responsible agencies	Time scale
Concerts, festivals, special services, etc. to attract visitors to the Cathedral and the city centre	<ul style="list-style-type: none"> Cathedral Winchester College Commercial sponsors WCC Leisure/ Tourism 	Short term
Improved interpretation facilities	<ul style="list-style-type: none"> Cathedral WCC Tourism WCC/HCC Museums Services Discover Winchester consortium 	Medium term

Key Links:

- Very much part of the city's 'townscape character'

Background Information:

- Visitor Survey 1998

Complementary Initiatives:

- Winchester Festival, music concerts, public art, Hat Fair, etc.

Theme: Historic Legacy

What Matters: Wealth of Historic Buildings

Main Reasons Why:

- Principal visible expression of the city's heritage which contributes to it being a tourist attraction, with economic and education value
- Each building has its own 'story' to tell
- Their quality, quantity, variety and inter-relationship with each other and the landscape backdrop, help define the historic core's visual interest and distinctiveness
- Natural recyclers of materials, partly as a result of their durability and good maintenance

Importance:

- Many (especially those that are listed) are of national or even international importance
- Matter highly to local people (24% of questionnaire respondents identified historic buildings as being important)

Key Issues:

- Incremental erosion of detail through corporate branding, modernisation, pollution, etc.
- Increasing costs of maintaining such buildings – particularly restrictive for smaller city centre businesses
- Challenges of incorporating new technologies into historic buildings and the constraints they give to the movement of traffic, especially goods vehicles

Headline Indicator:

- Number and grading of listed buildings in the city

Future Threats and Opportunities:

- (Similar to Townscape Character)

Specific Needs:

Section of the community	Issues/needs
Businesses	<ul style="list-style-type: none"> • Conflicts with modern requirements such as information technology; for many, however, part of a prestige image
Leisure visitors	<ul style="list-style-type: none"> • Part of the overall attraction and interest of Winchester; desire to preserve such buildings
People with disabilities	<ul style="list-style-type: none"> • Restricted access can be a problem

Policy & Management Implications³⁷:

Objective

To conserve and enhance historic buildings through the promotion of active and sympathetic uses

Recommended actions	Responsible agencies	Time scale
Maintain and target historic building grants, structured particularly to encourage the regeneration of brownfield sites	<ul style="list-style-type: none"> • HCC/WCC Planning • English Heritage • Other funding agencies 	Short term
Flexibility of adaptation to modern uses – regeneration for cosmopolitan atmosphere/ leisure	<ul style="list-style-type: none"> • WCC Planning and Licensing 	Short term

Recommended actions	Responsible agencies	Time scale
Increase use of PPG15 to obtain assessment, evaluation and recording of historic buildings	<ul style="list-style-type: none"> • HCC • WCC Planning and Museums Service • English Heritage 	Short to medium term
Energy conservation improvements in historic buildings, e.g. similar to Bath demonstration project	<ul style="list-style-type: none"> • WCC • Electricity and gas companies etc 	Short to medium term
Prepare and implement an integrated Heritage Strategy (covering archaeology, arts, tourism, city centre management and education)	<ul style="list-style-type: none"> • WCC Planning, Engineering, Leisure, Tourism and Museums Service • HCC Education and Museums Service • City Centre Manager • English Heritage • Discover Winchester Group Medium 	Medium term

Key Links:

- Principally affects the city's character as a 'tourist attraction'

Complementary Initiatives:

- Urban Archaeological Assessment and Strategy
- Tourism Strategy
- HCC re-survey of listed buildings

Theme: Historic Legacy

What Matters: 9th Century (Saxon) Historic Street Pattern

- “The retained Saxon street pattern is exceptionally important.
- “Intermingled houses, shops, places of work and worship stemming from the permeable historic city form a strong model for good quality, modern, urban life.” *Winchester City and its Setting study*.

Main Reasons Why:

- An exceptionally well-preserved example of a late Saxon planned town, which helps us understand the development of European urbanisation in the post-Roman period
- A fundamental element of Winchester as a nationally-important historic city
- Compact and permeable; easily crossed on foot
- Provides a strict ‘ready-made’ framework within which to manage or restrict traffic

Importance:

- A feature of medium importance at a European level
- The benefits of a compact, walkable centre is appreciated highly by local people

Key Issues:

- Highway improvements and redevelopment threaten the street pattern’s integrity
- Narrow streets and footways cause manoeuvrability difficulties for large vehicles and can get overloaded by pedestrians during the summer – conflicts with and between pedestrians

Headline Indicator:

- Map overlays of city’s streets through time

Future Threats:

- Any major highway improvements or large scale development could, without care, irreparably damage the integrity of the street pattern

Future Opportunities:

- Compact development with reduced parking more likely to respect the street pattern – Friarsgate/ Broadway redevelopment provides a particularly good opportunity to maintain the hierarchy of streets and spaces
- Extend the benefits of pedestrianisation

Specific Needs:

Section of the community	Issues/needs
HGV drivers	<ul style="list-style-type: none"> • Narrow streets restrict manoeuvrability
Motorists	<ul style="list-style-type: none"> • HGVs unloading can cause congestion and delays
Pedestrians	<ul style="list-style-type: none"> • Crowded pavements, especially during summer tourist season

Policy & Management Implications:

Objective

To safeguard the integrity of the historic core's street pattern

Recommended actions	Responsible agencies	Time scale
Highway and planning guidelines – development and highway improvements to respect the historic core's 'building blocks' etc	<ul style="list-style-type: none">• HCC• WCC Engineering and Planning	Short term
Utilise new traffic management technology to contain vehicle movements within the existing streets	As above EU initiatives	Short medium term

Key Links:

- Mix of uses and types of property, small-scale city with compact centre

Background Information:

- 'Winchester City and its Setting' study

Complementary Initiatives:

- Urban Archaeological Assessment and Strategy
- WMAP/LTP
- ENTIRE, ROMANSE, etc.

Theme: Biodiversity

What Matters: Green Wedges/Corridors permeating into the City and other Open Spaces throughout the Urban Area

Main Reasons Why:

- Of importance as wildlife corridors through built-up area, linking to the wider rural setting
- Form key part of setting to city and to individual buildings/ character areas
- Provide recreational resource, and quietness and space for a break from the pace of modern life

Key Issues:

- Pressure for intensification of use of open areas for sport and recreation
- Maintenance of biodiversity value through management regimes
- Achieving a balance between the above two issues

Headline Indicator:

- Biodiversity audit
- SDS Access to the countryside

Future Threats:

- Increased levels of owner demands and public access affecting wildlife and tranquillity benefits
- Pressure from development

Future Opportunities:

- Scope to increase the effectiveness and co-ordination of management regimes – for public/private use and to maximise biodiversity

Specific Needs:

Section of the community	Issues/needs
Older people, people with disabilities, cyclists, children	<ul style="list-style-type: none"> • Easy access by foot, wheelchair, pushchair or cycle

Policy & Management Implications:

Objective

- To conserve key green wedges/corridors that penetrate the city
- To maintain, and where possible enhance, the biodiversity and passive recreational value of green wedges/corridors through effective management

Recommended actions	Responsible agencies	Time scale
Implement biodiversity action plan	<ul style="list-style-type: none">• HCC• WCC Planning• Nature conservation interests and other Action Plan partner agencies	Short term
Re-appraise access and management techniques – seek consistency/ co-ordination between landowners and other interests	<ul style="list-style-type: none">• HCC with landowners• Ramblers and cyclists interests	Medium term
Locate development in a way that preserves the green wedges through minimum standards/ design guidance	<ul style="list-style-type: none">• WCC Planning	Long term

Key Links:

- Relates to the setting of the city and its image
- See also 'River Itchen and water meadows' – the most important green corridor

Background Information:

- Winchester City and its Setting study

Complementary Initiatives:

- Management Plans of The Countryside Agency, private landowners and local authorities
- Hampshire Biodiversity Action Plan

Theme: Biodiversity

What Matters: River Itchen and Water Meadows

Main Reasons Why:

- Chalk river of international importance
- Essential to biodiversity of city as green corridor – high quality water course, bounded by water meadows, streams and grassland of high nature conservation quality i.e. aquatic plants and animals, habitats for a range of land based plants and animals
- Integral to the setting of Winchester – the city is founded on a strategic crossing which continues to exert a strong hold over its form and development
- Important recreational facility – high quality fishing resource with controlled public access
- Running water can be 'therapeutic'

Importance:

- As a candidate for Special Area of Conservation (cSAC), it is a European feature of high importance
- Matters highly to local people (29.6% of questionnaire respondents included water meadows and the river in their 'likes' of Winchester)

Key Issues:

- Purity of water could be reduced through spillage/inappropriate land uses
- Increasing extraction rates could threaten groundwater supplies
- Protection of ecological value

Headline Indicator:

- Biodiversity audit
- SDS River quality

Future Threats:

- Extraction of groundwater supplies through development in river's catchment area
- Climate change, rising sea levels, etc. due to global warming

Future Opportunities

- Improved management of the watercourse itself, as well as its banks and surrounding areas
- Increasingly strict environmental legislation and controls

Specific Needs:

Section of the community	Issues/needs
City residents, leisure visitors, working visitors	<ul style="list-style-type: none"> • Recreational resource – directly for anglers, indirectly for ramblers, cyclists etc

Policy & Management Implications:

Objective

To prevent or regulate polluting or damaging land uses in proximity to local water courses, especially the River Itchen

Recommended actions	Responsible agencies	Time scale
Devise and implement joint management and promotional/strategies in partnership with other bodies	<ul style="list-style-type: none"> • Environment Agency in partnership with landowners and planning authorities 	Short term

Recommended actions	Responsible agencies	Time scale
Appraisal of planning policies and monitoring regimes to ensure potential polluting land uses are controlled	<ul style="list-style-type: none"> WCC Planning and Environmental Health 	Medium term

Key Links:

- River Itchen and water meadows is a key green corridor

Complementary Initiatives:

- Local Environment Agency Plan (LEAP)
- Water in Hampshire initiative
- Hampshire Biodiversity Action Plan

Theme: Biodiversity

What Matters: An Abundance of Trees

Main Reasons Why:

- Key contributor to the setting of the city, character areas and individual buildings
- Important as environmental features in their own right and as part of the skyline and green wedges/open spaces

Importance:

- As part of the wider setting of city it is of high national importance
- Important in filtering air pollutants

Key Issues:

- Many important trees/groups of trees reaching maturity or over-maturity
- Balance between increasing the density of development in built-up area and protecting trees
- Lack of accepted responsibility for maintenance by public or private landowners

Headline Indicator:

- Trees lost relative to new ones planted?

Future Threats:

- Development that fails to recognise the importance of trees, resulting in their removal or restricted growth through failure to take account of their root systems, light requirements, etc.

Future Opportunities:

- Scope for increased pressure to ensure retention of trees as part of site development, or through innovative initiatives to secure off-site planting in key areas

Policy & Management Implications:

Objective

To ensure the protection and management of key trees, avenues of trees and groups of trees and their contribution to biodiversity and air conditioning

Recommended actions	Responsible agencies	Time scale
Devise and implement a treescape management plan – including a review of our approach and level of protection. Simple landscaping of development is insufficient – a new approach should be built into planning briefs to encourage larger scale planting where necessary.	<ul style="list-style-type: none"> • WCC Planning and Leisure • Developers/ landscape architects 	Short term

Objective

To encourage the planting of trees in and around city to maintain green backdrop, frame views, soften new development, etc.

Programme of long term replacement as part of the management plan, may mean loss of some 'forest-scale' tree cover initially	<ul style="list-style-type: none"> • As above 	Medium to long term
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Key Links:

- Trees act as an air conditioner, improving air quality and contribute to the gateways and views into the city

Background Information:

- 'Winchester City and its Setting' study
- Emerging Winchester Conservation Area Assessment

Complementary Initiatives:

- Millennium Tree initiative
- Hampshire Biodiversity Action Plan

Theme: A City of Standing

What Matters: Image and Reputation. County Town Status

Main Reasons Why:

- Important to the local economy as it attracts related businesses, employment and revenue
- Reputation as a cathedral city, and the ancient capital of Wessex, gives Winchester a marketable identity
- Part of the historic legacy, resulting in a number of prominent civic and institutional buildings

Importance:

- A county issue of high importance
- Matters to local people (14.5% of questionnaire respondents included 'image' in their likes about Winchester)

Key Issues:

- Attracts an affluent population and high house prices as a consequence
- Negative impressions of Winchester, i.e. parking problems, traffic levels, 'elitism'
- Image can hide reality, i.e. 'pockets' of deprivation

Headline Indicator:

- Number of companies with head or regional offices based in Winchester
- Number of county or regional government related facilities

Future Threats:

- Unsympathetic developments/redevelopment in Winchester could negatively effect the image
- Over-provision of tourism related needs detracting from Winchester's character, e.g. souvenir shops, cafes
- Strict planning policies as a guard against inappropriate developments, could restrict the city's aspirations as a regional centre of importance
- Increasingly high house prices can make it difficult to provide affordable housing, leading to a lack of cultural diversity in the population
- Significant local government and public sector restructuring in the future could lead to a loss of revenue and employment and other indirect economic effects, especially city centre trade

Future Opportunities:

- New development enhancing the image of Winchester, i.e. innovative contemporary architecture
- Potential for having an administrative capacity of the South East region would benefit the city, plugging a gap if other government tiers were reduced or removed
- Possible development opportunities of publicly owned sites, including redevelopment of existing 'eyesores'

Specific Needs:

Section of the community	Issues/needs
Businesses	<ul style="list-style-type: none"> • City and County Councils provides business for a number of local firms
City residents	<ul style="list-style-type: none"> • A significant number of public sector employees live or shop in Winchester

Policy & Management Implications:

Objective

To enhance the image of Winchester and its status as a County Town and develop its natural strengths as the centre for the county

Recommended actions	Responsible agencies	Time scale
Continued/enhanced marketing of Winchester's high quality and historic image to attract visitors and businesses – resolve negative impressions (better shops, less traffic, parking problems, etc.)	<ul style="list-style-type: none"> • WCC Tourism • HCC • Press 	Short term
Maintain and enhance image factors such as clean streets, tree lined approaches, etc	<ul style="list-style-type: none"> • WCC 	Short term
Ensure the design of new developments adds to Winchester's image so they have the potential to be 'heritage' in the future	<ul style="list-style-type: none"> • WCC Planning 	Short to medium term
Assess viable alternatives for the redevelopment of local government and public sector sites, if and when they come available. Ensure that the highest quality of environmental design and community benefits are achieved.	<ul style="list-style-type: none"> • HCC • WCC 	medium to long term

Key Links:

- Tourist Attraction
- Nature of employment

Background Information:

- Visitor Survey 1998

Complementary Initiatives:

- Tourism Strategy
- WCC Corporate Strategy

Theme: A City of Standing

What Matters: Tourist Attraction

Main Reasons Why:

- Attracts visitors and tourists, therefore they spend money creating revenue (£98.8 million in the district, 1998), which supports the city's economy, environment and benefits to the community
- Provides employment (3,147 in the district, 1998)

Importance:

- Local issue of high importance as it is a critical strength of Winchester's economy
- Matters minimally to local people (only 1% of questionnaire respondents included 'tourism' in their likes)

Key Issues:

- Potential conflicts between meeting needs of residents and visitors
- Movement and accessibility of tourists into and around the city
- Revenue from tourism can accrue before having a negative impacts on Winchester's environment

Headline Indicator:

- Spending by visitors and jobs maintained/created

Future Threats:

- Increasing numbers of tourists causing traffic and pedestrian congestion, especially in the city centre
- Over-provision of tourism related needs detracting from Winchester's distinctive character, e.g. 'too many' souvenir shops, or reducing facilities for local residents
- Increasing competition from other tourist destinations

Future Opportunities:

- Special events/festivals and significant new tourist attractions
- A 18/24 hour economy facilitating a diverse choice of activities to benefit the evening economy
- IT development and the use of the Internet to attract target markets and provide local information
- Integrated facilities that provide for tourists and local needs

Specific Needs:

Section of the community	Issues/needs
Businesses	<ul style="list-style-type: none"> • Tourism accounts for a significant proportion of revenue created
Pedestrians	<ul style="list-style-type: none"> • Visitors account for a significant proportion of pedestrians in crowded city centre streets (especially during the summer season)

Policy & Management Implications:

Objective

To develop tourism in Winchester in order to support and improve the local economy, and to manage this in such a way as to protect and enhance the environment and quality of life for residents

Recommended actions	Responsible agencies	Time scale
Increased accommodation facilities for visitors (possible links with conference facilities), to encourage visitors to stay longer in the city	<ul style="list-style-type: none">• WCC Tourism• Leisure/hotel/conference operators	Short term
Improve marketing as a tourist attraction (and address environmental concerns)	<ul style="list-style-type: none">• WCC Tourism	Short term
Support tourism facilities in the city centre, particularly places to eat and drink, arts, seating areas etc	<ul style="list-style-type: none">• WCC Tourism	Short term
Improved evening entertainment and facilities, to encourage visitors to stay longer	<ul style="list-style-type: none">• WCC Tourism	Short to medium term
Encourage visitors to use park and ride or alternative transport (linked with marketing)	<ul style="list-style-type: none">• WMAP	Short to medium term
Integrate tourist movement into overall transport plans	<ul style="list-style-type: none">• WMAP	Short to medium term

Key Links:

- Local Economy
- Movement and access
- Shopping opportunities
- Arts and entertainment
- Pubs and restaurants
- Sports and recreation

Background Documents:

- Visitor Survey 1998

Complementary Initiatives:

- Tourism Strategy
- City Centre Management
- Discover Winchester Group
- TourIST project
- Theatre Royal and other forthcoming improvements in cultural facilities

Theme: Local Economy³⁸

What Matters: Nature and Availability of Employment

Main Reasons Why:

- Important for the health of the local economy and a low unemployment rate
- Essential for maintaining the viability of Winchester – its environment, heritage and quality of life for the community
- The predominant employment sector is public administration and health, reflecting the city's county town status and historical development
- Contributes to the image and reputation of Winchester, and the range of shopping and other facilities in the city centre
- Affects movement and access, particularly the level of commuting in and out of the city

Importance:

- District issue of medium importance
- Not mentioned much by local people through the questionnaires

Key Issues:

- Number of people employed in Winchester (full and part time – 33,890 in 1996) significantly outnumbers the number of economically active people who live in Winchester (14,618 in 1996)
- Although the service sector is a strong and growing sector, Winchester's current emphasis on public administration and health restricts the availability of employment that matches local skills
- Many public sector and other employees are unable to afford to buy or rent living accommodation in the city
- Overall, these issues result in high in and out commuting
- Limited unskilled and semi-skilled employment

Headline Indicator:

- Breakdown of employment type
- SDS New business start-ups and failures

Future Threats:

- Planning restrictions against new development make it difficult for the city to adapt to employment changes and compete effectively in the regional and global market (e.g. growing hi-tech sector)
- Risk of increased social polarisation if the key issues are not adequately addressed
- Over-dependence on one sector is risky if a significant employer moves or significantly down-sizes, particularly in view of the potential for further local government and public sector restructuring in the future
- A change in the balance of the employment structure could affect Winchester's image

Future Opportunities:

- Provide a more balanced diversity of employment, especially to match local needs and skills
- Attract new businesses to Winchester and support the retention and expansion of existing ones, provided they are compatible with environmental and social objectives
- Higher profile for the city's industrial areas and location on key national road and rail corridors
- Embrace the advent of new technology and working practises, e.g. government's Information Society initiative, teleworking, and more flexible working hours with an 18 or 24-hour economy

38 Further research is required as part of the District Local Plan Review. It is also recommended that the City Council considers ways of increasing its level of support and active role in the economic development of the city and district.

Specific Needs:

Section of the community	Issues/needs
City residents, people on low incomes, unemployed people	<ul style="list-style-type: none"> Poor choice of local jobs for unskilled/semi-skilled workers
Young people, students	<ul style="list-style-type: none"> More suitable local employment and housing to encourage young graduates to remain in Winchester and invest their skills into the life of the city
Businesses	<ul style="list-style-type: none"> Provide appropriate opportunities for new or expanding businesses

Policy & Management Implications:

Objective

To facilitate a more balanced economic structure with increased local employment suitable for local people

Recommended actions	Responsible agencies	Time scale
Encourage further co-operation and partnership within the business and education community (including research, arts sponsorship and support for social inclusion)	<ul style="list-style-type: none"> WCC HCC Chamber of Trade and Industry Hampshire TEC Business Link Other business and training interests Intech Other community and education interests Government and EU initiatives 	Short term
Support the retention and enhancement of the city's industrial areas and businesses – important for a balanced economy	<ul style="list-style-type: none"> As above Landowners Developers Investment and enterprise companies 	Short term
Provide appropriate services/facilities for the support and development of small and medium sized enterprises, including the launch of new firms and community co-operatives	<ul style="list-style-type: none"> As above 	Short to medium term
Seek ways of attracting new businesses to the city and facilitating the strengthening of existing non-administrative sectors such as creative, education, professional services and hi-tech industries through: Marketing initiatives <ul style="list-style-type: none"> Allocation of suitable development sites in the Local Plan Imaginative re-use of existing buildings, e.g. for craft workshops/art studios 	<ul style="list-style-type: none"> As above Local crafts people and artists 	Short to medium term

Policy & Management Implications:

Recommended actions	Responsible agencies	Time scale
<p>Investigate and implement appropriate ways of encouraging training and local jobs for local people, especially those who are unskilled or semi-skilled, with a view to reducing commuting, e.g.:</p> <ul style="list-style-type: none"> • Enter into agreements with major new commercial development to secure a proportion of local labour 	<ul style="list-style-type: none"> • As above 	Medium term

Objective

- To enable the provision of appropriate facilities and a range of employment opportunities designed to meet the particular needs of working parents and families

Recommended actions	Responsible agencies	Time scale
Support/facilitate the provision of relevant parent and family facilities and assistance	<ul style="list-style-type: none"> • HCC Social Services • WCC Health for All • Health Authority etc. • Voluntary sector • Leisure and retail businesses 	Short term
Encourage specially-tailored local labour schemes with new major employers to the city	<ul style="list-style-type: none"> • As above • Developers 	Short term
Promote and facilitate services and facilities for skills training, home working, voluntary work, teleworking and other flexible working, combined with childcare provision	<ul style="list-style-type: none"> • Local employers • Schools and colleges • Hampshire TEC • WCC • HCC 	Medium term

Key Links:

- Low unemployment
- Skilled and educated population
- Image and reputation

Background Information:

- 1991 Census
- Census of Employment
- Topic workshops and stakeholder interviews

Complementary Initiatives:

- Hampshire Economic Development Strategy
- Winchester Arts Strategy
- Local Agenda 21
- Tourism Strategy

Theme: Local Economy³⁸

What Matters: Low Unemployment

Main Reasons Why:

- Reflects the health of the local economy
- Reduced burden on local authority and central government resources

Importance:

- A local issue of low importance
- Matters minimally to local people

Key Issues:

- Risk of isolating those who are unemployed – need to address their needs and the underlying causes of unemployment that does exist in Winchester
- Possible complacency

Headline Indicator:

- Unemployment (1.1% in March 1999 – district)
- **SDS** Proportion of people of working age who are in work

Future Threats:

- Economic changes affecting the sectors the city relies on and/or recession could result in more unemployment. This would have an effect on Winchester's image and social balance, and the local services required
- Many unemployed people risk remaining so in the long term – importance of continued local employment, training and other support to match underlying needs

Future Opportunities:

- Continued government job creation and support initiatives
- Improved diversity of local employment
- Maintain and add to the quality of local businesses and other employment opportunities

Policy & Management Implications:

Objective

To maintain the low unemployment rate by adequately providing access to local training and employment opportunities

Recommended actions	Responsible agencies	Time scale
Support adequate and well targeted services to unemployed people through training, voluntary work, mentoring, social services, New Deal, etc.	<ul style="list-style-type: none"> • HCC • WCC • Hampshire TEC • Business community 	Short term
Monitor indicators to anticipate threats and broaden the range of commercial and public activity in the city	<ul style="list-style-type: none"> • As above 	Short to medium term
Ensure suitable employment is provided in conjunction with any future major housing development	<ul style="list-style-type: none"> • As above • Developers and investors 	medium to long term

Background Information

- Local Employment Survey

Key Links:

- Diversity of employment
- Skilled and educated population
- Active churches and voluntary sector

Theme: Local Economy³⁸

What Matters: Skilled and Educated Population

Main Reasons Why:

- Attracted, in part, by the city's reputation and attractive environment
- Helps attract businesses and employment to the city
- Potential for a good local workforce

Importance:

- A local issue of medium importance
- Matters minimally to local people

Key Issues:

- Valuing and supporting the diversity of skills in the city, whether considered skilled, semi-skilled or unskilled
- Reducing social exclusion

Headline Indicators:

- SDS Qualifications at the age of 19
- Socio-economic breakdown (SEG)

Future Threats:

- See 'education provision' for further details
- Desire for an expanded higher education sector could lead to a university, or an expansion of the existing facilities (could alter the social fabric of the city)

Future Opportunities:

- Potential for Winchester as a base for knowledge-based and information society businesses (similar to Cambridge?) with improved links between the schools/colleges/ university and local businesses
- New/improved conferencing facilities to generate revenue and enhance Winchester's image

Specific Needs:

Section of the community	Issues/needs
People on low incomes, unemployed people, and other 'minority' or 'socially-excluded' groups	<ul style="list-style-type: none"> • Essential that these important sections of the community gain in a high quality local economy

Policy & Management Implications:

Objective

- To ensure equal access to lifelong learning and skills training for all, and the provision of appropriate local facilities
- To encourage better links between the education and business sectors, enabling cross-fertilisation of ideas, skills, experience and resources

Recommended actions	Responsible agencies	Time scale
Encourage innovative and improved links between businesses, education and research communities	<ul style="list-style-type: none"> • WCC • HCC • Business, education, training and research interests 	Short to medium term
Continue to provide support, training and education initiatives to meet the need of local companies for a high quality workforce	<ul style="list-style-type: none"> • HCC • Hampshire TEC • Business and training interests 	medium term
Provide for continuing education and life long learning, for all income groups, in increasingly innovative ways to meet the demands of modern lifestyles, e.g. integrated libraries, adult education, teleworking and leisure or community centres	<ul style="list-style-type: none"> • Education providers • Business and leisure interests • Community groups 	medium term
Investigate the need, potential and practicability of new or redeveloped business and research accommodation in and around the city, as part of the review of the District Local Plan	<ul style="list-style-type: none"> • WCC Planning 	medium to long term

Key Links:

- Low unemployment
- Above-average proportion of managers, employers and professionals
- Education provision

Background Information:

- Topic workshops and stakeholder interviews

Theme: Local Economy³⁸

What Matters: Range of Shopping Opportunities

Main Reasons Why:

City centre shops and services

- Contributes to the vitality and viability of the city centre economy and atmosphere
- Important employment provider and income generator
- The proximity and centrality of facilities means that local residents potentially travel less to do comparison shopping
- Combination and individuality adds to local distinctiveness
- Offers a wider choice

City centre markets

- In addition to the benefits above, particularly important to small businesses and people on a low budget
- Adds vitality to the atmosphere
- Overcomes problems with high rents and rates
- In the case of local and organic produce, meets Local Agenda 21 objectives

Neighbourhood shops

- Convenient access for residents to newspapers, essentials, 'top up' goods, etc.
- Food outlets
- Ease of access (in terms of mobility, cost and time) essential to human living – especially for non-car owning people

Out-of-town stores

- Ease of access from suburbs and further afield to bulky comparison goods

Importance:

- A local (including surrounding settlements) issue of high importance
- Focus on the city centre accords with national policy objectives
- Lack of range of shops was the highest rated concern among local people (54.8% of questionnaire respondents)

Key Issues:

- Range of city centre shops significantly below public (resident and visiting) expectations, i.e. want more specialist/independent shops, some large multiples missing, need for more budget shops, e.g. for children's clothing
- Scope for more employment opportunities and greater use of non-car transport
- Significant forthcoming pressure from new developments in Southampton etc.
- Loss of a significant city centre employer could have major impact
- Diversification of supermarket product range; longer supermarket opening hours; internet shopping and banking; etc.
- Lack of larger sized stores for multiples
- Unaffordable rents and rates for many smaller businesses

Headline Indicator:

- City centre 'health check', including national/comparative ranking

Future Threats:

- Changes and demands in the retail sector put pressure on the individuality of shops/shopfronts and floorspace required – particularly a problem with historic/listed buildings in the city centre
- Significant loss of employers (e.g. local government) in the city centre would have consequences for its viability as a sub-regional shopping centre
- Significant shift of key types of shops/services to out-of-town sites or to telephone/internet-based, also a danger
- Significant increase in tourists could reduce choice for local residents, especially for those who are

less able to travel to alternative centres

- Car reduction/taxing initiatives ('stick') before/without enhancements in public transport/cycle/walking routes ('carrot') could stifle the city centre (indeed, out-of-town) economy.

Future Opportunities:

- Increases in suburban density could support local shops/services
- 'Urban renaissance' can encourage a diversification of city centre activities (and residents) to provide a greater critical mass for its vitality and viability
- An increase in undergraduate students could encourage budget and alternative shops, services and leisure facilities
- A significant increase in the population of the city's catchment area may provide additional critical mass to support and enhance shopping
- Redevelopment of Friarsgate/Broadway area
- Expansion of Park & Ride would make it easier for off-peak shoppers from outside the city to park – potentially freeing up some city centre car parks for development and extension of the benefits of pedestrianisation to provide a more pleasant, competitive environment
- Expanded arts/cultural scene/pubs and restaurants/longer opening hours
- Increased tourists could create additional demand for 'individual' shops
- Older people support/ need local facilities.

Specific Needs:

Section of the community	Issues/needs
City residents	<ul style="list-style-type: none"> ● Danger of becoming isolated/marginalised in terms of shops in city centre for tourists
Businesses	<ul style="list-style-type: none"> ● Servicing/access ● Appropriate shop unit sizes ● Business support/links
Children	<ul style="list-style-type: none"> ● Access for pushchairs etc important (inside and out) ● Need for children's clothing or similar shop ● Introduce city centre creche?
Young people, students	<ul style="list-style-type: none"> ● Leisure facilities, entertainment places and more 'younger' types of shops desired, e.g. charity/retro shops; vibrant/cosmopolitan atmosphere; affordability/attractiveness of non-car modes.
Older people	<ul style="list-style-type: none"> ● City centre convenience stores important; access/shopmobility
People with disabilities	<ul style="list-style-type: none"> ● Shopmobility/access; disabled car parking spaces.
People on low incomes	<ul style="list-style-type: none"> ● Alternative or budget shops important; affordability etc. of bus services very important
Bus Users/Train Users	<ul style="list-style-type: none"> ● Affordability, frequency, safety, etc; plenty of storage space on board, for shopping bags

Specific Needs:

Section of the community	Issues/needs
Cyclists	<ul style="list-style-type: none"> Secure parking, cycle routes to shops
Pedestrians	<ul style="list-style-type: none"> Safe, well-lit, attractive footways linking residential with shopping centres
Motorists	<ul style="list-style-type: none"> Importance of cheap, easy-to-find, safe car parking; Park and Ride with incentives for shoppers
HGV drivers	<ul style="list-style-type: none"> Transshipment? Times of/ease of access to shops

Policy & Management Implications:

Objective

- To safeguard and enhance the diversity of retail activity in the city centre, and ensure that it is accessible and attractive to all types of users
- To invest in strengthening and marketing Winchester's distinctive shopping experience as an alternative to competing shopping centres
- To radically improve the choice and quality of mode of transport into the city centre
- To ensure that all local residents have easy and convenient access to affordable fresh food (under 'Essentials' theme)
- To carefully manage the long term future of neighbourhood shops and a complementary role for edge-of-town outlets

Recommended actions	Responsible agencies	Time scale
Planning policies and guidance to continue to protect prime shopping uses, individuality of shopfronts, etc.	<ul style="list-style-type: none"> WCC Planning 	Short term
Improve accessibility to/ through the city centre, including car park signs	<ul style="list-style-type: none"> As above 	Short term
Implement the Winchester City Centre Management Plan	<ul style="list-style-type: none"> Winchester City Management Company WCC/HCC City centre businesses Landowners 	Short to medium term
Extend the benefits of pedestrianisation to other parts of the city centre	<ul style="list-style-type: none"> HCC Surveyors WCC Planning and Engineering 	Short to medium term
Expand (and relocate) street and farmers' markets	<ul style="list-style-type: none"> WCC Estates 	Short to medium term
Utilise tax/ fiscal incentives imaginatively, as legislation allows, in relation to rents, rates & car parking charges		medium to long term
'Intensification'/ diversification of uses at neighbourhood centres and edge-of-town retail centres		long term

Key Links:

- Nature of employment, image and reputation, social exclusion, tourist attraction

Background Documents:

- Shopping Catchment Area Survey 1998
- City Centre Retail Floorspace Requirement January 1998
- Central Winchester Study

Complementary Initiatives:

- City Centre Management
- Farmers Markets

Theme: Culture and Leisure

What Matters: Arts and Entertainment

Main Reasons Why:

- Contributes to cultural diversity
- Important in raising quality of life of residents
- Important for attracting visitors and tourists

Importance:

- A local issue which is of medium importance
- Matters to local people (11.5% of questionnaire respondents included 'good range of culture and leisure facilities' in their likes)

Key Issues:

- Limited capacity for new facilities in the city centre
- Ensure physical and intellectual accessibility in new or expanded facilities
- Desire for facilities tailored to particular sections of the community, e.g. younger people and students, gay, older people

Headline Indicator:

- Public perceptions on the range of cultural and leisure facilities
- Current provision of arts and entertainment facilities

Future Threats:

- Competition from surrounding towns and cities, e.g. Southampton, Salisbury, Chichester
- Pressure for larger scale leisure development
- New facilities could have accessibility problems, with the creation of more traffic in an already congested city centre

Future Opportunities:

- New arts and entertainment facilities attract additional visitors (revenue benefits)
- Integrate facilities into the evening/night-time economy, to diversify the choice of city centre activities
- Job creation and more flexible working hours or practices
- Increases in the district's population more likely to make facilities for particular groups viable

Specific Needs:

Section of the community	Issues/needs
Young people	<ul style="list-style-type: none"> • Need to ensure relevance of facilities and their affordability
People with disabilities	<ul style="list-style-type: none"> • Equal access is paramount
'Minority' or 'socially-excluded' groups	<ul style="list-style-type: none"> • Targeted facilities and equal access to mainstream arts and entertainment is important for community spirit and their value and acceptance in/by wider society
Families with young children	<ul style="list-style-type: none"> • Often over-looked – need to be considered to a greater extent

Policy & Management Implications:

Objective

To encourage a diverse range of culture, arts and entertainment, for people of all backgrounds and lifestyles – particularly those sections of the community who are currently under-provided for

Recommended actions	Responsible agencies	Time scale
Maintain a positive/proactive approach to new/improved arts and entertainment facilities, including public art	<ul style="list-style-type: none"> • WCC Leisure and Planning • Arts interests • Local artists and performers 	Short term
Provide opportunities and facilities for local artists to exhibit and perform in city and suburban centres	<ul style="list-style-type: none"> • As above • Community groups 	Short term
Continue to support the development of local culture and community spirit through community-led events, celebrations and projects	<ul style="list-style-type: none"> • Community groups and voluntary sector • WCC Leisure and Tourism • Local artists and performers • Businesses 	Short term
Work with the City Centre Manager, Tourism and the Police, to seek provision of a balanced range of leisure opportunities throughout the day and the evening that support city centre objectives	<ul style="list-style-type: none"> • WCC Leisure, Tourism, Licensing and Planning • City Centre Manager • Police • Business, arts and leisure interests 	Short term
Encourage arts and entertainment facilities that cater for wide range of ages and sections of the community, while targeting those that are under provided for, e.g. people on low incomes	<ul style="list-style-type: none"> • As above 	Short to medium term
Support the development of combined exhibition facilities, retail outlets and studio/ workshop space for local crafts people	<ul style="list-style-type: none"> • WCC Leisure 	medium term
Investigate the use and demand for leisure facilities, in order to plan for improvements, and support appropriate new proposals	<ul style="list-style-type: none"> • WCC Leisure 	medium term

Key Links:

- Youth Facilities and Opportunities
- Evening Economy
- Sports and Recreation Facilities

Complementary Initiatives:

- Arts Strategy
- Millennium Project

Theme: Culture and Leisure

What Matters: Sports and Recreation Facilities

Main Reasons Why:

- Quality of life and health benefits
- Increasing popularity of sport and fitness
- Recreation facilities important for a 'green and healthy city'

Importance:

- A local issue of medium importance
- Matters to local people (over 10% of questionnaire respondents included more sports facilities in their vision for the future)

Key Issues:

- Lack of space in and around the built up area to increase sports facilities and pitches, and play areas (due to the landscape and compactness)
- Threat on current sports pitches and informal recreation spaces from various development pressures – conflict of further provision with environmental interests and other landowner expectations

Headline Indicator:

- Adequacy of sports and existing recreation areas

Future Threats:

- Threat on the landscape and natural environment if sports grounds or informal recreation spaces are developed on
- New housing development would increase the demand for sports pitches and play areas

Future Opportunities:

- Increasing popularity of sport and leisure
- Improve the health of residents and reduce social exclusion
- More flexible working hours, would require greater flexibility in the opening hours of sports facilities
- A major new sports or leisure facility
- Car-free city could free up land for small parks and other informal recreation

Policy & Management Implications:

Objective

- To resolve the under-provision of recreation (sports and play) facilities
- To protect and enhance the informal open spaces

Recommended actions	Responsible agencies	Time scale
Use the Open Space System and S106 agreements to provide facilities	<ul style="list-style-type: none"> • WCC Planning and Leisure 	Short term
Protect existing well-used sports grounds and facilities against development	<ul style="list-style-type: none"> • WCC Planning 	Short term
Maintain and enhance current parks and open spaces, and provide new ones as part of high density or major development	<ul style="list-style-type: none"> • WCC Planning and Leisure • Developers 	Short term

Policy & Management Implications:

Recommended actions	Responsible agencies	Time scale
Allocation of additional land for sports and recreation facilities in the local plan	<ul style="list-style-type: none">• WCC Planning and Leisure	Medium term
Encourage greater sharing of existing community and recreational facilities	<ul style="list-style-type: none">• WCC Planning and Leisure• Community, sports and social groups• Education providers• Sport and leisure operators	Medium term

Key Links:

- Youth facilities and opportunities
- Evening economy

Background Information:

- Open Space Strategy 1999-2000

Complementary Initiatives:

- Bushfield Camp Study

Theme: Culture and Leisure

What Matters: Youth Facilities and Opportunities

Main Reasons Why:

- Young people account for a significant proportion of the city's population – important for a balanced community and support of local education and leisure facilities
- Important for quality of life and personal development

Importance:

- A local issue of medium importance (high to young people)
- Matters strongly to local people (in the questionnaire 15.9% included 'poor range of youth facilities' in their dislikes, and 21.4% included 'more youth facilities' in their visions)

Key Issues:

- Poor distribution and inappropriateness of some existing facilities for young people's modern demands
- Leads to 'hanging around' (conflicts with other age groups)

Headline Indicator:

- Level of provision and use of youth facilities

Future Threats:

- Risk of marginalising children and young people's needs in the light of an ageing population
- Possible pressure on school playing fields and open spaces for development
- Current education facilities are nearing capacity, therefore population increases could lower the quality of provision if over-capacity

Future Opportunities:

- New facilities could attract a wider usage of facilities, i.e. at a regional level
- Greater linkage of facilities with the tourism sector

Policy & Management Implications:

Objective

To increase the perceived and actual provision of appropriate facilities (sports, arts, entertainment and retail) and employment opportunities for local young people

Recommended actions	Responsible agencies	Time scale
Allocation of additional land in the local plan for facilities	<ul style="list-style-type: none"> • WCC Planning 	Medium term
Ensure young people have sufficient education and learning facilities	<ul style="list-style-type: none"> • HCC • Education providers • Business community 	Short term
Use S106 agreements and the Open Space System to provide facilities	<ul style="list-style-type: none"> • WCC Planning 	Short term
Participation of young people in council initiatives to supply their needs/desires WCC	<ul style="list-style-type: none"> • HCC • Face to Face and other local youth organisations 	Short term

Policy & Management Implications:

Recommended actions	Responsible agencies	Time scale
Seek to provide non-pub related entertainment for young people in the evening and at weekends	<ul style="list-style-type: none">• WCC Leisure• HCC• Sport, leisure and arts interests• Youth organisations	Short term
Cheaper and convenient public transport, safer routes to school/college, etc.	<ul style="list-style-type: none">• See 'movement and accessibility' theme	Medium term

Key Links:

- Evening economy
- Range of arts and entertainment
- Sports and recreation facilities

Background Information:

- Open Space Strategy 1999-2000
- YMCA Winchester Youth Survey 1998

Complementary Initiatives:

- Youth Strategy

Theme: Culture and Leisure

What Matters: Pubs and Restaurants

Main Reasons Why:

- Adds to the character, and provides the evening economy – for residents and visitors
- Part of the city's history – inhabit many historic buildings throughout the city
- Important when attracting visitors and tourists
- Engenders community spirit and social interaction

Importance:

- A local issue of medium importance
- Matters to local people (15.6% of questionnaire respondents included 'good range of pubs and restaurants' in their likes)

Key Issues:

- Some pub users can cause community safety problems – particularly at 'chucking out' times

Headline Indicator:

- Public perceptions on the range of pubs and restaurants
- Number of pubs and restaurants

Future Threats:

- Threat of redevelopment or change of use of original public houses risk being to the detriment of Winchester's townscape character
- Proliferation of pubs in a small area leads to anti-social behaviour
- Obstacle to city centre living due to noise and disturbance

Future Opportunities:

- Enhance the sense of security in the evening
- Integrate the pubs and restaurants into the evening economy – provide for a wider range of people to reduce dominance of any one section of the community
- Further strengthening of the tourism sector
- Essential part of an evening economy and potential to contribute to an 18 or 24-hour society
- Links with a possible expansion of the higher education colleges

Policy & Management Implications:

Objective

To ensure there is an appropriate provision of pubs and restaurants, which helps create and maintain a careful balance between the cultural and leisure needs of visitors and residents

Recommended actions	Responsible agencies	Time scale
Ensure the design of new pubs or loss of existing pubs are not to the detriment of Winchester's character	<ul style="list-style-type: none"> • WCC Planning • Architects and developers 	Short term
Review Local Plan and licensing policies	<ul style="list-style-type: none"> • WCC Planning and Licensing 	Medium term
Seek to encourage pubs and restaurants that, overall, cater for a wide range of income, ages and types of people (visitors, tourists and locals)	<ul style="list-style-type: none"> • WCC • Leisure and business interests • Landowners and investors • City Centre Manager 	Medium term

Key Links:

- Youth facilities and opportunities
- Tourist attraction
- Historic legacy and townscape character

Background Information:

- City centre land use surveys

Complementary Initiatives:

- Shopfronts and advertisements design guide
- Tourism Strategy
- City Centre Management
- Youth Strategy

Theme: Culture and Leisure

What Matters: ‘Evening Economy’

Main Reasons Why:

- Provides social interaction
- Improves quality of life
- Attracts tourists and visitors
- Supports the vitality and viability of the city centre

Importance:

- A local issue of medium importance
- Matters to local people (18.9% of questionnaire respondents included lack of diverse evening entertainment in their dislikes)

Key Issues:

- Certain leisure facilities may not be able to locate in city centre – pressure on outskirts?
- Potential obstacle to city centre living, i.e. noise and disturbance
- Lack of evening facilities discourage tourists to stay longer in Winchester

Headline Indicator:

- Public perceptions of the evening economy
- Current provision/diversity of facilities in the evening

Future Threats:

- Pressure for large scale leisure developments
- New facilities could have accessibility problems, with the creation of more traffic in an already congested city centre

Future Opportunities:

- Increasing the diversity of the evening economy for all ages could lead to a decrease in crime
- Increased revenue and employment
- Greater social diversity and inclusion
- Improve the existing public transport system in the evening, and integrate it in with evening activities
- Resolve the current undershoot of youth facilities
- Potential increase in importance of the evening economy with more flexible working hours and practices (18/24-hour economy)

Specific Needs:

Section of the community	Issues/needs
Young people	<ul style="list-style-type: none"> • Current under-provision of facilities, with a need for more non-pub entertainment
Visitors	<ul style="list-style-type: none"> • Require entertainment in the evening, if they are to be encouraged to stay in Winchester longer
Older people, women	<ul style="list-style-type: none"> • Reduce fear of crime at evening/night

Policy & Management Implications:

Objective

To increase the limited diversity of activities in the evening, i.e. shopping, arts, entertainment, leisure, sports etc.

Recommended actions	Responsible agencies	Time scale
Locate facilities with regard to the safety and ease of access and movement by alternative transport to the car	<ul style="list-style-type: none"> • WCC • HCC • Developers • Public transport operators 	Short term
Encourage existing shops to open in the evening and on Sundays	<ul style="list-style-type: none"> • WCC • City Centre Manager/City Centre Forum • Discover Winchester consortium • Other business interests 	Short term
Seek to maintain a balance of activities and facilities in the city centre, in line with social and environmental objectives	<ul style="list-style-type: none"> • As above 	Short medium term
Support new leisure developments on appropriate allocated sites and through the imaginative re-use of existing buildings	<ul style="list-style-type: none"> • WCC Planning and Licensing 	Medium term
Integrated city centre, tourism, arts and leisure plans and strategies	<ul style="list-style-type: none"> • WCC • City Centre Management 	Medium term

Key Links:

- Tourist attraction
- Youth Facilities and Opportunities
- Pubs and Restaurants
- Range of shopping opportunities

Complementary Initiatives:

- WCC Strategic Plan
- Community Safety Strategy
- City Centre Management
- Tourism Strategy
- Youth Strategy

Theme: Movement & Accessibility

Introduction

The pattern and intensity of the movement of people and goods in and around any town or city depends on the complex interaction between many of the foregoing characteristics, the varying type and level of human activities, and how easy it is to access them by different modes of transport.

This section concentrates on the key characteristics of the transport routes and the facilities for trips to be undertaken by a variety of different modes. How this part of the framework is developed and implemented relates heavily to the Hampshire Local Transport Plan and Winchester Movement and Access Plan (WMAP).

It is in this light that this theme is set out slightly differently to the others above.

What Matters: Strong Focus of many Communication and Transport Routes

Main Reasons Why:

- Many routes are 'sustainable' (railway, cycleways, rights of way/ footpaths) – promoting healthier lifestyles, traffic reduction and improved air quality
- Motorway, primary roads and mainline railway provide fast and very convenient access to and from the surrounding region and London
- Good location and accessibility contributes highly to the city's attraction as a place to live, work, visit/stay and hold major events/conferences
- Established network adds certainty to people's travelling habits and locational choices
- Reflects development and role of the city over time, including its current status as county town

Importance:

- A regional feature of medium importance
- Locally, the city's good location and accessibility is of high importance, having been identified by 31.8% of questionnaire respondents (joint second highest rated strength of the city)

Key Issues:

- Good strategic accessibility by road encourages 'unsustainable' commuting patterns unless alternatives are made at least as attractive
- Perceived poor local accessibility by car into and through the city centre risks working against improving its vitality and viability
- Scope for greater use by cyclists, ramblers and other visitors – bringing additional income to the city
- Continued management to maintain a balance between recreational needs and ecological protection of rights of way through environmentally sensitive areas

Headline Indicators:

- Map of communication routes
- Length of routes by mode

Policy & Management Implications:

Objective

To enhance, promote and manage the network, and encourage the best use of 'sustainable' routes into the city, in partnership with appropriate agencies and landowners

Recommended actions	Responsible agencies	Time scale
Improved marketing and awareness raising of walking and cycling opportunities in the area, including among local residents	<ul style="list-style-type: none"> ● WCC ● Winchester College ● Countryside Agency ● National Rights of Way ● Sustrans ● South West Trains 	Short term
Seek to ensure the management of rights of way, cycleways etc. is co-ordinated and consistent with sustainability and to vision objectives	<ul style="list-style-type: none"> ● As above 	Short to medium term
Maximise the use of existing sustainable transport routes and green corridors for local and sub-regional journeys, in keeping with sound conservation and management principles	<ul style="list-style-type: none"> ● WCC ● Winchester College ● Countryside Agency ● National Rights of Way ● Sustrans ● South West Trains 	Short to medium term

Theme: Movement & Accessibility

What Matters: Pedestrianised and Traffic Calmed Areas in the City Centre

Main Reasons Why:

- Health and safety benefits – reduces fumes/noise and conflicts with traffic
- Pedestrian comfort and convenience
- Improves footfall benefits by linking both sides of the street and attracting more shoppers
- Similarly, allows for greater cross-street social interaction and pedestrian safety in residential areas
- Creates public space and opportunities for street entertainment, play, public art and pavement cafes
- Easier accessibility for people in wheelchairs or with pushchairs
- Contributes to attracting visitors to the city

Importance:

- Given the walkability of the city centre is part of the attraction and character of Winchester for visitors, it is a national feature of medium importance
- Car-free areas also matter to local people (27% of questionnaire respondents wanted to see more car-free areas in the future)

Key Issues:

- Scope for extending pedestrianised or pedestrian-friendly areas in the future
- ‘Dead’ atmosphere in the evenings and at night – need for more residential uses and evening activities to improve evening vitality and viability
- Servicing, unloading and access for disabled people

Headline Indicator:

- Area of pedestrianised and traffic calmed streets
- Pedestrian flow count

Policy & Management Implications:

Objective

To put people first, before vehicles, in the design of public spaces and transport infrastructure

Recommended actions	Responsible agencies	Time scale
Establish clear hierarchy of needs to guide all new movement and access schemes, i.e. similar to York	<ul style="list-style-type: none"> • WCC Planning and Engineering • HCC • Local transport forums 	Short term
Introduction of ‘Home Zones’ in existing streets and urban design principles of such to be applied to all new housing development	<ul style="list-style-type: none"> • WCC Engineering and Planning • HCC • DETR 	Short to medium term
Extend the benefits of pedestrianisation to other parts of the city centre– create new urban public squares/places	<ul style="list-style-type: none"> • WCC Engineering and Planning • HCC • Cathedral • City Centre Management Medium term 	medium term

Theme: Movement & Accessibility

What Matters: Safe and Accessible Movement

Main Reasons Why:

- Equal opportunities
- Prevention of accidents and fatalities
- Reduced pressure on local medical services

Key Issues:

- Personal safety and security
- Road safety and conflicts between different modes of transport
- Particular concerns among women and older people

Headline Indicator:

- Pedestrian accidents
- SDS Level of crime

Policy & Management Implications:

Objective

To ensure that movement and access in and around the city is safe, comfortable and convenient, particularly for women, older people and people with disabilities

Recommended actions	Responsible agencies	Time scale
Promote safe design in new development and through environmental improvements, e.g. improved street lighting on pedestrian routes	<ul style="list-style-type: none"> • HCC • WCC Planning, Housing, Leisure and Engineering • Architects and developers 	Short term
Continue to give safety and security on public transport a key priority; encourage safe routes to school	<ul style="list-style-type: none"> • HCC • WCC Engineering • Schools • Public transport operators 	Short term
Promote buildings designed by and pred-ominately for women (e.g. refuges for women who have experienced domestic violence), people with disabilities or people with other particular security and access requirements	<ul style="list-style-type: none"> • HCC • Voluntary sector • WCC Housing and Planning • Architects and developers 	Medium term

Theme: Movement & Accessibility

What Matters: Cycling Facilities

Main Reasons Why:

- Health and safety benefits
- Ideal for local journeys to support local services/amenities
- Recreational/leisure
- Opportunities to reduce car journeys with consequential congestion and pollution benefits

Importance:

- A local issue of medium importance (12% of questionnaire respondents wanted to see more cycle routes and facilities in the future), although its benefits support national objectives

Key Issues:

- Scope to provide extensive network of routes for cyclists is constrained by the ancient street layouts and implications for reducing traffic capacity
- Steep gradients in parts of the city reduce attractiveness of cycling for some people, particularly older people
- Poor perception of available routes for cyclists in terms of safety and directness

Headline Indicator:

- Cycle travel in Winchester

Policy & Management Implications:

Objective

To encourage more short distance car trips to be made by bicycle

Recommended actions	Responsible agencies	Time scale
Priority to pedestrians and cyclists at traffic signals, side junctions, etc. – develop network of high quality, well surfaced, well lit footpaths/shared cycleways	<ul style="list-style-type: none"> • WCC Engineering • HCC 	Short term
Provide new routes and links which give advantages to cyclists over other vehicles	<ul style="list-style-type: none"> • WCC Engineering • HCC 	Short to medium term
Provide cycle parking facilities and provide facilities for changing and storage in all major public buildings, employers and educational establishments	<ul style="list-style-type: none"> • WCC • HCC • Major employers • Leisure centres • Schools and colleges 	Short to medium term
Electrically assisted cycles/cycleways and other wacky ideas in the future?	<ul style="list-style-type: none"> • As above • Cycle manufacturers 	Long term

Theme: Movement & Accessibility

What Matters: Public Transport

Main Reasons Why:

- Accessibility and choice for people without a car
- Potential for restraining car use, reducing pollution and congestion
- Ability to transport large numbers of people in less road space
- Contributes to economic vitality
- Important local and regional links by rail and coach

Importance:

- Local issue of high importance (also of medium importance at a regional level) – contributes to national objectives

Key Issues:

- Limited road space restricts its re-allocation to buses only
- Lack of physical and timetable integration between uses
- Considerable scope for improving the basics, e.g. information, bus stop accessibility
- Trains to London at capacity during morning peak periods

Headline Indicator:

- Number, frequency and length of public transport routes by mode
- SDS passenger travel by mode

Policy & Management Implications:

Objective

To significantly enhance the perceived and actual attractiveness of public transport

Recommended actions	Responsible agencies	Time scale
<p>Improve the basics of public transport to provide a stronger, more convincing foundation to attract new users, through higher quality vehicles, information and waiting facilities/platforms, etc</p>	<ul style="list-style-type: none"> • WCC • HCC/ROMANSE • Public transport operators • Bus and train manufacturers • Providers of new technology, e.g. Internet information and bookings 	Short term
<p>Better physical, routing and scheduling integration of public transport (bus, trains and taxis), walking and cycling, e.g.:</p> <ul style="list-style-type: none"> • Re-modelling of rail station forecourt • Internet information • Integrated information panels on prices/routes/times • Quality partnerships • Circular as well as radial routes where viable 	<ul style="list-style-type: none"> • As above 	Short to medium term

Recommended actions	Responsible agencies	Time scale
Encourage greater use of public transport for commuting and leisure-based trips into/out of the city	<ul style="list-style-type: none"> ● As above ● Bus operators ● Discover Winchester consortium ● Winchester Commuter Forum 	Medium term
High quality vehicles with image and comfort comparable with the car, including new forms of public transport, e.g. peplemover, guided electric/hybrid bus	<ul style="list-style-type: none"> ● As above 	Medium to long term
Greater use of train services for local/off-peak journeys by improved marketing, frequency, ticket incentives, etc.	<ul style="list-style-type: none"> ● WCC ● HCC ● Railtrack ● SRA ● Train operators 	Medium to long term
Investigate radical means of shifting resources from car use to encouraging more use of alternatives, e.g. like the Freiburg Environmental Protection Ticket	<ul style="list-style-type: none"> ● WCC ● HCC ● Public transport operators ● Major local businesses 	Medium to long term

Theme: Movement & Accessibility

What Matters: Movement and Parking of Private Cars

Main Reasons Why:

- High personal mobility
- Seamless
- Fully accessible
- Socially acceptable/ status symbol
- Ability to transport shopping and goods
- Contribute to economic vitality

Importance:

- Local issue of medium importance

Key Issues:

- Maintaining good access for those dependent on the car
- Ensuring adequate levels of car access consistent with economic vitality and vision for the city's future
- Restricted car parking space in a constrained city – conflict with urban renaissance objectives
- Accessibility of the city is seen more as the ease of getting out of it – need to focus on ease of access into and through the city

Headline Indicator:

- SDS Road traffic
- SDS Passenger travel by mode

Policy & Management Implications:

Objective

To prepare and implement a radical integrated land use and transport strategy with clear objectives, actions, timescales, responsible agencies, etc. covering the whole city.

Recommended actions	Responsible agencies	Time scale
Undertake comprehensive survey of all (on and off street, public and private) parking in and around the city	<ul style="list-style-type: none"> WCC Planning and Engineering 	Short term
Need to understand and interpret travel patterns (especially for city centre users) more – e.g. identify key commuting and leisure route corridors in/out of the city and address ease of means of movement other than by car	<ul style="list-style-type: none"> HCC WCC Employers/Winchester Commuter Forum Public transport operators 	Short term
Maintain acceptable balance of city centre accessibility between environmental sustainability and economic viability objectives – introduce improved integrated co-ordinated signposting as a start	<ul style="list-style-type: none"> WCC City Centre Management City centre businesses 	Short to medium term
Plan for the transport consequences of major development: <ul style="list-style-type: none"> Movement/access criteria and principles Network connections Parking standards S106 agreements Commuted payments Infrastructure first before development, where possible Initiatives – car pools, car sharing, etc. 	<ul style="list-style-type: none"> WCC HCC Employers Developers Transport operators 	medium term

Theme: Movement & Accessibility

What Matters: Impacts from the Use of Private Cars

Main Reasons Why:

- Congestion
- Pollution and poor public health
- Traffic dangers – road casualties, especially for vulnerable road users
- Key detractor of the city's character

Importance:

- A national issue of high importance

Key Issues:

- Traffic delays cause inconvenience and promote poor image of the city
- Major contributor of air pollution – leading to poor public health and climate change
- Walking and cycling are perceived as unsafe and unpleasant
- Unsustainable commuting patterns
- Limited space for parking – land often used inefficiently for parking vehicles

Policy & Management Implications:

Objective

To reduce the negative impacts associated with motor traffic in the city, as a consequence of the integrated land use and transport strategy

Recommended actions	Responsible agencies	Time scale
Reallocation/sharing of road space to different modes: cycling, walking, buses, express transit links for mass-trip corridors, etc. – as legislation and funding allows	<ul style="list-style-type: none"> • HCC • WCC Engineering 	Short to medium term
Denser residential development in the city centre and, where possible, around neighbourhood centres, linked to innovative car sharing or car reduction schemes, e.g.: <ul style="list-style-type: none"> • Neighbourhood car fleets • Scooter/car pools • Car-free housing • Restrictions on residents' parking permits for occupants of such development • Low rate/flexible car hire 	<ul style="list-style-type: none"> • WCC Housing and Planning • Developers • Landowners • Housing associations • Car rental firms • Car sharing co-operatives, etc. 	Medium term
Make more effective use of non-residential parking, especially out of working hours	<ul style="list-style-type: none"> • WCC • Landowners • Local businesses • Winchester Commuter Forum 	Medium term
Re-allocation/relocation of some long stay city centre car parking to edge-of-city Park & Ride/Cycle/Walk sites integrated with the landscape. Maintain and enhance quality of short stay car parking	<ul style="list-style-type: none"> • WCC • HCC • Employers • Public transport and car parking operators 	Medium term
Devise and introduce Clear Zones and Home Zones – as legislation and funding allows	<ul style="list-style-type: none"> • WCC • HCC • DETR 	Medium term

General Specific Needs

The following chart suggests ways in which the needs of the following people could be taken into account to achieve the movement and accessibility objectives above.

Section of the community	Needs / issues	Possible solutions
City residents	<ul style="list-style-type: none"> • Availability and cost of parking at/near home • Proximity, frequency and cost of public transport alternatives for work, school and leisure travel in and out of the city 	<ul style="list-style-type: none"> • Parking management schemes and pricing mechanisms • Review residential car parking standards; encourage alternatives (neighbourhood car fleets, smaller cars, basement car parking, use of multi-storeys, etc.) • Still need car 'storage' space!
Businesses	<ul style="list-style-type: none"> • Servicing, access and un/loading • Essential business journeys • Commuting by employees – means/ease/cost of transport and parking • Parking for visitors/ shoppers 	<ul style="list-style-type: none"> • Green commuter plans (in hand) • WCC and HCC to take a lead – e.g. environmental transport incentives for employees, electric local courier vehicles • Car sharing (reduce single occupancy of vehicles), sharing commuter bus routes, loyalty card schemes, etc. • Take account of needs of essential car users
Commuters	<ul style="list-style-type: none"> • Similar to Businesses 	<ul style="list-style-type: none"> • Similar to Businesses • Commuter Clubs, commuter credit unions • Discount schemes, loans for season tickets, etc. • Better and easier accessible information
Other visitors (tourists)	<ul style="list-style-type: none"> • Coach boarding stops and parking • Timetable and physical connections with train and bus services • Quality and clarity of road and pedestrian signing 	<ul style="list-style-type: none"> • Sufficient coach parking spaces • Tourist eco-bus around the city – greater use of Park & Ride buses? • Integrated, co-ordinated pedestrian, tourist and road user signing strategy • A Winchester Card – integrated travelcard-cum-discount card for tourist attractions, eating places, etc.
Women	<ul style="list-style-type: none"> • Street and public transport lighting, CCTV, etc. • Quality of off-peak public transport • Increasing use of own car for essential business and/or personal security reasons 	<ul style="list-style-type: none"> • Lighting Strategy for the city – focusing on dark pedestrian/ cycle routes, public transport waiting facilities and car parks • Accessible buses

Section of the community	Needs / issues	Possible solutions
Men	<ul style="list-style-type: none"> • Most likely to use the car for regular business trips/journeys to work 	<ul style="list-style-type: none"> • Awareness raising courses in local major employers' offices • More pooling of company cars • Raising attractiveness/quality of public transport
Children	<ul style="list-style-type: none"> • Provision for them on public transport services – both in terms of occupying their time and safety and accessibility • Ease of access/mobility around town in pushchairs • Safety of walking and cycling routes 	<ul style="list-style-type: none"> • Safer, well lit walking routes to school – 'walking bus' initiative • Visual interest, sculptures, play items, etc. on route
Young people	<ul style="list-style-type: none"> • More reliant on public transport, walking, cycling and lifts – cost, safety and attractiveness of them • Tolerance of skateboarding, rollerblading, etc. • Importance of evening/ late night/ weekend public transport • Safety and ease of access to school/ college 	<ul style="list-style-type: none"> • Student deals on public transport • Awareness raising to change their attitudes • Be more positive about rollerblading, cycling, etc. – educate – less restrictions/more facilities (in hand) • Youth buses, late night buses/ taxi buses from venues, etc
Students	<ul style="list-style-type: none"> • Similar to above • Increasing demand for parking spaces 	<ul style="list-style-type: none"> • Similar to above • Colleges to subsidise inter-campus and nightlife transport (Art School starting this)
Older people	<ul style="list-style-type: none"> • Accessibility and mobility around the city and on public transport • Increasing reliance on car? 	<ul style="list-style-type: none"> • Continued/ enhanced support for Shopmobility, e.g. ongoing route provision • Continued/ enhanced support for accessible transport and bus passes
People with disabilities	<ul style="list-style-type: none"> • Full accessibility and mobility around the city and on public transport • Disabled car parking – use and abuse of 	<ul style="list-style-type: none"> • Similar to above • Continued, but stricter enforcement, of disabled parking provision to ensure the people who most need it can use it • Very low floor buses and easy-access trains • Continued support of door-to-door Dial-a-Ride services

Section of the community	Needs / issues	Possible solutions
People on low incomes	<ul style="list-style-type: none"> ● Stigmatisation of public transport – status symbol of the car ● Cost, frequency and safety of public transport – making it as hassle-free as possible ● Directness of routes to shopping and community facilities, e.g. Tesco, schools ● Lifts, taxis, etc. 	<ul style="list-style-type: none"> ● Continued/ enhanced support for discount schemes for those on state support, e.g. unemployed ● Review bus routes, etc. – involve potential customers openly and fully ● More sophisticated marketing of public transport to improve its image
Bus users	<ul style="list-style-type: none"> ● Accessibility, frequency, cost/ pricing structure, convenience, quality of vehicles, waiting facilities, speed, quality of information, routing/ timing of services, etc. 	<ul style="list-style-type: none"> ● Quality bus partnerships – better approach to ‘total quality’ bus experience, e.g. quality of design of vehicles ● Accessible buses and bus stops, bus priority measures, etc. ● Significant improvement in information and pricing incentives (especially for irregular users)
Train users	<ul style="list-style-type: none"> ● As above, but for trains 	<ul style="list-style-type: none"> ● Similar to above ● Establish good early working relationships with the new SRA ● Rail-taxi, more bus links, rickshaw link etc. – learn from initiatives in Holland, Germany, etc.
Cyclists	<ul style="list-style-type: none"> ● Safety and comfort of cycling, e.g. segregated cycle lanes into and across the city (radial and circular) ● Secure cycle parking facilities ● Workplace incentives 	<ul style="list-style-type: none"> ● Continued expansion of cycle route network – paying particular attention to surfacing, direct routes, segregation as much as possible, etc. ● City centre/ rail station secure lockers and shower ‘shop’ ● Action to allow cyclists an easier ride on to the station platform and on trains

Section of the community	Needs / issues	Possible solutions
Pedestrians	<ul style="list-style-type: none"> • Safety and security • Directness and speed of walking relative to alternatives • Seating/resting places 	<ul style="list-style-type: none"> • See lighting strategy under 'Women' • Open up and establish new footways through S106s etc. relating to new development • More level access treatments at side streets and to link routes across main roads • Identify pedestrian network and target improvements better • Give priority to pedestrians in new development schemes (of any use, e.g. better integrate out-of-town developments with city by foot) • Seating at regular intervals along main routes
Motorists	<ul style="list-style-type: none"> • Speed and ease of access into and out of, and through the city • Places to park cheaply and quickly 	<ul style="list-style-type: none"> • Most of it above in some form • Park & Ride • Making buses and trains look as good, if not better, than cars • Imaginative means of car storage • Not being anti-car, but focusing on alternatives for mass transit, i.e. school and work, and possibly leisure shopping • Tax non-residential parking?
HGV Users	<ul style="list-style-type: none"> • Narrow streets • Parking, un/loading, servicing, etc. • Restrictions 	<ul style="list-style-type: none"> • Re-investigate trans-shipment initiative on the outskirts of town, lighter vehicles run on alternative fuels in the city centre (long term) • Weight, loading, etc. restrictions to back it up • Support increased rail freight

G | Appendix G: Summary of Policy & Management Objectives

Key:

- C = objectives that principally constrain development
- D = objectives which encourage development or investment in improvements
- R = objectives that should be achieved through the design and construction of development, if and when it occurs

Essentials

What matters	Objectives	Type		
		C	D	R
Air quality	1 To achieve a noticeable improvement in air quality, in line with national standards	✓		
Health services	2 To support the retention and enhancement of a wide range of good quality health and medical services in the city to meet modern needs		✓	
Choice and affordability of housing	3 To promote and facilitate a range of housing in terms of type, tenure, size, and most importantly, affordability, to meet local need – at a site by site and strategic level		✓	
Good quality housing stock	4 To maintain the quality of the city’s housing stock, regardless of tenure		✓	
(Range of shopping opportunities)	5 To ensure that all local residents have easy and convenient access to affordable fresh food		✓	
Education provision	6 To enhance the range and quality of education on offer, for all needs and ages		✓	
Water quality	7 To protect the city’s natural and built fabric from the long-term effects of global warming phenomena			✓
	8 To help improve the quality of a clean, safe water supply, in line with national standards			✓

Social Cohesion

What matters	Objectives	Type		
		C	D	R
Above-average older population	9 To enable good provision of facilities and services that meet the needs of more 'vulnerable' members of the community, particularly older people	✓		
Above-average proportion of managers, employers and professionals	10 To improve the range of facilities, services and jobs available locally in order to achieve a significant reduction in out-commuting		✓	
Active churches and voluntary sector	11 To enable adequate provision and flexibility of use of buildings for community, leisure, church groups and activities		✓	
Above-average older population	12 To ensure that movement and access in and around the city is safe, comfortable and convenient, particularly for women, older people and those with disabilities			✓
Social exclusion and 'pockets' of deprivation	13 To ensure that spatial, land use and transport planning facilitates equal opportunities for all sections of the community to enjoy a good quality of life			✓
Low crime rate	14 To incorporate good anti-crime principles in the design and location of new development			✓

The City's Setting

What matters	Objectives	Type		
		C	D	R
Distinctive landscape dominates the city	15 To maintain, and where possible enhance, the attributes of the critical capital of the setting of Winchester, as defined in the conclusions of the 'Winchester City and its Setting' study 1998	✓		
Small-scale city with compact centre	16 To maintain the compactness of the city and its benefits, particularly if its overall scale increases in the future	✓		
Distinctive sense of arrival at Winchester's urban area, reinforced by mature tree cover alongside roads	17 To seek to maintain and add to the city's avenues of trees, sense of arrival and key views into, out of and through it	✓		
Distinctive landscape dominates the city	18 To promote and manage good access to the countryside, enabling the wider landscape and views of the city to be better appreciated by local residents and visitors alike			✓
Small-scale city with compact centre	19 To provide a high quality, attractive urban environment			✓

Biodiversity

What matters	Objectives	Type		
		C	D	R
(Distinctive landscape dominates the city)	20 To understand the biodiversity value of the city and its hinterland, and seek to maximise the potential for its improvement through innovative management and careful monitoring	✓		
Green wedges/ corridors permeating into the city and open and open spaces throughout the urban area	21 To maintain, and where possible enhance, the biodiversity and passive recreational value of green wedges/corridors through effective management	✓		
An abundance of trees	22 To ensure the protection and management of key trees, avenues of trees and groups of trees and their contribution to biodiversity and air conditioning	✓		
Green wedges/ corridors permeating into the city and open spaces throughout the urban area	23 To conserve key green wedges/corridors that penetrate the city	✓		
An abundance of trees	24 To encourage the planting of trees in and around city to maintain its green backdrop, frame views, soften new development, etc.	✓		
River Itchen and water meadows	25 To prevent or regulate polluting or damaging land uses in proximity to local water courses, especially the River Itchen	✓		

Townscape Character

What matters	Objectives	Type		
		C	D	R
Varied architecture and buildings materials Distinctive townscape character areas	26 To achieve development which respects and enhances local distinctiveness, while reflecting modern requirements and design	✓		
Mix of uses and type of property	27 To achieve a mix of related, compatible and mutually beneficial uses in the city centre and suburban and out-of-town centres		✓	

Historic Legacy

What matters	Objectives	Type		
		C	D	R
The Cathedral 'Quarter'	28 To maintain and enhance the Cathedral and its immediate and long range setting	✓		
9th century (Saxon) historic street pattern	29 To safeguard the integrity of the historic core's street pattern		✓	
Extensive archaeological evidence and features, and recorded history	30 To promote and interpret the city's wealth of recorded history as part of its tourist attraction		✓	
The Cathedral 'Quarter'	31 To maintain and promote the Cathedral, Winchester College, Great Hall and remnants of the city's walls and gates as a key tourist draw and for spiritual, education and community use		✓	
Wealth of historic buildings	32 To conserve and enhance historic buildings through the promotion of active and sympathetic uses		✓	
Extensive archaeological evidence and features, and recorded history	33 To ensure that archaeology receives full consideration in development proposals, and that a consistently high standard of survey and interpretation is achieved			✓

A City of Standing

What matters	Objectives	Type		
		C	D	R
Image and reputation	34 To enhance the image of Winchester and its status as a County Town and develop its natural strengths as the centre for the county		✓	
Tourist attraction	35 To develop tourism in Winchester in order to support and improve the local economy, and to manage this in such a way as to protect and enhance the environment and quality of life for residents		✓	

Local Economy

What matters	Objectives	Type		
		C	D	R
Nature and availability of employment	<p>36 To facilitate a more balanced economic structure with increased local employment suitable for local people</p> <p>37 To enable the provision of appropriate facilities and a range of employment opportunities designed to meet the particular needs of working parents and families</p>		✓	
Skilled and educated population	38 To ensure equal access to lifelong learning and skills training for all, and the provision of appropriate local facilities		✓	
Range of shopping opportunities	<p>39 To safeguard and enhance the diversity of retail activity in the city centre, and ensure that it is accessible and attractive to all types of users</p> <p>40 To invest in strengthening and marketing Winchester's distinctive shopping experience as an alternative to competing shopping centres</p> <p>41 To radically improve the choice and quality of mode of transport into the city centre</p> <p>42 To carefully manage the long term future of neighbourhood shops and a complementary role for out-of-town shopping centres</p>		✓	
Low unemployment	43 To maintain the low unemployment rate by adequately providing access to local training and employment opportunities			✓
Skilled and educated population	44 To encourage better links between the education and business sectors, enabling cross-fertilisation of ideas, skills, experience and resources			✓

Culture and Leisure

What matters	Objectives	Type		
		C	D	R
Pubs and restaurants	45 To ensure there is an appropriate provision of pubs and restaurants, which helps create and maintain a careful balance between the cultural and leisure needs of visitors and residents	✓		
Sports and recreation facilities	46 To protect and enhance the informal open spaces		✓	
Sports and recreation facilities	47 To resolve the under-provision of recreation (sports and play) facilities		✓	
Arts and entertainment	48 To encourage a diverse range of culture, arts and entertainment, for people of all backgrounds and lifestyles – particularly those sections of the community who are under-provided for		✓	

Culture and Leisure(cont)

What matters	Objectives	Type		
		C	D	R
Youth facilities and opportunities	49 To increase the perceived and actual provision of appropriate facilities (sports, arts, entertainment and retail) and employment opportunities for local young people		✓	
Evening economy	50 To increase the level and diversity of activities in the evening, particularly in the city centre, i.e. arts, entertainment, leisure, sports, community events, shopping, etc		✓	

Movement and Accessibility

What matters	Objectives	Type		
		C	D	R
Cyclists facilities	51 To encourage more short distance car trips to be made by bicycle	✓		
Access and movement by private car	52 To prepare and implement a radical integrated land use and transport strategy with clear objectives, actions, timescales, responsible agencies, etc. covering the whole city		✓	
Strong focus of many ancient and contemporary communication routes	53 To enhance, promote and manage the network of 'sustainable' routes into the city, in partnership with appropriate agencies and landowners		✓	
Pedestrianised and traffic calmed areas in the city centre	54 To put people first, before vehicles, in the design of public spaces and transport infrastructure		✓	
Public transport	55 To significantly enhance the perceived and actual attractiveness of public transport		✓	
Safe and accessible movement	56 To ensure that movement and access in and around the city is safe, comfortable and convenient, particularly for women, older people and those with disabilities			✓
Impacts from use of private cars	57 To reduce the negative impacts associated consequence of the integrated land use and transport strategy			✓

Glossary of Terms & Abbreviations

The scale relates to the geographical scale. For the sake of consistency, the following definitions were used as guidelines for the evaluation of What Matters and Why:

Scale	Definition	Subject examples
Global	Attributes that matter to the Earth's natural systems and features	<ul style="list-style-type: none"> ● Air and water quality ● Climate change
International	Attributes that matter at a global or cross-national level in political, economic or cultural terms. This should not be confused with 'European' below.	<ul style="list-style-type: none"> ● World Heritage Site ● Ancient street pattern and other historic features
European	Attributes that matter at the European Union (EU) level. These are likely to be those relating to the economy or those affected by EU Directives, policy designations or the European Spatial Development Perspective (ESDP)	<ul style="list-style-type: none"> ● River Itchen ● Compact city
National	Attributes that matter at a UK level. These are likely to be those affected by central government policy or those that are important to our national identity, economy, culture or history	<ul style="list-style-type: none"> ● Car ownership ● Education and health ● Cathedral
Regional	Attributes that matter at a subnational level, i.e. the South East Government Office/RDA region, Winchester Diocese (?) or Health Region (state which one in brackets). These will generally be influenced by policy or are intrinsic to maintaining the prosperity of the South East economy	<ul style="list-style-type: none"> ● Housing supply ● Employment and enterprise ● Health services ● Water supply capacity
County	Attributes that matter at a sub-regional level, broadly in line with the County of Hampshire or Health Authority area. This could also relate to a catchment area of similar coverage (if so denote with (CA)).	<ul style="list-style-type: none"> ● Shopping ● Waste ● Education
District	Attributes that matter at a district level, broadly in line with the administrative area of Winchester City Council. Given the diversity of the district and proximity to Fareham and Portsmouth in the south, this is more likely to relate to the northern sub-district. Again, this level could also relate to a catchment area or hinterland of similar coverage (if so denote with (CA))	<ul style="list-style-type: none"> ● Sport and leisure ● Services/facilities provided by WCC

Scale	Definition	Subject examples
Local	Attributes that matter at the city level – i.e. to Winchester's residents/occupants, environment and economy. This may need to be clarified if it matters only to certain groups of people within the city	<ul style="list-style-type: none"> ● Jobs ● Accessibility/mobility ● Community safety
Neighbourhood	Attributes that are important at a neighbourhood level – i.e. those that matter they are within the vicinity of where people live and work	<ul style="list-style-type: none"> ● Parks and open spaces ● Corner shop/PO

The level of importance of each attribute (at this scale) required an element of judgement. Remember that the attributes are the key ones, so they are already important to the characteristic or feature. The following definitions were used:

Level of importance	Definition
High	Most distinctive, critical or rare attributes and/or those most raised by local residents.
Medium	Attributes that are very important but which are secondary or can be met in other characteristics more commonly, easily or effectively.
Low	Attributes that are important but not necessarily distinctive or crucial to Winchester's character/quality of life and/or those least raised by local residents.

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FOOTNOTES

- 1 See report no. PL3291 to Planning (Policy) Committee on 17 June 1999.
- 2 At Appendix A.
- 3 'Future of Winchester Interim Report March 1999', published by Winchester City Council.
- 4 'Winchester City and its Setting', by Landscape Design Associates, December 1998.
- 5 At Appendix A.
- 6 Details of the public's participation are given in the following chapter.
- 7 See 'What Matters and Why – Environmental Capital: A New Approach – A Provisional Guide', by CAG Consultants and Land Use Consultants, August 1997.
- 8 See 'Winchester: What Matters and Why – a characterisation and evaluation of the city of Winchester using the 'Environmental Capital: A New Approach' methodology' technical background document for the complete matrix.
- 9 A diagram illustrating the key links can be found in Chapter 6.
- 10 www.foresight.gov.uk
- 11 At Appendix F.
- 12 'Future of Winchester Update, Spring 1999', published by Winchester City Council, March 1999.
- 13 Entitled 'Have YOUR say on the Future of Winchester: Help plan YOUR city', published by Winchester City Council, July 1998. Copy of questionnaire at Appendix D.
- 14 'Future of Winchester Update, Autumn 1998', published by Winchester City Council, November 1998.
- 15 A full list of stakeholders who were interviewed is at Appendix B.
- 16 'Future of Winchester Update, Spring 1999', published by Winchester City Council, March 1999.
- 17 Copy at Appendix E.
- 18 See Chapter 5 for a summary of these contradictions.
- 19 See Figure 4 (Study Timeline) on page ...
- 20 Background sources of information that have informed the characterisation of Winchester are highlighted in the Framework for Change. A full list of references will be contained in the Bibliography.
- 21 The framework is essentially a progression from, and summary of, 'Winchester: What Matters and Why – a characterisation and evaluation of the city of Winchester using the 'Environmental Capital: A New Approach' methodology' which will be available as a technical background document.
- 22 Definitions apply – see Glossary.
- 23 Ditto.
- 24 As far as possible, each characteristic/feature includes an indicator of the UK Sustainable Development Strategy ('A Better Quality of Life: A Strategy for Sustainable Development for the United Kingdom', by DETR, May 1999) in which case this is denoted by SDS.
- 25 These are set out in Chapter 5.
- 26 These are set out in Chapter 5.
- 27 Draft European Spatial Development Perspective, June 1998.

- 28 'Urban Renaissance: A Shared Vision 01.99 – Summary of Responses to the Urban Task Force Prospectus' by Urban Task Force, January 1998.
- 29 A more in-depth housing capacity study should be considered, as part of the District Local Plan Review, to supplement NLUD.
- 30 Awaiting exact figures.
- 31 It is generally accepted by market researchers that the expected response rate for this kind of survey is around 5%.
- 32 It is generally accepted by market researchers that the expected response rate for this kind of survey is around 5%.
- 33 The bullet points are not exhaustive and should not necessarily be taken as a consensus view. They are, however, the most common issues raised, broadly categorised and - in the case of the strengths and weaknesses - listed in the order of importance indicated by participants. Further analysis of the workshops, combined with the results of our public questionnaire, will help provide a more accurate understanding of public perceptions. The City Council is committed to taking these seriously. In any event, though, it is impossible to build up a totally true picture even with very expensive and time-consuming market research - the findings will need to be tempered with professional judgement and factual information from a variety of other sources such as government statistics and the assessment of Winchester's townscape character and landscape setting which has been specially commissioned.
- 34 This requires further research.
- 35 See 'Winchester City and its Setting' study for further details
- 36 See 'Winchester City and its Setting' study for further details.
- 37 This requires further development in the light of completion of current studies and initiatives, such as the Winchester Conservation Area Assessment.
- 38 Further research is required as part of the District Local Plan Review. It is also recommended that the City Council considers ways of increasing its level of support and active role in the economic development of the city and district.