

# Recommended Development Partner Tender Submission Summary

Winchester City Council

Central Winchester Regeneration

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# 1 SUMMARY OF RECOMMENDED DEVELOPMENT PARTNER'S APPROACH

## 1.1 INTRODUCTION

This document summarises the approach set out by the recommended Development Partner at Final Tender stage in relation to the objectives listed in the Development Brief. The procurement process identified Bidder E as the recommended Development Partner, as such Bidder E will be referred to throughout this document. The purpose of this document is to provide information on Bidder E's quality submission to support the Cabinet Approval to enter into the Agreement.

## 1.2 THE SPD

The SPD was referenced frequently throughout Bidders E's Final Tender however the response to the following Evaluation Questions, as set out in the Invitation to Participate in Dialogue, were particularly relevant to understand Bidder E's approach to the SPD:

- QUESTION 1.A - Approach to delivering the mixed-use quarter
- QUESTION 1.B - Approach to high quality public realm and placemaking
- QUESTION 1.D - Approach to sustainability
- QUESTION 2 - Planning strategy
- QUESTION 4 - Market understanding

As set out at section 4.2 of the Development Brief (Appendix A), WCC requires the development of the site to deliver the vision and objectives set out within the SPD. The table below summarises Bidder E's approach to each of the SPD objectives.

SPD Objectives	Bidder E's approach
<b>Objective 1- Vibrant Mixed-Use Quarter</b>	Bidder E has demonstrated the ability to fund, design, deliver and manage the development over the long term to ensure that the vision set out in the SPD and the Development Brief is realised. Bidder E has the ability to balance economic returns alongside the desired social and environmental impacts through ensuring that the more valuable uses support the less profitable elements and the delivery of the schemes required qualities. The approach set out is focused on delivery through ensuring flexibility is built into all aspects of the scheme - the ability for residents to rent or buy, to find "right size" homes at all stages of life, including workspace within the home, or available nearby. The approach set out is in alignment with the uses envisaged in the SPD and includes a

vibrant mix including residential, workspace (including creative workspace/studios), retail and F&B, cultural and leisure space, and hotel.

#### Objective 2 - "Winchesterness"

"Winchesterness" is at the heart of Bidder E's approach; with the intention to 'generate early social and economic value, deliver long term value and impact in the city centre, and optimise delivery of the vision, aims and objectives. "Winchesterness" reimagined, distinct but recognisable'. The design approach will involve staged placemaking that is rooted in a reimagined street pattern for CWR based on Roman and Saxon Street patterns and re-introduces "Winchesterness" to the site in grain and connectivity. Both Bidder E and their appointed design team have set out their capability of delivering "Winchesterness" through having local knowledge and expertise embedded into their team and approach with the addition of national standing expertise to assist. Bidder E aims to ensure that through a process of internal and external design review and engagement processes, that new buildings and the public realm achieve and project "Winchesterness" in richness of form, scale, material, and detailing.

#### Objective 3 - Exceptional Public Realm

Bidder E intends to deliver high quality public realm throughout the site, pursuing excellence in design and materiality. Bidder E envisages the public realm to be a series of smaller moments which link up to form a dynamic and harmonious whole. The approach sets out a vision to deliver a range of public realm spaces within the development, which work for all, with interplay with the ground floor uses to ensure a vibrant and rich mix of activity. The intention is to open up culverted waterways to create river walks with the approach focused clearly on providing public realm that works for everyone, is accessible, clean, safe and encourages people to visit and linger. The bidder has in-house asset management capabilities and would ensure the professional management of all public realm.

#### Objective 4 - City Experience

The vibrant mix of uses envisaged will create a new quarter for Winchester, adding something new and different to the City's extensive existing strengths. The approach put forward is focused on ensuring increased permeability and connectivity of CWR with the wider City and positioned as complementary and not competitive. Bidder E has set out their approach to funding and delivering a boutique apart-hotel to encourage overnight visitors to the City and increase length of stay. The active range of ground floor uses envisaged, set in high quality public realm, intends to create a new destination and add to the city experience for those living in Winchester, the district and those visiting.

#### Objective 5 - Sustainable Transport

Bidder E's approach will be focused on creating a network of high-quality walking and cycling connections, within the site and around the perimeter to provide much needed, safe, traffic-free access across the city centre. The intention is for the development to be designed as car-free (excepting disabled parking) with no on-street/visitor parking other than the potential inclusion of a few EV charging bays. The intention is to include high quality cycle parking, beyond current targets, and put in place a sustainable freight and urban logistics strategy to address last mile delivery. The relocation of the existing bus station to an on-street solution will also be undertaken to ensure the continuity of bus travel in Winchester city centre.

SPD Objectives	Bidder E's approach
<b>Objective 6 - Incremental Delivery</b>	The site will be delivered incrementally. The intention is for a range of meanwhile use interventions to be used to activate the site ahead of development coming forward and to seed future occupation. Once development commences, Bidder E envisages each phase as a sequence of 'staged placemaking' with each phase offering a new place with an active public realm, creating social value and demonstrating the character of the whole.
<b>Objective 7 - Housing for All</b>	The approach set out is focussed on delivery through embedding flexibility into all aspects of the scheme to ensure the ability for residents to rent or buy the "right size" homes at all stages of life, including workspace within the home, or available nearby. The approach will ensure that residents have the "stepping stones" to grow into bigger or downsize into smaller homes as personal or market circumstances change.
<b>Objective 8 - Community</b>	Bidder E has demonstrated a clear focus on engagement with the community and key stakeholders through the development process. The approach includes community and stakeholder engagement through the design and delivery process via a range of active and passive engagement techniques to ensure that all voices are heard.
<b>Objective 9 - Climate Change and Sustainability</b>	Bidder E has demonstrated a strong understanding of WCC's sustainability policies and commitments and intends to engage on these early on to see if these can be evolved further to ensure that the climate change and sustainability outcomes are truly best in class. Bidder E has a strong track record of delivering sustainable outcomes through development with the approach for CWR focussed on achieving Net Zero, embedding circular economy and achieving a biodiversity net gain.

### 1.3 INVESTMENT OBJECTIVES

The Investment Objectives were referenced frequently throughout Bidders E's Final Tender however responses to the following Evaluation Questions, as set out in the Invitation to Participate in Dialogue, were particularly relevant to understand Bidder E's approach to the Investment Objectives:

- QUESTION 1.A - Approach to delivering the mixed-use quarter
- QUESTION 1.B - Approach to high quality public realm and placemaking
- QUESTION 1.D - Approach to sustainability
- QUESTION 4 - Market understanding

The investment objectives are part of WCC’s requirements and are outlined in full in section 4.3 of the Development Brief (Appendix A). The table below sets out how Bidder E intends to approach delivering the investment objectives.

Investment Objective Description	Bidder E’s Approach
<p>1. <b>Work</b> - Provide creative, flexible workspaces to help grow start-up businesses and allow like-minded professionals to support each other by sharing skills, ideas and resources.</p>	<p>Bidder E intends to deliver a creative quarter for Winchester through a variety of different types of workplaces that differ in size, finish and function. Bidder E described the creative quarter as ‘a place to live, work, experiment, create, make, showcase, and visit- with a range of work-spaces for existing and emerging talent, within a collaborative and nurturing environment.’ Bidder E has set out their intention to design, fund, deliver and manage these workspaces.</p>
<p>2. <b>Live</b>- Provide housing suitable for a range of people, including young people and families. A mix of private and affordable housing is needed with new homes for key workers and homes for rent.</p>	<p>Bidder E’s approach sets out the intention to provide a variety of new homes in terms of tenure which will be aimed at creating ‘a mixed, intergenerational community including younger people (who prioritise affordability / getting on the ladder), people with young families (or about to have one), and older people (to downsize into something modern and energy efficient, with a house-type to allow people to “age in place”.’</p>
<p>3. <b>Play</b>- Create high quality exceptional public places where people want to spend time, to enjoy outside spaces, to experience new things or to get involved in something that interests them.</p>	<p>Bidder E set out their intention to deliver high quality public realm, which is accessible to all, alongside active ground floor uses (connecting the inside with the outside) which will draw people into the site and increase dwell time. The approach includes the provision of a creative quarter and an independent led retail and F&amp;B offer alongside a range of public spaces which can be used for high (e.g. performance space) or low energy (e.g. reading and picnics) activities and will provide variety to the existing Winchester offer.</p>
<p>4. <b>Student Experience</b>- Create a mix of uses which is attractive to students and young people. Which encourages them to visit the centre of Winchester instead of going elsewhere and gives them reason to want to stay in the city beyond their time at university.</p>	<p>Bidder E intends to design contemporary spaces and places that are attractive to young people and existing audiences within Winchester. The approach will be focused on providing housing options that are attractive to young people to retain them in the City, this could be focused, for example, on the delivery of First Homes and a high quality rental offer. Bidder E also sees the range of uses outlined in the ‘Work’ objective being critical to ensuring the retention of young people in the City through enabling employment and work opportunities in the context of an entrepreneurial and supportive community setting. The approach to delivering a vibrant mix of uses and activation of the public realm is intended to attract students and young people as well as wider audiences.</p>
<p>5. <b>Overnight Tourism</b>- Create an attractive night-time offering to complement the existing city quarters and encourage residents and tourists to visit the area in the evening.</p>	<p>The vibrant mix of uses envisaged will create a new quarter and destination for Winchester, adding something new and different to the City’s extensive existing strengths. The approach put forward is focused on ensuring increased permeability and connectivity of CWR with the wider City and positioned as complementary and not competitive. Bidder E has set out their approach to funding and delivering a boutique apart-hotel to encourage overnight visitors to the City and increase length of stay. The active</p>

Investment Objective Description	Bidder E's Approach
<p>6. <b>Sustainable Development</b> - Work towards the city carbon neutrality target through choice of building materials, measures to minimise energy use, re-use of buildings where appropriate and encouraging suitable modes of transport.</p>	<p>range of meanwhile-to-allwhile and ground floor uses envisaged, set in high quality public realm, intends to add to the city experience, and night time economy, for those living in Winchester, the district and those visiting.</p> <p>Bidder E has demonstrated a strong understanding of WCC's sustainability policies and commitments and intends to engage on these early on to see if they can be evolved further to ensure that the climate change and sustainability outcomes are truly best in class. Bidder E has a strong track record of delivering sustainable outcomes through development with the approach for CWR focussed on achieving Net Zero, embedding circular economy and achieving a biodiversity net gain. Bidder E's approach to sustainable modes of transport will be focused on creating a network of high-quality walking and cycling connections, within the site and around the perimeter to provide much needed, safe, traffic-free access across the city centre. The intention is for the development to be designed as car-free (excepting disabled parking) with no on-street/visitor parking other than a few short-term EV charging bays.</p>

## 1.4 SUSTAINABILITY AND SOCIAL VALUE

Sustainability and social value objectives were referenced frequently throughout Bidders E's Final Tender however responses to the following Evaluation Questions, as set out in the Invitation to Participate in Dialogue, were particularly relevant to understand Bidder E's approach to sustainability and social value:

- QUESTION 1.A - Approach to delivering the mixed-use quarter
- QUESTION 1.D - Approach to sustainability
- QUESTION 1.E - Approach to meanwhile uses
- QUESTION 3.B - Partnering and procurement

Sustainability Objectives are outlined in full in section 4.4 and 5.3 of the Development Brief (Appendix A). A summary of Bidder E's approach is set out below.

In addition to demonstrating an understanding of and commitment to WCC's sustainability policies and commitments, Bidder E has devised four key deliverables that frame their approach to sustainability:

- Healthy and active places
- Affordable and secure energy



- Future proofed places
- Reduction in global warming

To achieve WCC's objectives, while seeking to evolve them further to ensure that the climate change and sustainability outcomes are truly best in class, Bidder E has set out a five-stage approach to frame delivery outcomes:

1. **Brief-** co-creation of targets, define governance process, respond to site context
2. **Design-** feasibility testing, appraise whole life environmental, social, and economic benefits, monitor and report
3. **Procurement-** embed targets within procurement approach, select partners with aligned values, reward innovation, monitor and report
4. **Phased construction-** targets and objectives shared with contractors, site inspections, monitor and report
5. **Operation-** embed requirements in the estate management process, strive for continuous improvement, identify opportunities for community participation, monitor and report.

**Net Zero:** Bidder E has set out their intention to deliver Net Zero through the utilisation of the following methodology:

1. Minimise up-front carbon, maximise low-carbon natural materials
2. Offset at start of site
3. Reduce occupational energy in-use
4. Utilise electric-only energy and use renewable electricity supplier
5. Optimise on-site renewable generation

Bidder E's approach seeks to achieve BREEAM Excellent/Outstanding and HQM accreditations as well as WELL standards, LETI and Passivehaus standards, where appropriate.

**Circular Economy:** Bidder E envisages embedding a circular economy principles in the construction process and end use. For example, the design of new buildings will allow for evolution of future uses and ease of disassembly at end-of life with the use of virgin material minimised and natural materials prioritised over man-made. The design of the site is intended to enable circularity through shared facilities such as workspaces and bikes and the provision of facilities such a 'reuse hubs'.



**Biodiversity:** Bidder E intends to deliver a biodiversity net gain across the site. The approach includes opening up the culverted waterways to enhance local ecology and management of surface water to create natural corridors linking to green spaces beyond the site.

### **Social Value**

Bidder E is a 'purpose driven' organisation with a company constitution and articles of association which require the organisation to balance profit with social and environmental purpose. The approach to social value investment priorities will be informed by a community needs assessment. Bidder E envisages long term social value will be generated by the creation of a 'mixed economy, with a diversity of spaces and tenures to support arts, culture, leisure, SMEs, entrepreneurship and micro-businesses. Spaces will be flexible and adaptable for businesses of different scales.' A variety of homes at multiple price points and degrees of affordability, with tenures that meet local need, in particular graduates, young workers, creators, and professionals are envisaged.

Bidder E intends to manage the common parts of the estate for the long term to ensure the stewardship of the community. Social value targets will be set, monitored, and reported.

## **1.5 BUS SOLUTION AND MOVEMENT STRATEGY**

The responses to the following Evaluation Questions, as set out in the Invitation to Participate in Dialogue, were particularly relevant to understand Bidder E's approach to delivering the Bus Solution in the context of the Winchester Movement Strategy:

- QUESTION 1.A - Approach to delivering the mixed-use quarter
- QUESTION 1.C - Approach to engagement
- QUESTION 1.D - Approach to sustainability

The requirements for the Bus Solution and Movement Strategy are set out in section 4.5 of the Development Brief (Appendix A of the Cabinet Report). A summary of Bidder E's approach is set out below.

Bidder E had demonstrated a clear understanding of the Winchester Movement Strategy and the interim on-street bus solution, arrived at by WCC in conjunction with HCC and the bus operators. The approach envisages early engagement with transport stakeholders to solidify the intent for the interim on-street bus solution which will be delivered alongside high-quality public realm and

enable vacant possession of the current bus station. Bidder E intends to create and chair a regular transport steering group to discuss progress and performance against key objectives.

Bidder E's approach will be focused on creating a network of high-quality walking and cycling connections, within the site and around the perimeter to provide much needed, safe, traffic-free access across the city centre. The intention is for the development to be designed as car-free (excepting disabled parking) with no on-street/visitor parking other than a few short-term EV charging bays. The approach intends to include high quality cycle parking, beyond current targets, and put in place a sustainable freight and urban logistics strategy to address last mile delivery. Bidder E intends to improve wayfinding, signage, street lighting, seating, shade and shelter opportunities and enable pedestrian access to the waterways through the site. Bidder E intends to engage widely to ensure that the strategy for CWR takes into consideration wider City and District movement initiatives to ensure a comprehensive solution is delivered.

## **1.6 DESIGN AND PLACEMAKING**

Design and placemaking were referenced frequently throughout Bidders E's Final Tender however responses to the following Evaluation Questions, as set out in the Invitation to Participate in Dialogue, were particularly relevant to understand Bidder E's approach to design and placemaking:

- QUESTION 1.A - Approach to delivering the mixed-use quarter
- QUESTION 1.B - Approach to high quality public realm and placemaking
- QUESTION 1.E - Approach to meanwhile uses
- QUESTION 3.A - Deployment of core team

The required approach to design and placemaking is set out in section 4.7 of the Development Brief (Appendix A). A summary of Bidder E's approach is set out below.

While the procurement process undertaken did not require bidders to design a scheme, Bidder E has set out how they intend to ensure exemplary design quality is embedded throughout the development. Bidder E's 'culture is focused on creating beneficial social and environmental outcomes, paid for by a viable scheme that delivers the necessary returns to pay for and sustain those outcomes, managed by [Bidder E] as long-term investors in a way that will maintain the exemplary quality of what [Bidder E] will design and develop'. Bidder E has set out their intention for the Lead Architect appointment and the composition of the Urban Design and Masterplan

team. The team put forward consists of a number of high-quality architectural practices working together to achieve ‘co-ordinated variety’ with Bidder E intending to also appoint a local practice to work as part of the Urban Design and Masterplan team.

Bidder E’s approach to achieving exemplary design quality across the sites uses, phases and public realm is to ‘respect and respond to the historic street patterns, revealing the base layer and container for designing in “Winchesterness” to reconnect the site to the city, and vice versa.’ ‘Changed perceptions, stirrings of activation, belief in our intent and appealing evidence of it, will drive and enable the pursuit of excellence in the design and materiality of the public realm, of new buildings generating momentum that will attract and retain uses, delivering value.’

Bidder E’s approach includes opening up the culverted waterways to provide riverside walks which will create ‘a new combined water and nature corridor’ linking to green spaces within the site and beyond. Bidder E sets out a design approach which respects, physically and visually, key buildings such as the Guildhall and the Cathedral ‘as well as the assemblage of secular buildings and spaces between them’. The intention is to reveal and enhance key buildings, coupled with the provision of ‘intimate new public spaces, as envisioned in the SPD, which are the glue that characterises the places where people work, live and meet in public life’.

## **1.7 ARCHEOLOGY**

The responses to the following Evaluation Questions, as set out in the Invitation to Participate in Dialogue, were particularly relevant to understand Bidder E’s approach to archaeology:

- QUESTION 1.A - Approach to delivering the mixed-use quarter
- QUESTION 1.B - Approach to high quality public realm and placemaking
- QUESTION 1.C - Approach to engagement

The required approach to archaeology is set out in section 4.8 of the Development Brief (Appendix A). A summary of Bidder E’s approach is set out below.

Bidder E has demonstrated a strong understanding of the required approach to archaeology and recognises the local and wider public interest in the archaeology of CWR. The approach set out intends to ‘celebrate that interest through public engagement in the process as part of the public realm strategy’ acknowledging that the ‘archaeological work will help inform and develop Winchester residents’ and visitors’ understanding of the history of their city’. The intention is to create an identity for the site which is rooted in its vibrant history.

To enable archaeology and other site investigations, Bidder E intends to allocate sufficient time to pre- and post-planning programmes and will agree all proposed works with WCC and the Archaeological Advisory Panel. Bidder E will appoint a specialist Archaeology Consultant to guide the process. Bidder E's approach will be informed by CWR's Archaeological Advisory Panel report and the guidance and resources that it provides. Bidder E intends to 'work through the process of archaeological evaluation to inform the design proposals and ensure these meet the Council's pre-application requirements and the staged approach toward mitigation'.

## **1.8 ENGAGEMENT WITH STAKEHOLDERS**

Engagement was referenced frequently throughout Bidders E's Final Tender however responses to the following Evaluation Questions, as set out in the Invitation to Participate in Dialogue, were particularly relevant to understand Bidder E's approach to engagement:

- QUESTION 1.A - Approach to delivering the mixed-use quarter
- QUESTION 1.B - Approach to high quality public realm and placemaking
- QUESTION 1.C - Approach to engagement
- QUESTION 1.E - Approach to meanwhile uses

The required approach to engagement with stakeholders is set out in section 5.3 of the Development Brief (Appendix A). A summary of Bidder E's approach is set out below.

Bidder E has outlined their approach to meaningful engagement with stakeholders and set out their capability to do so through using their own in-house expertise supported by specialist consultants. Bidder E has undertaken comprehensive stakeholder mapping which will be built upon post appointment to create a stakeholder engagement plan. Bidder E intends to use their co-creation process to bring key stakeholders together in a series of workshops early in the project's duration to deliver clear, agreed action plans which will be reviewed and updated as the project progresses.

Bidder E has set out three engagement techniques that form their approach to community engagement: active, passive and meanwhile tactics.

1. **Active Engagement-** through face-to-face conversations, social media, and other digital tools for the duration of the project.

2. **Passive digital tools-** used to access a broad range of views across Winchester and beyond, these tools are called passive as they can be engaged with remotely without the need to attend live sessions. The focus will be on ease of access and use to ensure accessibility for the widest audience.
3. **Meanwhile tactics-** through the delivery of meanwhile uses on the site, for example incubator space for creative businesses, to enable engagement opportunities with local people about what they want for the future of their city.