

CABINET

6 July 2015

STATION APPROACH, WINCHESTER

REPORT OF STATION APPROACH PROJECT TEAM

Contact Officer: Antonia Perkins Tel No: 01962 848 314
aperkins@winchester.gov.uk

RECENT REFERENCES:

CAB 2450 – Station Approach Development Assessment: Consultants Report -
4 December 2013

CAB 2501 – Purchase of the Carfax Site, Winchester – 15 July 2013 (exempt)

CAB 2575 – Station Approach, Winchester – 30 April 2014

EXECUTIVE SUMMARY:

This report considers the recent consultation on the Station Approach area and proposes a way forward in relation to a Design Competition which reflects the results of the consultation and seeks to meet the Council's Economic objectives.

RECOMMENDATIONS:

- 1 That the principles of development as set out in the draft brief for a Design Contest for the whole of Station Approach (including both the sites known as "The Carfax Site" and "The Cattlemarket") as appended to this report be agreed and following this meeting a period for comments from key groups and stakeholders on the brief be allowed.

- 2 That the Head of Estates be authorised to finalise the Design Brief in consultation with the Leader and the Portfolio Holder for Estates, having regard to comments received.
- 3 That after completion of the Carfax Site land purchase the Head of Estates, in consultation with the Leader and the Portfolio Holder for Estates, be authorised to conduct a Design Contest in accordance with The Public Contracts Regulations 2015 (“the PCR”) for the design of the proposed development and to use such procedure as he may deem appropriate in the light of legal advice to be obtained.
- 4 That the Head of Estates, in consultation with the Leader and the Portfolio Holder for Estates, be authorised to determine the evaluation matrix for the Design Contest, any prior requests to participate, any minimum thresholds required and the minimum (not less than five) (and if required the maximum) number of candidates invited to tender, and all other elements of the procurement process, in accordance with the PCR, before any Contest is commenced.
- 5 That the Head of Estates, in consultation with the Leader and the Portfolio Holder for Estates, be authorised to determine:-
 - (i) whether the Design Contest be divided into Lots;
 - (ii) the composition of the Design Jury as set out in paragraph 11.3 of the report;
 - (iii) the terms of governance of the Design Jury;
 - (iv) whether the commission extends to planning stage only, or includes detailed post-planning design and completion of construction.
- 6 That the Head of Estates be authorised to approve a long list of suitably qualified Design Practices who shall be invited to tender for the design work.
- 7 That the submissions for the Design Contest be displayed in the Guildhall for a week prior to the consideration of the tenders by the Jury, with comments being invited from members of the public.
- 8 That the Head of Estates be authorised to appoint commercial agents and cost consultants to advise on the commercial viability of the development proposals.
- 9 That a further report will be brought back to Cabinet to consider the recommendations of the Jury and to decide whether to appoint a practice to proceed with design development.

- 10 That following the completion of the purchase of the Carfax Site, the Head of Estates, in consultation with the Portfolio Holder for Estates, be authorised to arrange such short term lettings of the Site and property as can be arranged.
- 11 That subject to receipt of further legal advice, Head of Estates be authorised to invite Expressions of interest for potential tenants in relation to the Carfax site.
- 12 That a Station Approach Stakeholder Reference Group and a Steering Group be set up as set out in paragraph13 of the report to guide key aspects of the project, including possible improvements to the public realm and to support the bid for funding from the Local Economic Partnership.
- 13 That the Head of Legal and Democratic Services be authorised to incur external legal costs for advice relating to procurement issues relevant to the proposals, as detailed in the report.
- 14 That a further report be brought back to Cabinet, following a financial viability assessment, before any capital expenditure is committed.

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1 Introduction

- 1.1 As set out in the Council's Portfolio Plans for 2014/15 and 2015/16, officers have investigated the preparation of a development strategy for Station Approach, with the key aims of boosting economic activity in this area and positively contributing to the public realm.
- 1.2 The Vision for Winchester and Local Plan Part 1 identify the area around Winchester station as lending it self to development to provide a new area of commercial, office, residential and retail space to strengthen Winchester's economy and enhance the local environment, and a potential development at Station Approach forms part of the Council's vision for how it will develop the town's economy and make the best use of key sites for sustainable development. This confirms that our preferred way forward for this project is in line with our strategic and economic priorities.
- 1.3 At its meeting of 30th April 2014, Cabinet authorised terms for the purchase of the Carfax Site from Hampshire County Council for a mixed office, parking, residential and retail development in accordance with the Station Approach Development Assessment.
- 1.4 This reports sets out work to date on exploring the practicalities of developing the Station Approach area, key themes and concerns from the comprehensive consultation undertaken during the Spring to gather views on the potential of the area, and options for taking the project forward for consideration by Members.

2 Background to the identification of the Station Approach Area

- 2.1 During the preparation of Local Plan Part 1, the Council commissioned a number of evidence studies to examine a range of matters including the economy and the amount and quality of employment land across the District. These reports published in [2007](#) and [2009](#), concluded that specifically in relation to Winchester Town, the high incidence of out-commuting, could be reduced by promoting the development of knowledge-based industries in

opportunities that may arise, through intensification and re-development of existing employment sites within the Town – such as the area around the cattle market and railway station.

- 2.2 [Local Plan Part 1](#) consequently included within the development needs for Winchester Town a requirement to broaden the economic base which is dominated by public administration and to reduce daily out-commuting. The Plan specifically acknowledges the need to maximise opportunities offered by the existing stock of commercial and employment premises in Winchester Town to allow the local economy to diversify. The Plan goes on to recognise that an area of the Town that lends itself to this form of redevelopment is the area around Winchester Station, with its mix of commercial, retail, residential and office space. With Local Plan Part 1 being formally adopted in March 2013, the Council then commissioned further work to prepare a Development Assessment for the area.
- 2.3 Tibbalds Planning and Urban Design were subsequently appointed in July 2013 to produce the Development Assessment. The study was a high level assessment concerned primarily with identifying appropriate and viable land uses, and principles for development, movement and public realm. The report which was published in November 2013, recognised that a high proportion of the area was in public ownership, and included an examination of a number of sites in detail. References were also made to the public realm and open space and improving pedestrian and cycle movement in the area.
- 2.4 The Council then commissioned a follow up study on the basis that it wished to progress the work on the area to a more detailed level, focussing on a number of particular areas or issues which needed to be resolved with the intended outcome being able to inform and refine the approach to be taken to the area through Local Plan Part 2, but to also develop more detailed guidance that will assist the development of planning applications, on particular sites. The Follow-up Assessment was required to focus on the following aspects:
 1. Public Realm, Pedestrian and Cycle Improvements
 2. Key Views and Implications for Development
 3. Parking Strategy
 4. Retention of Existing Buildings
- 2.5 Tibbalds Planning and Urban Design were again appointed in June 2014, with the [final report](#) published in September 2014. This report provides detail on specific matters such as the site and its context; character and townscape; public realm, pedestrian/cycle movement; vehicular movement and car parking; key views and concludes with a development framework. The Development Framework brings together all the above and sets out the design principles for the future development of the Station Approach area.

The framework covers the wider Station Approach area, and concludes that the area can become a focus of economic activity, providing Winchester with the opportunity to retain and attract new employers to the city centre. A series of land use framework principles were also identified:

Commercial development containing a mix of uses is encouraged.

Development should support and strengthen the economic role of Winchester.

Development should aim to diversify and increase the mix of uses within the area.

- 2.6 The framework also focuses on two key opportunity sites, Carfax and Cattlemarket, and provides overarching design and development principles to guide how future development should be addressed in these locations.

The framework formed the basis for that part of [Local Plan Part 2 \(LPP2\)](#) that relates to the Station Approach Area (policies WIN5 – WIN7) and enabled the Council to develop a number of strategic aspirations for the area, which are set out below and have been used as a basis along with the recent Station Approach consultation for formulating the draft Design Brief:

- ensure the area around the Station enhances the economic vitality of the city, offering improved employment opportunities;
- create a high quality and welcoming arrival point and improve way-finding and legibility so that people find their way to the city centre and other key destinations;
- create an area that serves a variety of people and builds on and adds to the existing commercial and cultural life in the city;
- improve the aesthetic and environmental impact of the area, including the retention of important trees and new planting;
- safeguard and enhance views and the character of the area; and
- repair the urban fabric and create a cohesive high quality townscape, and public realm.

Based on these aspirations, baseline studies and market assessment for the area, options for development are to be tested against the following common concepts as set out in LPP2:

- creating a commercial office hub on the Cattlemarket site;
- improving linkages to the station and through the sites;
- retain some of the existing car parking and provide sufficient parking for the new development and meet existing demand;
- strengthen the existing retail 'offer' in addition to the local centre around Andover Road;
- achieving active frontages by providing a variety of active uses along key routes;
- providing a mix of houses and flats; and

- creating and providing quality public spaces which reflect local character and enhance the Station Approach area whilst respecting the wider setting of Winchester town.

2.7 The draft LPP 2 was subject of a six week consultation period during October to 5 December 2014. In terms of representations received (about 200) to the Winchester Town section of the Plan, these were reported to [Cabinet \(Local Plan\) Committee](#) on 30 March 2015. The bulk of representations related to the proposals around Station Approach, raising the following matters:-

WIN5 – Station Approach Area – Development Principles

- Delete reference to the 2014 Tibbalds development assessment in the policy
- Height of buildings
- Delivery of Winchester Vision
- Active Frontage
- Provision of an integrated transport interchange

WIN6 – The Carfax Mixed Use Site

- Retention of Registry Office building
- Retain surface car park

WIN7 – The Cattlemarket Mixed Use Site

- Retention of Conservative Club building
- Large scale development
- Retain as a 'gateway' car park

2.8 Given this range of comments received, officers are in the process of analysing these and aim to report these to the Cabinet (Local Plan) Committee in September which will include any recommended changes to the policies and supporting text.

3 Further background considerations

Winchester Workspace Demand Study 2013

- 3.1 Winchester has a thriving commercial property market; however this is composed mainly of small office spaces. The average size of a commercial office currently available to rent in Winchester is 214 sq. m; according to the European Industry Standards this would fit a business with only 15 employees. This means that whilst Winchester is an excellent place for businesses to start up, there are not currently the facilities for them to stay in the city if they want to expand.
- 3.2 A survey of businesses undertaken by consultants SQW in 2013 in the area suggested that 71% find it 'difficult' or 'very difficult' to find suitable workspace

in Winchester, with 49% concerned about the state of existing workspace and expressing a need to find bigger premises within the next 1-2 years.

- 3.3 The Winchester Workspace Demand Study commissioned by Winchester City Council and Hampshire County Council in 2013 reported that Winchester has 270 commercial units under 100 sq. m, but only ten over 1001 sq. m. The study also drew the conclusion that small and medium enterprises (SMEs) in particular needed premises which were flexible, allowed collaboration and were in easy-to-access locations. A scheme that included larger office premises at Station Approach would allow for movement of existing large office space users to new premises, freeing up more appropriate space for those businesses looking to grow, and having a knock-on effect on the smaller businesses seeking workspace. Alongside this, the Council is seeking to make space for small businesses available at the Goods Shed at Bar End, and is encouraging private developers to meet the needs of the small business community as well.

Winchester District Economic Strategy 2010 - 2020

- 3.4 Winchester District's Economic Strategy 2010-2020 identifies providing and protecting a range of business premises for a range of enterprises as a key factor for success. Local businesses as well as the NHS have indicated that they have the need for larger, modern office space in order to expand within Winchester and there is a risk that these businesses will leave the city, taking with them the significant economic benefits they offer. As well as providing employment opportunities, a survey undertaken by one city centre business with c. 370 staff suggests that their employees' annual spend within the town at local businesses is in excess of £500,000.
- 3.5 As a result of the development and publication of the Tibbalds Report the Council received four approaches from companies who either wished to expand existing businesses in the City and had no opportunity to do so in the existing stock, or wished to set up large new businesses to take advantage of the high quality offer of the location in terms of its customer base, skilled workforce including graduates from the local Universities, the excellent communications with London and the within the region and the high quality hospitality industry including top quality dining and hotel facilities.
- 3.6 The Council's Economic Strategy identifies the undesirable effects that mass in and out-commuting has on the environment, on traffic congestion, on productivity and on quality of life. The high level of in/out commuting for work also has the knock-on effect of making Winchester's population fluctuate through different times of day, in both size of population, and social mix. It also means that as offices close at around 6pm, the city centre is very quiet until the resident population make use of restaurants, bars and other activities from around 8pm onwards, suggesting that there is opportunity to further grow the town's early evening economy by seeking to create areas with amenities which encourage workers to stay on in the town centre at the end of the day.

- 3.7 The attraction of high value jobs to Winchester town through the provision of modern and flexible office space will provide one solution to the issue the significant out commuting that Winchester faces. Creating high value employment opportunities such as the ones residents currently leave Winchester for will help reduce out commuting and encourage more sustainable commuting practices.

Walking Strategy for Winchester 2014

- 3.8 The Walking Strategy for Winchester 2014 as drafted by a sub-group of the Winchester District Strategic Partnership Transport group was recognised and supported in principle by Cabinet, and articulates the vision:

“...by 2020 many streets will have been improved for pedestrian movement and the numbers of people walking as a preferred method of getting around the town will have increased substantially. Winchester will be a town in which walking is a pleasure and recognised by residents and visitors as a primary mode of transport for short journeys, in the town centre as well as in the local centres and residential areas. By 2025 many more of the town’s streets will have been enhanced and will demonstrate that walking has been prioritised and is the most normal way of getting around the town.”

- 3.9 The Walking Strategy identifies the Station area as one of its main priorities, with the aim that the needs of pedestrians and cyclists are fully integrated, and that the potential of this heavily used pedestrian route are fully realised, for the benefit of those accessing the station as well as residents. The Strategy also notes that a high quality scheme in this area would add value to any development, and provide employment within walkable distances from residential areas.
- 3.10 The sum of this indicates that there are a number of opportunities within a Station Approach development to deliver on a range of priorities that the Council has agreed, in terms of stabilising its economic base in the town centre and off-setting job losses in the public sector, providing improvements to the public realm with its knock on benefits to people’s quality of life as well as addressing movement and access issues and meeting aspirations in the Walking Strategy.

4 Consultation

- 4.1 The Vision for Winchester Town, itself drafted following extensive consultation, sets out a key principle to “ensure all communities in Winchester have a say in plans, policies and programmes which affect them”. There has been substantial consultation in conjunction with the production of the Station Approach Development Assessment and the draft Local Plan Part 2. However, a further consultation process was undertaken during the spring which set out to promote a conversation with residents, business and interested parties about what opportunity there is for development at Station Approach and how this could be done in a way in which improves the area for everyone.

- 4.2 The consultation was designed to ensure that consultation was comprehensive and at an early stage, partly in response to community concerns about opportunities for consultation relating to major projects and partly in recognition of the significance of a potential project to local businesses and residents. The consultation started from the premise that there is an opportunity to sustain and grow the town's economy by providing new office space and car parking here, whilst improving the public realm and walking/cycling routes, and protecting the amenity of local residents. However the opportunity was offered to comment on the concept of developing Station Approach, what the key issues are in the area, what opportunities there are for improving the site and what key principles should be considered when taking forward any development.
- 4.3 The following consultation was undertaken during the spring:
- Leaflets inviting comments were delivered to residential properties in the streets surrounding the Station Approach area, as well as distributed to commuters.
 - An online survey inviting general comments was advertised.
 - Two workshops were held with 'stakeholders', including City of Winchester Trust, Hampshire County Council, South West Trains, Station Approach Neighbourhood Group and Winchester Action on Climate Change, as well as local ward Members.
 - Residents were invited to attend evening workshops at the Guildhall.
 - Winchester BID coordinated a consultation event for local businesses in the area.
 - Peter Symonds College students participated in a focus group looking at access issues for students.
 - Two presentations from University of Southampton Civil Engineering students were hosted considering Station Approach as a case study.
- 4.4 In total across the different consultation strands, over 1000 separate comments were received and full reports of what was said can be found at <http://www.winchester.gov.uk/planning/major-sites/station-approach/help-shape-future-station-approach/>
- 4.5 Some residents living in the vicinity of the proposed development area have formed the Station Approach Neighbourhood Group (SANG), and this group have been fully engaged during the Station Approach consultation as well as the LPP2 consultation. SANG have expressed interest in being involved in the project as it is formalised and it is proposed that they are invited to sit on the Station Approach Forum (para. 13. refers), along with local ward Members and several other key groups to help ensure residents' views are represented and can contribute their views to the development as it moves forward.

- 4.5 A very diverse range of comments were received on design, pedestrian and cycling issues, parking, retail and commercial aspects, traffic and flow, public art and culture, housing, public transport, environment, the Registry Office and Conservative Club, general opposition to development, the station and its approach, a Roman burial site, working together, the need for modern flexible office space for business users and the NHS and some miscellaneous matters. A range of views were also expressed, both positive and negative, about the need for development and a number of key questions were posed, including the justification for the need for further office space and further development in the town. Comments were received about the retention of the Conservative Club; however the Club is not currently included in the area under consideration for development.
- 4.6 The following aspirations have been distilled from the consultation responses, where key themes have emerged across the different strands of consultation. These represent concerns and issues raised by consultation participants and should be considered as principles which will influence any design brief that goes forward to inform the development of Station Approach.

Design:

- The overall design should be a high quality, mixed use development, encompassing office space, retail, parking and housing while improving the public realm and transport facilities through the use of LEP funding if this can be secured.
- It should establish the area as a gateway to the city; becoming a destination as oppose to a transient space.
- The form and massing of any new development should be sensitive to nearby buildings, particularly existing residential buildings. Any new buildings should ensure they are not over-bearing in relation to adjoining buildings.
- Improvements to the public realm and open space should be a key consideration in any design in order to meet the Town Forum's vision of enhancing the quality of our public spaces and bringing them to life with entertainment and activity.

Pedestrian/Cycling:

- Where possible pedestrian and cycling access to the station should be improved and encouraged; safe and convenient routes into the City to and from the rail station should be identified through improvements to signage and the public realm.
- Good pedestrian access at the Carfax junction (Station Hill/Stockbridge Road/Andover Road) should be encouraged.

- Means of improving access to and from the station for students of Peter Symonds College should be explored.

Parking:

- Parking provision should make the most efficient use of available land whilst balancing the needs of residents, visitors and businesses.

Retail/Commercial:

- The design should include a small amount of retail/café development near the railway station to help make this a more useable space.
- The design should include provision of well designed office space, helping to create more jobs and achieve the Town Forum's vision of encouraging private sector business expansion.
- Plans for development should consider the potential for the use, or conversion, of existing empty buildings.

Flow/Traffic/interchange:

- The potential for reducing the current level of congestion and pollution should be explored.
- There should be consideration of ways to improve interchange facilities for all modes of transport at the station.
- 'Drop off' areas around the station should be improved.

Housing

- The development should contain new housing provision, including affordable/social housing, where it is viable to do so or to make a contribution toward off site development if this is more appropriate.

Registry Office

- The potential to incorporate the former Registry Office into development should be explored.

Roman Burial Site

- Archaeological investigation should take place on the proposed development sites and the development should take account of the results.

4.7 The City Council has also been informally approached about the possibility of creating a new music/cultural venue for the city, with Station Approach identified as a potential site for this. The feasibility of this will be explored as part of the conversation as to the best mix of development in the area.

4.8 Further consultation is also planned with the Winchester Town Forum which will be undertaken at their meeting in July.

5 Land Acquisition update

5.1 Purchase of part of the Carfax site from Hampshire County Council including the Registry Office and car park areas is intended to be finalised over the summer. As part of the proposed purchase it is intended to lease part of the Site back to HCC on a tenancy at will. Pending the redevelopment of the Site it is proposed to seek to let the land and premises on short term tenancies to help defray the cost of holding the Site.

6 Barton Farm corridor studies

6.1 The Barton Farm developer will provide transport contributions to the County Council as Highways Authority to provide improvements in order to cater for the extra demand placed on the transport networks by the development. This will include a new park and ride car park of 200 spaces and new bus services to serve it and to link to the Railway Station/ City Centre.

6.2 The County Council has also commissioned corridor studies for Andover Road, Worthy Lane and Stockbridge Road to identify issues and opportunities to improve transport provision and on which the financial contributions will be used to provide such improvements. This will need to be reflected in the design work for Station approach as it progresses.

7 Support from partners

7.1 Engagement with certain key partners is vital to ensure that there is support for the improvements identified in the Station Approach:

- Network Rail and South West Trains are actively working on proposals in relation to improving pedestrian and cyclist access to the Station and parking facilities.
- Hampshire County Council as Highways and Transport Authority has a key interest due to the interaction with their own plans for the area and in achieving integration with the Barton Farm mitigation measures and transport enhancements.
- Stagecoach Buses run various services in and out of this area including the park and ride buses. They also provide the Rail Replacement Bus Services which operate when works are taking place on the railway and adequate and or enhanced provision will need to be made for all of these services.

- As mentioned in para. 4.5, the Council should maintain an ongoing dialogue with Station Approach Neighbourhood Group and it is proposed this is undertaken in the form of a Station Approach Forum.

8 Transport assessment work

- 8.1 There is a strong strategy and policy framework to guide the Station Approach proposals including the Local Plan Part1, Winchester Town Access Plan, a District Cycling Strategy and a Walking Strategy.
- 8.2 The City Council adopted a Car Parking strategy in 2014 which sets out a detailed policy framework against which to test and develop development proposals.
- 8.3 The Air Quality Management Plan contains an action plan and work is planned on a vehicle profiling survey/ exercise which will help inform further actions that might be required.
- 8.4 Detailed Parking surveys and studies have been completed which will inform the quantum and location of parking which should be provided in the Station Approach area in line with the Council's parking strategy. The surveys show that parking in the area is used to its full capacity during the working week but is not fully utilised at weekends. Usage is predominantly for business purposes. The information obtained in relation to journey origins of the users will be invaluable in terms of setting sensible parking levels at the two main sites in order to minimise impacts on the Carfax Junction and even to provide some relief to the junction thus opening up opportunities to improve it for pedestrians and cyclists. Providing parking closer to shopping areas will also mean that it can be better utilised by shoppers at weekends which in turn could reduce pressure on the central car parks.
- 8.5 Initial assessments have also been undertaken on road casualty data, pedestrian movements through the area and detailed discussions with key stakeholders.
- 8.6 In order to develop a full Transport Assessment to guide the development proposals and to be submitted along with any future planning applications it will be necessary to undertake the following tasks after the first stage assessment work as listed above has been completed. This stage will require the engagement of a professional transport planning consultancy.
 - Potential trip generation from the new development.
 - Assessment of the impact on transport modes and infrastructure of traffic generation in relation to the existing capacity of the infrastructure.
 - Identification of a package of mitigation and improvements.
 - Formulation of and justification for the parking element of any scheme and its impact/ compliance with City and County Council policies.

- Impact on air quality.
- Assessment of the cumulative impact of other developments in the City.

9 Local Enterprise Partnership Local Growth Fund

- 9.1 The Council is seeking to secure funding from the Local Enterprise Partnership (LEP) Growth Fund to fund public realm and accessibility improvements in the Station Approach Area. An initial bid has been submitted and is currently being assessed pending a Government Announcement in relation to how much funding will be allocated to the Local Growth Deal.
- 9.2 The Station Approach area clearly has much potential to provide sustainable development and to improve the public realm and accessibility to and from the Railway Station and into the City Centre. Through partnership working with key stakeholders in the area including local residents, interests groups, the County Council, South West Trains, Stagecoach Buses and Peter Symonds College a list of potential improvements has been identified together with a set of public realm principles to inform subsequent design work. This will complement other work which is going on in the area in respect of the Barton Farm Corridor Studies, The Rail Station Travel Plan, and the recent successful Local Sustainable Transport Fund Bid which secured money to improve accesses to the rail station and to provide a cycle hub.
- 9.3 The bid will therefore need to focus on providing improvements to the Station Hill/ Station Forecourt area and to enhancing and making more legible the gateway and access routes to the City Centre to and from the station, including the Carfax Junction.
- 9.4 The Station Approach project fits with the Enterprise M3 LEP Strategic Economic Plan vision to be “the premier location in the country for enterprise and economic growth, balanced with an excellent environment and quality of life”. This regeneration and development project is important to help maintain Winchester’s position as a force for economic prosperity.

10 Proposed way forward

- 10.1 In order to effectively meet the Council’s aspirations for the area and to take the development forward to a planning application stage, it is considered that the best way forward is to run a design competition.
- 10.2 The Royal Institute of British Architects regard design competitions as a highly successful procurement model which can help prioritise good design and bring the highest quality of thinking to a project, both of which are essential to as significant a development as Station Approach is for Winchester District.
- 10.3 This project offers an exciting opportunity to invite design teams to consider both the Council’s aims and the community’s aspirations for the site and to create a masterplan for the area, allowing people to view and comment on

opportunities for the Station Approach area in a very tangible way. Shortlisted design teams will be invited to present their ideas for regenerating the Station Approach area in accordance with the objectives set out in the brief, which will be exhibited to the public and then judged by a jury panel to select a winning design. The winning team will initially be commissioned to produce a detailed design for the Carfax site up to and including the grant of detailed planning permission.

11 Design competition - process

- 11.1 The starting point of a design competition is the creation of a design brief reflecting for the objectives and constraints of a development within the Station Approach area. A draft brief is set out at Appendix 1, comprising amongst other elements a set of principles which have been heavily influenced by the Councils economic objectives, the aspirations set out in the draft Local Plan Part 2 and principles drawn from the public and other stakeholder consultation undertaken during the spring. This is an early draft which will be further developed in the coming weeks, and it is proposed that delegated authority be granted to officers to finalise the brief in consultation with the Leader of the Council and the Portfolio Holder for Estates.
- 11.2 Once the brief is finalised it is suggested that Expressions of Interest are sought from suitably qualified design practices/ teams. These will be assessed in accordance with the Public Contracts Regulations 2015 (PCR) and a short list drawn up. Following this, the shortlisted teams will be invited to formulate and submit their ideas for how the design brief requirements can be met. This will include both the main sites at Carfax and Cattlemarket together with the public realm through out the Station Approach area. The objective with the public realm work is to identify a range of improvements within the area which could be contributed to by developments which might be undertaken on other private land in the area such as the former Hunts site.
- 11.3 Whilst it is envisaged that the initial expressions of interest will be assessed primarily by officers in order to judge the economic and financial standing and technical and professional ability of interested parties, it will be necessary under the PCR to set up a jury to judge the submissions from the longlisted Design Teams. The PCR require the jury to be composed exclusively of natural persons who are independent of participants in the contest. The rules require that at least a third of the members of the jury in the current case shall be architects or have an equivalent qualification. The following panel composition is proposed:
- 3 architects including one from HCC and a representative from the City of Winchester Trust.
 - 3 Councillors including The Leader, Portfolio Holder for Estates and a Liberal Democrat Ward Councillor.

- 3 officers of the City Council, including expertise from Estates, Urban Design, Engineering/Transport and drawing in other expertise as required.
- 11.5 The Design Contest will be advertised through the Official Journal of the European Union (OJEU) as well as on the South East Business Portal and Contract Finder. Expressions of interest will be sought in the first instance and a short list of Design Teams drawn up who will be invited to submit their proposals which will be evaluated by the Jury in accordance with criteria and evaluation matrix to be agreed by the Head of Estates in consultation with the Leader and the Portfolio Holder for Estates, based on a price/quality split to be determined.
- 11.6 Further consideration will be given, in the light of external legal advice, as to the extent to which the terms of reference of the design contest will allow (if appropriate) the selected Design Team to design the scheme up to planning stage only, or through to detailed design and completion of construction.
- 11.7 It is also recommended that Expressions of Interest are sought at this stage for potential commercial tenants and that this process will run alongside that of selecting a design team. This is necessary as the design of commercial premises will need to reflect the needs of the tenants who will be occupying them.
- 11.8 One possible model would be for tenants to be selected, and then for an agreement to be entered into with the selected tenant(s), for the Council to construct the development, and for leases to be granted to and accepted by the tenant(s), once the development has been completed. The external legal advice to be sought in connection with the project will include advice as to the extent to which the Public Contracts Regulations would apply in this situation, or whether it would be treated as a land transaction and outside the Regulations.

12 Legal position and procurement

- 12.1 Officers are in the process of seeking quotes for legal advice in respect of the procurement issues arising from this project. This advice will cover:-
- a) the conduct of the Design Contest under the Public Contract Regulations;
 - b) the most appropriate route of procurement to be used;
 - c) drafting of all relevant notices and tender documents including OJEU notices, Pre-Qualification Questionnaire, invitation to tender, selection and evaluation;
 - d) procurement of the construction of the development;
 - e) state aid;

- f) procurement issues arising from the selection of tenants for the development, and granting of leases to those tenants.
- 12.2 Subject to any external advice on this matter, it is currently envisaged that the restricted procedure will be used which is a two stage process involving:-
- The issue of a notice in the OJEU. The notice must set out any minimum thresholds, whether the contract is to be divided into lots and the minimum/maximum number of interested parties who may be invited to tender. After publication in OJEU, the opportunity will be published on Contracts Finder and the South East Business Portal.
 - A pre-qualification questionnaire (PQQ) setting out selection criteria, in accordance with the PCR will then be issued to those wishing to be considered, to assess criteria based on candidates' economic and financial standing and technical and professional ability. A minimum of 30 days must be allowed for submission of completed PQQs, counted from the date on which the contest notice is submitted.
 - A long listing of suitable interested parties (a minimum of 5 is required for the restricted procedure) who are then invited to submit tenders for assessment by the Jury Panel.
- 12.3 A minimum tender period of 30 days must be given. The Jury shall be autonomous in its decisions and opinions (Regulation 81 (1)) and shall examine the plans and projects submitted anonymously and solely on the basis of the criteria indicated in the contest notice. The Jury's decision should record ranking of designs in a report signed by its members, made according to the merits of each project together with its remarks and any points that may need clarification.
- 12.4 Anonymity must be observed until the Jury has reached its opinion or decision. Candidates may be invited, if need be, to answer questions that the jury has recorded in the minutes of its report to clarify any aspect of the projects. (Regulation 82 (4) and (5)).
- 12.5 The decision and report of the Jury will be reported back to Cabinet for a final decision on whether to appoint the successful practice to proceed with design development.
- 12.6 A standstill period of ten clear days will be required following the written notification (as prescribed by the PCR) to all tenderers of the decision to award a contract before any contract can be awarded and signed.
- 12.7 A Contract Award Notice must be placed in OJEU within 30 days of the contract award and the Contract Award will also need to be placed on Contract Finder within a reasonable time. The Crown Commercial Service recommends that this should be published no later than 90 calendar days after the contract award date.

12.8 The Council has powers under the Local Authority (Land) Act 1963 to erect buildings on land, for the benefit or improvement of its area. Powers also exist to acquire, appropriate, and dispose of land for planning purposes, and to erect buildings on such land, as well as the general power of competence in the Localism Act 2011.

13 Establishment of Station Stakeholder Reference Group and a Steering Group

13.1 It is recommended that an informal stakeholder reference group is established consisting of ward members and representatives from business and relevant interest groups. This will not replace the formal judging panel but will provide an opportunity to update interested groups on progress with the project and provide them with an opportunity to comment where appropriate.

13.2 It is suggested that the following are invited to attend the Stakeholder Reference group:

- Ward Members for St Pauls and St Bartholomew.
- Relevant Cabinet Members.
- City of Winchester Trust.
- Winchester 2020 Group.
- Peter Symonds College / Winchester University.
- Winchester Action on Climate Change.
- Chamber of Commerce.
- Winchester Business Improvement District.
- Station Approach Neighbourhood Group.
- Local businesses.

13.3 The Stakeholder Reference group would be established in the summer and will meet on a monthly basis, chaired by Portfolio Holder for the Local Economy, with terms of reference to be agreed by the Chair in advance of the first meeting.

13.4 It is also suggested that a Steering Group is established for this project, led by the City Council, this will include key partners who will be important in terms of helping to deliver aspects of the project, in particular the public realm improvements. This will therefore include the County Council, Stagecoach, South West Trains and Network Rail. The group will also consider views and issues raised by the Stakeholder Reference Group.

13.5 Both groups will help guide key aspects of the project, including possible improvements to the public realm and provide support to the bid for funding from the Local Economic Partnership.

14 Glossary

14.1 PCR - The Public Contracts Regulations 2015

OJEU - Official Journal of the European Union

PQQ - Pre Qualification Questionnaire

LEP - Local Enterprise Partnership

LPP1 - Local Plan Part 1

LPP2 - Local Plan Part 2

SMEs - Small and Medium Enterprises

OTHER CONSIDERATIONS:

15 COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

15.1 “Prepare for proposed future development of Carfax and Cattlemarket sites in Winchester (‘Station Approach), with a view to generating high specification business premises in the centre of the City” is a key action in the Leader’s Portfolio Plan 2015/16, and will directly contribute to the Council’s aim to support the local economy.

16 RESOURCE IMPLICATIONS:

16.1 The initial technical and legal work required in advance of issuing the Design Competition Brief is currently being procured and it is estimated that this will cost around £65,000. This is being funded from the Major Projects budget. An additional budget of £100,000 was approved in CAB2575 and this will be used on additional required technical studies and supporting work such as soil surveys and archaeological assessments.

16.2 The Council’s capital programme includes the following amounts in respect of Station Approach:

	Capital Programme	Financed by:
Carfax (site purchase)	£2.6m	Usable reserves
Carfax subsequent works	£29.0m	£10m Capital receipts &

		£19m Borrowing
Cattlemarket	£10.0m	Borrowing

- 16.3 The Council's Capital Strategy requires that borrowing is only undertaken where the financial appraisal demonstrates value for money whereby the financial benefits outweigh the financing costs on a whole life basis. This is to ensure that the Council's capital investment plans are prudent, affordable and sustainable.
- 16.4 It is anticipated that approval for capital expenditure will be requested in due course after the financial viability assessment, in accordance with the Financial Procedure Rules which require that individual schemes in the capital programme are approved in accordance with delegations before any funds are committed.
- 16.5 An estimate of anticipated further preliminary costs for the project is being drawn up and approval for this will be sought as part of the Project Business Case approval.
- 16.6 The anticipated revenue consequences from this project assumed in the Council's Medium Term Financial Strategy are as follows (negative values show net income):

	2016/17	2017/18	2018/19	2019/20	2020/21
Carfax subsequent works	242	122	(574)	(574)	(574)
Cattlemarket	-	183	190	(7)	(853)

- 16.7 It is important to note that the above consequences are based on very high level assumptions at this stage and are subject to significant change when a detailed assessment is made.

17 RISK MANAGEMENT ISSUES

- 17.1 There are a number of risks for Members to consider attached to the consideration of this report. A full risk assessment can be found at appendix 2.
- 17.2 It should be noted that there are a number of complex procurement issues relating to the running of a design competition and so officers are seeking legal advice to ensure that the correct procedure is followed.

BACKGROUND DOCUMENTS:

Winchester Station Approach Development Assessment 2014

<http://www.winchester.gov.uk/planning-policy/local-plan-part-2/development-needs-and-site-allocations/winchester-town/>

Winchester District Local Plan Part 1

<http://www.winchester.gov.uk/planning-policy/local-plan-part-1/>

Winchester District Local Plan Part 2 (Consultation Draft)

<http://www.winchester.gov.uk/planning-policy/local-plan-part-2/lpp2-draft-plan/>

Winchester District Economic and Employment Land Study (2007)

<http://www.winchester.gov.uk/planning-policy/evidence-base/economy/economic-employment-study-2007/>

Winchester District Economic and Employment Land Study Supplementary Report (2009)

<http://www.winchester.gov.uk/planning-policy/evidence-base/economy/economic-employment-land-study/>

APPENDICES:

Appendix 1 - Draft Brief for Expressions of Interest for the Design Competition.

Appendix 2 - Risk Assessment for Station Approach

Station Approach – ‘Draft’ Design Brief

1. Introduction.
2. Background
3. Consultation
4. Design Principles
5. Process of Selection
6. Project Details
7. Submission Details
8. Appendices
 - a. Consultation Report
 - b. Tibbalds Development Assessment Report
 - c. Parking surveys and evaluation reports
 - d. Car Parking Strategy
 - e. Technical studies undertaken

July 2015.

Station Approach Draft Design Brief

1. Introduction

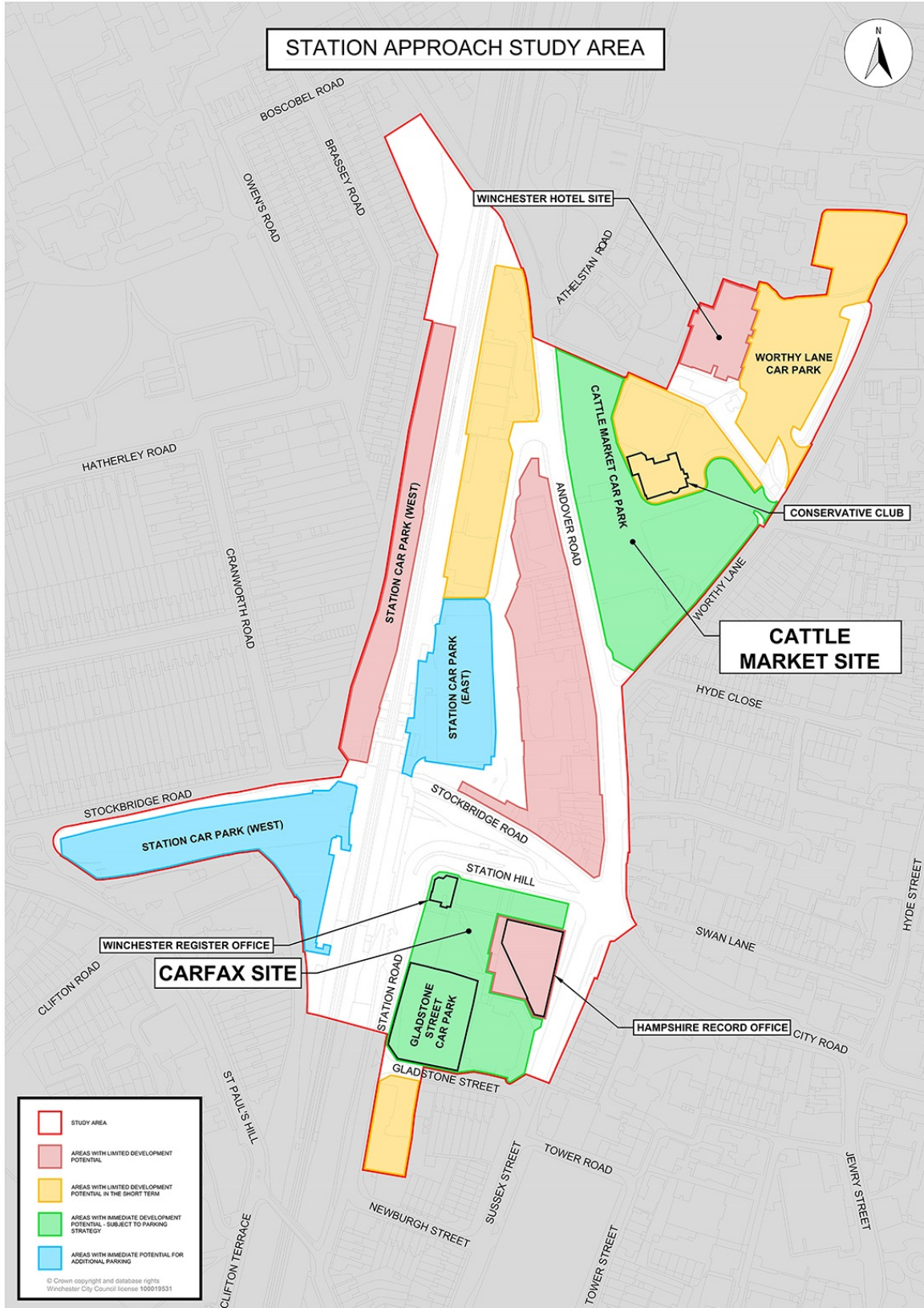
Winchester City Council is working in partnership with key stakeholders on plans to enhance the Station Approach area of Winchester and as part of this is seeking to redevelop two key sites at Carfax and Cattlemarket as well as seeking to enhance and develop the public realm and transport links throughout the area. It is also hoped that this will generate other appropriate redevelopment and enhancement schemes. The two main sites owned by the City Council are at Carfax and Cattlemarket, as shown on the plan below. We intend to take forward the development in phases with the Carfax site being considered initially followed by the Cattlemarket site but we want this initial design competition to look at both sites along with the whole area in terms of public realm and accessibility opportunities.

These are very exciting sites in an excellent sustainable location offering opportunities to deliver much needed commercial and housing development together with innovative and attractive public realm improvements.

At this stage we have a brief and aspirations for the area and we are seeking Expressions of Interest from design teams who are keen to become involved in a design competition to formulate design concepts which will then be judged by a jury panel.

The winning team would then help us to formulate scheme designs for planning consideration.

Plan 1 Station Approach Study Area



To ensure that the project realises its full potential a number of public realm and accessibility principles have also been identified. These will rely upon partnership working with Hampshire County Council, Stage Coach Bus, Network Rail and South West Trains along with other key stakeholder groups who have been involved in developing walking and cycling strategies for the City and the Station Travel Plan. Initial discussions have taken place with these organisations to confirm that they all support the objectives and are keen to remain involved as it progresses.

We are seeking high quality contemporary designs for both sites for a mixed use commercial, housing, parking and a small amount of retail space development which blends and complements its surroundings and which also investigate opportunities in the area to improve the public realm and accessibility to the sites (see 'Public Realm' below). Designs will place sustainability and sustainable practices at the heart of the project design, construction and future operation.

A £5m bid is being made to the Local Enterprise Partnership for local growth funding to enable public realm, walking and cycling improvements to be made to the area around the development, Winchester Railway Station and linking into the City Centre. This work will help to identify and formulate schemes and projects to feed into that bid.

Workshops have taken place with stakeholders and residents and have identified a number of issues and potential opportunities which are set out in a separate report.

Through the development we are seeking to:

- ensure the area around the Station enhances the economic vitality of the city, offering modern, purpose built offices to improve employment opportunities;
- create a commercial office hub;
- create a high quality and welcoming arrival 'gateway' point and improve 'wayfinding' and legibility so that people find their way to the city centre and other key destinations;
- enhance the public realm, public transport facilities and retail offer in the area to create pedestrian focused attractive and vibrant public spaces so that the area serves a variety of people and builds on and adds to the existing commercial and cultural life in the city;
- consider the potential to incorporate appropriate cultural facilities in the area;
- improve the aesthetic and environmental impact of the area, including the retention of important trees and create new planting areas;
- demonstrate a high standard of architectural design and use quality materials and detailing;
- safeguard and enhance important views and the character of the area;

- repair the urban fabric and create a cohesive high quality townscape, and public realm;
- improve linkages to the station and through the sites;
- provide car parking which meets both public and private needs through the efficient use of space;
- strengthen the existing retail offer in addition to the local centre around Andover Road;
- achieve active frontages by providing a variety of active uses along key routes;
- provide a mix of houses and flats;
- improve pedestrian, cyclist and traffic flows through the area, including the City Road, Andover Road, Sussex Street junction ('Carfax Junction').

This development is intended to contribute to Council's Economic objectives and resulting outcomes in relation to transport, housing and enterprise. It will create new jobs, new businesses, and housing and a resulting boost to the local economy. Winchester has a shortfall in modern, desirable commercial premises resulting in some businesses not being able to establish themselves or expand in the City. The development will support desired transport outcomes by improving access to markets and employment, improving public transport access and locating housing and commercial premises in a highly sustainable location.

2. Background.

The development concept is in line with the emerging Local Plan Policies as set out in Local Plan Part 1 and in the Draft Local Plan Part 2 which seek to ensure that there are a range of sites and premises available for businesses and commercial enterprises to set up and expand to meet their full potential and adequate infrastructure is available.

Winchester Railway Station Travel Plan has been developed by the County Council and has an agreed action plan.

Barton Farm is nearing commencement and there will be Section 106 payments due. Hampshire County Council as Transport Authority has commissioned 3 corridor studies to identify measures which could be undertaken using these payments. The developer will also be funding new bus services serving the site, linking to the Rail Station/ City Centre.

There is a strong strategy and policy framework to guide this work including the Local Plan Part 1, Winchester Town Access Plan, a District Cycling Strategy and a Walking strategy.

The City Council adopted a Car Parking Strategy in 2014 which sets out a detailed policy framework against which to test and develop development proposals.

The Air Quality Management Plan contains an action plan and work is planned on a vehicle profiling survey/ exercise which will help in form further actions that might be required.

We expect all of this work to inform the design competition outputs.

3. Consultation undertaken to date – summary

There has been substantial consultation in conjunction with the production of the Station Approach Development Assessment and the draft Local Plan Part 2. Through February and March 2015 the Council undertook further extensive consultation on the Station Approach area and potential redevelopment and public realm opportunities/improvements. This included a series of workshops with residents, local business and other stakeholders. A very good level of response was received including 650 individual comments through the online survey as well as 115 residents and 48 stakeholders who attended workshops.

During this consultation we heard from a wide variety of people and groups about their thoughts on the Station Approach area and what possibilities there might be to improve it and support the local economy. The consultation was intended to help generate key principles at this early stage which will inform how any development will be taken forward.

The results (over a thousand individual comments) have been summarised into 15 themes. This is necessary so we can determine a general consensus to allow the project to move forward.

We expect the results of this consultation to inform the design competition outputs.

The full survey report will be provided as a background report to this brief.

4. Public Realm

A high quality public realm is required at Station Approach to create a gateway and arrival space to Winchester City, and an interface between the station and the community it serves. A high quality public realm will pay dividends on many fronts, co-ordinating different transport modes, providing the setting for the surrounding buildings and the wider townscape.

To deliver a high-quality public realm design for Station Approach the proposals should respond to the multiple opportunities of Station Approach and embrace the

development potential of the wider study area to improve the public realm. Below is a list of public realm objectives that should be considered in any suggested redevelopment and enhancement proposals.

Station Approach Public Realm Objectives

- 1 Create a high quality station forecourt: create a generous area of public realm to act as an arrival space outside Winchester train station.
- 2 Surface level transport interchange must be fully integrated. Where congestion between buses, private cars and taxis could potentially be an issue, solutions should be provided to integrate a multi-modal flow. The following requirements will also need to be met.
 - Buses can continue to enter and leave from both Station Hill and Station Road i.e. maintain two entry points
 - There is enough space for at least two buses to stop in convoy on both sides of the road
 - Any new layout must be able to accommodate the operation of rail replacement buses in off peak periods. NB there may be an opportunity in the foreseeable future to relocate this.
- 3 Improve cycling and pedestrian movement within and through the station and surrounding area: improve pedestrian and cycle accessibility and way-finding into the centre of Winchester utilising both City Road and Station Road NB there are detailed proposal being drawn up following a successful Government Funding bid in relation to the rail station access points. Further details can be provided. This should consider walking routes from different perspectives including residents, commuters, visitors and students and their different needs and associated priorities.
- 4 Designs should take advantage of the existing tree planting that frames views.

There are also several additional considerations/opportunities that should be taken into account:

- Road junctions connecting to the station: City Road and Andover Road junction to be considered as a multi-modal junction with opportunity to improve accessibility and capacity improvements, to improve pedestrian and cycle accessibility, deliver bus priority and maintain and possibly enhance overall junction capacity.
- Footpath: Opportunity for new and improved routes through network rail car parks based on existing strategies.

- Cycle links: Proposed additional cycle ways should link with established routes around Winchester to promote increased cycle usage.
- Vehicle circulations and the highway network impacts: An initial high level assessment will be required to identify potential issues and opportunities in the area in relation to the effect of the proposed development and the associated car parking changes /provision across the rail station quarter.
- Use levels/ topography: Changes of Level across the site could be utilised to provide different levels of car parking which could free up land for additional development or providing retail opportunities linking with the pedestrian underpass.
- Barton Farm: opportunity to link proposals coming forward in Barton Farm corridor studies.

We will require packages of transport and public realm interventions to be identified which can be implemented in agreed phases and in line with funding as it becomes available.

5. Design principles

Development proposals should:

- relate well to the existing conservation areas and draw on Winchester's character as a whole: be varied and of high quality in terms of architecture, details and materials;
- have regard to the existing characteristics of Winchester and mend the existing urban fabric with developments that are of similar quality;
- consider whether to retain existing mature trees where they can make a contribution to enhancing the existing landscape character;
- ensure new buildings will not be higher than 4- 5 storeys in height except where good urban design principles require a landmark. Any proposals for taller buildings on the Carfax and Cattlemarket sites must demonstrate their high quality and contribution to a high quality public realm. Have a varied and irregular roof form so that buildings do not dominate the existing skyline. All development proposals over 3 storeys should be illustrated in terms of their impact on the wider cityscape;
- design roads in all new developments to be permeable to ensure that walking and cycling is prioritised;
- ensure that the street frontages of new developments enhance the pedestrian environment;
- ensure that frontages are active where possible avoid stretches of blank facade.

Cattlemarket site

The development principles for the Cattlemarket site assume a comprehensive development, but this is not a pre-requisite for development coming forward. It is not envisaged that the Conservative Club is part of the redevelopment scheme at this stage but we are happy to consider ideas which might include it in some way, subject to the owner's approval.

Development proposals should:

- seek to provide a pedestrian and cycle route from Andover Road to Worthy Lane;
- provide a high quality public space that serves the new development as well as the wider community;
- create a series of development blocks onto Andover Road that are set back from the existing edge of pavement to provide generous footpath with tree lined verge;
- create a landmark element of highest design and material quality set behind a small public space onto the Worthy Lane / Andover Road junction;
- careful massing to respect the 2 storey terracing to Worthy Lane - locate lower (around 2-3 storeys) development frontage onto Worthy Lane and consider the merits of stepping the frontage.

Carfax Site

Development proposals should:

- retain a pedestrian route cutting through the site linking the station forecourt and Sussex Street and improve its quality and accessibility;
- create a landmark element of highest design and material quality opposite the station;
- consider adopting a scale of development which varies across the site to reflect adjoining uses and the impact upon them to determine what can reasonably be delivered in the context of the landscape and the existing buildings;
- consider the merits of retaining the existing 'former Registry Office' on the North West Corner of the site in terms of whether it can positively be incorporated into the overall proposal;
- allow for and integrate highway and public realm improvements on Station Road and the station forecourt which lead visitors naturally towards the City Centre via the Andover Road / City Road Junction. This should reflect the public realm principles as set out above;

- respect the existing Records Office and the Station building and assess the impact of development within the wider context including residential properties and views;
- investigate setting back the building line from the Station forecourt to provide opportunity for greater public space and shared surface.

6. Car Parking

Detailed parking surveys and accompanying reports have been undertaken and provide a further background reports to this brief.

The Council's Parking Strategy sets out the framework for the area in terms of parking provision.

The brief requires that the optimal quantum's of public and private parking for each of the sites is provided to reflect the survey and assessment work undertaken.

Parking for the offices should be capable of being brought into public use at evenings and weekends.

7. Process of Selection

The Council is inviting expressions of interest from urban teams to produce concept designs for the Station Approach project.

The Council is seeking a team which will have:

- the appropriate skills and experience covering building concept and public realm design of this nature
- Creativity in design and use of materials
- Great sympathy and sensitivity for building in this setting and context

From the materials submitted a short list of between four and seven teams will be selected and invited to produce concepts designs.

We anticipate that the skills required will include, urban/ landscape design, architectural, structural engineering and mechanical and electrical and a cost consultant.

8. Project Details

The anticipated budget for both sites, excluding VAT is estimated at £30m. We have also applied for £5m Local Enterprise Partnership funding for public realm improvements.

9. Site Information.

A full site information pack, including survey information and other relevant technical study work and the full brief will be made available.

Anticipated Key Dates/ milestones

(key elements below, timescale to be confirmed)

- Invitations issued
- Deadline for questions
- Submission of Eols
- Shortlisting meeting
- Issue of competition brief to shortlisted teams
- Site Visits/ meet the client
- Final submissions by short listed teams
- Assessment interviews
- Announce decision

10. Submission Requirements

To be determined.

11. Submission details

- We may require a Presentation of the report findings to officers (1 meeting of approx. 3 hours total)
- Submission of 3 bound copies of the final report
- Electronic copy of final report (PDF)

Your proposal will also need to set out the following:

- Lead consultant/company name and contact details
- Details of any sub-contractors likely to be involved in the project
- CVs of the person(s) who will carry out the work including grade, qualifications and experience
- Proposed project plan setting out the process you will go through to complete the work and showing how you will meet the requirements set out in this brief
- Confirmation that you can deliver to the set deadline

The Council reserves the right not to award the contract to any bidder.

Submissions and all initial enquiries should be sent to:

Jayne Green.

jgreen@winchester.gov.uk

Tel 01962 848544

Winchester City Council

City Offices

Colebrook Street

Winchester S023 9LJ

Conditions

The Council reserves the right to withdraw from using the services of the consultant at any time during the project if it is not satisfied with the standard or quality of the work.

Any work outside the Brief, or as subsequently agreed in writing between the Council and the appointed consultant will be considered as additional work. The parties must first agree the content and cost of any such work before it is undertaken.

No part of the study should be sub-contracted to third parties without the Council's prior consent.

The appointed consultant shall at all times be fully covered by professional indemnity insurance.

The Council will own the copyright of the final report and will have the right to copy, publish and distribute it as required (subject to the work being accredited to the consultant).

DRAFT

Station Approach – key risk assessment

Risk number	Description of risk	Likelihood	Impact	How will the risk be managed?	Assigned to
1	Local residents and members of the public feel dissatisfied with the project, leading to dissatisfaction with the development and potential campaigns against the development which may delay matters and cause additional costs to be incurred	Likely	Low	Continue with ongoing consultation exercise to engage and inform local people. Establish of a Station Approach Stakeholder Reference Group to continue to liaise and ensure views are reflected in Design Brief, where appropriate. Look for wider engagement and seek opportunities for district wide consultation.	Head of Policy & Projects
2	Different resources will be required at different stages of the project e.g. legal and then construction. If these resources are not available there could be a delay in the development	Unlikely	Major	Ensure the appropriate expertise is brought together at the appropriate time to support the project.	Head of Estates
3	Archaeological investigation and resulting mitigation work proves prohibitively expensive	Unlikely	Major	Desk based assessments have been complete/commissioned on both sites. These and further early exploratory works at Carfax will identify potential issues and the resulting findings and recommendations will need to be	Head of Estates

				analysed and evaluated with regards to the consequences of any resulting financial constraints on the development. A close liaison with Historic Environment colleagues will need to be maintained.	
4	Bid for Local Enterprise Partnership (LEP) funding is unsuccessful	Unlikely	Major	Engage with Sustrans and ensure Members are heavily engaged to support the bid.	Assistant Director (Policy & Planning)
5	Project business case does not achieve financial viability	Unlikely	Major	Undertake Financial Due Diligence and develop financial model to assess and identify mitigation of financial risks	Chief Finance Officer
6	Legal challenges can be raised causing a delay in the development and subsequently an additional cost to the project	Highly Unlikely	Significant	Ensure any legal challenges can be defended by obtaining expert advice to guide and inform processes.	Head of Legal and Democratic Services
7	Planning permission is refused	Highly Unlikely	Significant	Engage with the nominated Case Officer early in the project process. Ensure that the design principles are in accordance with the themes of Local Plan Part 2. Seek pre application advice prior to submission of the Planning Application.	Head of Estates