



**Winchester**  
City Council

Station Approach

## **Strategic Outline Case**

Version 1

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<b>Approval/Gate way</b>	<b>Board</b>	<b>Planned Date</b>	<b>Actual Date</b>
Proposal	Cabinet	19 July 2022	19 July 2022
Gateway 1	Cabinet	18 July 2023	
Gateway 2			
Gateway 3			
Gateway 4			
Gateway 5			

**VERSION CONTROL** – (please see notes and guidance for correct use of the table below)

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Summary of Changes made</b>
0.1	19/01/23	KS / ET	Initial Draft
0.2	02/05/23	KS / ET	Updated draft following workshops circulated to Legal, Procurement, Finance, Planning and Project Team
1	21/06/23	KS / ET	Final Draft for submission to Cabinet

## PART A: EXECUTIVE SUMMARY

<b>PROJECT NAME</b>	STATION APPROACH
<b>PROJECT TIER</b>	1
<b>PROJECT SPONSOR</b>	DAWN ADEY and JOHN EAST
<b>PROJECT LEAD</b>	EMMA TAYLOR
<b>PROJECT MANAGER</b>	KIRSTIN SHAW

### 1.0 EXECUTIVE SUMMARY

#### 1.1 Introduction

The main purpose of this Strategic Outline Case (SOC) is to establish the case for change for the Station Approach project, provide high level assurance that there is a potential viable project worthy of further exploration and the resulting investment in resources that would be required to move forward to the next stage.

The SOC uses the Five Case Model (HM Treasury Green Book) to identify the best value for spending public sector money taking into account the direct and indirect benefits of the proposals. The five cases considered within the SOC preparation are:

- Strategic
- Economic
- Commercial
- Financial
- Management

It clearly demonstrates how the project supports the council's priorities, strategies and aims as well as other governmental policy priorities.

It provides an overview of key constraints, dependencies and risks that could be addressed holistically through a concept masterplan and later in greater detail with an Outline Business Case (OBC), should the council decide to proceed.

This SOC provides direction to the council for a recommended approach to the regeneration of Station Approach and what the next steps could be.

It does not, at this stage, provide sufficient evidence to warrant an unequivocal determination of the preferred route, but highlights the evidence with which the council can reach a decision on whether or not to progress to the development of a concept masterplan for the area, further public consultation followed by more detailed work to support future decision making with an OBC.

#### 1.2 Recommendation

Agree that a concept masterplan should be produced for Station Approach in order to allow residents and stakeholders to determine the vision for the whole area - setting out the priorities and defining the transport hub and public realm strategy. Once the concept masterplan has been accepted and endorsed by Cabinet, the council will be in a position to begin an Outline Business Case for the first phase of

the masterplan – allowing the phased development of individual sites with full consideration of and integration with the wider parameters of the masterplan. An OBC will enable the Council to decide if there is justification for the project to progress to Gateway 2 and a preferred option for the chosen site, that is affordable to the Council, can be delivered.

## **1.3 Strategic case**

### **1.3.1 Introduction**

This demonstrates that there is a compelling case for change and how the regeneration of Station Approach furthers the Council's aims and objectives. The conclusion of the strategic case is that there is evidenced justification for the project to proceed in terms of current and anticipated market demand, stakeholder aspirations and that implementing the project will support the delivery of both the Council's own, and wider strategies set out in more detail within Section 2, the Strategic Case.

### **1.3.2 The strategic context**

This SOC strongly demonstrates the potential of the Station Approach project to support all of the priorities identified in the Council Plan 2020-2025 (some more directly than others) as well as aligning to a large number of strategies, action plans and policies identified locally, regionally and nationally. These are set out in detail in section 2.2 below.

### **1.3.3 Objectives**

In order to meet its objectives, the project will need to take the following steps:

- Explore opportunities for regeneration in the area around Winchester Railway Station.
- Determine whether a viable, local and community driven vision can be developed – either jointly with Network Rail, or on Council owned sites with close Network Rail co-operation.
- Continue to work closely with stakeholders and the community to create a proposal that supports the council's priorities while developing and testing the strategic aspirations outlined in the Local Plan for this regeneration area as part of the master planning process.
- Develop and define value for money delivery options for bringing forward a potential scheme for development.

## **1.4 Economic case**

### **1.4.1 Introduction**

The purpose of the economic case is to assess which option offers the best fit to deliver the aims of the Station Approach project. A long list of options were evaluated against the following Critical Success Factors:

- Strategic Fit
- Support from Stakeholders
- Benefits Optimisation
- Potential Affordability
- Deliverability

#### 1.4.2 Shortlisted options

The following options have been identified to be considered as part of the master planning stage and could be further developed at the Outline Business Case stage:

- Do Nothing
- Carfax – 1a – LDA Redux – Commercial scheme
- Carfax – 3bv3 – Commercial and residential scheme with diagonal route
- Cattle Market – 2av2 – Multi storey carpark, commercial and residential scheme
- Cattle Market – 2av2i – Commercial and residential scheme
- Cattle Market - 2av2ii – Multi storey carpark, commercial and student scheme
- Cattle Market – New – Commercial and student scheme

### 1.5 Commercial case

#### 1.5.1 Introduction

The Commercial case documents the proposed deal in relation to the preferred option(s) outlined in the Economic case and therefore the detailed consideration of this takes place at OBC stage. At Strategic Outline Case this is limited to the services required to take the project forward.

#### 1.5.2 Required services

A multi-disciplinary team will be required to undertake the master planning at the next stage of the project. In addition, the following external advice will be required:

- Legal advice
- Financial advice
- Programme management
- Public Affairs/Communications support

Internally support will also be required from the following WCC departments:

- Regeneration
- Finance
- Legal
- Procurement
- Estates
- Planning
- Communications

#### 1.5.3 Procurement strategy

All procurement undertaken will be in accordance with the Public Contract Regulations 2015 and the council's (CPRs) and adhere to the council's Procurement and Contract Management Strategy (2020-2025). Any changes to procurement law during the life of the project will be taken into full account as they materialise.

## **1.6 Financial case**

### 1.6.1 Introduction

The financial case outlines the costs and funding arrangements for the project. It considers the capital and revenue budget implications for the council and whether the incremental impact to the council's budgets of each of the options are affordable to the council. More detailed affordability assessments are made as part of the Outline Business Case and at the Strategic Outline Case stage consideration is given to the council's financial situation, resources available for the project, and any revenue and capital constraints.

### 1.6.2 Council's financial situation, resources and revenue and capital constraints.

The council is currently facing multiple competing challenges and, should no action be taken, is projecting a £3m deficit by 2027. The development site currently generates around £0.54m of net income per year from parking and income not replaced would require the council to consider significant offsetting savings elsewhere. The council's capital receipt reserves are largely committed and therefore if the council were to develop the site itself it would need to rely on prudential borrowing. Revenue investment will be required to move the project forward to the next stage and the council's Major Investment Reserve fund has £3m that is currently unallocated.

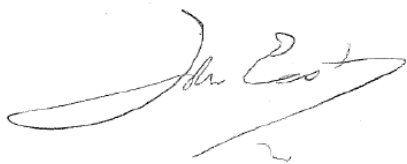
## **1.7 Management case**

### 1.7.1 Introduction

The Management Case demonstrates that there are appropriate arrangements for the delivery, monitoring and evaluation of the scheme and these are achievable.

### 1.7.2 Project Management Arrangements

The project is being managed in accordance with the Council's major projects and programme management requirements and also in accordance with PRINCE2 methodology.



Signed:

Name: John East

Position: Senior Responsible Owner

Date: 21 June 2023

## **PART B: DETAILED CASE**

### **2.0 STRATEGIC CASE**

#### **2.0 Introduction**

The Strategic Case demonstrates that there is a compelling case for change, in terms of existing and future strategic needs. The section below sets out the Council strategies supporting the project and the business need underpinning the project approach.

#### **2.1 Station Approach – A Regeneration opportunity**

Regeneration makes the most of underutilised urban spaces to create places that are revitalised; contributing positively to the area's economic wellbeing, encouraging sustainable movement, building in energy efficiency and enhancing the sense of pride in place. It provides an opportunity to create an improved 'neighbourhood' with a unique identity that solves specific problems facing that location as well as contributing to the urban fabric of the city as a whole.

The Station Approach area is recognised as an essential transport interchange where important rail connections meet numerous bus services, including the existing Park & Ride provision. There are well used pedestrian and cycle routes to the city centre and other significant locations such as the University of Winchester and the Royal Hampshire County Hospital, however, these need improvement. As such, the creation of a green travel hub and the sustainable development of these brownfield sites 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. 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. This will provide active travel connections, improve air quality and allow the creation of an active travel priority zone.

The Station Approach development will provide a unique neighbourhood that delivers an appealing place to gather, linger and enjoy rather than simply pass through. Master planning would specify a well-designed, high quality, connected public realm that builds pride in place, welcomes visitors and residents as a vital gateway to the city and has a visual 'place-making' identity.

This improved neighbourhood could provide:

- a. A transformed gateway to the city and district – a welcoming arrival point with improved wayfinding and permeability so that people can find their way and make use of more active travel modes;
- b. A sustainable development that serves a variety of people and functions, benefiting existing and future generations;
- c. A safe user-focused, environmentally friendly transport hub supporting the City of Winchester Movement Strategy (WMS). It should be noted that the council do not have control over Highways land or the business decisions of public transport providers, however, this project will intentionally work with partners to facilitate a joined up approach to fulfilling this aim;

- d. Enhanced public realm that repairs the urban fabric to create a high quality townscape;
- e. Assurance that Winchester remains a vibrant centre not just for retail, tourism and heritage but also of employment and service delivery.

## **2.2 Project Aims – Development Principles**

Draft development principles were created with Network Rail (NRIL) and London & Continental Railways (LCR) and were included as part of the initial public engagement period to allow public feedback and gauge public support. The principles were created in order to guide the project through these early stages of engagement and planning, providing the broad structure within which the team should seek to develop the area. They outline the 4 key principles the project must deliver in order to meet the aspirations of both the council and the community:

### ***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 Market Assessment (SHMA) 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 place making:**

*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.*

The results of public consultation show that there is significant support for these principles with each securing over 91% backing from survey respondents. Through this public consultation, the council has sought to understand any concerns raised around these principles and how these can be addressed to provide the most suitable standards with which to underpin this project. These would continue to be refined through master planning and the creation of a vision and priorities for the area during stage 2 of the project.

## 2.3 Why Now?

The council believes it is now the right time undertake a renewed approach to regeneration in this area for the following reasons:

- The pandemic and the outputs of the City of Winchester 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 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 which has again designated the Station Approach area for regeneration (Policy W8);
- The current economic climate is not favourable to construction. However, this is a long term project that will take time to develop any future proposals while co-creating with the community. The council can make good use of this time while awaiting the anticipated recovery of the construction sector in 2024/25 to undertake master planning work and continue to develop proposals with the community so that it is ready to take action once conditions become more favourable.
- 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.
- Winchester is on direct routes from Southampton, Portsmouth, Bournemouth, Weymouth, Birmingham and the North of England. Moreover, being just 1 hour by direct train from London Waterloo, this is an exciting opportunity to create an improved new gateway to the city in this vital transport interchange that boosts the local economy for the benefit of the district as a whole.

## 2.4 Project objectives – steps needed to achieve the aims

- To explore opportunities for regeneration in the area around Winchester Railway Station and whether a viable, local and community driven vision can be developed – either jointly with Network Rail, or on Council owned sites with close Network Rail co-operation.
- To continue to work closely with stakeholders and the community to create a proposal that supports the council's priorities while developing and testing the strategic aspirations outlined in the Local Plan for this regeneration area as part of the master planning process.

- To develop and define value for money delivery options for bringing forward a potential scheme for development.

## 2.2 Strategic Drivers

The council has sought to understand the specific drivers, local, regional and national that underpin the motivation to progress this project and these are set out below.

### 2.2.1 Local

This project directly supports all of the Council Plan priorities. These are shown below:

Council Plan Priority	Priority supported
Climate Emergency	✓
Homes for All	✓
Living Well	✓
Vibrant Local Economy	✓
Your services, Your voice	✓

### Tackling the Climate Emergency and Creating a Greener District

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 uphold and strengthen our commitment to tackling the climate emergency and sustainable transport. The re-use of this brownfield site and its role as a transport interchange / public transport hub provides economic, social and community benefit and further supports this aim.

The railway station provides an important hub for trains, 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 train operators. This project will integrate the offer of different and connected transport nodes supplemented with enhanced facilities making it a truly green travel hub for existing and new/potential users.

All proposed development will be required to achieve Biodiversity Net Gain in accordance with relevant legislation and planning policy.

### Homes for all

Housing in our district is expensive and young people and families are moving further afield 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.

### Vibrant Local Economy

Work patterns, commuter habits and the way people use city centres are 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.

The city of Winchester is an important source of 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 by 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.

### Living Well

The council is committed to enabling and promoting improved cycling and walking in line with the Winchester Movement Strategy (WMS) and Local Walking and Cycling Infrastructure Plan (LCWIP). This project will promote greater use of sustainable transport in line with the WMS. But it will not just be a 'good place to move through': the project's 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.

### 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, this will be fully identified.

The project has undertaken an initial round of consultation and engagement from August to October 2022 to understand stakeholder views on the development principles of the project as well as current uses and future aspirations for the area. The consultation received over 1000 responses across the completed surveys and interactive map comments. The feedback received has been incorporated into the options explored as part of the capacity study and will continue to inform any future master planning exercise. The project is committed to continued engagement throughout any future stages to allow our stakeholders to remain a vital part of the process.

### City of Winchester Movement Strategy

The City of Winchester Movement Strategy (WMS) has been developed in partnership by Hampshire County Council and Winchester City Council. It is a joint policy document that sets out an agreed vision and long-term priorities for travel and transport improvements in Winchester over the next 20-30 years.

Key priorities of the strategy are to:

- Reduce city centre traffic
- Support healthier lifestyle choices
- Invest in infrastructure to support sustainable growth

The project team is working closely with the WMS team to ensure all options explored are in line with the priorities above and make provision for any emerging plans that may impact directly or indirectly on the project area.

#### Winchester District retail, leisure and town centre uses study – Lambert Smith Hampton 2020

LSH were commissioned by the council to provide a study that could help inform policy for the emerging Winchester Local Plan on the likely scale, type, location and potential phasing of new development of retail, leisure and other town centre uses over period 2019 to 2036.

This study took place at the start of the COVID-19 pandemic and as such the results are not able to fully appreciate the effects of the pandemic. However, they did identify that as a result of the pandemic there will be a greater urgency in the need to diversify the town centre offer and promote flexibility of uses in particular. This should include a mix of uses, residential and commercial, to help boost 'captive' resident and working catchment populations in the most sustainable and commercially effective way.

Lambert Smith Hampton have been appointed earlier this year to prepare an Employment and Town Centre study for the emerging Local Plan team to ensure that any changes since the pandemic have been captured. The results of this study are expected in autumn 2023 and will be reviewed once available.

The project will align with the need for diversification and flexibility identified in this study by exploring a mix of uses on the sites that contributes to a more inclusive 'neighbourhood' that provides flexible use of spaces and buildings to future proof the area and ensure it continues to contribute positively to the townscape for generations to come.

#### Winchester Carbon Neutrality Action Plan

In 2019, the council declared a climate emergency and committed to becoming a carbon neutral council by 2024 with the district following by 2030. The Winchester Carbon Neutrality Action Plan (CNAP) outlines the council's pathway to achieving these goals. The plan sets out initiatives and actions to decarbonise the district's transport, housing and energy. Transport accounts for nearly half of the District's carbon emissions and addressing this is a key priority for the Council. Housing, efficient energy use and energy generation are also prioritised to facilitate decarbonisation. A refreshed CNAP is expected to be produced this summer (2023)

The Station Approach project supports the aims and initiatives of the CNAP and plans to implement strategies that will tie into these goals, for example, commercial developments will be expected to meet BREEAM Excellent standard and any housing will be tied to LETI standards of energy efficiency and sustainability. The creation of a green transport hub at Station Approach and the encouragement of active and sustainable travel modes will further support this plan.

#### Winchester Town Vision 2020 – 2030 adopted in January 2021

The Winchester Town Vision promotes the principle of adopting a community empowerment approach in the design, development and delivery of council projects and

services. The way officers work with local communities in the design, development and implementation of projects should seek to uphold the following objectives:

- A. Spatial - The City Made by Walking
- B. People Power! - Establishing Mechanisms that Enable Communities
- C. Auditing & Sharing Resources - Creating and Sharing Data is Empowerment

The vision promotes positive impact on the environment in terms of sustainability, carbon emissions, air quality and ecology. This includes:

- a) 15 minute city concept.
- b) Reduction in car use / car free streets / promotion of active transport.
- c) Auditing resources and spaces so that they are better shared and used.

The Station Approach project shares this aspiration and is actively working to promote these ideals through the options explored and our public engagement strategy. The team will continue to work with partners and key stakeholders to promote the creation of an enhanced public realm that facilitates a green transport hub and active travel options to further promote this vision.

### Green Economic Development Strategy

In the recently refreshed Council Plan, Winchester renewed its commitment to tackling the climate emergency and creating a greener district. It also committed to promoting a vibrant local economy. Economic growth and the transition to net zero carbon is becoming a single joined-up policy priority across the UK. Green Economic Development means continuing economic growth whilst reducing net carbon emissions. Green growth describes the economic opportunity of public and private investment in new infrastructure and innovation, growth of new goods and services, and demand for new jobs and skills needed to enable the transition to net zero. The Green Economic Development Strategy (GEDS) provides the framework and an approach for action planning the policies, programmes, and projects that will enable Winchester District to encourage both a vibrant local economy while maintaining its commitment to climate crisis mitigation.

The Station Approach project will work within the GEDS framework and utilise all the tools at its disposal to stimulate, encourage, and support green economic development while pursuing the goal of regeneration for this area.

### Winchester City Council Housing Development Strategy 2021- 2030

#### *Healthy homes – good for people and the planet*

The council recognises a need to supply good quality housing and address the known shortage of affordable homes within the area.

Although Station Approach is not allocated for HRA or social housing, the project team are committed to exploring residential opportunities across the sites and will continue to liaise with the New Homes Delivery team to ensure a joined up approach should residential be developed in future. Any residential elements within the sites will support the priorities of the housing development strategy outlined below:

- To address the climate emergency by designing new homes to deliver as close to net zero carbon as possible

- To build beautiful, high quality, healthy and affordable homes to meet identified needs
- To create housing that people choose to live in and are proud to call home
- To ensure value for money and bench marked build costs

### Emerging Local Plan Reg18

The purpose of the Local Plan is to provide a planning policy framework to direct growth and change to appropriate locations, in accordance with the National Planning Policy Framework requirement to achieve sustainable development. The Local Plan also includes a range of planning policies to inform the location, scale and appearance of developments. When adopted in 2024 the new Local Plan will replace the current Local Plan and cover the period up to 2039. The adopted plan will be used to assess planning applications and to set out what development will be allowed for in the future.

Station Approach is included as an allocated site for regeneration within both the existing Local Plan (policies WIN5, WIN6, WIN7) and the emerging Local Plan (policy W8).

The emerging policy W8 within the Reg18 outlines that any future development of the land within the site boundary, will be subject to Winchester City Council's Master Planning Approach. The project team will adhere to this by proposing that a concept masterplan of the whole area be undertaken during the next stage of the project. This will support the desire expressed in the policy to understand how this area could be comprehensively redeveloped in order to maximise the benefits for the City as a whole. The Reg18, which includes a much wider area of land than the adopted Local Plan allocations, recognises that due to parts of the site being in different ownership and the dependence on the provision of a northern park and ride facility, there may be a need to develop the area in a phased way. This reinforces the need for an overall master plan to ensure the area benefits from good quality place-making. The project will support this requirement by working closely with landowners and stakeholders throughout the master planning process and the development of an associated phasing plan and anticipated delivery schedule.

The emerging Local Plan suggests a mix of uses including;

- High quality flexible offices, and other employment generating uses,
- Public car parking,
- Open spaces and improvements to the public realm,
- Leisure/culture/community,
- Hotel,
- Small-scale retail,
- Residential and
- Student housing.

The project has conducted a market appraisal and a capacity study to test the uses above and has recommended continued testing of residential, student housing, high quality flexible office and employment generating uses as well as small scale retail / leisure as part of the next stage of the project.

This follows the Local Plan which suggests that appropriate testing of a mix of uses should be undertaken as part of a master planning process to determine what is the best outcome for the site, the city and the district as a whole. The project team will ensure the proposed concept masterplan tests the capacity of the site for a number of uses, including the quantum of residential development, while also considering the surrounding opportunities and constraints in order to determine the best outcome for a new and integrated 'place'.

The emerging Local Plan calculates that approximately 250 new residential units could be accommodated across the Station Approach sites. It should be noted that the options explored within the initial capacity study have been unable to meet this target under the current macro-economic conditions but this will need to be revisited as part of the development of the next stages of work.

The team will continue to closely monitor both the existing Local Plan and the emerging Local Plan which is expected to supersede it in August 2024 and will be established by the time this project is reaching the delivery stage.

### Air Quality Action Plan 2017

The Air Quality Action Plan 2017 outlines how WCC proposes to tackle air quality issues, in particular nitrogen dioxide exceedances, within the District. Winchester has a single Air Quality Management Area (AQMA) within the city centre. Local monitoring shows that annual mean NO<sub>2</sub> concentrations have reduced slightly, but there are still areas of exceedance at roadside sites within the AQMA.

To achieve the level of reduction required, the Council has the following key priorities for focus:

- Reducing traffic flow in the city centre by encouraging alternative transport, for example use of existing (and development of new) P&R facilities
- Reducing congestion in the city centre by managing traffic flows at signal-controlled junctions or limiting access in peak areas
- Using parking controls to discourage diesel and high-polluting petrol cars and encouraging low emissions cars to drive into Winchester City Centre

The options explored on the Station Approach project sites compliment these priorities by promoting active travel opportunities, improving connections to walking and cycling routes and assisting with the overall behavioural shift required to reduce emissions within the context of the climate emergency. The project is also aware that the council are currently exploring the adoption of more stringent standards based upon the 2021 World Health Organisation (WHO) Guideline levels. Should these be adopted, the project will continue to pursue opportunities to compliment this new standard.

### Parking and Access Strategy 2020 – 2030 (2020)

The Parking and Access Strategy 2020 – 2030 (2020) addresses on- and off-street parking, charging, cycle parking, management and potential for improvements through investment. The strategy aims to provide a “sufficient number of suitably located and managed parking spaces to sustain the long term economic, social and environmental wellbeing of Winchester”.



The project supports the following goals within this strategy:

- Actively promoting alternatives to driving into the city centre – such as cycling, walking and bus services
- Using parking assets to the best advantage through pricing, promotion and information
- Maintain investment in parking and traffic management in order to support an efficient, effective and modern service

Key to any development proposals at Station Approach will be a parking plan 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.

The project will work with the council's parking and transport teams as well as Hampshire County Council to support changes in behaviour that lead to better use of alternative green transport options and active travel in the area. As highlighted in the public consultation feedback, the project will ensure that improved information on public transport, wayfinding and connectivity are promoted as part of any proposal that comes forward. Further to this, any proposals will need to ensure they do not increase congestion in the city centre while still supporting "the long term economic social and environmental wellbeing of Winchester" as outlined above.

#### Hampshire County Council's Draft Local Transport Plan 4 (2022)

The fourth Local Transport Plan (LTP4) (HCC, 2022) describes HCC's vision for transport up to 2050, the key outcomes relating to transport that will be achieved in this time period and the principles guiding future investment, planning, delivery, and operation of transport in the county. The LTP4 comes at a time of significant change in national policy affecting transport, as well as sweeping social and environmental changes. As such, the two Guiding Principles of the LTP4 are to:

- Significantly reduce dependency on the private car
- Provide a transport system that promotes high quality, prosperous places and puts people first

These are aspirations shared by the Station Approach project and will be actively championed as the project progresses and in any future proposals.

#### Other local drivers and dependencies

This project is mindful of a range of other plans, policies and strategies that have some impact on the proposals outlined in this document. These include but are not limited to the City LCWIP (part of the WMS) and the Biodiversity Action Plan 2023.

#### 2.2.2 Regional

There are a number of strategies covering the South East that are relevant to the project. These are outlined below.

#### Enterprise M3 Local Enterprise Partnership (LEP) Strategic Economic Plan

Enterprise M3 LEP are a business led partnership, bringing together private, public and not-for-profit sector organisations to determine local economic priorities and undertake activities which drive economic growth and productivity through innovation, job creation, improved infrastructure and increased workforce skills within the region.

The EM3 LEP's Strategic Economic Plan sets an ambition to enhance economic performance and compete with other high productivity regions around the world with an average growth ambition of 4% per year to 2030. The plan recognises the large groups of young (25-34), qualified residents in Winchester as a key to growth to be encouraged to settle and stay in the area.

The council had previously been able to secure funding through the LEP and although circumstances have since changed, the LEP remains a welcome source of information and collaboration in terms of how the project can work to achieve the economic growth aims outlined above by encouraging graduating talent from local universities to stay and strengthen the future economy.

### Transport Strategy for the South East (2020)

The Transport strategy for the South East outlines how the South East will develop a high-quality, reliable, safe and accessible transport network. This will be achieved in accordance with several priorities:

- Environmental: Protect and enhance the South East's unique natural and historic environment
- Social: Improve health, wellbeing, safety and quality of life for everyone
- Economic: Improve productivity to grow our economy and better compete in the global marketplace

The strategy commits to supporting economic growth, but not at any cost, and aiming to balance this growth with achieving environmental sustainability. High-quality place-making through the delivery of both 'place' and 'link' transport functions will deliver a region where people have a high quality of life.

The desire to create a green travel hub at Station Approach and enhance opportunities for sustainable travel clearly support this strategy. During the public consultation, safety was highlighted as a concern for people wanting to make use of public transport in this area. Any future development will need to ensure the safety of residents and visitors to the area is fully addressed.

### Transport for the South East Future Mobility Strategy (2021)

This strategy examines the future outlook of mobility services in the region between 2025 and 2035. The Strategy estimates the needs of those living in different rural and urban areas, and presents a list of actions including the development of hubs (e.g. mobility, community asset and services) and shared mobility (e.g. e-bikes, e-scooters and ride sharing platforms).

The concept of a mobility hub within the Station Approach site is already being explored and will be considered as part of a masterplan for the area. Shared mobility options were supported in the public consultation and could be investigated as part of the next stage of work.

### Scottish & Southern Electricity Networks Electric Vehicle Strategy (2020)

The Scottish & Southern Electricity Networks (SSEN) EV Strategy sets out the challenges and opportunities surrounding the role of the Distribution Network Operator in the decarbonisation of transport, through to 2028.

Increased demand from EV charging has placed a strain on the network assets, at the EV Strategy identifies the potential solutions to this.

The project is anticipating that close working with SSE will be required for any future plans to be developed, particularly if they include EV charging and has identified this as a constraint.

#### 2.2.3 National:

The policies listed below are all to be considered in the context of our nations changing attitude to the climate emergency and are well supported by both the Council and the project's aims.

### Transport Decarbonisation Plan (2021)

The Transport Decarbonisation Plan (DfT, 2021) entitled 'Decarbonising Transport: A Better, Greener Britain' sets out an ambitious strategy for the decarbonisation of the UK transport network. It provides further transport-specific detail to underpin the UK Government's broader cross discipline Net Zero Strategy: Build Back Greener (BEIS, 2021) which outlines how the legal obligation (2008) for net zero carbon emissions by 2050 will be achieved.

#### Key Strategic Priorities of the Transport Decarbonisation Plan:

- Accelerating modal shift to public and active transport: Supporting fewer trips made by car
- Decarbonisation of road vehicle: Accelerating the transition to zero emission road vehicles
- Place-based solutions: Consideration of the local context of carbon emissions

### National Planning Policy Framework (2021)

The National Planning Policy Framework sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally-prepared plans for housing and other development can be produced. NPPF is underpinned by a 'presumption in favour of sustainable development'. This includes a requirement that significant travel generating development should offer a wide choice of sustainable travel options.

The location of the Station Approach project area provides a good opportunity to comply with this requirement as it is in close proximity to a number of sustainable transport modes and will promote active travel while enhancing walking and cycling connectivity and infrastructure.

### Gear Change: A Bold Vision for Walking & Cycling (2020)

Gear Change is a visionary strategy which identifies how walking and cycling will be revolutionised across England. It aspires that 50% of all journeys in towns and cities will be made by active modes by 2030 which has been reinforced in the Second Cycling and Walking Investment Strategy (CWIS2) (2022).

### Other national policies and strategies of note

There are a number of national policies and strategies aimed at improving public transport, promoting green innovation and active travel initiatives to allow healthier choices for people and the planet. The Station Approach project aligns with these broad principles and is mindful of the policies below including:

- National Bus Strategy (2021),
- Taking Charge: Electric Vehicle Infrastructure Strategy (2022),
- 10 Point Plan for a Green Industrial Revolution (BEIS, 2020),
- Second Cycling and Walking Investment Strategy CWIS2 (DfT, 2022),
- Local Transport Note (LTN) 1/20 Cycle Infrastructure Design (DfT, 2020)

## **2.3 Current Position**

### Local Plan site allocation for Station Approach Regeneration area, Policy W8

Station Approach has been identified both in the existing and emerging Local Plan as needing regeneration and in particular the introduction of a sense of arrival as a key gateway to the city and district. The Reg18 (emerging local plan) specifically outlines a key requirement for this area as the need to; *repair and enhance the urban fabric of this part of the town by the delivery of high quality development which creates its own sense of place whilst responding positively to the sites immediate and wider setting.*

Consequently, it is the council's duty to explore the opportunity to regenerate this area and determine if development can be achieved.

### Car Parking

The current use for the sites is car parking with majority surface parking and some decked multi-storey parking. Surface parking has been identified as an inefficient use of space and does not realise the full potential of these sites to contribute positively to the townscape or to the sense of arrival at this key gateway to the city and district.

In the past, provision of car parking has been a fundamental part of the town centre – facilitating its use by customers, workers, residents and visitors to maintain economic vibrancy and social vitality in the area. However, parking demand has reduced through a number of factors; changing working patterns, greater emphasis on green transport opportunities and better online / digital retail offerings.

In the long term, retention of existing parking on the council owned sites (Carfax and Cattle Market) does not support the council's goals for reduced carbon emissions, nor does it support the ambition to go greener faster. Better connections to existing active travel modes, public transport, high-quality public realm combined with sustainable development will allow this area to become a welcoming hub that supports the council's priorities most effectively.

The recent parking usage study undertaken by City Science (Appendix B of CAB3407 (R) – see background documents) has concluded that parking demand on Carfax site could be absorbed in nearby car parks and this area could be released for re-development at this time. However, Cattle Market is more complex, the study supports the potential for the phased removal of parking, subject to provision of P&R facilities to the North. This remains dependent on discussions with HCC, the implementation of the Winchester Movement Strategy and Cabinet decision.

Before any reduction in car parking is implemented careful consideration needs to be given regarding parking for local residents and businesses.

### Congestion

General traffic levels in this area, particularly through the Carfax Junction, remain busy particularly at peak times which causes congestion and impacts on air quality. These conditions can make cycling difficult, particularly for the more vulnerable cyclists. Walking conditions are also impacted by traffic levels, noise and emissions.

### Poor connectivity

As an important transport node with excellent public transport connections, the area suffers from poor navigation and way finding. Connections to the city centre and other popular locations are not well signposted. Provision of safe and well-designed permeable routes through the sites as well as improvements to pedestrian and cycling routes are needed to encourage greater use of active travel modes.

### Sub-standard Public Realm

The area does not have a cohesive sense of place and has not seen significant investment in public realm for a long time. At present, there is a gap in the urban fabric of the area as a result of large areas of tarmacked surface car parking and little scope for people to enjoy the area rather than simply pass through it. The area does not provide a pleasant pedestrian and cycling experience and is impacted by the problematic Carfax junction. There are insufficient waiting places for public transport connections and a lack of active frontages does not encourage passers-by to dwell in the area or interact with one another. Improvements to public realm will encourage a sense of community and make this a place to be and well as a pleasant place to pass through.

### Anti-social behaviour and safety

The station area being a safe place for all residents came out strongly in the public consultation as vital to creating a welcoming and friendly interchange for all. The presence of people begging and drug users were referenced in the feedback as well as the desire for better street lighting and shelters to allow people to feel safe when using the area after dark. The introduction of active frontages with evening opening times and well-designed public realm would encourage a greater use of the area in the evenings and deter anti-social behaviour while providing assurance to any using the public transport offer after dark.

### City needs

One of the first actions undertaken by the project was to commission market analysis of the council owned sites to determine the level of need for various use types. Jones Lang

LaSalle (JLL) provided a highest value and best use analysis of the Carfax and Cattle Market sites. This, as well as the public consultation, additional consultation with Winchester Bid and the Chamber of Commerce and the Universities, confirmed that there is a need for:

- High quality work spaces -

The office market in Winchester mainly consists of outdated city centre offices. These offices are generally small in size and comprise an historic specification, ranging from converted residential and retail buildings to purpose-built units, which are now aged stock.

In the post Covid-19 era, commercial occupiers are focussing on high-quality and sustainable offices/flexible workspaces that deliver collaborative and amenity rich accommodation. Sustainability and health & well-being is now at the top of occupiers' corporate social responsibility (CSR) agenda, and it is critical that the physical space that a business occupies reflects this. Winchester does not currently have an offering to match these requirements, nor could it make this available in the near future. This lack of suitable work spaces could stifle potential business expansion. The Winchester BID and the Chamber of Commerce have both confirmed a lack of suitable workspaces in the city centre that can provide the sustainability and flexibility required post-covid.

- Housing -

The Future Local Housing Need and Population Profile Assessment (January 2020) indicated that there is a local housing need for Winchester District of 664 homes per annum with an overall need across the 20-year plan period (2016 – 2036) for 12,280 homes. JLL confirmed that there is a lack of housing within the city centre and anticipate a strong demand for any residential elements provided that they are of high quality with owners spending more time at home due to homeworking and seeking some outside spaces such as balconies or communal gardens. Any new residential development should seek to provide an adequate selection of affordable housing.

- Student Accommodation –

There is a growing demand for student housing across the UK and in Europe. Winchester is home to three higher education institutes – University of Winchester, Winchester School of Art and University Centre Sparsholt (UCS) serving almost 10,000 students. Given the considerable student occupational demand and the nearby Cathedral point scheme, there is a need for additional student accommodation in Winchester, specifically for the cattle market site. The city has a significant number of houses of multiple occupancy (HMOs) which are typically rented to students. Provision of high-quality student housing could help to offset the demand for HMOs and allow existing housing stock to revert to family accommodation. Through separate stakeholder engagement, local universities have confirmed this need.

- Food and Beverage –

Winchester has a good offering of retail and food and beverage outlets in the city centre. Nevertheless, there are a number of vacant retail units in Winchester including Debenhams on the High Street. The current vacancy rate in the city centre is 6.2%, which is well below the national average of 13.8% but above the Winchester pre-pandemic level of 4.5%.

From the public consultation feedback, we know that there is a concern that the High Street needs to recover after the pandemic and that any development in Station Approach should not compete with the High Street offer. However, there was very high support for a Café style facility that offered a warm place to sit and wait for transport as well as the option to takeaway. This would complement the idea of a welcoming gateway at the Station without competing with the High Street. On the Cattle Market site along Andover Road the emerging local plan recommends active frontages at ground level to enhance the sense of place and community.

## 2.4 Scope

### 2.4.1 In Scope

The Station Approach site consists of:

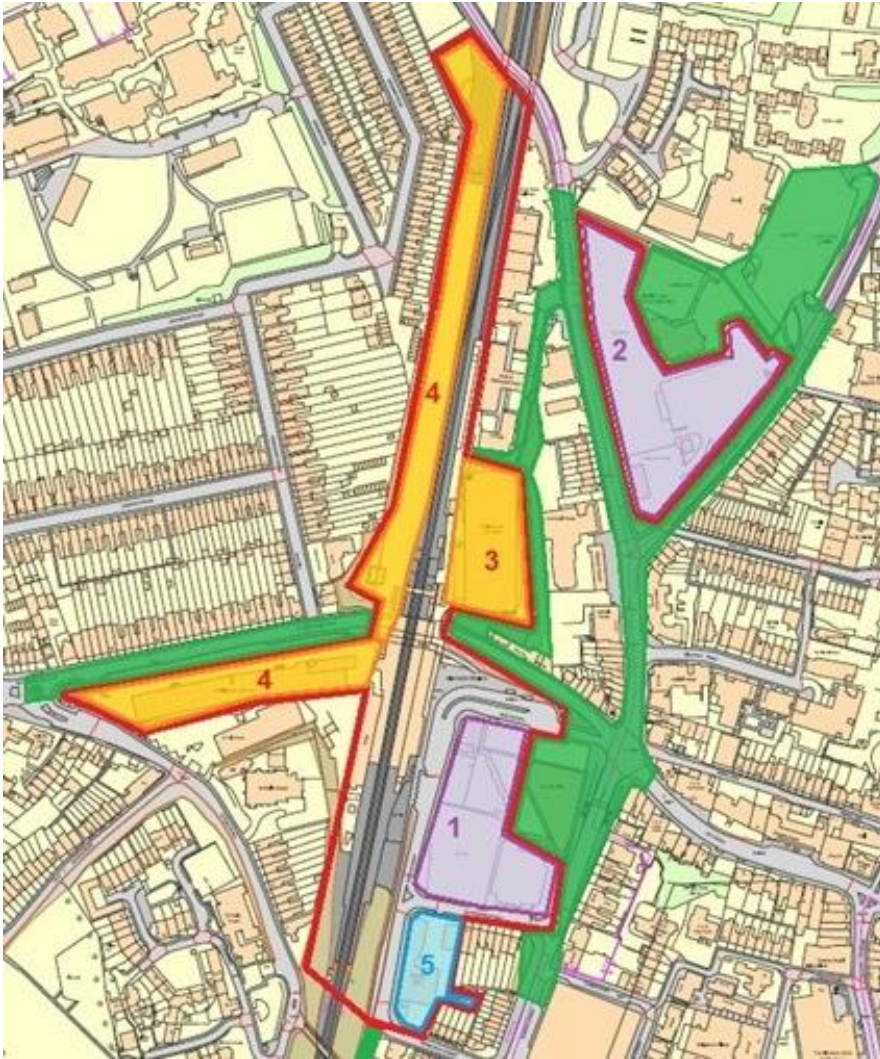
Redline Boundary:

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 **Cattle Market and Worthy Lane car parks** (owned by WCC)
3. The **decked car park to the East** of the Station (owned by NR, operated by South Western Railway - SWR)
4. **Car Parking along the western** side of the railway line and the decked car park to the West of the Station (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.

All areas within the redline boundary are within the scope of this project.

Areas shaded in green:

This indicates that the project will consider how these areas can integrate and connect better with public realm improvements within the redline as well as considering how connectivity between these areas can be enhanced. Some of these areas are being considered for improvement separately through the Winchester Movement Strategy. In co-operation with the WMS we would consider interventions in these areas that would enhance the whole, but they are not part of the project redline or for largescale development by the project. The Coach Parking area is included here as it is currently underutilised and holds capacity to absorb some displaced parking from Cattle Market with potential to be developed as a Park & Walk site into the city centre.



### 2.4.2 Out of Scope

Currently, the Winchester Club on Cattle Market is out of scope. The council will continue to work with adjacent landowners and remain open to bringing them into scope if circumstances allow. The Hampshire Record Office, recently Grade II listed, is out of scope. However, Hampshire County Council are supportive of regeneration in this area and continue to work with the City Council to ensure that any development that may come forward will fully consider the listed building and how it can be better incorporated into an improved public realm.

## 2.5 Benefits

**The anticipated benefits of the proposed project are:**

### 2.5.1 Cashable benefits

#### Accommodation

- The project has the potential to deliver new high quality residential and /or student accommodation.

#### Employment



- This project has the potential to deliver high quality flexible workspace with commercial/retail outlets to ground floor.
- Development of the sites would result in job creation through construction, bringing economic benefits to the area.

#### Rates and Taxes

- New residential and commercial developments will be subject to Council Tax and NNDR

#### Profit / Profit Share

- Subject to decision on how to bring forward any potential development, there may be profits following development of the area.
- It should be noted however, that the council may take a view that the non-cashable benefits provide significant enough return that the council would be willing to pursue development without the requirement to make a profit.

#### 2.5.2 Non-cashable benefits

- An opportunity to shape the area using **place-making** rather than piecemeal development in order to enhance the sense of pride in place.
- Improvements to **Public Realm** making this a vibrant and attractive area that positively contributes to the urban fabric of the city centre.
- Improvements to **connectivity** for this important gateway and public transport / **green transport interchange**:
  - Improved signage and wayfinding to connect to the rest of the city
  - Improved cycling and walking routes
  - Improved cycle parking facilities
  - Improved public transport information
  - EV charging for car share
  - Potential for E-bike rentals
  - Better and safer waiting spaces for public transport connections
- Create better and safer **opportunities for active and green travel** for the wellbeing of area users and the city.
- Explore opportunities to generate **high quality housing for local people**
- The **ability to attract and retain businesses** to Winchester by supplying high quality flexible workspace which will provide employment opportunities and economic benefits to other local retail and hospitality businesses.
- **Employment opportunities** will in turn attract and retain talented graduates and professionals to live and work in the city and further enhance the local economy.
- **Reducing the levels of 'in and out' commuting** by being able to offer high value employment opportunities which will reduce levels of traffic congestion.
- Phased reduction in parking in line with the Parking and Access Strategy.
- Demonstrate commitment to working towards the district's **carbon neutrality** target through choice of building materials, measures to minimise energy use and encourage suitable modes of transport.

### 2.5.3 Dis-benefits

- Loss of parking spaces will result in a loss of income from council owned car parks. However, it should be noted that this will not be a total loss as there is anticipated to be capacity elsewhere.
- Depending on the land use and delivery option chosen there may need to be a contribution of land for which the Council will receive no capital return.
- Parts of the site contain mature trees. We will manage those trees in line with arboriculture advice.

## 2.6 Constraints

The project is subject to the following constraints:

**Affordability** - It is important to consider the affordability in the context of the council's overall financial position and one of the key principles of the Station Approach project is that overall it is cost neutral to the council.

**External Funding** - the council will be looking to apply for relevant funding grants at appropriate points as the project moves forward. The funding available and the success of any applications submitted will have an impact on how quickly we can move forward with certain elements of the project.

**Wider public realm improvements** – interventions which are on third party land could constrain the delivery of the wider benefits through governance delays or differing corporate objectives. This will be managed through close working with Hampshire County Council (a 3rd party land owner) and Network Rail and South Western Railway to design the proposals for the public realm improvements.

**Archaeology** – there is known archaeological interest beneath the site which could constrain development through the cost of any mitigation or excavation and analysis work required. The archaeology is being managed through site assessments and expertise in house and through consultants. The cost and risk of dealing with these issues is likely to be high and will be counted for in the financial appraisal work undertaken at OBC stage.

**Nutrient Neutrality** – The Station Approach sites fall within the River Itchen Catchment Area which requires both nitrates and phosphates to be mitigated. The associated costs will have a significant impact on viability, however, this has not been calculated at this stage. To provide an equivalent example, the cost impact currently estimated to achieve nitrate and phosphate neutrality is broadly comparable to the Council's current indexed CIL Rate (Zone 2). These costs will be accounted for in the financial appraisal work undertaken at OBC stage.

**Infrastructure** – utility capacity may cause a financial constraint through the cost of potential works (particularly the electricity supply and requirements of EV charging). This will be managed through work with utility suppliers and potential costs are being accounted for in the financial appraisal work although at this stage these are only indicative.

Third Party Rights – there is some land within the project scope that has third party access rights. These rights will need to be extinguished if the area is to be developed. The council has engaged and is in discussion with the relevant landowners.

## 2.7 Dependencies

Dependencies are actions or developments outside the scope of the project on which the success of the project depends (HM Treasury, 2018). The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

Winchester Movement Strategy - The Station Approach project is closely aligned to the priorities of the movement strategy and the capacity study has taken these into account to ensure that recommended options do not impede any future proposals which may be brought forward. If Cabinet agrees that a masterplan should be developed this needs to be consistent with the aspirations of the WMS and build in flexibility where required.

Northern Park & Ride – Forecasts indicate that prior to the removal of all parking on Cattle Market it is likely that a northern Park & Ride and Kings Barton Park & Ride will need to be in place. However, if the Winchester Movement Strategy were to implement traffic reduction measures supported by associated traffic modelling that indicated further options might be available, the council could re-consider earlier development of this site.

Closure of carparks on site - The delivery of the project depends on the closure of the existing car parks on the site and the lead-in time for giving notice of these closures. Timing of these closures will affect the project programme and removing the income from these car parks will affect other areas of the Council's finance.

Central Winchester Regeneration - The Station Approach Project must work closely with the CWR team to ensure that the regeneration programmes complement each other. This will include for example not duplicating land uses and potentially revisiting the short to medium term bus solution which may re-route the buses away from the centre of the site.

## 2.8 Risk

The project is being managed in accordance with the council's defined project management approach, the Risk Management Policy and a detailed risk register, will be continually updated throughout the project.

Currently, the main risks are:

Risk	Mitigating Action and controls
Community Support – risk that the project is not supported by residents and stakeholders.	A communications and engagement strategy has been developed with our public affairs consultants. We have consulted and engaged with residents and stakeholders in order to inform the capacity

	study options explored. The project will ensure that a thorough consultation and engagement process will continue throughout the masterplan period if approved to proceed to Stage 2.
Project is unviable due to economic climate	Specialist commercial and cost consultants will be procured to support the development appraisals to ensure accurate financial inputs are used. Project can be phased as the economic climate improves.
Financial – risk that we do not have sufficient Funds for next stage of project	Set aside sufficient funds in earmarked reserves to undertake a masterplan. Build in gateway stop points in order to manage potential affordability challenges.

## 2.9 Conclusion

Sections 2.1 to 2.8 together comprise the strategic case, the first of the five cases in the Treasury’s 5 case model. The evidence demonstrates that there is a compelling case for change and how the regeneration of Station Approach furthers the Council’s aims and objectives. The conclusion of the strategic case is that there is justification for the project to proceed in terms of current and anticipated market demand, stakeholder aspirations and that implementing the project will support the delivery of both the Council’s own, and wider strategies set out in detail above.

## 3.0 ECONOMIC CASE

### 3.1 Introduction

The purpose of the economic case is to assess which option offers the best fit to deliver the aims of the Station Approach project. It describes the options that have been identified for Station Approach and evaluates that long list to a short list. Quantified economic appraisals of the short-listed options will be undertaken at Outline Business Case (OBC) stage. Furthermore, given Station Approach’s place making and regeneration focus, benefits that reach beyond the site will need further analysis and will be incorporated at OBC stage.

### 3.2 Long-listed options

The long-listed options set out below have drawn upon a range of research and reports. These include the previous LDS scheme, Carfax and Cattle Market Sites Highest and Best Use Market Assessment (JLL, July 2022), Capacity Study (Howarth Tompkins, March 2023), Consultation Report Station Approach (Meeting Place, February 2023), Winchester Car Parking Usage and Forecasting Study Final Report (City Science, 2023), Winchester Station Approach Public Realm (LDS, August 2019), and Winchester Mobility Hub Feasibility Study (Steer, February 2022).

The location for possible intervention is the Station Approach area. In terms of sites, the identification process considers sites under public sector ownership. The sites under consideration are: Carfax, Cattle Market, Station East and Station West. In addition to these, public realm enhancements are considered essential to improve permeability and customer experience between the sites and connectivity to this important transport interchange.

Option	Uses	Affordable Housing
Do nothing	Station Approach remains 'as is' Sub-optimal use of sites	N/A
<b>Carfax Site</b>		
Option 1a	Workspace with small food and beverage provision – LDS scheme reduced	N/A
Option 3b v4	Workspace with small food and beverage provision – diagonal layout with route	N/A
Option 3b v3	Workspace (increased optimal rent) with small food and beverage provision and residential – diagonal layout and route	25%
<b>Cattle Market Site</b>		
Option 2a	Workspace and commercial car park	N/A
Option 2a v2	Workspace, commercial car park and residential	25%
Option 2a v2 (commercial)	Workspace and residential	25%
Option 2a v2 (Student)	Workspace, commercial car park and student accommodation	N/A
Option 2a v3	Workspace and student accommodation	N/A
<b>Station West Site</b>		
Option 1b	Workshops (North) and Workspace (South)	N/A
Option 2	Student accommodation (North) and Residential (South)	25%
Option 3	Residential (North and South)	25%
<b>Station East Site</b>		
Option 1 v2	Student accommodation	N/A
Option 2b v2	Workspace	N/A
Option 4	Residential	25%

It should be noted that enhancement of public realm between sites and the delivery of an improved transport interchange with mobility hub are not standalone options as they are integral to the station approach project and will be delivered alongside the preferred option and therefore are not set out in the options above. These will be specified and costed as part of stage 2 of the project (Master planning followed by OBC).

### 3.3 Critical success factors

The critical success factors are the attributes essential for the successful delivery of the project, against which the initial assessment of the options for the delivery of the project will be appraised, alongside the spending objectives (HM Treasury, 2018). The Critical Success Factors for the project are crucial, not just desirable and are

not set at a level that could exclude important options at an early stage of the business case. The following factors are considered critical to ensuring a successful project:

<b>Critical Success Factor</b>	<b>Description</b>
Strategic Fit	Alignment to national, regional and local priorities as set out in the Strategic Case.
Support from stakeholders	Proposals reflect comments received during stakeholder engagement and consultation participation
Benefits Optimisation	The extent to which the option contributes towards social, economic and environmental targets including homes, employment space, jobs and other targets.
Potential Affordability	As the council is required to produce a balanced budget, any scheme must have either a neutral or positive impact on the council's revenue budgets, or if negative the council must be in a position to realise offsetting savings elsewhere. As such, the option must be sustainably affordable in cash flow and absolute terms to the council. At the SOC stage, options which provide either a positive RLV or the sensitivity analysis demonstrates a positive RLV with a 5% change in inputs have been considered to be potentially affordable and could be investigated further at OBC stage.
Deliverability	Security of landownership/control and certainty of outcomes considering risk such as securing planning permission

### 3.4 Criteria for Appraising Options

The long list of options have been short listed by undertaking a strengths, weaknesses, opportunities and threats (SWOT) analysis. The SWOT analysis considers the fit of each option with the Critical Success Factors as outlined in section 3.3 above.

### 3.5 SWOT Analysis of Long List Options

<b>Ref</b>	<b>Option</b>	<b>Strengths and Opportunities</b>	<b>Weaknesses and threats</b>
	Do nothing	Continue to benefit from existing income streams  No disruption from demolition/development work  No investment required from council	The regeneration benefits to the area will not be achieved including homes, employment space, improved public realm, connectivity, environmental improvements etc.  There is a reputational risk to the council if a decision is made to do nothing, the city

Ref	Option	Strengths and Opportunities	Weaknesses and threats
			<p>has been waiting for the area to be regenerated for many years with several failed attempts. Another failure to develop will cause distrust in the council and make future development very challenging.</p> <p>The site is allocated for development in the existing and emerging Local Plans. Not delivering the envisaged development at Station Approach will result in the Council having to consider if alternative, less sustainable sites should be allocated in the emerging Local Plan.</p>
1a	Carfax - Workspace with small food and beverage provision – LDS scheme reduced	<p>Creation of 12,516 m<sup>2</sup> new workspace providing increased employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>406 sqm retained F &amp; B to support workspace and local community.</p> <p>Retain 40-50 car parking spaces to support workspace whilst reducing number of spaces on site in response to climate change emergency.</p> <p>Retain some trees in response to stakeholder comments.</p> <p>Council owned/controlled site.</p> <p>Height and massing</p>	<p>Some trees would need to be removed but would be replaced.</p> <p>The scheme focusses wholly on commercial uses and therefore no spread of risk.</p> <p>Does not improve permeability through site.</p> <p>End leases for police and HCC parking.</p> <p>Does not contribute any dwellings to support the target in the emerging Local Plan</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>reduced from previously approved scheme.</p> <p>Positive Residual Land Value.</p>	
3b v4	Carfax - Workspace with small food and beverage provision – diagonal layout with route	<p>Creation of 12,698 m<sup>2</sup> new workspace providing increased employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>406 m<sup>2</sup> retained F &amp; B to support workspace and local community.</p> <p>Retain 40-50 car parking spaces to support workspace whilst reducing number of spaces on site in response to climate change emergency.</p> <p>Retain some trees including silver birches responding to comments from stakeholders.</p> <p>Improved connectivity through site incorporating diagonal route to pick up form of listed records office.</p> <p>Council owned/controlled site.</p> <p>Height and massing reduced from previously approved scheme.</p>	<p>Some trees would need to be removed but would be replaced.</p> <p>The scheme focusses wholly on commercial uses and therefore no spread of risk.</p> <p>RLV is currently negative and would require a drop of 10% in construction costs as well as an increase of 5% in rental rates to attain a positive RLV</p> <p>End leases for police and HCC parking.</p> <p>Does not contribute any dwellings to support the target in the emerging Local Plan</p>
3b v3	Carfax - Workspace (increased optimal rent) with small	Creation of 9,118 m <sup>2</sup> new workspace providing employment opportunities.	Some trees would need to be removed but would be replaced.



Ref	Option	Strengths and Opportunities	Weaknesses and threats
	<p>food and beverage provision and residential – diagonal layout and route</p>	<p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>406 m<sup>2</sup> retained F &amp; B to support workspace and local community.</p> <p>Creation of 38 residential units (25% affordable) contributing towards target in the emerging local plan.</p> <p>Council Tax Income</p> <p>Retain 40-50 car parking spaces to support workspace whilst reducing number of spaces on site in response to climate change emergency.</p> <p>Retain some trees including a row of silver birches in response to stakeholder comments.</p> <p>Improved connectivity through site incorporating diagonal route to pick up form of listed records office.</p> <p>Mixed use scheme spreads risk.</p> <p>Council owned/controlled site.</p> <p>Height and massing reduced from previously approved scheme.</p>	<p>Whilst RLV is negative sensitivity analysis shows positive RLV can be achieved with reduction of 5% build costs and 5% increase in rent.</p> <p>End leases for police and HCC parking.</p>
2a	Cattle Market - Workspace and	Creation of 12,014 m <sup>2</sup> new workspace providing	Concern regarding carbon impact of multi-storey

Ref	Option	Strengths and Opportunities	Weaknesses and threats
	commercial car park	<p>employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Provision of 4 storey carpark with approx. 280 spaces allowing development to come forward early and potentially re-provide parking from Network Rail sites.</p> <p>Council owned/controlled site.</p>	<p>carpark although this could be minimised via design options such as timber frame.</p> <p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money)</p> <p>Whilst RLV is marginally negative, sensitivity analysis shows positive RLV with reduction of 5% build costs alone.</p> <p>Does not contribute any dwellings to support the target in the emerging Local Plan</p>
2a v2	Cattle Market - Workspace, commercial car park and residential	<p>Creation of 12,704 m<sup>2</sup> new workspace providing employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Provision of 6,420 m<sup>2</sup> carpark (270 spaces) enabling this site to come forward early for development and potentially re-provide parking from Network Rail sites.</p> <p>Creation of 38 residential units (25 % affordable) contributing towards target in emerging local plan.</p> <p>Council Tax Income</p> <p>Mixed use scheme spreads risk.</p>	<p>Concern regarding carbon impact of multi-storey carpark although this could be minimised via design options such as timber frame.</p> <p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money)</p> <p>Whilst RLV is negative, sensitivity analysis shows positive RLV with reduction of 5% build costs alone.</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>Council owned/controlled site.</p>	
2a v2 i	Cattle Market - Workspace and residential Commercial led	<p>Creation of 16,948 m<sup>2</sup> new Workspace.</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Increased NNDR</p> <p>Creation of 38 residential units (25 % affordable) contributing towards target of emerging local plan.</p> <p>Council Tax Income</p> <p>Removal of car parking reducing on site in response to climate change emergency.</p> <p>Mixed use scheme spreads risk.</p> <p>Council owned/controlled site.</p>	<p>Sub optimal parking provision for commercial units results in a reduction of achievable rents.</p> <p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money).</p> <p>Whilst RLV is negative, sensitivity analysis shows positive RLV with reduction of 5% build costs alone.</p>
2a v2 ii	Cattle Market - Workspace, commercial car park and student accommodation	<p>Creation of 12,704 m<sup>2</sup> new workspace providing employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Provision of 6,420 m<sup>2</sup> carpark (270 spaces) enabling this site to come forward early for development and potentially re-provide parking from Network Rail sites.</p>	<p>Concern regarding carbon impact of multi-storey carpark although this could be minimised via design options such as timber frame.</p> <p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money).</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>Creation of 3563 m<sup>2</sup> student accommodation 118 rooms addressing shortage in Winchester.</p> <p>Mixed use scheme spreads risk.</p> <p>Council owned/controlled site.</p> <p>Positive RLV.</p>	
2a v3	Cattle Market – Workspace and student accommodation	<p>Creation of 10,048 m<sup>2</sup> new workspace providing employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Creation of 8,575 m<sup>2</sup> student accommodation - 285 rooms, addressing shortage in Winchester.</p> <p>Mixed use scheme spreads risk.</p> <p>Council owned/controlled site.</p> <p>Positive RLV.</p>	<p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money).</p>
1b	Station West - Workshops (North) and Workspace (South)	<p>Creation of 2,889 m<sup>2</sup> of new workshop space providing employment opportunities.</p> <p>Increased NNDR</p> <p>Creation of 5,735 m<sup>2</sup> of new workspace providing employment opportunities.</p> <p>Addresses lack of good</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing car parking.</p> <p>Narrow constrained site in parts.</p> <p>Does not contribute any</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>quality workspace in Winchester.</p> <p>Site owned by Network Rail.</p>	<p>dwellings to support the target in the emerging Local Plan</p>
2	Station West - Student accommodation (North) and Residential (South)	<p>Creation of 7,388 m<sup>2</sup> of new homes including 25% affordable. Car free development. Contributing 79 dwellings towards target within emerging local plan.</p> <p>Creation of 3,521 m<sup>2</sup> of student accommodation consisting of 117 rooms. Addressing need for student accommodation in Winchester.</p> <p>Site owned by Network Rail.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing car parking.</p> <p>Narrow constrained site in parts.</p>
3	Station West - Residential (North and South)	<p>Creation of 6,747 m<sup>2</sup> of new homes consisting of 72 units including 25% affordable. Contributing towards target within emerging local plan.</p> <p>Council Tax Income</p> <p>Site owned by Network Rail.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing parking.</p> <p>Narrow constrained site in parts.</p>
1 v2	Station East - Student accommodation	<p>Creation of 6,727 m<sup>2</sup> student accommodation consisting of 188 rooms. Contributing towards lack of student accommodation in Winchester.</p> <p>Improved pedestrian route through site.</p> <p>Network Rail owned site.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing car parking.</p> <p>Next to railway line.</p>
2b v2	Station East - Workspace	<p>Creation of 10,479 m<sup>2</sup> new workspace providing employment opportunities.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Improved pedestrian route through site.</p> <p>Network Rail owned site.</p>	<p>Although currently positive RLV additional costs required to re-provide car parking make it not financially viable.</p> <p>Next to railway line.</p> <p>Does not contribute any dwellings to support the target in the emerging Local Plan</p>
4	Station East - Residential	<p>Creation of 6,812 m<sup>2</sup> of residential providing 72 new homes including 25% affordable. Contributing towards target in emerging local plan.</p> <p>Council Tax Income</p> <p>Improved pedestrian route through site.</p> <p>Network Rail owned site.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing car parking.</p> <p>Next to railway line.</p>

### 3.6 Appraisal of Long Listed Options

The SWOT undertaken for each option (see 3.5 above) has been assessed in terms of how well it will deliver against each of the Critical Success Criteria as either:

**Does Not Meet**      **Partially Meets**      **Strongly Meets**

This results in an overall assessment of each option, which determines whether the option is either discounted or shortlisted to be assessed further at OBC.

Option	Strategic Fit	Stakeholder Support	Benefits	Potential Affordability	Deliverability	Conclusion
Do nothing						Shortlisted
<b>Carfax Site</b>						
1a LDS redux						Shortlisted
3bv4 Diagonal commercial only						Discounted
3bv3 diagonal with comm +residential						Shortlisted
<b>Cattle Market</b>						

2a MCP + commercial						Discounted
2av2 MCP, comm + residential						Shortlisted
2av2i comm + residential						Shortlisted
2av2ii MCP, comm + student						Shortlisted
2a v3 comm + student						Shortlisted
<b>Station West</b>						
1b Workshops and comm						Discounted
2 student +residential						Discounted
3 residential						Discounted
<b>Station East</b>						
1v2 student						Discounted
2bv2 comm						Discounted
4 residential						Discounted

### 3.7 Short-listed options

The following options have been identified to be considered as part of the master planning stage:

- Do Nothing
- Carfax – 1a – LDA Redux – Commercial scheme
- Carfax – 3bv3 – Commercial and residential scheme with diagonal route
- Cattle Market – 2av2 – Multi storey carpark, commercial and residential scheme
- Cattle Market – 2av2i – Commercial and residential scheme
- Cattle Market - 2av2ii – Multi storey carpark, commercial and student scheme
- Cattle Market – 2av3 – Commercial and student scheme

### 3.8 Conclusion

The shortlisted options identified in section 3.7 will be carried forward to Concept Masterplan stage for further appraisal and evaluation. The options discounted on Station East and Station West are excluded at present but may be revisited when the economic climate is more favourable and/or a change in Network Rails parking policy.

It should be noted that the options outlined above have potential individually however when they are reviewed collectively with consideration of the needs of the city centre as a whole, what is taken forward within the concept masterplan could change e.g. it would be unlikely that the multi-storey carpark option would emerge.

## 4.0 COMMERCIAL CASE

### 4.1 Introduction

The Commercial case documents the proposed deal in relation to the preferred option outlined in the Economic case. It is derived from the procurement strategy. At Strategic Outline Case this is limited to the services required to take the project forward to a Concept Materplan but will be developed and built upon as the business case progresses.

### 4.2 Required services

A multi-disciplinary team will be required to undertake the master planning at the next stage of the project. This will consist of:

- Master planning
- Transport planning
- Public realm and landscape design
- Urban design
- Architecture
- Town planning
- Energy and utilities infrastructure planning
- Community/stakeholder engagement and consultation
- Environmental sustainability
- Heritage / Archaeology
- Cost Consultants

In addition, the following external advice will be required:

- Legal advice
- Financial advice
- Programme management
- Public Affairs/Communications support
- Commercial advice

Internally support will also be required from the following WCC departments:

- Regeneration
- Finance
- Legal
- Procurement
- Estates
- Planning
- Communications

### 4.3 Procurement strategy and implementation timescales

All procurement undertaken will be in accordance with the Public Contract Regulations 2015 and the council's CPRs and adheres to the council's [Procurement](#)



[and Contract Management Strategy](#) (2020-2025). Any changes to procurement law during the life of the project will be taken into full account as they materialise.

Indicative Timeline to procure master planning team:

- Finalise Brief and Draft Tender Documentation – Q2 2023/4
- Advertise Opportunity – Q2 2023/4
- Tender Returns – Q2 2023/4
- Evaluation – Q3 2023/4
- Contract Commences – Q3 2023/4

#### **4.4 Proposed/Agreed key contractual clauses**

The WCC standard consultancy agreement will be used or framework contract if applicable.

#### **4.5 Potential/Agreed risk transfer**

This will be dependent on delivery option however the general principle is to ensure that risks should be passed to 'the party best able to manage them', subject to Value For Money and in-line with the council's Risk Management Policy and Risk Appetite.

#### **4.6 Personnel implications (including TUPE)**

N/A

#### **4.7 Conclusion**

A multi-disciplinary team and other external advice will need to be procured to undertake a concept masterplan as set out in section 4.2 above. If the project progresses to OBC stage, the commercial case will start to investigate the different delivery options for the preferred option(s) and how these will be procured or delivered. The commercial case will need to demonstrate that the preferred option will result in a viable procurement and a well-structured deal between the council and its service providers/partners.

## **5.0 FINANCIAL CASE**

### **5.1 Introduction**

The financial case outlines the costs and funding arrangements for the project. It considers the capital and revenue budget implications for the council and whether the incremental impact to the council's budgets of each of the options are affordable to the council. More detailed affordability assessments are made as part of the Outline Business Case and at the Strategic Outline Case stage consideration is given to the council's financial situation, resources available for the project, and any revenue and capital constraints.

## **5.2 Current financial situation**

The council is currently projecting a deficit of £3m by 2027 should no action be taken and is currently reviewing a variety of options of cost reduction and increasing income to address this as part of its Transformation Challenge 2025 programme. It also faces several competing challenges which may give rise to increased budget requirement including the introduction of food waste collection; the movement strategy; and meeting its ambitious carbon reduction goals such as the shift to the use of HVO fuel in its vehicle fleet.

## **5.3 Resources available**

The project will require significant revenue investment over the next few years. In addition to the budget already allocated to this project, the council's Major Investment Reserve currently has circa £3m that is unallocated.

The council's capital receipts reserve is largely committed and so if the council were to develop the site itself it would be reliant on prudential borrowing as a source of capital funding.

## **5.4 Revenue constraints**

The development site generates around £0.54m (2021/22) of net income with the potential to generate an additional circa £40,000 should the former register office be tenanted. Of this about 60% relates to the "Carfax" element.

For the project to be affordable, it is important to consider replacement of this lost income. Any income not replaced will require the council to consider savings elsewhere in its budgets; if income is not replaced and/or savings are not made elsewhere, should they be required, then the project will be unaffordable and unable to proceed. Some of the car parking income will naturally be replaced as users shift to other council owned car parks in the city centre; however, it will not be replaced where those users shift to car parks that are not owned by the council or to park and ride where fees are much lower.

Other possible sources of income replacement include new income streams should the council develop the site itself, or from a capital receipt should the site be disposed of to a developer. In the case of a capital receipt this can be "converted" to a revenue saving by applying it to previous council projects that are funded by prudential borrowing thereby reducing the annual MRP charge (equivalent to principal loan repayment) and interest cost. It is not possible to precisely estimate the saving that can be generated for a future date as the cost of borrowing is subject to change. Based on current rates available to the council, every £1m of capital receipt generated would save the council between £50,000 and £55,000 in annual MRP and interest. It should be noted however that this saving would be limited to circa 40 years depending on which previous project the receipt was applied.

## **5.5 Capital constraints**

As noted above, the council has insufficient capital receipts available to invest in the development of station approach and so would be reliant on prudential borrowing

should it decide to develop the site itself. When considering such capital investment, the council must adhere to the Prudential Code (2021) which requires that its plans are affordable and proportionate, that external borrowing and other long-term liabilities are prudent and sustainable, and that associated risks are proportionate to its financial capacity.

## 6.0 MANAGEMENT CASE

### 6.1 Introduction

This section of the business case sets out the arrangements for the successful management of the project. At SOC this is limited to setting out how the project will be progressed but at OBC the management dimension of the business case will need to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme. This will include evidencing that the scheme is being managed in accordance with best practice, subjected to independent assurance and that the necessary arrangements are in place for change and contract management, benefits realisation and risk management.

### 6.2 Project Management Arrangements

This project is managed in accordance with the project and programme methodology used by Winchester City Council. This is adapted from Prince2, APM and the Better Business Cases Method. All governance requirements are satisfied through regular Team and Board meetings as well as quarterly submission of highlight reports to the Programme and Capital Strategy Board (PAC), Scrutiny Committee and Performance Panel.

### 6.3 Use of Consultants

The council will consider the use of consultants where it is deemed necessary to procure expert guidance or specialist expertise to cover requirements not available in-house. All consultants will be procured in accordance with the Public Contract Regulations 2015 and the council's CPRs and adheres to the council's [Procurement and Contract Management Strategy](#) (2020-2025). Any changes to procurement law during the life of the project will be taken into full account as they materialise.

### 6.4 Arrangements for benefits realisation

A Benefits Management Plan will be created in order to identify, plan, measure and track benefits from the start of the project until realisation of the last projected benefit has been achieved. This is at a high level at present and will become more detailed as the project develops. The Benefits Management Plan will include KPIs that will continue to track the realisation of benefits after the project has been completed and closed. We expect the benefits of this regeneration project to continue to be felt for many years.

### 6.5 Arrangements for post project evaluation

In accordance with the council's project management methodology, the project will close using an End of Project Report submitted to PAC Board and Scrutiny Committee. This will include lessons learned and a list of any follow-on actions to be completed. The follow-on actions will allow for continued benefits realisation evaluation and will ensure a smooth handover of any assets developed as an output of this project.

## APPENDICES - SUPPORTING EVIDENCE

*In addition to completing/ updating the relevant sections of this business case, please provide the following supporting evidence along with each gateway submission. Further evidence may be required so you should always have the details of your appraisals and analysis prepared, should they be called for.*

GATEWAY	EVIDENCE REQUIRED
Proposal	As per business case content
G1	Financial Appraisals – Appended to CAB3413 (exempt)
G2 to 5	Economic Appraisals
	Financial Appraisals
	Benefits Register including Benefit Profiles
	Risk Register
G5 only	End of Project Report
	Lessons Learned Log

### Background Documents:

#### Previous Cabinet Reports:

CAB3349 – Agenda item 9, page 23 – 47 [Cabinet Public Documents Pack](#)

CAB3399(R) – Agenda item 7, pages 13-84 [Cabinet Committee Public Documents Pack](#)

CAB3407(R) – Agenda item 7, pages 13 – 244 [Cabinet Committee Public Documents Pack](#)

#### The City of Winchester Movement Strategy:

[Winchester-Movement-Strategy.pdf \(hants.gov.uk\)](#)

#### Enterprise M3 Local Enterprise Partnership (LEP):

[Strategic Economic Plan 2018.pdf \(enterprisem3.org.uk\)](#)

#### National Planning Policy:

[National Planning Policy Framework \(publishing.service.gov.uk\)](#)

#### Winchester Emerging Local Plan Reg18:

[Regulation 18 Local Plan - Winchester City Council](#)

[Local Plan 2039 – Evidence Base - Winchester City Council](#)

#### Winchester Vision 2020-2030:

[One Great Win | Winchester Vision 2020 - 2030](#)

#### Green Economic Development Strategy:

<https://www.winchester.gov.uk/business/green-economic-development-strategy>

Council Plan 2020-2025:

<https://www.winchester.gov.uk/about/strategies>

Parking and Access Strategy 2020-2030:

<https://www.winchester.gov.uk/about/strategies>

Housing Development Strategy 2021-2030:

<https://www.winchester.gov.uk/about/strategies>

Biodiversity Action Plan - <https://www.winchester.gov.uk/assets/attach/34521/Biodiversity-Action-Plan-2023-Table-Part-3-.pdf>