

Winchester District Cultural Strategy

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Foreword

Foreword from Arts Council England to follow.

Introduction

This strategy aims to articulate Winchester district's cultural offer and the benefits it provides, embolden the sector to work collaboratively and act as a lever to attract investment. Winchester City Council will support, facilitate and enable partnership activity and act as convener, offering the opportunity for the sector to come together regularly to share progress, challenges and opportunities. A 'live' and agile approach will be adopted throughout the delivery of the strategy which will allow findings to be included as they became apparent.

This document is a shared vision for cultural development in Winchester district, what we want to achieve and what our priorities are until 2030. Winchester City Council is the author of this strategy which has been co-designed by stakeholders and partners across the district. It aims to create the conditions for partnership within the cultural sector and with other sectors. The values, vision, aims and objectives have been developed jointly with partners which represent a broad cross-section of cultural and creative providers, as well as linked sectors, and have a strategic overview of activity across the district. Winchester City Council has adopted this strategy which will be delivered in partnership and by the stakeholders and partners, one of which is the council.

There is a strong desire from the sector to work in partnership and collaborate to ensure that Winchester district is making the most of the cultural experiences it has to offer. Over 100 individuals operating within the arts, heritage, community, faith and creative industries have attended workshops to help develop this strategy which speaks to the will and value of partnership working.

Winchester district already has a well-established and recognised culture and creative sector which delivers for both visitors and residents. From events such as Boomtown, Wickham Festival and Hat Fair, to iconic heritage such as Winchester Cathedral and Bishops Waltham Palace, through to multi-use spaces such as The Arc. There is a thriving creative industries scene within Winchester district as the home to over 350 design companies, 300 film, television and video organisations and 100 architecture firms. The possibilities within community infrastructure, independent and grassroots creative activity must also be acknowledged, particularly in the more rural areas of the district.

This strategy aims to balance the wants and needs of the residents with the desire to encourage tourism whilst taking into account wider considerations. It is also noted that the differences between the needs of urban and rural communities, heritage and contemporary culture and, appetites of younger and older audiences should be considered throughout.

Context and renewed approach

Winchester district's last Cultural Strategy was developed in 2014 and held various ambitions including: building innovation and excitement, fostering creativity, community and collaboration, growing talent and creating prosperity. It also purported the creation of a 'creative leadership group' comprised of members from the city council and the two universities.

In the 10 years since the last strategy was developed, many local, national and international developments, events, conflicts and social movements have occurred which have fundamentally changed the landscape within which the cultural sector operates and the manner in which audiences engage with culture.

Increased costs and additional visa requirements have made it more difficult for organisations to secure international talent, which in turn can affect investment. An increased focus on injustice, conflict, crisis and systemic oppression, brought to the consciousness of generations through social media, has resulted in more demanding audiences who are looking for organisations and venues to take an active stance, particularly when it comes to the Climate Crisis. It also changes our demographics as we welcome people into our 'City of Sanctuary' and seek to embrace them and the culture they offer and desire.

The sector was also disproportionately affected by the COVID-19 pandemic. Cultural venues were among the first to close and last to re-open during the various waves of lockdowns. This had serious financial implications for many venues and festivals which were forced to run emergency appeals and apply for survival funding. The effects of this are still being felt by some organisations who are also now having to contend with a 'cost-of-living' crisis in the UK. During these difficult times, many people turned to arts and culture as a source of comfort, this has led to a change in audience behaviour, with people booking last minute, a greater expectation for 'hybrid' or digital events and a greater expectation of being able to engage in culture and creativity from home.

Whilst navigating these challenging times, organisations have had the chance to test new approaches and it presents the opportunity to 'build back better'. Therefore, the themes of the strategy, naturally, respond to these concerns.

Winchester City Council recognise the strength of sector and how valuable it is for the local economy, sense of community, tourism, wellbeing and a host of other benefits but also appreciate we are in challenging times. Many organisations are at full capacity just delivering their core activity with less funds and higher expectations leaving reduced capacity to strategise. The council wanted to support the sector and in 2022 hired a Culture and Creative Sector Development Officer. This role has already supported the development and growth of: networking and stakeholder convening, engagement in wider networks representing Winchester regionally, supporting organisations with signposting and funding, reviewing and updating website content, running events and promoting cultural activity. This role will continue this work alongside facilitating and enabling the outputs of this strategy.

The previous strategy for Winchester district was very ambitious and put the onus on to the 'creative leadership group' to deliver the numerous outcomes. For several years there were multiple initiatives which brokered partnerships, leveraged funding and favourable rent, built capacity, acknowledged volunteers and supported a host of projects across the district. However, the leadership group consisted of only three organisations and an overreliance on their leadership proved problematic when individuals moved on. Therefore, this strategy aims to distribute the responsibilities more widely and be realistic about what is achievable with the resources available whilst remaining ambitious. It also aims to be agile and responsive, allowing findings, funding and capacity to guide, and possibly change, the direction of travel.

Winchester district

The Winchester district covers around 250 square miles and is distinctive mix of rural and urban communities, including a historic city centre, traditional market towns and a stunning National Park. At the heart of Hampshire in the central south of England, transport links to the city centre are good, however, the sprawling geography poses challenges for movement within the district itself. Transport is often cited a barrier to cultural engagement in Winchester District.

127,500 residents call Winchester district home. 30% of residents are under 25 years old and there were an additional 12,250 retirees in 2021 (compared to 2011). Other demographics are also shifting with increased representation across religions and ethnicities between the 2011 and 2021 census'. There is a notable drop-off in early career individuals (25-40 years old) living in the district and this could be linked to the higher-than-average cost of homes in the area. The demographics pose challenges and opportunities within audience development for cultural organisations.

Large parts of Winchester district are rural with 40% of the district comprised of South Downs National Park and encompassing 18 Sites of Special Scientific Interest. Whilst often cited as an inspiration for artists, the lack of physical and digital infrastructure can pose a barrier to engagement in rural locations.

Our assets

Winchester district hosts a vast selection of cultural organisations, businesses, groups and individuals. It is home to much traditional and community infrastructure and is surrounded by natural beauty. It boasts strengths and offers opportunities and also has weaknesses and suffers threats. Its cultural sector is uniquely placed to respond to these.

Winchester district's **strengths** include its history/heritage, the range and number of festivals & events and transport connectivity from beyond the district. It also has an impressive number of venues, a skilled workforce and an international reputation. There are strong partnerships along with a willingness to work together.

Its **weaknesses** encompass a perception of place and events skewed toward the affluent. The cultural offer lacks visibility and awareness and would benefit from joined up communications, collective marketing and possibly stronger branding. It

also lacks a designated music venue and has various under-utilised buildings such as churches, universities and the Guildhall.

There are **opportunities** for Winchester district to strengthen partnership working and increase coordination and cohesion within the overall offer. The sector should also embrace the opportunity to engage more diverse communities and consider making more work with rural areas.

Winchester district's proximity to London is seen as a **threat** as the district houses commuters who may choose to consume culture at their place of work, rather than home. The cost of living in the district and lack of sustainable transport routes across the district are also considered threats. A lack of capacity and structure for strategic leadership in the sector and dwindling investment were also seen as threats.

Resident Survey

Over 450 residents responded to a survey designed to capture their thoughts about what culture and creativity means to them. The respondents came from a large geographic spread across the district, but the majority of respondents were aged over 45. Some of the actions within the strategy are aimed at collecting and sharing robust data and capturing youth voice which will add to this sentiment.

94% of respondents said cultural and creative activities contributed positively to their quality of life and around 70% had been to an art gallery, museum or theatre in the last 12 months. 60% said they had consumed culture at home within the last year. This reinforces the importance of creating physical and digital access to cultural and creative activities.

However, less than 3% said they were very well informed about what is on offer locally, with the majority relying on emails from venues (78%) and word-of-mouth (69%) to discover what's on. Furthermore, 40% thought the cultural offer was limited which might also suggest a lack of knowledge of the offer. A concentrated and joined-up approach to promotion is proposed as a result of these findings.

Sector analysis

Winchester district represents each of the sub-sectors of 'culture' well, but there are areas for improvement. The infrastructure and support for **heritage** is particularly strong with Winchester Cathedral and the Watercress Line welcoming c100,000 visitors a year. Winchester district has over 2,000 listed buildings, 110 scheduled monuments, 37 conservation areas, 11 historic parks and gardens, and one historic battlefield. The newly opened 878AD is considered a pioneering collaboration between the heritage sector, the gaming industry and technology innovators, and was recently Shortlisted for Best Partnership in the Museum and Heritage Awards 2023. The Grange at Northington, is the foremost example of Greek Revival architecture in England and hosts an annual opera festival. Winchester is also home to Hampshire Records Office and Wessex Sound and Film Archives. The Royal Armouries Museum Fort Nelson offers an astonishing collection of different artillery

and guns from different time periods. Hyde 900 community group regularly conduct archaeological digs at Hyde Abbey and run events to explore the findings. 80% of residents surveyed consider heritage buildings to be culture.

Winchester district has a very good offer for **visual and performing arts** with Hat Fair supporting the development and profile of outdoor arts; and the multiple artist studio spaces supporting over 25 artists. Venues such as Theatre Royal Winchester, Chesil Theatre and The Nutshell provide theatre, dance, comedy as well as supporting the music offer alongside The Railway Inn. There are over 25 groups offering dance tuition, multiple am-dram and youth theatre groups and many more offering music education. Winchester's rural landscape inspires many artists to make the district their home with approximately 45 independent artists opening their home studios each year during Hampshire Open Studios. Although the district lacks formal rehearsal venues there are good examples of community led spaces such as Unit 12 and the Carroll Centre which supply spaces for art, alongside the rising popularity of arts and crafts in local pubs with 'paint and sip' evenings happening regularly. 96% of residents surveyed consider 'arts' to be culture.

These are supplemented by a strong **events and festivals** offer across the district. Notable festivals include Hat Fair, the UK's longest continually running Outdoor Arts festival and Boomtown, the UK's largest theatrically led festival. Other festivals include Winchester Poetry Festival, Heritage Open Days, Taste of Wickham and the Watercress Festival. The events calendar is hugely bolstered by venues across the district who support, host and run events ranging from flower shows to lecture series, performances to craft markets. The events and festivals programme is supported and supplemented by Winchester BID who provide networking opportunities for festival organisers, run events themselves and have a small funding pot to support events. However, there are 'gaps' in the programming, which could be considered to lack diversity.

Design is another area that is well represented in Winchester district with numerous organisations offering expertise in architecture and 'specialist design activities'. 2.2% of Winchester's population work in architecture, compared to the national average of 1.6%. There are many graphic designers in Winchester, some focus on web design whilst others focus on branding. There are a number of designer-makers with bespoke jewellery, hats, glassware and furniture available locally.

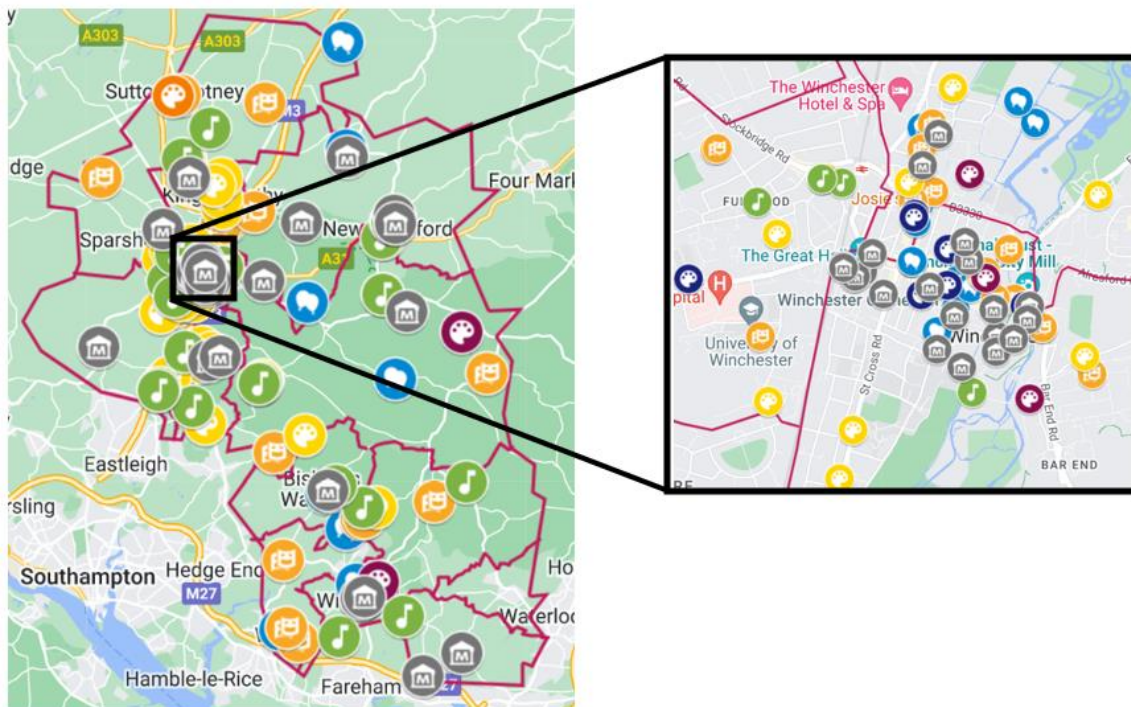
Winchester district has an average representation for **digital and media** but has struggles with **music**. There are over 300 organisations in film, TV, photography and radio production and the district regularly hosts film crews with the Cathedral and College being popular choices as well as the scenic South Downs National Park. However only 0.4% of the population currently work in this area, compared to the 1% national average. For music there is a lack of rehearsal and performance space and opportunities for large capacity events across the district as a whole but there are notable exceptions such as The Grange and Winchester College. There are many opportunities for music education in Winchester with choirs, orchestras, rock school

and even a handbell team and Hampshire Music Service operate in most schools across the district.

Tourism is another sector which supports and bolsters the cultural offer, the district boasts a broad range of exceptional visitor attractions such as: Winchester Science Centre, Marwell Wildlife, Westgate and City Museums, 878AD, Fort Nelson, the Great Hall, Winchester Military Museums, the Watercress Line and many others which serve residents and attract visitors. Winchester district attracts over six million visitors each year, and tourism directly supports over 4,500 jobs and brings £289m to the economy.

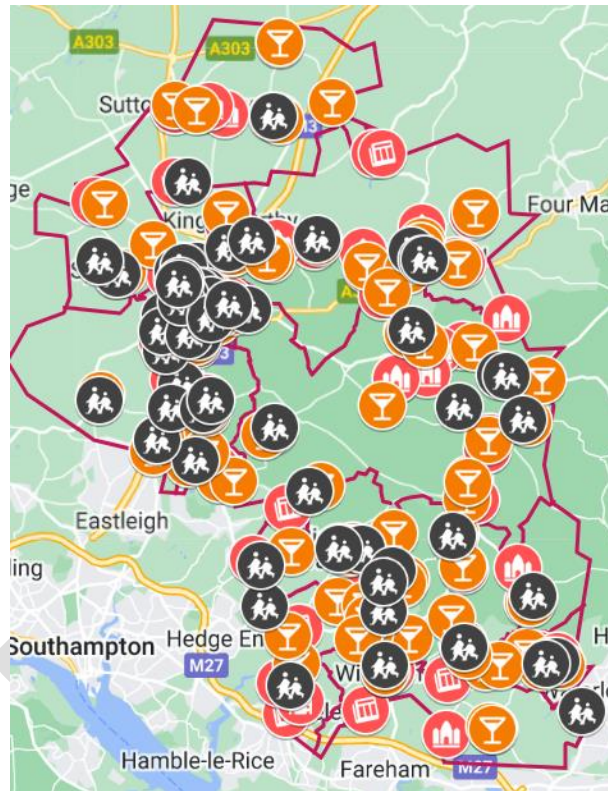
Infrastructure analysis

Winchester district has a broad cultural offer both in terms of type of activity and geography. However, there is a marked concentration in the city centre, particularly in terms of traditional cultural infrastructure such as theatres, museums and art galleries. A lot of events and festivals also happen in city centre locations.



It is important to consider the value placed on community buildings such as faith buildings, school halls, community centres and even pubs – in rural areas, much of the cultural activity (classes, workshops, performances) happen there.

The district's large geography also poses some questions on sense of belonging. There will be some residents, particularly in the south of the district, who feel they have a closer affinity to neighbouring districts, towns and cities. This naturally means they may well be consuming culture in these locations as well (97% of residents surveyed took part in activity in Winchester district. 63% had been to London and 49% Southampton), we intend to treat this as an opportunity to build relationships across 'invisible' borders.



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Our Vision and Values

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

Our approach to delivering this strategy will be founded in the following values:

Inclusive

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

Collaborative

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

Ambitious

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

Resilient

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

Distinctive

- The strategy will be distinctively Winchester.

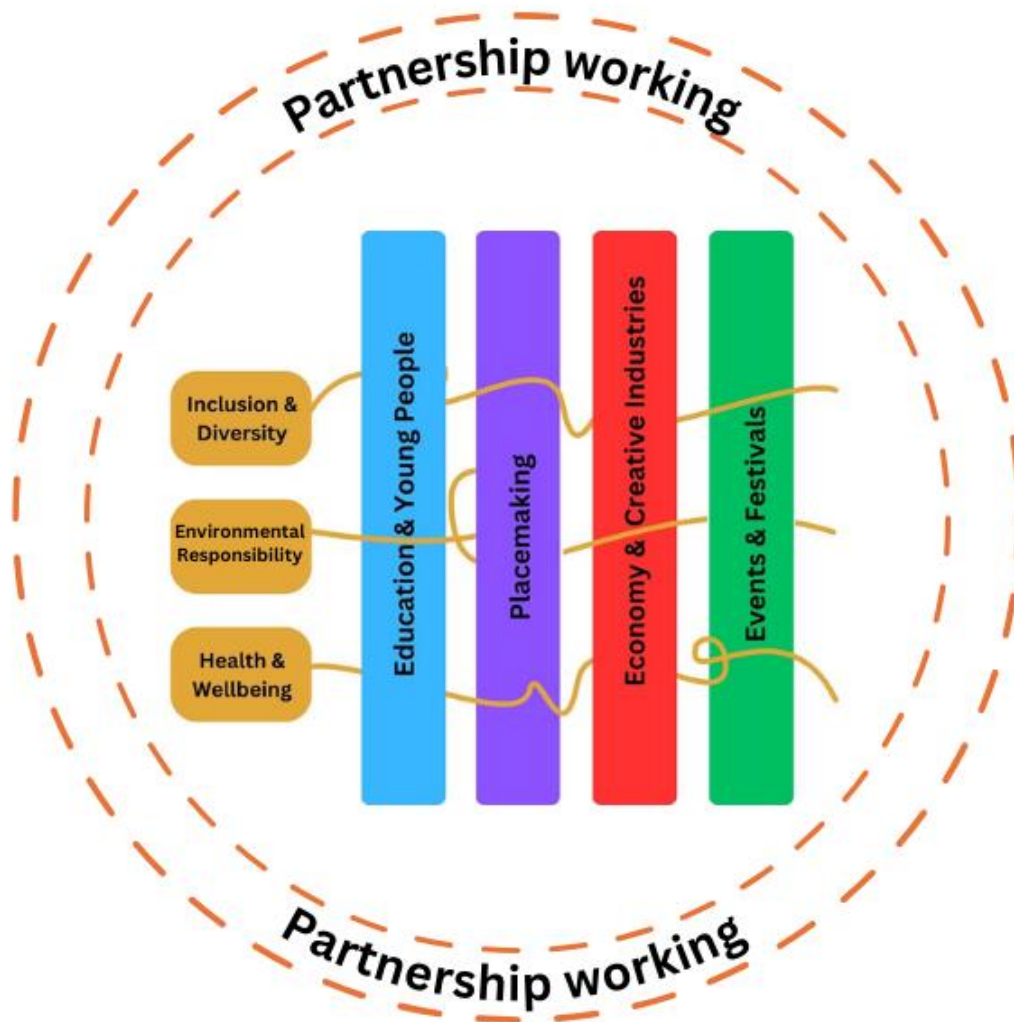
Together, we have identified themes and priorities which will focus our energies, building on successes and addressing weaknesses to ensure we can move closer to our vision.

This strategy frames our vision, values and priorities for the next five to six years. However, in order to reach our full potential, time and energy is needed to create the conditions in which culture and creativity can thrive. Building these conditions and relationships takes sustained effort, so to meet our longer-term ambitions our action plans need to remain flexible and open for review.

We acknowledge that the sector is vulnerable to economic and social change. The financial resilience of our cultural organisations, groups, creators and makers needs to be assured and must be a key outcome of the strategy. Our existing creative and cultural assets need to be secure to provide the strong foundation from which to develop and grow our offer.

Our Priorities

We are working towards a diverse and inclusive cultural offer which empowers people, supports the creative industries, nurtures events and festivals and puts creativity at the heart of its place.



Education & Young People



Why is this a priority?

Some young people will not have the opportunity to engage with culture through their everyday lives or, increasingly, mainstream education. 30% of Winchester residents are under 25 and therefore represent a large proportion of our population. We recognise that cultural education is enriching beyond the activity itself, improving confidence, coordination, organisation, teamwork and wellbeing. This is equally true of adults as well as children but believe engaging children at a young age will lead to more culturally engaged adults.

What are the challenges and opportunities?

Connectivity across the district is a challenge, as well as lack of traditional cultural infrastructure outside the city centre. There is an opportunity to go to young people where they are to encourage engagement, there may also be opportunities for support with travel logistics and expense. Schools are stretched delivering a strict curriculum, how could the sector support learning and provide expertise? Many adults would enjoy and benefit from further creative education but might lack time or funds to participate. There are a plethora of groups and organisations offering creative education across all art-forms, the challenge is communicating the information to the public in an accessible way.

What is the change we would like to see?

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

How are we going to bring about that change?

Year one will be spent researching and developing the concept as well as recruiting partners to support the movement. Time will be spent ensuring the movement will be fit for purpose and the partnerships are robust enough to deliver. Year two will see young people recruited to support and inform the concept, in addition to providing insight into what they would like to see and deliver. Young people will be appointed to lead the movement and develop an idea for a pilot taster day / expo / roadshow style event. At the end of year two, partners will have a moment to reflect on the support structure and young people will guide the actions and outcomes for years 3-5.

Lead Partners:

The Nutshell, Play to the Crowd, Winchester City Council, Winchester Poetry Festival. *Further partners to be recruited.*

Play to the crowd, Playmakers Hubs are a group of creative centres across urban and rural areas in Winchester and Hampshire. Helping to improve access to the arts for communities, families and children in more remote or isolated locations. Each hub acts as a base for year-round community arts activities, through which local residents work together to create performances that celebrate and showcase their community. Playmakers Hubs support communities to experience something new, improving their wellbeing and social connections through the arts. *Health & Wellbeing. Young People & Education.*

The Arc is the place to come together to experience arts, reading and community under one roof, in the heart of Winchester. From live music, comedy and family theatre shows, to high-quality art exhibitions and classes for all ages, The Arc is taking forward the venue's rich history as a live-performance venue and is also home to one of Hampshire's most popular libraries, Winchester Library. The Arc's new digital lab features state-of-the-art iMacs and offers introductory and advanced digital classes for all ages. *Young People & Education. Placemaking. 'cultural hub'*

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Placemaking



Why is this a priority?

Culture and heritage can be transformational for a place, offering spaces and opportunities for communities to come together. There is an opportunity to use the place as a canvas and allow culture to grow from the community. The opportunity to celebrate and bring to the fore the uniqueness of Winchester, “where the past and present collide”. 88% of residents surveyed thought creative and cultural activities help make the Winchester district a better place in which to live, work, visit and play.

What are the challenges and opportunities?

Geography and infrastructure pose a challenge across the district. There is a lack of space for entrepreneurial activity as well as a lack of evening entertainment options, particularly for teenagers. Creating a sense of place for such a diverse location with vastly different landscapes and inconsistent availability of public transport is also a challenge. There is an opportunity to create placemaking opportunities on a hyper-local level, tailoring activity to the local community as well as taking inspiration from the landscape itself. According to Arts Council England’s Active Lives survey Winchester residents are more likely to participate in creative activity, use a public library, attend an event or attend a museum or gallery than the Hampshire and national averages. Working with residents who are already keen to engage presents an opportunity to develop bespoke initiatives.

What is the change we would like to see?

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

How are we going to bring about that change?

Year one will continue mapping Winchester’s cultural infrastructure, including identifying weaknesses and risks to be addressed. Years two and three will see the sector stabilised and strengthened through improved communication, celebrating current brilliance and connecting existing networks and committees. By years four and five, cultural themes will be woven in to local and strategic plans, meanwhile use is commonplace and Winchester district is known as a destination for culture with plans for securing long-term investment. Throughout this, adopt a ‘hub and spoke’ model, recognising the city for the powerhouse it is and how it influences, informs, reflects and benefits from the surrounding towns, villages and rural areas which personify the diverse district.

Lead Partners:

Hampshire County Council, Jigsaw, the Nutshell, Play to the Crowd, University of Winchester, Winchester City Council, Winchester School of Art (University of Southampton)

878 AD is a major new visitor attraction recreating a key moment in Winchester's Anglo-Saxon history, brought to life through the world of the video game franchise Assassin's Creed Valhalla, cinematic audio-visual projection and live interactive performance. It is a unique, immersive experience that takes visitors back to a pivotal point, not only in the history of the city, but in the history of England as an emerging, unified nation: the defeat of the Vikings by Alfred the Great at the Battle of Edington in May 878. 878 AD is a pioneering collaboration between the heritage sector, the gaming industry and technology innovators. *Placemaking. Heritage Innovation.*

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Economy & Creative Industries



Why is this a priority?

The creative industries play a crucial role in the economy of Winchester, contributing £283m (GVA) in 2019 and employing almost 5,000 people in 2021. The creative industries harness imagination, entrepreneurship and innovation, generating growth even in difficult times. The workforce is bolstered by both universities and our proximity to London. The workforce is projected to grow by a further 7.5% between 2021 and 2032. 92% of residents surveyed thought we should support and encourage the creative industries.

What are the challenges and opportunities?

Access and affordability are a challenge for Winchester district, both in terms of office or studio space and the cost of living. Many creative industries start as a 'side hustle' and support to take the next step is often limited. Some parts of the district may also struggle with digital connectivity. There is an opportunity to make better use of existing infrastructure such as the universities and incubation spaces. There is also opportunity to upskill existing workforces, including business skills for creatives and vice versa.

What is the change we would like to see?

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

How are we going to bring about that change?

Year one will focus on research and building relationships, understanding what we already have and building a network of organisations and individuals working within the creative industries. Year two will see some collaborative ideas and projects, which will increase the visibility of the sector. It will also explore creative careers, entry routes, placements and apprenticeships. Years three to five will entail further conversations to demonstrate achievement and explore what next steps would be most beneficial. There will be funded work placements and people who have left Winchester will start to be drawn back to the district thanks to its thriving creative industries.

Lead Partners:

The Nutshell, University of Winchester, Winchester City Council, Winchester School of Art (University of Southampton). *Additional partners to be recruited.*

Axis Architecture was founded in 1994 and is based at the Old Post Office in Wickham. From residential home renovations and extensions to the conversion of the old Warwick's Hardware store into a shopping arcade, Axis offer architecture and interior design services to Hampshire and beyond. Axis focus on designing sustainable buildings and use innovative building practices to address environmental concerns, reduce energy consumption, improve occupant wellbeing, and contribute to global sustainability goals. *Creative Industries. Environmental Responsibility.*

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Events & Festivals



Why is this a priority?

Events and Festivals are a platform to explore culture and community in a diverse and inclusive way. Winchester district hosts approximately 30 mid to large scale events and festivals each year celebrating a wide range of genres such as: outdoor arts, heritage, theatre, food and drink, poetry, books, fashion, and sports. Opportunities for people to come together and share experiences help build a sense of community and civic pride. 87% of residents surveyed thought we should use creative and cultural activity to bring people together.

What are the challenges and opportunities?

Winchester city centre has limited outdoor spaces suitable for events but there is opportunity to build the offer across the district, building relationships with private landowners where necessary. The events calendar is hugely bolstered by city centre venues and active rural communities, Winchester attracts a number of higher profile National events as well. There are challenges within the diversity of the current offer which in itself presents an opportunity.

What is the change we would like to see?

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

How are we going to bring about that change?

Year one will entail further research and gap analysis, understanding what is missing and what might be desired. Time will also be taken to redevelop the Festivals in Winchester group and identify spaces and funding opportunities. Year two will focus on improved data gathering and collaborative promotion as well as the creation of an entity to drive this work forward. Year three will focus on building relationships, across the sector, the district and events organisers. Years four and five will see new events and festivals happening and time dedicated to maintaining and understanding audiences, stakeholders and business motivations for engaging with events and festivals.

Lead Partners:

The Nutshell, Winchester Business Improvement District, Winchester City Council.
Additional partners to be recruited.

Boomtown is a music festival, but not as you know it. Creativity, Connection, and Celebration, are at the heart of everything they do and they believe it's all about respect—for yourself, each other, and our beautiful planet. They are on a mission to inspire millions to transform our world, all while having a blast. They are committed to environmentalism and social equality, actively pursuing net zero and widely promoting the theme of respect. Through working with charities and partners they are also supporting mental health, drug awareness and safer spaces. *Climate Emergency. Diversity & Inclusion. Events & Festivals. Creative Industries.*

Hat Fair is the UK's longest continually running festival of outdoor arts. Initially conceived as a busking festival, it takes place every year during the first weekend of July with three days of street theatre and outdoor performances. Founded in 1974 by Jonathan Kay, Hat Fair inspires and is inspired by the people, heritage and public spaces within the city of Winchester. The aim of the festival is to shine a light on the city, transforming the everyday into the extraordinary. *Events & Festivals. Creative Industries.*

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Partnership Working



Why is this a priority?

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

What are the challenges and opportunities?

There are challenges surrounding capacity and resources within individual organisations and doing activity in addition to their day-to-day. Sustained and consistent effort is required in order to make partnership working successful and usually requires some leadership and governance structures, these do not currently exist. Understanding how to work together effectively and in genuine collaboration may take some time to develop but the opportunity and reward is substantial. The collective power of a partnership to leverage funding, support, promotion and growth should not be underestimated.

What is the change we would like to see?

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

How are we going to bring about that change?

During years one and two, explore creating cultural partnership group, possibly in the form of a cultural compact. Develop a governance structure and terms of reference for the group, ensuring it is flexible enough for people to join at a later date. Trial some joint funding bids and embed learning. Years three to five, formalise the partnership and decide signature projects for the three years to be delivered in partnership.

The partnership group currently includes representatives from / specialists in: ageing population, business, economic development, education, festivals, film, health, heritage, marketing, performing and visual arts, regeneration, voluntary, youth. There will be opportunities to expand this group, ensuring fair representation across the district, sectors, themes and priorities. Current members of the group include:



Hampshire and Isle of Wight



Winchester Heritage Open Days is coordinated and promoted by volunteers from Hampshire History Trust. Most of the events are organised for free by individuals, groups and organisations who then register their event as part of the larger, partnership led festival. In 2023 Heritage Open Days featured nearly 140 events and attracted 15,000 visitors. The programme is hugely varied and supported by partners such as Winchester College, Winchester BID, Hampshire Chronicle, King Alfred Buses, Hyde 900, Winchester Military Museums and The Great Hall. Heritage Open Days is about bringing communities together, exploring local heritage and sharing stories. *Partnerships.*

Our Themes

We recognise our role in leading change and have identified three areas we would like to focus upon throughout the course of delivering and implementing this strategy.

Inclusion and Diversity



Why is this a theme?

Increased diversity and inclusion broadens perspectives, introduces new ideas, bolsters creativity and supports people who may otherwise be underrepresented. Winchester is predominantly white (88%), in very good health (53%), physically able (84%) and heterosexual (90%). The cultural workforce and programming generally reflect this traditional demographic and sustained effort to review hiring and programming practices is required to bring about change. 77% of residents surveyed said cultural and creative activities help them feel part of the community.

What is the change we would like to see?

By 2030, a greater proportion of the cultural and creative workforce and audiences will be from a diverse background and programming will more accurately reflect the local population. We must actively pursue opportunities to engage people from all backgrounds to consume, engage, participate, lead, produce and have careers in culture. We should aim to empower communities to express, share and celebrate their cultural identity and heritage.

Blue Apple Theatre provides opportunities for learning disabled people to develop performing skills and to present theatre, dance, singing, and film performances to public audiences. Notwithstanding recent progress, learning disabled people still face barriers to participation in society, suffering exclusion, stigma and isolation. Performing builds confidence and self-esteem, encourages creative expression, promotes social integration and opportunity for connection, helping to build creative, confident communities. *Diversity & Inclusion. Young People & Education.*

Environmental Responsibility



Why is this a theme?

Climate change is one of the most urgent and pressing challenges we face today. A thriving natural environment underpins a healthy, prosperous society but nature is in long term decline. The cultural sector inspires people to explore the great outdoors and uses nature to inspire great works of art. We believe in safeguarding our environment. We will review our practices and policies and ensure we are taking the measures needed to reduce our impact.

What is the change we would like to see?

By 2030, environmental responsibility will automatically be considered by partners when developing projects, it will be a first thought opposed to an afterthought. We will communicate to our audiences our stance on environmental responsibility, explaining what we are doing and why. Culture will be used as tool to engage audiences in conversations about sustainable action and to develop innovative solutions.

DoDo Dramatics create zero-waste puppetry performances which are distinctive for their ambitious up-cycled set design. They specialise in writing and producing original history plays/musicals. They combine music, rap and puppetry to retell ancient stories with an anti-racist and feminist lens. They strive to create performances which are accessible, educational and sustainable for everyone to enjoy. *Climate Emergency. Diversity & Inclusion.*

Spinney Hollow is a 10-acre semi-ancient woodland project, specialising in curating interactive and creative rural craft areas for families at festivals. They are also developing a steam powered woodland theatre with an aim to provide opportunities for emerging theatre companies and new audiences to gather. On the outskirts of Winchester district. *Climate Emergency. Creative Industries. Health & Wellbeing.*

Health and Wellbeing



Why is this a theme?

The positive role culture and creativity can play an individual's health and wellbeing is undeniable. This was never more evident than during the Covid-19 pandemic, people turned to creativity to maintain and improve their mental wellbeing. We believe access to cultural and creative activity will lead to happier and healthier people. 87% of residents surveyed thought cultural and creative activities contribute to Winchester district residents' wellbeing.

What is the change we would like to see?

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

Wessex Dance Academy is changing lives through dance, giving confidence and self-esteem to young people in Hampshire who really need it. A programme for young people aged between 15 and 24 from across the county. Since 2009, they have worked with nearly 200 young people. An ambition to provide a safe, caring learning environment where young people can succeed and achieve, making it a unique project that clearly demonstrates to everyone how the arts can bring significant changes to how social care is offered. *Health & Wellbeing. Young People & Education.*

Financial Resilience

“The business models of publicly funded cultural organisations are often fragile, and generally lack the flexibility to address emerging challenges and opportunities, especially around the decline of public funding and the growth of new technologies”
– Let’s Create, Arts Council England.

We acknowledge that financial resilience has long been an issue for cultural organisations with even the largest companies relying on public funding and subsidy in order to survive. Increased costs, risk-averse and cash-strapped audiences, competing priorities and societal pressures are reducing the capacity for earned income. However, we have grown accustomed to devising creative ways to overcome these issues and maximise income. Sharing learning, resources and best practice will further support the potential of earned income.

There are also challenges to securing public and private investment. Local authority funding is under increasing pressures with more competition for funds and rising costs, leading to a dwindling availability of funds. Difficult decisions are being made across the country and further restrictions are likely to be needed in the coming years, rendering local authority investment less certain. National bodies are also facing unprecedented demand for funds and increased pressure to allocate funds in prescribed ways, further reducing possibilities. However, schemes such as the UK Shared Prosperity Fund and Rural England Prosperity Fund offer opportunities to cultural organisations to secure additional support which have already, and will continue to be, well utilised.

As a result of this strategy, partners will be able to create a cohort of projects which will be suitable for joint applications to public funders, trusts and foundations. Acting in partnership and towards strategic priorities will strengthen the applications and increase the chances of success. We will diversify the income by seeking funding under specific priorities as well as through cultural specific funders. We will build our relationships with funders ensuring they are aware of the brilliant work happening in Winchester district. We will also look to partner with other organisations that can access alternative funding sources.

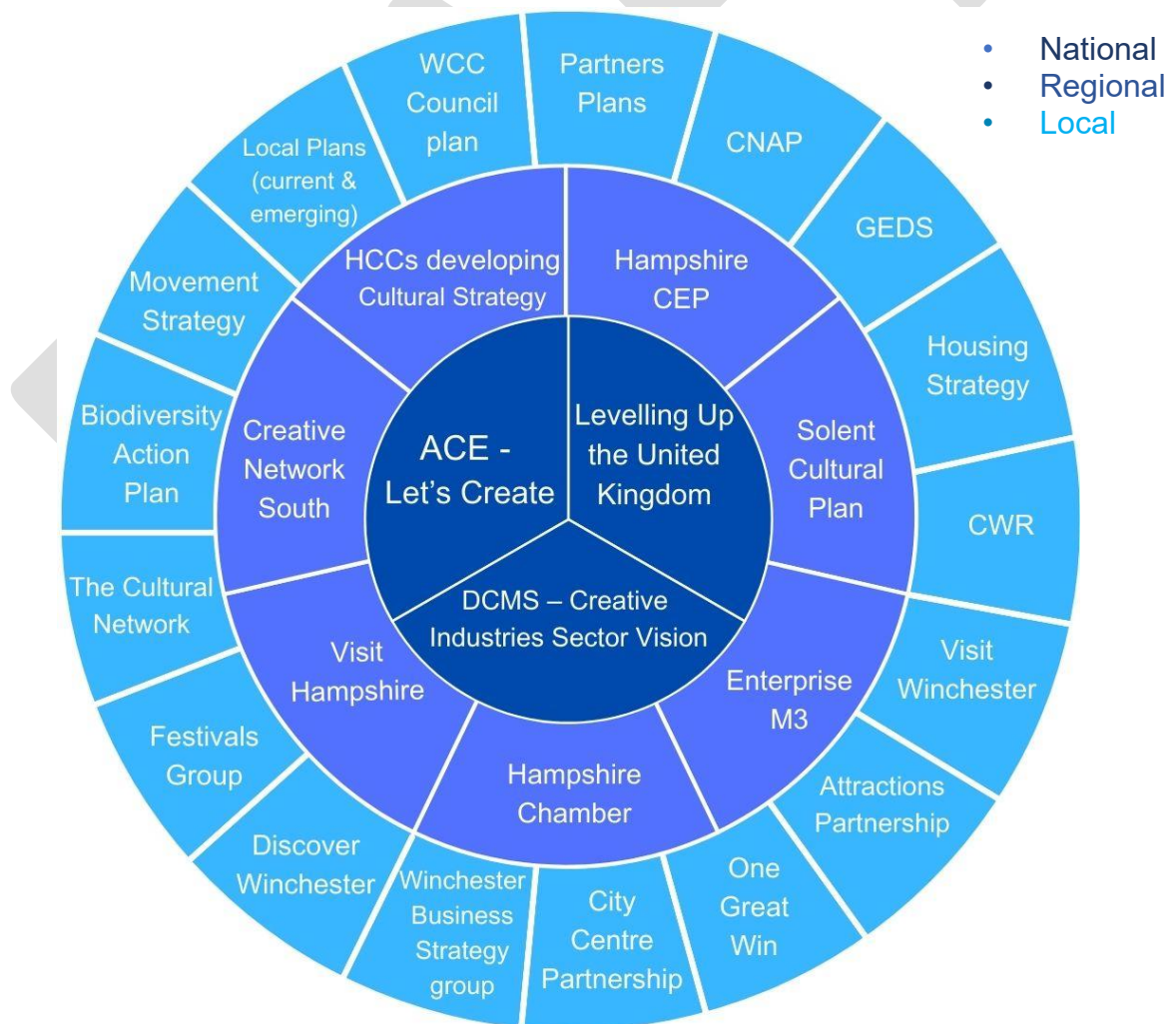
Private investment takes time and energy to secure with corporate and individual giving requiring a lot of stewardship and more likely to go to an organisation with a venue. Securing funds from trusts and foundations is often accompanied by lengthy applications, long waits and rigorous reporting processes. They are also extremely competitive. Furthermore, in Arts Council England’s *Private investment in Culture Survey Report (2022)* they highlight that 89% of total private investment went to the “top 50” organisations. The demand on individual organisations to safeguard investment is substantial.

We will seek to explore alternative models for private investment such as establishing a “100 club” for Winchester, securing a specified donation amount from 100 organisations to create an explicit funding pot to support the outputs of this strategy. We will also build stronger relationships with corporate partners, advocating and championing the role of cultural engagement.

Greenham Trust Ltd is an innovative charitable trust based in Newbury, that works in close partnership with the local communities of West Berkshire and northern Hampshire to provide financial support for charitable organisations. Since it was formed in 1997 Greenham Trust has donated £58 million in funding, reaching 5,000 local good causes. The Trust began with the acquisition of part of the former Greenham Common Airbase which is now Greenham Business Park, the largest strategic employment site in West Berkshire. The Trust uses its investment in Greenham Business Park and other property assets to generate surplus income for distribution to local good causes.

Linkages & Interdependencies

There are many strategies, policies, initiatives and existing partnerships that we have reviewed, explored and considered throughout the development of this strategy. In most cases the aims and objectives have informed our thinking and provided inspiration, some are inextricably linked to this strategy. This includes, but is not limited to, the following:



We remain aware of the wider landscape within which this strategy sits and seek to influence plans, learn from their evidence and collaborate on joint actions where appropriate. We will explore synergies and link to other opportunities as they present themselves.

In 2020, partners came together to produce 'One Great Win' a vision for Winchester City. Whilst this was a city-centred piece of work, some of the comments and suggested projects still hold relevance. The suggested 'big projects' include the creation of a cultural network, which was established and has grown throughout 2023. The mapping of Winchester's cultural and creative hubs, which has been undertaken through developing this strategy and the creation of a Cultural Strategy supported by the sector. Some of the comments include: *"the city is good at talking about collaboration but less so at doing it"* and *"all the pieces of the puzzle are there, if you could pull them together"*. This strategy aims to create the conditions for partnership working and continue building on the momentum gained through its development.

Let's Create, Arts Council England's 2020-2030 strategy, looks to support a collaborative cultural sector, develop creativity within people of all ages and enable community-led activity, particularly in towns and villages. These align well with Winchester districts ambitions to enable communities, empower people and deliver this strategy in partnership.

Many of the agreed priorities and themes in this strategy will have interdependencies with one another, and the progress made in one area will often aid another. There will be some projects which require funding, and without which they cannot go ahead. Some will require genuine collaboration where all partners will need to play their part in order to ensure success, if one partner does not realise their role, progress may be slowed or halted altogether. Some may require building relationships or carrying out research before 'work' can begin and without the right connections and tenacious effort, these things may stop a project before it has even started. We must be aware of these interdependencies and endeavour to address or prioritise as necessary.

Action plans

Below we have outlined our current actions plans. We will adopt a flexible approach, reviewing and evaluating at regular intervals to ensure relevance and ability to be responsive as well as embedding learning as we go. Our evidence-led approach means some measures and performance indicators will be decided throughout the concept development phases and are not included here. We will aim to be agile and responsive, allowing findings, funding and capacity to guide, and possibly change, the direction of travel. We will also look to identify 'quick wins' and seize opportunities as they present themselves.

Year one

Priority	Action	Description	Lead
Economy & Creative Industries	Audit creative industries	Audit the creative industries across the district, understand the creative entrepreneurial ecosystem.	UoW, WSA
	Build relationships	Build relationships with those in the creative industries, test appetites for collaborative working. Explore other partnership opportunities such as Artswork.	WCC
	Utilise student skills	A small project that links the talent supply / capacity within students to the meet the demand of the cultural / creative community.	UoW
	Carbon audits	Offer free carbon audits to cultural and creative businesses with tailored advice on how to obtain funds to enact suggested changes.	WCC
Placemaking	Identify 'at risk' assets	Audit weakness and risks within current cultural infrastructure and identify specific areas of support required.	CWR, HCC, TN, PTTC, UoW, WCC, WSA
	Celebrate and make culture more visible	Partners to share their successes more widely and ensure residents and visitors are more aware of 'what already goes on'.	CWR, HCC, TN, PTTC, UoW, WCC, WSA
Education & Young People	Research	Research similar movements / networks to establish best practice and models which could be adapted for Winchester district.	WPF / WCC
	Concept Development	Develop the concept further, including roles and responsibilities of lead partners, a structure which enables young people to lead whilst maintaining safe practices.	TN, PTTC, WCC, WPF
	Partner Recruitment	Recruit additional partners who are already work with young people across the district, including formal education providers.	TN / PTTC
Events & Festivals	Review & gap analysis	Review the existing festivals, including what works well. Explore what is missing and what could be offered.	BID

	Audience development	Survey audiences, existing and potential, on what they would like to see in Winchester district.	The BID, WCC
	Reimagination of the Festivals in Winchester Group	Increase attendance and create a more action focused group, offering workshops. Explore co-chair further and extend meetings into the district.	The BID, WCC
	Identify Spaces	Audit what spaces are available for events and festivals, indoor and outdoor, across the district.	TN, BID, WCC
	Explore funding opportunities	Explore how and where funding might be secured for festivals and events. Some projects already planned using UK Shared Prosperity Funding.	TN, BID, WCC
	Seed fund new festival	UKSPF funding allocated to support a new festival for 2024/25.	WCC
	Produce event toolkits	Produce 'organising an event' toolkit and Event Management Plan guidance, published online.	WCC
	Programming support for existing festivals	Pilot a scheme to support programming and platform for existing festivals.	PTTC & HCT
Partnership	Formalise partnership	Explore options for formalising partnership. Discuss the purpose, terms of reference and governance structure.	ALL
	Share data	Partners to share relevant data to inform others' work, including finding of research conducted.	ALL
	Task & finish groups	Allocate time from lead partners and recruit additional partners, as necessary, to task and finish groups for each priority.	ALL
ALL	Review, monitor and evaluate	Review what has been achieved this year, monitor success, evaluate progress and re-evaluate plan for the following year.	ALL

Year Two

Priority	Action	Description	Lead
Economy & Creative Industries	Increase accessibility	Build a network of creative businesses – explore their employment power (apprenticeships / placements etc) and how they might fill-gaps for other orgs on accessibility.	TN, UoW, WCC, WSA, HCC

	Increase visibility	Produce visual maps and a mechanism for sharing space / skills / opportunities with people.	TN, UoW, WCC, WSA
	Collaborate	Work collaboratively to develop projects, seek funding and support and secure existing infrastructure.	TN, UoW, WCC, WSA
Placemaking	Secure existing assets	Partners to ensure business plans are robust, flexible and resilient. Adopting new approaches to safeguard existing assets.	CWR, HCC, TN, PTTC, UoW, WCC, WSA
	Improve communication across stakeholder groups	Connecting existing networks and committees. Explore possibility of creating a formal trust which can hold funds and responsibility for placemaking initiatives.	CWR, HCC, TN, PTTC, UoW, WCC, WSA
Education & Young People	Young people recruitment	Recruit young people from across the district to join the movement.	TN, PTTC, WCC, WPF
	Information gathering	Consultation with young people to understand their ambitions.	TN, PTTC, WCC, WPF
	Establish leadership group	Appoint youth-leadership team.	TN, PTTC, WCC, WPF
Events & Festivals	Pilot 'event'	Deliver a pilot event to test approaches and mechanisms.	TN, BID, WCC
	Promotion	New, shared focus on promotion, capitalising on the already existing 'Festivals in Winchester' webpage. Increased awareness of this campaign.	TN, BID, WCC
	Improved data	Improve processes for gathering and interpreting data to inform future decisions.	TN, BID, WCC
	Programming support for existing festivals	Expand scheme to support programming and platform for existing festivals.	HCT, PTTC
Partnership	Implement governance	Develop terms of reference and implement a governance structure.	ALL

	Expand membership	Ensure partners are represented at an appropriate level and across a broad range of sectors.	ALL
ALL	Review, monitor and evaluate	Review what has been achieved this year, monitor success, evaluate progress and re-evaluate plan for the following year.	ALL

Years 3–5

Aligning with our intention for the strategy to remain agile and responsive, the actions for years 3-5 are intended to give a sense of direction and should be considered proposals which are subject to change and refinement.

Priority	Action	Description
Economy & Creative Industries	Demonstrate achievements, re-attract talent	Celebrate success and understand what current needs are. Re-attract talent - make people who might have left want to come back to Winchester district for its amazing creative industries offer. Offer funded work placements.
Placemaking	Grow external investment & delivery	Delivering meanwhile placemaking projects, securing short-term / project funding and representing culture at strategic level.
Education & Young People	TBC	Young people will guide the actions and outcomes for years 3-5.
Events & Festivals	Build relationships	Build relationships with event organisers, businesses and landowners to scope possibilities. Encourage organisers to bring their event to Winchester district. Strengthen district links.
	Pilot new events	Test new ideas.
Partnership	Joint funding bids	Submit some joint funding bids to support outputs of the strategy.
	Embed learning	Embed learnings from partnership approach into terms of reference, membership etc.
	Delivery	Delivering signature projects, which encapsulate the themes and priorities of the strategy.
ALL	Review, monitor and evaluate	Review what has been achieved each year, monitor success, evaluate progress and re-evaluate plan for the following year.
	Strategic Planning	Explore what priorities for a future cultural strategy might be.

Lead Partners

It is important to acknowledge that much excellent work, particularly under these priorities and themes, is already being delivered or planned by partners in

Winchester district and this work will continue and develop through the life of the strategy. A list can be found in the appendices.

BID Winchester Business Improvement District
CWR Central Winchester Regeneration / Jigsaw
HCC Hampshire County Council
TGM The Gurkha Museum
TN The Nutshell
PTTC Play to the Crowd
UoW University of Winchester
WCC Winchester City Council
WPF Winchester Poetry Festival
WSA Winchester School of Art (University of Southampton)

DRAFT

Appendices

How we developed this strategy

This document was developed in partnership with multiple partners and support from across the county, region and nation. We would like to extend our thanks to everyone who took time to attend meetings, complete surveys, participate in workshops and voice opinions. The process included, but not limited to:

- Creation and sharing of an evidence base including:
 - Asset Mapping
 - Creative Businesses
 - Events & Festivals
 - Traditional cultural infrastructure (Theatres, museums, galleries)
 - Community infrastructure (Village halls, church buildings, schools, pubs)
 - Clubs and classes
 - Audience Profiles
 - Benchmarking
 - Gap Analysis
 - Cultural Education
 - Career Pathways
 - Economic Impact
 - Further research related to emerging themes and priorities
- Researching other cultural strategies
- 4 (stakeholder) partnership meetings
- 7 sector workshops
- 3 connected sector workshops
- Multiple one-to-one interviews
- Multiple presentations to wider stakeholders
- A resident survey
- A visitor survey

The partnership group

A representative stakeholder group was created to ensure the emerging aims and objectives were reflective of those currently offering and consuming cultural activity throughout Winchester district. The group met on four occasions and discussed topics such as: our assets, best practice, themes, priorities, baseline data, national context, cultural compacts, evidence, measuring success, values, and vision. The group comprises of the following members:

Name	Organisation
Daniel Ashton	Winchester School of Art
Robert Bolwell	Dutton Gregory / Winchester Military Museums
Daren Bowyer	Gurkha Museum
Sajid Butt	Enterprise M3
Jane Bryant	Winchester Poetry Festival
Tim Cooling	Hampshire and Isle of Wight Integrated Care Board
Clive Cook	St John's Winchester
Ellen Evans	Winchester City Council
Charles Freeman	Creative Network South
Rachel Gander	Winchester City Council
Andrew Gostelow	Winchester City Council
Stephen Hall	University of Winchester
Doug Henderson	Gurkha Museum
Emalene Hickman	Winchester City Council
Noël Jones	The Nutshell
Katerina Kremmida	Hampshire Cultural Trust
Sue Littlemore	Enterprise M3
Andrew Loretto	Play to the Crowd
Harriet Morris	The Nutshell
Deryck Newland	Play to the Crowd
Emma Noyce	Hampshire County Council
Susan Robbins	Winchester City Council
Paul Sapwell	Hampshire Cultural Trust
Ben Solomon	Central Winchester Regeneration / Jigsaw
Paul Spencer	Business Improvement District
Cllr Lucille Thompson	Winchester City Council
Robin Waldman	Robin Creative Media
Bruce White	Community First
Matt Woolgar	Central Winchester Regeneration / Jigsaw

Further Consultees

Alongside those that completed surveys, over 100 individuals operating within the arts, heritage, community, faith and creative industries attended workshops to give their views on the priorities for the emerging strategy. Those that consented to being named are listed here:

Gail Alexander	Tim Fell	Peter O'Keefe
Jelena Allen	Rebecca Galbraith	Junko O'Neill
Emma Back	Adam Gilbert-Anderson	Emily Reason
Charlotte Bailey	Dimitra Gkitsa	Richard Rous
Chloe Battle	Sarah Harfield	Gayathri Sathyanath
John Blake	Amy Hickson	Louise Siddons
Simon Bray	Maggie Hill	Catherine Silvestro
Padmini Broomfield	Teresa Hogsbjerg	Madelaine Smith
Amy Brown	Phillip Holroyd-Smith	Tony Spencer
Peter Brown	Julie Johns	Julian Staddon
Andrew Carnie	Sam Jolley	Jo Stark
Katie Childs	Kerry Kenward	Stella Thurston
Jane Chuhan	Karen Kousseff	Carolyn Trew
Sue Cole	Katerina Kremmida	Rebecca van Rooijen
Jon Cranston	Ritchie Latham	Roger Walker
Paula Crompton	Liz Leask	Louise West
Stephanie Danby	Mark Maitland	Bruce White
Natasha Davies	Gail Marsh	Victoria White
Sarah Davis	David Martin	Chris Whittaker
Phillipa Duckworth	Kirstie Mathieson	Myra Wilkinson
Deborah Edgington	Pauline Maunder	Sharon Williams
Jonathan Edgington	Ross McNally	Nicholas Wilson
Zoe Elkins	Katie Morgans	Sue Wood
Emma Evans	Andy O'Hanlon	Alison Woods

Over 500 residents completed a survey asking what culture and creativity meant to them.

This strategy was authored by Winchester City Council, compiling a years' worth of research and consultation into a jointly developed, co-designed document. This work was largely led by the Creative and Cultural Development Officer, with input from additional sector expertise, including Arts Council England, and was created without any additional funding beyond staff time.

Partner Plans

Priority	Partner	Action / Description	Type
Economy & Creative Industries	BID	Business network and business centre. Regular business surveys.	Existing
	CWR	Facilitating creative, independent pop-ups at Kings Walk.	Existing
	CWR	Investment into CWR area, creating momentum.	New
	HCC	Economic strategy links to culture, heritage and creative industries.	Existing
	HCC	Targeted learning programme focused on adults 19+ who are, for example, without L2 qualification, in receipt of universal credit/income support or who have/are at risk of having mental health needs.	Existing
	TN	Offering space for emerging creatives as well as job opportunities for students and graduates.	Existing
	WCC	Vacant properties register. List of Co-working and shared studio spaces.	Existing
	WCC	Peer mentoring scheme, supporting skills exchange between creative and non-creative businesses and individuals.	Existing
	WCC	Winchester Cultural Networking, quarterly networking opportunity for local creatives.	Existing
	TGM	Seeking local suppliers for redevelopment of Gurkha Museum.	Planned
	WSA	WSA Exchange offers access to stimulating research and KEE projects by linking external partners and projects with research labs, students and researchers for collaboration.	Existing
	WSA	WSA Exchange offers access to consultancy and other creative and business services and has an existing network of partners and an ongoing remit to map new and emerging activity across arts, cultural and creative sectors.	Existing
	WSA	WSA Exchange also connects with Southampton Institute for Arts and Humanities (relevant past projects include: Diverse Capacities, Local government data analytics for culture and creativity; Mapping the Creative Coast.)	Existing
Placemaking	BID	Public art, clean and attractive high street initiatives, support for pop-ups.	Existing
	CWR	A new, mixed-use neighbourhood with a community-led development brief.	Planned

	HCC	Development of Hampshire 2050 Vision – recognises importance of culture in Hampshire’s future.	Planned
	HCC / HCT	Partnership on Great Hall and Winchester Castle project	Planned
	TN	Part of the CWR ‘Creative Quarter’ offering an alternative fringe venue.	Existing
	PTTC	The only dedicated professional theatre on the mid-scale.	Existing
	WCC	Development of a new Local Plan.	Planned
	TGM	Plans to develop Gurkha Museum into a ‘must see’ attraction.	Planned
	WSA	Aligned to University of Southampton Civic strategy, WSA Exchange, the WSA Research Labs and Southampton Institute for Arts and Humanities have complementary expertise on and commitments to placemaking. Examples include Heritage Open Day Exhibition in Winchester Gallery each September, the Arts and Humanities Research Council funded And Towns projects on understandings of culture, towns, recovery and pride.	Existing
Education & Young People	BID	Work with students at local universities and colleges.	Existing
	CWR	Establishing the youth & futures group to help feed development brief and engagement.	New
	CWR	Widening offer in type of recreational activity at CWR.	New
	CWR	Affordable homes and links to creative economy, encouraging student retention.	Planned
	HCC	Schools - seeking to ensure young people in Hampshire have the skills they need for the future – noting importance of creative industries	Existing
	HCC	Hampshire Music Service - 39 schools across Winchester District, delivering 376 hours each week of instrumental, vocal, whole-class ensemble, curriculum, and ensemble tuition. Also developing a Hub with University of Winchester.	Existing
	HCC	Hampshire Library Service - Significant focus on first 1000 days including Story / Rhyme Time, Stay and play, Games clubs, Home Education Group (for home educated children), Speech and	Existing

		Language, Summer Reading Challenge, School Library Service.	
	TN	Providing multiple, regular early years and youth theatre opportunities.	Existing
	TN	Offering work experience and work placements	Existing
	PTTC	Providing youth theatre opportunities and family activity at community hubs	Existing
	PTTC / UoW / WSA	Talent development programmes and placements.	Existing
	PTTC	Hat Fair Carnival working with local primary schools	Existing
	PTTC	Develop more bespoke work for disadvantaged young people across the District and focus activity on those who couldn't otherwise engage.	Planned
	TGM	Creation of online content and a book aimed specifically at young people / teens.	Planned
	WPF	Hampshire Young Poets competition.	New
	WPF / UoW	Offering free entry for students to the Poetry Prize	New
	WSA	WSA Exchange works with partners locally, nationally and global to offer students access to placements and internships - through central resource and provision at the UoS and via WSA's network of employers.	Existing
	WSA	WSA Talent, within WSA Exchange, supports the development of young and emerging entrepreneurs educated at WSA and beyond. The WSA talent portal will be open to students with a business idea from the local region, to test and evaluate their creative proposition, supported by UoS central enterprise resources, people and infrastructures.	Existing
	WSA	WSA leads and contributes to several regular initiatives and events. Examples include the Art & Design Saturday Club; Fashion Saturday club; WSA Freelancer Club.	Existing
Events & Festivals	BID / WCC	Co-chairing of the Festivals in Winchester group	Existing
	BID	Festival sponsorship	Existing
	BID	Deliver multiple city-centre events such as: trails, Fashion week, independent business month, Christmas lights switch on.	Existing

	BID	Collection and sharing of footfall data	Existing
	CWR	Developing physical space for events to take place. Partnering with those wishing to use that space.	Planned
	HCC	Supporting events such as: Library Centenary Celebrations (Autumn 2024), Watercress and Winterbournes Literacy Festival 2024, Green and Thrifty Fortnight 2024 (February).	New
	TN	In addition to existing programming, introducing a fringe festival, Women's festival and Young People's festival.	New
	PTTC	Theatre Royal Winchester presents over 300 performances a year to over 70,000 people across professionally received, own produced and local community work. PTTC also produces Hat Fair, the oldest continually operating Outdoor Arts Festival in the country.	Existing
	TGM	Deliver regular events exploring Gurkha heritage.	Existing
	WPF	A year-round programme with highlight of biennial festival.	Existing
Inclusion & Diversity	WSA	WSA leads and contributes to several regular initiatives and events. Examples include Fashion Week; Green Week; Degree Show; Festival of Fashion; Sustainability Forum; Exhibitions at The Winchester Gallery and more.	Existing
	BID	National Inclusion week.	Existing
	CWR	An accessible area with affordable homes.	New
	HCC	Hampshire Music Service - two events each year in Winchester specifically for children and young people in special school settings.	Existing
	HCC	Libraries - Community Connections (Sanctuary Seeker groups). Libraries of Sanctuary.	Existing
	TN	"World to Winchester" programming including an integrated queer programme.	Existing
	PTTC	Have targets for the numbers of productions presented from artists of the Global Majority and disabled artists. Specifically develop activity and projects for young people, older people and for families working intergenerationally.	Existing
TGM	Gurkha Museum redesign aims to increase engagement from Nepali and South Asian	Planned	

		community. Looking to fund new exhibitions.	
	WPF	Writing beyond borders, use of BSL and relaxed performances. Diversifying trustees, audiences and participants.	Existing / New
	WSA	Aligned to University of Southampton Equality, Diversity and Inclusion strategy, WSA Exchange and the WSA Research Labs are supporting a range of research, education and knowledge exchange and enterprise activities.	Existing / New
Health & Wellbeing	CWR	Encouraging walking and cycling through CWR.	New
	HCC	Ensuring strong links with Public Health Strategy (healthy happy population, healthy places)	Existing
	HCC	Delivering a range of community facing creative activity through libraries	Existing
	WSA	Aligned to University of Southampton Civic strategy, Southampton Institute for Arts and Humanities, WSA Exchange and the WSA Research Labs are supporting a range of research, education and knowledge exchange and enterprise activities. Specifically, Southampton Institute for Arts and Humanities 'Pathways to Health through Cultures of Neighbourhoods' project and WSA's E Textiles Lab.	Existing
Environmental Responsibility	BID	Sustainable Business Network. Green Week. Advisory services to help business cut carbon.	Existing
	CWR	Aspiring to be a net zero development.	Planned
	CWR	Stewards of the green space and public realm.	Planned
	CWR	Increasing access to the water.	Planned
	HCC	Climate Change strategic Framework – and looking at how arts and culture can support communities	Existing
	PTTC	Water and energy saving improvements have been made to the building. An audit to identify how to do more has been commissioned.	Existing / New
	WPF	Landscape poet in residence. 'Our World, our planet' theme to young poetry competition.	New

	WSA	Aligned to University of Southampton Sustainability strategy, WSA leads on several regular initiatives and events (e.g., Fashion & Sustainability Forum; Green Week events). Through these and future plans.	Existing / New
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Data sources used within the document

Economic and employment figures: [Lightcast](#)

Demographic data: [Census Maps - ONS](#)

District landscape: [Planning - South Downs National Park](#)

“where past and present collide”: [What is Winchester Most Famous For?](#)

Let’s Create: [Let’s Create | Arts Council England](#)

Active Lives Survey: [The Active Lives Survey | Arts Council England](#)

Private investment in culture report: [Private Investment in Culture Survey 2022 | Arts Council England](#)

The evidence base

An extensive evidence base has been collected, including demographics and audience profiles of Winchester, dividing the district into wards within this piece of work. Asset mapping and benchmarking exercises have also been completed. An overview of which can be found here:

<https://www.winchester.gov.uk/assets/attach/38236/Winchester-District-Cultural-Strategy-Evidence-Base-v3.pdf>