

REPORT TITLE: UPDATE ON STATION APPROACH PROJECT

19 JULY 2022

REPORT OF CABINET MEMBER FOR ASSET MANAGEMENT: Cllr Martin Tod

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WARD(S): ST PAUL, ST BARTHOLOMEW

PURPOSE

The council has spent a number of years considering the options for the development of the area around Winchester railway station, known as Station Approach. This is an important gateway to the City and has been identified in the local plan as a site worthy of regeneration (Local Plan WIN5-7).

A project to regenerate Station Approach (SA) was paused in 2019. Since then, work undertaken in respect of the Winchester Movement Strategy has rendered some of the previous projects' assumptions around movement and sustainable transport out of date. This coupled with the impact of the pandemic on work and travel patterns means a review of opportunity at Station Approach is appropriate.

It is proposed to revise the Station Approach plan working with adjacent landowners and embarking on a comprehensive and active engagement with the community. This will determine whether a viable project can be brought forward.

This report provides details of the Station Approach project and seeks approval for the proposed public communications and engagement approach and associated timelines.

Alongside this it highlights the other elements of work including:

- A market value study commissioned to provide a highest value and best use analysis of the sites held by the Council.
- A transport and parking study to understand options to make WCC car park sites available to re-use and to understand the linkage with the development

of a northern park and ride.

- A capacity study to examine the existing conditions and constraints of the site and provide indicative information on how the site could realistically be developed.

The combination of this engagement programme and the other studies will be used to prepare a Strategic Outline Case for consideration by Cabinet in January 2023.

RECOMMENDATIONS:

1. Note the indicative project outline and agree the overall work plan ahead of the Strategic Outline Case submission in December/January 2022/23.
2. Agree the study area for the Station Approach project set out in paragraph 11.7.
3. Agree the draft development principles that will be consulted on as part of the initial communication and engagement phase set out in paragraph 11.10
4. Agree the Communications and Engagement Strategy for the Station Approach project as set out in this report/attached in Appendix 1.
5. Agree to launch the public engagement and consultation process for the Station Approach project in July 2022. The initial phase to run to 30th September 2022.
6. Agree that the council should continue exploring opportunities with Network Rail and London & Continental Railways (LCR) to produce a joined-up plan for the area.
7. Agree to establish a cross-party reference group for the Station Approach project as set out in paragraph 6.2 and delegates the finalisation of these arrangements to the Strategic Director – Place in consultation with the Cabinet Member for Asset Management.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

1.1 Tackling the Climate Emergency and Creating a Greener District

The Station Area will inevitably be at the core of any plans to decarbonise longer-distance travel to and from the city. This project provides the opportunity to realise a connected sustainable development that contributes to one of the Council's key ambitions to be carbon neutral. This project will look to ensure any development proposals upholds and strengthens our commitment to tackling the climate emergency and sustainable transport. The re-use of this brownfield site and its role as a transport interchange which provides economic, social and community benefit further supports this aim.

1.2 Homes for all

Housing in our district is expensive and young people and families are moving out because they are unable to find suitable accommodation they can afford. Supported by the Local Plan to ensure the right mix of homes is built for all sectors of our society, including young people, this project will consider the market and evaluate the possibility of residential uses across the sites. If residential use is appropriate, we will ensure that any development provides affordable housing and homes at fair market value.

1.3 Vibrant Local Economy

Work patterns and needs are changing and the way people use city centres is changing. This project will make a vital contribution to Winchester's future economy – helping to deliver the council's objective for a vibrant green economy and ensuring that Winchester's centre continues to thrive.

Winchester City is an important source for district employment and we need to ensure that we have the right places for businesses to relocate/expand and start-up that will provide employment opportunities. We will be guided by market analysis and grow the economy through building where appropriate attractive commercial buildings that will realise economic, environmental and social benefits for our residents and compliment the work being progressed by the Central Winchester regeneration project.

1.4 Living Well

The council is committed to enabling and promoting improved cycling and walking in line with the Winchester Movement Strategy (WMS) Local Walking and Cycling Improvement Plan. The railway station provides an important hub for local bus services, Park & Ride, taxis, pedestrians and cyclists and we will further improve facilities and integration working in conjunction with the County Council and the train operators. This project will promote greater use of sustainable transport wherever possible in line with the WMS. But it will not just be a good place to move through: the project focus on high quality design

and positive place-making will ensure that it is a good place to be with regeneration of this area providing opportunities for significant improvement to the public realm.

1.5 Your Services, Your Voice

The Station Approach Project will provide the public with genuine opportunities to participate in shaping the future development of the area. The opportunity for active, positive public consultation will be included by outlining the process of consultation and all the points along the journey where public views will be captured. Feedback will be given and where views are used to shape the development of any scheme that comes forward as a result of our activities and this will be fully identified.

2 FINANCIAL IMPLICATIONS

2.1 A £1m budget for additional project delivery resources to support regeneration work in the district was approved by Cabinet in October 2021. £155,000 of this budget has been allocated for the 1st phase of this project.

2.2 It is anticipated that the costs of the start-up of the project will be: -

- Market analysis - £15k
- Project Management and specialist support - £75k
- Communications and Engagement consultants - £25k
- Capacity Study - £40k

2.3 Whilst this report does not identify further funding requirements at this stage, when the Strategic Outline Case is considered by Cabinet if the council wishes to progress to the next stage further funding for master planning and the development of the Outline Business Case will be required. The Outline Business Case will need to demonstrate that there is a deliverable and viable scheme. It will explore both the financial implications of losing existing income streams on the council owned parts of the site (i.e., car parking revenue from the Gladstone Street, Cattle Market, Worthy Lane and Carfax car parks; property rents received from the former Registry Office etc) – as well as options to replace them in other areas – and the costs of / income from future options for the site together with socio-economic benefits that can be delivered.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 The previous proposals for Station Approach were subject to a legal challenge which the council conceded regarding the decision to grant planning permission for the redevelopment of the Carfax site in 2019. To minimise the risk of successful legal challenges to any new proposals that come forward a clear distinction will be drawn between the decisions the council will have to make as a landowner and the decisions that will need to be made by the council as a planning authority. Appropriate ethical walls will be established to

ensure the necessary functions are separate and carried out by different parts and personnel within the council. Legal and procurement advice will be taken throughout the project.

3.2 In addition to appropriate separation of roles and responsibilities, it will be important that all relevant matters are taken into account when decisions are made, in particular to ensure that when reporting on and determining a planning application relating to the development, the planning authority properly and clearly fulfils its statutory duties to have special regard to preserving listed buildings and conservation areas.

3.3 The project requires a capacity study to be procured either by the council or third parties. Procurement undertaken by the Council will be in compliance with the city council's constitution which include the council's Financial Procedure Rules and Contract Procedure Rules. All procurement whether undertaken by the council or its partners will be undertaken in accordance with Public Procurement Regulations 2015 where this is applicable.

4 WORKFORCE IMPLICATIONS

4.1 Project management will be led by the Council's interim Project Lead and Project Manager, supported by contracted consultants. Teams from across the council are engaged in this project e.g., property, legal, communications. Ongoing staffing for all services, including regeneration projects, are included in annual budgets or individual business cases.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 The council is a significant landowner in the Station Approach area. These landholdings consist of Gladstone Street car park and leased parking adjacent together with the former registry office, Cattlemarket and Worthy Lane car parks. Whilst there are no implications at this stage of the project there will be issues to consider as the project progresses and options are identified such as how many and when parking spaces could be released to enable development and whether the council chooses to dispose of assets for development, enters into a joint venture partnership or self develops.

6 CONSULTATION AND COMMUNICATION

6.1 An external public affairs agency Meeting Place Communications (MPC) was appointed in April 2022 to support the council in developing a Communications and engagement strategy for the project. Details of the strategy are set out in supporting information.

6.2 In order to support the governance process it is proposed to establish a cross party Reference Group, similar to the successful Central Winchester Group, to provide early and regular engagement as the project develops. The Reference Group will act as a sounding board, drawing on external experts as

necessary and required to provide specialist advice and guidance to inform the decision-making process.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 The regeneration of Station Approach will contribute towards the council's policy commitment to be carbon neutral and deliver an exemplar connected sustainable development that provides environmental as well as social and economic benefits.
- 7.2 Development proposals in this vital transport hub will need to promote sustainable transport to, from and around the city. Walking, cycling, public transport and other environmentally friendly urban mobility methods will be encouraged.
- 7.3 The business case will address sustainability principles outlined in relevant policies including the National Planning Policy Framework, Local Plan, City of Winchester Movement Strategy, Parking and Access Strategy, Winchester Green Economic Development Strategy and Vision for Winchester.
- 7.4 In developing the proposals for Station Approach advice will be taken from the council's sustainability officers, and other specialist consultants as required. A cross-party reference group is being established for the project that will include environmental expertise.

8 PUBLIC SECTOR EQUALITY DUTY

- 8.1 An equalities impact scoping on the public consultation and engagement strategy has been undertaken to ensure that our approach engages as many residents and stakeholders as possible. This has been incorporated into the communications and engagement strategy.
- 8.2 As the project progresses an equalities impact assessment will be undertaken on development proposals.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 All data collected as a result of consultation and engagement for the project will be held in accordance with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) 2018.
- 9.2 The council's Public Affairs Consultants, MPC, have provided their policy regarding Data Protection and it conforms to the Data Protection Act 2018 and the GDPR 2018. MPC will adhere to their policy in all matters relating to the protection of data gathered from engagement and communications activities. This has been set out in the contract specification.

10 RISK MANAGEMENT

10.1 The Project has a separate risk register which is managed by the Project Manager. This report considers matters linked to risks associated around achieving a satisfactory strategy for public consultation and engagement for the lifecycle of the project.

10.2 Key risks include:

- a) Lack of buy-in from Stakeholders. The Council has procured a Public Affairs consultancy to ensure that public and stakeholder views are actively sought and inform the development proposals and to help prepare a comprehensive communications and engagement strategy.
- b) Potential Overlap in consultation with the emerging Local plan. This is being mitigated by working closely with planning colleagues to schedule consultation events and agree messaging to avoid confusion for the public.

Risk	Mitigation	Opportunities
Financial Exposure - At this very early stage in the project there is an acceptable risk that we may begin the process and find that we are unable to present a viable scheme	Use of programme and project management methodology and the approval of each stage at the gateway point will ensure resources are only released one stage at a time.	There is an opportunity to understand the aspirations of stakeholders in determining how to revitalise this important gateway to the city.
Financial – risk that we do not have sufficient Funds for next stage of project	Set aside sufficient funds in earmarked reserves to undertake masterplanning and develop Outline Business Case	
Exposure to challenge - from getting the process wrong (at this stage of the project this risk is considered to be minimal)	Work with legal and procurement colleagues to ensure we adhere to the correct process.	Opportunity to present a thorough and well-planned consultation strategy for the whole potential lifecycle of the project – learning from other projects
Innovation		The engagement approach proposes the use of an interactive map on a digital platform that will assist the consultation process.
Reputation – risk that the	To ensure a	Opportunity to introduce

approach does not fully engage with the public and other interested parties in developing options for the site resulting in lack of support for the project	comprehensive engagement and clear comms/messaging plan is developed and this is achieved by working with public affairs consultants.	new ways of working and managing regeneration projects that will enhance the Council's reputation.
Risk that the project could fail	Develop a scheme that is viable, deliverable with public support and is planning compliant	
Risk on whether the future uses proposed (e.g., Grade A offices) remain relevant/whether there is a demand post-pandemic	Undertake market analysis to ensure that future uses proposed have demand from the market. Ensure that key studies are updated as we cannot rely on pre-covid assumptions.	
Achievement of outcome – risk that benefits will not be achieved	Implementation of communications and engagement plan supported by technical data will enable us to develop a viable scheme that has public support.	The council is exploring opportunities for a viable scheme and want to keep all the options open at this stage to create an exemplar scheme within the constraints of the sites.
Property Risks	None at this stage	
Community Support – risk that the approach does not fully engage with the public and other interested parties in developing options for the site resulting in lack of support for the project	To ensure a comprehensive engagement and clear comms/messaging plan is developed and this is achieved by working with public affairs consultants	A full and comprehensive communications and engagement strategy will allow for wider public consultation and greater understanding of public aspiration for the site.
Timescales – risk of delay to project	A project plan has been developed and will be monitored by the project Board.	
Project capacity	External advisors for stage 1 have been appointed.	Opportunity for knowledge transfer into the Council.

11 SUPPORTING INFORMATION:

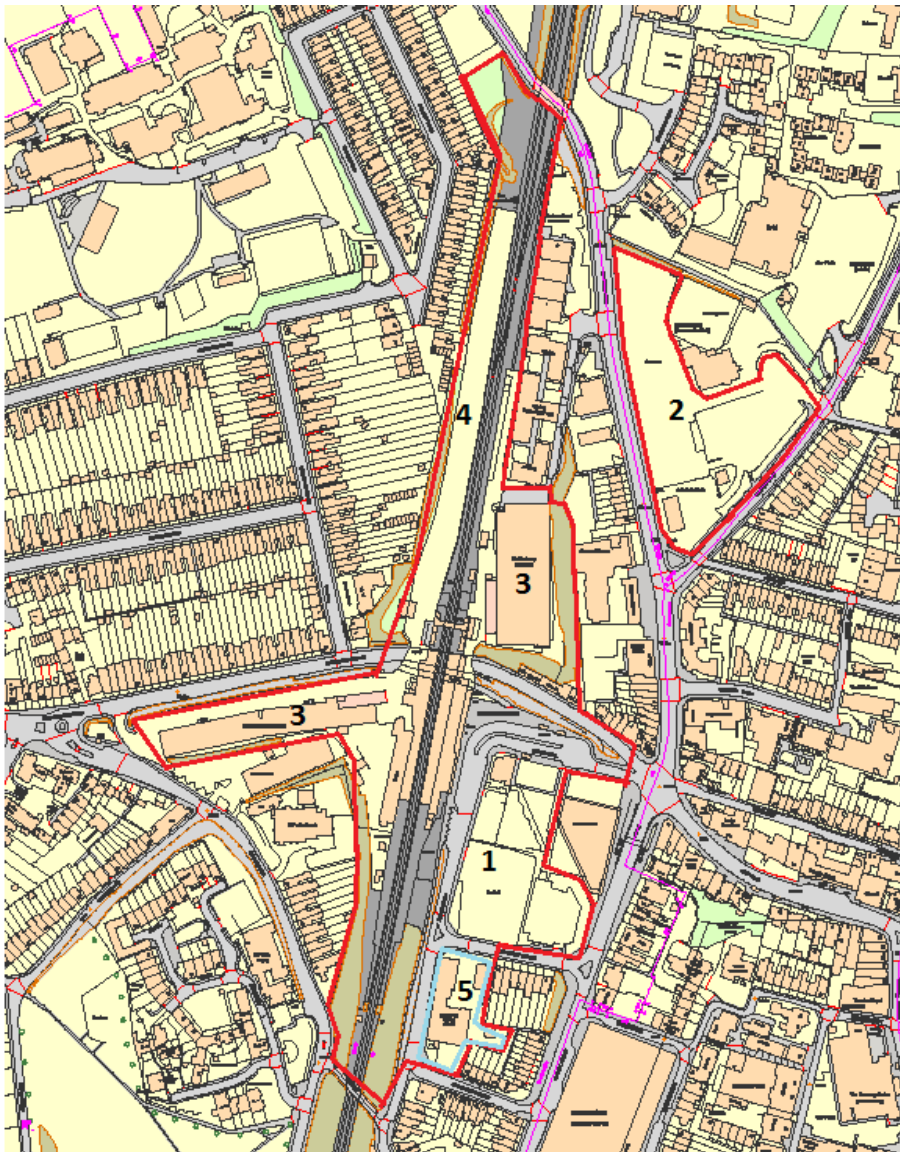
- 11.1 The council has spent a number of years considering the options for the development of the area around Winchester railway station as part of its aspirations for regenerating the Carfax and Cattlemarket sites (Station Approach). This is an important gateway to the city and has been identified in the local plan.
- 11.2 In 2021, Winchester City Council were approached by London & Continental Railway Property (LCR), who are working in conjunction with Network Rail (NR), to look at sites in the vicinity of railway stations that could benefit from regeneration. LCR are regeneration experts with notable successes in areas such as King's Cross in London.
- 11.3 This potential collaboration is seeking to understand if a viable scheme can be progressed for the Station Approach area, allowing for the best possible use of the land as it interacts with its surroundings on our respective adjacent landholdings. The Council with LCR and Network Rail want to engage and consult with the local community to explore the possibilities of the wider site.
- 11.4 The council is not obliged to work with LCR and Network Rail and therefore if after exploration we decide that it would be more advantageous to develop our landholdings alone then we can do so. However, our view is that a joined up plan for the area will produce greater regeneration benefits and therefore we are currently pursuing that route. [A decision on whether to continue to collaborate with Network Rail/LCR will be taken when the Strategic Outline Case is considered at the end of the year.](#)
- 11.5 Bringing forward development options

It is now the right time to progress the project with a new approach for the following reasons:

- The pandemic and the outputs of the Movement Strategy have made the previous plans and proposals, particularly their assumptions about parking and sustainable transport, out of date;
- Opportunity for transformational place shaping of the wider area Station Approach area through a potential collaboration with Network Rail and LCR, and the creation of a new/enhanced gateway to the City;
- Change in market conditions e.g., different working patterns and consumer habits following the pandemic;
- Station Approach remains a key area of the city with substantial potential to provide sustainable regeneration including environmental and economic benefits;
- Opportunity to ensure fundamental improvements to the transport infrastructure and the creation of a properly integrated interchange fit for the future.
- Timely due to development of a new local plan;

11.6 Being just 1 hour by direct train from London Waterloo, Winchester is also on direct routes from Southampton, Portsmouth, Bournemouth, Weymouth, Birmingham and the North of England this is an exciting opportunity to explore how we can create a new gateway to the city with enhanced public realm that boosts the vitality of the local economy. Station Approach gives the Council the opportunity to lead by example – using brownfield sites within this transport interchange to deliver a sustainable programme of regeneration that will produce lasting benefit for future generations.

11.7 The area in scope for this phase consists of:



1. The **Carfax Site** – Gladstone street car park, the leased parking adjacent and the former register office and to the south of HCCs Records Office. (owned by WCC)
2. The **Cattlemarket and Worthy Lane car parks** (owned by WCC)

3. The **multi-storey car parks to the East and West** of the Station (owned by NR, operated by South Western Railway - SWR)
 4. **Car Parking along the western** side of the railway line (owned by NR, operated by SWR)
 5. Other potential sites in the vicinity which could include working with other partners/landholdings, if they are supportive, which will assist in bringing forward a potentially broader comprehensive scheme for the whole area.
- 11.8 The council has held early discussions with partners to improve understanding of the various strategies and policies which may help shape any proposed development and how the site's regeneration can help support these objectives – for example, the Winchester Movement Strategy, The Vision for Winchester, Parking and Access Strategy and Air Quality Management Area.
- 11.9 The Council has procured specialist communications consultants, MPC, to help us engage better with the public and our stakeholders and have undertaken market research to understand how the demand has changed due to the pandemic.
- 11.10 Draft development principles have been created with Network Rail and LCR these principles will form part of the initial public engagement and consultation phase.

A connected sustainable development:

Winchester City Council has set a goal to be a carbon neutral city and district by 2030. Winchester's Station Area sits at the heart of our objectives for low carbon travel and connectivity – and any redevelopment should be an exemplar for sustainable low-carbon development and living and working.

Proposals should champion sustainable transport to from and around the city including improved station links to the city centre and other communities outside Winchester. Walking, cycling, public transport and other innovative environmentally friendly urban mobility methods should be encouraged. Proposals should align with the City of Winchester Movement Strategy, Parking and Access Strategy and Vision for Winchester. All proposals will need to support safe, economic and efficient running of the public transport operation and enhance the customer experience within this transport interchange.

All development should actively encourage good practice in: promoting vibrant and diverse communities; creating healthy places for people and planet; supporting and developing the local economy (see Winchester Green Economic Development Strategy) and considering sustainability principles outlined in the National Planning Policy Framework.

Development for Winchester's future:

Work patterns and needs are changing – and the way people use city centres is changing. We need a development that understands these changes and enables Winchester to make the most of the future economic and residential opportunities that these present.

This will require any development proposals brought forward to be inclusive and aim to offer an appropriate site mix to reinforce and complement the town centre and the economic future of Winchester and consider incorporating different housing tenures to meet Winchester's housing need including affordable homes and those whose needs are not met by the market. The Winchester Housing Development Strategy 2021-2030 states a target of building '1,000 new council built homes across the district between 2021 and 2030'. Any proposals should identify opportunities where the scheme can support affordable housing needs, government housing targets and where market research and Strategic Housing and Employment Land Availability Assessment (SHELAA) provide objective justification for this to be considered the appropriate mix.

Proposals should promote an inclusive environment which recognises and accommodates differences in the way people would likely use the development. It should facilitate dignified, equal and intuitive use by everyone. Any development should support public sector equality duties, uphold and have due regard to the principles outlined in the Equality Act 2010.

Development proposals should demonstrate consideration for how the scheme can promote public value principles identified in the Green Book 2020 (financial value; economic value; social value and environmental value), balancing these opportunities with site constraints to deliver a viable scheme.

High quality design, positive Placemaking:

Winchester is a special city with many high quality buildings, an attractive walkable centre and much used public spaces. Any development should promote high quality design principles by showing consideration for National Planning Policy Framework (NPPF) and relevant Local Plan and Development Plan and High Quality Places SPD 2015 policies including (but not limited to):

- a) Respecting Winchester town and surrounding landscape characteristics;
- b) Enhancing public realm ensuring attractive, safe, and accessible design;
- c) Improving pedestrian and cycling access within the area;
- d) Demonstrate a high standard of architectural design;
- e) Consider important locally significant views and
- f) aim to conserve, enhance and promote Winchester's rich heritage and its essential character by showing consideration to the legacy of the city's history, spaces, buildings and artefacts.

Co-creating with residents, businesses and stakeholders':

The council believes that the most effective initiatives in Winchester are those that reflect close work alongside residents, businesses and other local stakeholders. We want to:

- Start the process not with buildings, masterplans and development proposals but with people.
- Adopt a proactive approach to listening and understanding local stakeholder views through local engagement and consultation.
- Agree a stakeholder engagement plan and clearly identify the objectives for each round of consultation.

This engagement should seek to understand public aspiration and balance opportunities against site constraints. We will engage with residents early in the process and encourage stakeholder participation from the whole community in all stages in the development.

11.11 Market Research

The Council has commissioned its strategic advisors Jones Lang LaSalle (JLL) to provide a highest value and best use analysis of the sites held by the Council.

This will provide an important insight into the current demand for commercial and other uses and any gaps in the city centre market that the regeneration of Station Approach could address. It is considered important that JLL combine their extensive knowledge of the Winchester market with their understanding of the council's aspiration for the site and city (having worked with us on previous projects as well as Central Winchester Regeneration) to highlight opportunities that are not necessarily based upon purely the most financially rewarding for the council but support the council's wider priorities and desire to deliver a high quality development, with a strong sense of place, which benefits the community as well as the city's economy.

This analysis will further be used to inform the consultation with the wider public and stakeholders that is outlined below.

11.12 Parking Surveys

Key to any development proposals at Station Approach will be a parking strategy that takes into account the provision of a new Park and Ride facility to the north of the city, the Winchester Movement Strategy and the Parking and Access Strategy.

In order to determine future parking requirements in line with the Winchester Movement Strategy and the Parking and Access Strategy the council will be commissioning some parking policy expertise working jointly with Hampshire County Council. This work will update the previous parking studies that were

undertaken before the pandemic and consider parking and rail use behaviours post covid, including those associated with return to work, and how this will likely shape levels of future demand for parking spaces. This work will assist in determining what parking can be released for development and when.

11.13 Capacity Study

A capacity study of the sites within the Station Approach area will be undertaken to inform whether a viable scheme can be developed which meets the aspirations of stakeholders and the local community. The capacity study will, as a minimum, consist of surveys to suggest height and massing appropriate on the sites for potential development mixes identified from the local market conditions and stakeholder feedback. The study will investigate the key site constraints and identify relevant risks. A multi-disciplinary team will be procured to undertake this work. The team will need a variety of expertise including heritage, transport, and cost consultancy. Note that where possible surveys and studies from previous work undertaken will be utilised.

The outcome of the capacity study will be fed back to the community for comments and this will enable the Strategic Outline Case to be prepared for consideration by Cabinet. If there is a viable scheme and Cabinet agrees for the project to continue, the next stage will be masterplanning which will provide a design framework and parameters for Station Approach which will then be used to develop detailed proposals for the land within the area which will be subject of planning applications.

COMMUNICATION AND ENGAGEMENT STRATEGY

- 11.14 The council has appointed Meeting Place Communications (MPC) as our communications / public affairs consultancy to deliver a comprehensive strategy for engagement and consultation.
- 11.15 At the heart of this strategy is to ensure meaningful community engagement and the process will start by listening to the community and discussing development principles prior to commencing any capacity or master planning.
- 11.16 The engagement strategy for Station Approach is guided by the following core principles:
- **Delivering economic, social and environmental value** - the first stage of engagement will set out the opportunity of Station Approach to deliver the benefits for the whole city – social and environmental value as well as economic. A key message will be the council’s desire to work with the community to co-create a sustainable development.
 - **Ongoing, transparent engagement** – Ongoing engagement with the local community, stakeholders and members will be crucial to the ultimate success of the project. We will be clear about what we are asking of consultees, how we will communicate throughout the project and when residents and stakeholders will be engaged and have the opportunity to

provide feedback that will be used to inform the development of plans for the area as Station Approach moves forward

- **Take it to the people** - This consultation programme must work hard to engage with residents and stakeholders as widely as possible to include people that the council has found historically hard to engage. Through innovative techniques such as an interactive online map, engagement events in high footfall areas and targeted social media advertising, and learning from the valuable experience gained when developing the Vision of Winchester, we will take the opportunity of Station Approach to the people and facilitate a city-wide discussion.

11.17 Engagement activity will include the following:

- **Members' briefings** - Prior to any engagement with the wider community, a briefing will be provided to all members of the Council.
- **Key stakeholder groups and near neighbours** of the site will be engaged on a 1-2-1 basis as they will have specific ideas and issues they would like to discuss. The focus of the initial consultation however will be on cultivating a broad, city-wide discussion.
- **Digital engagement platform** - a bespoke engagement platform, designed to explain more about the proposals and the opportunity the site presents. It will include a map-based tool, allowing for wide-ranging feedback to be given about the whole opportunity area with an interactive survey. A timeline of engagement will lay out the consultation journey of the entire proposed project, aiding transparency of the process and demonstrating all the opportunities the public will have to make their voices heard. It will also include a section on Frequently Asked Questions (FAQ's).
- **Social media advertising** – It is important that every effort is made to reach a wider audience. This will make more people aware of the chance to engage who would otherwise not know about the project. Adverts will encourage attendance at consultation and engagement events with the website/interactive map.
- **Community newsletter** - A tabloid-style newsletter providing information about the project, advertising the digital engagement platform and the pop-up consultation event, and includes a paper copy of the survey which will be prepared and sent to all residents and businesses within an agreed radius of the site.
- **Pop up consultation** – held in an area of high footfall, outside the station or elsewhere in the site designed to be an event we invite local people to attend but we also hope to speak to rail passengers and passers-by.
- **Media engagement** – an advertorial in the Hampshire Chronicle to advertise the consultation process widely.
- **Station Approach Open Forum** – will be used to take the conversation to the people, listen to views and feedback proposals.
- **Reference Group** – a group of relevant specialist advisors will be established to assist the Council and its partners to develop a scheme with the community.

PROJECT TIMELINE

11.18 The indicative timeline for stage 1 of the project below provides an overview of proposed activities that will result in the production of a Strategic Outline Business Case and a Cabinet decision on whether there is a viable project to progress to the next stage.

Milestone	Start Date	Duration / end date	Comments
Undertake update transport studies	May 22	October 22	Agree survey work to be undertaken with HCC, obtain brief and quotes from transport consultants, procure and undertake surveys
Market Analysis	April 22	July 22	
Review of collaborative partnership	01/06/22	31/07/22	Review of progress, procurement strategy and development of the Capacity Study
Procurement period for Capacity Study and engagement of relevant expertise	June 22	August 22	Prepare brief and tender docs, procure multi-disciplinary team in agreement with NR & LCR.
Member Briefings	June 22	July 22	To provide information about the project and MPC to outline the proposed engagement plans
Seek Cabinet approval to launch Consultation	19/07/22		
External 3 rd Party Consultation	From 20/07/22	ongoing	Consult with near neighbours, stakeholders and the public to gather views
Round 1 of consultation closes	30/09/22		
Capacity Study Period	01/09/22	30/11/22	Contract in place for multi-disciplinary team to develop Capacity study
Feedback to community	Dec 22		
Scrutiny Committee	Quarter 4		
WCC approval Strategic Outline Case (SOC)	Quarter 4		Produce SOC Jan Cabinet Decision – Go/No Go
Proceed to Outline Business Case	2023		Subject to approval – masterplanning and development of Outline Business Case

THE PROJECT JOURNEY

11.19 The timeline above only shows Stage 1 of the project where we will assess with the local community whether together with technical information there is potential to develop a viable scheme. If the project is to progress it will take many years with different phases and there will be a number of decision points along the way. At each stage of the project the community will be engaged. The diagram in appendix 2 shows the journey with the different stages and the various opportunities to engage.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 Option 1: Council re-visits previous scheme on Carfax site

The legacy of the pandemic has impacted the way we work, commute and go about our daily lives. The economy, property market, investor confidence and occupier demand may all be significantly different now than before COVID-19. In addition, the Movement Strategy's focus on sustainable transport mean that the plans for sustainable transport and parking were under-developed and unlikely to still be valid. The demand for office accommodation and new ways of working mean that it is appropriate to reconsider the development of any sites within the Station Approach project area. For this reason and the ones defined above in this report a fresh approach is required.

This option is not recommended

12.2 Option 2: Council explores opportunities on its landholdings only

Whilst developing a scheme on land which is in the council's ownership has reduced risk it would not enable the wider place shaping agenda to be explored or enable the maximum potential of the area to be considered.

At this stage the project is seeking to work with other landholders in the area to provide an overall vision for regeneration. If however, it becomes clear that the whole site approach is not viable, the council will re-visit this option.

12.3 Option 3: Disposing of the land

This option would not enable a scheme to deliver the necessary public realm and place making opportunity. It would not maximise the potential of the wider site to deliver benefits for the city.

This option could be revisited as a future option should the business case determine that a development scheme cannot be viably brought forward.

12.4 Option 4: Do nothing

The opportunity to significantly improve this transport interchange and positively contribute to the Council's aim of becoming carbon neutral as well as support and develop the local economy would be lost.

This option is not recommended

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3244 – page 46 ([Public Pack](#))[Agenda Document for Cabinet, 21/05/2020 17:00](#)
([winchester.gov.uk](#))

Other Background Documents:-

None

APPENDICES:

- 1 – Communications and Engagement Strategy
- 2 - The Journey