

REPORT TITLE: STATION APPROACH – RIBA PLAN OF WORKS STAGES DOCUMENTATION

CABINET - 20 March 2017

THE OVERVIEW AND SCRUTINY COMMITTEE – 20 March 2017

PORTFOLIO HOLDER: CLLR STEVE MILLER, PORTFOLIO HOLDER FOR ESTATES

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WARD(S): ST PAULS / ST BARTHOLOMEW

PURPOSE

In accordance with the Full Council resolution on 2 November 2016 this report sets out to:

- Demonstrate compliance with the RIBA approach.
- Demonstrate the Business Justification Case – shown in detail in Appendix 1. The BJC enables the Council to decide whether to continue to commit resources to developing an Outline Business Case throughout the process of procurement and design.
- Provides additional detail as to the supply and demand status of office space in Winchester town centre.
- Obtain agreement to proceed with the procurement process agreed in CAB2852 using the revised brief included with this report

The new procurement will be carried out in accordance with the Public Contracts Regulations 2015, commencing with advertising the procurement through an OJEU Notice. The process will be managed by the RIBA Competitions Office, and will comprise a two stage process in accordance with the Regulations. The first stage comprises assessment of questionnaires submitted by interested suppliers, producing a shortlist of design teams who will be invited to make formal tender submissions. The second stage is the assessment of these written submissions, and an interview process.

The report proposes a new governance structure for the project as well as the establishment of an Advisory Panel to input into the evaluation of the key

appointment of the architect and supporting team and to advise the Council and architect throughout the design and engagement process through to the planning stage. Other key professional support will be secured to support the appointed design team and the Council as Client in relation to transport, commercial considerations and cost consultancy.

RECOMMENDATIONS:

That Cabinet:-

1. Notes the content of the report and satisfies itself that the requirements of RIBA Plan of Work Stages 0 and 1 have been met.
2. Approves the Station Approach Business Justification Case and supporting Evidence of Need and authorises the project to develop an outline business case and proceed to the next RIBA stage (RIBA Stage 2).
3. Notes the establishment of a Station Approach Cabinet Committee as set out in a separate report elsewhere on the agenda.
4. Approves the revised Station Approach Brief for use in the new procurement process subject to any changes agreed at Cabinet and gives delegated authority to the Assistant Director Estates and Regeneration to finalise the brief in liaison with the Portfolio Holder for Estates.
5. Approves the principles of the procurement and the associated evaluation criteria and authorises the start of the new procurement process.
6. Approves the evaluation weighting of a 70% overall score for quality aspects and 30% for price to reflect the importance of quality in the evaluation of the tenders.
7. Agrees that an Advisory Panel of comprising representatives of certain organisations be appointed to provide advice to the Evaluation Board and that recommendations be sought from those organisations as to the representative they wish to appoint to the Panel.
8. Authorises the Evaluation Board, with advice from the Advisory Panel, to undertake the selection process and gives delegated authority to the Assistant Director for Estates and Regeneration, as the lead officer of the Evaluation Board, to recommend a design team to the newly appointed Cabinet Committee in accordance with the procurement process and associated evaluation criteria.
9. Authorises the Assistant Director (Estates and Regeneration) to retain the

services of i-Transport, Mace and Vail Williams throughout the design stages of the project to provide professional advice on the emerging design in relation to transport assessment, cost consultancy and commercial and valuation advice under Contract Procedure Rule 2.4(a).

10. Authorises the Assistant Director (Estates and Regeneration) to procure other technical and professional services required to support the project within the existing budget for Station Approach as part of the procurement of the architectural services.

TO THE OVERVIEW AND SCRUTINY COMMITTEE:

11. That the Committee considers whether there are any matters of significance it wishes to draw to the attention of Cabinet.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

The Station Approach Regeneration Scheme is a key action in the Leader's Portfolio Plan 2016/17. The project has a clear purpose which is to ensure that Winchester remains a vibrant centre not just of tourism and heritage but also of employment and service delivery for its residents. There is substantial evidence that office stock is being lost to residential development under permitted development rights and this poses a risk to the ongoing viability of the town centre.

On completion, this regeneration scheme can provide:

- The creation of a gateway site into Winchester through new build regeneration and extensive public realm improvement.
- Town centre residential units provided in a highly sustainable location around a transport hub.
- A significant number of high value private sector jobs brought to Winchester through the provision of Grade A office provision.

1.1 The project brief sets out the more specific list of the project deliverables which includes:

- The provision of new Grade-A office space to create and retain high quality private sector jobs in central Winchester.
- The repair and enhancement of the public realm and public transport facilities in the station area
- Improvement of pedestrian, cyclist and traffic flows through the site, particularly at the City Road, Andover Road, Sussex Street junction
- Improvement of the quality and location of public parking provision in accordance with the parking strategy
- Provide a housing element in order to meet need and to help make the project viable
- A rental income and/or a capital receipt for the City Council

2 FINANCIAL IMPLICATIONS

2.1 For this significant project, the Council will use the Five Case Model for developing business cases, as recommended by HM Treasury. This approach has been widely used across public sector organisations over the last 10 years. To meet RIBA Stages 0 and 1 guidance for business cases, the Business Justification Case (BJC) is appended in Appendix 1. The BJC enables the Council to decide whether to continue to commit resources to develop an outline Business Case. For the avoidance of doubt, it should be

stressed that this business justification case is for the project – not for any specific piece of development. The case for proceeding with a particular element of development will depend upon the fulfilment of commercial terms at the time.

- 2.2 There is no additional financial requirement resulting from this report as a budget of £1.5 million to progress work on Station Approach, including the commissioning of the necessary design work and other professional services for the Carfax Site and the preparation of a Public Realm Strategy was approved by full Council on 2 November 2016. However, delays to the project may have an impact on the Council's application for funding from the Enterprise M3 Local Enterprise Partnership and the timing of potential future income streams to the Council resulting from the project.
- 2.3 It should be clearly understood that no decisions have been made about whether or how any emerging scheme would be delivered and/or funded. This project stage is limited to undertaking a design process to test whether an acceptable scheme can be achieved, what this would look like, and to assess what implications it would have and what benefits it could bring. Further consideration will be given, in full consultation with stakeholders, about how an acceptable scheme could be taken forward.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The procurement of a design team will be undertaken through an EU compliant process, under the Public Contract Regulations 2015, managed by the RIBA Competitions Office, involving a two stage process.

Standard Selection Questionnaire

- 3.2 The first stage in the process is the evaluation of the Standard Selection Questionnaire. This is a technical review with self-certification questions, pass/fail criteria and two questions on relevant experience and contract examples (set out in Appendix 4). Although there is likely to be interest in the project, the SQ process provides a fair selection of potential bidders who will then be invited to continue to the next phase of procurement (the ITT). It is anticipated that 5 bidders will be invited to progress to ITT phase.

Invitation to tender

- 3.3 Shortlisted bidders will be invited to submit written representations in response to the requirements set out in the tender invitation. These requirements are set out in Appendix 4. Shortlisted bidders will then be invited to interview. The evaluation will be weighted 70% overall score for quality aspects and 30% for price to reflect the importance of quality in the evaluation of the tenders.
- 3.4 An Evaluation Board will be established as set out in para 13 and be supported by an Advisory Panel.

- 3.5 At its meeting of 18 October 2016 (CAB2852), Cabinet agreed to use the services of the RIBA Competitions Office to procure an architectural practice or design team to work with the Council on RIBA Plan of Work Stages 2 onwards. In order to proceed with this procurement, Cabinet need to consider whether the project has adhered to the RIBA Plan of Work stages 0 and 1. The RIBA has now been commissioned and is working with the Council on the procurement of a design team to take the project forward. Further details are set out below.

The Architect's Team will be responsible for procuring all design services required (apart from those listed in paragraph 3.6 below). The design team will include the following services:

- Lead Designer (responsible for managing the project)
- Principal Designer;
- Architectural design;
- Landscape design;
- Civil and Structural Engineer
- M&E Engineer
- BIM Co-ordinator;
- BIM Information Manager;
- Master planning including strategic sustainable development advice;
- Urban Designer
- BREEAM Consultant
- Planning Consultant

- 3.6 The Council will directly appoint transport consultants, quantity surveyors and commercial consultants separately.

4 WORKFORCE IMPLICATIONS

- 4.1 None. This report does not change the workforce requirements and approach already agreed through CAB2852.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 The progression of these schemes will impact on existing public car parking and some areas of leased car parking which will need to be carefully managed as part of the overall car parking strategy.

6 CONSULTATION AND COMMUNICATION

- 6.1 Local stakeholders will be engaged as the design team begins its design work, including businesses, residents and partners and other stakeholders. The project will consider issues such as transport, air quality, accessibility and

public realm which have been raised as important in previous engagement processes. A key consideration in the appointment of a design team will be that they will provide a multidisciplinary team covering all the required elements of the project and that they have the skills and experience to carry out a thorough and effective engagement throughout all stages of the design process.

- 6.2 The proposed new governance structure for the project is set out in section 13 below. This envisages a role for an Advisory Panel including a Cabinet member, a local Ward Member, the BID and City of Winchester Trust to act as a source of advice and feedback throughout the process. A meeting has been held with these organisations to explain the new governance arrangements.
- 6.3 A briefing for all members on the content of this report was held on 8 March 2017. A number of points of clarification were raised and in particular it was confirmed that the public realm strategy would encompass the whole Station Approach area, not just the individual development sites.

7 ENVIRONMENT CONSIDERATIONS

- 7.1 It is suggested that i-Transport (a Hampshire based transport consultancy) will be retained to ascertain and test the traffic and transport impact of the new designs as they evolve. This will also have reference to air quality issues and actions to mitigate the impact and improve the situation where possible will be considered.
- 7.2 I-transport has completed a preliminary transport impact assessment, which assesses the potential traffic and parking impacts of the redevelopment scheme for the Carfax and Cattlemarket sites for a mixed use development consisting of new homes, office and retail uses. This includes impacts from other known developments at Barton Farm and the likely impacts from a Central Winchester Regeneration development and a new Leisure Centre.
- 7.3 This preliminary assessment will be refined as the new designs are formulated and tested, indicates that there are existing issues with the capacity and operation of the highway network which will need to be considered. There are opportunities to do this in conjunction with the County Council as part of the wider Winchester City Study and Transport Strategy. The Local Enterprise Partnership Local Growth Fund may provide the funding to help achieve this along with associated public realm improvements.
- 7.4 The BREEAM method of assessing the building design and impacts will be used to measure and test the designs as they evolve. The intention is to aim for the 'Outstanding' rating as per the Council's Local Plan policy. This will need to be tested as the design progresses in order to determine the impact this might have on the design and the associated construction costs.

8 EQUALITY IMPACT ASSESSMENT

8.1 A screening assessment has not been undertaken at this stage.

9 RISK MANAGEMENT

9.1 A project risk register is maintained by the project manager and reviewed and updated regularly by the project team. It is appended to this report in Appendix 5.

10 SUPPORTING INFORMATION:

10.1 At its meeting on 19 October 2016 ([CAB2852](#)) Cabinet resolved

- a) That authority be delegated to the Assistant Director (Estates and Regeneration), in consultation with Leader, to agree the procurement process (with the assistance of the RIBA Competitions Office) for a design team to carry out architectural and design services as set out at paragraph 8.2 of the Report, including the options as detailed in paragraph 2.5, based on the restricted procedure under the Public Contracts Regulations 2015.
- b) That authority be delegated to the Assistant Director (Estates and Regeneration) in consultation with Leader and with the agreement of the RIBA Competitions Office in accordance with the terms of their appointment to a) agree the criteria and method of assessment of the standard selection questionnaires, b) agree the criteria and methods of assessment of proposals, c) agree the composition of the selection panel, d) to draw up a shortlist of suitable firms to be invited to submit proposals and e) to recommend a design team for appointment.
- c) That the outcome of the procurement process be reported to a future meeting of Cabinet to authorise the appointment of a design team and the necessary fees.

10.2 This report today takes forward these recommendations.

10.3 On 2 November 2016, Full Council resolved

- a) To make a budget provision of £1.5 million for the commissioning of the necessary design work and other professional services to progress work on Station Approach, incorporating the development of the Carfax site and the preparation of a Public Realm Strategy.
- b) That the Council correctly adhere to the RIBA plan of work outlined in Appendix 1 of CAB2852 – including:
 - Stage 0 – with a clear up-front business case and strategic brief

- Stage 1 – project objectives, quality objectives and project outcomes, sustainability aspirations and project budget leading to a revised initial project brief to full RIBA standards

with approval of each checkpoint of the RIBA process in public.

10.4 In accordance with the above resolution, this report:

- Sets out to demonstrate compliance with the RIBA approach.
- Sets out the Business Justification Case – shown in detail in **Appendix one**. The BJC enables the Council to decide whether to continue to commit resources to developing an outline business case throughout the process of procurement and design.
- Provides additional detail as to the supply and demand status of office space in Winchester town centre.

11 The Winchester office market – Supply and Demand

- 11.1 The City Council's local plan identifies the Station Approach area as well located for commercial development to improve the urban fabric and to provide new employment opportunities. Current government planning policy is to encourage high intensity development around transport hubs which would certainly apply to the Station Approach area. The Council therefore owns land which has the potential for significantly greater benefit to the city's economy, improvements to its appearance and, as a landowner, the Council has the opportunity to realise significantly greater value than the current uses. Given the Council's risk appetite and the potential benefits it is therefore entirely reasonable for the Council to take steps to establish whether those benefits can be obtained by testing design concepts and, if it is decided to proceed, seeking a planning consent. The value of the Council's land is significantly increased if a commercially implementable planning consent can be obtained. The question at this stage is therefore not whether specific companies are willing to enter into pre-lets even before a planning consent is obtained (which would be highly unusual) but whether there is a sufficient evidence of likely commercial interest to justify the Council commencing the process and putting a certain level of expenditure at risk.
- 11.2 The Council has recognised that the loss of office space in the town centre is significant and in October 2016 Cabinet authorised the making of an Article 4 Direction to remove permitted development rights for changes of use from Class B1(a) (offices) to Class C3 (dwelling houses) in Winchester Town.

- 11.3 The Winchester Work Study Report sets out that when asked, 71% of businesses believe it is difficult to find suitable commercial property in Winchester.

“The overwhelmingly majority [of businesses surveyed] have voiced concerns over the suitability and affordability of Winchester Workspace with 71 per cent selecting either ‘very difficult’ or ‘difficult’ to the question.” [how easy it would be to find suitable commercial property in Winchester District at a cost you would be willing to pay].

Winchester Workspace Demand Study 2016 SQW¹

- 11.4 Winchester is part within the area of the EM3 Local Enterprise Partnership and a report was commissioned from the consultancy firm Regeneris² to examine the state of the commercial property market in its area in 2013.

“Office market – recent growth in office base sectors has driven a strong increase in the demand for office space particularly in the north east of the LEP [...] in Guildford and Winchester the challenge has been the shortage of office space and sites in the town centres.”

Commercial Property Market Study Final Report 2016, Regeneris²

- 11.5 The 2016 refresh notes that up-take in office space across the Enterprise M3 area has been increasing but identifies shortages of office space against expressed demand in Guildford, Woking and Winchester, with very little high quality grade-A space within the Enterprise M3 area.

“A number of other areas have an undersupply of office space (particularly Grade A), including the well-established office markets of Guildford, Woking and Winchester..”

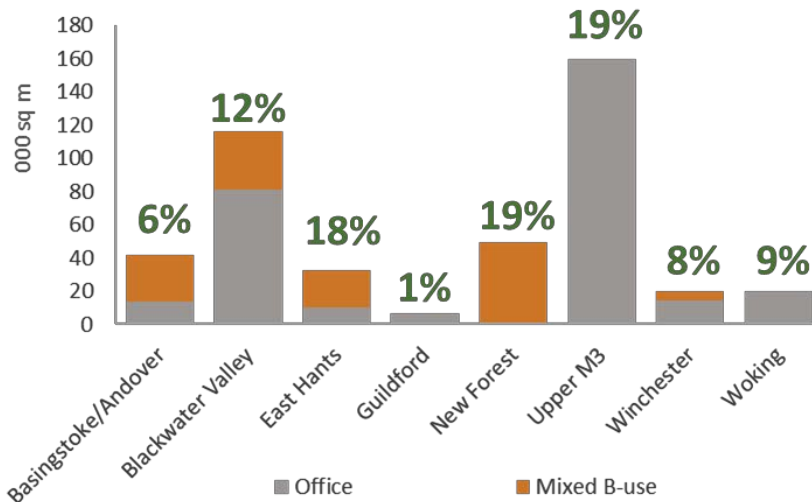
Commercial Property Market Study Final Report 2016, Regeneris²

As shown in the figures below, there is supply of office space in the M3 area but proportionality less in Winchester. The economic market is such that at this time, businesses are reluctant to commit to a pre-let strategy which could take 3 to 5 years to build out as business demands can change in that time. The lack of Grade A office space, or even good Grade B space, means that Winchester risks losing existing business to neighbouring locations.

¹ Winchester Workspace Demand Study 2016 SQW:
<http://www.winchester.gov.uk/assets/files/20853/Winchester-Workspace-Demand-Study-Final-Report.pdf>

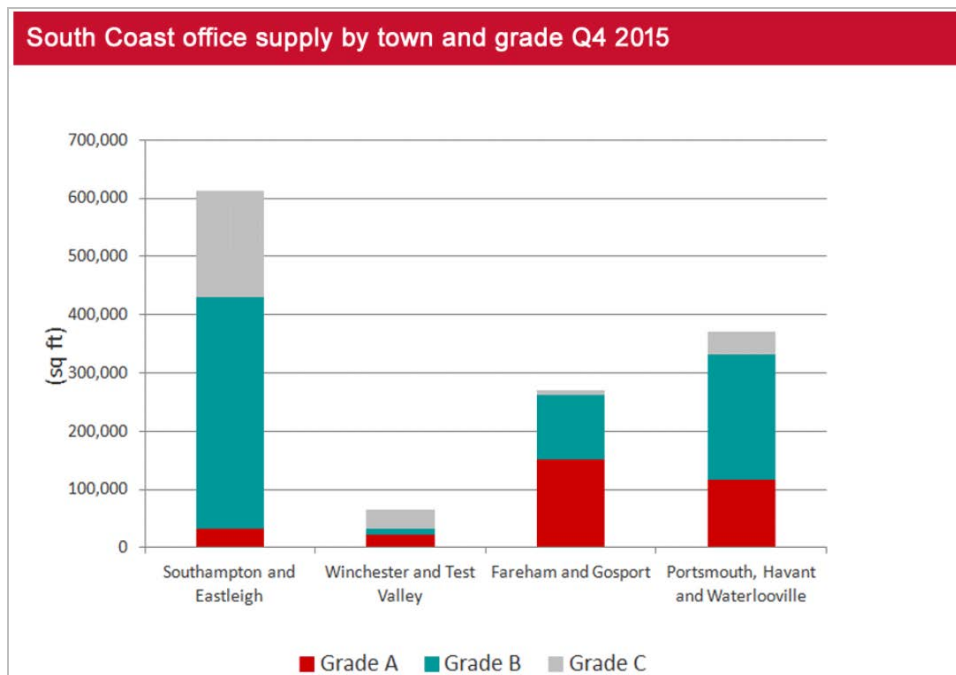
² Commercial Property Market Study Final Report 2016, Regeneris:
<https://www.enterprisem3.org.uk/commercial-property-market-study>

Figure 1: Office Space on Sites with Planning Permission in Enterprise M3 Market Areas



EGi cited in Commercial Property Market Study Final Report 2016, Regeneris²

Figure 2: Office supply by town and grade in the four key market areas along the South Coast, Hampshire.



LSH South Coast Office Market Briefing 2016³

³ LSH South Coast Office Market Briefing 2016: <http://www.lsh.co.uk/commercial-property-news/2016/february/lsh-south-coast-office-market-briefing-2016>

- 11.6 However, relocation decisions for companies are based on many factors, available housing, education provision, quality of life and infrastructure connections. As is well acknowledged, Winchester and the surrounding rural areas, scores highly in these domains.
- 11.7 Regeneris² have explicitly identified Station Approach as one of the best opportunities to secure future supply in Winchester, especially given its sustainable and desirable town centre location.

“Both Guildford and Winchester have attractive town centres which have been in strong demand. The challenge here is a shortage of office space and sites in the town centre which is acting as a constraint on investment. This could be addressed in Winchester through the Station Approach development but remains a concern in Guildford.”

Commercial Property Market Study Final Report 2016, Regeneris²

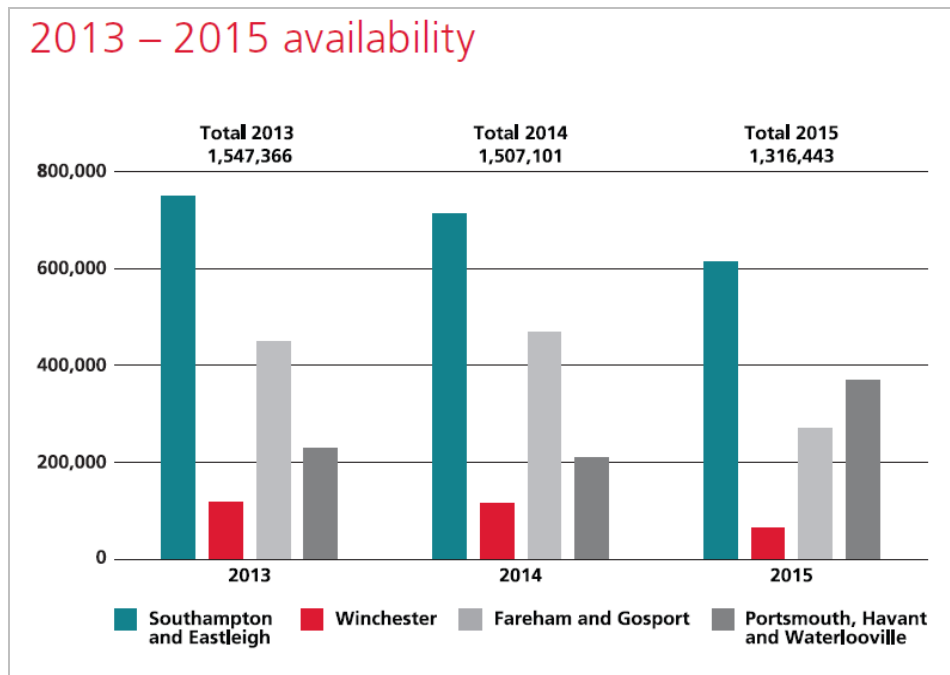
- 11.8 It also states that such development will also support the creation of new jobs by providing additional business space for new companies to relocate or expand their operations.

“There is evidence that access to commercial property is acting as a constraint on growth, particularly in certain areas such as Guildford and Winchester.”

Commercial Property Market Study Final Report 2016, Regeneris²

- 11.9 The report also highlights that Winchester’s supply of office space across all grades is already the most constrained within in the South Coast market.

Figure 3: Availability of office space between 2013-2015 in the South Coast market



LSH South Coast Office Market Briefing 2016³

- 11.10 This trend in decreasing office supply since 2013 has been felt across the whole of the South Coast but it is worst felt in Winchester. Supply of grade-A office space was so severely constrained in 2015 that negligible take up was recorded by Lambert Smith Hampton for that year³.
- 11.11 There is increasing consensus amongst commercial property agents operating within the M3 and South Coast markets that there is a growing imbalance in supply and demand of quality, grade A office stock. A number of development sites that were once allocated for offices have now either been converted to alternative uses or are subject to planning applications for change of use and this trend is predicted to continue in 2016.

“...in all areas there is a concern about the proliferation of residential development in previously commercial areas, which is starkest in Guildford and Winchester town centres. The introduction of PDR means that local authorities no longer have the tools or the power that they need to manage the balance of homes and offices in line with local circumstances.”

Commercial Property Market Study Final Report 2016, Regeneris²

- 11.12 It is not suggested that any of this evidence guarantees that there are particular tenants willing to enter into particular rental agreements at this

stage. That would be highly unusual since there is no building design or floorplan which can be offered, nor is there any certainty over timetables, rents or any other relevant commercial consideration. What it does show is that Winchester is a location where a product of this type is likely to find a market. In fact there have been approaches to the Council from companies which are interested in expanding or locating in Winchester who are very interested in Station Approach. But they will only crystallise their interest if the Council, as landowner, can obtain a planning consent. At that point the Council can determine how it wishes to proceed by either taking forward development itself, agreeing a joint venture approach, or taking its return at that point and allowing a third party to take the project forward. In any variation, that is the point at which pre-lets to provide financial confidence will be required.

- 11.13 More detailed information to support the Strategic Case to provide Grade-A office accommodation in Winchester is set out in **Appendix 2** of this report. The Strategic Case forms part of the Business Case as one of the 5 themes together with the Economic, Commercial, Financial and Management cases, and sets out the evidence of need to justify the project.

Summary of supply and demand

- 11.14 The key points supporting the provision of new office space in Winchester are set out below and in full in Appendix 2:
- There are no Grade A offices to let in Winchester as referenced in the Lambert Smith Hampton assessment in 2015.
 - The Valuation Office data and the Regeneris Study for the LEP shows that current office space is being lost to residential conversions which if all current applications are implemented could lead to a loss of 11,000sq m of office space in Winchester.
 - Existing businesses in Winchester have current unmet requirements of over 5,000 sq m of office floor space.
 - Other businesses not currently in Winchester have expressed an interest in securing office space in Winchester. For commercial reasons this cannot be disclosed specifically but Charters have identified that Winchester is a location where office space requirements totalling between 8,000sq m and 12,000sq m are currently being sought in the market.
- 11.15 The Council's Station Approach project is seeking to provide provisionally up to 13,000 sq m of Grade A office space.

12 RIBA Plan of Work

- 12.1 Cabinet resolved that the RIBA should be appointed to support the scheme. On the advice of the RIBA Competitions Office, two experienced architects

Sarah Williams and Roger Hawkins have been appointed to act as the Council's RIBA Client Advisers.

- 12.2 The RIBA Plan of Work is a guidance document which organises the process of briefing, designing, constructing, maintaining, operating and using building projects into 8 work stages. Within each stage, the Plan of Work sets out the tasks and outputs required; some of which are flexible to allow the stages to produce an appropriate plan of work for a project. More information can be viewed on RIBA website to explain the process in more detail.
www.ribaplanofwork.com.
- 12.3 Tables 1 and 2 below set out the tasks and outputs within RIBA Stages 0 and 1 and shows what actions have been taken in order to achieve these. The RIBA Competition Office and the Council's RIBA Advisers have reviewed the RIBA Plan of work table below and how the Council is meeting these stage requirements and have confirmed that the expected level of work has been undertaken for these stages.

Table 1. RIBA Plan of Work Stage 0: Strategic Definition

RIBA Plan of Work Tasks	RIBA Plan of Work Outputs	Comments/ actions taken	Supporting Information/ Evidence
Core Objectives	Identify Clients Business Case and Strategic Brief and other Core Project Requirements	<p>The project's core objectives are:</p> <ul style="list-style-type: none"> • Achieve greater economic performance from land uses • Improve the aesthetic and environmental impact of the area • Maintain or improve the City Council assets <p>Further detail is set out in the Business Justification Case, section 3: Strategic Case.</p>	Business Justification Case (BJC) – appendix 1 to this report
Procurement	Initial considerations for assembling the project team.	The BJC sets out roles and responsibilities of the project team and resource requirements.	BJC – appendix 1
Programme	Establish Project Programme	As set out in the BJC.	BJC – appendix 1 (further detailed Project Plan is held by Project Office)
Town Planning	Pre-application discussions	Commissioning of Development Assessment for both sites to include pre-planning advice/ considerations	Winchester Station Approach Development Assessment September 2014⁴ Tibbalds Planning and Urban Design

⁴ Winchester Station Approach Development Assessment Sept 2014: <http://www.winchester.gov.uk/assets/files/21467/Winchester-Station-Approach-Assessment-with-full-appendices-FINAL-LR-110914-2-.pdf>

Suggested Key Support tasks	Review feedback from previous projects	An End Stage Report of the previous procurement process has been produced and considered by Overview and Scrutiny Committee on 30 November 2016.	End Stage Report ⁵
Sustainability Checkpoints	Sustainability Checkpoint - 0	The BREEAM Environmental Assessment ⁶ method / process is being used	Referred to in BJC paragraph 3.2.
Information Exchanges	Strategic Brief	As set out in the BJC and the draft Design Brief	BJC Draft Design Brief - appendix 3 to this report
UK Government Information Exchanges	Not required	This stage has been introduced to consider the information exchange points required by Government, where they are acting as the client. This is therefore not required for this project.	

Table 2 RIBA Plan of Work Stage 1: Strategic Definition

RIBA Plan of Work Tasks	RIBA Plan of Work Outputs	Comments	Supporting Information
Core Objectives	Develop project objectives , including quality objectives and project outcomes , sustainability aspirations ,	The Design Brief sets out the project's quality objectives and project outcomes, as well as sustainability aspirations.	Winchester Station Approach Development Assessment September 2014 ⁴

⁵ End Stage Report: <http://www.winchester.gov.uk/meetings/details/1648>

⁶ BREEAM Environmental Assessment: <http://www.breeam.com/>

	<p>project budget, other parameters or constraints and develop initial project brief. Undertake feasibility studies and review site information.</p>	<p>The project outcomes in terms of potential jobs created and housing quantum delivered were set out in the Local Enterprise Partnership Local Growth Fund Bid.</p> <ul style="list-style-type: none"> • Potential for up to 800 permanent new jobs through the provision of new commercial space at the Carfax site • Around 70,000sq ft residential space <p>Feasibility studies have been undertaken to support the architectural design work including site surveys and assessments, transport and parking studies.</p> <p>An initial Development Assessment was undertaken and published in September 2014.</p> <p>The initial work to be undertaken by the appointed design team in relation to the disposition of uses across the two sites and the formulation of a public realm strategy will form part of RIBA Stage 1.</p>	<p>Draft Design Brief – appendix 3 to this report</p> <p>Technical Studies –(listed below)</p> <p>Business Justification Case – appendix 1 this this report</p> <p>LEP Bid documents/ case</p>
Procurement	<p>Prepare project roles table and Contractual tree and continue assembling the project team.</p>	<p>Project team and roles agreed in the BJC</p> <p>Initial timeline including procurement set out in project plan</p>	<p>BJC (further detailed Project Plan is held by Project Office)</p>
Programme	<p>Review Project Programme</p>	<p>Project programme set out in project plan with</p>	<p>Key milestones in section 5.2</p>

		<p>key milestones, as agreed by Cabinet.</p> <p>A project budget of £1.5m was agreed by Council on 2 November 2016⁷ for the commissioning of the necessary design work and other professional services to progress work on Station Approach, incorporating the development of the Carfax site and preparation of a public realm strategy.</p>	<p>of BJC</p> <p>Capital and Revenue Budgets</p>
Town Planning	Pre-application discussions	Initial planning considerations discussed as part of Development Assessment work.	Winchester Station Approach Development Assessment September 2014 ⁴
Suggested Key Support tasks	<p>Prepare Handover Strategy and risk assessments.</p> <p>Agree schedule of services, design responsibility matrix and information exchanges and prepare project execution plan including technology and communication strategies and consideration of common standards to be used.</p>	<p>Full risk assessment prepared and maintained throughout project and presented to Cabinet as part of all Cabinet approvals, ie at all key decision making stages.</p> <p>Schedule of services drafted as part of procurement documentation in accordance with EU regulations</p> <p>Communication plan maintained as part of project documentation.</p>	<p>Project Risk Register - see appendix 6 to this report</p> <p>Schedule of services (included in the Invitation to Tender)</p> <p>Communications strategy</p> <p>EU Procurement Regulations</p>
Sustainability	Sustainability Checkpoint - 1	Refers to 2011 Green Overlay to the RIBA	

⁷ Full Council 2 November 2016: <http://www.winchester.gov.uk/meetings/details/1539>

Checkpoints		Outline Plan of Work 2007 The BREEAM Environmental Assessment method / process is being used.	
Information Exchanges	Initial Project Brief	See above	
UK Government Information Exchanges	Required	This stage has been introduced to consider the information exchange points required by Government, where they are acting as the client. This is therefore not required for this project.	

Technical Studies and Reports:

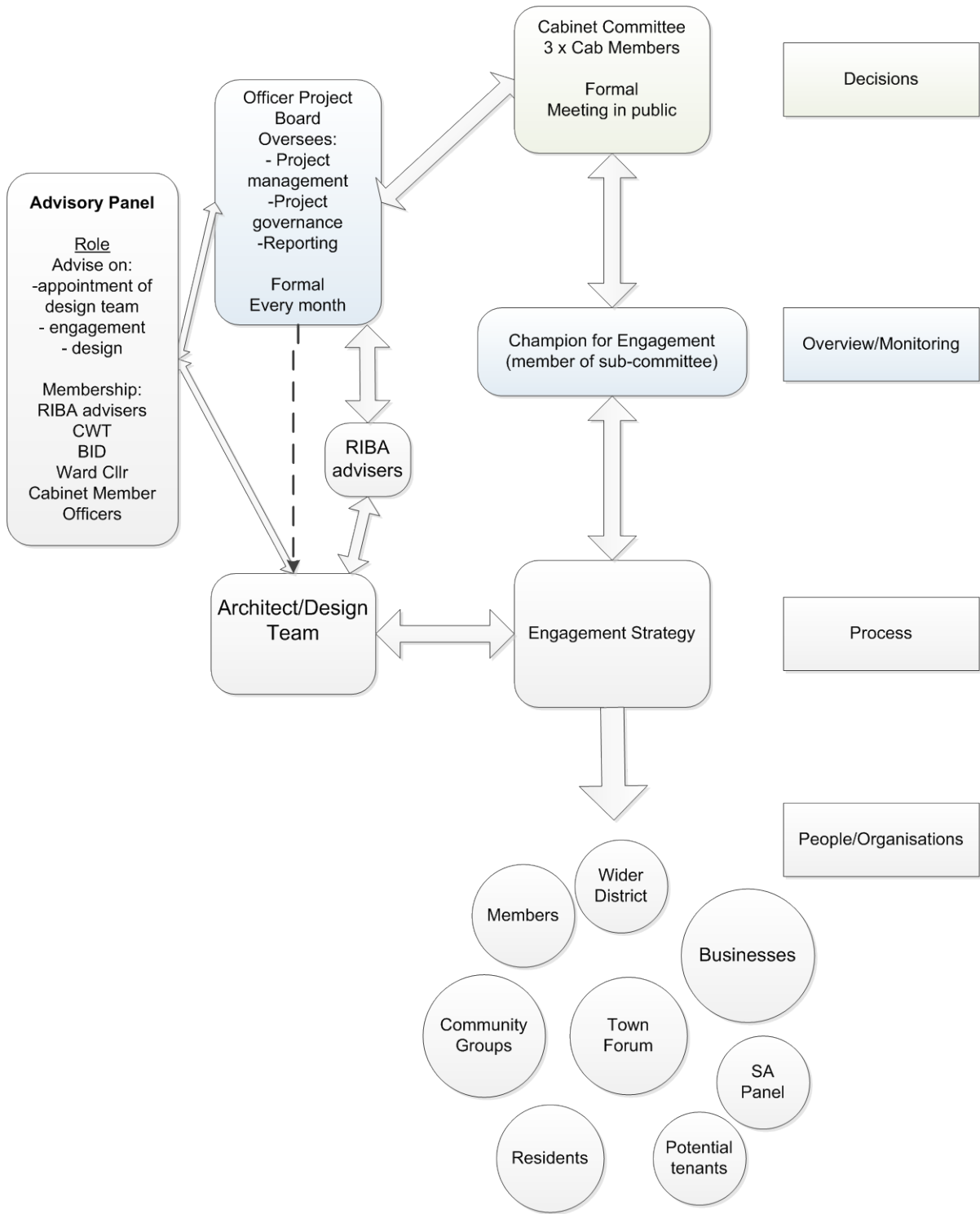
- [Archaeology Written Scheme of Investigation 2016 Cotswold Archaeology](#)
- [Station Approach Transport and Accessibility Background Report 2015 Winchester City Council](#)
- [Winchester Station Quarter - parking access review report 2015 Urban Flow](#)
- [Winchester Station Quarter - summary parking report 2015 Urban Flow](#)
- [Arboricultural Implication Assessment 2015 Harrison Arboriculture](#)
- [Cultural Heritage Assessment 2015 Elaine Milton Heritage & Planning](#)
- [Ecological Appraisal 2015 EPR](#)
- [Topographical drawings 2015 Encompass Surveys](#)
- [Preliminary Geo-Environmental and Geotechnical Assessment 2013 Tweedie Evans Consulting](#)

The following technical reports which are currently in draft form or are provided by statutory undertakers will also be supplied:

- Draft Interim Transport Assessment
- Statutory Undertakers Plans and Assessments of Capacity
- Land Ownership/Highway Land Plans

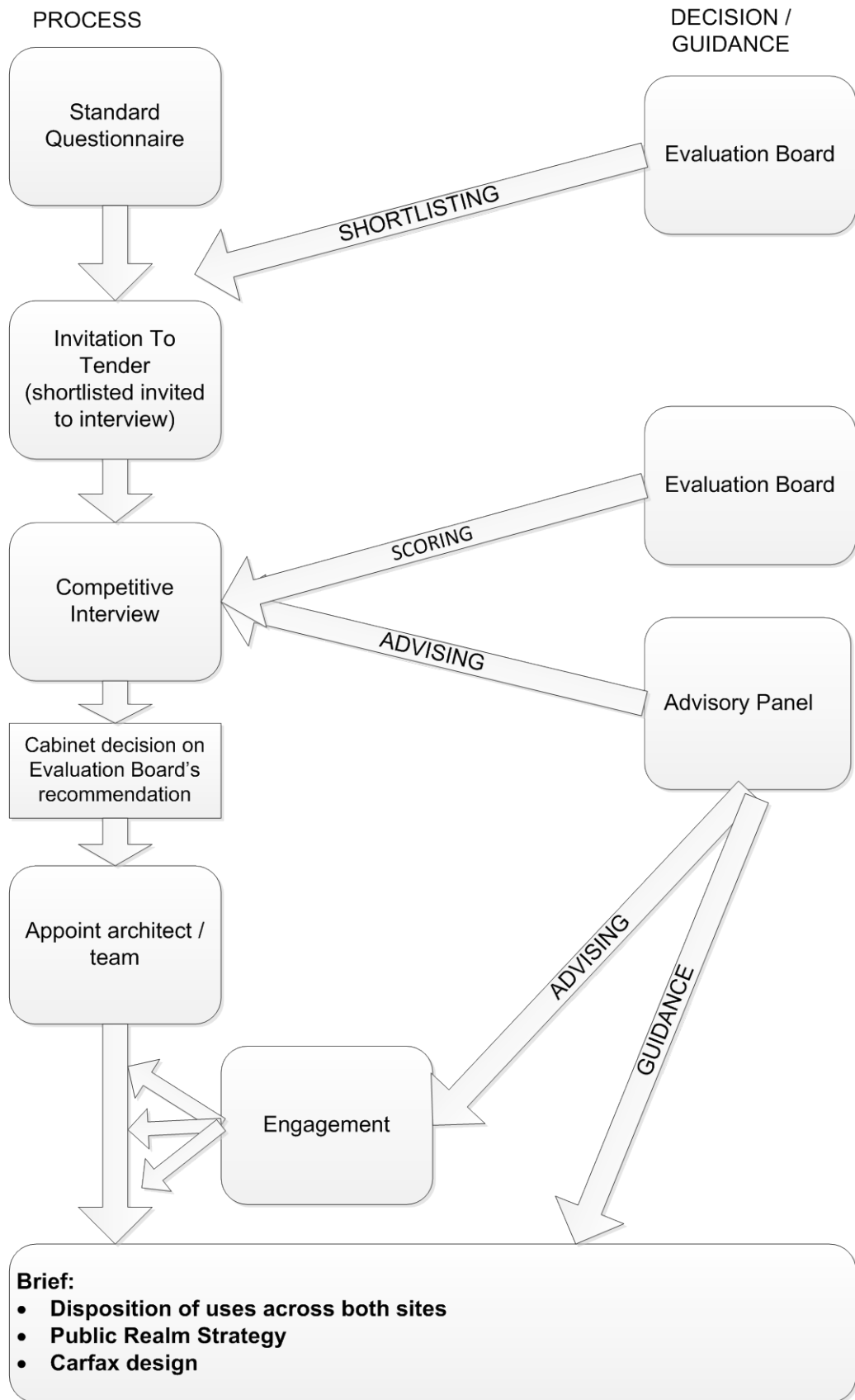
13 Project Governance

- 13.1 In order to ensure the effective management of the project revised governance arrangements are proposed. This includes the creation of a new Cabinet Committee to oversee the project as set out elsewhere on this agenda. This committee will have the responsibility for making the required formal decisions e.g. whether to move through gateways and to consider the engagement strategy.
- 13.2 A Station Approach Advisory Panel is proposed to provide ongoing input into both the procurement of the architect (as described in Section 3 above) and the development of the design leading up to the submission of a planning application. The Advisory Panel will comprise of the Cabinet Member for Estates, a ward Councillor, a representative of the City of Winchester Trust and a representative of the Business Improvement District. In addition to the comprehensive engagement with all residents and stakeholders, led by the architect, the Advisory Panel will provide a sounding board and critical friend for the design team. A lead Member for engagement is also proposed to oversee this process.



14 Revised Brief and Procurement process

- 14.1 The Brief as appended to this report in Appendix 3 has been revised to take account of comments made by the Overview and Scrutiny Committee and to reflect the new procurement process. It has also been updated to include comments from the RIBA Competitions Office comments and the Council's two appointed RIBA Advisers. The Brief as redrafted makes clear that the Council is flexible in its requirements to the extent that this is necessary to enable the design team to achieve an optimum design solution.
- 14.2 The new procurement process will be to invite architectural practices with the relevant skills and experience through an EU compliant, restricted procedure involving an interview as part of the process, to submit standard Selection Questionnaires. Following the standard selection process set out in 3.2 ideally 5 applicants will progress to the invitation to tender stage. These will then be shortlisted based on agreed criteria as set out in Appendix 4 of this report. The diagram below sets out how the evaluation of the procurement process will be undertaken.



14.3 As set out above, and in line with the recommendation from [CAB2852](#) delegated authority to undertake the formal, scored evaluation of the tenders

will be given to the Evaluation Board which will include the Council's appointed RIBA Client Advisors. The Advisory Panel will be invited to attend the interviews and provide advice.

- 14.4 In accordance with [CAB2852](#), the Assistant Director (Estates and Regeneration) will make a recommendation for appointment to the Cabinet Committee. The scope of the design work is set out below which will be undertaken in the stages set out in the table below (each design stage will include public and stakeholder engagement):
- Initial disposition of uses across both the Carfax and Cattlemarket sites and a supporting public realm strategy. This will include on going transport assessment work including location and quantities of parking.
 - A proposal for the development of the proposed uses on the Carfax site at a level of detail consistent with RIBA Stage 2 'Concept Design'. If the Council agrees to proceed the design team will be commissioned to develop the design to planning stage (RIBA stage 3) initially.
- 14.5 The design work is broken down into phases with the Council retaining the right at its sole discretion at the end of certain phases to determine whether or not it wishes to instruct the design team in respect of the next phase.
- Phase 1: Disposition of uses across the Carfax and Cattlemarket sites, a strategy for improvements to the public realm, and a proposal for 'Concept Design' for the Carfax site (RIBA Stages 0 -2);
 - Phase 2: Following agreement from the Council to proceed, the design team will be commissioned to develop the design to planning stage (RIBA Stage 3);
 - Phase 3: Technical Design (RIBA Stage 4)
 - Phase 4: Construction (RIBA Stage 5) - option to novate or retain depending on chosen route for procurement
 - Phase 5: Handover and Close Out (RIBA Stage 6)
 - Phase 6: In Use (RIBA Stage 7)
- 14.6 The timetable for the procurement is set out in the Business Justification Case (Appendix 1 to this report). The design will be required to be endorsed by Cabinet at key stages as set out in the Business Justification Case.
- 14.7 Gateways will be built in to the Form of Appointment issued to the successful architectural firm to reflect the above stages. Options will be included within the procurement to subsequently appoint the successful architects to progress the Carfax scheme if that is agreed by Council in due course.
- 14.8 Details of the Procurement documentation are set out in Appendix 4.

15 Technical and Commercial/ Professional services

- 15.1 In order to support, inform and test the emerging designs in relation to transport, cost and commercial viability at all the key gateways, Cabinet is asked to authorise the Assistant Director (Estates and Regeneration) to retain the services of i-Transport, Mace and Vail Williams. This would be for throughout the design stages of the project to provide professional advice on the emerging design in relation to transport, cost consultancy and commercial/valuation issues under Contract Procedure Rule 2.4(a) Best Value will be achieved as these consultants have advised on the project to date and have previously been procured through competitive quotes.
- 15.2 Cabinet are also asked to authorise the Assistant Director (Estates and Regeneration) to procure other consultants required to support the project within the existing budget for Station Approach. Some of these services will be procured by the architectural team appointed through the procurement and relevant services will be identified in the tender documents.

16 Transport and Accessibility Considerations

- 16.1 Transport and accessibility will be a key consideration in the design process. A transport consultant has been appointed to work alongside the design team to inform and test the emerging designs in terms of their impact and how this could be reduced and or mitigated. Clearly the preliminary work undertaken will be of value for the immediate environs, however a wider view of transport impacts in Winchester should be undertaken given other known planned developments.
- 16.2 The Wider Winchester City Transport Study being led by the County Council will be undertaken over a similar time period to the design work for Station Approach, so it is intended and hoped that each process will inform the other. The County Council has indicated that the first phase of the wider Study will focus on the Station Approach area. Finding an acceptable approach to transport, making the best use of this highly sustainable, yet busy, location is key and its impacts on traffic movement and parking will therefore be carefully tested and agreed at each key stage of the design.
- 16.3 It is proposed that HCC and Winchester City Council jointly develop a transport strategy. The first stage of this is the collection of a robust evidence base. In order to establish a robust evidence base traffic surveys were commissioned by HCC in February 2017 and are continuing. This data will then be used to create a traffic simulation model of the City Centre which in turn can be used to test the various possible interventions. The model will be available towards the end of the summer or early Autumn and in the meantime, we will also be identifying the sorts of interventions that could be tested. The whole process is to be managed through a project team involving Executive Members and officers from WCC and HCC working together in partnership. Key stakeholders will be engaged as the work evolves.

17 OTHER OPTIONS CONSIDERED AND REJECTED

- 17.1 The use of a procurement framework was considered. These are EU compliant agreements where some of the procurement processes have already been done. Services within a framework can be called off by running a mini competition. This relies on a suitable mix of practices being available within the framework selected. This was discounted as it was felt that a thorough and open selection and evaluation process should be undertaken to secure the right design team. Alternatively, the new procurement could be run in-house by the City Council, taking advice from a RIBA Client Adviser, as used in the previous procurement process. This was discounted based on the level of comments and criticism made in relation to the previous process.
- 17.2 However, it was clear that any process not providing the maximum opportunity for design teams to compete, or which did not involve RIBA Competitions Office in any new procurement would not meet expectations. Full justification for this approach is set out in section 8 of the CAB2852 report.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

- OS157 - Station Approach – End Stage review report for the competitive dialogue process - 30 November 2016
- CAB2852 - Station Approach - Procurement Process Update – 17 October 2016
- CAB2829 – Station Approach - The Way Forward – 7 September 2016
- CAB2824 – Station Approach Designer Appointment – 15 July 2016
- CAB2823 – Station Approach Economic and Financial Appraisal – 15 July 2016
- CAB2802 – Station Approach Report on Design Competition – 8 June 2016
- CAB2759 – Station Approach Project Update – 13 January 2016
- CAB2716 – Station Approach Design Brief – 17 September 2015
- CAB2702 – Station Approach, Winchester – 8 July 2015

Other Background Documents:-

None

APPENDICES:

Appendix 1: Business Justification Case

Appendix 2: Evidence of Need Feb 17

Appendix 3: Design Brief

Appendix 4: Procurement Evaluation (exempt)

Appendix 5: Project Risk Register

APPENDIX 1

BUSINESS JUSTIFICATION CASE (BJC) – STATION APPROACH (INCLUDING RIBA STAGE 0 AND 1)

1. Executive summary

The Station Approach project seeks to regenerate the area around Winchester Station by developing two Council owned sites in the Station Approach environs to deliver a mixed use development which will include high quality office space.

The Station Approach Regeneration Scheme is a key action in the Leader's Portfolio Plan 2016/17, and will directly contribute to the Council's aim to support the local economy by protecting and enhancing high value employment opportunities. It directly supports the strategic direction of the 'Vision for Winchester' produced by the Town Forum and endorsed by Cabinet.

To sustain Winchester's position as the economically vibrant county town of Hampshire sufficient employment opportunities must be provided to enable major employers to locate in the city. These will in turn support the local retail and cultural economy and make investment in infrastructure. Winchester's excellent communications links and cultural and environmental qualities make it an attractive proposition for employers but the almost complete absence of suitable grade A office accommodation is a fundamental problem in meeting market opportunities. The Station Approach project seeks to create some supply of such offices in a highly sustainable location. At the same time, development provides the opportunity to repair and improve the public realm in an area which is both a key gateway to Winchester from the north, and which provides the unrealised possibility of improved accessibility for walkers and cyclists between the area and Winchester city centre.

This first step in the project is to appoint an architect led design team which will work up design proposals against an agreed brief, followed by negotiation with potential occupiers, the selection of an option for the delivery of the development finally the delivery of construction.

It is recommended that approval is given to commence a procurement process to secure a design team for the project. This will take the form of an interview process and is to be supported by the RIBA Competitions Office. It is also recommended that approval is given to commence an options appraisal to ascertain the preferred way forward for developing the area. Potential options to be appraised are set out in section 4.2.

For the avoidance of doubt, it should be stressed that this business justification case is for the project – not for any specific piece of development. The case for proceeding with a particular element of development will depend upon the fulfilment of commercial terms at the time. The absence of, for example, agreed pre let terms with a particular tenant is not an omission from this business justification case but a

second order requirement which is acknowledged but does not need to be fulfilled at this stage. If the business justification case is approved, then this work will form part of developing the outline business case, including the detailed work needed to demonstrate whether the project is viable and whether a value for money deal can be secured.

2. Purpose

Please note that the primary purpose of the BJC is to:

- set out the aims and purpose of the capital project
- establish the size and scale of the project, as well as resources required to deliver it
- provide its strategic context

This level of information is required for the Council to decide whether to continue to commit resources to developing the Outline Business Case, which will go into further options appraisals and commercial viability studies, as well as setting out the financial case for change.

This Business Justification Case also includes the detail necessary to conform with the RIBA Plan of Work 2013 Stage 0 (Strategic Definition) and Stage 1 (Preparation and Brief).

3. Strategic case

3.1 Geographical overview

The Station Approach area lies in the north west of the city, covering an area from Newburgh Street in the south to the Cattle Market and Worthy Lane Car Park in the north. The natural topography of the site forms part of the western River Itchen valley and slopes down from the west to the east. Stockbridge Road and Andover Road cross the site and meet at the Carfax junction. This junction is very busy at peak times, as is the junction of Worthy Lane and Andover Road adjacent to the site.

The area lies within the northern edge of the town centre and currently has a variety of uses including a small number of commercial premises along the railway corridor. Within the proposed redevelopment area are two distinct parcels of land; the Carfax site located immediately to the south east of Winchester Railway Station and the Cattlemarket site located to the east of Andover Road. Both sites are currently used for car parking; the Carfax site also includes the former Hampshire County Council Registry Office. The area also contains the Hampshire County Council Records Office, which is not included in the proposed redevelopment area. The new suburb of Barton Farm is being developed further north along Andover Road.

3.2 Investment aims / Project objectives

The Vision for Winchester and Local Plan Part 1 identify the area around Winchester railway station as lending itself to development to provide a new area of commercial, office, residential and retail space to strengthen Winchester's economy and enhance the local environment. The area in question has been informally named 'Station Approach' and the Council owned sites include the Carfax site (including the former registry office building) and the Cattlemarket car park site. It also incorporates the area of public realm between the two sites and immediately surrounding them.

The Council does not include in the objectives specific development proposals for property that it does not own. This would over complicate and extend the project and introduce uncontrollable variables. It does anticipate that by bringing forward its own proposals it will improve the prospects for other owners and encourage them to bring forward their own schemes. The public realm strategy will provide a framework with which applications for development will be expected to demonstrate an understanding and conformity.

This project aims to identify the potential options for a development in the Station Approach area in order to form 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. The key strategic objectives for the project are:

- Achieve greater economic performance from land uses
- Improve the aesthetic and environmental impact of the area
- Maintain or improve the City Council assets

The design teams' work will be undertaken in stages, with the Council having the option to proceed or halt at appropriate gateway points. The first requirement for the project is to consider the disposition of uses across the two sites and to devise a supporting public real strategy. The second will be to produce a concept design for the Carfax site and to then progress this to the planning stage if the design is deemed acceptable. During this phase the project's business case will be developed to select the best option for the development of the area, followed by the completion of the Full Business Case with the procurement of the chosen option. Following this will be the delivery phase with the intention to deliver development on the Carfax site first followed by the Cattlemarket.

Following a previous unsuccessful procurement process to appoint an architectural team and following guidance by the RIBA it is recommended that an interview process is followed to appoint a design team, supported by the RIBA Competitions Office.

The following were agreed by Cabinet at CAB2702 as key design objectives for the area which they would seek to be delivered

- 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.

The Council will follow the BREEAM process. It will assess against the standard as the design progresses, but will aim for 'outstanding'.

3.3 Existing arrangements

Please state what the existing arrangements are in relation to the project for which approval is being sought.

The current Station Approach area has previously been identified as an area of Winchester which is underperforming and the Local Plan Part 1 recognises that the area around Winchester Station lends itself to redevelopment to support economic development in the city, with its mix of commercial, retail, residential and office space, as well as excellent public transport links via the railway station.

The Council own the two main sites in the area which are suitable for redevelopment. These landholdings are known as the Carfax site and Cattlemarket sites. The Cattlemarket site is primarily used as a surface car park and the Carfax site comprises one public car park (Gladstone Street) and three private car parks currently leased to Hampshire County Council and Hampshire Police. Maintaining broadly the same levels of car parking according the Council's agreed Parking Strategy will therefore be an important consideration during the design of the development.

3.4 Business needs

Please state what the current and future business needs are in relation to the project

The business needs are set out in 'Station Approach – Evidence of Need' included as Appendix 2 to the main CAB2864 report.

See also Appendix 1 to this report for extract relevant to Station Approach Area (Policies: WIN 5-7) from *Winchester District Local Plan Part 2 – Development Management and Site Allocations - Submission Version plus Proposed Modifications October 2016*. These set out the framework for any future development at the area, and signify the importance of the sites for the Council's future land use strategy to 2020.

The key points supporting the provision of new office space in Winchester are set out below and in full in Appendix 2:

- **There are no Grade A office spaces to let in Winchester as referenced in the Lambert Smith Hampton assessment in 2015.**
- **The Valuation Office data and the Regeneris Study for the LEP shows that current office space is being lost to residential conversions which if all current applications are implemented could lead to a loss of 11,000sq m of office space in Winchester.**
- **Existing businesses in Winchester have current unmet requirements of over 5,000 sq m of office floor space.**
- **Other businesses not currently in Winchester have expressed an interest in securing office space in Winchester. For commercial reasons this cannot be disclosed specifically but Charters have identified that Winchester is a location where office space requirements totalling between 8,000sq m and 12,000sq m are currently being sought in the market.**

The Council's Station Approach project is seeking to provide provisionally up to 13,000 sq m of Grade A office space.

3.5 Potential scope and service requirements

In relation to the above needs, please outline the potential scope for the proposed project and associated service needs.

Scope of Services to be procured:

The scope of the design work is set out below which will be undertaken in the stages set out in the table below (each design stage will include public and stakeholder engagement):

- Initial disposition of uses across both the Carfax and Cattlemarket sites and a supporting public realm strategy. This will include on going transport assessment work including location and quantities of parking.
- A concept design to RIBA Stage 2 for the Carfax site for consideration by the Council.

- Progression to RIBA Stage 3 and consideration by Council prior to progressing to the planning stage.
- Supporting services including transport assessment, cost consultancy, valuation, structural engineers and mechanical and electrical consultants

Provisional Development Requirements:

Across the two sites owned by the Council the provisional development requirements which the Council believes could be accommodated between the two sites and which should be tested by the design team are:

- approximately 13,000 sq m (140,000 sq ft) 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 a starting point may be for 5,575 sq m (60,000 sq ft) of office space to be provided on the Carfax site and 7,425 sq m (80,000 sq ft) on the Cattlemarket site;
- provision of between 5,300 sq m (57,000 sq ft) and 8,180 sq m (88,000 sq ft) of residential floor space with associated parking in accordance with Council's Local Plan and Affordable Housing policies;
- approximately 465 sq m (5,000 sq ft) small scale retail floor space including restaurant/café uses the purpose of which is to provide convenience shopping and services to office workers, local residents and commuters.

3.6 Benefits, risks, dependencies and constraints

Please set out the main benefits and risks associated with the delivery of the project, together with any dependencies (between this and any other related projects) and constraints.

Benefits:

Income:

- An overall estimated net income of £1.8m to be realised from the Carfax site by 2023/24 and £0.6m from the Cattlemarket site by 2026/27 (figure currently based on very high level assumptions and subject to significant change when a detailed assessment is made)

Non-financial benefits:

- Ability to retain and attract businesses to Winchester by supplying quality office space which will provide employment opportunities and economic benefits to other local retail and hospitality businesses

- Reducing the levels of 'in and out' Winchester commuting by being able to offer high value employment opportunities which will reduce levels of traffic congestion
- Improved and more aesthetically pleasing public realm area and walking and cycle routes for residents, commuters and visitors to Winchester
- Improved accessibility and movement throughout the area.

Constraints:

- The viability of the proposed scheme
- The area of Carfax and Stockbridge and Andover Road are within the Air Quality Management Area
- There is one Tree Preservation Order area within the site (railway embankment)
- Hyde Lodge which abuts the site to the north is a listed building.
- The central part of the site around Stockbridge Road is within the Conservation Area
- There is potentially significant archaeology under both sites. An archaeology strategy has been prepared for the site by Cotswold Archaeology for the Carfax area initially
- Hampshire County Council is leading on a Winchester City Transport Strategy the timing of this is critical so it can inform the Transport Assessment and mitigation work for Station Approach.

Risks:

Please see separate Project Risk Register in Appendix 6 to the main report.

Dependencies:

Receipt of EM3 LEP funding to support design costs infrastructure including public realm and archaeological work for the Carfax scheme. A bid for £7.7m is currently being considered by the LEP. This comprises £5m for public realm works and £2.7 for enabling work. It is likely that a reduced amount will be received due to the reduction in funds allocated to LEPs nationally by Government. It is anticipated that the amount the project will receive is to be announced shortly.

4. Economic case

4.1 Critical success factors

Please list the criteria (critical success factors – CSFs) against which you will assess the evaluation of options for how the project will be delivered and also against which you will assess the successful delivery of the project.

- Planning approval for development on the Carfax site is obtained by November 2018
- The development proposals are financially acceptable and deliver the anticipated income and return in line with estimates
- The proposed development meets the needs of interested businesses in order to retain and/or attract them to Winchester as a commercial location
- Tenants are secured for the Carfax development on favourable terms for the Council
- Bid for Local Enterprise Partnership funding is successful
- Sustainable levels of income are secured, regardless of the option chosen to deliver the project post planning approval

These will be further quantified as we proceed to Outline Business Case Stage.

Project outcomes:

On completion, 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 permeability of the area for pedestrians, cyclists and motorists, and reduce congestion with the associated benefit of improving air quality;
- improve the public realm;
- improve access and movement throughout the area
- contribute to a lower carbon Winchester District.

4.2 Main options

Please list and evaluate the main choices (or options) for the successful delivery of the potential project.

Option	Benefits	Disadvantages	Progress (Y or N)
No development/improvement		This option does not deliver against	This option will be used as a

<p>could take place in the area (do nothing)</p>		<p>the Council's aims for the project as set out in 3.2.</p> <p>The Council fails to utilise assets in the public interest</p> <p>Area is physically unimproved and may be further compromised by piecemeal development proposals.</p>	<p>comparator for other options as we move through the Outline Business Case Stage.</p>
<p>Minimal improvements could take place in the area to enhance the public realm and walking and cycling routes (do minimum)</p>		<p>Although these might partly meets the aim of improving the aim 'Improve the aesthetic and environmental impact of the area', they will not address the desire to increase the economic performance of the area, or improve the use of the Council's assets.</p>	<p>N</p>
<p>The Carfax and Cattlemarket sites could be developed for housing and public open space only (public sector comparator)</p>	<p>These options will be appraised as part of the next stage of business case development (the Outline Business Case). This BJC seeks to secure approval to RIBA Stage 4 (planning). These options will need to be considered in the context of the design that is agreed by Cabinet and the viability of the final mix of uses, therefore it is too early to assess these</p>		
<p>The Carfax and</p>			

<p>Cattlemarket sites could be sold on with Planning Permission granted for a development of office space, housing, car parking and retail</p>	<p>options at the BJC stage.</p>
<p>The Carfax and Cattlemarket sites could be sold on with Planning Permission granted for a development of office space, housing, car parking and retail and then purchased back by the Council</p>	
<p>The Carfax and Cattlemarket sites could be developed for office space, housing, car parking and retail by the Council who retain ownership of both sites and secure a tenancies for the office accommodation</p>	
<p>The Carfax and Cattlemarket sites could be developed for office space, housing, car parking in partnership with a developer</p>	
<p>The Carfax and Cattlemarket sites could be developed for office space, housing, car parking by a joint venture between the Council and a private sector partner</p>	

5. Management case

5.1 Project management arrangements

Please outline the project management arrangements, including your governance framework (i.e. roles and responsibilities of project team members), strategy for dealing with stakeholders and customers, and outline project plan.

The project must have a Project Sponsor, a senior manager who takes ownership of the project and is responsible for its direction.

Project governance structure:

- Member Champion – Cllr Steve Miller

Project Board:

- Project Sponsor – Steve Tilbury (Corporate Director)
- Project Executive – Kevin Warren (Assistant Director – Estates & Regeneration)
- Others: Joseph Holmes (Corporate Director), Simon Little (Head of Finance), Andy Hickman (Assistant Director – Policy & Planning), Antonia Perkins (Head of Policy & Projects), Howard Bone (Head of Legal & Democratic Services), Lisa Hall (Legal Manager)

Project Team:

- Project Manager – Zoe James
- Finance Representative – Neil Aitken/Danae Fielder
- Legal Representative(s) – Mia Scott/Lisa Hall
- Communications – Martin O’Neill
- Consultation – Antonia Perkins
- Others: Andy Hickman, Kate Cloud, Julie Pinnock

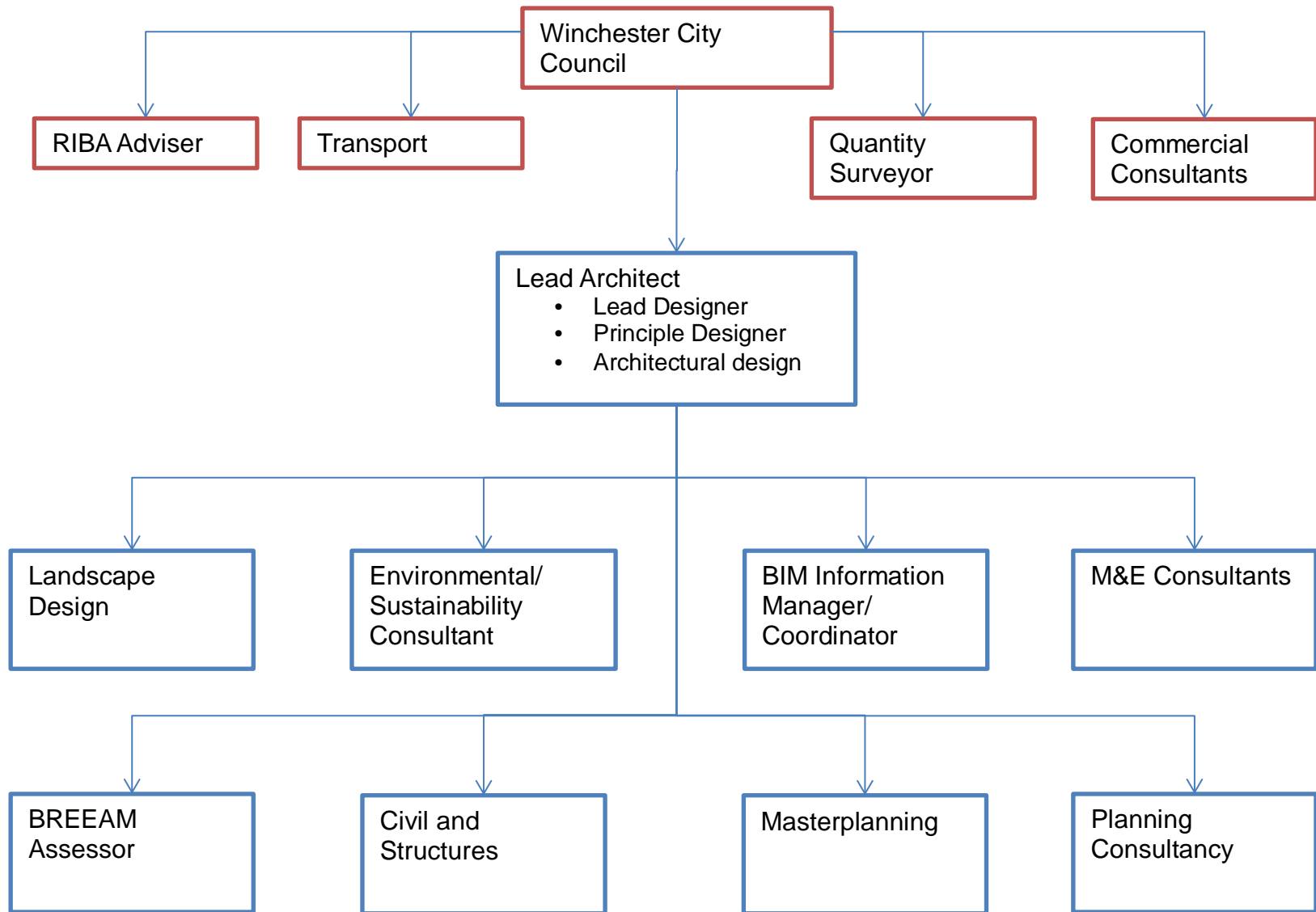
The Evaluation Board

The Board will be responsible for the final scores given to each Applicant in regard to quality. The financial assessment will be carried out separately by a Council Officer. A Clerk will be present throughout the evaluation process to take minutes.

- Roger Hawkins: RIBA Advisor
- Sarah Williams: RIBA Advisor
- Steve Tilbury: Project Sponsor
- Kevin Warren: Project Executive

Advisory Panel

The role of the Advisory Panel is to assist the Evaluation Board by offering opinions and providing advice and guidance. The Panel will comprise of the Cabinet Member for Estates, a Ward Councillor, and a representative from the City of Winchester Trust and the Business Improvement District.

Contractual Tree

Budget

A project budget of £1.5m was agreed by Council on 2 November 2016 for the commissioning of the necessary design work and other professional services to progress design work on Station Approach and to the completion RIBA Stage 4.

5.2 Project milestones

<i>RIBA Stage</i>	<i>Task and estimated time required</i>	<i>Gateway</i>	<i>Estimated Start</i>
RIBA Stage 2 ↓	RIBA Stage 2 – Concept Designs - 4 months -6 weeks for economic and financial appraisals		Aug 17
	Approval of RIBA Stage 2 and Agreement to proceed to RIBA Stage 3	Cabinet approval	Feb 18
RIBA Stage 3 ↓	RIBA Stage 3 - Development of Design to planning application - 6 months		
	Approval of RIBA Stage 3 and Agreement to proceed to RIBA Stage 4	Cabinet approval	Aug 18
	Grant of Planning Permission	Planning Committee	Nov 18
RIBA Stage 4 ↓	RIBA Stage 4 – Technical Design 3-5 months depending on route 1 month - for economic and financial appraisals		
	Approval of RIBA Stage 4 and Agreement to proceed to RIBA Stage 5	Cabinet approval	Feb 19
	2 month tender period		
RIBA Stage 5	Construction Start -1.5 to 2 years		Apr 19
	Tenant Leases - Building agreement and leases signed		Apr 18 to Jan 19

Appendix 1

Local Plan Part 2 – relevant policies for Station Approach Area (WIN 5-7)

(extract from *Winchester District Local Plan Part 2 – Development Management and Site Allocations - Submission Version plus Proposed Modifications October 2016*)

3.7.13 Station Approach Area: The area around Winchester Station, including the former Cattlemarket area, is on a number of key transport routes, but the area does not fulfil its potential to provide a vibrant entrance into the town centre, and contains a number of vacant and under-used sites and properties. The City Council has assessed the potential for viable development in this area in order to maximise the benefits for the City as a whole¹. This includes:

- identifying the most suitable mix and broad scale of uses;
- identifying the main sites with potential for development / redevelopment;
- identifying important constraints and urban design/access principles; and
- clarifying the landowners' intentions, site availability and likely timescales for development.

3.7.14 The assessments have enabled the Council to develop a number of strategic aspirations, which are to:

- 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;

¹ Winchester Station Approach Development Assessment; Tibbalds, Nov 2013 & Sept 2014

- 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.

3.7.15 Based on the above aspirations for the area, studies and market assessments have been undertaken to test options, around a common concept of:

- creating commercial office hubs on the Carfax and Cattlemarket site;
- improve permeability for pedestrians and cyclists, including linkages to the station, through the sites and to key destinations;
- broadly retain the existing car parking levels within the area and provide sufficient parking for the new development;
- strengthen the existing local centre around Andover Road;
- achieving active frontages by providing a variety of uses at ground floor level along key routes;
- providing a mix of houses and flats; and
- creating and providing quality public spaces.

3.7.16 An overall planning response has been developed to address issues of access, car parking level changes, views and key design principles to ensure that proposals come forward through a comprehensive plan led approach, taking into account local constraints. The matters set out in Policies WIN5-WIN7 below are intended to be comprehensive but not prescriptive, building on local character and an understanding of the complex relationships between the many elements that make up the built environment in this locality.

3.7.17 The overall aim is not only to regenerate this neighbourhood but also to create buildings and spaces which both individually and in combination form an attractive public realm. To successfully integrate new development into the environment it is necessary to have a full understanding of its local context, therefore proposals will be required to undertake detailed analysis of the setting of the building / site in terms of traffic activities and land use, built form, skylines and views, landscape and visual relationship with the locality and wider setting.

3.7.18 The area can be split into two prime sites, the Carfax site adjoining the station, and the Cattlemarket and the Winchester Club, both of which could be designed and developed separately. Other sites in this area might also come forward for development and Policy WIN5 sets out the general principles for development within the overall Station Approach Area. The purpose of WIN5 is to set out general parameters for new development that will contribute to

and stimulate regeneration within this part of Winchester. Site specific requirements for the Carfax site are set out in Policy WIN6 and for the Cattlemarket site in Policy WIN7. Development in this area will also need to respond to the aims of the Vision for Winchester as set out at para 3.1.5.

3.7.19 The following policies do not seek to prescribe a set amount of floorspace for the different uses, but for the purposes of assessing urban design principles, transport issues and viability certain assumptions have been made in respect of what a scheme might deliver. It is expected that the area covered by Policy WIN5 has the capacity to deliver over 100 new dwellings, more than 16,000 sq.m of new office space, and sufficient car parking to maintain public parking provision and serve the new development. These are not firm targets and development proposals will need to take account of capacity of the sites within the area, the various planning requirements set out in respective policies in LPP1 and LPP2 and the need to deliver a viable scheme.

3.7.20 In addition to the following policies, schemes will also need to reflect the various strategies and specialist guidance that has been approved by the Council, such as the High Quality Places SPD and the Walking and Cycling Strategies. Whilst most of this area falls outside the designated Conservation Area, small parts lie within it and the boundary of the Conservation Area coincides in some instances with the area covered by Policies WIN5, WIN6 and WIN7. There is evidence that this part of Winchester lies within an area of significant archaeological potential and proposals will need to respond to this constraint and provide for mitigation as required by Policy DM25. Proposals will therefore need to reflect and be sympathetic to the heritage assets in the vicinity.

3.7.21 A key requirement for this area is the delivery of high quality development – to encourage excellence, innovation and creativity in design poor or mediocre proposals will be discouraged. Schemes should be compatible with the scale and character of the local environment in order to enhance the overall quality of the built environment, the attractiveness of the area for investment, economic regeneration and to reinforce civic pride and sense of place for the overall benefit of commercial interests and residents. *Where appropriate the opportunity to provide new leisure, cultural, civic and community uses should be explored in this accessible and sustainable location. This should also help to create active frontages and bring vitality to the area throughout the day.*

Policy WIN5 – Station Approach Area – Development Principles

Land in the Winchester Station area, as shown on the Policies Map, is suitable for an employment-led mixed use development comprising:

- offices, and other employment generating uses
- car parking
- open spaces
- leisure/culture/community
- small-scale retail
- residential, including exploring the potential to provide accommodation aimed at meeting the needs of older persons
- student housing on suitable sites
- hotel as part of a mixed use development.

Planning permission will be granted provided that detailed proposals accord with the Development Plan and:

- (i) take a contextual approach which respects the characteristics of Winchester town, and relate positively to the conservation area and other heritage assets;
- (ii) make a positive contribution towards improving the area as an entrance into the town centre, enhancing the public realm and improving pedestrian and cycling access within the area and to its surroundings;
- (iii) clearly demonstrate a high standard of architectural design and use quality materials and detailing, through the creation of a design response that will deliver innovative, sustainable new buildings;
- (iv) assess the impact of buildings over 3 storeys on views and adjoining areas and do not exceed 4-5 storeys in height, unless a taller building can be justified in townscape terms. Taller buildings are unlikely to be acceptable in close proximity to nearby residential properties;
- (v) retain views of the treed skyline and other key historic features;
- (vi) retain existing trees where they make a positive contribution towards enhancing local distinctiveness, and prepare a landscape framework to establish opportunities for new planting;
- (vii) provide active street frontages to enhance the pedestrian environment, and promote the vitality and viability of the local centre along Andover Road;
- (viii) ~~are consistent with the Council's adopted Parking Strategy and adopt a coordinated approach to the provision of car-~~

~~parking which ensures that the overall quantity of public parking spaces in the area is not reduced.~~

3.7.22 The area around the main entrance to the Station forms an important gateway into the town, but the spaces and buildings around the station are poorly defined and the overall experience of arrival is much diminished. Therefore there is an opportunity to create a sense of arrival on this key transport node, with improved pedestrian links and signage into the town centre. The opportunity should be taken to ensure that a properly integrated circulation/access scheme is developed for the required pedestrian, vehicular and public realm improvements around the Station forecourt. In developing proposals for this area, consideration should be given to the retention of the former Registry Office building. Whilst, this is not an absolute policy requirement as a more appropriate architectural statement could be provided by the way of a new building, it will be necessary for proposals to demonstrate delivery of a high quality scheme, along with an improved circulation area and public realm in front of the Station.

Policy WIN6 –The Carfax Mixed Use Site

Land at the Carfax site, as shown on the Policies Map, is allocated for a mixed-use development comprising offices (Use Class B1a), small-scale retail or leisure/cultural uses, residential accommodation, and car parking. Planning permission will be granted provided that detailed proposals accord with the Development Plan and:

- (i) demonstrate a full understanding of the site constraints, context of the area, and show how the designs have responded to it;**
- (ii) provide a fitting entrance into the town centre, by enhancing and extending the public realm;**
- (iii) providing buildings of the highest design quality reflecting local distinctiveness;**
- (iv) retain and respect the Hampshire Record Office and Station buildings and test the feasibility of retaining and re-using the former Registry Office building and integrate these into the development proposals;**
- (v) respect the scale of the existing adjacent residential properties**

- (vi) **prioritise pedestrian routes through the site and links to the to town centre and other key destinations, improving provision for and integration of pedestrians, cyclists and public transport.**

3.7.23 The area formerly used as the Cattlemarket is now largely used as a car park; the building containing the Winchester Club is also within the site. As such the Cattlemarket is an under-used site which makes no contribution towards the townscape of the area. Important views of the Cathedral can be glimpsed from the northern part of the site adjoining the Andover Road. The site presents the opportunity to create an office hub to help diversify the local economy and building on the economic vitality of the town. The site is well located to public transport routes, and within walkable distance of the town centre. It is recognised that the parking provision in this location is attractive to some long stay users, who might otherwise travel into one of the more central car parks which are primarily aimed at shoppers and visitors.

Policy WIN7 – The Cattlemarket Mixed Use Site

Land at the Cattlemarket site, as shown on the Policies Map, is allocated for a mixed use development comprising offices (Use Class B1a) and other commercial uses, residential accommodation, and car parking. Planning permission will be granted provided that detailed proposals accord with the Development Plan and:

- (i) **proposals should demonstrate a full understanding of the site constraints, context of the area, and show how the designs have responded to it;**
- (ii) **any proposals to develop part of the site should clearly demonstrate a comprehensive approach to ensure that the development of part of the site does not compromise the development of the remainder;**
- (iii) **provide a fitting entrance to this part of the town, by improving the public realm, improving pedestrian and cycling access, including through the site;**
- (iv) **proposals should include a high quality creative design response to the junction of Andover Road and Worthy Lane;**
- (v) **include an archaeological assessment to define the extent and significance of any archaeological remains and ~~provide for their preservation or recording, as appropriate~~ reflect**

- these in the proposals;**
- (vi) **ensure that the scale of the development respects and is not overbearing for nearby residential and other properties.**

Appendix 2: Station Approach – Evidence of Need

1 National Policy

- 1.1 The focus for central Government is still very much on business and employment growth, and this is given even more impetus in the context of the vote to leave the EU. The recently published Industrial Strategy Green Paper outlines ten ‘pillars’ to improve living standards and economic growth by increasing productivity and driving growth across the whole country; the latter building on the particular strengths of local areas.
- 1.2 Local Enterprise Partnerships (LEPs) covering England and Wales are funded by Government specifically to promote growth and create new business opportunities. Measures to encourage local authorities to promote growth are an explicit element of regional devolution settlements and the emerging business rates regime will incentivise local authorities to accommodate new business floor space to increase their income from business rates.
- 1.3 It is therefore entirely consistent with the Government’s strategy for economic well being for a local authority to seek to increase local employment opportunities and to locate new business activity within their area. Ideally this will also be done in a fashion which meets other national priorities including creating a low carbon economy and reducing the burden of employment on national infrastructure.

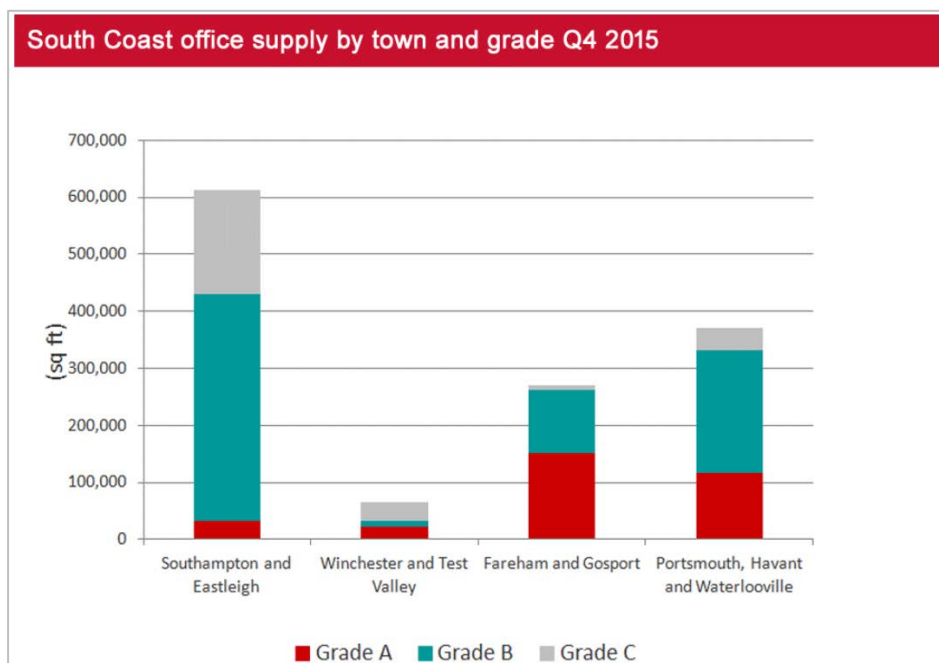
2 Regional Policy - Enterprise M3 LEP

- 2.1 In support of its strategic objectives in 2013 the Enterprise M3 LEP commissioned Regeneris to examine the state of the commercial property market in its area, and this was updated in 2016. Their report notes that up-take in office space across the Enterprise M3 area has been increasing but identifies shortages of office space against expressed demand in Guildford, Woking and Winchester, with very little high quality grade A space within the Enterprise M3 area. Regeneris have explicitly identified Station Approach as one of the best opportunities to secure future supply in Winchester, especially given its sustainable and desirable town centre location.
- 2.2 Winchester’s supply of office space across all grades is highlighted as the most constrained within in the South Coast market with only 64,472 sq ft (5,900 sq m) reported as available in Q4 of 2015. Although the trend of decreasing office supply is common across the south coast, the impact has been particularly significant for Winchester, where the supply of grade A office space was so severely constrained in 2015 that negligible take up was recorded by Lambert Smith Hampton for that year.
- 2.3 There is increasing consensus amongst commercial property agents operating within the M3 and South Coast markets that there is a growing imbalance in supply and demand of quality, grade A office stock. A number of development sites that were once allocated for offices have now either been

converted to alternative uses or are subject to planning applications for change of use and this trend is predicted to continue in 2016¹.

- 2.4 In addition to concerns related to the supply of grade A office space, across both the Carfax and Cattlemarket sites, the proposed office, retail and housing development is anticipated to accommodate to 1,400 new employment opportunities. This will facilitate Enterprise M3 LEP in their ambition to create 52,000 new jobs by 2020.² The redevelopment of the Carfax site alone has the potential to provide up to 800 permanent new jobs through the provision of new commercial space.

Figure 1: Office supply by town and grade in the four key market areas along the South Coast, Hampshire.



¹ Lambert Smith Hampton, South Coast Office Market Report November 2015

² Enterprise M3 Strategic Economic Plan, 2014.

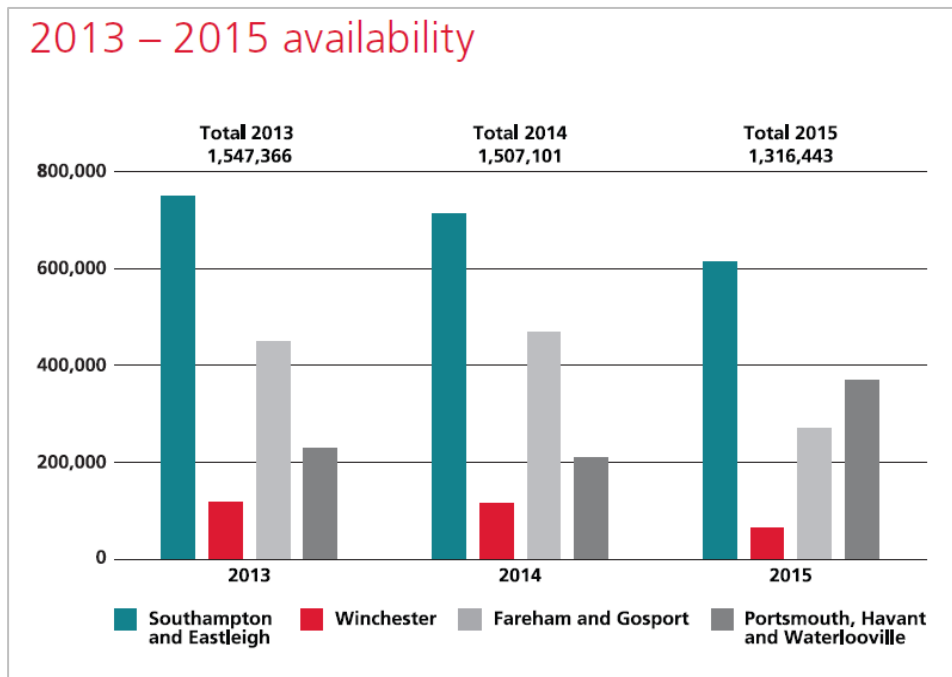
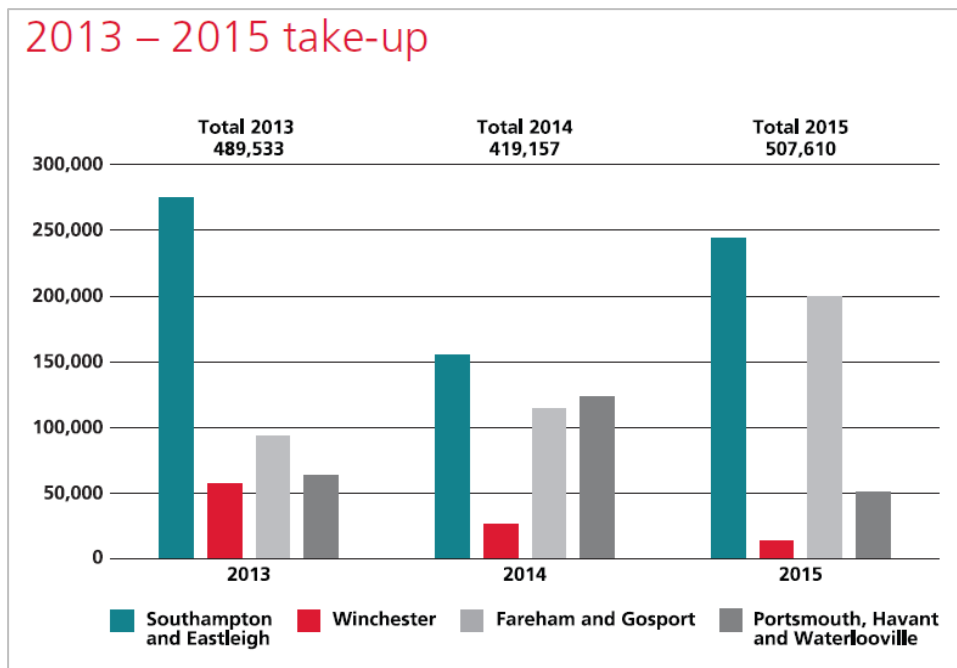
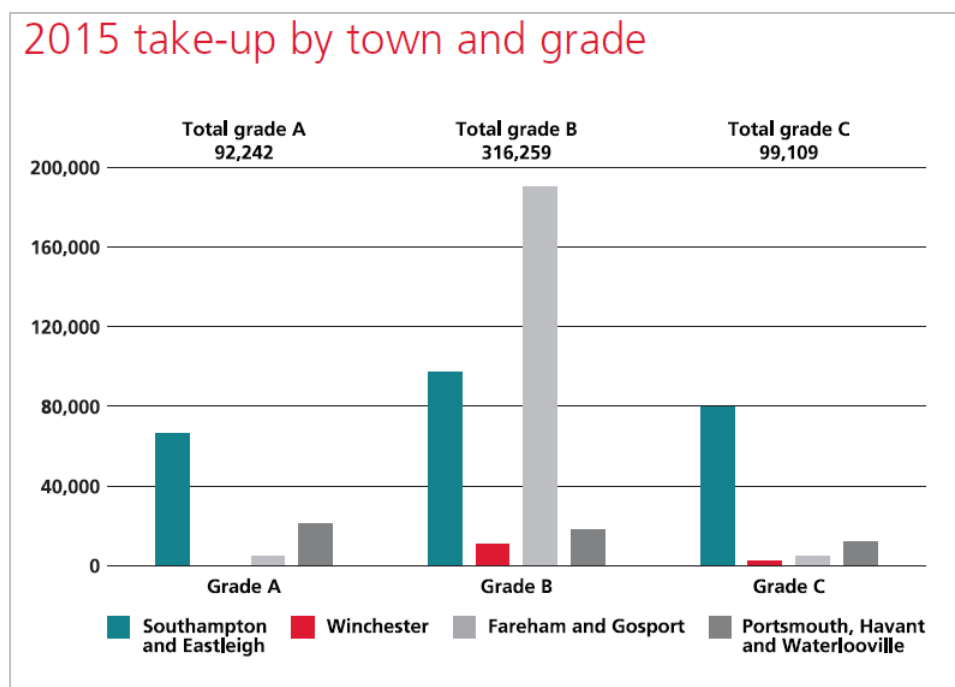
Figure 2: Availability of office space between 2013-2015 in the South Coast market.**Figure 3:** Falling take up levels between 2013-2015 in the South Coast market.

Figure 4: Take up of Grade A, B and C office space in the South Coast market.



3 The Local Picture

- 3.1 In addition to the shortage of any newly built office space there is a growing problem of the loss of office space in the town centre following the Government's introduction of the new permitted development rights (PDRs). PDRs have been in effect for more than 3 years and the Council has received a number of prior approval applications across the District with the highest concentration in Winchester itself. Virtually all of these proposals have been approved as there was no basis to refuse them. Since 2013, around 28 office premises across Winchester have been subject to residential conversion schemes which can proceed as permitted development.
- 3.2 Valuation Office data suggests that between the introduction of PDRs in 2013 and March 2016, at least 2,166 sq.m of office floor space in Winchester has been converted to housing. Since the start of this financial year a further three schemes (to July 2016) in the city have been approved. To put these figures into context, it has been estimated that about 5% of Winchester's office space has been converted to housing or has approval to be converted. This is of particular concern as the supply of office floor space in Winchester is limited with high demand and this trend is continuing because of the higher values of housing uses compared to commercial development.
- 3.3 The Regeneris study for the LEP found that there had been a loss of 3,000sqm of office space in 2015, and if all current applications are implemented this could lead to a further loss of 8,000 sq m of office space in

Winchester giving a total loss of office space in Winchester of around 11,000 sq m.

Charters estate agents and Winchester BID have also provided evidence from commercial property databases of a shortage of grade A office space in Winchester. The majority of the property that is available is below 5,000 sq ft (465 sq m) and whilst this is very useful for small businesses it cannot deliver on the potential for employment growth in Winchester. Three remaining larger office spaces could not be classified as grade A with appropriate parking provision. The impact of this could be curtailed potential for providing jobs in the city.

- 3.4 According to the Winchester Workspace Demand Study 2013, Winchester has a thriving commercial property market for small office spaces. The average size of a commercial office available to rent in Winchester is 214 sq. m which according to the European Industry Standards would suit a business with up to 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.
- 3.5 Average economic growth over the next five years is forecast to be 1.9%pa, higher than the average for both the South East (1.5%pa) and the UK (1.3%pa). In addition, the number of jobs in Winchester is predicted to grow by 12% over the next 15 years (11,000 extra jobs).³
- 3.6 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.

4 Existing Council policy

- 4.1 The Vision for Winchester and Local Plan Part 1 identify the area around Winchester station as lending itself to development to provide a new area of commercial, office, residential and retail space to strengthen Winchester's economy and enhance the local environment. 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.
- 4.2 The Vision for Winchester Town 2012-2017 states that to "*develop our economy we will:*
- *Encourage private sector business expansion, new and start up businesses, and create business start up units;*
 - *Promote a planned approach to the provision of employment sites, particularly the town centre and at Winnall;*

³ Experian (September 2016 index)

- *Promote accommodation to the latest private sector standards particularly in the area around the railway station”*

- 4.3 Local Plan Part 1 states in chapter four that there is a “*requirement to positively address Winchester’s development needs*” including to “*Ensure sufficient land and premises are available to allow existing businesses to prosper and provide opportunities for new businesses and enterprises to look towards Winchester as a location of choice*”. It goes on to say in chapter eight that “*It is essential that the local economy remains competitive and provides employment opportunities across a wide range of skills and technologies. Coupled with this is the recognition that high levels of both in and out-commuting exist within the District and that options need to be available to enable residents to live and work locally.*”
- 4.4 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 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.

5 Local business support and interest

- 5.1 A significant number of local business leaders have vocalised support for a scheme at Station Approach which would incorporate grade A office space. Representatives from Winchester BID, Hampshire Chamber of Commerce, Lane, Clark and Peacock LLP and James Cretney, board member of Enterprise M3 LEP have all publicly stated their support at Cabinet meetings on several occasions.
- 5.2 Three businesses already based in Winchester have also informed the Council that they have current requirements of 5-10,000 sq ft (465 – 929 sq m), 10,000 sq ft (929 sqm) and 35,000 sq ft (3,252 sq m) respectively of new grade A office accommodation. A total of up to 55,000 sq ft (5,110) sq m.
- 5.3 As a result of the development and publication of the Tibbalds Report, Winchester City 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. These businesses wished 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 within the region and the high quality hospitality industry including top quality dining and hotel facilities.
- 5.4 In addition to this, Charters have identified that between January and November 2016 six office space requirements were issued which identified Winchester as being a location where offices of between 2,500 to 50,000 sq ft were being sought. The total space requirement was for between 84,000 to 130,500 sq ft. ie between 8,000 and 12,500 sq m.

6 Changing commuting habits

- 6.1 Winchester District's Economic Strategy 2010-2020 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.
- 6.2 The attraction of high value jobs to Winchester town through the provision of modern and flexible office space will provide part of the solution to the issue of 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.

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[Winchester Workspace Demand Study 2013](http://www.winchester.gov.uk/.../Winchester-Workspace-Demand-Study-Final-Report.pdf)

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[Winchester Station Approach Development Assessment September 2014 Tibbalds](http://www.winchester.gov.uk/.../Winchester-Station-Approach-Assessment-with-full-appendices-FINAL-LR-110914-2-.pdf)

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Station Approach, Winchester

Winchester City Council Design Brief



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SUPPLEMENTARY DOCUMENTS:

- a. [Archaeology Written Scheme of Investigation 2016 Cotswold Archaeology](#)
- b. [Station Approach Transport and Accessibility Background Report 2015 Winchester City Council](#)
- c. [Winchester Station Quarter - parking access review report 2015 Urban Flow](#)
- d. [Winchester Station Quarter - summary parking report 2015 Urban Flow](#)
- e. [Arboricultural Implication Assessment 2015 Harrison Arboriculture](#)
- f. [Cultural Heritage Assessment 2015 Elaine Milton Heritage & Planning](#)
- g. [Ecological Appraisal 2015 EPR](#)
- h. [Topographical drawings 2015 Encompass Surveys](#)
- i. [Preliminary Geo-Environmental and Geotechnical Assessment 2013 Tweedie Evans Consulting](#)

SUPPLEMENTARY DOCUMENTS TO BE SUPPLIED BY WINCHESTER CITY COUNCIL:

- j. Interim Transport Assessment
- k. Land Ownership/Highway Land Plans
- l. Statutory Undertakers Plans and Assessments of Capacity

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. Winchester District Economic Strategy, 2010 –
2020: [http://www.winchester.gov.uk/planning-policy/evidence-base/
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- M. High Quality Places – Supplementary Planning
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approach/help-shape-future-station-approach/](http://www.winchester.gov.uk/planning/major-sites/station-approach/help-shape-future-station-approach/)
- O. Route Map for a Low Carbon
Economy <http://www.winchester.gov.uk/assets/files/20340/CAB2586.pdf> [http://
www.winchester.gov.uk/assets/files/20348/CAB2586-BackgroundDoc1.pdf](http://www.winchester.gov.uk/assets/files/20348/CAB2586-BackgroundDoc1.pdf)
[http://www.winchester.gov.uk/assets/files/20349/CAB2586-
BackgroundDoc2.pdf](http://www.winchester.gov.uk/assets/files/20349/CAB2586-BackgroundDoc2.pdf)

<http://www.winchester.gov.uk/assets/files/20350/CAB2586-BackgroundDoc3.pdf>

- P. Working Towards a Low Carbon District,
CAB2682: <http://www.winchester.gov.uk/assets/files/23239/CAB2682.pdf>

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.

Executive Summary

Winchester is an ancient city, with a street plan dating back to the times of King Alfred. Its medieval heritage can be seen in the Cathedral, Winchester College and the Hospital of St Cross. Development during the Georgian and Victorian periods 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 and the South Downs National Park beyond 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.

The Council intends to directly commission a design team to work with the Council as client and with other stakeholders in the city to formulate designs for mixed use developments on these sites together with a public realm strategy which can be implemented as development proposals come forward to demonstrate how improvements to the public realm can improve accessibility and the liveability of this part of the city.

On completion, a successful project will have produced:

- development proposals for sites in the Council's ownership to provide a commercially viable mixed use development of office space and necessary parking provision, with supporting residential and small scale retail uses
- public realm proposals which will improve the permeability of the area for pedestrians and cyclists and the links with the city centre and recognising the importance of the area around the Station as a gateway to the city.
- imaginative and welcoming proposals to improve the public realm with space to dwell and enjoy;
- an improved relationship between modes of transport and their impact on the local environment (a Background Report on Transport and accessibility will be provided to the successful Applicant);
- contributed to the target of maintaining growth whilst working towards a lower carbon Winchester District.

Project Introduction

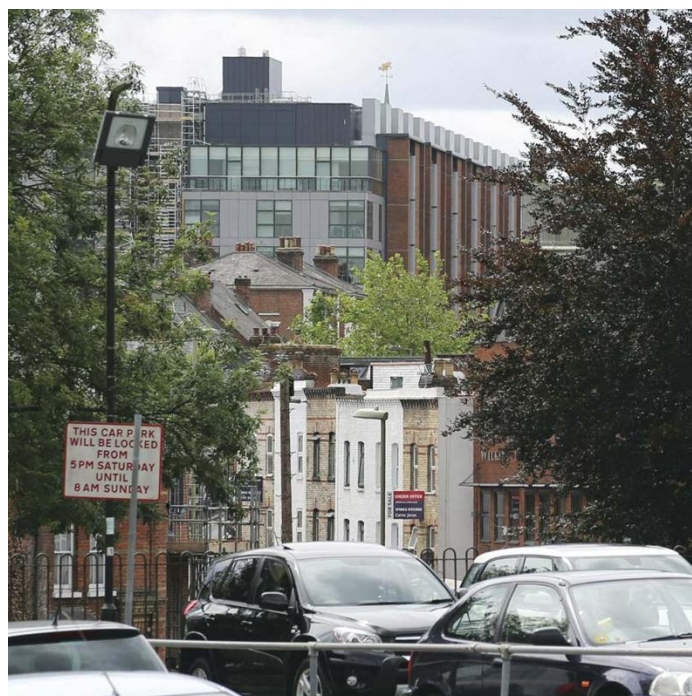
Development of these sites is seen as both an objective in itself and as a catalyst for other improvements to public and private interests in the area.

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 gateway. If it is successful the development should have a positive impact on the economy and environment of the city as a whole. It should 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 an important location specifically identified in the Council's 'Vision for Winchester' document.

A successful outcome of the regeneration of the area will achieve the creation of commercially successful developments; create a distinctive local character area respecting the best of the neighbouring areas, and improve the connectivity between the emerging suburb of Barton Farm, the historic area of Hyde, the station and the city centre.

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



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. This will need to reflect 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.

Plan of Station Approach area



The Council is seeking to commission a design team to develop proposals which demonstrate how the requirements of the Brief can be achieved firstly by demonstrating the most appropriate disposition of uses across the Carfax and Cattlemarket sites, and secondly by producing a more detailed design proposal at RIBA stage 2 'Concept Design' for the Carfax Site.

In parallel, a strategy for improvements to the public realm and connectivity in the area will be developed which sets a framework of sufficient detail to set out both the requirements with which future planning applications in the area must conform and contribute, and those works which should be undertaken as a public works to facilitate development.

If the Council decides to proceed with the Carfax scheme the design team will be commissioned to undertake the design to planning application stage.



If planning consent is secured and the proposals remain deliverable it is expected that the design team will either be novated to the contractor or developer or retained by the Council as 'design guardian' depending on the chosen route of procurement for construction.

Detailed design proposals and development of the Cattlemarket will not be considered as part of this brief.

Requirements of the Development Brief and Submissions

The Council wishes to work with a design team to develop innovative and creative design solutions which will 'structure' the area as a whole, and demonstrate how the development requirements can be accommodated on the two sites in its ownership.

The design team (Architect's team who will manage the project) will be responsible for procuring all design services required (apart from those listed below for the Authority to appoint). The Authority anticipates that the Project Team will include the following:

- Lead Designer
- Principal Designer;
- Architectural design;
- Landscape design;
- Civil and Structural Engineer
- M&E Engineer
- BIM Co-ordinator;
- BIM Information Manager;
- Master planning including strategic sustainable development advice;
- Urban Designer
- BREEAM Consultant
- Planning consultancy including townscape heritage and visual statement and relevant sustainability statement.

The following will be appointed by the Authority:-

- Quantity surveyors, cost consultants and transport planners.

Through the public realm strategy the Council wishes to produce a template for decisions regarding infrastructure and third party development proposals to ensure a coherent and successful revitalisation of the area.

The Council wishes to obtain innovative and creative design solutions which will create a structure for the area as a whole.

The design work to be commissioned will therefore consist of:

1. An analysis of the area and proposals for the disposition of the provisional development requirements (which are set out on Page 6) and such other uses as may be considered as appropriate and feasible between the Cattlemarket and Carfax sites shown in green on Page 3 in accordance with the principles set out in the Brief. Whilst being clear about the purpose of development in the area on which the design team must focus the Council is prepared to be flexible in its specific requirements and sees this process as a dialogue to seek the optimal relationship between elements.

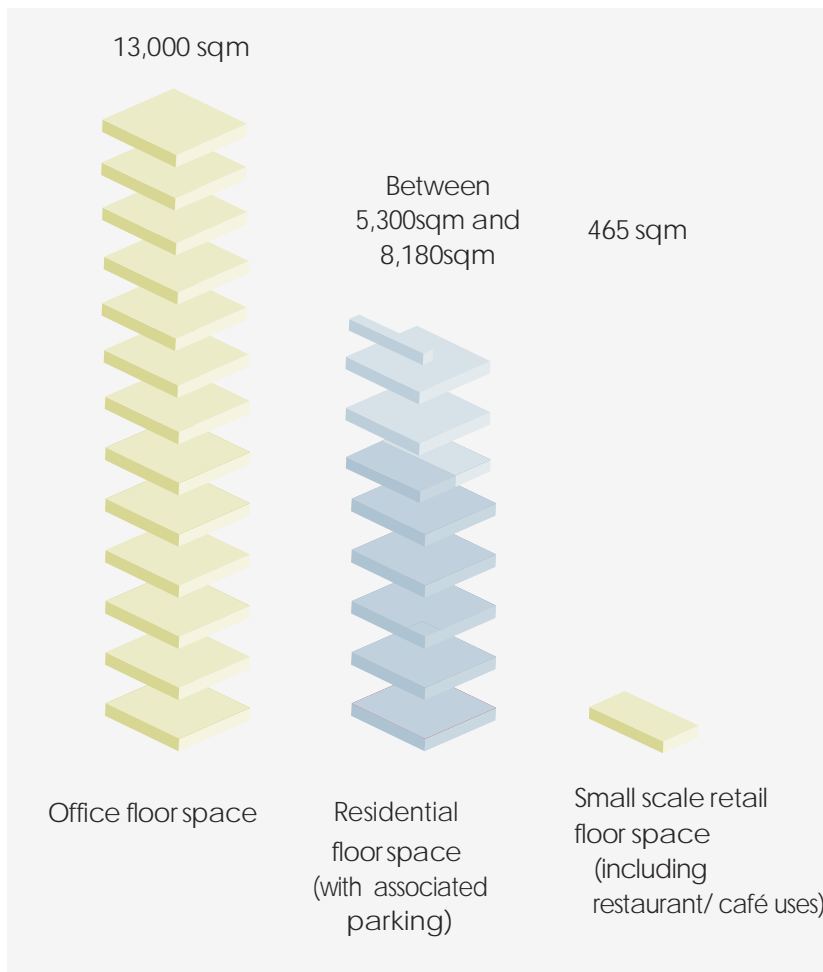
2. A public realm strategy considering issues such as walking and cycling routes, access to public transport, public spaces (including any green spaces and community gardens or public art), landscaping (hard and soft), street furniture and signage which demonstrates how the requirements that are set out in the Brief and background documents can be accomplished within the red line area shown in the plan on Page 3. This should be derived from and influence the proposals contained in item 1. It should be assumed that the upper limit of total expenditure on the public realm (i.e. implementation of the strategy) will be in the order of £5 million. This figure represents the 'scale' of the public realm strategy the Council wishes to develop, not the finance currently available. The design team will develop the public realm ideas and proposals into a completed strategic document which will establish an informal 'design code' for the public realm in the area.
3. A proposal for the development of the proposed uses on the Carfax site at a level of detail consistent with RIBA Stage 2 'Concept Design'. If the Council agrees to proceed the design team will be commissioned to develop the design to planning stage.

1.15 It is envisaged that the Development will be taken forward in phases with the Council exercising the right at its sole discretion at the end of each Phase as to whether or not it wishes to instruct the successful Design Team in respect of the next phase:

- Phase 1: Disposition of uses across the Carfax and Cattlemarket sites, a strategy for improvements to the public realm, and a proposal for 'Concept Design' for the Carfax site (RIBA Stages 0 -2);
- Phase 2: Following agreement from the Council to proceed, the design team will be commissioned to develop the design to planning stage (RIBA Stage 3);
- Phase 3: Technical Design (RIBA Stage 4)
- Phase 4: Construction (RIBA Stage 5) - option to novate or retain depending on chosen route for procurement
- Phase 5: Handover and Close Out (RIBA Stage 6)
- Phase 6: In Use (RIBA Stage 7)



Provisional Development Requirements



Across the two sites owned by the Council the provisional development requirements which the Council believes could be accommodated between the two sites and which should be tested by the design team are:

- approximately 13,000 sq m (140,000 sq ft) 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.
- provision of between 5,300 sq m (57,000 sq ft) and 8,180 sq m (88,000 sq ft) of residential floor space with associated parking in accordance with Council's Local Plan and Affordable Housing policies;
- approximately 465 sq m (5,000 sq ft) small scale retail floor space including restaurant/café uses the purpose of which is to provide convenience shopping and services to office workers, local residents and commuters.

Development proposals for the Carfax and Cattlemarket sites should be contained within the Council's land ownership. They must also be capable of delivery without creating any ransom situations.

In addition to the above requirements, the Council's parking strategy seeks to maintain broadly the same level of public car parking provision across the area (ie 400 public spaces) and ensure that the parking is 'purposeful', in that, it is located so that it can best serve different users including meeting the needs of businesses, residents and shoppers. The strategy also seeks to ensure that parking makes efficient use of space and that it is provided to a high standard. Proposals should therefore seek to maintain approximately the current levels of public parking distributed across the two sites and if appropriate to take into account recent changes in parking supply in the area, including at the Railway Station, whilst exploring how this can best be located to minimise traffic impacts. The Council will work with the design team to guide and inform this process and to provide specific input in relation to the emerging City Transport Strategy.

The Council has commissioned an interim transport assessment and is retaining the services of the transport consultant throughout this process to inform the transport and parking inputs. A back ground report on Transport and accessibility has also been produced. An Air Quality Management Area has been designated within the City Centre including the Station Approach Area so air quality impacts will be an important consideration.

Appropriate private car parking for the new commercial and residential usages of the development will also be required. The precise quantum will depend upon the extent and type of the accommodation to be provided on the two sites and the extent to which it can be demonstrated how the sustainable location could produce lettable space with reduced on site car parking.

The Council will be flexible in its requirements if that will help to achieve the best possible design solution.

The City Council acknowledges that as the Design Team's work progresses it may become apparent that some flexibility is required in order to achieve the objectives set out in the Brief. The City Council as client will be flexible and guided by the appointed architectural practice on the most suitable approach where there are good reasons and justifications.

...create a high quality and welcoming arrival 'gateway' point.

Characteristics of the Area and the Council's Objectives

An important outcome from a successful project is that both public realm quality and accessibility are improved.

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 Andover Road and Stockbridge Road into Winchester offers no sense of 'arrival'. The new suburb of Barton Farm, further north along Andover Road, will create additional transport movements of all types, and further highlight the unresolved traffic problems in the 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 Carfax junction which is very important to movement through the area. These present obstacles to pedestrian movements in particular but also for cyclists and to some degree, buses and commercial traffic 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 used by taxis and buses thus providing an important interchange facility. 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.

An important outcome from a successful project is that both public realm quality and accessibility are improved. The development and implementation of such works will rely upon partnership working with Hampshire County Council (HCC), train and bus operating companies and other key stakeholder groups including additional third party land or frontage owners who have been or may need to be involved. Initial discussions have taken place with a number of these organisations to confirm that they support the objectives and are keen to remain involved as it progresses. HCC, in their role as highway authority, are a particularly significant stakeholder. The Council is therefore seeking to develop 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 Enterprise M3 Local Enterprise Partnership for local growth funding to enable public realm, walking and cycling improvements to be made to the area around the development and Winchester Railway Station, linking into the city centre and beyond.

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 be complementary to the adjacent townscape and adjoining uses/ buildings including the Railway Station itself. As a mixed use neighbourhood of commerce, 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.

The Council places a strong emphasis on functional, high quality design in appropriate materials which should be distinctive and 'of its time' but which respects and take cues from the adjacent townscape.

Station Approach – Development Aim

...demonstrate a high standard of architectural, highway and landscape design, in harmony with the existing character of Winchester.

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, particularly by means other than the private car;
- enhance the public realm, public transport facilities and retail offer in the area to create attractive and vibrant public spaces responding to people and their needs whilst also building on and adding 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, where space and practical considerations allow;
- demonstrate a high standard of architectural, highway and landscape design, in harmony with the existing character of Winchester, and use quality materials and detailing (noting future maintenance liabilities for publically owned spaces and land);
- 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 further enhanced as other developments within the area are brought forward;
- improve linkages to the station and through the sites that are consistent with the surrounding area and existing schemes and emerging proposals;
- 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, cycling and traffic flows where possible, for key junctions and roads, critically bearing in mind that improvements should avoid

displacing vehicular traffic - especially elsewhere in the city - unless suitably mitigated;

- 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/MakingThe CaseReport.pdf> and a reference to the Pedestrian Pound at http://www.livingstreets.org.uk/sites/default/files/content/library/Reports/Pedestrian Pound_fullreport_web.pdf).

This development will contribute to achieving the Council's objectives to increase high value employment prospects in the city, to build a low carbon economy and to promote the town's walking and cycling strategies. The Council will seek to achieve BREEAM outstanding within the constraints of scheme viability. 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.

...strengthen the existing retail offer... provide a mix of houses and flats.

Issues and Context

...improve pedestrian, cycling and traffic flows where possible.

Opportunities presented by this area have emerged from discussions between the Council and local stakeholders, and have been given momentum by the grant of planning permission for the Barton Farm development of 2000 dwellings with a local centre immediately to the north. Local Plan Policies set out in the adopted Local Plan Part 1 and in the emerging 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 that 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 three 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, which needs to be taken into account in any proposals.

There is therefore a strong strategy and policy framework to guide this work including the Local Plan, the Council's 'Vision for Winchester' document, the Council's Economic Strategy, 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 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 emerging 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.

An important element of the design teams' work will be to reflect upon the comments and ideas of local residents and other stakeholders and to demonstrate how the proposals brought forward have engaged with these. As there are a variety of views on the sites, some strongly contested, it is not expected that any proposals will resolve all differences or find favour with all, but the Council does wish to engage meaningfully with differing views.

The successful bidder will need to undertake extensive, iterative and high quality engagement with residents and stakeholders during the design process. This will be over and above the statutory consultation process as part of the planning application and use existing fora such as the Station Approach Panel and the Winchester Town Forum, as well as inclusive techniques to engage a wider audience in refining the design.

As part of the tender, bidders must produce an Engagement and Communication Strategy, setting how they propose to engage interested parties in the design process, up to the submission of a planning application. This will need to be comprehensive, representative of our communities and inclusive. Innovative methods of engagement will be encouraged to ensure all those interested in the site and its future development have an opportunity to contribute.

The reports of work done to date is available at: <http://www.winchester.gov.uk/planning/major-sites/station-approach/help-shape-future-station-approach/> .

Public Realm

...create a public realm which is capable of being further enhanced as other developments are brought forward.

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, by providing improved walking and cycling routes within the public realm, 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, circulation 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 by all available routes;
- 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

...improve linkages to the station and provide car parking.

The Council's Parking Strategy sets out the framework for the area in terms of public 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. The Council has commissioned an interim Transport Assessment which can be developed to test design concepts and associated parking provision as they emerge. This can then be considered by the Council's Advisory Panel and the Designers in terms of agreeing a sensible balance of uses and parking provision which can be accommodated on the sites.

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 examine both the quantum and the distribution of public and private parking between the two sites. 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

The Council will expect the following requirements to be met.

Generally

- produce a commercially viable scheme as defined by the Council in the procurement documentation;
- deliver accommodation in line with current and predicted future market

requirements;

- set a new standard for the quality of design and public realm where it is currently poor, whilst relating well with the existing conservation areas;
- 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;
- deliver buildings that are sustainable, contributing to targets for carbon reduction and renewable energy, and take account of Hampshire County Council's emerging proposals for a Winchester District Energy Scheme;
- proportionately scale new buildings using existing topography and the cues from existing buildings where these are helpful;
- adopt 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.;
- produce development which is permeable so that walking and cycling are prioritised along legible, well lit, attractive and lively routes;
- ensure that the street frontages of new developments enhance the pedestrian environment in particular but also that for cycling where possible;
- ensure that frontages are active wherever possible, avoiding stretches of blank façade;
- contribute as a whole to a lower carbon and sustainable Winchester;
- meet the requirements of typical commercial occupiers;
- deliver buildings attractive for long term institutional investment.

Carfax Site

- ensure careful massing to respect the two and three storey domestic dwellings which are opposite the site on Gladstone Street;
- have regard to the existing Hampshire Records Office and the Station building and assess the impact of development within the wider context including residential properties and views;
- retain a pedestrian route 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;
- consider the relative merits of retaining or removing the former Register Office building on the north west corner of the site as part of an overall scheme.
- Consider how best to use the slope of the site which falls in two directions. Full topographical information will be provided. Archaeological information and infrastructure capacity work undertaken will also be provided.

Cattlemarket Site

- 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;
- make 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 and its interaction with the Carfax junction;
- adopt careful massing to respect the two storey domestic dwellings which are opposite the site on Worthy Lane and part of the Hyde conservation area.
- consider how best to use the existing fall/ slope across the site to best effect and consider any impacts of important views.

Public Realm

- Provide a comprehensive framework for the public realm which will enable the Council to ensure that individual development proposals are properly integrated into a programme of improvements in movement, access and the provision of attractive public space (of all types);
- Set out a vision for the quality of public realm which is itself a spur to investment and the redevelopment of individual sites;
- Identify specific improvements to the existing network of highways and informal routes could be improved (within the financial parameters defined in the Brief) to as to reduce the impact of necessary vehicle movement on the area and improve connectivity for pedestrians and cyclists;
- Include proposals for distinctive and eye-catching public space or shared space in areas of existing public control or within the specific development proposals for Cattlemarket or Carfax sites.
- Retain existing mature trees where possible and incorporate new planting and soft landscape features into the proposals so as to reflect the importance of 'green features' on the other edges of the city centre.
- Consider the inclusion of other elements which the Council has not specified but which could be desirable additions to the public realm, such as integrated public art, cultural or community facilities or ad hoc commercial opportunities which can add character and interest.

Summary of Tender Process and Selection Criteria

Potential Suppliers are required to complete a Standard Selection Questionnaire (SQ). The SQ involves 3 parts, information about the Potential Supplier, self-declarations regarding exclusion grounds and selection questions. Responses to the SQ will be used to create a shortlist for invitation to tender.

The tender process consists of a written submission and an interview, comprising a presentation and a question and answer session.

During the presentation, Potential Suppliers are required to demonstrate capability to deliver the key requirements from the written submissions. In particular, the Council will be looking to understand the team's skills, capabilities and motivations

to work with the Council and wider stakeholders.

The question and answer session will be used to probe Potential Applicants in regard to the proposal put forward and obtain clarification on any points which may arise from the written submissions and/or the presentations.

Tenders will be scored by an Evaluation Board (the Board), who will be assisted by an Advisory Panel. The Potential Supplier with the highest score will be awarded the contract.

The estimated programme for the project is set out below.

RIBA Stage	Task and estimated time required	Gateway	Estimated Start
RIBA Stage 2	RIBA Stage 2 – Concept Designs - 4 months -6 weeks for economic and financial appraisals		Aug 17
↓	Approval of RIBA Stage 2 and Agreement to proceed to RIBA Stage 3	Cabinet approval	Feb 18
RIBA Stage 3	RIBA Stage 3 - Development of Design to planning application - 6 months		
↓	Approval of RIBA Stage 3 and Agreement to proceed to RIBA Stage 4	Cabinet approval	Aug 18
↓	Grant of Planning Permission	Planning Committee	Nov 18
RIBA Stage 4	RIBA Stage 4 – Technical Design 3-5 months depending on route 1 month - for economic and financial appraisals		
↓	Approval of RIBA Stage 4 and Agreement to proceed to RIBA Stage 5	Cabinet approval	Feb 19
RIBA Stage 5	Construction Start -1.5 to 2 years		Apr 19
	Tenant Leases - Building agreement and leases signed		Apr 18 to Jan 19

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Appendix 5: Project Risk Register

Risk ID	Description of Risk	Impact (prior to control)	Probability (prior to control)	Risk Control (i.e. Accept, Mitigate, Eliminate etc)
01	External Legal advice received regarding procurement is incorrect.	Major	Highly Unlikely	Mitigate - ensure the relevant experts in this specialised field are approached to offer advice.
02	Legal challenges can be raised causing a delay in the development and subsequently an additional cost to the project	Significant	Highly Unlikely	Mitigate - ensure any legal challenges can be defended by obtaining expert advice to guide and inform processes
03	Businesses seeking suitable office space lose interest	Major	Unlikely	Mitigate - ensure Officer and Member/political support is obtained as it is crucial that this project is moved forward in lined with planned timescales to prevent this risk occurring
04	Planning Permission is refused	Significant	Highly Unlikely	Mitigate - 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
05	Lack of political support	Significant	Unknown	Mitigate - establish bi-monthly briefings for Ward members and rapport with relevant portfolio holders. Inclusion of ward Member on Advisory Board

Risk ID	Description of Risk	Impact (prior to control)	Probability (prior to control)	Risk Control (i.e. Accept, Mitigate, Eliminate etc)
06	Bid for Local Enterprise Partnership (LEP) funding is unsuccessful	Major	Unlikely	Mitigate - engage with EM3 LEP and ensure Members are heavily engaged to support the bid; identify other resources which could be considered to assist in delivering the Public Realm Strategy (NB it should be noted that the project is not dependent on this bid being successful and in the event that it isn't, the Council will only have committed to the preparation of a strategy by the successful architect and not the implementation of it)
07	Gaps in specialist knowledge/skills required to complete all the work are not identified and advice brought in, in a timely manner. This could lead to delay in reporting.	Major	Highly Unlikely	Mitigate - ensure appropriate consultants are identified and engaged in a timely manner.
08	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	Major	Unlikely	Mitigate - ensure the appropriate expertise is brought together at the appropriate time to support the project
09	Local residents and members of the public feel disengaged in 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	Moderate	Likely	Mitigate - re-establish ongoing consultation exercise to engage and inform local people, led by the design team. Look for wider engagement and seek opportunities for district wide consultation
10	Transport Assessment undertaken demonstrates work on public realm required to support development is prohibitively	Moderate	Unlikely	Mitigate - continue work with Hampshire County Council to explore potential schemes that could be delivered in conjunction with both authorities to improve the public

Risk ID	Description of Risk	Impact (prior to control)	Probability (prior to control)	Risk Control (i.e. Accept, Mitigate, Eliminate etc)
	expensive			realm in this area and involve BID.
11	Existing utilities and their infrastructure cannot support proposed development	Moderate	Unlikely	Mitigate - contact all existing utility companies early in the project process to establish the capacity and establish any potential issues
12	Project business case does not achieve financial viability	Major	Unlikely	Mitigate - undertake Financial Due Diligence and develop financial model to assess and identify mitigation of financial risks
13	Changes in housing market mean that the scheme does not achieve a financial return	Moderate	Unlikely	Mitigate - continue to review costs and values before deciding to proceed. Instruct a full financial and cost report prior to submitting any planning application.
14	Costs of construction rise meaning development does not achieve the financial return required	Moderate	Unlikely	Mitigate - continue to review costs and values before deciding to proceed. Instruct a full financial and cost report prior to submitting any planning application. Ensure an element of contingency is built into the construction budget.
15	Invitation for Expressions of Interest for architectural services procurement generate high number of SQ submissions	Major	Likely	Mitigate - ensure necessary resource is available to evaluate submissions within the set timescale.
16	Shortlisted architects firms withdraw expressions of interest during procurement process.	Major	Unlikely	Mitigate - ensure process is structured so as to be as transparent and productive for bidders as possible, learning lessons from Station Approach End of Stage report

Risk ID	Description of Risk	Impact (prior to control)	Probability (prior to control)	Risk Control (i.e. Accept, Mitigate, Eliminate etc)
17	Cabinet reject design/s worked up by procured architectural practice resulting in significant delay to development for businesses wishing to expand within Winchester or relocate here (with a corresponding impact on the local economy, and impacting on the Medium Term Financial Strategy).	Significant	Unlikely	Mitigate - work with winning bidder during formulation of designs to ensure these reflect the themes and principles of the Design Brief so Cabinet Members can be comfortable to proceed with recommended design.
18	Lack of interest from tenants in signing up for leases so required financial return for the Council is not met	Major	Unlikely	Mitigate - there is significant interest from prospective tenants and the Council will seek to formalise their interest via non-binding agreements. Market testing should also be undertaken to ensure continuing demand.
19	The Council incurs penalties and/or financial disadvantage if VAT treatment is not properly identified and applied	Significant	Highly Unlikely	Mitigate - engage with Council's VAT consultant on a timely basis
20	If Council decide to develop all or parts of the site/s themselves) changes occur in the financial markets which result in significantly increased cost of borrowing	Major	Likely	Mitigate - continue to review costs and values before deciding how to proceed post planning. Instruct a full financial and cost report prior to submitting any planning application. Ensure an element of contingency is built into the construction budget.
21	Cabinet decision is diverted by failure to secure the views of a diverse group of people.	Significant	Unknown	Mitigate - establish bi-monthly briefings for Ward members and rapport with relevant portfolio holders; ward Member involvement in Advisory Board.

Risk ID	Description of Risk	Impact (prior to control)	Probability (prior to control)	Risk Control (i.e. Accept, Mitigate, Eliminate etc)
22	Significant practices don't tender for the commission and the Council is not able to procure the best architectural practice or design team for the project.	Moderate	Likely	Use of RIBA Competitions Office to assist with and to raise the profile of the new procurement process.
23	Design Team is appointed and fees incurred but development process is halted by the Council. Design Team's fees become unrecoverable	Significant	Unknown	Mitigate - establish bi-monthly briefings for Ward members and rapport with relevant portfolio holders; ward Members involvement in Advisory Board.
24	Perception that the development will not be designed comprehensively across the Carfax and Cattlemarket sites.	Minor	Unlikely	The Council will be commissioning design work based on requirements set out in the Brief and masterplanning through the disposition of uses.