Meeting: Cabinet – additional meeting

Date and Time: Tuesday, 10th November, 2020 at 9.30 am.

Venue: This meeting will be held virtually and a live audio stream can be listened to via www.winchester.gov.uk.

**Note:** Owing to the ongoing Covid-19 pandemic and government guidance, it will not be possible to hold this meeting in person. The Council has therefore made arrangements under the Coronavirus Act 2020, and subsequent Regulations permitting remote meetings, to hold the meeting virtually. If you are a member of the public and would like to listen to the audio stream of the meeting you may do so via [www.winchester.gov.uk](http://www.winchester.gov.uk)

**AGENDA**

**PROCEDURAL ITEMS**

1. **Apologies**
   To record the names of apologies given.

2. **Membership of Cabinet bodies etc.**
   To give consideration to the approval of alternative arrangements for appointments to bodies set up by Cabinet or external bodies, or the making or terminating of such appointments.

3. **Disclosure of Interests**
   To receive any disclosure of interests from Members and Officers in matters to be discussed.
   
   **Note:** Councillors are reminded of their obligations to declare disclosable pecuniary interests, personal and/or prejudicial interests in accordance with legislation and the Council’s Code of Conduct.

4. **To note any request from Councillors to make representations on an agenda item.**
   
   **Note:** Councillors wishing to speak about a particular agenda item are required to register with Democratic Services three clear working days before the meeting (contact: democracy@winchester.gov.uk or 01962 848 264). Councillors will normally be invited by the Chairperson to speak during the appropriate item (after the Cabinet Member’s introduction and questions from other Cabinet Members).
BUSINESS ITEMS

5. **Public Participation**
   – to note the names of members of the public wishing to speak on general matters affecting the District or on agenda items
   
   NB members of the public are required to register with Democratic Services three clear working days before the meeting (contact: democracy@winchester.gov.uk or 01962 848 264).

Members of the public and visiting councillors may speak at Cabinet, provided they have registered to speak three working days in advance. Please contact Democratic Services by **5pm on Wednesday 4 November 2020** via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.

6. **Leader and Cabinet Members’ Announcements**

7. **Central Winchester Regeneration Development Proposals** (Pages 5 - 144)
   
   **Key Decision**
   (CAB3271)

   
   **Key Decision**
   (CAB3272)

9. To note the future items for consideration by Cabinet as shown on the December 2020 Forward Plan. (Pages 183 - 190)

   **Lisa Kirkman**
   
   **Strategic Director: Resources and Monitoring Officer**

All of the Council’s publicly available agendas, reports and minutes are available to view and download from the Council’s Website and are also open to inspection at the offices of the council. As part of our drive to minimise our use of paper we do not provide paper copies of the full agenda pack at meetings. We do however, provide a number of copies of the agenda front sheet at the meeting which contains the QR Code opposite. Scanning this code enables members of the public to easily access all of the meeting papers on their own electronic device. Please hold your device’s camera or QR code App over the QR Code so that it’s clearly visible within your screen and you will be redirected to the agenda pack.

2 November 2020

Agenda Contact: Nancy Graham, Senior Democratic Services Officer
Tel: 01962 848 235, Email: ngraham@winchester.gov.uk

*With the exception of exempt items, Agenda, reports and previous minutes are available on the Council’s Website [www.winchester.gov.uk](http://www.winchester.gov.uk)*
CABINET – Membership 2020/21

Chairperson: Councillor Thompson (Leader and Cabinet Member for Communications)
Councillor Cutler (Deputy Leader and Cabinet Member for Finance and Risk)

Councillor Ferguson - Cabinet Member for Local Economy
Learney - Cabinet Member for Housing and Asset Management
Murphy - Cabinet Member for Climate Emergency
Porter - Cabinet Member for Built Environment and Wellbeing
Prince - Cabinet Member for Sport, Leisure and Communities
Tod - Cabinet Member for Service Quality and Transformation

Quorum = 3 Members

Corporate Priorities:
As Cabinet is responsible for most operational decisions of the Council, its work embraces virtually all elements of the Council Strategy.

Public Participation at virtual meetings
Representations will be limited to a maximum of 3 minutes, subject to a maximum 15 minutes set aside for all questions and answers.

To reserve your place to speak, you are asked to register with Democratic Services three clear working days prior to the meeting – please see public participation agenda item below for further details. People will be invited to speak in the order that they have registered, subject to the maximum time period allowed for speaking not being exceeded. Public Participation is at the Chairperson’s discretion.

Filming and Broadcast Notification
This meeting may be recorded and broadcast live on the Council’s website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Access to Information Procedure Rules within the Council’s Constitution for further information, which is available to view on the Council’s website.

Terms Of Reference
Included within the Council’s Constitution (Part 3, Section 2) which is available here
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REPORT TITLE: DRAFT CWR DEVELOPMENT PROPOSALS

10 NOVEMBER 2020

REPORT OF CABINET MEMBER: Cllr Kelsie Learney - Cabinet Member for Housing and Asset Management

Contact Officer: Veryan Lyons   Tel No: 01962 848596   Email vlyons@winchester.gov.uk

WARD(S): TOWN WARD(S)

PURPOSE

This report provides an update on the progress on the Central Winchester Regeneration (CWR) project, with the CWR Supplementary Planning Document (SPD) (2018), climate emergency declaration (2019) and council plan (2020 – 2025) as key guides to delivery.

Following adoption of the CWR SPD and feedback received from the three different scenarios shared in February 2020, the council intends to hold a period of consultation on the draft development proposals for the site. Alongside the draft development proposals, the council will share the emerging delivery strategy.

RECOMMENDATIONS:

1. That Cabinet;

   a. Approves commencement of a period of consultation on the draft Central Winchester Regeneration development proposals from 11th November 2020 to 12th January 2021

   b. Instructs the project team to progress the schemes for Kings Walk and Friargate Medical Centre to the next stage of decision making

   c. Notes the emerging delivery strategy approach is to enter in to a
development agreement with a development partner and a further report be brought to Cabinet that sets out the proposal for development in due course.
IMPLICATIONS:

1  COUNCIL STRATEGY OUTCOME

1.1 Progress on CWR supports the council plan priorities by working to deliver a vibrant new mixed use development that will be creative and innovative to help reach the net carbon zero targets for the district of 2024 and 2030. The CWR Supplementary Planning Document (SPD) details aims and objectives for the scheme and a planning and urban design framework which are in alignment with the council plan priorities.

1.2 The draft development proposals incorporate the objectives and guidance set out within the SPD.

1.3 The scheme will deliver towards the homes for all priority through the residential element of the development. It will support a vibrant local economy by working to fill the gap of affordable and flexible commercial space, enhancing the evening economy offer and creating an area aimed at attracting and retaining the young and creative talent in the City.

2  FINANCIAL IMPLICATIONS

2.1 The CWR project to date has had a total revenue budget of £768,000 all of which is either spent, committed or allocated.

Spent = £415,030

Currently committed = £101,837. This includes archaeology investigation works, communications and consultation support and hotel feasibility study.

Currently allocated = £251,133. This includes archaeology investigation works, communications and consultation, legal fees and improvements / repairs for Kings Walk. Budget required to carry out the period of consultation on the draft CWR development proposals and preferred delivery strategy has been allocated from within the existing CWR budget.

2.2 Further budget will be required to progress the scheme once the draft CWR development proposals and preferred delivery strategy have been approved in early 2021. This budget allocation will be considered as part of the council’s budget setting process for 2021/22.

2.3 A capital budget of £50,000 has been allocated to the CWR project to progress the LOWE Property Guardians proposal for Coitbury House. No other capital budget has been allocated.

2.4 The budgetary implications and financial risks of different options for a delivery strategy are an important part of decision making, as is consideration of whether the progression of the scheme is affordable to the council in the current financial circumstances.
3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 The main purpose of this report is to progress consultation on the Draft Central Winchester development proposals which includes consideration of the delivery mechanism.

3.2 Consultation sits with section 3(2) of the Local Government Act 1972, is very widely framed and required to be fulfilled prior to a "high level" decision, strategy, policy or approach, and not (for example) to award and enter into a particular contract. Section 3 is not a duty to make public consultation; it’s a duty to consult “representatives”. Public consultation is about the wider public discussion and arises from a common law duty of fairness.

4 WORKFORCE IMPLICATIONS

4.1 Specialist consultant support from Jones Lang LaSalle (JLL) and Arup will continue to be required to carry out the consultation period and finalise the draft development proposals. Budget has been allocated to cover the associated fees up to the point of approval in February 2021.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 There may be significant impacts on the council’s Central Winchester Estate as the project moves in to the implementation phase.

5.2 As the delivery strategy emerges, a series of acquisitions and disposals may be required to enable development but this programme is not known at this stage.

5.3 Plans are being devised to ensure a smooth transition from the current position to the development stages.

5.4 The development of CWR will be phased to allow for incremental delivery so care needs to be taken to protect the business of existing tenants and the council’s rental income.

5.5 Detailed analysis is underway to model the impact of a phased approach on the council’s capital and revenue position to enable development delivery to be financially affordable and to minimise risks to the council.

6 CONSULTATION AND COMMUNICATION

6.1 Engagement and consultation has taken place to date through all stages of the evolution of the SPD, as well as subsequent Open Forum events.

6.2 Engagement on the SPD started in March 2017. The engagement process included a Community Planning Weekend held on 24 and 25 March 2017 attended by over 700 people. Other activities involved individual meetings, community roadshows, focus group workshops and surveys, including users.
of the bus station and car parks. In all, over 1,500 people contributed to the process.

6.3 The formal consultation on the draft SPD started on 11 December 2017 and ran until Monday 5 February 2018. Exhibition boards were placed on display in The Brooks Shopping Centre and a week-long, staffed, touring exhibition ran at various times and locations across the district. We had over 1,000 interactions with visitors to the exhibition events and 210 written responses were received.

6.4 Following extensive work undertaken on proposals for the site, based on the adopted SPD, options for the site were presented to stakeholders and the public at an Open Forum Event hosted on 17th February 2020.

6.5 Feedback from this event was shared with the Open Forum Panel and the Cabinet Member Decision Day on 10th March 2020.

6.6 During the period March 2020 to October 2020, a number of stakeholder engagement sessions on elements of the project have also taken place. These discussions have fed into the draft development proposals.

6.7 The draft development proposals will now be shared with all stakeholders and the public. We will be hosting a number of public consultation events in the coming weeks.

6.8 Full details of the consultation programme are outlined later in the report.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 Consideration of the carbon emission impact of development, transport implications and the sustainability of the scheme is a critical part of the development process. The scheme is being devised within the policy framework set by the SPD, the Council Plan and the Council’s Carbon Neutrality Action Plan.

7.2 Expert advice is being obtained through the council’s strategic development advisors, JLL and Arup. More locally WinACC are engaged through the Open Forum Panel, and the council’s internal team are fully involved.

7.3 The council has considered the carbon impact of wider re-use of existing structures on the development site, rather than wholesale demolition. Retaining Kings Walk will have a lower carbon footprint compared with new-build construction as a result of reduced demolition works, reprocessing of waste materials and waste sent to landfill. It also avoids manufacture, transport and construction of certain new elements.

8 EQUALITY IMPACT ASSESSEMENT

8.1 The approach to consultation will include consideration of the needs of all groups including those who fall within the vulnerable sector defined in the
Equalities Act 2010. We will ensure that consultation sessions and activities to enable everyone has the opportunity to take part in accordance with the Equality Act 2010.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 Any data collected as a result of the consultation process will be kept confidential and will not be used for any other purpose unless further permission is sought and agreed from the participant.

10 RISK MANAGEMENT

10.1 Every effort is being taken throughout the consultation period to ensure stakeholder and members of the public can have their say on the draft CWR development proposals. A wide range of methods are being used to reach as many people as possible and these include both digital and hard copies of documents where appropriate.

10.2 The draft CWR development proposals show what the CWR area could look like and how the council might bring the scheme forward.

10.3 The emerging delivery approach is that the council procures a development partner to drive development of the scheme, and to share the risks involved in development of the CWR area. It is recognised that there are lessons that have been learned from the previous undelivered Silver Hill scheme. It is important that these are incorporated into any future development agreement, and that the council is very clear about the “must have” requirements of such a legal agreement with a development partner.

10.4 The council has already taken steps to acquire land within the area so that there is more control over the development, how it will be delivered and how a development partner is procured.

10.5 The council has reviewed the findings from the Silver Hill judicial review and will work to make sure any new procurement process is appropriately legally robust.

10.6 Key considerations explored as the council works up a delivery approach are outlined in section C: Emerging delivery strategy later in this report.

10.7 Each consideration has a risk element attached;

a) Control – the councils emerging approach to delivery is to find a development partner and any development agreement entered in to will need to contain sufficient control so that end development remains true to draft proposals. Key elements of the draft proposals must therefore be agreed and, together with clear expectations on phasing and design features, written in to any legally binding development agreement.
b) Speed – the council wants to move as quickly as practicable to bring forward development of the CWR area to bring about change over time. The risk of moving too quickly is that although some areas of the development proposals may come forward early, the delivery of the wider scheme may be compromised due to viability and/or marketability of the remaining phases. The risk of moving too slowly is that the public and stakeholders will lose confidence that the council can deliver the CWR development proposals and the viability of the scheme becomes questionable. Work is being carried out through soft market testing to seek views of developers in the market on the CWR development proposals and phasing so that informed decisions can be made.

c) Risk – overall, development on the CWR area is challenging with viability, marketability, resources, finance and planning all key to delivery. If the council were to contract with a development partner, the risks would be shared and therefore the council’s exposure reduced.

d) Cost – developing the CWR site will require considerable investment and the council needs to consider how best to secure funding to enable delivery across the site. The council needs to undertake a development that has an acceptable financial risk exposure, especially in the midst of the current COVID 19 pandemic. By finding a suitable development partner, the costs will be shared and the financial burden on the council reduced.

e) WCC Expertise – considerable resource and experience will be needed to bring forward the CWR area. The council has considerable internal expertise, but also needs to ensure there is sufficient capacity to enable development to progress. By working with a partner to deliver the CWR area, the council would benefit from specialist expertise to help deliver the vibrant and creative development that Winchester deserves.

10.8 Please see appendix A for the detailed CWR Risk Register.

11 SUPPORTING INFORMATION:

Section A: DRAFT DEVELOPMENT PROPOSALS

11.1 Following an extensive period of public and stakeholder engagement in 2017 and consultation in 2018, the Central Winchester Regeneration (CWR) Supplementary Planning Document (SPD) was adopted in June 2018.

11.2 The vision set out in the SPD is for “delivery of a mixed use, pedestrian friendly quarter that is distinctly Winchester and supports a vibrant retail and cultural/heritage offer which is set within an exceptional public realm and incorporates the imaginative re-use of existing buildings”.

Page 11
The SPD sets out nine key objectives that development on the CWR site should to meet:

a) Vibrant mixed use quarter; a new quarter for the Winchester offering a wide range of uses that will complement and enhance the existing city offer.

b) Winchesterness; local distinctiveness in keeping with the historic context whilst providing for the needs of the 21st century, drawing on the rich heritage and culture that makes Winchester unique.

c) Exceptional public realm; a network of streets and spaces, incorporating water feature where possible, that reflect the spirit of the city and reinforce the existing local street pattern.

d) City experience; an area that further enriches the distinctive brand of the city creating a place of experience, including retail, cultural/heritage, food, leisure and markets.

e) Sustainable Transport; a pedestrian and cycle friendly environment that encourages and promotes active travel and reduces dependence on other modes of transport.

f) Incremental delivery; a flexible framework of streets and spaces that enables and supports phased delivery, reducing risk and capturing variety.

g) Housing for all; increasing the city centre’s residential capacity by providing a diverse range of housing typologies and affordability.

h) Community; the development process should build on the sense of community engagement undertaken to date, harnessing the enthusiasm and creativity of the local community.

i) Climate Change and sustainability; new development should be designed to be resilient to and minimise its impacts on climate change.

Please click here to access the Central Winchester Regeneration Supplementary Planning Document

The Council, supported by JLL and Arup (the Councils strategic development consultants), completed a Competitive Positioning report which highlighted the strengths and opportunities that development in Winchester could build on.

One of the key aims for the development of the CWR site is to address the gap in younger people choosing to live and work in the city.
Lack of opportunity, affordability and leisure activities leads to younger, local talent present in schools and universities moving away, sometimes returning later in life.

This is resulting in an increasing disparity between the younger demographic and the older generation living in the city, which could have a detrimental impact over time on the social mix within the city and the local economy.

The CWR site is ideally placed to provide a destination that can help to address these issues.

11.6 Based on the competitive positioning work and guided by the SPD, three different development scenarios were devised that tested what the site could look like.

The scenarios were shared at the CWR Open Forum in February 2020 and were:

a) Business not as usual – a commercially led scheme
b) Homes for all – a residentially led scheme
c) Destination max – a culturally led scheme.

11.7 The schemes were devised to test the different range of uses outlined in the SPD and also considered different levels of building retention in response to the Climate Emergency Declaration and subsequent Action Plan.

11.8 Feedback received from the open forum was then considered as proposals for the scheme were developed alongside:

a) SPD vision and objectives, the Winchester Movement Strategy, the Vision for Winchester and Climate Emergency Declaration
b) Viability – important to understand how the CWR scheme can be delivered incrementally yet achieve a joined up cohesive development. Some uses are more profitable than others, and therefore the whole scheme needs to be understood prior to implementing delivery
c) Phasing - to understand how the scheme could be delivered incrementally over a period of time to end up with the overall development. Some phases need to be complete to unlock others therefore phasing is key.
d) Delivery options – soft market testing to understand the appetite in the development market for the different delivery options. Understanding the Councils priorities to reach an approach that satisfies both.

11.9 The draft proposals deliver a mix of uses in line with the ranges set out in the SPD and allow for provision of exceptional public realm and imaginative
reuse of existing buildings. The draft development proposals for the CWR site can be seen at appendix B.

Section B: DRAFT CWR DEVELOPMENT PROPOSALS AND THE SPD

11.10 It can be seen from the tables below that the amount of space allocated to the mix of uses broadly reflects the ranges within the SPD. The draft CWR development proposals sit broadly towards the lower ranges outlined in the SPD to allow for a greater emphasis for delivery of public realm.

11.11 There is small variation around the amount of retail space between the SPD quantum and the draft development proposals as this reflects the changing nature of the retail environment recently and the allocation of mixed use space allows for a more specialist, boutique retail offer within the mixed use element of the draft proposals.

TABLE 1: Comparative quantities and types of land uses

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Ranges in the SPD</th>
<th>Draft Development Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail and food and beverage</td>
<td>3,000 – 8,900 m²</td>
<td>* 2,760 m²</td>
</tr>
<tr>
<td>Mixed use (office, culture/heritage and leisure uses)</td>
<td>2,700 – 13,000 m²</td>
<td>10,320 m²</td>
</tr>
<tr>
<td>Residential</td>
<td>12,900 – 29,000 m²</td>
<td>19,086 m²</td>
</tr>
<tr>
<td>Total</td>
<td>18,600 – 50,700 m²</td>
<td>32,166 m²</td>
</tr>
</tbody>
</table>

11.12 The draft CWR development proposals have been shaped by the SPD, public and stakeholder engagement, viability and market deliverability and can be explained using key themes;

a) Live
b) Work
c) Play
d) Movement
e) Public realm
f) Sustainability

Live
11.13 Key to delivering a vibrant, mixed use community on the site is to provide housing for all with a range of different mixes and tenures. The draft proposals include provision for a mix of market and affordable units together with a range of tenures. Currently this amounts to circa 200 housing units. Soft market testing will help to shape the final mix but options may include build to rent, private and affordable offers.

11.14 In line with guidance in the SPD, the residential element of the site will be within the range set out in the quantum of uses and will be located largely towards the east of the site which is quieter and positioned to take advantage of green open spaces and waterways. The environment will be welcoming to all ages and provide well thought out, high quality places to meet and socialise outdoors.

**SPD Objectives achieved:** Vibrant Mixed Use Quarter, Housing for all, Community

**Work**

11.15 Creating spaces where people want to work in the city is one of the most crucial elements of this development to ensure the future prosperity for the city and district.

11.16 The way people work and the demand for employment spaces, and patterns of work and home life, is changing – especially in the current COVID 19 situation. Work space within the CWR site will be within the quantum range set out in the SPD and dedicated to creative, flexible working places designed to inspire enterprise and help grow new companies.

11.17 Incubator hubs where new business start-ups are given space to flourish allow like-minded professionals to support each other by sharing skills, ideas and resources to help achieve their ambitions.

**SPD Objectives achieved:** Vibrant Mixed Use Quarter, City Experience, Community

**Play**

11.18 The CWR site will deliver places where people will want to spend time, to enjoy outside spaces, to experience new things or to get involved in something that interests them.

11.19 The spaces will provide an opportunity to bring the city’s heritage and creativity to life in the heart of the city centre – spaces for outdoor performance, for children’s entertainment, music events, community festivals, pop up retail spaces.

11.20 There will be opportunities for people to come together in a place that is safe, attractive and accessible for all. The western end of the site will be
dedicated to more active uses – such bars, restaurants and other leisure activities. The eastern end will include more peaceful settings including a riverside walk with carefully planned views across to the Guildhall and Cathedral.

There will be the opportunity to embrace the desire for a place people want to go in the evening – creating a night time economy within the CWR site that the city currently lacks.

**SPD Objectives achieved:** Vibrant Mixed Use Quarter, Exceptional Public Realm, City Experience, Community

**Movement**

11.21 The proposals have been developed with people as a priority.

11.22 There will be a network of streets, following guidance outlined in the SPD, to allow enjoyable easy access throughout the site with connections to routes across the city.

11.23 Consideration has also been given to safe routes for pedestrians and cyclists, whilst allowing access for deliveries and service vehicles.

11.24 There would be a phased approach to delivering the provision for buses.

The draft CWR development proposals include a short to medium term approach, with an integrated solution to accommodate buses within the site. The proposed solution is an on street bus provision with new, improved facilities that are set with in a transformed public realm. This allows for bus passengers to retain access to the heart of the city whilst unlocking delivery on the CWR site and retaining flexibility longer term to respond to the Winchester Movement Strategy outcomes.

As outlined in the SPD, there is a desire to remove buses from the pedestrian zones across the CWR site but there is recognition that this is the desired end state and in order for that to happen, good quality infrastructure needs to be in place in an alternative location.

The location highlighted for the end state is a bus hub at Middle Brook Street car park and as the CWR development comes forward and WMS outcomes start to become clear, this remains an option for the final development phase in line with the SPD.

11.25 The approach outlined above and reflected in the draft CWR development proposals has been developed after extensive work, in collaboration with Hampshire County Council (the Highways Authority) and the bus operators that use the current bus station.
**SPD Objectives achieved**: Exceptional Public Realm, Sustainable Transport, Climate Change and Sustainability

**Public realm**

11.26 It is important that the site has a character of its own and the public spaces that knit the buildings together will create this. High quality materials and use of lighting and green spaces will be crucial.

11.27 The feel of the areas across the site and the character of the streets and spaces will change based on its use – offering different environments and experiences. There will be intimate, quieter spaces for sitting and meeting friends along the riverside, to more vibrant, brighter and active areas for public performance, places to eat and enjoy company to the western end of the site.

11.28 We have explored many options for including green infrastructure and creating biodiversity across the site. Opening up some of the waterways that exist beneath the site will help create the character for the area for people to enjoy.

**SPD Objectives achieved**: Winchesterness, Exceptional Public Realm, City Experience, Community

**Sustainability**

11.29 Winchester City Council declared a climate emergency in June 2019. The council is now committed to becoming a carbon neutral council by 2024, and for the wider district to become carbon neutral by 2030. The council’s Carbon Neutrality Action Plan aims to reduce the carbon footprint by focussing on planning and development, along with seven other priority areas.

11.30 Development of the CWR site will:

a) ensure all new buildings conform to rigorous building performance standards, including energy usage

b) ensure the reuse of materials through our construction wherever possible

c) employ a comprehensive water management strategy to address water use across the site

d) extend our a waste management strategy to include each element of the site

11.31 Alongside these measures the proposals also focus on creating a sustainable future for the city itself – by attracting and retaining young people
to live and work here – to help ensure future economic health and long term sustainability of the city.

This will be achieved by offering a mix and diversity of affordable and private housing, by creating access to employment opportunities and support for start-up businesses and creating exciting spaces where young people want to spend time.

**SPD Objectives achieved:** Sustainable Transport, Climate Change and Sustainability

**Section C: EMERGING DELIVERY STRATEGY**

11.32 In tandem with work on the draft development proposals, options for delivery of the final scheme have been explored. Key considerations for the council when arriving at a suitable approach include;

a) **Control:** What level of council control is needed or desired?

b) **Speed:** The desire to deliver quickly but understanding how the challenges around the site affect the timing and phasing of the scheme

c) **Risk:** What level of risk is it right for the council, as a public body serving the whole district, to take?

d) **Cost:** How does the viability of the scheme and the current financial situation affect deliverability and affordability?

e) **WCC Expertise:** What expertise will be required to bring forward the vision and where best to secure that expertise?

11.33 Options considered to be most appropriate in these circumstances are;

a) The council acting as master developer, responsible solely for delivery across the whole site including detailed plans, submission of planning application, devising the phasing approach, provision of bus solution and public realm and funding the enabling work and wider development plots.

b) The council joining forces with a development partner to deliver the CWR site to share the risk of progressing the detailed plans and planning application process together with funding but also drawing on the extra specialised resources a partner could bring.

c) The council setting up a Joint Venture with a partner to deliver development sites across the council’s property portfolio, entering into a corporate agreement to deliver more sites in addition to Central Winchester Regeneration.
The considerations associated with the three options can be seen at appendix B and based on those considerations, the emerging delivery option is that the council procures a suitable development partner for the development of the site.

11.34 By entering into a legal agreement with a suitable development partner, the council can agree the key aspects for delivery of the CWR area and establish firm agreement as to how and when the development comes forward. The terms of any agreement can be balanced to ensure the vision of a vibrant and mixed use scheme comes forward in phases so that the aspirations are achieved in the long term but that creativity, expertise and funding are secured.

11.35 When looking to the market for a development partner, the council can specify in the brief those key factors that need to be embedded in the CWR development proposals as they come to implementation. This will ensure that from the outset, potential development partners understand the vision and objectives of the council.

11.36 The CWR development will come forward in phases so it is important that the council works with the chosen development partner to ensure the phases are implemented in line with the overall vision and objectives of the SPD to ensure a cohesive end result.

There are developers in the market that share the council’s values with regard to the CWR site and finding a partner that is aligned with the WCC vision and aspirations will be a top priority. The aim would be to find a partner that wants to invest in Winchester for the long term and wants to bring about the transformation not just for the CWR site but for the benefit of the wider local community and economy.

The added expertise that a partner could bring will help to ensure that the vision of a mixed use, creative quarter within the heart of the city with exceptional public realm and imaginative re-use of existing buildings becomes a reality.

**SPD Objective achieved:** Incremental delivery

**Section D: CONSULTATION PROPOSALS**

11.37 We will consult with the public and stakeholders in the coming weeks to share the draft development proposals. All those who participate in the consultation events will be encouraged to share feedback. All feedback will be collated through Citizen Space and will be considered when finalising the proposals.

Activity will include:

a) One to One Briefings
b) Stakeholders will be invited to attend one-to-one briefings on MS Teams.

c) Online Consultation Sessions

Open sessions will be set up and publicised through the media and on social media platforms. We can offer guidance on setting this up for individuals who may not currently use it. Session slots will be offered over a series of weeks and varied times of the day to ensure all who want to take part and are able to do so – to fit in around work or family commitments.

d) Exhibitions Virtual & Physical

A virtual exhibition room will be hosted online to showcase the proposals and answer questions from residents and stakeholders and link to Citizen Space to gather feedback. We will place exhibition posters on the Broadway, signposting to the virtual exhibition.

e) Flyer

We will produce a flyer to introduce the proposals with clear images and information about the plans, including details of the virtual exhibition. This will be sent out digitally.

f) Webpage

We will set up a dedicated page on the council website to include:

- Information about the plans
- Link to virtual exhibition
- Details of online consultation sessions
- Link to Citizen Space to gather feedback

g) A timeline of activity is included at appendix C.

11.38 We will encourage people to get involved through:

a) Media activity – media releases will include detailed information about how to get involved, and updates will be issued during the consultation period to encourage more people to sign up to the sessions and visit the virtual exhibition.

b) Regular social media posts, including links to register for an online consultation session and how to visit the virtual exhibition.

c) Updates to CWR database.

d) Council owned platforms, including Your Council News and About Winchester, will include full details of how to get involved by signing.
12 Kings Walk Update

12.1 Following completion of the Kings Walk feasibility study in August, the council is looking at options to bring forward delivery of a vibrant mixed use creative hub in the existing buildings at Kings Walk to fit with and sit within the wider CWR scheme.

12.2 The feasibility study was conducted by Turner Works and Worthwhile Works and looked into the local demand for creative space from artists, makers, young entrepreneurs and independent local businesses. Factors explored were the level of demand for the different uses, the type of space needed, the terms that potential would be looking for with regard to rent and length of commitment and what other similar hubs are operation in surrounding areas.

12.3 The findings went on to inform the mix of uses and layout of space that could both help meet the demand to create a vibrant, active creative hub but also work financially. Factors explored were costs to bring the building back in to use, length of time it would take to establish and bring a return on investment, the space allocation to the different mix of uses, timescales to deliver the hub and what options were to deliver and operate the space.

12.4 The study indicated that there was sufficient demand to support creation of a creative hub at Kings Walk and suggested what this might look like if delivered.

12.5 Creation of a hub in the existing buildings presents challenges from the financial aspect as considerable amounts of money are needed to bring the vacant space up to an acceptable standard. There are currently no utilities or services to the upper floors of Kings Walk and remedial work is needed to bring the space up to meet current building regulations.

12.6 The council is exploring how this can be achieved in line with the preferred delivery approach for the wider CWR development to ensure a cohesive approach. A clear business plan which includes significant up-front investment of between £3.5 million and £4.2 million pounds and payback over time will be required.

12.7 The feasibility study can be seen at appendix D.

13 Friarsgate Medical Centre Update

13.1 Work has been done to explore what options there are to improve the Friarsgate Medical Centre site at the eastern end of the CWR area. The building has been vacant for many years and has fallen in to disrepair. The
condition has further deteriorated, despite steps taken to secure the building, following frequent break-ins and vandalism routinely carried out on the site.

13.2 The council currently has an obligation to maintain the building form until plans are submitted to the Local Planning Authority to bring forward development on the site as it sits within the conservation area. The consequence of this is that there is an ongoing financial liability with regard to business rates, security and maintenance.

13.3 The council had considered the option of LOWE Property Guardians entering into short term agreement to provide accommodation to complement the scheme being undertaken at Coitbury House but the physical state of the building and the cost of bringing it up to a satisfactory condition proved to be prohibitive.

13.4 Work is therefore being done to understand the implications of demolition of the existing building and provision of a temporary use for the space so that short term improvements can be made while the longer term delivery of the CWR site is progressed.

14 Coitbury House Update

14.1 The council has identified an opportunity to bring Coitbury House back into temporary use using a property guardian scheme in partnership with LOWE Property Guardians. This scheme was approved at the Decision Day - Cabinet Member for Housing and Asset Management on 12th October, report DD17.

14.2 The property guardian scheme will see the building brought into use to provide low cost residential accommodation for local key workers and young people who will act as guardians of the building.

14.3 The agreement with LOWE Property Guardians is for a minimum of two years, negating the ongoing costs of vacant property management and enhancing activity in and around the area in alignment with the Vision and Objectives of the SPD. LOWE Property Guardians take occupation of the building in November 2020 and aim to welcome the first guardians in January 2021.

The LOWE Property Guardian website can be seen here www.loweguardians.com

15 Archaeology Update

15.1 The council appointed ARCA Geoarchaeology, a specialist team at the University of Winchester in April 2020 to undertake borehole investigations across the CWR site.
15.2 The investigations began in August 2020 and involved extracting and examining sediment samples. Dipwells have also been installed to monitor water levels over the next 12 – 18 months initially. Data will be collected and analysed to inform development plans and methods for the CWR area.

16 OTHER OPTIONS CONSIDERED AND REJECTED

CWR development scenarios

16.1 Following guidance in the SPD, three different development scenarios were developed, testing the ranges of uses and various levels of building retention across the site.

16.2 The purpose of the three scenarios was to illustrate what different approaches would look and feel like and also to test the viability of the different uses and quantum of mixes.

16.3 The scenarios were shared at an open forum in February 2020 and the public and stakeholders were asked to comment on what elements from each scenario were liked and what elements weren’t. The feedback was collated and used to inform the draft development proposals.

16.4 The three scenarios tested and shared were;

16.5 Option 1 – Business not as usual.

a) A commercially led scheme with a smaller mixed offer which included residential and retail.

b) The focus would be on creative and Small and Medium Enterprises (SME) workspace offering a start-up hub encouraging new businesses and artists.

c) The scheme would target the younger demographic and appeal to creative industries

d) The scheme would creatively adapt existing buildings into work or living space to reduce the embodied carbon created by new construction.

e) TABLE 2: Percentage of uses

<table>
<thead>
<tr>
<th>Uses</th>
<th>m²</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>2,621</td>
<td>8</td>
</tr>
<tr>
<td>Residential</td>
<td>7,161</td>
<td>21</td>
</tr>
<tr>
<td>Leisure/culture/food and beverage</td>
<td>6,973</td>
<td>21</td>
</tr>
</tbody>
</table>
16.6 Option 2 – Homes for All

a) A residentially led scheme with a focus on providing a mix of residential types and tenures

b) The scheme would be targeted at younger adults and families supported by private and public spaces with leisure uses

c) Some workspace would be included to promote onsite living and working options.

d) TABLE 3: Percentage of uses

<table>
<thead>
<tr>
<th>Category</th>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>0 m²</td>
<td>0%</td>
</tr>
<tr>
<td>Residential</td>
<td>24,758 m²</td>
<td>62%</td>
</tr>
<tr>
<td>Leisure/culture/food and beverage</td>
<td>9,746 m²</td>
<td>24%</td>
</tr>
<tr>
<td>Office</td>
<td>5,547 m²</td>
<td>14%</td>
</tr>
<tr>
<td>Total</td>
<td>40,051 m²</td>
<td>100%</td>
</tr>
</tbody>
</table>

16.7 Option 3 – Destination Max

a) A culturally led scheme combining museum, cultural centre, cinema and event space

b) The scheme would provide a different offer from existing cultural space and provide contemporary space

c) A covered market would provide a wide offer with gift, craft, food and boutique retail

d) TABLE 4: Percentage of uses

<table>
<thead>
<tr>
<th>Category</th>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail (inc covered market)</td>
<td>2,208 m²</td>
<td>6%</td>
</tr>
<tr>
<td>Residential</td>
<td>12,839 m²</td>
<td>26%</td>
</tr>
</tbody>
</table>
Leisure/culture/food and beverage | 13,233 m² | 38%
Office | 7,005 m² | 20%
Total | 35,284 m² | 100%

16.8 All three scenarios were tested for viability and shared in public at the Central Winchester Regeneration Open Forum in February 2020 and the feedback was shared at the Cabinet Member for Housing and Asset Management Decision Day in March 2020, report DD6

16.9 The development proposals take into account feedback received.

CWR Delivery Strategy

16.10 Two other delivery options have been considered with regard to the Central Winchester Regeneration site and at this stage have been rejected in favour of the emerging proposal to work with a Development Partner

16.11 Firstly, WCC enters into a Corporate Development partnership across a portfolio of sites;

a) Finding and establishing legal agreement with a development partner across the council’s development portfolio would be complex and lengthy

b) An arrangement with one partner across the portfolio excludes the council from choosing the best delivery partner for the different sites

c) Timing of delivery of the portfolio of sites would need to be agreed between the parties and CWR might not be considered a priority for the chosen partner.

This option has been rejected.

16.12 Secondly, WCC acting as master developer with several development partners for the different phases of the scheme.

a) The complexity of delivering the site involves intensive expertise and resource

b) The level of risk involved is something the council needs to consider. Sharing the risks with a partner would be more favourable.

c) Funding for the development is better secured via a development partner
This option is not the emerging delivery route but might be reconsidered as the CWR project progresses and more information becomes available. Feedback received throughout the consultation period will be considered.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

DD17 Cabinet Member for Housing and Asset Management Decision Day CWR Project Update – 12 October 2020

Other Background Documents:-

Central Winchester Regeneration Supplementary Planning Document

APPENDICES:

Appendix A - Risk Register

Appendix B - Draft CWR Development Proposals

Appendix C - Consultation Timeline

Appendix D: Kings Walk Feasibility Study
## CWR Risk Register

<table>
<thead>
<tr>
<th>Title</th>
<th>Risk Causes</th>
<th>Consequences</th>
<th>Mitigation / Current Controls</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Failure to implement an appropriate delivery strategy for the CWR area as set out in the SPD</td>
<td>Failure to develop appropriate delivery strategy, Political change</td>
<td>Failure to deliver comprehensive redevelopment of CWR, Loss of trust in the Council abilities to deliver, Reputational/political damage to the administration, Damage to the local economy</td>
<td>Maintain cross party political and community support to move the project forward, Continue to engage with key landowners, partners and stakeholders, Ensure aspirations of the SPD are met when developing proposals and considering planning applications, Continue to monitor and adapt the project plan</td>
</tr>
<tr>
<td>1.2. Failure to secure external funding</td>
<td>Lack of confidence in Winchester City Council in the market / with developers, National economic conditions, Proposals not considered viable</td>
<td>Failure to deliver comprehensive redevelopment of CWR, Loss of trust in the Council abilities to deliver, Reputational/political damage to the administration, Damage to the local economy</td>
<td>Continue to engage with key partners and stakeholders, Develop Winchester marketing approach targeted at inward investment, Ensure development proposals realistically assessed for viability</td>
</tr>
<tr>
<td>1.3. Lack of cooperation from landowners</td>
<td>WCC cannot secure landowner support to deliver aspirations of the SPD</td>
<td>Failure to deliver cohesive redevelopment of CWR</td>
<td>Continue to engage with key landowners and occupiers</td>
</tr>
<tr>
<td>1.4. Insufficient internal resources to manage work streams</td>
<td>Insufficient resourcing in WCC project team, Insufficient capacity and skills in other Council departments</td>
<td>Delay in project programme, Errors occurring where there are gaps in knowledge / expertise</td>
<td>Continue to closely monitor capacity within the project team, Seek external expertise where required, Continue to monitor and adapt the project plan, including resources component, Have clear milestones and priorities for the project team</td>
</tr>
<tr>
<td>1.5. Perceived conflict of interest between Council as landowner and local planning authority</td>
<td>Inconsistent or unpopular planning decisions, Lack of transparency</td>
<td>Reputational damage, Potential challenge</td>
<td>When making decisions be clear on the capacity in which the Council is acting, Continue to act in an open and transparent manner where legally permitted, Adhere to approach laid out in the SPD distinguishing relationship between WCC and the LPA</td>
</tr>
<tr>
<td>1.6. Development proposals arising from the SPD are not financially viable</td>
<td>Insufficient testing of viability, Market changes, Unrealistic expectations for the scheme</td>
<td>Development cannot go ahead as set out in the SPD</td>
<td>Undertaking high level testing of viability, engaging specialist consultants where required, Continuing engagement with WCC members and other key stakeholders, Develop ambitious, high quality and realistic development proposals with viability and funding considered at an early stage together with design</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>2. Lack of progress on bringing vacant buildings in to use – upper floors at Kings Walk, Coitbury House and Friarsgate MC</td>
<td>Buildings in poor state of repair, Lack of finance to carry out work, Lack of market demand, Lack of a comprehensive scheme proposal</td>
<td>Buildings remain in their current state and possible blight on CWR site, Council continues to pay business rates and maintenance, Reputational damage as buildings continue to remain unused, Lack of options to receive income</td>
<td>Continue to progress proposals for the CWR site with JLL, progress plans as a priority workstream</td>
</tr>
<tr>
<td>3. Failure to implement plans to improve the Lower High Street Re-paving and Broadway</td>
<td>Plans for the wider development of the CWR site and movement of the bus station result in a decision not to implement concept design, Failure to secure funding</td>
<td>Expectations raised by the work commissioned up to end of RIBA stage 2 could result in reputational damage</td>
<td>Liaise with Highways Authority, JLL and Transport Planners and ensure plans are included in the wider CWR area proposals</td>
</tr>
<tr>
<td></td>
<td>4. Data collected from archaeology investigations is insufficient / unreliable and therefore of little value to potential developers</td>
<td>Unexpected environmental influences or failure of equipment</td>
<td>Potential financial loss to WCC and delay to the programme</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>5.</td>
<td>Lack of interest from potential developers / investors</td>
<td>Lack of market demand</td>
<td>Failure to deliver comprehensive redevelopment of CWR, Loss of trust in the Council abilities to deliver, Reputational/political damage to the administration, Damage to the local economy</td>
</tr>
<tr>
<td>6.</td>
<td>Stakeholders and public strongly dispute draft development proposals and preferred delivery strategy</td>
<td>Draft development proposals deemed not to be in line with SPD, preferred delivery approach is a development partner (as with Silver Hill)</td>
<td>Failure to deliver comprehensive redevelopment of CWR. Loss of trust in the Council abilities to deliver, Reputational/political damage to the administration and public rally against the delivery approach</td>
</tr>
</tbody>
</table>
Content

- Timescales
- Gap analysis and market need
- SPD alignment
- Challenges
- Vision
- Land use mix
- Illustrative phasing
- Precedent images
- Delivery
**Timescales for Delivery**

- **2019**: SPD adopted
- **2020**: Public Forums
  - Market analysis, Viability appraisal and development proposals
  - Movement Strategy – Bus & Coach solution
  - Public Realm Framework
- **2021**: Consultation
  - February decision
  - Approval of Development Proposal and Delivery Method
  - Delivery partner procurement
  - Soft Market Testing
- **2022 onwards**: Consultation
  - Engagement
  - Masterplan development and subsequent planning applications

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Winchester City Council
At present, over 20% of Winchester’s population are 65+, this is above the UK average of 18%.

14% of Winchester’s population are between the age of 15-24, this is above the UK average of 12%.

c.10% of Winchester’s population are between the age of 25-34, this is below the UK average of 14%.

The population of Winchester is projected to increase from 95,025 in 2018 to 101,279 in 2028.

The rate of population growth in Winchester is projected to be greater than the rate of growth in the UK.

<table>
<thead>
<tr>
<th>Resident Population Projections</th>
<th>Data for area</th>
<th>Data for UK</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population 2018</strong></td>
<td>95,025</td>
<td>64,587,260</td>
</tr>
<tr>
<td><strong>Population 2023</strong></td>
<td>98,230</td>
<td>66,368,971</td>
</tr>
<tr>
<td><strong>Projected Growth 2018 to 2023</strong></td>
<td>3.4%</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Population 2028</strong></td>
<td>101,279</td>
<td>67,867,549</td>
</tr>
<tr>
<td><strong>Projected Growth 2018 to 2023</strong></td>
<td>6.6%</td>
<td>5.1%</td>
</tr>
</tbody>
</table>
Gap Analysis- Population Projection

Projected 2028 – 10 km radius

Key messages:

Of the anticipated population growth in Winchester up to 2028, there are two key themes:

❖ Continued under-representation for 25-34 year olds.

❖ Continued growth of Winchester’s aging population.

Source: © 2018 CACI Limited
City Gaps and Central Winchester Regeneration

An analysis of the characteristics and suitability of WCC owned sites across the district has been carried out to identify the suitability of each site to fill the gaps identified in the JLL Competitive Position workstream.

An assessment of the CWR SPD guidance, the key characteristics, location of the CWR site and surrounding land uses in comparison to alternative sites has shown that the CWR site offers an opportunity to focus on retaining a younger population demographic in Winchester and is therefore the most suitable location in the district, within WCC ownership, to help fill this gap.

As demonstrated by the previous slide, population projections for Winchester show that the issue of retention in relation to the younger age groups is likely to be exacerbated over the next 10 years. It is therefore important to address this as soon as possible.

We have distilled these issues down to seven distinct areas which we perceive the CWR site has the ability to address:

- Retention of the younger generation
- Student experience
- Employment and workplace creation
- Night-time economy
- Affordable homes and smaller units
- Family life
- Overnight tourism
The vision for the Central Winchester Regeneration Area is for the delivery of a mixed use, pedestrian friendly quarter that is distinctly Winchester and supports and vibrant retail and cultural / heritage offer which is set within an exceptional public realm and incorporates the imaginative re-use of existing buildings.

*The SPD guidance underpins all work being done on the CWR project and will continue to do so.
### Design Aspirations

How the development proposals align with the nine objectives of the SPD:

<table>
<thead>
<tr>
<th>OBJECTIVE 1</th>
<th>OBJECTIVE 2</th>
<th>OBJECTIVE 3</th>
<th>OBJECTIVE 4</th>
<th>OBJECTIVE 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vibrant Mixed-Use Quarter</strong></td>
<td><strong>Winchesterness</strong></td>
<td><strong>Exceptional Public Realm</strong></td>
<td><strong>City Experience</strong></td>
<td><strong>Sustainable Transport</strong></td>
</tr>
<tr>
<td>Attract a younger demographic to live, work and play</td>
<td>Enhance sense of place</td>
<td>Public spaces which are flexible in terms of use and climate resilience (they do more than one thing), such as markets, hat fest and weather events.</td>
<td>To invigorate the wider city centre</td>
<td>Re-balance priority of people against infrastructure &amp; vehicles</td>
</tr>
<tr>
<td>Support and enhance the creative sector, including The Nutshell Theatre</td>
<td>Design that is compatible with historic and natural character</td>
<td></td>
<td>Include a night-time economy offer</td>
<td>Allow for 45 / hour bus movements and 10 bus stops</td>
</tr>
<tr>
<td>Incorporate a vibrant flexible, creative hub</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OBJECTIVE 6</th>
<th>OBJECTIVE 7</th>
<th>OBJECTIVE 8</th>
<th>OBJECTIVE 9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incremental Delivery</strong></td>
<td><strong>Housing for All</strong></td>
<td><strong>Community</strong></td>
<td><strong>Climate Change and Sustainability</strong></td>
</tr>
<tr>
<td>Allow for phased development and incorporation of meanwhile uses</td>
<td>Incorporate amenities for a diverse range of residential and community use</td>
<td>Increase green space and park-like amenity</td>
<td>Enhance biodiversity &amp; habitat connectivity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>To manage stormwater on-site</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>To achieve zero carbon</td>
</tr>
</tbody>
</table>
Challenges Addressed by Proposals

- Balance heritage with vibrant and fresh experience to attract a younger and creative demographic.
- Balance the need for number of units against need for amenity space.
- Balancing bus movements against pedestrian and residential experience.
- Manage stormwater on a site with a high water table.
- Manage meanwhile uses in the context of a parallel demolition and construction process.
- Create active public realm and safeguard tranquillity for residents.
- Integrate a new development around existing structures and uses.
Evolution of the Vision

**Catalyst**
Enabling creative endeavours & economic health

**Transformative**
Spearhead a new cultural and nighttime quarter

**Resilient**
Flexible & resilient

**Community**
Inclusive spaces to gather and support health & wellbeing

**Vibrant**
Strong identity and sense of place
Viability testing has been carried out which demonstrates that the proposed mix of uses results in a viable scheme.

*Mixed-use consists of leisure, culture, hotel AND commercial/ office use
*The SPD quantum covers the entire SPD area whereas the Development Proposal quantum only covers the Central Winchester site
Illustrative Phasing

The following slides illustrate one way that development could be brought forward, subject to a planning strategy, construction and technical due diligence, further stakeholder engagement and consultation and market feedback.
Phase 1

- Demolish Friarsgate and provide temporary bus facilities for operators and meanwhile uses
- Broadway public realm improvements
- Kings Walk refurbishment for ‘Creative Quarter’
- Public realm improvements on Silver Hill and Middle Brook Street
Phase 2

- Complete Bus Street improvements
- Deliver 1st phase of housing and Riverside Walk
- Continue development around Kings Walk

*Illustrative diagram*
Phase 3

- Redevelopment of bus station and complete housing
- Connect in Riverside Walk and Broadway with public realm around Woolstaplers'
- Complete development around Kings Walk

*Illustrative diagram*
Phase 4

*Illustrative diagram
Phase 5

Future development on Middle Brook Street Car Park

*Illustrative diagram
Precedent images

The following slides show precedent images that illustrate the types of places and spaces that the scheme could deliver.
Live

1. Places to play
2. Family homes
3. Brick
4. Living and working
5. Living by water
6. Co-living
7. Affordable

Photo © John Sutton (cc-by-sa/2.0)
Work

1. Co-working
2. Meeting & collaboration spaces
3. Rooftop gardens
4. Creative workspaces
5. Food & beverage
Play

1. Interactive walls

2. Food & Beverage

3. Community gardening

4. Family activities

5. Art and music

6. Play with light and water
Movement

- Cargo bikes
- Car sharing
- People centred streets
- Shared surfaces
- Cycling
- Electric vehicles
Buses

1. Tactile paving

2. Multi-purpose bus shelters

3. Signage and information

4. Covered walkways

5. Bus street

6. Parklets on internal streets

7. Bus shelter
Public Realm

1. Green frames
2. Smaller passages
3. Pocket parks
4. Feature trees
5. Lighting
6. Vibrant squares
7. Public art
Waterways

1. Sustainable Urban Drainage
2. Rain gardens
3. Sustainable Urban Drainage
4. Living by water
5. Play and water
6. Access to water

By Johan Jönsson (Julle) - Own work, CC BY-SA 4.0

By FaceMePLS from The Hague, The Netherlands (Paleis van Justitie Leeuwarden) - Own work, CC BY 2.0

By Payton Chung (DCA, USA) - Uploaded by AlbertHerring, CC BY 2.0

By Schwede66 - Own work, CC BY-SA 3.0
Sustainability

Flexible outdoor spaces

Re-using materials

Sustainable Urban Drainage

Safe active travel

Re-using materials

Renewable sources of energy
Five key considerations for WCC when selecting a suitable delivery model for the Central Winchester Regeneration scheme:

- Cost
- Speed
- WCC Expertise
- Risk
- Control
These five key considerations for WCC have been RAG (Red / Amber / Green) rated against potential delivery options.

<table>
<thead>
<tr>
<th></th>
<th>Contractual Joint Venture</th>
<th>WCC acting as Master Developer</th>
<th>Corporate JV Portfolio Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Yellow" /></td>
</tr>
<tr>
<td>Speed</td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Red" /></td>
</tr>
<tr>
<td>Risk</td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Yellow" /></td>
</tr>
<tr>
<td>Control</td>
<td><img src="#" alt="Yellow" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Yellow" /></td>
</tr>
<tr>
<td>WCC Expertise</td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Yellow" /></td>
</tr>
</tbody>
</table>

The preferred delivery route is a contractual joint venture whereby the CWR site will come forward by way of a development agreement on a phased basis.
Contractual Joint Venture - Master Developer across whole site

(Development Agreement)

Key positives:

- Developer expertise
- Cost transfer to developer
- Planning and development risk transfer
- Lower WCC resourcing/expertise requirement
- Developer ‘draws down’ land and pays WCC land receipt at point of transfer
- A well-recognized tool by the market for more complex sites

Key negatives:

- Some loss of control however influence over key aspects
- Relying on contract if performance falters/market conditions change
- Likely marginally longer to spade in ground
- Up-front governance requirement
WCC acting as a Master Developer

Key positives:

- Timing of Kings Walk – potential first phase
- Level of control over site (noting master developer not the same as direct delivery)
- Appeal to local and regional developers

Key negatives:

- WCC cost (e.g. planning, Kings Walk, bus solution, public realm and infrastructure)
- Planning and development risk
- Very significant WCC resource/expertise requirement
- High degree of complexity given multiple parties/phases
- Reduced national developer appetite given reduced scale of individual opportunities
- Intensive/continuous governance requirement
Corporate Joint Venture for Large/Multi-Site Initiatives - Portfolio level
(NewCo. Between Developer and WCC)

Key positives:

- Ability to share in profit associated with development
- Financial return is realised upon the completion of the development but may be enhanced in response to greater exposure to risk
- Joint control over all aspects of the scheme – timing, design and phasing etc.
- Typically used for very large development sites or multi-site initiatives

Key negatives:

- WCC shares planning risk
- WCC shares development risk
- High WCC resource and ongoing governance requirements
- Specialist role impacting on scale of market appetite
- Speed - more time required to procure a partner across a portfolio and set up a new JV company
Timescales for Delivery

- **2019**: SPD adopted
- **2020**: Public Forums, Consultation
  - Movement Strategy – Bus & Coach solution
  - Market analysis, Viability appraisal and development proposals
  - Soft Market Testing
- **2021**: We are here, Consultation
  - Approval of Development Proposal and Delivery Method
  - Delivery partner procurement
- **February decision**
- **2022 onwards**: Consultation, Engagement
  - Masterplan development and subsequent planning applications
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# Appendix C – Timeline of consultation activity.

<table>
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<tr>
<th>Activity</th>
<th>09-Nov</th>
<th>16-Nov</th>
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1.0 Introduction

Project Background

In early 2020, Turner Works and Worthwhile Works were appointed to conduct a feasibility study to bring back into use two currently underused buildings in Winchester, The King’s Walk building and the nearby multi-storey car park. The buildings are both owned by Winchester Council.

One big impact on this study has been the AV pandemic which has been transforming the way people live, work, and use spaces throughout the duration of this study. As a consequence, the study team have considered potential future scenarios more flexibly, and having to make more assumptions about the future demands than might have been the case previously.

Purpose of this document

This document is a feasibility study.

The purpose of this document is to analyse and explain the potential, issues, and viability of future proposals looking to transform the King’s Walk building, the multi-storey car park, and the surrounding streets in Winchester.

It then explores the opportunity and viability to support established or emerging creative and local businesses with affordable workspace and other supporting uses in these buildings.

Finally it investigates how the buildings, its future tenants, and the surrounding public realm could contribute to increase the quality of life and offer to all of Winchester’s residents and visitors.
1.0 Introduction

Winchester is so much more than a beautiful façade steeped in heritage. The City is home to inventive and pioneering entrepreneurs that create internationally renowned work. From international textile artist Alice Kettle to Hawkeye inventor Paul Hawkins. From RIBA Award winning architects to award-winning food and drink producers. The work of these businesses and creatives sets Winchester apart as a modern-day heritage city, a place that celebrates its past whilst embracing the future.

Winchester has many qualities – natural beauty; nestled between two national parks; extraordinary heritage; proximity to London; close to the coast; high quality schooling & education. But despite having the highest number of workers in the creative industries of any location in Hampshire – Winchester is not seen by young people (on which its future depends) as a vibrant, creative, affordable, fun, forward-looking place to live, work and play. It is not just young people who feel this way. This report also reveals that the older generation feel strongly that Winchester can and should do more for the younger generation.

Creating an environment that supports independents, fledgling creatives and business benefits everyone – young and old. There is a clear sense that residents feel Winchester is a little stuck and they observe what other towns and cities have done to move with the times.

Winchester has a high proportion of young people, and a large and growing student population, but it struggles to retain that talent. Young workers leave Winchester, seeking employment and excitement in London and other cities. They are priced out by high accommodation costs, prevented from starting their own micro-businesses by a lack of flexible and affordable office space and high retail rents. Young artists leave the city due to a lack of studio space and little infrastructure to support them. Virtually all people – young, old, resident or visitor – view Winchester’s retail and entertainment offer as lacking variety with few independent shops compared to other similar sized towns.

Ironically, there is a lot of creative energy in Winchester. It’s just hard to find it. This feasibility study looks at how the redevelopment of the King’s Walk quarter can create a step change in Winchester’s relationship with young people and creative businesses, change the perception of the city, build a home for entrepreneurs, creative employers and independent retail, and be a magnet for a youthful, future-facing creative community.

The study draws upon data and quantitative information from a survey completed by 850 people in a two week window, proving that there is significant support to see change in the city. The study also draws on qualitative information from over 50 organisations and businesses, both local, regional and national.

Our research found:

- Winchester High Street rents are comparable with London’s West End
- Over 80% of respondents want to see more independent shops
- Winchester has more creative businesses based here than anywhere in Hampshire
- The perception of businesses is that Winchester is not supportive of the creative industry that exists here
- 100% of students said they would stay in Winchester if they had job prospects
- There is growing demand for flexible desk space since Covid-19 as more freelancers and employees reduce commuting out of Winchester

Kings Walk Creative Quarter has the potential to act as a bridge between all the different organisations and creative people in Winchester. We believe the Kings Walk site also has the potential to become a Creative Enterprise Zone – a first for Hampshire.

A reoccurring theme with the stakeholder interviews was how disparate the creative community is and is not linked to the regional and national creative agenda. A Creative Enterprise Zone (see page 21 for further details) not only supports its occupants, but shares its facilities and services with the wider community and shines a light on the creative talent – from grassroots to established businesses. The site needs a bit of magic to be a long-term success. It also needs partnerships with the right people with like-minded ambition. Our stakeholder interviews revealed that there is no shortage of interested organisations with an eye to operating the site.

Kings Walk Creative Quarter needs to balance being credible, whilst serving the community and being commercially viable. There are a plethora of organisations in Winchester who have sector specialisms but none we identified locally who we believe have the experience or capacity to run the Kings Walk Creative Quarter in its entirety.

The choice is an operator who runs the whole site but could lose the ‘Winchesterness’ vibe. Whilst a single major operator would offer convenience and likely take on the financial risk, in doing so Winchester City Council would risk losing some control of the strategic objectives of the development.

Alternatively, the site is split into zones, tendering each area to appropriate operators, local or otherwise. Whilst perhaps unable or unwilling to take on the operation of the entire site, a mix of operators would bring specific energy and expertise to individual functions. For example, workspace, retail, arts, food & beverage.

This report recommends:

- Establishing Kings Walk as a Creative Enterprise Zone which will help Winchester City Council deliver on its objectives to support the creative community and attract more business to Winchester
- The Creative Enterprise Zone is managed by a single point of contact to the Council and is well connected in the creative sector locally, regionally and nationally
- The Creative Enterprise Zone team is responsible for filling the site with a credible mix and ensures operators fit with the overall ambition and agenda of Kings Walk as a creative quarter
1.2 Turner Works

Turner Works are a multi-disciplinary team of architects, urban designers, thinkers and makers. We worked with Winchester City Council on the recent feasibility study for the Bus Terminus site, so know the place and people quite well. We are teaming up again with local movers and shakers Worthwhile Works who will be assessing local demand essential to underpin any proposed uses, especially in such uncertain times.

Turner Works also have unique experience in designing, building and operating similar buildings and places, with a mix of end-uses and complex business models, on a temporary or ‘meanwhile’ basis. These have all been in partnerships with Local Authorities. We are now deploying this meanwhile approach to whole towns such as Newhaven and Weston-super-Mare, advocating a step-by-step approach culminating in a micro-plan; An alternative master-plan where many small interventions can be seen to have a large cumulative effect.

Our third London meanwhile project at Clarnico Quay is nearing completion on site, and is a new build but temporary mixed use, affordable incubator campus. We have recently completed a conversion and refurbishment of a range of building called Coach Works in Ashford, Kent in partnership with the council. We took this through feasibility, planning and construction and we have now set up a local operation company to look after the site for at least five years.

We really like the buildings at Kings Walk and look forward to the challenge of unlocking the potential of both the buildings and the people of Winchester.

We are all about delivery and getting the job done.
1.3 Worthwhile Works

Worthwhile Works is a creative, cultural, live events and arts development practice with a clear civic conscience. We imagine a society where creativity and culture are the beating heart of everyday life, education, employment and the engine of a thriving economy.

We are strategists and project managers, with extensive experience in the creative and cultural landscape, with over 25 years’ experience creating and delivering cultural strategy for major organisations from the Mayor of London to running some of the UK’s biggest events for the BBC.

We are exceptionally well connected with the creative and cultural community both in Hampshire and the wider UK. We work with everyone from major institutions, organisations and businesses to creative grassroots, students and local communities, helping to further their growth both economically and for the social good.

In 2019 Worthwhile Works first partnered with Turner Works to deliver a feasibility study for Winchester City Council for the a meanwhile use site in the city centre, while more recently we have completed a major piece of research into the heritage sector for University of Portsmouth.

In addition to strategic work in the public realm, we have extensive experience in the planning, marketing and delivery of live events and activations, with current projects including the inaugural Winchester Design Festival plus the development of two new international sports and music festivals.

Previous and current clients include Amazon, Craft Sportswear of Sweden and Play Sports Network.
2.1 Introduction

Creatives are ‘placemakers’ by instinct: when creatives cluster in an area, they infuse it with energy, build social and business networks and contribute to its vibrancy and distinctiveness. There is nowhere in Winchester that serves that purpose.

Kings Walk could provide the answer.

There is no shortage of talent in Winchester, but it is spread in small isolated pockets, reducing visibility and creative potential.

Kings Walk can help shine a light on the creative and entrepreneurial talent here and more. It can act as a beacon to the wider creative community and help to support, nurture and build a stronger creative neighbourhood. One that is not only good for our society, but built to be economically robust too.

The secret to success is not only great design, it lies in working with the right partners and operators – ones that believe in the vision and believe in the future of Winchester. The right partners will help Kings Walk thrive.

The stakeholder research and online survey show that Winchester residents, students, businesses and organisations would welcome a Kings Walk creative and cultural quarter.

Let Kings Walk give Winchester the creative jolt it needs.

2.2 Method

Worthwhile Works undertook a period of research into the workspace, retail, creative industries, student and young persons, entertainment and food & beverage markets in Winchester and the wider region.

There are three parts to the research:

- Anonymous online survey
- Desk research
- Stakeholder interviews

The three methods used produced a mix of qualitative and quantitative data that provide the basis of this report.

Survey

Full results of the survey can be found in the appendix.

The survey questions and content were agreed with WCC. In just two weeks we received over 850 responses. The survey was open to anyone but with a particular focus on targeting the following key audiences:

- Young people
- Students
- Businesses
- Retailers
- People working in creative, arts, entertainment

The survey was distributed to a mix of social media networks, forums and groups, mailing lists and word of mouth. We estimate that the total potential audience reach across all networks totals approx. 50,000 people.

Key networks included:

- Winchester Design Festival
- City of Winchester Trust
- Local & Regional Facebook Groups
- LinkedIn
- The Yard
- Hampshire Fare

Stakeholder interviews

A full stakeholder list is included in the appendix. We conducted a series of telephone, video and face-to-face interviews with key stakeholders who we identified and agreed with Winchester Council as potential operators (or competitors for) space within the Kings Walk Quarter. This included local, regional and national businesses. The stakeholder interviews were intended to provide richer insight and qualitative information about the realities of working and operating in Winchester and also had the intention of building a greater understanding of likely demand for the space.

Please note that we have kept the feedback from the stakeholders anonymous as information was considered commercially sensitive.

Desk Research

Analysis was conducted on retail and office rents in Winchester, plus a comparison with London W1, Southampton, Salisbury, Basingstoke and Guildford. Full details of this comparison is included in the appendix.
2.3 Context

Winchester is a place with heritage running through its veins and a pounding creative heart.

Whilst its heritage is world famous – from the birthplace of the English Language, the resting place of Jane Austen and the home during King Alfred’s rule – the contemporary creative scene is relatively undiscovered.

Perhaps it is not an obvious place to think of design, architectural or digital excellence compared to other parts of the UK.

But it is here. In abundance.

Some of that talent is world class.

It is a little-known fact that there are more creatives working in Winchester than any other part of Hampshire – 5,500 people to be exact.

Truth is, people are just too busy getting on with making, planning, producing, inventing, creating and dreaming to really shout about it.

The sector is fragmented. Winchester’s published cultural strategy expires in 2020, there is no overarching body representing the sector and the Council have limited resources.

Which means opportunities are lost, particularly with younger people looking to get a break – 100% of students we surveyed say they would stay in Winchester if there were more career opportunities

And it isn’t just the creative scene that has potential. The food and drink scene here is blossoming with many brands launching at local farmers’ markets. Hampshire Fare has over 400 members, and the Hampshire Street Food scene is thriving. The street food scene in the UK is worth £1.2billion.

Other cities are driving forward their cultural growth with ambition, appealing to young professionals, families, inspiring youth and encouraging multi-generational mixing through engaging community activity.

The time is right for Winchester to do the same.

The Council has been working hard behind the scenes to build a long-term strategy for the City Centre and they support the view that creativity and culture should be at the heart of the Kings Walk area, a place ripe for regeneration.

There is appetite for change and an audience willing for it to happen. Over 800 people replied to the Kings Walk survey in less than two weeks. A mix of business, retail, residents, cultural organisations, students and young people. That’s over 1 in 100 people living here – a fair representation of the voice of Winchester.

Whilst not everyone can agree on what they want – ideas ranged from a surfing dome to a chamber music hall, they do all agree that they want to see progress on the old Silver Hill site and the idea of turning Kings Walk into a creative and cultural hub has got them excited.

The city has been waiting a long time.

It may not need to wait much longer.

Winchester is home to great brands. The UK is the top exporter of Gin around the world and Hampshire Gin was named the best London Dry Gin in the World Gin Awards 2020
2.4 Why does Winchester need a creative / cultural quarter?

Let's start by saying two things:

First, that the importance of the creative industries cannot be overstated.

And second, that many of those creative industries have been knocked off their feet by COVID.

But as the saying goes, the harder the conflict, the more glorious the triumph.

Creativity is Britain’s fastest growing export and the fastest growing part of the UK economy. The figures speak for themselves. In 2018 the sector contributed £102billion GVA which is bigger than the automotive, life sciences, aerospace, oil and gas sectors combined.

Creative skills and services such as software, architecture, design, and advertising allow businesses – from aerospace to construction – to improve their products, boosting long-term productivity in the UK.

The maritime industry which employs over 120,000 locally and generates £5.5billion.

CREATIVE INDUSTRY DEFINITION:

- Advertising & Marketing
- Architecture
- Crafts
- Design (Product, Fashion, Graphic)
- Film, TV, Video, Animation, VFX/SFX, Radio & Photography
- IT, Video Games, Software & Computer Services (creativetech)
- Museums, Galleries, Libraries & Heritage
- Music, Performing & Visual Arts
- Publishing

Source: DCMS

There are more than 284,000 businesses in the creative industries, which account for 12% of all business in the UK and 6% of the UK economy. Creative industries are driving economic growth across the UK, on track to create one million new jobs by 2030. That’s almost 1 in 8 jobs.

Whilst the creative industries are concentrated in London, there has been significant economic growth in the sector in the regions – especially in Hampshire which has seen 30% growth in the last five years.

2.5 Life post-lockdown

The sector is starting to make slow steps towards recovery from COVID-19. Opportunities are already starting to emerge.

COVID-19 has created a shift in working patterns. Remote working will see less people commuting, especially into London. Facebook have already announced they expect half of their staff to work remotely – permanently. Which means more demand locally for space and skills.

Stakeholder insight:

“We have had a surge in interest in our workspace since lockdown restrictions were eased, both from individuals wanting a space and corporates looking to downsize their central London premises and offer staff the chance to work more regionally.”

The take-up of digital services has been staggering over the last few months. Just look at the number of Zoom users, which rose from 10 million in December to 300 million in March.

Stakeholder insight:

“I truly believe that Winchester is lacking a creative hub.”

During lockdown local creatives have either kickstarted their digital offering or developed their existing offer. Take Jennie Maizels, a successful local book illustrator, with over 12,000 followers on Instagram. Her online Sketchbook classes are in high demand around the world especially through lockdown. Charging a small fee for downloadable classes, she generates a healthy regular income from online subscriptions, all from the comfort of her home studio.

Stakeholder insight:

“I'm setting up Winchester Design Festival to shine a spotlight on the creative talent here and provide a hub for the creative community to network – few opportunities for that to happen currently exist.”

Stakeholder Insight:

“The idea of a creative quarter is EXACTLY the kind of thing that you should be doing. One of Winchester’s unique, unexploited strengths (compared to nearby towns) is that we have two universities, one of which is heavily concentrated on the arts. All these creative students should be integrated into the town much more, and their work made a visible part of the town centre’s offer. Give them very cheap space in this area to be creative – during their degrees, but also encouraging them to stay afterwards and continue to contribute to the town”
2.6 Winchester’s Creative Scene

You don’t have to look very hard to find culture in Winchester.

- 14 military museums
- A world-famous Cathedral
- An amazing Hat Fair
- A thriving library loved by many
- 150 year old Winchester School of Art
- Winchester University creative departments

So why does Winchester need a cultural quarter? What is missing?

Creatives are ‘placemakers’ by instinct: when creatives cluster in an area, they infuse it with energy, build social and business networks and contribute to its vibrancy and distinctiveness. There isn’t anywhere in Winchester that serves that purpose and brings the whole creative community together.

The creative community is spread across Winchester in small isolated pockets which reduces visibility and restricts its creative potential. Many people have commented that it is ‘hard to access’ the creative community.

But it is here.

There are more creatives in Winchester than anywhere else in Hampshire:

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<td>Test Valley</td>
<td>1700</td>
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<tr>
<td>Fareham</td>
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Source: NESTA/PUSH/CNS Creative employment (jobs) in Hampshire

According to NESTA, there are more architects working in Winchester than any other city outside of London – 500 in total.

There are over 20,000 students studying in Winchester.

It is home to creative excellence with clusters of architects, digital and design expertise.

But it is not all good news. 13% of children live in poverty in Winchester, over a hundred (official) homeless and its Victorian prison faces significant issues with overcrowding.

Pre COVID–19 there were more tourists than ever before, more students, more coffee shops and certainly more barbers. And yet over recent years many much loved independent shops have disappeared. Maxims, Wilds, Park Life, Earl of Sandwich and Caracoli to name a few – with all blaming high business rates and high rents.

Our analysis shows that Winchester has significantly higher rents per square foot than any of its closest neighbours, and that – in some cases – rents on Winchester High Street are higher even than prime retail areas in London W1.

The Kings Walk survey and stakeholder conversation revealed:

- A lack of affordable retail rents for fledgling and independent brands
- A lack of seated space to hang out whilst enjoying street food and casual dining
- Few entertainment venues or activities for young people
- Demand for a covered market area
- No contemporary art gallery in the town centre
- Little flexible studio space for artists, makers, wellness and other small businesses
- Little office space on offer for the creative community
- No creative hub offering specialised business support
- No small central live music venue or rehearsal space
- No street art
- No hub for festivals to operate from during their events

Stakeholder insight:

“I was born and raised in Winchester and believe firmly that there is a unique creative community waiting to for a turn in the spotlight. Those of us who haven’t given up (and moved to more thriving/supportive creative cities) have been tucked away in the shadows for too long!”

Stakeholder insight:

“There is a lot of highbrow culture which is wonderful but Winchester could do with mixing in more contemporary, street and youth culture. It’s not about choosing one over the other, it’s about not forgetting the whole spectrum of community here. It feels a bit one-sided.”

Culture is an essential ingredient in the 21st century and no city can be successful without it. Local authorities around the country weave culture through all aspects of urban policy, like a golden thread, contributing to city reputation, economic prosperity and quality of life.
Creativity in action: examples from creative towns and cities around the UK

FROME INDEPENDENT SCENE
"Loads of market stall traders from the hugely successful Frome Indie Market have gone on to run their own indie shops because the rents are affordable. Frome really supports an indie culture."

PHOENIX BRIGHTON
"At Phoenix Brighton we value artistic process above everything else, which gives our building a very particular energy. The whole building is a creative powerhouse."

FOLKESTONE CREATIVE QUARTER
"Have a look at the Creative Quarter in Folkestone – beautiful shops and very busy, a destination in themselves."
2.7 Survey Analysis

Our Feasibility Study work concentrated on assessing the needs of the following key audiences:

- Businesses and office space
- Studio space – including artists, wellness, rehearsal space etc
- Exhibition space, especially art students
- Retailers
- The arts, music and entertainment industries
- Students
- Young people who live or work in Winchester

However, the survey was also open to anyone with an interest and saw a significant engagement from other residents who did not fit into the categories above.

In total we had c.850 responses to the survey in two weeks – a statistically significant sample (over 1% of the city’s population), which also suggests that there is a demand and depth of feeling about creating positive change in the city. This is clear in the open text comments at the close of the survey (full list in the appendix), which were very positive about the need for change, and in many cases critical of the perceived slow rate of progress in the city.

For this document, we’ll outline responses from each of the key audiences above, and then conclude by offering an analysis of the responses from the wider population.

2.7.1 BUSINESSES & OFFICE WORKERS

The survey responses reinforce our research that creative businesses are a key part of Winchester’s economy, with nearly a third of our sample working in that area. Most of those surveyed work on their own or in micro businesses and would welcome working with similar businesses. A challenge with existing workspaces in Winchester is a lack of meeting, social and private spaces (in part due to the price, size and nature of property here). This could be a key advantage of the Kings Walk space — we believe that well-designed, flexible work and social space will be an attractive proposition.

Unsurprisingly given the small size of the majority of businesses who responded price is an issue. Workspace is a competitive market and the building will need to function — at worst — in line with established pricing for this market. Encouragingly, some workspace providers from Winchester and the surrounding region who we spoke to reported that they were oversubscribed, however others reported that they were operating with space unfilled. Our benchmarking for desk and office rents in mixed workspace is below.

There is uncertainty over the impact of COVID-19 on the future of the workspace market. It seems reasonably clear that there has been a step change in ways of working, with many workers reporting that they are now able to work from their homes (or hometown). It remains to be seen if this is a short-term change or a more generational shift. However, workspace operators we spoke to reported that they are seeing an uplift in interest in regional working from those who would previously have been commuting to larger offices.

We saw strong interest from a number of workspace operators in taking on the management of the Kings Walk workspace, and our view is that there would be competition for the contract to operate.

Survey insights:

- This sample was relatively small – 5% of responders
- The majority were micro businesses and solo operators, but a significant proportion (29%) have more than 12 employees
- Creative businesses made up nearly a third of all responses
- 41% are looking for office space in Winchester, 75% citing expense as the main issue preventing them from finding the right space in Winchester
- 65% only need 1–3 desks
- Meeting and social spaces are a key attraction
- A majority of responders wanted to work alongside creative businesses and entrepreneurs
- The market is price sensitive, with over half of responders only able to afford a maximum of £150 per month

Pricing recommendations:

- Hot Desk £175/month
- Permanent Desk £300/month
- Office Space (Incubator – 1–4 person) £400 / pp/month
- Office Space (Established – 5 person+)

Workspace Price Benchmarking @ 08/07/2020

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<td>£120 pcm</td>
<td>£300 / month</td>
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<td>Workshop</td>
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<tr>
<td>Hampshire Work-space</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>£800 (1–2 person) £720 (2–3 person)</td>
</tr>
<tr>
<td>Village Hotels</td>
<td>Bristol</td>
<td>£20/day</td>
<td>£75 / month</td>
<td>N/A</td>
</tr>
<tr>
<td>This Work</td>
<td>Bournemouth</td>
<td>£20 per day</td>
<td>£300 / month</td>
<td>£300 pp / month</td>
</tr>
<tr>
<td>Barclays Eagle Labs</td>
<td>Southampton</td>
<td>£25/day</td>
<td>£300 / month</td>
<td>£1200 / month (4 person)</td>
</tr>
</tbody>
</table>
2.7.2 STUDIO SPACES

Artist / Design / Maker studios

Both our survey and face-to-face conversations have given a clear indication that Winchester is lacking in artists and creative studio spaces. What provision there is in Winchester is basic and lacks facilities (including heating), and demand currently outstrips supply. This is unsurprising, given a lack of industrial spaces, and Winchester’s high rents. It is our view that studio space provision within the Kings Walk space would be in solid demand.

The lack of existing studio, exhibition and retail space also means that there is no focal point to bring Winchester’s creative and practicing arts community together—a significant number of responses to the survey expressed an interest in both exhibition and retail spaces in addition to studio space rental. This could be an interesting option for the proposed ‘urban room’ to function as a curated gallery space for artists with the community.

Many artists have portfolio careers— they make, they sell, they teach. One designer-maker said: “20% of my time is spent creatively, the rest is running a business, marketing, selling, teaching. I wish I could be in a space that was part studio, selling space, somewhere to teach. I have fulfilled over 10,000 orders online and I would love to mix workshops and say a teaching space within a studio.”

Pricing for studio space— as with workspace—is sensitive.

Winchester’s only current offering, The Yard, is £55 per month for a 3x x 3m cubicle—but this does not have any facilities at all, other than a shared kitchen.

The Sorting Office in Eastleigh charges £125 per month and offers some basic business support and showcasing opportunities in addition to cubicle studios.

Pricing recommendations:

| Cubicle 3m x 3m | £150 / month |
| Studio 4m x 5m | £300 / month |

Survey insights, Wellness / Fitness studios:

There was a small response to the survey from wellness and fitness providers, so we cannot draw any significant conclusions from the survey data. However, we have spoken with wellness and fitness businesses in the area, and we understand that while Winchester has a number of established medium size businesses and practices (including gyms and chains), there is potential demand for a flexible, hirable studio suite of treatment rooms and larger spaces for individual operators (physiotherapists, aromatherapy, personal trainers), either as a consortium of small businesses or as individuals.

A number of Winchester practices operate from their homes, in part due to the lack of available space.

Stakeholder insights Wellness/ Fitness Studio:

- Wellness/Fitness is very popular in Winchester and is increasingly in demand with young people who prefer a holistic, healthier lifestyle
- There has been an increase in start-up wellness/fitness businesses in Winchester over the past few years
- Wellness operators in Winchester are a tight knit community and supportive of one another

Wellness Studio Price Benchmarking

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Per Hour</th>
<th>Per Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastleigh Therapy Room</td>
<td>Eastleigh</td>
<td>£35</td>
<td>£150</td>
</tr>
<tr>
<td>Health Optimising</td>
<td>Hursley</td>
<td>£20</td>
<td>n/a</td>
</tr>
<tr>
<td>No 12</td>
<td>Eastleigh</td>
<td>£10</td>
<td>n/a</td>
</tr>
<tr>
<td>Therapy Room</td>
<td>Stockbridge</td>
<td>£15</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Music studios

While many of those responding to the survey did not identify themselves as musicians in this section of the survey, we saw a stronger response in the ‘Arts, Music & Entertainment’ section. The needs of the music community are outlined in that section (below).
2.7.3 RETAILERS

Retailers made up the smallest segment of survey responses, with just under 2% (around 10 responses). As such, caution should be taken when interpreting the survey results — however as each respondent is a practicing retailer, their views remain relevant and important.

For all retailers, the greatest concern is the lack of retail space in Winchester, and the price of the existing space. We have benchmarked the rents for retail properties currently available in Winchester with similar properties in the main shopping areas in other cities and towns in the region (Salisbury, Southampton, Basingstoke and Guildford) and with prime locations in London W1. We have found that Winchester rents are not only significantly higher than the rest of the region (on average twice as high as Salisbury, a relatively affluent cathedral city of similar size) but in many cases comparable with central London rents.

For example, the Whittard’s shop on the High Street is currently available at a rent of £15.28 per square foot — around twice the rate of a similar property on Newburgh Street in the Carnaby Street shopping area, and close to the rate for a prime location currently available on Oxford Street (priced at £18.84 per square foot).

While these high rents are clearly driven by a lack of available retail space (and corresponding high demand), plus Winchester’s status as a comparatively affluent county town, it has had the effect of driving smaller independent businesses out of the town, reduces variety and damages Winchester’s brand.

Our survey responses from residents, students and young people clearly showed that Winchester’s shopping experience is considered to be unsatisfactory — with ‘poor range of shops’ unanimously cited by all groups as the main reason they don’t visit Winchester more frequently at the weekend, and a desire across the board to see more independent shops in Winchester.

Our recommendation would be for the Kings Walk quarter to prioritise a curated retail offering, with low rents and short leases available, and with a brief to prioritise new, local independent businesses that add to Winchester’s retail and cultural mix.

Survey insights:
- The businesses who responded were all physical stores, with one exception
- There was interest in pop-up and short-term property, with lack of suitable space and expense of rents cited as the main reason for not operating in Winchester
- Footfall and price are cited as the main concerns for the location of any new shop, and display frontage is also a priority — which is significant for the current limited and rather hidden retail offering at Kings Walk

Stakeholder insights:
- We spoke to three much-loved independent businesses that closed their premises in the last two years. All claimed their sales were consistent and increased over the trading life of the shop but their bottom-line costs had gone through the roof and were unsustainable
- One retailer on Parchment Street said that St George’s Street is popular for independent shopping with locals but doesn’t attract tourists ‘as the one-way system slices the town in two’
- One retail brand aimed at young people/students who is currently on the high street market says that he wouldn’t open a store because ‘There is no critical mass of brands like mine and that’s what I would need to generate footfall so a creative hub would be very appealing’
- Another youth brand based on Stockbridge Road said that there is a critical mass of students passing their shop which provides good trade and said ‘There is nowhere in town where kids hang out really, apart from McDonalds’
- A fashion retail brand says they gave up looking for premises with street access because ‘The Winchester rents were the same as Oxford Street.’ They decided to open a store in Bournemouth instead
- Winchester School of Art operate a graduate shop on the premises once a year and occasionally have a temporary shop in town (Brooks) but say lack of footfall is problem. WSA are keen for students to have a larger retail presence in the town centre in affordable premises
Retail Rents Benchmarking – Maps

WINCHESTER RETAIL RENTS @ 08/08/2020 • ALL RENTS: £/SQUARE FOOT/YEAR

BASINGSTOKE RETAIL RENTS @ 08/08/2020 • ALL RENTS: £/SQUARE FOOT/YEAR

GUILDFORD RETAIL RENTS @ 08/08/2020 • ALL RENTS: £/SQUARE FOOT/YEAR

SALISBURY RETAIL RENTS @ 08/08/2020 • ALL RENTS: £/SQUARE FOOT/YEAR

SOUTHAMPTON RETAIL RENTS @ 08/08/2020 • ALL RENTS: £/SQUARE FOOT/YEAR

LONDON W1 RETAIL RENTS @ 08/08/2020 • ALL RENTS: £/SQUARE FOOT/YEAR
2.7.4 ARTS, MUSIC & ENTERTAINMENT

The survey saw a strong response from the arts sector, indicating an encouraging level of demand. Of the 10% who identified themselves as working in arts, music and entertainment, nearly three quarters said they are looking for the right space in Winchester. This strongly suggests that the planned use of the Kings Walk Quarter to serve and attract the local creative community will meet a genuine need.

We saw a very disparate sample of careers and occupations responding to the survey, showing the breadth of Winchester’s creative community. The majority are solo operators and micro businesses, with many seeking desk / workspace within a suitable creative community and environment, but we also saw a number of requests for studio and performance space.

There is a case to be made that Winchester could benefit from a modern, flexible rehearsal and performance space, which could meet the needs of a number of sectors – live music, choir, classical / chamber music, drama and dance. While the classical music community is well served by performance spaces in churches and religious buildings it does not have an acoustically suitable performance space for some performances; and while the grass roots community in dance and drama are served by organisations including the Nutshell, there is a lack of an upward chain to bridge the gaps between the grass roots and the larger venues in the town. (Theatre Royal, Guildhall).

Similarly, in popular music the Railway Inn provides a small live music space (150 capacity), but there is then a significant leap to the Guildhall and Winchester University Student Union. In addition, we have had feedback from local music promoters that while they feel there is sufficient demand in the city for more live music, there is not a small to medium size venue to host it. We have also spoken with Boomtown festival, who historically have struggled to find suitable venue space for their outreach activities, which require spaces of up to 300 capacity for family workshops.

Late night venue options are also limited in Winchester. Overdraft bar offers DJ music and craft ales with a small capacity, and Vodka nightclub and Alfies offer late night music to a more mainstream crowd.

A number of operators have expressed an interest in the potential entertainment spaces that could be developed as part of the Kings Walk Quarter, including both permanent and meanwhile use spaces. All operators we spoke to felt that there was untapped potential in Winchester’s music and nightlife, in part due to lack of venues, but also due to a lack of events and programming for young people.

Our view is that a ‘virtuous circle’ could be created through the opening of new spaces, and that Winchester’s promoters will welcome new spaces to fill, and that any new venues or spaces need to be designed with flexibility at their core, in order to serve the varying needs of the community.

**Urban Room**

Winchester is home to over 40 festivals and events each year. From food, to film to poetry to design. Winchester BID runs the Winchester Festivals Forum which gives organisers a chance to share ideas, best practice and concerns. Many of the festivals do not have a permanent presence in the town centre as they don’t need one. However, many have expressed the need for a small permanent base for the duration of the festival which could act as an information point, an exhibition space and a place to host small talks.

**Survey Insights:**

- 10% of all responses identified as being part of these sectors, our highest split outside general Winchester resident responses
- Wide mix of occupations and specialisms – very strong representative sample
- Nearly three quarters of all responses have less than three employees
- 72% of those surveyed don’t currently have workspace in Winchester – but 70% of those people would like space, if the right space was available
- Many of the responses want studio space; a significant number (47%) are interested in exhibition space and in gallery space (29%)
- It is possible that the music and performance community have had their preferences divided across a number of answers in the ‘What type of space do you need?’ question. Together the responses for ‘Performance Space with Seats’, Performance Space and Recording Studio Space total 64% of responses
- While a majority of those who responded wanted permanent space (46%), nearly a quarter were interested in pop-up space

**Performance Space**

- Performers and organisers in the classical and choral scene said that while there is a definite market in Winchester, there is not a venue suitable for secular performance: ‘There are some great spaces, but they are all in churches or halls, and the acoustics just are not right for secular performance. Winchester is crying out for a flexible concert space with great acoustics’
- Popular music in Winchester faces a gap between its only grass roots venue and the larger venues in town. ‘It’s really frustrating that the Railway is too small to book some of the bands we’d like to host, but venues like the Guildhall are too big. We’ll sometimes promote bands at a loss at the Railway on a sell-out show, just because we are fans. If there was larger venue then more concerts would be viable’
- A promoter also highlighted that they felt the Guildhall was not used as much as it could be. ‘The Guildhall should book more music shows. Events like Jo Whiley have proved there’s a market, but they seem to book a strange mix of events. If there was a great music venue in Winchester then I’m sure people would go out more’
- Bar operators highlighted that there is a gap in Winchester for late night entertainment. ‘We think there’s a market for another DJ venue, Overdraft is great but it is small, and the other DJ spaces are very mainstream. Craft beer does well in Winchester, and there’s definitely a slightly older, music loving crowd who are not catered for’
- Festival organisers highlighted the lack of a central hub for their activities, both as a means to market their events and as a way to create links between their festivals and the wider Winchester community. ‘In the past we’ve really struggled to find the right spaces for our outreach programmes. We want to connect with as many people as possible and we’ve seen demand outstrip places for our events. We’ve generally been limited to church halls, or spaces in the Discovery Centre. We’ve quickly hit capacity and could easily fill a 300 capacity room’
2.7.5 STUDENTS & YOUNG PEOPLE

The COVID-19 crisis has meant that there are fewer students than normal in Winchester during the survey period, and with colleges and universities closed it has been difficult to reach the student population as a whole. However, the combined survey sample for Exhibiting Students, Other Students and Young Residents totals around 165 of our total response, which gives us a reasonable basis for understanding the views of young people in Winchester.

The results are not unexpected. While most of those we surveyed regularly went out in Winchester for a night out, or to go shopping, a majority felt that the shopping was poor, and the options for entertainment, nightlife and just to ‘hang out’ are limited. Our respondents overwhelmingly wanted to see a better mix of shops, especially independent shops, and more entertainment options, for example crazy golf or bowling.

The Kings Walk Quarter should be designed to both create career opportunities and incubate fledgling businesses — while 80% of exhibiting students intend to leave Winchester after they graduate, 100% of those students said they would remain in Winchester if the right job was available. Employability of its graduates is naturally of importance to local Universities and who indicate they would be supportive of any plans to create a creative hub.

While our sample is small, this is an accurate snapshot of Winchester’s broader strategic problem: its creative community is hidden and lacks focus, there are relatively few attractive career options for young people, accommodation is expensive, and the shopping, entertainment and nightlife lacks options, quality and variety. Small wonder the bright lights of London (and other cities) attract the young talent of Winchester away.

Survey Insights:

- While a significant number of students and young people go for a night out in Winchester at least once a week, all cited a lack of bars, venues and entertainment as reasons why they didn’t go out in Winchester more often.
- They would like to see more live music, better street food options (and a food hall) and an alternative to the current cinema, with Everyman viewed as expensive.
- They visit Winchester frequently at the weekend, but cite having nowhere to hang out, a poor range of shops and entertainment as the main reasons they don’t visit more often.
- They would overwhelmingly like to see more independent brands and fashion shops.
- Many cited the expense of Winchester’s current nightlife and retail offerings as off-putting.
- 80% of the exhibiting students who responded to the survey said they are not planning on remaining in Winchester after their course finishes — but 100% of them said they would if the right job was available.

Stakeholder Insights:

- Both universities are very keen to increase work placement opportunities for students in town. The creation of a creative hub will provide great opportunities and more visibility to the services that the universities can offer local employers. Universities are keen to promote this.
- Students said that they don’t know who is who in the creative scene in Winchester, but the creative scene is easier to find in Southampton.
- Students would like affordable places to do pop-up exhibitions and run pop-up shops etc like other cities offer.
- One student said ‘You just don’t get the sense that Winchester has a creative scene as there is no visibility of it in street art. There is very little creativity on the streets of Winchester, Winchester School of Art may as well be invisible’.
- Another said ‘We would love to get more local residents and businesses along to our end of year degree shows but there is nowhere to advertise in the town centre. Kings Walk could really bridge the gap’.
2.7.6 RESIDENTS

Unsurprisingly, our largest sample came from residents who did not identify in one of our specific categories (workspace, studio space, retailers etc.), with nearly 60% of responses. While we did not ask respondents to give their age, it is clear from the comments that this group skewed slightly older than the rest of the survey, and their views reflect this.

It was interesting to see the older generation coming out in support of the younger generation by citing there 'is not much for young people to do' and their desire for Winchester to offer more, particularly for teenagers.

However, we see a recurring theme through all responses to the survey. Winchester’s shopping is overwhelmingly viewed as unsatisfactory, with 49% citing a poor range of shops as the reason they don’t visit Winchester more frequently at the weekend, and 83% saying they wanted to see more independent shops in Winchester. Better food options are also a popular wish for this group, along with improved leisure facilities – better cycling facilities were a recurring theme in our comments.

This group want to see better live music options, with 59% saying this was a priority. Perhaps unsurprisingly this group wants to see more family-friendly attractions, with a lack of family cafes and restaurants being cited frequently in the comments (they also cite childcare issues being the main reason they don’t go out very frequently in the evenings, with over half going out in the evening in Winchester once a month or less). There was a very strong view that young children are not well catered for in Winchester town centre, lack of soft play, splash parks etc.

While the survey data from all groups can suggest a fairly bleak view of Winchester from those who know it best. It must be said that the comments suggest that the residents of Winchester are hungry – and impatient – for change. There’s a real hunger for variety, for new businesses and independent businesses, and an acknowledgement that Winchester should focus on youth and the future.

Above all, there are repeated comments about a lack of progress and vision, and it is clear to us that based on the responses to the survey the Kings Walk development will meet a number of needs. It won’t be a magic wand, and in particular is unlikely to solve all Winchester’s retail problems and needs, but rapid progress on the project would provide a very visible example of change and movement.

Survey Insights

- 60% of those surveyed go out in Winchester once a month or less
- Over 50% of those cited lack of good bars and music venues as a main reason they don’t go out more in Winchester
- Lack of cycling provision was cited regularly in the comments as a reason not to visit town more frequently
- 75% of those surveyed visit Winchester at the weekend once a fortnight or more
- 48% of those who visited Winchester cited poor range of shops as the primary reason they don’t visit more frequently
- Nearly 60% would like to see more Live Music, while street food and a food hall were popular, pulling 82% of respondents in total
- Over 83% want to see more independent shops
What are Creative Enterprise Zones?

As mentioned previously, Kings Walk Creative Quarter has the potential to become a Creative Enterprise Zone. But what exactly is a Creative Enterprise Zone? In a nutshell, they exist to create and secure jobs and attract business. Whether it’s a career in digital, architecture, music, design or the arts – a CEZ is a great place to find support and facilities which might otherwise be hard to come by.

Enterprise Zones are part of the government’s Industrial Strategy aiming to support business growth across the country. Whilst many Enterprise Zones are generic, many are now focused on supporting specific sectors – including creative industries.

A Creative Enterprise Zone (CEZ) is a small geographical area with emerging or existing clusters of creative industries and are often sited in areas where regeneration has been earmarked.

CEZs are designated areas where artists and creative businesses find permanent affordable space to work; are supported to start-up and grow; and where local people are helped to learn creative sector skills and find new jobs.

They are spaces where artists and creatives can meet clients, network, share knowledge and showcase their work, and support enterprise and growth through developing skills. They often work in partnership with local organisations and institutions who open up their facilities for the local community.

They aim to be a standard bearer for creative careers and routes into the creative industries, working with education providers and job agencies giving local people job opportunities, work experience and advice.

Creative Enterprise Zones (CEZs) are usually derived from objectives set out in the Local Plan of an area, normally as part of the economic development strategy. A CEZ raises ambition and embeds creative clusters in policy and local leadership.

Enterprise Zones are part of the government’s Industrial Strategy aiming to support business growth across the country. Whilst many Enterprise Zones are generic, many are now focused on supporting specific sectors – including creative industries.

Winchester has two recognised creative clusters (as defined by NESTA), these are Digital and Architecture. A creative cluster is a concentration of creative businesses in a local area twice as high than the national average. Creative education does not feature in NESTA data, so it is fair to assume that visual and performing arts also have a strong but undetected presence in the city, as both Winchester School of Art and Winchester University have a strong background in both these sectors.

Why support Creative Enterprise Zones?

The creative workforce is growing four times faster than the economy and 87% of creative jobs are unlikely to be automated. These are the jobs of the future.

Creative clusters provide creative businesses and artists with opportunities to network, become successful, and benefit from sharing knowledge and expertise. They help drive good growth, health and well-being and put culture at the heart of local regeneration.

As well as producing incredible film, music, design and fashion, the creative community play a wider role. They are often the advance party, setting up workspace in disused and cheap spaces – breathing life into unloved neighbourhoods and increase land values along the way. But this model is no longer sustainable: cheap space has run out in many urban places and creative communities are pushed out. Winchester is no exception.

How do Creative Enterprise Zones work?

A CEZ has a focus on four different areas:

- **Space**
- **Skills & Support**
- **Policy**
- **Community**

**Space**

A CEZ secures permanent, affordable, creative workspace (and ideally – but not always practical) live/work spaces at well below market rents.

**Skills & Support**

A CEZ is a place to build entrepreneurial skills and offer business support to artists, start-ups, sole traders, micro-sized and small businesses. They also act as a ‘magnet’ for people interested in pursuing career pathways in the creative industries and offer opportunities for jobs (both paid, voluntary and work experience) for local people from all backgrounds.

**Policy**

A CEZ is usually developed alongside the Local Plan which has a pro-culture/creative industry strategy and in partnership with the local creative community. It can act as a ‘beacon’ of creative activity for the area.

**Community**

A CEZ aims to embed creative production in communities, creating socially-inclusive places and strengthening links with marginalised communities and education providers.

If the CEZ is in a designated Enterprise Zone (as outlined in the local industrial strategy), it will also qualify for up to 100% business rate discount worth up to £275,000 per business over a five year period.

Who runs Creative Enterprise Zones?

Successful CEZs have good structures and governance. Local authorities usually champion their Creative Enterprise Zones at the highest level. That means cabinet members in charge of Regeneration, Economy, Social Inclusion, and Culture give it full support.

They are often run by a board of local interested parties including the local authority. The board may have representatives from local creative businesses, artists, local creative organisations, developers, workspace providers, further and higher education and other stakeholders.

Creative Enterprise Zones are facilitated by trusted individuals — referred to as CEZ Leaders or CEZ Managers – who are well connected in the creative sector who broker, maintain and curate relationships among their community, region and nationally. They normally have a track record of the sector and understand the needs of the creative sector from both a commercial (running a creative business) and cultural perspective.

Lewisham has a long reputation of championing the creative sector locally through ‘Creative Lewisham’ which was first founded in 2000. It was no surprise that Lewisham in London was one of London’s first ever Creative Enterprise Zones to be selected by the Mayor of London. SHAPESLewisham is a creative network and cultural perspective.

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Where are Creative Enterprise Zones?

There are different examples Creative Enterprise Zones. CEZ’s are made up of many shapes and sizes, from buildings that house creative practitioners and businesses to temporary labs and incubation spaces which ignite innovations to online networks that bring people together through an annual programme of events. Every CEZ is as unique as a fingerprint as its model is determined by its geographic placement, cultural context, community requirements and funding model. But its purpose is the same — to unite, develop and showcase the creative sector within the community and to connect it to a wider audience regionally and nationally.

Middlesborough’s booming digital and creative business sector has benefited from a new enterprise zone in the heart of the Historic Quarter. Eligible companies looking to locate to the Enterprise Zone can qualify for up to £55,000 a year of rate relief over five years but only if they belong to the digital technology or creative sector. To qualify they must also demonstrate how their business intends to grow and link into business support services.

How are Creative Enterprise Zones funded?

As each CEZ is different, so is the funding model — some are dependent on capital grants, others seek support for training and development. However, as a rule the seed funding is provided by local authorities of between £200,000–£400,000. Other sources of funding include European Structural and Investment Funds, private sector funding and the in the case of London CEZ’s, Mayor’s Good Growth Fund. If the CEZ is within an existing Enterprise Zone (as outlined in the local industrial strategy) businesses would be eligible for rate reliefs and other concessions or grants from the LEP.
3.0 Space Analysis

Spaces we have assessed

The King’s Walk block consists of an arrangement of buildings from different times and of visually contrasting styles.

This study analyses two of these buildings: The King’s Walk building and the remaining half of a multi storey car park sitting above an Iceland retail outlet. The King’s Walk building has approx. 4010 square metres and the car park approximately 1380 square metres, roughly 5400 square metres in total.

The King’s walk building itself has existing uses on its lower floors while its upper floors are currently vacant. As a result, the building has been assessed in these two parts.

The multi-storey car park has been assessed assuming that the ground floor uses and the adjacent lower half will not be part of the study.

In addition, the building setting – its facade, visibility and adjacent streets – has been taken into consideration as a way to meaningfully enhance and embed the future uses.

The Nutshell is a community theatre and rehearsal space directly north of the King’s Walk building and is as such not part of this study. We are working to ensure changes to the King’s Walk building should preserve or enhance the Nutshells’ setting.
3.1 Building Setting

The current building setting is quite poor but has huge potential; a number of simple and low cost improvements would make a big difference here.

Existing street setting

- Silver Hill, Tanner Street and Friarsgate have narrow pavements and are hard to navigate as a pedestrian
- Additional and improved seating should be provided in light of Covid 19, as people are encouraged to spend more time outdoors
- Long views onto the buildings don’t immediately communicate where the entrances are and where they lead to, especially the kink in the King’s Walk passage is confusing and visually unclear
- The street crossings and pedestrian flow are hard to navigate and not very inviting for leisure strolls
- All building entrances look very similar and are hard to find with small doors and minimal signage
- The glass lantern entrance staircase to the multi-storey car park has a great setting from Middle Brook Road with very good visibility of the stair tower and the entrance door; if the door itself could be enhanced

In summary, the current setting requires improvements, but these are clear, simple, and relatively easy and affordable to achieve.
Shops or other destinations on the corner of Silver Hill and Tanner Street require extra signage to be visible while the stair tower to the car park is easy to find.

The facades and entrances of the King's Walk building appear uninviting.

The rear entrance to King’s Walk is too small and the kink prevents visitors to visually navigate by seeing where they are going.

The delivery zone has large potential and visibility that is currently unused.
3.0 Space Analysis

Art Crossings invite pedestrian visitors

Clearly visible entrances are easy to find

Festoon lighting helps with atmosphere

Parklets provide seating and greening

Graphics on street surfaces bring joy

Art Crossings invite pedestrian visitors

Clearly visible entrances are easy to find

Festoon lighting helps with atmosphere

Parklets provide seating and greening

Graphics on street surfaces bring joy
Street setting potential

- Silver Hill, Tanner Street and Friarsgate pavements could be painted to make them more visible and inviting with special highlights around relevant building entrances.
- Sheltered outdoor space, outdoor seating could be added or improved along Middlebrook Street and in the Nutshell courtyard to provide a maximum of outdoor (physically) distanced seating.
- The visibility of the buildings main entrances could be enhanced with large scale painted elements around entrances and stair cores to fully capitalise on the existing long views.
- To enhance the visual navigation through King's Walk, removing or re-locating the unit at the Tanner Street end and widening this entrance could be considered.
- Art crossings could be more playful, and more inviting for pedestrians to stroll and discover.
- In order to allow for different uses in the buildings, different entrances should be given a different and specific visual identity that people remember and can find.
- The ground floor entrance to the multi-storey car park could be enhanced with large graphics and lighting to help visibility. The beautiful lantern stair tower could be illuminated to fully capitalise on its visibility. A second, colourful stair tower could be erected on the other side to further increase visibility.

These relatively low cost improvements have great potential to swiftly enhance the setting of the King's Walk and the Multi-Storey car Park building in the short term.

These enhancements could be recreated in a more permanent and high spec finish at a later stage if they have proven successful.
### 3.2 King’s Walk

**Existing Building observations**
- The building is split into two different uses. The lower floors containing currently used retail, and the upper floors which previously contained offices but are now vacant. This split seems logical and has good potential for meaningful phasing of future proposals.
- The King’s Walk sheltered outdoor arcade is a great asset since the coronavirus pandemic but would benefit from a widened rear entrance with increased visibility.
- The courtyard towards the Nutshell Theatre is currently underused but has huge potential to be activated and frame the existing Theatre building better.
- The service area on ground floor with its generous ceiling height and large opening towards the street has great public facing potential that is currently not used.
- The ground floor retail units don’t use their first floor level floorspace well or at all. These spaces could be put to a more active and viable use.
- The upper floors have been stripped of all incoming services. These would have to be re-instated to allow for any longer term uses. This will require upfront investment for the initial basic fit-out to be undertaken.
- All upper floors have good sized floor plates with generous windows and good light.

The building is capable of holding a variety of uses and unit sizes. This makes it very suitable for an agile approach to building uses and viable phasing of future proposals.

![Space Analysis Diagram](image-url)
The arcade would benefit from a simple makeover with contemporary signage, colour & graphics.

The yard has great potential as a destination and to enhance the Nushell’s setting.

The service corridor of first floor makes it possible to use this floor independently.

The service area’s large space volume has great potential as a street facing gathering space.
Kings Walk Winchester Feasibility Study

Section 3.0 Space Analysis

The third and highest floor has great light and generous spaces.

The Second floor space also has great light and generous spaces.

The exposed ceilings show beautiful steel and timber work that could be restored beautifully.

The exposed concrete and steel ceiling has a beautiful industrial look that is ideal to set a tone.
Stripped out services, partitions and finished require works to make the building usable.

The stairwells have a very good quality finish and are in good repair.
Building Potential – Ground Floor

- The King’s Walk sheltered outdoor arcade is a great asset since the coronavirus pandemic and has a widened rear entrance with increased visibility. This entrance is flanked with a lively use that provides overlooking, footfall, and visible activity.
- The courtyard towards the Nutshell Arts Centre could be improved and activated with outdoor seating and planting, framing the existing Arts Centre building better. It serves as spill-out space for all surrounding units to provide a maximum of events and activity here.
- The service area on ground floor with its generous ceiling height and large opening towards the street has great public facing potential and could become a stage or venue activating this corner of the public realm.
- The ground floor retail units could be made smaller single storey units for shops or food and drink outlets. The facade towards the street should have enlarged openings advertising the units to the street, increasing daylight and activity.
- The rear staircase with goods lifts is now accessed via the adjacent car park where the bins are relocated to. This frees up the large service area for activity and makes this part of the facade look more inviting and active.

Ground Floor

Area: 970 sqm
Ground Floor Plan
Area: 974 sqm
Improved open facades and visibility.

A variety of local shops and food and drinks businesses with renovated shop fronts.
The yard towards the Nutshell Theatre has great potential as location for all.

The service area has great potential as versatile event space that can also open to the street.
Building Potential – First Floor

- The first floor now operates independently from the ground floor retail units and could be turned into more making or crafts based studios and maker units, benefiting from the goods lift. The work produced by these units could be sold or showcased on the ground floor more flexibly, allowing for a maximum of people to use the building.
- The unit adjacent to the service area could be used in combination with the proposed venue and function as back of house changing room or as additional cafe seating space.

The generous circulation and multiple staircases make this floor very easy to convert, with large potential to be converted into workspace either in one go or incrementally as the ground floor unit leases become available.

First Floor

Area: 930 sqm
First Floor Plan

Area: 930 sqm

Convert upper levels of retail to self-contained studios. Suitable for makers with goods lift access.
The first floor spaces could be used as more crafts or arts focussed workspaces to make best use of the good lifts and close by ground floor shops.
Making and creative industries are a wide field that could go from more educational uses via fine art to art production such as printing or food production.
Building Potential – Second Floor

- The second and third floor spaces would work best as an ecosystem of spaces. Therefore, the second and third floor have been assessed together.
- In order to allow for any uses to take place here, new services and floor finished are necessary, as well as basic painting and decorating. The beautiful industrial ceiling could be left exposed if they are cleaned and painted neatly.
- A shared circulation connects the three staircases and shared toilet block. As the circulation is generous and well lit, it has great potential to become a destination in itself, with communal meals, exhibitions and events taking place there.
- Shared meeting rooms, toilets, and kitchen are the key infrastructure that allows the units to function with minimal electrical wiring and good wifi, minimising water services distribution and therefore cost.
- The ends of the building allow for medium and larger sized units while the long thin middle lends itself to smaller units which have been very successful at Pop Brixton and Peckham Levels.

Second Floor

Area: 1115 sqm
Second Floor Plan

Area: 1115 sqm
Capacity circa 100 people
At Peckham Levels, the small studios around 14 sqm were the most successful and sought after.
Generous circulation can be used as exhibition and spill out workspace for all kinds of businesses.
Building Potential – Third Floor

- As with the second floor, the third floor requires basic services provision and interior works before it can be used.
- This floor has great potential to offer more social uses as part of the second and third floor collective workspace offer. The end units are very suitable to host these, making great use of the existing balcony that could then be accessed by all users.
- Offering more active or social uses on this floor would also use the higher ceiling and lack of overlooking, making it possible to invite more vulnerable community members to congregate in private.
- The multiple staircases and lifts ensure that this floor is fully inclusive and accessible.
- As the middle part of the building is very slim, offering a maximum of small units would unlock the potential of these spaces best.
Third Floor
Area: 1070 sqm
Capacity circa 78 people
Events / training circa 400/month
Offering some more public facing uses such as hot-desking and well being creates the necessary footfall and visibility.
Multi-use public facing spaces are a valuable asset for the wider population to be invited in from time to
The tested scenarios show that the upper floors can be split flexibly depending on the future businesses who declare interest in the available spaces.

The test fit also confirms that these uses can be combined as needed and can be exchanged over time.

Diagram 3 is the least successful with area B forming a long thin space better suited to splitting into multiple smaller studios.
Floor Zone Test Fit for flexible plug-and-mix of uses as per Diagram 3:

Area C is let to 1 larger tenant or co-work space, multiple smaller units in area B, and a training and event space provides outreach in area A.
Building Potential – Conclusions

• The building would best be activated in two phases, utilising the currently vacant upper floors as soon as possible, and then integrating the lower floors as they become available.

• The three staircases and lifts make this building fully accessible, inclusive and fire escape compliant for a large number of inclusive community events and users, a huge asset for any future use.

• The variety of different spaces allows for a flexible approach to space planning that can be amended as interested users come on board. For example, if a user requires a larger unit, this can easily be accommodated.

• Generally, many small units will unlock the social potential of the space best, allowing a maximum number of local entrepreneurs and creatives to get access to much needed workspace.

• The three different entrances allow the building to offer distinct and different entrances for events while physical distancing is still required and also allow for a one way system to be implemented with one “up” and one “down” staircase for maximum hygiene.

• The Test fit has confirmed the flexibility and versatility of the building.

• Keeping this structurally sane building and re-activating it for socially relevant uses is a great chance to preserve the embodied carbon that is currently stored in the building for the future.
Winchester Works

- Studios
- Co-work space
- Workshops
- Talks & events
- Improved retail offer
- Street activation through visible ground floor uses

Kings Walk Winchester Feasibility Study
Visualisation showing a meanwhile approach to activation of a revitalised foyer space at the entrance to King’s walk.
Visualisation showing how the entrance to the new workspace might look and increased glazing to Silver Hill.
3.3 Multi-Storey car Park

Existing Building observations

- The multi-storey car park has an existing use on ground floor and currently vacant upper floors. These empty floors have been assessed.
- As coronavirus increases the amount of outdoor space for all residents to meet and spend time in, the open to the air car park decks are now especially desirable assets in Winchester’s town centre.
- The landmark stair tower has great potential to turn the upper car park decks into a destination if the entrances are enhanced.
- A second stair tower via the lower level car park will be necessary for physically distanced circulation and a secondary means of fire escape.
- The split level arrangement of the car park allows for good visibility across levels and generates a feeling of openness.

The building is structurally useful and capable of holding a variety of uses. However, as the former use was a car park with different loads, a structural assessment needs to be undertaken to determine if the current structure allows for the proposed extra live loads.
3.0 Space Analysis

Exterior of the end of the car park – this is the ‘new’ metal end wall where they cut the old car park in half – as you can see, no entrance / exit.

Current (and only) access via single door at ground level – possible to widen slightly, but the stairs upwards would prevent a full double door width.

Interior of entrance lobby. Two lifts, not currently functional. The car park is split-level, so there’s approx 8 flights of stairs to roof level.

Top door out onto the roof.

The stair tower is very visible and has huge potential as landmark, even at night time.
3.0 Space Analysis

Lower level roof, looking west. Approx 2.5m to top of wall between levels.

Level underneath the upper roof. Note ramp up to lower roof on right – also note there is no ramp down to level below.

The building has been effectively sliced in two and capped with a metal wall.

There is an air con unit in the north eastern corner of the roof.
Building Potential

- During the coronavirus pandemic it has become clear how valuable safe and usable outdoor space is for a town's population to meet and socialise. This makes this building an extremely valuable asset. While the existing use on ground floor could be retained, the upper floors could be safely activated immediately with short term events and later with more medium to permanent uses.
- The landmark stair tower could be cleaned up and illuminated to quickly turn it into an address for the new location. A second stair tower towards the lower car park could increase visibility from the other side whilst offering the second fire escape route required over a certain amount of visitors.
- The ground floor front door could be enhanced and made more visible. While it is important that the entrance is findable, keeping it low key, “a place one needs to know about”, will most likely enhance its attractiveness.
- The split level arrangement of the car park could be used to create multiple micro locations with different themes and aimed at different age groups or part of the population.
- The covered lower half level has special potential as sheltered outdoor space to offer safe play and hang out spaces for youths and young adults, an age group that is often overlooked between playgrounds and more adult entertainment offer.
- As holidays will be spent predominantly at home this year, the car park could contribute enormously to the holiday offer. Simple uses such as skating, acting, or building in this unique location might be a welcome, low budget addition to the current leisure offer.

Rooftop Events
- Arts
- Summer cinema
- Green space
- Street Food
Floor below used as skating and events space

Upper area clear for events

Existing services

Existing ramp from half floor below

Cut section of parapet wall

Scaffold ramp for this summer

Escape stair/covid exit (scaffold for this summer)

Fold up tables and benches

Scaffold canopy/tin lid

Generator in car park below

Existing stair used for entrance and escape in emergency.

Festoon lighting

Ground floor entrance

Planting

Potential (container) food space/stalls

Car Park Concept Plan
Open to the air gathering spaces are the most sought after places during the coronavirus pandemic.
As travel is restricted, offering activity of all kinds could significantly enhance the quality of life in Winchester, especially for younger people.
4.0 Viability and Business modelling

We have developed a high level business case or model to test the viability of the project and suitability for meanwhile to medium term use. Meanwhile spaces outside of London typically take around 10 years to break even so this is the period we set as a benchmark.

The model consists of four parts:

- Development Costs
- Operational Costs
- Income
- Cashflow

**Development Costs:**
We have broken these down into 3 parts.

- Workspace on floors 2 & 3 of Kings Walk
- Art studios (or workspace) on the first floor of Kings Walk
- Retail spaces at ground level of Kings Walk.

We have focused on the upper two floors of workspace as these areas are vacant and have been assumed to be the important first phase of the project. At this stage development costs for the works to the car park and the temporary public realm improvement works have not been included.

**Operational Costs:**
We have set out an indication of typical operational costs based on our project Ashford Coach Works (which Turner Works operate) for the workspace floors. Operational costs must be kept low in order to protect viability if rents are to be affordable. This assumes a social enterprise mentality to deliver the vision rather than a more commercial stance. Ultimately these costs will be borne by the operator but here we make assumptions to test the model.

**Income:**
Income from studio rentals has been based on Worthwhile Works local benchmarking and also Turner Works experience at Coach Works. After a slow start, Coach Works is now full having taken around six months to gradually fill the buildings. It is smaller than Kings Walk, but we would suggest more of a challenging market.

Once development costs are paid down, income clearly needs to stay ahead of costs to create a viable product. This is a revenue model for development.

**Cashflow:**
This projects income against operational costs over 10 years to find the break-even point. This might also inform who is likely to invest in such a venture, dependent on outcomes; profit versus social value, hopefully a good balance of both.
## 4.1 Development Costs

Estimated development costs

<table>
<thead>
<tr>
<th>approx. area (sqm)</th>
<th>range £/ sqm</th>
<th>£750/sqm</th>
<th>£1000/sqm</th>
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<tr>
<td>Workspace floors 2 &amp; 3:</td>
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</tr>
<tr>
<td>floor 2</td>
<td>110</td>
<td>825000</td>
<td>1100000</td>
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<td>75000</td>
<td>112500</td>
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<td>100000</td>
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<td>Sub-total workspace</td>
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<tr>
<td>Creative studios floor 1:</td>
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<tr>
<td>floor 1</td>
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<td>645000</td>
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<td>F&amp;B / retail floor G:</td>
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<tr>
<td>Ground floor internal</td>
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<tr>
<td>Ground floor external including yard</td>
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<td>Sub-total all phases</td>
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<td>Development costs</td>
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<tr>
<td>Ex VAT</td>
<td></td>
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</table>

### Note:

Estimated costs are based on project benchmarking. These costs assume existing incoming services are sufficient and not in need of upgrade. No allowance has been made for external works to Middle Brook Street or Silver Hill, nor have allowances been made for any works to the car park.
Visualisation showing how the roof might be used as a semi-outdoor public space for Winchester.
4.2 Operational Costs

Operational costs have been suggested at high level but will very much depend on how the space is run and who runs it. We have provided a more detailed breakdown indicating the level of costs we would anticipate for the two workspace floors based on Turner Works’ own experience of running Ashford Coach Works as a social enterprise. We have then suggested bolt-on costs for floors ground and first as they come on stream. If multiple operators are appointed, their individual costs may be higher.

<table>
<thead>
<tr>
<th>Workspace floors 2 &amp; 3</th>
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</thead>
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<tr>
<td>Creative studios, first floor</td>
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</tr>
<tr>
<td>Ground floor food, drink, retail, events</td>
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<tr>
<td><strong>Sub-total</strong></td>
<td><strong>£ 350,000</strong></td>
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**Typical costs workspace:**

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<th>Item</th>
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<th>Monthly</th>
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<td>BT / Broadband</td>
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<td>333</td>
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<tr>
<td>Electricity</td>
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<td>1000</td>
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<tr>
<td>Gas</td>
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<td>333</td>
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<td>Water</td>
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<td>167</td>
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<td>2000</td>
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<td>New works costs</td>
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<tr>
<td>Waste collection</td>
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<td>300</td>
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<tr>
<td>Consumables</td>
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<td>Cleaning / window cleaning</td>
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<td><strong>Total</strong></td>
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### 4.3 Income Projections

Income has been estimated by floor for Kings Walk only.

- **Ground Floor Retail**: We estimate an income of circa £228k per year.
- **First Floor studios**: Estimated at £71k per year.
- **Second Floor Workspace**: Estimated at circa £250k per year.
- **Third Floor Workspace**: At circa £274k per year.

**Total estimated income per year fully let with no voids**: £825k per year.

This is set against development costs of circa £4.2m and annual operational costs of circa £350k.

**Employment:**

We also anticipate the project can support at least 178 high quality jobs, probably more.

Peckham Levels at circa 8000sqm (compared with Kings Walk at 4000sqm) created in excess of 600 jobs and had a much less efficient plan with far more circulation and general event spaces.

---

#### Income Projections

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<tr>
<th>Floor</th>
<th>Sqm / unit</th>
<th>People / unit</th>
<th>Number of units</th>
<th>Total Area</th>
<th>Total People</th>
<th>Rent pcm / unit</th>
<th>Rent annual / unit</th>
<th>Rent annual total</th>
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<td><strong>Ground Floor</strong></td>
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<td>Combined event / bar space</td>
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<td>192</td>
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<tr>
<td>Artist / maker studios</td>
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<tr>
<td>X Large</td>
<td>168</td>
<td>25</td>
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<td>336</td>
<td>50</td>
<td>3500</td>
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</tr>
<tr>
<td>Large A</td>
<td>70</td>
<td>10</td>
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<td>70</td>
<td>10</td>
<td>2500</td>
<td>30000</td>
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<td>120</td>
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<td>392</td>
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<td></td>
<td></td>
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<tr>
<td><strong>Third Floor</strong></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Half Bay</td>
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<td>2</td>
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<td>52</td>
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<td>500</td>
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<tr>
<td>Bay</td>
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<td>336</td>
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<td>42000</td>
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<tr>
<td>Large A</td>
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<td>70</td>
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<tr>
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<td>120</td>
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<td>Sub-total third floor studios</td>
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<td><strong>Co-work Space</strong></td>
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<td></td>
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<tr>
<td>Hot desk</td>
<td>125</td>
<td>20</td>
<td>132</td>
<td>25</td>
<td>17</td>
<td>2350</td>
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<td>Permanent desk</td>
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<td>25</td>
<td>300</td>
<td>3600</td>
<td>90000</td>
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<td>Training / seminar / event space</td>
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<td>2</td>
<td>277</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Say 4 events per month / space</td>
<td>346</td>
<td>4</td>
<td>346</td>
<td>4000</td>
<td>48000</td>
<td>48000</td>
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<td>Sub-total Third Floor</td>
<td>444</td>
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<td>346</td>
<td>277</td>
<td>78</td>
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<td>Totals for floors 2&amp;3</td>
<td>578</td>
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<td></td>
<td></td>
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<td>Sub-total Site Income</td>
<td>578</td>
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<td></td>
<td></td>
<td></td>
<td>952500</td>
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<td></td>
</tr>
</tbody>
</table>
### 4.4 Projections

The ten year model opposite shows a fully let scheme for all floors from year 1 to establish a base model. This shows a net income of around £475k per annum setting aside development costs. So the potential of the project should be to generate around £4.75m of income after operating costs over this period, set against total initial development costs of circa £4.2m giving a notional gross profit of £.5m.

This is set out in Figure 1.

Analysis of the parts shows that the two floors of workspace generate the largest net gain once development costs are considered of around £.6m, Ground floor retail £.42m, while the first floor art spaces lose circa £.5m (or need supporting by the rest of the project / external funding).

#### Stress Testing:

Figures 2 and 3 develop the model to reflect the likely reality of a phased occupation in year one (illustrated for workspace only) and 95% average occupancy (for workspace) for the remaining 9 years. This still shows a net gain but very small.

For workspace, adopting the phased first year and adjusting occupancy gives the following figures:

- 80% let workspace = loss of £498,660
- 90% let workspace = loss of £25,890
- 95% let workspace = gain of £210,495

All assuming development costs need to be repaid.

This allied to ground and first floor works perhaps only being realised in years 2 or 3 points to a 15 year timeframe.

For simplicity we assume inflation and rent increases keep pace and have shown no interest on borrowing.

---

#### 4.0 Viability and Business Modelling

<table>
<thead>
<tr>
<th>Projected Income</th>
<th>Use Floors</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Workspace 2 &amp; 3</td>
<td>£200,000</td>
<td>£200,000</td>
<td>£200,000</td>
<td>£200,000</td>
<td>£200,000</td>
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<td>£200,000</td>
<td>£200,000</td>
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<td>Workspace 2 &amp; 3</td>
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<td>£128,300</td>
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<td>£128,300</td>
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</table>

**Fig 1: 10 year projection 100% let all floors**

<table>
<thead>
<tr>
<th>Projected Income</th>
<th>Use Floors</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Totals</th>
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</thead>
<tbody>
<tr>
<td>Projected Income</td>
<td>Creative Studios 1</td>
<td>£128,300</td>
<td>£128,300</td>
<td>£128,300</td>
<td>£128,300</td>
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<tr>
<td>Projected Net Revenue</td>
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<td>£0</td>
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<td>£0</td>
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<td>£0</td>
</tr>
</tbody>
</table>

**Fig 2: 10 year projection tapering year one, 95% let remaining 9 years (workspace only)**

**Kings Walk Winchester Feasibility Study**

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**Fig 3: Tapering growth in year one workspace lettings (workspace only)**
4.5 Phasing

A flexible framework

The space analysis has confirmed that there are 4 separate projects within the King’s Walk creative quarter. Depending on the availability of funding, the ongoing health crisis and demand, these four projects could be brought forward in several ways dependent on local priorities.

Phase I: Activation of the Middle Brook street as pocket parks

This could also be Phase II. A meanwhile approach to quickly transform Middle Brook Street using ‘pocket parks’, seating, lighting (such as festoons) along with art and graphics to create a place to dwell, particularly in light of Covid and an identified lack of public seating in central Winchester. This could be the point of difference here, while the more long term refurbishment of the area happens over time as the masterplan is gradually implemented.

Phase II: Workspace on King’s Walk floors 2 and 3

Floors 2 and 3, currently vacant former workspace. Services and finishes have been previously stripped out.
Re-purpose as incubator workspace including a mix of studios, larger work spaces, meeting rooms, co-working and social spaces creating a membership offer beyond an individual desk or self-contained studio space.
Create a stand-alone entrance from Silver Hill giving the potential for autonomy of operation and 24/7 access if required (delineated from the retail arcade below)
The second floor we propose an optimum number of units, rather than cramming as many smaller units in as could conceivably fit along the south wing. This provides a range of unit sizes.
The third floor with its really good views lends itself to the more public elements of the incubator hub. Here we place a co-working space for circa 50 people along with meeting rooms, a small bar and event spaces suitable for exercise classes, TED type talks, member events or invited events, small screenings etc. Here we suggest maximising the number of half bay units along the south wing to take up the slack in terms of overall density.

Phase III: Improved ground floor and Maker units on King’s Walk floor 1

Currently ground floor retail units have upper parts used for storage or additional retail at first floor level. Our recommendation is to split these units to create stand-alone ground floor units for retail, F&B or other uses and to convert the upper parts to additional studios, perhaps for artists or makers with a simpler level of fit-out. These spaces have the use of existing goods lifts for access and can utilise the workspace entrance from Phase I.
The spaces can be converted as the existing leases become available and some occupiers may be suitable / may wish to remain in the new configuration.
The smaller units at both levels will thus be more affordable and create wider opportunity. The two larger units facing onto Middle Brook Street need to act as attractors, and we suggest the corner unit could be used at least initially as an urban room, providing exhibition and event space accessible to the public for the City and acting as a shop window to the emerging plans for a new creative quarter. We also suggest the existing loading bay and adjacent unit could be converted to provide a small event space / bar creating active uses at either end of the arcade.
The second phase should also include a makeover of the exterior of the building, using low cost techniques such as paint and graphics, with perhaps a new covered entrance area in place of the small and not very effective glass canopy. This could provide space for year round seating and activation of the street corner, leading into a rejuvenated arcade.

Phase IV: Meanwhile use of the multi-storey car park

The car park above Iceland. This could be a unique and exciting addition to Winchester, initially maybe as a summer event space and mid-term as a place for people to visit, hang out and enjoy the views. It could be a lovely garden in the sky providing post-Covid outdoor safe space, a summer outdoor cinema, food trader space, place for skateboarders and for general arts events. The car park in Peckham hosts an annual offshoot of the Proms.
5.0 Conclusions and Next Steps

5.1 An ecosystem of places

As the studies show, the King's Walk creative quarter has great potential to generate a variety of spaces and destinations within close proximity and connected by an easy to enhance strip of good quality public realm.

Together, these spaces can attract visitors and tenants from all over Winchester (and further afield) creating a true destination and exciting place, seeding the future cultural quarter in Winchester along side the emerging long-term master plan.

Viability:

As we set out elsewhere in the report, viability will need to be a blend of financial and social. This project will require investment of between 3 and 5 million pounds in order to create probably in excess of 200 jobs andkick-start the regeneration of this part of Winchester.

The project should pay back this investment in 10 to 15 years if that is indeed the aim, but value should also be realised through increased land value on adjacent council owned sites as the regeneration effect of this new creative hub take effect.

If the council were to invest in the project, for instance, it is clear that the initial development costs would need to be kept in check which shouldn't affect this type of project as finishes can be sparse and functional.

Operational costs also need to be managed long-term and voids kept to a minimum by creating a positive and welcoming creative environment. Marketing and deals for year one can help reduce the gradual take up of space in the first few months. In our experience, the smaller units go quickly with larger spaces taking longer as bigger organisations are unlikely to be start-ups so only move when their lease is up.

The council will probably need to fund the public realm works and look at a program and budget for activating the car park roof in addition to Kings Walk.
5.1 Recommendation • Worthwhile Works

The question of how to maintain and develop a dynamic diverse mix of space and facilities for cultural production and consumption within the harsh realities of the real estate market is a challenge for Winchester:

It's all about balance.

Financially Sustainable + Genuine Creative Soul = Long term success

Our view is that Kings Walk quarter needs to have a coherent and long-term vision, aesthetic and social purpose if it is to attract and sustain the right mix of businesses, creatives and entrepreneurs.

Critical to success of Kings Walk is not just good design, it needs soul and purpose too. A soul that is financially sustainable, whilst serving the community it was designed for.

A creative vision for the building and its long-term public purpose with defined objectives will create a financial and administrative framework for success. For example:

- Objectives set to incubate an agreed number of new businesses over a set period
- Create a pathway for creatives to progress from fledgling to commercial success
- Be a gateway for businesses and individuals into the creative sector
- Support and uplift grassroots arts organisations in Winchester
- Attract new workers and creative businesses to Winchester
- Champion the creative sector in Winchester and promote its economic contribution

5.1.1 SUMMARY

The creative community is spread across Winchester in small isolated pockets which reduces visibility and its creative potential. Many people have commented that it is ‘hard to access’ the creative community.

This isn’t just about filling desks and artist studios — there are no shortage of operators interested in running the space. To be considered a cultural quarter aimed at young professionals, it should attract a critical mass of businesses either from the creative industries and start-up entrepreneurs.

Consideration should be made that larger or more commercially successful businesses in the space pay a premium in order to support the incubation of new and emerging businesses.

There is a high level of interest in the building from a range of operators who can all bring different skillsets to Kings Quarter. From workspace providers, arts organisations, creative agencies, retailers, food & drink providers, we contacted over 50 stakeholders (local, regional and national).

Some are in a position to buy the building outright, some would need to raise funds to fit out and run the space. What Winchester City Council need to be mindful of is choosing the right operators to run the space — balancing commercial viability with the needs of the community it was designed for.

With regards to the Kings Walk Building we see two main options — and also recommend Kings Walk considers becoming a Creative Enterprise Hub.

OPTION 1

Handing over responsibility for the entire building including retail and entertainment spaces to one overall operator.

Whilst there is an attraction to the simplicity and financial certainty of bringing in one major operator to take overall responsibility, this is likely to require an operator of scale from outside the region, or an operator who brings a “one size fits all” approach and risks diluting some of the buildings potential public purpose and ability to support the local creative community.

Or one operator working in collaboration with local partners. Whilst a developer may meet obligations in the short-term, there is a long-term risk of a creative quarter being sold off — as is what happened in Birmingham’s Custard Factory.

OPTION 2

To divide the building into key functions and bring in a suitable operator for each function (or groups of functions) for example: one for work/studio space, another to curate the retail offering.

This more flexible approach allows a greater chance of working with local organisations and business who may be able to deliver one element of the offer for example bars and entertainment, to a high standard but who would not be appropriate to run other aspects of the building.

However, this approach requires greater amount of involvement and potentially carries less financial certainty (for example, if working with smaller scale operators or shorter leases).

It is our view that a segmented and curated approach gives the best possibility for each element of the creative mix in the building to shine.

We recommend a management structure for example, an advisory board or consortium is created to ensure the curation, operation and marketing giving it the best possibility of meeting its vision and targets.

5.0 Conclusions and Next Steps

Cockpit Arts in Deptford is a highly successful maker space home to 140 creative businesses who collectively generated £6 million in annual sales in 2019. It offers incubator support and regularly attracts buyers from retailers including John Lewis, Liberty, Selfridges.

Creative Enterprise Zones are a London Mayoral Initiative to designate areas of London where artists and creative businesses can find permanent affordable space to work, are supported to start-up and grow and where local people are helped to learn creative sector skills and find new jobs.
5.0 Conclusions and Next Steps

Stakeholder insight:

“Do not have an eclectic mix of activities in Kings Walk e.g. dry cleaners, teenage games gallery, potter. It does not work. Take control, have a vision and it WILL work. Make sure if you give help to fledgling businesses to get started, that they really have a proper plan, contingency funds etc. Don’t assume that anyone in the right sector will do – select carefully those that you help.”

Creative Enterprise Zone

The Creative Enterprise Zone (CEZ) would provide a focus for businesses, students and graduates alike who are eager to start and build their own creative business.

The CEZ initiative could provide investment and support for creative businesses, ensuring that Winchester remains one of the most entrepreneurial and innovative locations in Hampshire.

The CEZ would:

- Protect the creative sector in Winchester
- Increase affordable spaces for artists and entrepreneurs
- Boost job and training opportunities for local people
- Better connect and amplify the creative community
- Support creative businesses to develop stronger roots and more sustainable practices.

The CEZ would operate by working in partnership with local Universities, Chambers of Commerce, Business South, Trade Bodies both regionally and a nationally.

Historical Context

In 2010 Local entrepreneur Emily Tyers set up Winchester Umbrella, an informal online network aimed at connecting the creative sector. The launch attracted over 400 local creatives to The Great Hall. The long-term vision of Umbrella was to set up a creative hub, however at the time space and funding was not available.

The idea of a Creative Enterprise Centre has been considered before by Winchester City Council, who in 2017 earmarked Bar End goods shed as a potential site. The project was not progressed as the scheme missed out on DCMS match funding, needed to progress the redevelopment of the site.

In 2017 Cllr James Byrnes, Winchester, said: “We have been waiting for the right space for this project for a number of years, and this charismatic railway building provides the perfect opportunity.”

This demonstrates that there has been local demand for a creative hub for some time but it was simply the wrong time and place.
5.2 Next Steps • Turner Works

We have identified 4 projects, all interlinked, but potentially independent.

These are:

- Winchester Works – the upper floors of the Kings Walk building
- Kings Walk retail, yard and first floor art spaces
- Activation of Middle Brook Street and Silver Hill
- Multi-storey car park rooftop events space

Each project will need to be commissioned beyond feasibility in terms of design, delivery and funding.

Program:

If the workspace design is commenced quickly, the project could be on site as early as late spring/summer 2021, completing by the end of 2021 with a fair wind or spring 2022. Design work for the ground and first floors could be bundled into this piece of work, but with a phased delivery beyond the workspaces.

Similarly, appointment of a design team for the meanwhile public realm design in early autumn 2020 would suggest that these works might be implemented early in 2021, ready for say Easter.

The same approach/time frame applies to the car park roof, if that is to be ready for summer 2021.

Next steps should be to determine the appetite for each constituent part and work back wards from a desired delivery date. Funding then needs to be identified to allow design up to RIBA Stage 3 or 4 dependent on delivery route, and a design team or teams appointed to move the project forward.

A full digital survey of Kings Walk needs to be undertaken and this can take time so we suggest this could be undertaken immediately.

A design team will probably include at least:

- Architects
- Structural Engineers
- M&E Services Engineers
- Cost Consultant

Surveys should include asbestos (if not already undertaken).

This assumes the council carry out the refurbishment works to shell and core, with the selected operator(s) carrying out specialised interior elements and furniture only. These are council assets worth investing in.

Operator / Funding:

Our view is that operators will be able to deliver a more holistic outcome/blend of services and social value if the burden of major capital investment is not placed upon them. This was the enlightened approach taken by Ashford Borough Council with their Coach Works project, funding the bulk of development costs of around £1m. This has allowed the operator (Turner Works) to focus on outcomes rather than profit, although the model is an SPV of a limited company. A rent free initial model of circa 2 years with revenue share of 10% over 5 years has been agreed.

The site is now fully let after 6 months and delivering a diverse range of activities from Ashford’s first vegan market, music events, a post covid large outdoor gathering space, an artist in residence, circa 70 jobs on site and a thriving weekend music, food and drink space.

Ashford Coach Works, Yard, Hothouse and Corn Store workspace.
Visualisation showing how the revamped yard and arcade might look with simple cost effective improvements.
All appendices are provided as separate documents.

6.1 Stakeholder survey results

6.2 Stakeholder survey open-ended comments

6.3 Retail rent analysis table.
REPORT TITLE: REVIEW OF HACKNEY CARRIAGE AND PRIVATE HIRE POLICY – PHASE 2’

10 NOVEMBER 2020

REPORT OF CABINET MEMBER: Cllr Jackie Porter, Portfolio Holder for Built Environment and Wellbeing

Contact Officer: Carol Stefanczuk  Tel No: 01962 848 188
Email cstefanczuk@winchester.gov.uk

WARD(S): ALL

PURPOSE

At the Licensing and Regulation Committee on 15 September 2020, Members resolved to recommend for approval the revised Statement of Licensing Policy with respect to Hackney Carriage and Private Hire Vehicles, Drivers and Private Hire Operators (“the Policy”).

Following further consultation with the trade, due to the Covid-19 pandemic, amendments have been made to the Policy to defer some sections that have financial implications to the trade.

Prior to publication, the revised Policy (with amendments) must be approved and adopted by the Cabinet.

RECOMMENDATIONS:

1. That the Cabinet agree to the amendments as highlighted yellow in Appendix 1, and;

2. The Cabinet approve and adopt the Statement of Licensing Policy with respect to Hackney Carriage and Private Hire Vehicles, Drivers and Private Hire Operators (as amended) set out in Appendix 1.
IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

1.1 Tackling the Climate Emergency and Creating a Greener District

1.2 As part of the Policy review, Officers and Members have considered the climate emergency and included changes to promote the licensing of hybrid and electric vehicles. We have also proposed to introduce an ‘end of life’ age for all vehicles to ensure all vehicles meet Euro 6 emissions standard by 1 January 2023.

1.3 Homes for all

1.4 N/A

1.5 Vibrant Local Economy

1.6 Supporting our taxi and private hire trade (private hire operators and self-employed drivers) to provide a safe and professional service for residents, visitors and tourists

1.7 Living Well

1.8 The taxi and private hire trade provide an invaluable service to many different customers, especially those who are less mobile and rely on licensed drivers to pick them up and drop them off door to door. Without this service, some wouldn’t be able to leave their homes.

1.9 Your Services, Your Voice

1.10 This Policy seeks to make improvements to ensure the safety of the public travelling in licensed vehicles. This gives the public confidence when using this service, for example, the introduction of contactless payments.

2 FINANCIAL IMPLICATIONS

2.1 Changes to the Policy do not require any additional resourcing. It is expected that the implementation will be covered by the current licensing team.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 The Statement of Licensing Policy with respect to Hackney Carriage and Private Hire Drivers, Vehicles and Private Hire Operators is recommended to Cabinet for amendments to the Hackney Carriage and Private Hire policies.

3.2 Local authorities are required to consult on proposed amendments to the Licensing Policy. In this report at paragraph 6 officers set out their consultation which was undertaken with those whom officers considered to be relevant stakeholders.
4 WORKFORCE IMPLICATIONS

4.1 Two members of the licensing team were seconded to the Policy review project until end June 2020. Since then, the team have returned back to 3.8 full time equivalent staff.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 None

6 CONSULTATION AND COMMUNICATION

6.1 Social and Market Strategic Research (SMSR Ltd) were appointed to carry out a full trade and public consultation on the proposed changes to the Policy. The consultation period was held from January to March 2020. 327 respondents participated; 62 stakeholders (19%) and 265 general public (81%).

6.2 To oversee the Policy review, a working party was set up to include; Cllr Jackie Porter, Cabinet Member for Built Environment & Wellbeing, Cllr Roger Bentote, Chairman of Licensing and Regulation Committee, Richard Botham, Director of Services, Simon Finch, Head of Regulatory, David Ingram, Service Lead for Public Protection, Claire Humphreys, Licensing Officer/Project Officer and Carol Stefanczuk, Licensing Manager/Project Lead since March 2020 (previously led by Graham Wren who left the Council in February 2020).

6.3 Regular Taxi and Private Hire Forum meetings have been held to ensure the trade are kept up-to-date on developments/changes and to encourage conversation about the Policy review. The Forum and trade are generally supportive of the proposed draft Policy. However, they have expressed concerns on the requirement for permanent signage and plates being displayed on vehicles and in relation to the vehicle end of life age restrictions.

6.4 Following the Licensing and Regulation Committee on 15 September 2020, a further Taxi and Private Hire Forum meeting was held. The members made a heartfelt plea to the Council to defer the Policy as, due to the Covid-19 pandemic, they have seen a significant loss of work. Drivers are struggling financially with overhead costs such as insurance, vehicle leasing payments and vehicle upkeep.

6.5 Officers met with Cllrs Porter, Bentote and Ferguson (Cabinet Member for Local Economy) and agreed to defer some sections of the Policy to support the drivers and operators during this uncertain and difficult time, due to the Covid-19 pandemic.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 The Council’s Air Quality Action Plan has been considered as part of the Policy review. The proposals include; allowing a reduction in the size of wheelchair accessible vehicles, incentives for hybrid and electric vehicles and
introduction of an ‘end of life’ age for vehicles to reduce emissions. It is also proposed that all vehicles must meet Euro 6 emissions standard by 1 January 2023.

8 EQUALITY IMPACT ASSESSMENT

8.1 The review of the policy has taken full account of potential impacts against all protected characteristics as set out in the Public Sector Equality Duty and includes a number of positive steps aimed at improving the experience for all service users. A link to the equality impact assessment is included as a background document to this report.

8.2 The Council is committed to offering a range of vehicles for all customers. The current Policy requires all new hackney carriage vehicles to be wheelchair accessible; there is no proposal to change this.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required because there is no processing of personal data, or where there is processing it does not result in a high risk to the rights and freedoms of natural persons.

10 RISK MANAGEMENT

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<tbody>
<tr>
<td>Property</td>
<td>N/A</td>
<td></td>
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<tr>
<td>Community Support</td>
<td>The working party considered proposals and comments made prior to the draft Policy being prepared for Cabinet. We have also regularly held meetings with the Taxi and Private Hire Forum.</td>
<td></td>
</tr>
<tr>
<td>Timescales</td>
<td>The reviewed Policy will take effect once adopted by Cabinet, with the proposed implementation date of 1 December 2020.</td>
<td></td>
</tr>
<tr>
<td>Project capacity</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Financial / VfM</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td>The Policy could be challenged by Judicial Review, but as the Council’s decision-making process is believed to be lawful, a challenge is considered unlikely.</td>
<td></td>
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</tbody>
</table>
Innovation | N/A
--- | ---
Reputation | The Council’s paramount consideration is to protect the public. This Policy sets out what is required of new applicants and current licence holders in line with relevant legislation. | In light of the current pandemic, there are proposals to defer some sections of the Policy to support the trade during this difficult time.

Other Effects of Taxi and Private Hire trade | The consultation started pre-Covid pandemic/lockdown. The trade has been severely affected. The working party have been mindful of this and made various changes to the proposals in light of the current situation and with less financial impact to the licence holders.

11 SUPPORTING INFORMATION:

Introduction

11.1 Hackney Carriage and Private Hire Vehicles, Drivers and Private Hire Operators are licensed under the Local Government (Miscellaneous Provisions) Act 1976 and the Town Police Clauses Act 1847. Authorised officers administer and enforce the provisions of this legislation.

11.2 It is accepted good practice for the Council to regularly review their Statement of Licensing Policy to ensure that it keeps up to date with legislative changes, changes recommended by the government or where the licensing authority considers amendments necessary to promote the safety of the public.

11.3 The previous Administration tasked the licensing team to review the Policy with specific areas of interest; safeguarding, review of convictions policy, wheelchair training, payment methods, vehicle livery and CCTV.

11.4 In 2018, the Policy review project (previously known as ‘Tip Top Taxis’) started and was included in the Council’s Corporate Strategy, with the main objective being to make positive changes to the taxi and private hire regime to further enhance public safety. Phase one [of 2] of the Policy review took place and was adopted in June 2019. This report seeks to adopt Phase two of the Policy review.
Review of Policy

11.5 Phase one of the Policy review has been successfully implemented, with all current drivers attending and passing a comprehensive Safeguarding training course.

11.6 Phase two of the Policy review has mainly focused on vehicles (age, livery, signage), with additional requirements for current drivers and new applicants to undertake Disability Awareness training.

11.7 At the Licensing and Regulation Committee on 15 September 2020, Members resolved to approve the revised Policy, to be recommended to Cabinet for adoption.

11.8 As referred to in paragraph 6 above, following the Licensing and Regulation Committee meeting, officers met with the Taxi and Private Hire Forum. The trade explained how the Covid-19 pandemic has negatively affected the trade, with some drivers and operators considering selling their vehicles and seeking alternative employment. Officers sympathised with the Forum and subsequently met with Councillors to discussed proposed deferral of implementation for some sections of the Policy. These are:

a) All petrol and diesel vehicles will have a maximum end of working life age of twelve years from the date of registration (paragraphs 5.1c & 6.1c of the Policy refers) – delay by 12 months. New implementation date 1 December 2021.

b) All electric and hybrid vehicle will have a maximum end of working life age of fifteen years from the date of registration (paragraphs 5.1d & 6.1d of the Policy refers) – delay by 12 months. New implementation date 1 December 2021.

c) All current drivers must pass approved disability awareness training no later than 31 August 2021 (paragraph 8.10b of the Policy refers) – delay by 6 months. Now amended to “… no later than 1 March 2022.”

11.9 It’s important to note that some changes to the Policy are in the favour of the trade, which by implementing these changes will offer them more flexibility on the type and size of the vehicle. For example, by allowing slightly older and smaller wheelchair assessable vehicles with the option of rear loading, this reduces the initial cost to the proprietor. This is balanced with the new requirement to add permanent signage to the vehicles.

11.10 The addition of permanent signage is contentious with the trade. The drivers are concerned that this would increase the risk of their licensed vehicles being targeted by criminals and broken into when not in use. Members and Officers have been understanding of this and discussed this in depth; this was also discussed at the Licensing and Regulation Committee meeting on 15 September 2020. The primary reason for this requirement is to clearly show members of the public what is a licensed vehicle, so that this gives them the
confidence that they are using a regulated and safe vehicle, driven by a licensed driver who has met the ‘fit and proper’ test under relevant legislation. The working party and Licensing and Regulation Committee therefore agreed that public safety is paramount and must take precedence.

Conclusion

11.11 The changes to the Policy on vehicles is a choice based policy. This allows drivers/proprietors to choose the type and size of vehicles whilst complying with the stricter requirements in relation to vehicle emissions.

11.12 The Council’s overriding consideration is the safety of the public. However, the City Council should not adopt a Policy that is too restrictive that damages the trade. The Council must keep in mind that whilst it will want to make positive changes to ensure public safety, it is dealing with a trade that has been severely impacted by the Covid-19 pandemic and should want to encourage customers to use these services again, confident that they will be safe.

11.13 The Cabinet are asked to agree to the amendments as set out in Appendix 1 and adopt the Policy with effect from 1 December 2020.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 As part of the consultation, the public and trade were asked if they thought CCTV should be installed in all licensed vehicles. 71% of respondents agreed that CCTV should be installed in all hackney carriage and private hire vehicles However, stakeholders were divided; 42% yes vs 45% no. The working party agreed that CCTV should not be introduced without thorough investigation and to consider if there is a justifiable need, i.e. why is it necessary?, is there a problem? is it proportionate to solve the problem identified?. This would entail obtaining crime statistics from the Police and carrying out a proportionality assessment, before any policy changes are to be considered.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-


CAB3200 – Adoption of Statement of Licensing Policy with respect to Hackney Carriage and Private Hire Vehicles, Drivers and Private Hire Operators – 23 October 2019


**LR495** - Review of Statement of Licensing Policy with respect to Hackney Carriage and Private Hire Vehicles, Drivers and Private Hire Operators – consultation comments – 16 March 2017


**Other Background Documents:**

Equality Impact Assessment


**APPENDICES:**


Appendix 2 – Extract of Minutes of the Licensing and Regulation Committee dated 15 September 2020.
Statement of Licensing Policy
with respect to
Hackney Carriage and Private Hire Vehicles, Drivers and Private Hire Operators

Version 9 – reviewed September 2020

Winchester City Council
City Offices
Colebrook Street
Winchester
SO23 9LJ
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1 Introduction

1.1 This information is intended to provide guidance on the licensing requirements in the Winchester City Council district under the Town Police Clauses Act 1847, as amended, and Part II of the Local Government (Miscellaneous Provisions) Act 1976. Attention is also drawn to certain provisions of the Transport Acts 1980, 1981 and 1985, and Regulations made under the Road Traffic Acts.

1.2 It is not intended to be an exhaustive or definitive statement of the law and all drivers, operators and proprietors must familiarise themselves with the provisions of the relevant Acts, local byelaws and conditions.

1.3 Winchester City Council is the Licensing Authority for hackney carriages, private hire vehicles, their drivers and private hire operators.

1.4 Winchester City Council reserves the right to depart from this Policy if there are, in its reasonable opinion, exceptional or compelling reasons to do so. In addition, the Council may follow any current or subsequent recommendations made by the Institute of Licensing or any other national guidance issued.

2 Enquiries

2.1 All correspondence, applications and enquiries should be addressed to Licensing Section, Winchester City Council, City Offices, Colebrook Street, Winchester, SO23 9LJ. If you wish to see a Licensing Officer, an appointment can be made by telephoning 01962 848 188 or email licensing@winchester.gov.uk.

3 Types of Licences

3.1 A hackney carriage (taxi) may be used to ply for hire at an authorised taxi rank, pick up passengers when “flagged down” in the street, and when pre-booked.

3.2 A hackney carriage may be licensed to carry up to a maximum of 8 passengers.

3.3 The number of saloon vehicles is limited. All other hackney carriages must be capable of carrying a wheelchair and passenger. In these cases the number of passengers which may be carried is reduced.

3.4 A hackney carriage driver’s licence is a combined licence allowing the holder to drive both hackney and private hire vehicles.

3.5 Hackney carriages are also regulated by Byelaws with respect to hackney carriages and conditions made by the Licensing Authority.
3.6 A private hire vehicle may only be pre-booked via a private hire operator. Such vehicles may not ply for hire or take bookings other than via an operator.

3.7 A private hire vehicle may be licensed to carry up to a maximum of 8 passengers. There is no requirement for such vehicles to be able to carry wheelchair bound passengers, although many do.

4 Licence Fees

4.1 The fees charged by the Council for licences cover Licensing Authority’s costs of administering the licensing process. Hackney Carriage and Private Hire Driver licences are issued annually for the first three years and then can be renewed for one year or three years. New Private hire Operator licenses are issued for one year and then can be renewed for one or for five years. All other licences are renewed annually. The fees are periodically reviewed. The Current fees can be found on the Council's website at:

www.winchester.gov.uk/licensing
5 Hackney Carriage Vehicles

5.1 When first presented for licensing as a hackney carriage, the vehicle must be within certain age limits:

a All petrol and diesel vehicles when licensed for the first time must be less than five years from the date of first registration. The vehicle must be renewed on a year by year basis at the discretion of an Authorised Officer.

b All electric and hybrid vehicles when licensed for the first time as a hackney carriage must be less than eight years from the date of first registration. The vehicle must be renewed on a year by year basis at the discretion of an Authorised Officer.

c All petrol and diesel hackney carriage vehicles will have a maximum end of working life age of twelve years from the date of first registration, with effect from 1 December 2021.

d All electric and hybrid hackney carriage vehicles will have a maximum end of working life age of fifteen years from the date of first registration, with effect from 1 December 2021.

e In order to improve air quality and respond to the Council’s climate emergency, all existing vehicles that have a date of first registration before 1 September 2015 must be replaced by the 1 January 2023.

5.2 All hackney carriage vehicles presented for licensing for the first time must be wheelchair accessible vehicles (WAV), except in cases where the vehicle is to replace an existing saloon vehicle which is already licensed. Wheelchair accessible vehicles may be either side or rear loading.

5.3 All vehicles when licensed for the first time must be a standard white colour only.

5.4 All vehicles when licensed for the first time must display a permanently fixed approved Winchester City Council door sign on the front doors (both sides) of the vehicle.

5.5 All current licensed hackney carriage vehicles must display a permanently fixed approved Winchester City Council door sign on the front doors (both sides) of the vehicle no later than 30 June 2021. Failure to do so will result in the licence not being renewed, suspended or revoked.

5.6 All vehicles when licensed for the first time must display the licence plate permanently fixed to the rear of the vehicle to the satisfaction of the Licensing Authority.
5.7 All current hackney carriage vehicles must display the licence plate permanently fixed to the rear of the vehicle to the satisfaction of the Licensing Authority no later than 30 June 2021. Failure to do so will result in the licence not being renewed, suspended or revoked.

5.8 Purpose built and conversion vehicles should also be capable of carrying a wheelchair securely with seats that slide on rails, or individual seats that can be removed, or flip down seats, to allow more room for luggage and wheelchairs or both. The first row of seats behind the driver must not be a bench seat.

5.9 All vehicles, other than saloons, must be capable of carrying a wheelchair and its passenger, and a minimum of one other passenger, and at least four passengers at any other time.

5.10 A converted vehicle must meet “M1” specification and should have a certificate of conversion from a reputable company and a voluntary Individual Vehicle Approval (IVA) application must be submitted to the DVLA. A converted vehicle will not be licensed without confirmation of this. Wheelchair accessible vehicles over 10 years of age from date of first registration do not require an IVA.

5.11 Wheelchairs must be capable of being secured in the vehicle with the passenger in a forward or rearward facing position.

5.12 Saloon vehicles must be capable of carrying four passengers.

5.13 Prior to licensing, and annually the vehicle must undergo a mechanical inspection and all vehicles over three years old from the date of first registration must be tested and pass an MOT. If the vehicle is under 3 years old it will require a mechanical and condition test. These must be carried out at a testing station specified by the Licensing Authority.

5.14 The Vehicle may be called in for inspection at any time by an Authorised Officer to ensure compliance. Failure to attend and show any documentation as requested may lead to suspension or revocation of licence under Section 68 of the Act.

5.15 All vehicles must have at least four doors. Saloon vehicles must have four doors in addition to any tailgate.

5.16 The engine capacity must be not less than 1500 cc. The Head of Licensing may depart from this section of the Policy where an applicant can produce evidence of a vehicle that has a similar power to weight ratio to a 1500cc vehicle, or, where the vehicle is environmentally friendly.

5.17 All vehicles must be right hand drive. In exceptional circumstances a licence may be granted for a left hand drive vehicle.
5.18 Where a licensed vehicle is involved in an accident and classes as a ‘write off’ under Category S or N, all vehicles must pass a further mechanical inspection check by a nominated testing station or nominated vehicle inspector and all paperwork relating to the vehicle repair must be provided to the nominated garage or inspector. If the repair is likely to have affected the steering then a full steering alignment check must be completed prior to any inspection and all paperwork must be presented to any inspecting agent and to the licensing section before the vehicle is returned for use to carry passengers for hire.

5.19 A temporary licensed vehicle may be required in cases where a licensed vehicle has been involved in an accident or is unusable for mechanical reasons. All temporary vehicles must be of the same type/category of vehicle that it is temporarily replacing and must comply with this section of the Policy. Any licence shall be granted for a maximum of two months.

5.20 All vehicles, when licensed for the first time, must have a contactless payment device to offer payment by card in addition to accepting payment in cash.

5.21 All current hackney carriage vehicles must have a contactless payment device to offer payment by card in addition to accepting payment in cash, no later than 30 June 2021. Failure to do this will result in the licence not being renewed, suspended or revoked.
6 Private Hire Vehicles

6.1 When first presented for licensing as a private hire vehicle, the vehicle must be within certain age limits:

a All petrol and diesel vehicles when licensed for the first time must be less than five years from the date of first registration. The vehicle must be renewed on a year by year basis at the discretion of an Authorised Officer.

b All electric and hybrid private hire vehicles when licenced for the first time must be less than eight years old from the date of first registration. The vehicle must be renewed on a year by year basis at the discretion of an Authorised Officer.

c All petrol and diesel private hire vehicles will have a maximum end of working life age of twelve years from the date of first registration, with effect from 1 December 2021.

d All electric and hybrid private hire vehicles will have a maximum end of working life age of fifteen years from the date of first registration, with effect from 1 December 2021.

e In order to improve air quality and respond to the climate emergency, all existing vehicles that have a date of first registration before 1 September 2015 must be replaced by the 1 January 2023.

f In exceptional circumstances these age limits may be waived. For example, a classic car in excellent condition which will be used for special events.

6.2 A converted vehicle should have a certificate of conversion from a reputable company and will not be accepted without such a document.

6.3 All vehicles when licensed for the first time shall be of any other colour except for white.

6.4 All vehicles when licensed for the first time must display permanently fixed approved Winchester City Council door signs (both sides) on the front doors of the vehicle, with the exception of those private hire vehicles undertaking corporate work only and hold a valid plate exemption certificate issued by the Licensing Authority.

6.5 All current private hire vehicles must display permanently fixed approved Winchester City Council door sign on the front doors (both sides) of the vehicle no later than 30 June 2021, with the exception of those private hire vehicles undertaking corporate work only and hold a valid plate exemption certificate issued by the Licensing Authority. Failure to do so will result in the licence not being renewed, suspended or revoked.
6.6 All new private hire vehicles must have a licence plate permanently fixed to the rear of the vehicle to the satisfaction of the Licensing Authority, with the exception of those private hire vehicles undertaking corporate work only and hold a valid plate exemption certificate issued by the Licensing Authority.

6.7 All current private hire vehicles must have a licence plate permanently fixed to the rear of the vehicle to the satisfaction of the Licensing Authority no later than 30 June 2021, with the exception of those vehicles undertaking corporate work only that hold a valid licence plate exemption certificate issued by the Licensing Authority. Failure to do so will result in the licence not being renewed, suspended or revoked.

6.8 A converted vehicle must meet “M1” specification and should have a certificate of conversion from a reputable company and a voluntary Individual Vehicle Approval (IVA) application must be submitted to the DVLA. A converted vehicle will not be licensed without confirmation of this. Wheelchair accessible vehicles over 10 years of age from date of first registration do not require an IVA.

6.9 All wheelchair accessible vehicles (WAV) must be capable of carrying a wheelchair and its passenger and a minimum of one other passenger. This vehicle can be either side or rear loading.

6.10 Wheelchairs must be capable of being secured in the vehicle with the passenger in a forward or rearward facing position.

6.11 All vehicles must have at least four doors. Saloon vehicles must have four doors in addition to any tailgate.

6.12 Prior to licensing, and annually the vehicle must undergo a mechanical inspection and all vehicles over three years old from the date of first registration must be tested and pass an MOT. If the vehicle is under 3 years old it will require a mechanical and condition test. These must be carried out at a testing station specified by the Licensing Authority.

6.13 The engine capacity must be not less than 1500cc. The Council or Authorised officer may depart from this section of the Policy where an applicant can produce evidence of a vehicle that has a similar power to weight ratio to a cc 1500 cc vehicle, or, where the vehicle is environmentally friendly.

6.14 In exceptional circumstances an exemption certificate may be granted to dispense with the requirement to display the licence plate. This will only be granted where satisfactory proof of “executive hiring” has been received by the Licensing Authority. Satisfactory proof must be provided to the licensing department at application and thereafter when requested by an Authorised Officer. Failure to provide such proof will result in the exemption to display a plate being refused or withdrawn.
6.15 All vehicles must be right hand drive. In exceptional circumstances a licence may be granted for a left hand drive vehicle.

6.16 Where a licensed vehicle is involved in an accident and classed as a 'write off' under Category S or N, all vehicles must pass a further mechanical inspection check by a nominated testing station or nominated vehicle inspector and all paperwork relating to the vehicle repair must be provided to the nominated garage or inspector. If the repair is likely to have affected the steering then a full steering alignment check must be completed prior to any inspection and all paperwork must be presented to any inspecting agent and to the licensing section before the vehicle is returned for use to carry passengers for hire.

A temporary licensed vehicle may be required in cases where a licensed vehicle has been involved in an accident or is unusable for mechanical reasons. All temporary vehicles must be of the same type/category of vehicle that it is temporarily replacing and must comply with this section of the Policy. A licence shall be granted for a maximum of two months.

6.17 All private hire vehicles, when licensed for the first time, must carry a contactless payment device to take payment by card in addition to accepting payment in cash.

6.18 All current private hire vehicles must carry a contactless payment device to offer payment by card in addition to accepting payment in cash, no later than 30 June 2021. Failure to do this will result in the licence not being renewed, suspended or revoked.

6.19 Private hire vehicles that are used to carry out pre-paid or contract work only are exempt from the requirements at 6.17 and 6.18 above, and are not required to carry a contactless payment device unless required by the operator.
7 Private Hire Operators

7.1 A private hire operator dispatches a private hire vehicle to a customer. An operator may have just one or a fleet of vehicles under their control.

7.2 An applicant for a private hire operator licence must be a “fit and proper person” to hold such a licence.

7.3 Pursuant to the Immigration Act 2016, applicants must prove that they have a “right to work” in the UK. Failure to provide satisfactory documentation will result in the application being refused.

7.4 The Licensing Authority reserves the right to provide documentation or information to the Home Office where it is considered appropriate to do so in the interests of complying with legislation or to protect the public.

7.5 An applicant must supply a Basic Disclosure from the Disclosure and Barring Service (DBS). The disclosure is required on application for the grant of a licence and every three years thereafter.

7.6 A basic disclosure can be obtained from Personnel Checks www.personnelchecks.co.uk Telephone 01264 355679. Alternatively through www.gov.uk Telephone 0300 0200 190.

7.7 An applicant for a private hire operator licence who also holds, or is applying for a private hire driver licence, is required to have an enhanced DBS check when applying for the driver licence. Therefore it will not be necessary for the applicant to have a further check for the operator application.

7.8 All private hire operators must provide to the Licensing Authority, names and addresses of any staff employed to make the provision for bookings on their behalf. These staff (non licensed drivers) must provide a basic disclosure DBS certificate to the Licensing Authority prior to the start of employment.

7.9 All new applicants must provide a copy of their complaints procedure which must be to the satisfaction of the Licensing Authority prior to any licence being issued. A complaint procedure may be recorded on paper or computer and must show the Date, Name, Contact details, nature of complaint, how rectified and date and by what staff member.

7.10 In order for the Licensing Authority to review the conduct of new private hire operator licence holders, new applicants will be granted a licence for one or five years. The Council reserves the right to withhold issuing a five year licence where there are reasonable grounds to do so.
8 Hackney Carriage and Private Hire Driver Licences

8.1 Ability to Communicate in English

Licence holders will need to be able to engage with passengers and must therefore be able to understand and converse in English to an adequate standard for this purpose. This is assessed by means of an interview with a licensing officer and any test the Licensing Authority deem appropriate to ensure that the applicant is a ‘fit and proper’ person to hold a licence.

8.2 Driving Licence

a Applicants must be 21 years of age or more and have held a full driving licence for at least 12 months, granted by a country which belongs to the European Union or is within the European Economic Area (Iceland, Liechtenstein, and Norway are not in the EU, but are members of the EEA). An applicant from any country outside of these is required to pass a U.K. driving test and hold a full driving licence for at least 12 months before re-applying. The Council reserve the right to assess every driving licence in line with Government or Institute of Licensing recommendations or national guidance.

b All applicants must consent to allow the Licensing Authority to check their Driving Licence online. The Authority will check vehicles the applicant is entitled to drive and any penalty points or disqualifications. Failure to consent to Officers obtaining this information shall result in the application being refused or current Hackney Carriage/Private Hire driver’s licence being suspended or revoked.

8.3 Entitlement to Work in UK

a Pursuant to the Immigration Act 2016, applicants must prove that they have a “right to work” in the UK. Failure to provide satisfactory documentation will result in the application being refused.

b The Licensing Authority reserves the right to provide documentation or information to the Home Office where it is considered appropriate to do so in the interests of complying with legislation or to protect the public.

8.4 Assessing Applicants’ Fitness and Propriety

a Applicants who were not born in the U.K. and/or have not lived in the U.K. for past 10 years continuously must supply a certificate of good conduct from their embassy, home country or from the country in which they have been living. This may result in more than one certificate being required; for example if the applicant has lived in multiple Countries within the past 10 years. All Certificates must be written in English. If this is not possible from the supplying country the applicant must employ the services of a translation service. This service must
authenticate the certificate in English by confirming in writing to the Council with full details of any certificate supplied.

8.5 Disclosure and Barring Service (DBS) Check

a All applicants must apply for an enhanced DBS check using the Council’s approved provider only. Full information on how to apply for an enhanced DBS can be found on the Council’s website. A basic or standard DBS certificate will not be accepted.

b Authorised Officers will review any convictions disclosed and this will be taken into account when deciding whether or not to grant the application in accordance with the Policy on Criminal Convictions. Any Authorised Officer may also contact the Police for further information surrounding a conviction, caution, arrest or any other police investigation that has involved the applicant. This information will be used when deciding whether an applicant is a “fit and proper person”. Such checks shall be carried out on initial application and during the course of a licence where there are sufficient grounds to do so.

c Notwithstanding the Licensing Authority’s requirements for a Disclosure and Barring Service check, applicants MUST disclose full details of any criminal convictions (including any “spent” convictions under the Rehabilitation of Offenders Act 1974), cautions, arrest or any other police investigation on the application form. Failure to disclose this information that is subsequently disclosed under the Disclosure and Barring Service check or discovered by any other means will be taken into account when considering their application. Failure to notify a conviction on an application form is also a criminal offence and is likely to result in the application being refused.

d The Licensing Authority strongly encourages drivers to register with the DBS online system. The applicant and any current driver must permit an Authorised Officer to check their DBS status at regular intervals at the discretion of the Council and in line with national guidance. The Council may also authorise their current DBS provider to carry out status checks of any Council licensed driver’s DBS at regular intervals. A refusal by any applicant, current driver, Operator or Operator’s member of staff to permit regular checks of any DBS will cause the licence to be refused, suspended or revoked.

e Where the DBS online system shows that there has been a change to the applicant’s record, a new enhanced DBS application will be required.

In the case of renewals, where an applicant is unable to produce a satisfactory DBS certificate or online equivalent using the DBS update service, within one month prior to the expiry date of their current licence, the licence will not be renewed.
8.6 Safeguarding

a All applicants must pass the Council’s approved Safeguarding Awareness training before a Driver or Operator Licence is granted. The pass certificate must be submitted to the Council as part of the application process.

b All Hackney Carriage or Private Hire Drivers licensed before 25 February 2019 must pass the Council’s approved Safeguarding Awareness training no later than 31 October 2019. Failure to do so will result in their Licence not being renewed, suspended or revoked. The pass certificate must be provided with the application to renew a hackney carriage and/or private hire driver’s licence.

c All Drivers and Operators will be required to update their safeguarding training upon the Council’s request using a Safeguarding Training Provider/assessment approved by the Council.

8.7 Driving Standards

a In addition to possessing a driving licence issued by a relevant country, all new applicants are required to undertake the Blue Lamp Trust taxi driving assessment test (or any other driving assessment or training, which the Licensing Authority considers appropriate) and produce a pass certificate.

b Contract drivers licensed for Schools and Disabled Contracts are exempt from 8.7a above, where the contracting authority carries out its own assessment of driving standards which is to the satisfaction of the Licensing Department.

c An Authorised Officer may require any licensed hackney carriage or private hire driver to undergo and pass a driving assessment test, or training, which is considered appropriate e.g. Blue Lamp Trust, where satisfied that the driver’s standard of driving or general conduct are such that an assessment is desirable.

8.8 Wheelchair Assessment

a Any Licensed driver who drives a Wheelchair Accessible Vehicle must complete and pass an approved Wheelchair Safety Assessment with a training provider approved by the Licensing Authority e.g. The Blue Lamp Assessment. A pass certificate must be presented to the Licensing Authority.

8.9 Wheelchair exemptions

a A wheelchair exemption may be granted to drivers who provide written evidence issued by a medical professional, that they are unable to
safely secure a wheelchair bound passenger into their vehicle, to the satisfaction of the Licensing Authority.

8.10 Disability awareness training

a All applicants must complete and pass approved disability awareness training with a training provider approved by the Licensing Authority. A pass certificate must be presented to the Licensing Authority as part of the application process.

b All current drivers must pass approved disability awareness training with a training provider approved by the Licensing Authority no later than 1 March 2022. A pass certificate must be presented to the Licensing Authority. Failure to do so will result in the licence not being renewed, suspended or revoked.

8.11 Knowledge Test.

a All applicants are required to take and pass the Private Hire and Hackney Carriage Knowledge Tests. Tests are conducted by the Licensing Authority on a regular basis. The test will be conducted in English only. Payment for the test will be made in advance and failure to attend without prior notice shall mean forfeiture of any monies paid. Information regarding the Knowledge Test can be found on the Council’s website at www.winchester.gov.uk/licensing.

b An Authorised Officer may include additional modules to the knowledge test where it is considered appropriate or necessary to ensure that the applicant is a ‘fit and proper person’ and in the interests of public safety.

c The pass mark for all tests is 80% in each section.

d Where an applicant applies to work for an operator who does not primarily provide a service in the Winchester Town area (i.e the five Town Wards together with Oliver’s Battery & Badger Farm, and The Worthys), certain modules of the test may not be required.

e Where an applicant or current driver opts to amend their working practices in order to work primarily in the Winchester Town area they shall notify the Licensing Authority and pass the relevant knowledge test prior to commencement.

f Drivers licensed for School contracts and Disabled passengers only will only be required to pass modules which are relevant to the work that they will be undertaking. Where the contracting authority carries out its own assessment of the required knowledge, applicants are exempt from the requirement to undergo a knowledge test.

g In circumstances where a licensed driver’s knowledge or conduct is in question, such as following a complaint, an Authorised Officer or
Licensing Sub-Committee may require a driver to complete relevant modules of the knowledge test within a time specified.

h An Authorised Officer may require current licence holders to pass relevant modules of the knowledge test where it is considered necessary to ensure that they are a fit and proper person and/or in the interests of public safety.

i An applicant who was previously licensed with this Council less than three years from the date of application who originally passed the knowledge test will not be required to re-take the knowledge test.

8.12 Practical Knowledge Test

a All new applicants who have passed an approved Driving Assessment Test and knowledge test, may prior to, or after, a licence being issued be required to take a practical knowledge test. This test allows the applicant to prove that they have a practical knowledge of the area. Should the applicant demonstrate a poor knowledge of the area, they will not be issued with a licence and are advised to spend a reasonable amount of time driving around Winchester and surrounding areas, before making a further appointment to demonstrate their increased knowledge.

b The licensing officer will determine whether an applicant has demonstrated a ‘practical knowledge of the area to which the application applies’.

8.13 Medical Fitness

a All applicants must undergo and pass a medical examination that meets the DVLA Group 2 Medical Standard of fitness to drive must provide a medical assessment form completed by the examining doctor. This must be provided to the Licensing Authority no later than 28 days from the date of the examination.

b A medical examination is to be carried out on initial application and every fifth year thereafter until the age of 65 years and every year thereafter.

c The examination must take place at the surgery where the applicant is registered in order that the examining doctor has access to their medical records, or at another surgery provided that the examining doctor has access to the applicant’s medical records.

d Any Authorised Officer may require any licensed driver to undergo a medical examination with an approved medical provider, where satisfied that a condition has arisen which might affect the person’s fitness to drive a licensed vehicle. This may result in the current driver’s licence being suspended or revoked.
Where the applicant has been diagnosed with Diabetes Mellitus, other
than treatment by diet only, applicants must provide on renewal of their
hackney carriage and/or private hire driver licence, or every 12 months
in the case of a driver with a 3 years driver licence (when a medical
report is not due) confirmation that they meet the Group 2 medical
standards of fitness to drive in the form prescribed by the Licensing
Authority. This must be signed by the applicant’s registered GP or a
diabetic consultant.

8.14 New applicants

a If an applicant has not fulfilled all of the above criteria within 12 months
of submitting an application to drive a hackney carriage and/or private
hire vehicle, the application will be refused.

b Where an applicant has been refused a licence due to failing the
knowledge test three times and not completing the above criteria within
12 months, applicants must wait no fewer than 3 months from the date
of refusal before re-submitting an application for a licence to drive a
hackney carriage and/or private hire vehicle.

8.15 Duration of licence

a In order for the Licensing Authority to review the conduct of new
hackney carriage and/or private hire drivers, new licences are granted
annually for the first three years. After the initial three year period, on
renewal, a licence may be granted for one or three years, depending
on the case. The Licensing Authority reserves the right to withhold
issuing a three year licence where there are reasonable grounds to do
so.
9 Hackney Carriage and Private Hire Driver’s Licences and Operators
Criminal Convictions Policy

9.1 This Policy applies to the following:

a Applications for a Hackney Carriage or Private Hire Driver’s Licence;

b Revocation of an existing Hackney Carriage or Private Hire Driver’s Licence;

c Suspension of an existing Hackney Carriage or Private Hire Driver’s Licence.

9.2 Each case will be decided on its own merits. All decisions will be in the
interests of public safety.

9.3 A Caution, Fixed Penalty or Community Resolution must be disclosed
and will be assessed under the character of applicant or current licence
holder if deemed appropriate.

9.4 A person with a conviction for certain crimes will not normally be
permanently barred from obtaining a licence but is expected to remain free of
conviction for between 5 and 10 years, depending on the seriousness of the
offence and the relevant circumstances, before an application is considered.
However, persons with convictions of a sexual or child-related nature or
other very serious crime will not normally be issued with a licence.

9.5 Winchester City Council reserves the right to extend the number of years
free from conviction or caution depending on the severity and/or the number
of offences.

9.6 Offences will not necessarily be disregarded on the basis that they are
“spent” convictions according to the relevant provisions of the Rehabilitation
of Offenders Act 1974. These provisions do not apply to Hackney Carriage
and Private Hire Drivers but whether or not Winchester City Council
considers that the safety of the public may be put at risk if a licence was
granted.

Offences resulting in Death

9.7 Where an applicant or current driver has been convicted of a crime which
resulted in the death of another person or was intended to cause the death
or serious injury of another person they will not be licensed or will have their
current licence revoked.

Exploitation

9.8 Where an applicant or current driver has been convicted of a crime involving,
related to, or has any connection with abuse, exploitation, use or treatment
of another individual irrespective of whether the victim or victims were adults or children, they will not be licensed or will have their current licence revoked. This includes slavery, child sexual exploitation, grooming, psychological, emotional or financial abuse, but this is not an exhaustive list.

Offences involving violence

9.9 Where an applicant has a conviction for an offence of violence, or connected with any offence of violence, a licence will not be granted until at least 10 years have elapsed since the completion of any sentence imposed. Any current driver convicted of a violent offence can expect their licence to be revoked.

Possession of a weapon

9.10 Where an applicant has a conviction for possession of a weapon or any other weapon related offence, a licence will not be granted until at least 7 years have elapsed since the completion of any sentence imposed. Any current driver convicted of this offence can expect their licence to be revoked.

Sex and indecency offences

9.11 Where an applicant has a conviction for any offence involving or connected with illegal sexual activity or any form of indecency, a licence will not be granted. Any current driver convicted of this offence can expect their licence to be revoked.

9.12 In addition to the above, the licensing authority will not grant a licence to any applicant who is currently on the Sex Offenders Register or on any ‘barred’ list.

Dishonesty

9.13 Where an applicant has a conviction for any offence of dishonesty, or any offence where dishonesty is an element of the offence, a licence will not be granted until at least 7 years have elapsed since the completion of any sentence imposed. Any current driver convicted of this offence can expect their licence to be revoked.

Drugs

9.14 Where an applicant has any conviction for, or related to, the supply of drugs, or possession with intent to supply or connected with possession with intent to supply, a licence will not be granted until at least 10 years have elapsed since the completion of any sentence imposed. Any current driver convicted of this offence can expect their licence to be revoked.
9.15 Where an applicant has a conviction for possession of drugs, or related to the possession of drugs, a licence will not be granted until at least 5 years have elapsed since the completion of any sentence imposed. In these circumstances, any applicant will also have to undergo drugs testing at their own expense to demonstrate that they are not using controlled drugs. Any current driver convicted of this offence can expect their licence to be revoked.

**Discrimination**

9.16 Where an applicant has a conviction involving or connected with discrimination in any form, a licence will not be granted until at least 7 years have elapsed since the completion of any sentence imposed. Any current driver convicted of this offence can expect their licence to be revoked.

**Motoring convictions**

9.17 Hackney carriage and private hire drivers are professional drivers charged with the responsibility of carrying the public. Any motoring conviction demonstrates a lack of professionalism and will be considered seriously. It is accepted that offences can be committed unintentionally, and a single occurrence of a minor traffic offence would not prohibit the grant of a licence or may not result in action against an existing licence. Subsequent convictions reinforce the fact that the licence holder does not take their professional responsibilities seriously and is therefore not a safe and suitable person to be granted or retain a licence.

**Drink driving/driving under the influence of drugs/using a hand-held telephone or hand held device whilst driving**

9.18 Where an applicant has a conviction for drink driving or driving under the influence of drugs, a licence will not be granted until at least 7 years have elapsed since the completion of any sentence or driving ban imposed. In these circumstances, any applicant will also have to undergo drugs testing at their own expense to demonstrate that they are not using controlled drugs. Any current driver convicted of this offence can expect their licence to be revoked.

9.19 Where an applicant has a conviction for using a held-hand mobile telephone or a hand-held device whilst driving, a licence will not be granted until at least 5 years have elapsed since the conviction or completion of any sentence or driving ban imposed, whichever is the later. Any current driver convicted of this offence can expect their licence to be revoked.

**Other motoring offences**

9.20 A minor traffic or vehicle related offence is one which does not involve loss of life, driving under the influence of drink or drugs, driving whilst using a mobile
phone, and has not resulted in injury to any person or damage to any property (including vehicles). Where an applicant has nine or more points on their DVLA licence for minor traffic or similar offences, a licence will not be granted until at least three years have elapsed since the completion of any sentence imposed.

9.21 A major traffic or vehicle related offence is one which is not covered above and also any offence which resulted in injury to any person or damage to any property (including vehicles). It also includes driving without insurance or any offence connected with motor insurance. Where an applicant has a conviction for a major traffic offence or similar offence, a licence will not be granted until at least seven years have elapsed since the completion of any sentence imposed. Any current driver convicted of this offence can expect their licence to be revoked.

**Hackney carriage and private hire offences**

9.22 Where an applicant has a conviction for an offence concerned with or connected to hackney carriage or private hire activity (excluding vehicle use), a licence will not be granted until at least seven years have elapsed since the completion of any sentence imposed. Any current driver convicted of this offence can expect their licence to be revoked.

**Vehicle use offences**

9.23 Where an applicant has a conviction for any offence which involved the use of a vehicle (including hackney carriages and private hire vehicles), a licence will not be granted until at least seven years have elapsed since the completion of any sentence imposed. Any current driver convicted of this offence can expect their licence to be revoked.

9.24 Applications would not normally be approved from licensed drivers who had been convicted of an offence where the offence was carried out whilst the applicant was acting as a hackney carriage or private hire driver, or where commissioning of the offence related to the applicant’s driver’s licence.

9.25 The Licensing Authority may exercise discretion where an offence is isolated and there are mitigating circumstances. However, the overriding consideration in all cases is the protection of the public.

9.26 An Authorised Officer may contact the Police for further information surrounding a conviction or caution and use this information when deciding whether an applicant is a “fit and proper person”.

9.27 An Authorised Officer has delegated authority to issue Drivers’ Licences. In any case where he or she considers it appropriate, he or she may refer the application to the Licensing Sub-Committee for a determination as to whether or not an application for a licence should be granted or, where a licence has already been granted, whether that licence should be suspended.
or revoked.

9.28 The Licensing Authority accepts that where an applicant or licence holder has been found guilty of a criminal offence, the Court will have imposed what it considers to be an appropriate penalty for that offence. Accordingly, in considering convictions for such offences, the Sub-Committee dealing with a case should not ‘re-try’ any offence for which the applicant or licence holder has pleaded guilty or been found guilty by a court of law. However, it should take into account the type and nature of the offence, and the penalty imposed, and should bear in mind the fact that the paramount consideration is the protection of the public.

9.29 For the same reason, offences will not be disregarded simply on the basis that the offender has served his or her sentence, and has therefore paid the appropriate penalty for his or her crime. In considering whether to grant an application for a licence, or to revoke an existing licence, the Sub-Committee will be determining whether or not the public would be adequately protected should a licence be granted or not revoked, rather than whether to impose a penalty.

9.30 The Licensing Authority considers that in determining applications for Hackney Carriage and Private Hire licences, or deciding whether to revoke or suspend such licences, the Sub-Committee proceedings constitute “proceedings before a quasi-judicial authority” within the meaning of Section 4(6) of the Rehabilitation of Offenders Act 1974, and therefore, where the Sub-Committee hearing a case considers that justice cannot be done except by admitting evidence relating to spent convictions, such evidence may be admitted in accordance with Section 7 of that Act. Given the need to protect the public, it is likely that in the case of spent convictions involving serious offences. (e.g. death by dangerous driving, drugs, violence, sexual offences or offences of an habitual nature), evidence of such convictions will be admitted.

9.31 It is an offence, punishable by up to seven years imprisonment upon conviction, for any person knowingly or recklessly to make a false statement or to omit any material details when giving information required in an application for a licence. With regard to questions concerning previous convictions, the applicant’s attention is drawn to the provisions of section 4(2) of the Rehabilitation of Offenders Act 1974. This, in summary, provides that any such question shall be treated as not relating to “spent” convictions as defined in that Act. Applicants, applicants are also notified that Sections 4 (2), and 6 and 7 of this Act provide that the Local Authority may admit evidence of “spent” convictions which are relevant in determining whether an applicant is a fit and proper person to hold a licence.
10 Enforcement and Compliance

10.1 Holders of Hackney Carriage and Private Hire Operators, Drivers and Vehicles licences are principally governed by the Local Government (Miscellaneous Provisions) Act 1976, Town Police Clauses Act 1847, the Council’s Byelaws and Conditions.

10.2 If Operators, Drivers or Proprietors of Vehicles commit an offence or breach of those rules, regulations or conditions of licence, persons involved may be asked to attend the Council offices for an interview and, when investigations are completed, may receive a letter detailing the outcome. A copy is placed on the person’s file. The outcome of investigations may result in immediate revocation or suspension of any licence, no further action, penalty points being awarded, a formal warning or referral to the Licensing Sub-Committee and/or prosecution.

10.3 The aim of a penalty points scheme is that it should work in conjunction with other enforcement options. It provides a formalised, stepped, enforcement plan. The purpose of the scheme is to record misdemeanours and to act as a record of a licence holder’s behaviour and conduct so as to ascertain whether they are a fit and proper person to hold a licence. It does not prejudice the Council’s ability to take other action.

10.4 The primary objective of the penalty points scheme is to improve the levels of compliance and help improve standards, and to ensure the safety and protection of the travelling public.

10.5 Any penalty points imposed remain on a person’s record for a twelve month period. This period is on a roll-forward basis, so as to allow any points imposed 12 months or more earlier to be considered as spent and therefore excluded from the running total recorded against any individual licence holder.

10.6 In the event that a driver/owner/operator commits an offence or breaches a condition as listed in the penalty points table below he/she may be awarded the number of points applicable to the circumstances as shown in the table for the breach/offence.

11 Issue of Penalty Points

11.1 Breaches of conduct will be subject to investigation by Authorised Officers and may be reported to the Licensing Sub-Committee. Penalty points may be issued by an Authorised Officer. Alternatively, the Licensing Sub-Committee can impose between 1 and 12 discretionary points as shown in the table. The points table is to be used as a guide only, the Authorised Officer or Licensing Sub-Committee can depart from this table to award points for any offence or behaviour that is not covered.

11.2 Where a licence holder accumulates 12 or more penalty points in any 12 month period, the matter will be referred to the Council’s Licensing Sub-
Committee to decide whether the licence holder is a fit and proper person. The Licensing Sub-Committee may then revoke a licence, or issue a warning to the licence holder, depending on the circumstances. The Licensing Manager will have the discretion to revoke or suspend any licence immediately following receipt of information regarding a serious driving incident that involves any licence holder.

11.3 Penalty Points will remain current for 12 months from the date the penalty points are issued. Points issued to either the proprietor of a vehicle, operator or a driver will be confirmed in writing within 10 working days from the discovery of the contravention.

11.4 The system will operate without prejudice to the Council’s ability to take other action that it is entitled to take under legislation, byelaws and regulations.

11.5 Any disputes regarding the issuing of penalty points will be referred to the Licensing Sub-Committee who will have the discretion to vary the points. However, in appealing to the Sub-Committee, drivers should be made aware that if the complaint is upheld, the Sub-Committee may decide to award more points than had been originally awarded.

11.6 Where a driver wishes to appeal the issue of penalty points to a Licensing Sub-Committee they must inform the Licensing Authority, in writing, within 21 days from the date of issue.

11.7 If points are issued to a proprietor/driver for a matter which is also a criminal offence, eg bald tyres, no badge, those person(s) will not then be the subject of a prosecution by the Council.

11.8 If a licence is revoked under this procedure, no new application will be considered until a period of 12 months has elapsed since the revocation.

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<tr>
<th>PENALTY POINTS TABLE</th>
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<tr>
<td><strong>Offence/Breach of Condition</strong></td>
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<td>Offence/Breach of Condition</td>
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<td>Offence/Breach of Condition</td>
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<tr>
<td>21  Displaying unsuitable or inappropriate sited signs or advertisements in the vehicle.</td>
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<td>22  Failure to use authorised roof light</td>
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<td>23  Failure to maintain records in a suitable form of the commencement and cessation of work of each driver each day.</td>
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<td>24  Failure to produce on request records of drivers work activity.</td>
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<td>25  Using a non approved or non-calibrated taximeter.</td>
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<tr>
<td>26  Obstruction of an authorised officer or police officer wishing to examine a licensed vehicle.</td>
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<tr>
<td>27  Displaying any feature on private hire vehicle that may suggest that it is a taxi.</td>
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<td>28  Failure to carry an assistance dog without requisite exemption.</td>
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<td>29  Driver not holding a current DVLA Licence.</td>
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<td>30  Failure to wear driver's badge.</td>
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<td>31  Failure to notify, in writing, a change in medical circumstances.</td>
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<td>32  Unsatisfactory appearance of driver.</td>
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<td>33  Failure to observe rank discipline. (Hackney Carriage)</td>
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<tr>
<td>34  Leaving an unattended Hackney Carriage on a taxi rank</td>
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<tr>
<td>35  Failure to maintain proper records of private hire vehicle.</td>
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<tr>
<td>36  Failure to keep or produce records of Private Hire bookings or other documents required to be kept or produced.</td>
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<tr>
<td>37  Misleading use of the words ‘Taxi’ or ‘Cab’ on advertising materials.</td>
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<td>38  Failure to issue receipt on request.</td>
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<tr>
<td>Offence/Breach of Condition</td>
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<tr>
<td>39 Failure to return vehicle licence plate within 7 days after due notice following revocation or suspension of such licence.</td>
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<tr>
<td>40 Unsatisfactory behaviour or conduct.</td>
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<tr>
<td>41 Failure to notify the Licensing Authority, in writing, of any motoring or criminal convictions within 7 days of conviction or cautions during period of current licence.</td>
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<td>42 Failure to give assistance with loading/unloading.</td>
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<td>43 Failure to display fare card.</td>
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<td>44 Failure to carry legal spare wheel and tools, or suitable tyre reinflation device.</td>
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<td>45 Failure to attend punctually at appointed time and place without sufficient cause.</td>
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<tr>
<td>46 A licensed vehicle with a bald tyre.</td>
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<tr>
<td>47 Failure to submit licence renewal application including documents and attendance at a vehicle inspection.</td>
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<td>48 Failure to comply with any other conditions</td>
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<td>49 Waiting or stopping on a double yellow line area, restricted parking, bus stop or private land (without the owner’s permission) unless requested by a paying customer present in the vehicle.</td>
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<tr>
<td>50 Use of hand held mobile device (eg mobile phone) whilst driving licensed vehicle</td>
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<tr>
<td>51 Smoking in licensed vehicle</td>
</tr>
<tr>
<td>52 Points awarded by Licensing Sub-Committee where matters referred to them for decision.</td>
</tr>
<tr>
<td>53 Private hire vehicles stopped or waiting on a taxi rank</td>
</tr>
</tbody>
</table>
Glossary

“Authorised Officer” means any officer of the Council authorised in writing by the Council for the purpose of these conditions.

“Hackney Carriage” has the same meaning as in the Town Police Clauses Act 1847.

“Private Hire Vehicle” means a motor vehicle constructed or adapted to seat fewer than eight passengers, other than a Hackney Carriage or public service vehicle, which is provided for hire with the services of a Driver for the purpose of carrying passengers.

“Taximeter” means any device for calculating the fare to be charged in respect of any journey in a Hackney Carriage or Private Hire vehicle by reference to the distance travelled or time elapsed since the start of the journey, or a combination of both.


“the Council” means Winchester City Council.

“the Driver” means a person licensed to drive a Hackney Carriage and Private Hire vehicle under Section 51 of the Act.

“the Licence Holder” means the holder of the Hackney Carriage and/or Private Hire Driver’s or vehicle licence.

“the Licensing Authority” means the licensing section of Winchester City Council.

“the Operator” means the person(s) or company directors whom the Council has granted the Private Hire Operator’s Licence under Section 55 of the Act.

“Winchester District” – the administrative area of Winchester City Council.

“Winchester Town” - the Five Town Wards plus Oliver’s Battery & Badger Farm, and The Worthys.
Minute extract from Licensing & Regulation Committee held 15 September 2020

1. PUBLIC PARTICIPATION

Four members of the public spoke regarding report LR535 and responded to questions from Committee Members, as summarised briefly below.

John Fairey
Opposed the “end of life” provisions for vehicles stating it would make his business unviable and also opposed the proposal for permanent signage on vehicles as his vehicles were used for other purposes at times.

John Boardman
Concern regarding the provision allowing vehicles to accommodate only one wheelchair user and one other passenger as believed this could result in larger groups having to use two vehicles, increasing the cost. Believed the training for drivers on accommodating wheelchair users was inadequate at times. Did not consider there was a requirement for a colour scheme and expressed concern that permanent signage could increase the risk for criminal damage to vehicles when not in use.

Barry Hussey
Concurred with previous comments regarding the risks caused by permanent signs, including permanent damage to vehicles when removed for vehicle on-sale. Believed magnetic signs would be preferable. Agreed with concerns raised by Mr Boardman about the implications of licensing smaller vehicles which could accommodate one wheelchair user and only one other passenger. Had no objection to the proposal for a colour scheme for vehicles provided it was a readily available colour.

Jaleel Iqbal
Opposed the use of rear loading vehicles as there was inadequate space on taxi ranks to allow this and believed the policy should allow for side-loading only with either three or five passengers (in addition to a wheelchair user). Believed the requirement for additional signage should apply to private hire vehicles only as hackney carriages already had permanent roof signs.

The Chairperson thanked everyone for their contributions which would be taken into account by the Committee in consideration of report LR535.

2. REVIEW OF HACKNEY CARRIAGE & PRIVATE HIRE POLICY PHASE 2 (LR535)

The Licensing Officer introduced the report and outlined the main proposed changes to the policy, as shown in Appendix 1 to the report. This included the proposal that all new drivers must complete and pass disability awareness
training, with the same requirement on existing drivers by 31 August 2021. She emphasised that the Council’s first consideration must always be public safety. The Committee noted that the Department of Transport introduced new statutory taxi and private hire vehicle standards in July 2020 and these would be reviewed in line with the policy later in the year.

At the invitation of the Chairperson, Councillor Porter addressed the Committee in support of the proposed policy, highlighting that the working party set up to oversee the policy review had been mindful of the financial challenges facing the taxi trade, particularly during the Covid pandemic. However, the primary consideration was the safety of the public.

Some Members expressed concern that the working party only included two members, with no representation from the opposition party. These concerns were noted, although it was highlighted that the principle of membership had been established under a previous administration.

The Licensing Officer, Service Lead: Public Protection and Councillor Porter responded to a number of detailed questions from Committee Members on the policy as proposed. This included explaining the rationale behind proposing a single colour (rather than “wrapping” a vehicle, as for example in London), the reason why permanent signage was proposed rather than magnetic removable signage and the proposed “end of life” maximum age for vehicles. The rationale had considered the financial implications for the drivers but balanced against the public safety priority. It had also had regard to the results of the public consultation, included at appendix 2 to the report and it was confirmed that in addition to the general public, taxi drivers had been given the opportunity to participate in the consultation.

The Service Lead: Public Protection emphasised that if the policy was agreed, there was a lead in period before drivers would be required to adhere to the new requirements.

With regard to safeguarding, the Service Lead and Licensing Officer confirmed that the frequency of the training was a matter for future consideration. It was noted that new Department of Transport standards required that every driver undertake a Disclosure and Barring Service (DBS) renewal check every six months.

With regard to some queries expressed during public participation about the wording of paragraph 5.2 of the policy, the Committee considered the proposed amendment was clear in allowing disabled access vehicles to be either side or rear loading.

RECOMMENDED (TO CABINET):

That the draft Policy as amended (and set out in Appendix 1 to the report) be approved for adoption.
The Forward Plan is produced by the Council under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The purpose of the Plan is to give advance notice of Key Decisions to be made by the Cabinet, Cabinet Members or officers on its behalf. This is to give both Members of the Council and the public the opportunity of making their views known at the earliest possible stage.

This is the Forward Plan prepared for the period 1 - 31 December 2020 and will normally be replaced at the end of each calendar month.

The Plan shows the Key Decisions likely to be taken within the above period. Key Decisions are those which are financially significant or which have a significant impact. This has been decided, by the Council, to be decisions which involve income or expenditure over £250,000 or which will have a significant effect on people or organisations in two or more wards.

The majority of decisions are taken by Cabinet, together with the individual Cabinet Members, where appropriate. The membership of Cabinet and its meeting dates can be found via this link. Other decisions may be taken by Cabinet Members or Officers in accordance with the Officers Scheme of Delegation, as agreed by the Council (a list of Cabinet Members used in the Plan is set out overleaf).

The Plan has been set out in the following sections:

Section A – Cabinet

Section B - Individual Cabinet Members

Section C - Officer Decisions

Anyone who wishes to make representations about any item included in the Plan should write to the officer listed in Column 5 of the Plan, at the above address. Copies of documents listed in the Plan for submission to a decision taker are available for inspection on the Council’s website or by writing to the above address. Where the document is a committee report, it will usually be available five days before the meeting. Other documents relevant to the decision may also be submitted to the decision maker and are available on Council’s website or via email democracy@winchester.gov.uk or by writing to the above
Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 refers to the requirement to provide notice of an intention to hold a meeting in private, inclusive of a statement of reasons. If you have any representations as to why the meeting should be held in private, then please contact the Council via democracy@winchester.gov.uk or by writing to the above address. Please follow this link to definition of the paragraphs (Access to Information Procedure Rules, Part 4, page 32, para 10.4) detailing why a matter may be classed as exempt from publication under the Local Government Acts, and not available to the public.

If you have any queries regarding the operation or content of the Forward Plan please contact David Blakemore (Democratic Services Manager) on 01962 848 217.

Cllr Lucille Thompson
Leader of the Council 30 October 2020

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<thead>
<tr>
<th>Cabinet Members</th>
<th>Title</th>
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<tbody>
<tr>
<td>Cllr Lucille Thompson</td>
<td>Leader &amp; Cabinet Member for Communications</td>
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<tr>
<td>Cllr Neil Cutler</td>
<td>Deputy Leader &amp; Cabinet Member for Finance &amp; Risk</td>
</tr>
<tr>
<td>Cllr Paula Ferguson</td>
<td>Local Economy</td>
</tr>
<tr>
<td>Cllr Kelsie Learney</td>
<td>Housing &amp; Asset Management</td>
</tr>
<tr>
<td>Cllr Lynda Murphy</td>
<td>Climate Emergency</td>
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<tr>
<td>Cllr Jackie Porter</td>
<td>Built Environment &amp; Wellbeing</td>
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<tr>
<td>Cllr Malcolm Prince</td>
<td>Sport, Leisure &amp; Communities</td>
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<td>Cllr Martin Tod</td>
<td>Service Quality &amp; Transformation</td>
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<td>General Fund Budget Options and Medium Term Financial Strategy</td>
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<td>2</td>
<td>HRA budget Business Plan and Budget Options</td>
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<td>Q2 Finance and Performance Monitoring</td>
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<td>Item</td>
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<td>Deputy Leader and Cabinet Member for Finance and Risk</td>
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<td>St Clements Surgery - Heads of Terms</td>
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<tr>
<td>6</td>
<td>Cabinet Member for Built Environment and Wellbeing</td>
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**The Council Tax Reduction Scheme – Consultation Results & Scheme Amendments**

**St Clements Surgery - Heads of Terms**

**Local Plan Action Plan**
<table>
<thead>
<tr>
<th>Item</th>
<th>Cabinet Member</th>
<th>Decision</th>
<th>Wards Affected</th>
<th>Lead Officer</th>
<th>Documents submitted to decision taker</th>
<th>Decision taker (Cabinet, Cabinet Member or Officer)</th>
<th>Date/period decision to be taken</th>
<th>Committee Date (if applicable)</th>
<th>Committee Date (if applicable)</th>
<th>Open/private meeting or document?</th>
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<tr>
<td>7</td>
<td>Land Transaction</td>
<td>Cabinet Member for Housing and Asset Management</td>
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<td>All Wards</td>
<td>Geoff Coe</td>
<td>Cabinet report</td>
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<td>Property Acquisition - Stanmore</td>
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<td>St Luke</td>
<td>Andrew Palmer</td>
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<td>Housing Property Acquisition – Winchester</td>
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<td>Andrew Palmer</td>
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<td>New Homes Scheme - Outline Business Case, Southbrook Cottages, Micheldever</td>
<td>Cabinet Member for Housing and Asset Management</td>
<td>Expenditure &gt; £250,000</td>
<td>Wonston &amp; Micheldever, Andrew Palmer</td>
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<td>Cabinet Member for Housing &amp; Asset Management</td>
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<td>Capital grant for the Trinity Centre</td>
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<td>Gillian Knight</td>
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<td>7-Dec-20</td>
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<td>12</td>
<td>Infrastructure Funding Statement for Community Infrastructure Levy (CIL)</td>
<td>Cabinet Member for Built Environment and Wellbeing</td>
<td>Significantly affects 2 or more wards</td>
<td>All Wards</td>
<td>Simon Finch</td>
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<td>Cabinet Member for Built Environment &amp; Wellbeing</td>
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<td>7-Dec-20</td>
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<td>Item</td>
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<td>13</td>
<td>St Giles Hill Neighbourhood Design Statement 2020</td>
<td>Cabinet Member for Built Environment and Wellbeing</td>
<td>No</td>
<td>St Michael</td>
<td>Adrian Fox</td>
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<td>14</td>
<td>Crawley Village Design Statement 2020</td>
<td>Cabinet Member for Built Environment and Wellbeing</td>
<td>No</td>
<td>Wonston &amp; Micheldever</td>
<td>Adrian Fox</td>
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<td>Cabinet Member for Built Environment &amp; Wellbeing</td>
<td>Dec-20</td>
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**Section C**

**Decisions made by Officers**

<table>
<thead>
<tr>
<th>Item</th>
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<tr>
<td>15</td>
<td>Treasury Management - decisions in accordance with the Council's approved strategy and policy</td>
<td>Deputy Leader and Cabinet Member for Finance and Risk</td>
<td>Expenditure &gt; £250,000</td>
<td>All Wards</td>
<td>Designated HCC Finance staff, daily</td>
<td>Designated working papers</td>
<td>Designated HCC Finance staff, daily</td>
<td>Dec-20</td>
<td>Dec-20</td>
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