

CABINET

17 September 2015

STATION APPROACH DESIGN BRIEF

REPORT OF CORPORATE DIRECTOR / STATION APPROACH PROJECT TEAM

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RECENT REFERENCES:

CAB 2702 – Station Approach, Winchester – 6 July 2015

EXECUTIVE SUMMARY:

Since Cabinet approved the draft Station Approach Design Brief in July, further work has been done to develop the Brief in light of comments received from consultation with key groups and external advice. This report sets out the final Draft Design Brief for approval by Cabinet, as well as clarifying the design competition process, evaluation criteria, jury particulars and the next stages of the project.

RECOMMENDATIONS:

That Cabinet:

- 1 Approves, subject to any comments, the Station Approach Design Brief at Appendix 1.
- 2 Notes the legal advice received from Trowers and Hamblins LLP in Appendix 2 regarding the incorporation of public participation into the design competition process, and the further legal advice in Exempt Appendix 4.

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DETAIL:

1 Introduction

- 1.1 Following Cabinet's approval on 6 July to run a Design Competition to select a design team to take forward the ideas for the Station Approach area, further work has been undertaken to refine and clarify the Design Brief which will set parameters for the competition and be used to guide participants in their submissions. The Brief has been developed in light of further consultation with members of the Station Approach Panel, the Town Forum and other key interested parties.
- 1.2 As the Design Brief has been significantly amended, in form if not in substance, since Cabinet last reviewed it, it was decided that formal sign off of the Brief would be appropriate, as well as offering an opportunity to clarify the design competition approach in light of legal advice received on its compliance with EU procurement regulations.
- 1.3 This report will also clarify the extent to which members of the public can formally engage in the competition and arrangements for appointment the Design Jury based on legal advice obtained

2 Design brief

- 2.1 The final Draft Design Brief can be found at Appendix 1. Following Cabinet in July, members of the Station Approach Panel were invited to comment on the draft Brief, and the first meeting of the Panel on 22 July was convened to discuss any issues, followed by a further meeting of the Panel on 17 August to review a subsequent draft. Notes from these meetings can be found at:-
<http://www.winchester.gov.uk/planning/major-sites/station-approach/relevant-documents/>
- 2.2 The Brief has been subject to significant redrafting as part of this process, which has clarified the vision and the requirements for the area with the benefit of comments from a number of external consultees, as well as incorporating necessary detail of the competition process, the evaluation criteria to be used, and how the aims for the development and the Station area are expressed.

2.3 The substantial differences between the draft Design Brief agreed by Cabinet in July and the final Brief attached at Appendix 1 are as follows:

- References have been made to highlight the importance of the area to pedestrian and cyclist movements and the different groups of users who pass through the area such as commuters, visitors/ tourists, those going to educational establishments etc.
- The Study area has been amended to include additional areas which some felt important to include. This has not been extended to include all the routes into the City centre as requested by some but these routes are included in detail in background documents which will be issued with the Brief.
- There have been some comments made about the transport and accessibility issues in relation to the potential developments and design competition. Some enhancements to references in this regard have been made but these will not meet requests that a review of the whole of Winchester's transport system is undertaken. This must be seen in the context of the Study area, the developments being assessed and the routes from the Study area into the City Centre. Background documents will be provided on parking, accessibility and opportunities and issues throughout the area. It should be stressed that these will inform the design competition but are not meant to be restrictive in terms of the ideas that come forward. Further work on transport assessment will be undertaken to support future planning applications once it has been determined how and what should be progressed to this stage.
- The Brief currently splits the required amount of office space across the two sites of Carfax and Cattlemarket and sets out the quantum needed on each. Comments received from Station Approach Panel members suggest that this is too prescriptive and that an overall figure should be given for the development area. The figures allocated to each area are based on previous planning assessment work and reflect what is in the Local Plan. They are a starting point in the Brief to give architects a steer on what is required of the sites, although there may be the opportunity to be flexible around this, depending on what is submitted. It is necessary to identify the split in office areas in order to meet the requirements of potential tenants who have identified the extent of accommodation they are seeking.
- A number of comments were made about the need to ensure that the Brief is sufficiently appealing to attract high quality architects and design teams. The Brief has been revised to better communicate the exciting opportunity that this will offer applicants and an executive summary has been drafted.
- Linked to concerns about the need to attract high quality participants in the competition, clarification was sought as to whether the unsuccessful shortlisted design teams would receive an honorarium, and it has now been agreed that all shortlisted teams will receive a payment.

- A request was made from a number of groups that the name of the development area be changed from Station Approach to Station Area, as Station Approach could be interpreted as just referring to the immediate area surrounding the Station, and not extending out to Worthy Lane and towards Sussex Street etc. It is felt that 'Station Area' may also have the same issue in terms of suggesting a more limited development area than is the case, and because Station Approach has been used consistently as the name for the development it should be retained. Background documents will also highlight issues and opportunities beyond the direct Station Approach area
 - Approaches have been made to the Council about the inclusion of a cultural facility within the development. The Brief has been amended to state that the design teams' proposals in the public realm may include elements which the Council has not specified, even to the extent of cultural or community facilities, provided that the Council's requirement for the financial viability of the development is not compromised.
- 2.4 Some specific detailed changes in wording to the Brief's drafting were also received and some elements of these have been incorporated.
- 3 Design Competition – competitive dialogue process
- 3.1 Independent legal advice has been commissioned from Trowers and Hamblins LLP to clarify the most suitable procurement route for a design team. As set out in the Brief, this will be a process of competitive dialogue using the competitive dialogue process under the Public Contracts Regulations (PCR) 2015. The process will incorporate a design contest as set out in the Regulations.
- 3.2 Design teams will be invited to complete and submit a Pre-Qualification Questionnaire to express their interest to be included on a shortlist. The purpose of the shortlisting process is to identify a minimum of three and a maximum of five teams which will then be invited to engage in a competitive dialogue, leading to the preparation by each team of a masterplan for the development of the Carfax and Cattlemarket sites and for a supporting public realm framework which will identify how development on the sites will support and enable wider public realm improvements in the area. Detailed design proposals for the Carfax site will also be required.
- 3.3 The selection criteria and methodology that will be used to create the shortlist will be set out in the Pre-Qualification Questionnaire, and this will include an evaluation of the financial standing of the firm in question along with an assessment of previous experience in projects of a similar nature.
- 3.4 The shortlisted teams will then engage with the Council to develop their proposals via the competitive dialogue procedure. The Council will issue an Invitation to Submit Outline Solutions after which the teams will produce an outline design for discussion which will then be followed by a period of competitive dialogue between the Council and the teams regarding the

proposals. The design team will have access to cost consultants and valuation advice to enable cost and commercial considerations to be properly considered by the design team. A further period of 4 weeks will then be allowed for the submission of Best and Final Offers.

- 3.5 As set out in CAB2702, the process will include a design competition, The Best and Final Offers will firstly be assessed to ensure that the financial and commercial elements meet the published award criteria. Those designs which successfully pass this stage will then be assessed by a design jury selected by the Council (further details are set out in Section 5 below). The jury will assess the design elements in accordance with the published evaluation criteria and score them accordingly.
- 3.6 The scores for the financial and commercial elements will be collated together with the scores for the design elements (as assessed by the design jury). The overall scores will then be considered by Cabinet in March 2016. Members will then consider the scores. Members would be able to question the assessment for the financial and commercial elements (and ask for a further assessment if appropriate), but would not be able to challenge the design jury score, or substitute their own scores. If Cabinet did not wish to accept the recommended bidder and design, it could decide to reject the highest scoring bidder, but would need to give reasons for this. In such a case, a new procurement could then be undertaken.
- 3.7 To comply with the PCR, it is essential that the jury is kept separate from the competitive dialogue process. During that part of procedure, a Council-led team will engage with the tenderers to provide guidance on the Council's expectations and requirements. This team will comprise the Portfolio Holder for Estates, Council officers and other local professionals whose role will be to answer queries from the tenderers in order that their submissions deliver what the Council is seeking to achieve via the Brief and are consistent with what would be acceptable and suitable for Winchester town.
- 3.8 Further legal advice on the process is set out in Exempt Appendix 4.

4 Public engagement in the design competition

- 4.1 Due to the development's importance to Winchester, the Council has been keen to engage members of the public in the project. This has been via early consultation and the creation of a Station Approach Panel, as well as by seeking to undertake a procurement route which would allow for public opinion to be taken into account during the process, whilst also promoting the best achievable design for the area by undertaking a competitive approach to procurement.
- 4.2 Legal advice has been sought from Trowers and Hamblins LLP (Appendix 2) as to what extent public consultation can feature during the procurement process to ensure that the Council is compliant with the PCR 2015 and does not open itself up to challenge.

- 4.3 The Council has been advised that the inclusion of any form of scoring by the public, or even reporting of public opinion to the jury, may conflict with the Council's obligations to conduct a transparent process under the PCR. Those involved in the evaluation and the jury are required by the PCR to make their recommendation in accordance with set criteria, which will be set out in the tender documents. All criteria will need to be objective and measurable, and must be clear enough to allow the Council to explain to bidders the reasons for a particular decision.
- 4.4 The legal advice which has been received has identified an element of risk in any public consultation forming part of the formal evaluation criteria that the jury will work to, and therefore it is recommended that this should not form part of the process, as it may open the Council to the risk of legal challenge.
- 4.5 However, as agreed at a previous Cabinet, the shortlisted design teams' final submissions will be exhibited in public for the public to view. The final decision for awarding the contract lies with Cabinet, and in deciding whether or not to proceed with the highest scoring scheme, they will obviously have regard to all material considerations including any representations which are made to Cabinet in its role as the decision maker.

5 Appointment and governance of Jury

- 5.1 The appointment of a trusted and high quality jury that is credible to all those interested in the process is a vital part of the competition. Officers are currently considering these appointments as well as consulting with Hampshire County Council on possible candidates. The City of Winchester Trust has also submitted a list of potential jurors which is being reviewed as part of these discussions.
- 5.2 Under the PCR, at least one-third of the jury must be professionals in the relevant field (architects in this case). The selection process will ensure that this requirement is met.
- 5.3 It is anticipated that the jury will include the following:
- a City of Winchester Trust representative
 - an architect from Hampshire County Council
 - a ward Member from St Paul or St Bartholomew
 - an architect not local to Winchester at the suggestion of the Station Approach Panel
 - a local design expert appointed by the City Council
 - two Winchester City Council Cabinet Members

- 5.4 Other professionals with relevant skills will also be invited to sit on the jury to form a panel of 9. The jury will be finalised with the Leader and Portfolio Holder for Estates as per CAB 2702.

6 Section 233 considerations

- 6.1 Section 233(1) of the Town and Country Planning Act 1990 seeks to ensure that a local authority obtains the best consideration of land which it is seeking to dispose. The legislation differs from S123 Local Government Act 1972 in that it is related to disposals of land held for planning purposes as defined in the Town & Country Planning Act 1990. This ensures that where land has been acquired or appropriated for planning purposes, it may be disposed of in such a manner and subject to such conditions as appear to the local authority to be expedient to secure the best use of the land and any buildings to be erected on it for the proper planning of the area. As such, this does not require the Council to seek to develop land in a manner which produces the best possible financial return for the Council. "Best use" of the land need not necessarily equate to the most financially advantageous use.
- 6.2 Where S233 may become relevant is where the Council decides to dispose of the land to a third party. "Disposal" in this context means the grant of a lease longer than seven years or a freehold sale. S233 (3) requires an authority to obtain the consent of the Secretary of State if the disposal is to be less than the best that can reasonably be obtained, but this is judged in the context of the scheme that is being pursued. Consequently, an authority is able to determine what constitutes the most appropriate planning use for the land and provided any disposal is at the best consideration that could be obtained *for this purpose* (based on the planning consent and other market factors that exist at the time), the Secretary of State's consent will not be required to any such disposal.
- 6.3 If the use of land is constrained by the Council to a specific use (in order to achieve a planning objective for an area), the value of that land (and therefore the price that could be obtained on disposal) may well be less than if those constraints were not present. Section 233 allows the Council in these circumstances to disposal at that lesser value. Where the circumstances of Section 233 do not apply, any disposal by the Council must accord with Section 123 of the Local Government Act 1972, in which case the Council could only dispose of the property at the best possible price which could reasonably be obtained (i.e. without any constraints imposed by the Council).

7 Next steps and milestones

- 7.1 Upon receipt of the final legal advice and any subsequent changes required to the procurement documentation, the Council will publish a notice in the OJEU, and at the same time make available electronically the tender documents (including the design brief). Interested parties will be able to download the Pre Qualification Questionnaire and submit a completed PQQ by a specified date (not less than 30 days following the issue of the notice in the OJEU). The Council will look to shortlist these submissions by the end of November 2015

and subsequently issue Invitations to Submit Outline Solutions to those shortlisted bidders as soon as possible after that.

- 7.2 Officers aim to have outline solutions submitted before the Christmas and New Year break, with the competitive dialogue process currently scheduled to take place in January 2016. The deadline for Best and Final Offers will be the end of January 2016 and assessment of the non-design elements of the solutions will take place, with all of the acceptable designs then passed to the design jury for evaluation by the end of February 2016. A further report will be presented to Cabinet in March 2016 to consider the recommendations of the jury and the contract will then be awarded to the winning design team in April 2016.

OTHER CONSIDERATIONS:

8 COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

- 8.1 "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.

9 RESOURCE IMPLICATIONS:

- 9.1 A total revenue budget of £150,000 has been allocated in 2015/16. Budget of £100,000 has been brought forward from 2014/15 after it was initially allocated in the 2014/15 budget for the necessary supporting and technical work as approved in CAB2575 (To date £20,000 has been spent on legal fees and technical studies). A further budget of £50,000 has been allocated from the 2015/16 Major Projects revenue budget and is committed for a cultural heritage assessment, archaeological work and reinstatements at Carfax, legal fees and a further parking/traffic report.
- 9.2 The financial threshold that the shortlist of design teams must meet in order to progress to the evaluation by jury stage is currently under consideration. The figure will be determined before the OJEU notice is issued, and included in the tender documents.
- 9.3 Tenderers will each receive an honorarium of £15,000. This honorarium will then be deducted from the competition winner's fee. The honorariums will be funded from the existing £150,000 budget.
- 9.4 Further budget provision will be necessary if Cabinet subsequently seek to make an appointment and the financial implications will be set out at that time.

10 RISK MANAGEMENT ISSUES

- 10.1 The key risk management issue to be considered as part of this report is to ensure that the Council follows the procurement legislation in relation to this procurement and how it interprets this in relation to issues such as public consultation, involvement and procurement. Whilst wishing to be as inclusive as possible, it is important to ensure that the completion is run within the procurement rules and legislation. The legal advice in Appendix 2 and Exempt Appendix 4 gives further information on the procurement risks.
- 10.2 The project risk register can be found at Appendix 3.

BACKGROUND DOCUMENTS:

Notes of meetings of Station Approach Panel 22 July and 17 August 2015.

<http://www.winchester.gov.uk/planning/major-sites/station-approach/relevant-documents/>

APPENDICES:

Appendix 1 – Station Approach Design Brief

Appendix 2 – Legal advice received from Trowers and Hamblins – Public Engagement

Appendix 3 – Risk Register

Exempt Appendix 4 – Legal Advice - Procurement Process (Exempt)

Design Brief for Station Approach Development, Winchester

1. Executive Summary
2. Project Introduction
3. Background and Contextual Documents
4. Consultation/Engagement
5. Public Realm
6. Car Parking
7. Development Requirements
8. Principles for Determining a Successful Development Outcome
9. Design Competition

Appendices:

- a. Car parking surveys and parking and access reports
- b. Transport and accessibility background report
- c. Statutory undertakers plans and assessments of capacity
- d. Topographical surveys
- e. Archaeological reports
- f. Ecological appraisal
- g. Arboricultural survey
- h. Cultural heritage assessment
- i. Land ownership/highway land plans

Background documents:

- a. The Vision for Winchester Town 2012-2017
- b. Tibbalds – Winchester Station Approach Development Assessment
September 2014
(NB - both of the documents above can be found
at: www.winchester.gov.uk/planning/major-sites/station-approach)
- c. RIBA Concept
Design: <http://www.ribaplanofwork.com/about/Concept.aspx>
- d. District Cycling Strategy: <http://www.winchester.gov.uk/roads-highways/cycling-and-cycle-routes/winchester-district-cycling-strategy/>
- e. Walking Strategy for Winchester: <http://www.winchester.gov.uk/roads-highways/walking-winchester/>
- f. Winchester Railway Station Travel
Plan: <http://documents.hants.gov.uk/railway-station-travel-plans/WinchesterStationTravelPlan-Final.pdf>

- g. Local Plan Part 1: <http://www.winchester.gov.uk/planning-policy/local-plan-part-1/adoption/>
- h. Winchester Town Access Plan: <http://www3.hants.gov.uk/tap-winchester-full-document.pdf>
- i. Winchester District Car Parking Strategy 2014-18: <http://www.winchester.gov.uk/parking/winchester-district-car-parking-strategy/>

September 2015

DRAFT

Station Approach

Executive Summary

Winchester City Council invites suitably qualified practitioners to submit proposals for the development of the area around Winchester Station it calls ‘Station Approach.’

Winchester is the ancient capital of England; the remains of this medieval heritage can be seen in the Cathedral, Winchester College and the Hospital of St Cross. Development during the Georgian and Victorian periods has further contributed to create the special character that Winchester has today. This is an opportunity to add to Winchester’s impressive architectural history with proposals that are ‘of their time’, whilst reflecting the character and heritage of the city.

There is considerable potential to improve the area’s role as a gateway to the Cathedral city for visitors, residents, commuters and students. The Council owns two sites within the Station Approach area, namely the site known as the Carfax site and the site known as the Cattlemarket site, and invites plans to create mixed use developments on these sites. Submissions are also required to demonstrate how improvements to the public realm within the development area and most particularly the area surrounding the station can improve accessibility and create a strong sense of arrival in the city.

The completion of a successful project will:

- develop sites in the Council’s ownership to provide a mixed use development of office space, residential, parking and retail.
- improve the economic vitality of Winchester by offering high-quality office space.
- improve access through the area for pedestrians, cyclists and motorists, reducing congestion and improving air quality in line with adopted strategies.
- improve the public realm, creating improved interchange facilities and public space.

Project Introduction

Winchester City Council (the Council) is working in partnership with key stakeholders on plans to improve and better utilise the area of Winchester it calls ‘Station Approach’, as shown on the plan on page 5 of this brief.

The area currently has a variety of uses, some of which have obvious potential for improvement or development whilst others may be retained. There are a variety of ownerships; the Council proposes to engage with other owners who may wish to improve their property holdings through encouragement and enabling rather than through any other form of intervention.

The aim of this project is to realise the area's potential, both in relation to the city's economy and its role as a key gateway. If it is successful the development should have a positive impact on the economy of the city as a whole and could provide new and improved public realm areas with better walking and cycling links for people who live and work in the area, or who move through it. It is a key location in the Council's 'Vision for Winchester' document.

A successful outcome of the regeneration of the area would be the creation of commercially successful new development, a location which has a distinctive local character respecting the best of the neighbouring area and an improvement in the connectivity between the emerging suburb of Barton Farm, the historic area of Hyde, the station and the town centre.

The Carfax and Cattlemarket sites are two key parcels of land within the area both owned by the Council and in excellent sustainable locations, offering the potential for creating innovative and attractive designs and public realm improvements balanced with much needed commercial and housing development together with associated car parking and financial returns. Development of these sites is seen as both a key objective in itself and as a catalyst for other improvements to public and private interests.

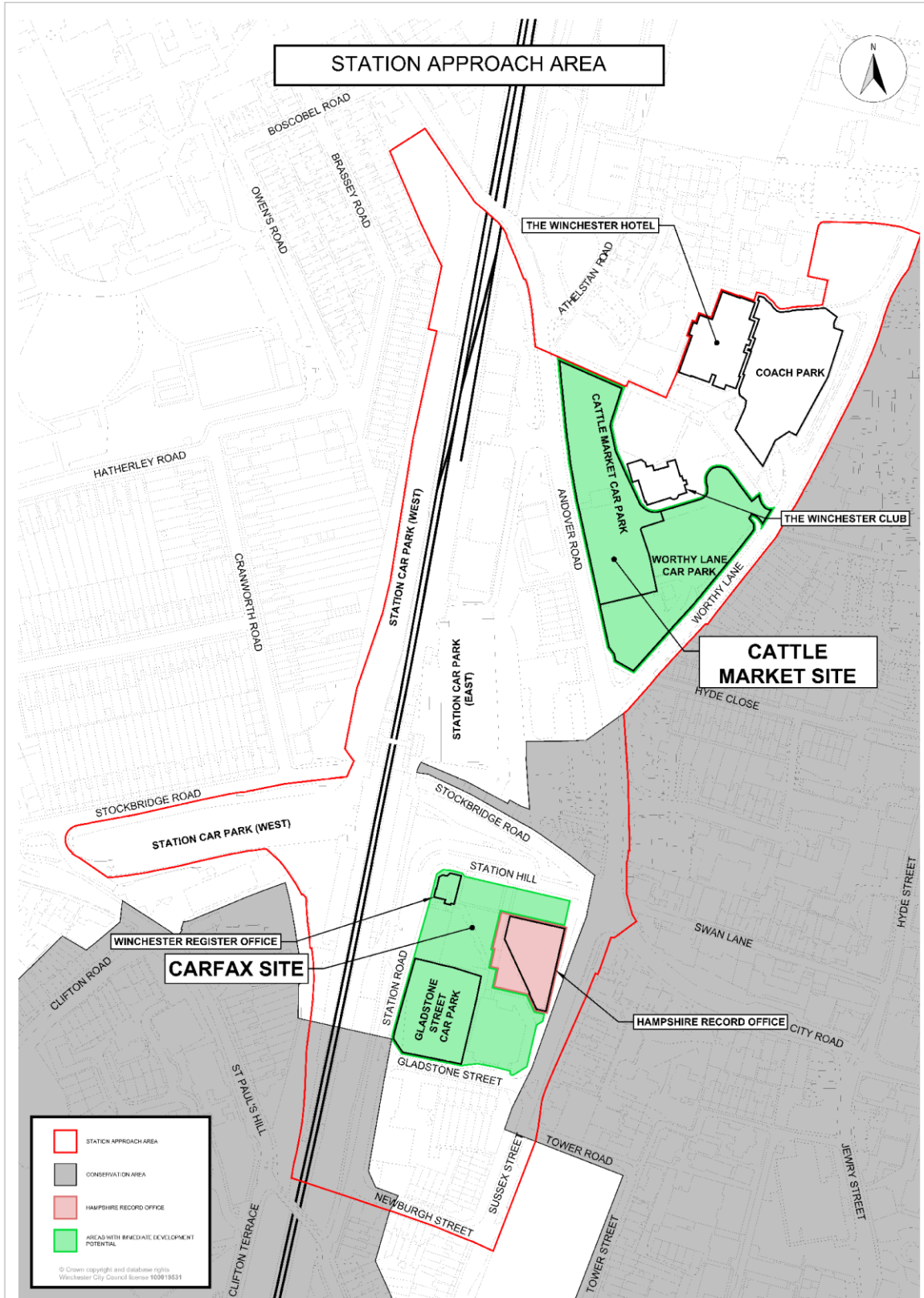
The Council wishes to bring forward proposals to redevelop the sites in its ownership. To ensure that this is done to best effect, and to provide a framework within which other, independent, development proposals can be assessed, the Council proposes to create a plan to enhance and develop the public realm and transport links throughout the area, reflecting the many different groups of people who pass through the area to access educational, commercial, retail and tourist attractions when this and other development takes place. It is intended to take forward the development in phases with the Carfax site being considered initially followed by the Cattlemarket site.

Firms will be invited to submit designs for a masterplan for the whole of the Station Approach area together with detailed designs for the Carfax Site and the public realm works. The successful firm will be required to provide designs for the Carfax Site and the public realm up to planning stage. Once planning permission has been obtained for these works the Council will make a further decision as to whether or not to proceed with the construction of the development of the Carfax site. In the event of the Council wishing to proceed the successful firm will be novated to the contractor and will be required to carry out such further design work as is necessary for the construction to proceed.

Subject to satisfactory performance of the above the Council may at its discretion require the successful firm to provide detailed designs of the Cattlemarket site up to planning stage. The Council will then make a further decision as to whether or not to proceed with the construction of the development of the Cattlemarket site. In the

event of the Council wishing to proceed the successful firm will be novated to the contractor and will be required to carry out such further design work as is necessary to enable the construction to proceed.

Plan of Station Approach area



Requirements of the Development Brief and Submissions

The Council wishes to obtain innovative and creative design solutions which will create a framework for the area as a whole and demonstrate how the development requirements can be accommodated on the two sites in its ownership. For the Carfax site, this will be taken to a further level of detail to demonstrate how the development proposals could be represented in form and materials.

The submissions required are therefore:

1. An analysis and proposals showing the proposed disposition of the development requirements (which are set out below) and such other uses as may be considered as appropriate and feasible between the Cattlemarket and Carfax sites in accordance with the principles set out in the Brief and in the Competitive Dialogue;
2. A public realm strategy considering issues such as public walking and cycling routes, access to public transport, public spaces (including any green spaces), landscaping (hard and soft), street furniture, signage and which demonstrates how the requirements that are set out in the Brief and background documents can be accomplished within and making connections from the red line area shown in the plan on Page 5. This should be integrated with the proposals contained in item 1.
3. A proposal for the development of the proposed uses on the Carfax site at a level of detail consistent with RIBA 'Concept Design' providing sufficient detail to demonstrate the specific qualities of the bidding team proposals and to differentiate it from any other proposals sufficiently for the Jury to make a judgement on its merits on the assessment criteria to be used.

Across the two sites owned by the Council the development requirements which the Council believes could be accommodated and which should be incorporated into design proposals are:

- approximately 13,000 sq m office floor space divided into two or three buildings with facilities and floorplates suitable for flexible use or subdivision either for a single or multiple occupiers with self contained car parking requirements incorporated into the design. Of this, 5,575 sq m of office space is to be provided on the Carfax site and 7,425 sq m on the Cattlemarket site.
- provision of between 5,300 and 8,180 sq m of residential floor space with associated parking in accordance with Council's Local Plan Affordable Housing policies.
- approximately 465 sq m small scale retail floor space including restaurant/café uses.

- approximately 360 public car parking spaces on the Carfax site and retaining 100 public car parking spaces on the Worthy Lane/Cattlemarket site. (The 95 public car parking spaces in the Coach Park will be retained). Appropriate private car parking for the new commercial and residential usages of the development will also be required; the precise amount will depend upon the extent and type of the accommodation to be provided on the two sites.

Characteristics of the Area and the Council's Objectives

The area at the southern end of the Andover Road and approaching the railway station has considerable potential which is, at present, largely unfulfilled. A small number of commercial premises exist along the railway corridor none of which are of any great design merit or significance. The route down the Andover Road into Winchester offers no sense of 'arrival' by any means of arrival. The development of the new suburb of Barton Farm, further north along Andover Road, will create additional transport movements of all types, and further highlight the unresolved nature of Station Approach area.

The junction of Worthy Lane and Andover Road is very busy at peak times, as is the main cross roads a little further on, known as the City Road junction. These present obstacles to pedestrian movements arising from the busy intersection of cross town routes.

The area in front of the station is in good condition and has benefited from investment but routes to the city centre are not as well defined as they should be and the area is largely given over to taxis and buses. The Carfax site immediately opposite has a mixture of uses which it is now proposed to redevelop in a way consistent with providing a characterful and welcoming arrival area and departure.

A key requirement for a successful outcome from the project is that important aspects of public realm quality and accessibility are improved. It is acknowledged that the implementation of such works will rely upon partnership working with Hampshire County Council, train and bus operating companies 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. The Council is therefore seeking proposals which are 'in principle' realistic and deliverable, but recognises that these may require agreements not yet in place.

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 and beyond. This work will help to identify and formulate schemes and projects to feed into that bid.

The Council places a strong emphasis on functional, high quality design in appropriate materials which should be distinctive and obviously ‘of its time’ but which should respect and take cues from the adjacent townscape. As a mixed use hub of commercial, housing, parking and a small amount of retail space development the area has sufficient scale to have its own ‘internal’ public realm and design character but the transition to and from adjacent areas should be fluid and not abrupt. Sustainable building and layout based on good business principles should be at the heart of the design, construction and future operation. The Council has produced a High Quality Places Supplementary Planning Document to which reference should be made.

Through the development the Council seeks 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 that serve 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 create new planting areas;
- demonstrate a high standard of architectural, highway and landscape design, noting the existing character of Winchester and use quality materials and detailing;
- safeguard and enhance important views (where it is appropriate to do so) and the character of the area;
- repair the urban fabric and create a cohesive high quality townscape, and public realm which is capable of being added to as other developments within the area are brought forward;
- improve linkages to the station and through the sites;
- recognise the area as a gateway, celebrating a sense of arrival;
- provide car parking which meets both public and private needs through the efficient use of space and is of a high quality design from a user perspective (the office car parking should be made available for public use at weekends where possible);
- strengthen the existing retail offer in addition to the local centre around Andover Road/Stockbridge Road;
- create mixed use buildings with active frontages by providing a variety of active uses along key routes;

- provide a mix of houses and flats (giving consideration to the Council's policy on affordable housing);
- improve pedestrian, cyclist and traffic flow along all major roads as well as the Carfax Junction;
- have consideration of the findings of recent research that show that traffic reduction and maximising pedestrian and cycling facilities increase considerably the commercial potential of an area.
(<http://activelivingresearch.org/sites/default/files/MakingTheCaseReport.pdf> and a reference to the Pedestrian Pound at http://www.livingstreets.org.uk/sites/default/files/content/library/Reports/PedestrianPound_fullreport_web.pdf).

This development will contribute to achieving the Council's objectives to increase high value employment prospects in the city and to promote the town's Walking and Cycling Strategies. 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.

Issues and Context

The opportunity presented by this area has emerged from discussions between the Council and local stakeholders, and has been given momentum by the grant of planning permission for the Barton Farm development of 2000 dwellings and a local centre immediately to the north. Local Plan Policies set out in the adopted Local Plan Part 1 and in the Draft Local Plan Part 2 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. The Station Approach area has specific development plan policies with which this brief is consistent.

As part of its response to Barton Farm, Hampshire County Council (the highway authority) has commissioned 3 corridor studies to identify measures which could be undertaken using financial contributions from the Developer for off site improvements. The developer will also be funding new bus services serving the site, linking to the Rail Station/ City Centre. The County Council has also developed a Winchester Railway Station Travel Plan in partnership with the train operating company and Network Rail.

There is therefore a strong strategy and policy framework to guide this work including the Local Plan Part 1, the Council's 'Vision for Winchester' document, the Winchester Town Access Plan, a District Cycling Strategy and a Winchester Walking Strategy and the Station Travel Plan.

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

There is a designated Air Quality Management Area within central Winchester which contains thresholds for certain pollutants. This contains an action plan and work is planned on a vehicle profiling survey/ exercise which will help inform further actions that might be required.

Consultation/Engagement

Workshops have taken place with stakeholders and residents looking at both sites and the public realm of the area, and which have identified a number of issues and potential opportunities which are set out in a separate report.

Substantial local consultation has also taken place in conjunction with the production of this brief and the draft Local Plan Part 2. Through February and March 2015 the Council undertook extensive consultation including 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 a wide variety of people and groups provided 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. There is concern from local residents in particular regarding the form and operation of any development, and its impact on local traffic and travel patterns.

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

Public Realm

Securing a high quality public realm across the Station Approach area is an important objective and has two primary aims. Firstly the Council wishes to ensure that the quality of the public realm makes a positive statement about the city itself on arrival via the station, and by all transport modes via the Andover Road/new development area. This project represents an opportunity to set a new standard. Secondly, providing improved walking and cycling routes within the public realm can improve the links with new development to the north and ensure that there is strong connectivity to the town centre, improving convenience and encouraging non-car journeys.

Specific issues that the Council wishes to see addressed include:

- the relationship of development on the Carfax site to the station forecourt so as to create a generous area of public realm to act as a legible and welcoming arrival, dwell and departure space.

- improving the interchange facilities between train, bus and taxi services with well-graded and well-signed pedestrian routes between the two, ensuring safe pedestrian links and ensuring the most direct and practical routing of bus services.
- improved cycling and pedestrian movement within and through the station and surrounding area, and improving pedestrian and cycle accessibility and way-finding into the centre of Winchester utilising both City Road and Station Road.
- we will require packages of transport and public realm interventions to be identified, with concept designs and initial costings which can be implemented in agreed phases and in line with funding when it becomes available.

Car Parking

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

The Council's Parking Strategy sets out the framework for the area in terms of parking provision and focuses on ensuring that parking spaces are provided in appropriate locations so as to manage traffic and retain the required provision to support Winchester's economy. Work done by the Council's retained consultants suggests that careful provision in this area can provide both a sufficient number of purposeful car parking spaces, and may reduce traffic flow across the City Road, Andover Road, Sussex Street junction ('Carfax' Junction).

Taking account of the total requirements indicated in the section of this brief entitled 'Requirements of the Development Brief and Submissions', the design proposals should be developed to provide the optimal balance of public and private parking on each of the two sites, reflecting the survey and assessment work undertaken. It is recognised that design considerations may also have a significant role in determining the precise location and configuration of car parking provided.

Principles for Determining a Successful Development Outcome

In considering submissions the Council will expect proposals which:

Must

- be considered to be financially viable by cost consultants and valuers appointed by the Council;
- for both sites, be contained within the Council's land ownership
- be capable of delivery without creating any ransom situations, so must confine themselves to the land in the Councils ownership with access or services

provided through publically owned highway land, or on land provided by partners such as Network Rail, at no additional cost;

- meet the requirements of prospective commercial occupiers
- deliver high value buildings suitable for institutional investment.

Generally

- produce a commercially viable scheme as defined by the Council in the procurement documentation;
- delivers accommodation in line with current and future market requirements;
- delivers buildings that are sustainable with particular reference to Hampshire County Council's proposed District Heating Scheme;
- lift and set a new standard for the quality of design and public realm where it is currently poor, whilst relating well where it interacts with the existing conservation areas;
- adopts principles that minimise road and rail noise impacts upon residential receptors in accordance with chapter 7 of BS 8233:2014 including matters such as location, orientation, materials etc
- give consideration to the retention of existing mature trees where they can make a contribution to enhancing the existing landscape character or to new planting where desirable;
- place an emphasis on individual building design being part of the character of the whole area rather than creating landmarks or statements in their own right. New buildings should be proportionately scaled using existing topography and the cues from existing buildings where these are helpful;
- produce development which is permeable to ensure that walking and cycling is prioritised along legible, well lit, attractive and lively routes;
- ensure that the street frontages of new developments enhance the pedestrian environment;
- ensure that frontages are active where possible, avoiding stretches of blank façade;
- proposals in the public realm may include elements which the Council has not specified, even to the extent of cultural or community facilities, provided that the Council's requirement for the financial viability of the development is not compromised.

Carfax Site

- retain a pedestrian route cutting through the site linking the station forecourt and Sussex Street, and improve its quality and accessibility;
- create a focal point and attractive frontage immediately opposite the station to orientate arrivals;
- considers the relative merits of retaining or removing the former Registry Office building on the north west corner of the site as part of an overall scheme;

- consider how redevelopment could facilitate highway and public realm improvements on Station Road, the station forecourt and Station Hill which lead visitors naturally towards the City Centre via the Andover Road / City Road Junction;
- have regard to the existing Hampshire County Records Office and the Station building and assess the impact of development within the wider context including residential properties and views.
- careful massing to respect the 2 and 3 storey domestic dwellings which are opposite the site on Gladstone Street.

Cattlemarket site

- seek to provide a pedestrian and cycle route from Andover Road to Worthy Lane, with improved access and clear signage to North Walls recreation ground and the city centre;
- provide some integral public space that serves the new development and can be accessed by the wider community;
- create a frontage onto Andover Road that is set back from the existing edge of pavement to provide a generous footpath with tree lined verge;
- makes use of the Worthy Lane / Andover Road junction to create a focal point whilst considering the functioning of this junction and whether it could be improved in respect to pedestrian/ cyclist and vehicular movement;
- careful massing to respect the 2 storey domestic dwellings which are opposite the site on Worthy Lane and part of the Hyde conservation area.

Design Competition Process (NB this section will eventually form part of Invitation to Submit Outline Solutions and will be finalised following further legal advice)

The Council now invites expressions of interest from design teams for a design competition for the Station Approach project using the competitive dialogue process under the Public Contracts Regulations 2015.

Stage 1

Design teams are invited to submit expressions of interest to be included on a shortlist. The purpose of the short listing process is identify a minimum of three and a maximum of five teams which will then be invited to engage in a competitive dialogue leading to a preparation by each team of a masterplan for the development of the Carfax and Cattlemarket sites and for a supporting public realm framework which will identify how development on the sites will support and enable wider public realm improvements in the area. Detailed design proposals for the Carfax site will also be required.

The selection criteria and methodology that will be used to create the shortlist is set out in the Pre-Qualification Questionnaire, and this will include an evaluation of the financial standing of the company in question along with an assessment of previous experience in projects of a similar nature.

Stage 2

The short listed teams will engage with the Council to develop their proposals via the competitive dialogue procedure. The Council will issue an Invitation to Submit Outline Solutions and to Participate in Dialogue, after which the teams will produce an outline design for discussion which will then be followed by a period of competitive dialogue between the Council and the teams regarding the proposals. The design team will have access to cost consultants and valuation advice to enable cost and commercial considerations to be properly considered by the design team. A further period of 4 weeks will then be allowed for the submission of the final tenders/designs. An anonymous display of submitted material for public exhibition will take place following the submission of the final designs.

The designs will be evaluated by the Jury panel who will have a set of objective assessment criteria to 'score' the submissions against. Each Jury Member will consider their own scores and following the evaluation period the scores will be collated and ranked accordingly and the Jury's recommendation will form part of a report to the Council's Cabinet who will consider the findings of the Jury. The final decision for awarding the contract lies with the Councils Cabinet and in making its decision they will obviously have regard to all material considerations.

Submission Requirements

The submission should include:

- Detailed plans at 1:500 scale showing how the Cattlemarket and Carfax sites could be developed;
- Detailed plans at 1:500 scale showing how the public realm within the Station Approach area could be improved over time as funds become available through a combination of LEP funding or contributions from development proposals brought forward by others on sites within the area;
- Sketch elevations in colour for the development proposed for the Carfax sites (in accordance with the principles of RIBA Concept Design).

Fee Schedule

The only fees that the Council require to be proposed in the submission are those of the design consultant and landscape architect. The Council will negotiate with other consultants including structural, mechanical, highway engineers etc. as necessary and will meet the costs of these additional external advisers as appropriate. The Fee Schedule submitted should therefore detail the following:

1. A fixed fee exclusive of disbursements but inclusive of all travel for the design framework for the Carfax and Cattlemarket sites, with disposition of uses, layout, height and massing, access arrangements and similar detail.
2. A fixed fee for the development and production of the public realm strategy for the area as a whole.
3. A fee based on a percentage of construction costs for the detailed design for the development of the Carfax site up to Planning stage in accordance with 1 and 2 above (including any work associated with the compilation of the Planning application including Environmental Impact Assessment scoping and any subsequent assessment required).
4. A fee based on a percentage of construction costs for the development of the design of the Carfax site from planning through to the completion and occupation of the development.
5. A fee based upon a percentage of construction costs for the detailed design for the development of the Cattlemarket site up to Planning stage in accordance with 1 and 2 above (including any work associated with the compilation of the Planning application including Environmental Impact Assessment scoping and any subsequent assessment required).

6. A fee based on a percentage of construction costs for the development of the design of the Cattlemarket site from planning through to the completion and occupation of the development.

Evaluation

For the purposes of evaluation all elements of the submission will be considered together and as a single entity.

The evaluation of the final submissions will be carried out based on the following requirements and criteria:

Financial Viability - scoring mechanism to be applied: Pass or Fail

Explanation for requirement:

The development proposed must meet the site specific commercial requirements for achieving development funding which will be disclosed in full during the competitive dialogue process. Development proposals which are not commercially deliverable have no merit since they cannot be implemented.

Explanation of scoring mechanism:

The purpose of the project is to secure the best future planning of the area in accordance with the Council's Local Plan requirements and the principles set out in this brief which the Council recognises may not provide the greatest financial return. Therefore the Council does not require that the scheme which is successful is that which provides the greatest financial return for the Council. To be considered further a submission must therefore pass the financial viability test but no additional weight will be given to schemes with a higher financial return. A proposal which fails the financial viability test cannot be successful.

Assessment Process

The Council's procurement team will include external advisors and the team will engage with each bidder during the competitive dialogue process. The external advisors will firstly meet with bidders to discuss their outline submissions against key parameters for determining financial credibility as set out in the tender documents and then meet again with bidders before final submission to provide feedback on their provisional assessment of the bidder's proposals. Bidders will then make any final adjustments they choose.

The procurement team will assess final proposals after submission and advise the Council whether they 'pass' or 'fail'. Proposals which are judged 'fail' will not be assessed by the Jury. The Jury will know only that those proposals presented to them have passed the financial credibility test. They will not be advised of any other

financial information unless they regard it essential to inform the judgement they are required to make.

Design Team Fee Proposal - scoring mechanism to be applied: Pass or Fail

Explanation for Requirement

The fees proposed by the bidder for their engagement on the project are relevant to the Council's selection. The fees proposed should be quoted as the total sum for the preparation of planning design and drawings capable of securing a full planning approval. The fee for progressing the design through to the completion of the development should be separately noted.

Explanation of scoring mechanism

It would normally be anticipated that fees are set as percentage of development values. Standard industry fees and the estimated development cost will be used to determine an acceptable fee range and a fee proposal will 'pass' this element of the scoring provided that the fees quoted fall within this range.

Assessment Process

The score will be determined by the Council's evaluation panel. The Jury will know only that those proposals presented to them have passed the fee proposal and financial viability test.

Conformity of Proposals with Content Requirements set out in the Brief - scoring mechanism to be applied: 40 out of 100 marks

Explanation for requirement:

The Council has specified in its Brief the content which it would expect to see contained in the development proposals. The Council recognises that because of the creative and design led solution required that a particular proposal may not be able to incorporate all of these proposals or that it might be possible in the view of the bidder to exceed these whilst still producing a design solution which the bidder considers optimal. Additional marks can be awarded in this section if the bidder can demonstrate that the latter is achievable.

Explanation of scoring mechanism:

The Council will therefore award up to 40 marks from the total available evaluation score to this aspect of the submissions. A proposal which incorporates exactly the requirements specified in the Brief will score 28 marks. Incorporating additional elements which the Council considers improve the proposals can score up to a maximum of 12 further marks. A proposal which incorporates less than the requirements specified in the Brief will score fewer than 28 marks with the score

awarded depending on the extent of the non-conformity. Non-conformity with office and parking requirements will be considered most detrimental.

Assessment Process

The Council's evaluation panel will determine the score to be awarded. The Jury will not be informed of the score awarded. The Jury will, of necessity, be informed of the content of the proposals and will therefore be aware of the extent to which they comply in content with the Brief. This will not, in itself, be a factor they will take into account but may of necessity reflect itself in the design quality assessment.

Design Quality and Innovation - scoring mechanism to be applied: 60 out of 100 marks

Explanation for Requirement

The purpose of the process is to secure a high quality and creatively exciting design solution to the improvement of the public realm and the two specified sites which will comply with all relevant policies and necessary technical requirements.

Explanation for Scoring Mechanism

The award of the majority of the available marks to the Design Quality and Innovation element reflects the importance of this aspect of the competition; indeed it is the purpose of the competition to illicit proposals of high quality which may have unexpected or innovative solutions to the problems posed by the Brief.

Assessment Process

The assessment of each valid proposal (i.e. those which pass the Financial Viability test) will be carried out by a Jury of 9 people of whom at least three will have professional qualifications in either architecture, urban design or landscape architecture. The Jury will be independent and no member of the Jury will be connected to any of the bidders or to the Council's team responsible for conducting the procurement process or engaging in dialogue with bidders.

The Jury will receive a package of plans and supporting documents from each bidder which shall fully explain and illustrate the proposals. They shall not carry any identifying marks which would identify the bidder.

Based upon their expert judgement the Jury will assign a total of 60 marks overall based on the following criteria:

1. Success in demonstrating the optimum distribution of uses across the sites (up to 6 marks)
2. Quality and appropriateness of the external design language (up to 10 marks)

3. Success in achieving height, massing and access arrangements consistent with the Council's desired outcomes for the area (up to 8 marks)
4. Success in the provision of accommodation (both commercial and residential) which will meet market requirements (up to 10 marks)
5. Success in the management of transport and access issues including pedestrian and cycling links which will promote these modes and car parking (up to 8 marks)
6. Extent to which there is a positive impact on pedestrian and vehicular movement on the adjacent network (up to 7 marks)
7. Quality and innovation of the public realm proposals both within the development sites and in the area with which they link (up to 7 marks)
8. The firmness with which it is considered that the proposals are worthy of being granted planning consent (up to 4 marks)

Each Jury Member will be asked to provide a score for each criterion. There is no weighting. The total Jury score will indicate the proposal recommended to the Council by the Jury.

The Council's Cabinet will consider the scheme recommended by the Jury and will have the final decision as to whether to proceed to appoint the team to proceed with the design development or not to make an appointment.

An honorarium of £15,000 will be awarded to tenderers on completion of Stage 2 of the competition.

Stage 3

The successful team will then be appointed to prepare:

1. The design framework for the Carfax and Cattlemarket sites, with disposition of uses, layout, height and massing, access arrangements and similar detail;
2. The public realm strategy for the area as a whole;
3. The detailed design for the development of the Carfax site up to Planning stage in accordance with 1 and 2 above (including any work associated with the compilation of the Planning application including Environmental Impact Assessment scoping and any subsequent assessment required)
4. The Council propose to novate the team to act as lead architect to the party eventually appointed to construct the development.

The Council may, at its discretion, make a further award of the contract for the detailed design of the Cattlemarket development to the successful design team at a future date or may, at its discretion, procure this service through a further procurement exercise.

The Council has an initial minimum requirement for the development content of the two sites and these are set out in the brief. However, it does not have a fixed view as to how this might be achieved. It is the purpose of the design process to demonstrate how these can be best achieved and how they can be modified in the process if it is necessary or opportune to do so. It therefore intends to appoint a design team under clearly identified leadership which will provide the technical and creative problem solving skills required for a project of this sensitivity and complexity.

Anticipated key dates and milestones

Deadline for submission of Pre-Qualification Questionnaire	by 30 th October 2015
Evaluation and compilation of short list	by 13 th November 2015
Despatch Invitation to Submit Outline Solutions	by 20 th November 2015
Bidders develop outline designs for discussion	by 17 th December 2015
Competitive dialogue process	4 th January 2016 – 25 th January 2016
Deadline for Best and Final Offers	by 26 th January 2016
Evaluation of 'non design' elements of submissions	by 11 th February 2016
Public display of designs	15 th February 2016 – 19 th February 2016
Jury decision on designs	by 26 th February 2016
Cabinet decision	16 th March 2016
Mandatory standstill period of 10 calendar days	26 th March 2016
Contract award	27 th March 2016

Legal advice received from Trowers and Hamlin – Public Engagement

1 Introduction

- 1.1 This Appendix sets out legal advice commissioned from Trowers and Hamlin on the extent to which the public can be engaged in the design competition for the process to still be compliant with the PCR (2015).
- 1.2 The City Council is keen to include public consultation during the design competition, however this particular procurement route does not explicitly provide for public engagement, therefore external legal advice was secured to explore what possibilities there might be to involve residents.

2 Legal opinion

- 2.1 Advice was sought as to whether the Design Competition Jury could have regard to public opinion when making their formal recommendation of a preferred design to the Council, and the following Opinion was received:

“We understand that the Council are keen to have as much public involvement in the procurement as possible, to diffuse the potential risk of challenge to the process. The Council's proposal has been to have a public display of the shortlisted designs during the Design Contest week, during which the public would be invited to give their opinions about the proposed designs. The Jury would then "have regard" in some way to the results of the public opinion before making their recommendation to the Council of their preferred design.

It is possible that by putting the designs on public display and seeking views, the Council will be regarded as carrying out a consultation exercise on the design. As you will be aware, from a public law perspective, the same legal requirements (the "Gunning" requirements) apply to both mandatory and voluntary consultation (the latter being the case here). Therefore, if you consult with the public, the Council will need to demonstrate that it has met the requirement to give the responses to the consultation process conscientious consideration when making its decision and would be prepared to change its course of action if persuaded to do so by the responses to consultation. Failure to meet this requirement could give rise to grounds for a judicial review challenge in relation to the Council's consultation and decision-making process. In the circumstances, by introducing a consultation exercise in circumstances where it is not a legal requirement to undertake such an exercise, this could have the unintended consequence of introducing additional grounds for challenge.

As we have previously discussed, the inclusion of public opinion into a procurement exercise may conflict with the Council's requirements under the Public Contracts Regulations 2015. As you know, those involved in the evaluation and the Jury are required by the Regulations to make their recommendation in accordance with set criteria, which will be set out in the tender documents. All criteria need to be objective and measureable, and should be clear enough to allow the Council to explain to bidders the reasons for a particular decision.

Our concern is that allowing the Jury to view the results of a public opinion exercise may constitute an additional criterion which was not expressly provided for in the tender documents. Arguably, this could create a risk of challenge from one of the bidders, on the basis that they were not aware of the additional criteria.

To avoid this risk, the Council could look to make its "review of public opinion" one of the evaluation criteria that the Jury consider. However, the Council would then need to consider how to evaluate the responses to a consultation exercise measure in an objective and transparent way. Members of the public will be providing feedback based on their own views, rather than in accordance with the criteria that the Council and the Jury will follow. It is also unclear how the Jury would review the public opinion. Would they review a summary of votes or comments on each design submission, or would they read and review each piece of feedback received? The former is permissible from a consultation perspective (as long as the summary provided is sufficiently comprehensive and reflective of the views expressed) but from the perspective of evaluation, the latter would be preferable, as this would demonstrate that public opinion had been properly reviewed. However, this would be an additional administrative burden for the Jury or the project team. It is also unclear how the Jury would be expected to deal with public opinion that is divided about the merits of a design submission, or what happens where views are very split between more than one bidder.

The Council would also need to be able to give feedback to bidders as to what weight the Jury gave to the public opinion and how this affected their decision. This may be difficult to provide, which again, may give rise to a risk of challenge from one of the bidders.

Therefore it is our view that public opinion should not be a formal or informal part of the Design Contest Jury's process as it may only increase the scope for challenge. To do so would be to undermine the Jury's obligations to assess the design bids in accordance with objective criteria. We advise that it would be preferable to remove the public opinion exercise from the procurement and instead to find other ways to incorporate the public in the

procurement, such as in pre-OJEU market consultation, or by having public representatives on the Jury. As per our advice earlier today, the Jury's criteria would need to be revised to allow for non-professional members of the public to contribute.”

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 Panel 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	Current buoyant housing market declines	Unlikely	Moderate	Ensure project timetable (which has construction starting in March 2017) is adhered to	Head of Estates
7	Costs of construction rise meaning development does not achieve the financial return required	Unlikely	Moderate	Ensure project timetable (which has construction starting in March 2017) is adhered to	Head of Estates
8	Architects firms decline to bid for the work	Unlikely	Moderate	Advertise the project widely. Offer honorariums to the top three placegetters to encourage the investment of architects time in the process. Engage with likely interested parties to establish interest prior to the issue of notice in OJEU.	Head of Estates
9	Legal challenges can be raised causing a delay in the development and subsequently an additional	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

	cost to the project				
10	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