

REPORT TITLE: CENTRAL WINCHESTER REGENERATION PROGRESS

22 JANUARY 2019

REPORT OF LEADER AND PORTFOLIO HOLDER FOR HOUSING: Cllr Caroline Horrill

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WARD(S): TOWN WARDS

PURPOSE

The purpose of this report is to update on the progress of the Central Winchester Regeneration project and to recommend approval for decisions relating to business case feasibility for meanwhile uses, archaeology, design of high quality public realm in the Broadway, and budget matters.

RECOMMENDATIONS:

That Cabinet (CWR) Committee:

1. Notes the progress with the project and the comments of the advisory panels
2. Approves the design brief for lower High Street and Broadway public realm improvements
3. Delegates authority to the Head of Programme, in consultation with the Portfolio Holder, to progress the lower High Street and Broadway public realm work as outlined in paragraphs 11.2 to 11.14
4. Approves a supplementary revenue budget of £60,000 to carry out initial design work for lower High Street and Broadway
5. Delegates authority to the Head of Programme for CWR to appoint experts to undertake the Meanwhile Uses business case feasibility study as outlined in paragraphs 11.15 to 11.23.
6. Approves the evaluation criteria of 60% quality, 40% price for the meanwhile uses feasibility study bids, and for the Lower High Street and Broadway design bids if open procurement is required.

7. Delegates authority to the Head of Programme, in consultation with the Portfolio Holder, to progress with the work on archaeology as outlined in paragraphs 11.30 to 11.38

## IMPLICATIONS:

### 1 COUNCIL STRATEGY OUTCOME

- 1.1 The Central Winchester Regeneration (CWR) area has potential to contribute to the Council Strategy objectives by enhancing the environment of the area, improving the local economy and providing important community benefits.

### 2 FINANCIAL IMPLICATIONS

- 2.1 The current revenue budget is £335,000 of which over £300k has been spent or committed to date. This includes £25,000 which has been allocated for the meanwhile uses feasibility study, as seen at 11.15 – 11.23.
- 2.2 A supplementary revenue budget of £60,000 is required to carry out initial design work for the lower High Street and Broadway as outlined in this report. It is proposed to fund this from forecast general fund revenue budget underspends in 2018/19.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Procurement will be carried out in line with the Council's Contract Procedure Rules 9.2, save for the change, if approved, in the price/quality criteria as outlined in this report.

### 4 WORKFORCE IMPLICATIONS

- 4.1 At this stage, the existing project team can support the work outlined in this report. Regular monitoring of the work load is being carried out.
- 4.2 The appointment of the strategic advisor consultancy will add further strategic support to the team for the development of the long term delivery strategy.

### 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 Work has commenced on the design for refurbishment of Coitbury House as outlined in this report.
- 5.2 Options for use of the vacant area in the bus station are being explored with a feasibility study being commissioned.

### 6 CONSULTATION AND COMMUNICATION

- 6.1 The advisory panels have been fully involved in arriving at the recommendations being made to the Cabinet (CWR) Committee for consideration.
- 6.2 The CWR working group has been updated on progress and received all the notes from the advisory panels.
- 6.3 The Portfolio Holder, The Leader, is kept fully up to date.

- 6.4 An archaeology event was held on the 11 December 2018 to explain and discuss the recommendations in the SPD around the approach to archaeology. Members of the independent panel, key partners and interested members of the public attended.
- 6.5 A liaison group was held on the 18 December 2018 to engage with local creative businesses and groups around potential uses for the bus station and the meanwhile use option. The outputs of this meeting were considered by the officer team when reviewing the feasibility brief.
- 7 ENVIRONMENTAL CONSIDERATIONS
- 7.1 The refurbishment of Coitbury House will consider and comply where practicable with Objective 9 in the SPD – Climate change and sustainability.
- 7.2 There will be further considerations as more work streams progress, particularly in relation to improvements to the bus station and lower High Street and Broadway.
- 7.3 WinACC have been invited to attend the advisory panel meetings where appropriate.
- 8 EQUALITY IMPACT ASSESSEMENT
- 8.1 None
- 9 DATA PROTECTION IMPACT ASSESSMENT
- 9.1 None
- 10 RISK MANAGEMENT
- 10.1 Risks at this stage of the project are appended in the CWR risk register at appendix A.
- 11 SUPPORTING INFORMATION:
- 11.1 Following adoption of the SPD and creation of the advisory panels, work is progressing across the current work streams. An update on the Lower High Street and Broadway, meanwhile uses and Coitbury House is outlined below. Next steps regarding archaeology, the procurement of a strategic advisor consultancy and naming the CWR area is also included. An initial indicative roadmap to give a visual representation of the delivery programme of the CWR project has been produced and details are set out below.
- 11.2 **Lower High Street and Broadway**
- 11.3 It was agreed at the meeting of Cabinet (CWR) Committee on 27 November that, following the recommendations of the advisory panel, a new brief was to

be drafted to outline requirements for the public realm in the area of lower High Street through to King Alfred's statue. This is attached at appendix B.

- 11.4 The draft brief was shared and discussed at the advisory panel meeting on 14 January 2019 and a verbal update following this meeting will be given at Cabinet (CWR) Committee.
- 11.5 The brief will highlight and reflect the aspirations of the SPD and be deliverable as a stand alone piece of work. The work is to have three phases;
  - a) Lower High Street
  - b) Broadway
  - c) King Alfred statue surrounds
- 11.6 The design should bear in mind that the public realm in Middle Brook Street and the rest of the CWR area will come forward in due course.
- 11.7 The brief reflects the need to consider the three phases as one cohesive design but to be deliverable in separate phases as funding allows. The advisory panel considered that the existing drawings did not deliver sufficient improvement and did not adequately reflect the vision of the SPD.
- 11.8 Key to delivering any improvements to the public realm, which is largely on public highway, is close partnership working with Hampshire County Council (HCC).
- 11.9 The project team has updated officers at HCC and are working with them on this and other public realm considerations that may emerge as a result of the movement strategy.
- 11.10 Once the brief is agreed, the project team will share the brief with HCC to explore options. The design work could be subject to open procurement (with a 60% quality, 40% price evaluation) or it may be more appropriate for HCC to carry out the design work, and potentially deliver the scheme under a Joint Working Agreement subject to the brief, timing and satisfactory legal advice being obtained on the proposed agreement.
- 11.11 The project team have also explored other architect options which were discussed at the advisory panel meeting on 14 January. A verbal update together with hard copies of the revised brief will be given to Committee at the meeting on the 22<sup>nd</sup> January.
- 11.12 It is anticipated that costs for the initial feasibility study (RIBA stages 0/1) will require a budget of £60,000. The current CWR revenue budget is insufficient to meet this cost.

- 11.13 It is therefore recommended that Cabinet (CWR) Committee approves the revenue budget of £60,000 to be financed from forecast general fund revenue budget underspends in 2018/19.
- 11.14 Based on the costs incurred for similar schemes as set out CAB3106 (background paper) costs for the works to the whole area are estimated in the region of £2m. There are high expectations of quality and design expressed in the SPD associated with the Winchesterness principles. Options for the funding of these works are actively under consideration.
- 11.15 **Meanwhile Uses – business case development**
- 11.16 Following approval from the Cabinet (CWR) Committee on 27 November 2018 the Portfolio Holder and Head of Programme finalised the meanwhile uses feasibility study brief.
- 11.17 The finalised brief was shared with the advisory panel at a meeting on 17 December 2018 and then sent to interested parties on the 7 January 2019.
- 11.18 The feasibility study brief is attached at appendix C. Bidders have been asked to provide an outline proposal for undertaking the feasibility study, consider the opportunities and risks associated with implementing meanwhile uses on the site, consider what engagement activities WCC and the winning bidder would undertake and include a fee proposal for undertaking the feasibility study.
- 11.19 A budget of up to £25,000 was identified as necessary for this work and the Cabinet (CWR) Committee were informed of this in the 27 November 2018 CAB3106 report. This funding is available from the existing CWR budget.
- 11.20 Quotations for this work are due by the submission deadline of 4 February 2019. Following evaluation by officers the Meanwhile Uses advisory panel will be given opportunity on 14 February to view the evaluation process.
- 11.21 It is recommended that Cabinet (CWR) Committee approves an exception to current contract regulation evaluation criteria of 60% quality, 40% price to ensure the emphasis is placed on the quality of the work presented.
- 11.22 In order to progress the project and avoid delay, it is recommended that authority to appoint the winning bidder and to proceed with the work in line with the brief is delegated to the Head of Programme. It is intended that this will be done following the advisory panel meeting on 14 February.
- 11.23 It is anticipated that the outputs of the feasibility study will allow the project team to produce the business case necessary to progress with developing meanwhile uses on the bus station site. An options paper will be produced with information on next steps.

**11.24 Coitbury House**

- 11.25 Following a recommendation from the Coitbury House advisory panel and agreement from Cabinet (CWR) Committee, the architects brief and procurement process was presented to Cabinet on 31 October 2018 for approval.
- 11.26 The CAB3100 report is included as a background paper to this report.
- 11.27 Approval was given and the procurement process was completed. The winning bidder was approved by Cabinet (CWR) Committee on the 27 November 2018.
- 11.28 Henley Halebrown (HHB) was appointed to carry out the design work on 28 November 2018. Since then, the following has taken place;
- a) 3 December - Initial meeting between project team and HHB.
  - b) 18 December - HHB introduction meeting with Coitbury House advisory panel and follow up with project team.
  - c) 19 December – HHB initial meeting with planners.
  - d) 15 January – follow up meeting with HHB, Project team and planners.
- 11.29 Next steps will be:
- a) 24 January – HHB to present feasibility report to project team and planners followed by meeting to present feasibility report to the advisory panel for review.
  - b) HHB progress with concept designs based on feasibility work.
  - c) Early March - HHB present concept designs to advisory panel for review and comment.
  - d) 19 March – HHB present concept designs to Cabinet (CWR) Committee for approval.

**11.30 Archaeology**

- 11.31 Due to the interest and importance of archaeology in and around the CWR site there has been further dialogue on the approach to archaeology outlined in the CWR SPD.
- 11.32 This dialogue took the form of an archaeology day on 11 December 2018 focussing on the recommendations of the independent panel of eminent archaeologists behind the guidance for CWR's approach to archaeology. Sessions were held with members of the CWR committee and Hampshire Cultural Trust. The panel also met with an invited audience of people who had submitted specific comments on archaeology during the CWR consultation

and then later met people who attended a public information evening. The two sessions provided a mix of information from the expert panel, round table discussions about the key topics on archaeology in the area and an opportunity for a question and answer session with members of the expert panel.

- 11.33 The day proved to be very successful and a broadsheet highlighting the event and outputs will be published shortly. One key point raised was what is happening now to assist developers in the future?
- 11.34 Panel member Dr Paul Bennett commended Winchester City Council for organising the day, commenting that it is highly unusual for an authority to be taking archaeology so seriously, especially so far in advance, and doing it so publicly with the local community.
- 11.35 The events gave everyone who has an interest in archaeology the opportunity to come and ask questions, learn more and understand the approach that has been recommended by the panel. .
- 11.36 The panel, and attendees of the seminars and meetings, felt that although much information already exists in publications by members of the panel, there are some missing elements. These include monitoring the water table across the site and further Ground Penetrating Radar (GPR) surveys.
- 11.37 It is therefore recommended that the project team;
- a) Consolidate existing information.
  - b) Identify areas that require work and obtain costs to carry out that work.
  - c) Consider the value of water table monitoring across the site, GPR surveys, and the costs involved.
- 11.38 Approval is sought for the Head of Programme, in consultation with the Portfolio Holder, to progress as above and where appropriate, proceed with the work required, subject to available budget.
- 11.39 **Strategic advisor / consultancy update**
- 11.40 As outlined at the Cabinet (CWR) Committee meeting on 27 November 2018, a draft brief was prepared which covers not only the CWR project, but other projects across the Council.
- 11.41 The draft brief was presented to Cabinet (CWR) Committee on the 27 November and comments invited. Comments received from committee members were considered and the draft brief amended where appropriate.
- 11.42 Due to the wider scope of the brief, approval to proceed was sought from the Council's Cabinet on the 12 December 2018. The report to Cabinet; including revised brief, CAB3105, is included as a background paper to this report.



11.43 In summary, Cabinet approved the following recommendations:

- a) Approved the brief for the strategic development advisor.
- b) Recommended that budget of £600,000 be requested from Council to fund the role of the strategic advisor over a five year period.
- c) Approved the procurement evaluation model to be based on 60% quality, 40% price.
- d) Authorised the Strategic Director: Place to finalise the brief, including minor amendments, and proceed with the strategic advisor procurement, in consultation with the Portfolio Holder.

11.44 The timeline for the procurement and appointment of the strategic advisor/consultancy is;

- a) Procurement advice and assistance from Hampshire County Council and the new WCC interim Head of Procurement.
- b) Approval of budget by Council February 2019.
- c) Production of full procurement documentation, including scoring and process quarter 1 2019.
- d) Advertising the opportunity quarter 1 2019.
- e) Selection and appointment process in spring 2019.
- f) The selection process will involve formal evaluation by officers of the tenders received and face to face interviews with the top bidders. Members will be invited to be part of the interview process where an emphasis will be on relevant experience.

11.45 The bidding consultancies will be expected to;

- a) Showcase work they have carried out previously in similar locations and on similar projects.
- b) Demonstrate added value that they brought to the project.
- c) Identify the approach they will take to embed themselves in to WCC, the city and the wider district.

11.46 Cabinet (CWR) Committee will be kept up to date on progress throughout the process.

**11.47 Naming strategy**

11.48 During the consultation period for the SPD, those who attended the exhibitions and public events were asked for suggestions for names for the new scheme. The project team and members of the CWR committee have considered the list and added to it as appropriate with ideas that reflect history, location, use etc. of the area.

11.49 A list of these names can be seen at appendix E. This list will be circulated on social media and the next broadsheet for the public to comment and add to it if they wish.

11.50 This will follow a similar process to that used by the Bank of England to identify who will feature on the new £50 note. It will involve asking the public for any additional nominations after which a shortlist will be drawn up and a final decision made by the Cabinet CWR Committee.

**11.51 Delivery roadmap**

11.52 Following discussions and approval of the delivery approach at Cabinet (CWR) Committee on 25 September, a draft visual roadmap for delivery of the CWR project has been prepared and is attached at appendix D.

11.53 The roadmap reflects the outline strategies, details work streams and indicates time frames and is in line with the vision outlined in the SPD. It is intended to give a high level overview of the various workstreams of the project as a whole, together with their key milestone dates. At this stage the roadmap is indicative and will be refined as the project develops.

11.54 Comments are invited from members of the committee and the roadmap can be amended if appropriate. The roadmap will be amended and evolve as the project progresses.

**12 OTHER OPTIONS CONSIDERED AND REJECTED**

12.1 The Council does not action the recommendations and progress with the work outlined in this report. The result would be lack of activity and momentum across the CWR area and result in a lack of confidence that the Council can deliver change.

12.2 This option has therefore been considered and rejected.

**BACKGROUND DOCUMENTS:-**

**Previous Committee Reports:-**

CAB2969 (CWR) – 17 October 2017 Central Winchester Regeneration Area Short Term ‘Meanwhile’ Measures and Uses

CAB2995 (CWR) – 6 December 2017 Draft Supplementary Planning Document

CAB3034 (CWR) – 20 June 2018 Adoption of Supplementary Planning Document

CAB3061 (CWR) – 10 July 2018 Central Winchester Regeneration Update

CAB3077 (CWR) – 25 September 2018 Central Winchester Regeneration Update and Establishment of Advisory Panels

CAB3100 (CWR) – 31 October 2018 Coitbury House Refurbishment

CAB3106 (CWR) – 27 November 2018 Central Winchester Regeneration update

CAB3105 (CABINET) – 12 December 2018 Approval of brief for Strategic Development Advisor

Other Background Documents:-

CWR SPD: <http://www.winchester.gov.uk/planning-policy/supplementary-planning-documents-spds/central-winchester-regeneration-spd>

All advisory panel terms of references, briefs and notes from meetings to date can be found at the following: <http://www.winchester.gov.uk/projects/advisory-panels>

APPENDICES:

### Appendix A - CWR Risk Register

| Risk Number: 1   |  | Risk Owner: Project Executive   |                    |             |                |                  |
|--|--|---|--------------------|-------------|----------------|------------------|
| Risk Title: Failure to implement an appropriate delivery strategy for the CWR area as set out in the SPD |  |   |                    |             |                |                  |
| Causes   | Consequences   | Current Controls  | Current Risk Score |             | Risk Proximity | Financial impact |
|  |  |   | Likelihood         | Impact      |                |                  |
| Failure to develop appropriate delivery strategy<br>Political instability                                | Failure to deliver comprehensive redevelopment of CWR<br>Loss of trust in the Council abilities to deliver<br>Reputational/political damage to the administration<br>Damage to the local economy | Mitigate:<br>1) Procure services of experienced external strategic advisor<br>2) Maintain cross party political and community support to move the project forward<br>3) Continue to engage with key landowners, partners and stakeholders<br>4) Ensure aspirations of the SPD are met when developing designs and | Highly Unlikely    | Significant | 3              | ££££             |

|   |  |  |                     |             |  |  |
|---|--|--|---------------------|-------------|--|--|
|   |  | considering planning applications<br>5) Continue to monitor and adapt the project plan |                     |             |  |  |
| Immediate actions                               |  | Target Date  | Residual Risk Score |             |  |  |
|   |  |  | Likelihood          | Impact      |  |  |
| Develop and agree brief for a strategic advisor |  | Nov 2018   | Highly Unlikely     | Significant |  |  |

| <b>Risk Number: 1.2</b>  |              |   | <b>Risk Owner: Project Executive</b> |             |                |                  |
|--|--------------|---|--------------------------------------|-------------|----------------|------------------|
| <b>Risk Title:</b> Failure to secure external funding  |              |   |                                      |             |                |                  |
| Causes   | Consequences | Current Controls  | Current Risk Score                   |             | Risk Proximity | Financial impact |
|  |              |   | Likelihood                           | Impact      |                |                  |
| Lack of confidence in Winchester City Council in the market / with developers<br>National economic conditions<br>Proposals not considered viable | As above     | <ol style="list-style-type: none"> <li>1) Procure services of experienced external strategic advisor</li> <li>2) Continue to engage with key partners and stakeholders</li> <li>3) Develop Winchester marketing approach targeted at inward investment</li> <li>4) Ensure development proposals realistically assessed for viability</li> </ol> | Unlikely                             | Significant | 3              | ££££             |
| Immediate actions  |              | Target Date   | Residual Risk Score                  |             |                |                  |
|  |              |   | Likelihood                           | Impact      |                |                  |
| Develop and agree brief for a strategic advisor  |              | Nov 2018  | Unlikely                             | Significant |                |                  |

| <b>Risk Number: 1.3</b>   |  |   | <b>Risk Owner: Project Executive</b> |          |                |                       |
|---|--|---|--------------------------------------|----------|----------------|-----------------------|
| <b>Risk Title:</b> Lack of cooperation from landowners            |  |   |                                      |          |                |                       |
| Causes  | Consequences                                     | Current Controls  | Current Risk Score                   |          | Risk Proximity | Financial impact      |
|   |  |   | Likelihood                           | Impact   |                |                       |
| WCC cannot secure landowner support to deliver aspirations of the | Failure to deliver cohesive redevelopment of CWR | Mitigate: <ol style="list-style-type: none"> <li>1) Continue to engage with key landowners and occupiers</li> </ol> | Unlikely                             | Moderate | 4              | Unknown at this stage |

|                                       |  |             |                     |          |  |
|---------------------------------------|--|-------------|---------------------|----------|--|
| SPD                                   |  |             |                     |          |  |
| Immediate actions                     |  | Target Date | Residual Risk Score |          |  |
|                                       |  |             | Likelihood          | Impact   |  |
| Implement stakeholder management plan |  | Spring 2019 | Likely              | Moderate |  |

| <b>Risk Number: 1.4</b>   |   |   | <b>Risk Owner: Project Executive</b> |          |                |                  |
|---|---|---|--------------------------------------|----------|----------------|------------------|
| <b>Risk Title:</b> Insufficient internal resources to manage work streams   |   |   |                                      |          |                |                  |
| Causes  | Consequences  | Current Controls  | Current Risk Score                   |          | Risk Proximity | Financial Impact |
|   |   |   | Likelihood                           | Impact   |                |                  |
| <p>Insufficient resourcing in WCC project team</p> <p>Insufficient capacity and skills in other Council departments</p> <p>Inbalance between current meanwhile uses and long-term strategic delivery.</p> | <p>Delay in project programme</p> <p>Errors occurring where there are gaps in knowledge / expertise</p> | <p>Mitigate:</p> <ol style="list-style-type: none"> <li>1) Continue to closely monitor capacity within the project team</li> <li>2) Seek external expertise where required</li> <li>3) Continue to monitor and adapt the project plan, including resources component</li> <li>4) Have clear milestones and priorities for the project team</li> </ol> | Likely                               | Moderate | 2/3            | £-££             |
| Immediate actions   |   | Target Date   | Residual Risk Score                  |          |                |                  |
|   |   |   | Likelihood                           | Impact   |                |                  |
| At the earliest opportunity, make other teams aware when their input will be required and for how long  |   | Ongoing   | Unlikely                             |          | Moderate       |                  |
| Regular monitoring meetings with HoP and Senior PM  |   |   |                                      |          |                |                  |
| Procurement of Strategic Advisor/Consultancy  |   | Spring 2019   |                                      |          |                |                  |

| <b>Risk Number: 1.5</b>   |              |                  | <b>Risk Owner: Project Executive</b> |            |           |  |
|---|--------------|------------------|--------------------------------------|------------|-----------|--|
| <b>Risk Title:</b> Perceived conflict of interest between Council as landowner and local planning authority |              |                  |                                      |            |           |  |
| Causes  | Consequences | Current Controls | Current Risk Score                   | Risk Proxi | Financial |  |

|  |  |  | Likelihood          | Impact   | Proximity | Impact  |
|--|--|--|---------------------|----------|-----------|---------|
| Inconsistent or unpopular planning decisions<br>Lack of transparency | Reputational damage<br>Potential challenge | Mitigate:<br>1) When making decisions be clear on the capacity in which the Council is acting<br>2) Continue to act in an open and transparent manner where legally permitted<br>3) Adhere to approach laid out in the SPD distinguishing relationship between WCC and the LPA | Unlikely            | Moderate | 4         | Unknown |
| Immediate actions  |  | Target Date  | Residual Risk Score |          |           |         |
|  |  |  | Likelihood          |          | Impact    |         |
|  |  |  |                     |          |           |         |

| Risk Number: 1.6   |   |  | Risk Owner: Project Executive |             |                |                  |
|--|---|--|-------------------------------|-------------|----------------|------------------|
| Risk Title: Development proposals arising from the SPD are not financially viable              |   |  |                               |             |                |                  |
| Causes   | Consequences                                      | Current Controls   | Current Risk Score            |             | Risk Proximity | Financial Impact |
|  |   |  | Likelihood                    | Impact      |                |                  |
| Insufficient testing of viability<br>Market changes<br>Unrealistic expectations for the scheme | Development cannot go ahead as set out in the SPD | Mitigate:<br>1) Undertaking high level testing of viability, engaging specialist consultants where required<br>2) Continuing engagement with WCC members and other key stakeholders<br>3) Develop ambitious, high quality and realistic development proposals with viability and funding considered at an early stage together with design | Unlikely                      | Significant | 3/4            | ££££             |
| Immediate actions  |   | Target Date  | Residual Risk Score           |             |                |                  |
|  |   |  | Likelihood                    |             | Impact         |                  |
| Develop and agree brief for a strategic advisor  |   | Nov 2018   | Unlikely                      |             | Significant    |                  |

| Risk Number: 2  |   |  | Risk Owner: Project Executive |          |                |                  |
|---|---|--|-------------------------------|----------|----------------|------------------|
| Risk Title: Failure to agree and implement meanwhile uses   |   |  |                               |          |                |                  |
| Causes  | Consequences  | Current Controls   | Current Risk Score            |          | Risk Proximity | Financial impact |
|   |   |  | Likelihood                    | Impact   |                |                  |
| Unable to agree the uses Cabinet (CWR) Committee does not approve meanwhile use strategy Council fails to approve funding Suggested uses unviable or unattractive to the market | Council owned interests are left unoccupied whilst Council continues to pay the business rates and maintenance Reputational damage as area continues to remain unused Failure to support the local economy in the interim | Mitigate:<br>1) Continue to work with cross party committees and advisory panels to agree the meanwhile uses<br>2) Manage expectations and pitch proposals at a level that funding will be considered reasonable<br>3) Early soft market testing<br>4) Clear business case for uses presented and approved | Unlikely                      | Moderate | 2              | ££               |
| Immediate actions   |   | Target Date  | Residual Risk Score           |          |                |                  |
|   |   |  | Likelihood                    | Impact   |                |                  |
| Develop a feasibility study brief that addresses both the aspirations and constraints Explore funding opportunities   |   | Summer 2019  | Unlikely                      | Moderate |                |                  |

| Risk Number: 3  |              |                  | Risk Owner: Project Executive |                |                  |  |
|---|--------------|------------------|-------------------------------|----------------|------------------|--|
| Risk Title: Failure to refurbish Coitbury House and re-let for office accommodation |              |                  |                               |                |                  |  |
| Causes  | Consequences | Current Controls | Current Risk Score            | Risk Proximity | Financial impact |  |
|   |              |                  |                               |                |                  |  |

|  |  |   | Likelihood          | Impact   |          | t      |
|--|--|---|---------------------|----------|----------|--------|
| Failure to agree a brief<br>Failure to secure Cabinet (CWR) Committee / Council approval<br>Failure to secure funding<br>Lack of market interest | Coitbury House remains in its current state and possible blight on CWR site<br>Council continues to pay business rates and maintenance<br>Reputational damage as building continues to remain unused | Mitigate:<br>1) Agree brief for the architect to ensure the required outputs are set out clearly consulting experts in the field and the Coitbury House Advisory Panel<br>2) Carry out continual economic monitoring and engage with the market<br>3) Development and approval of refurbishment business case and funding | Unlikely            | Moderate | 2        | ££-£££ |
| Immediate actions  |  | Target Date   | Residual Risk Score |          |          |        |
|  |  |   | Likelihood          | Impact   |          |        |
| Agree brief<br>Together with the Estates team implement works as per the agreed timeline   |  | Ongoing   | Unlikely            |          | Moderate |        |

| Risk Number: 4   |   | Risk Owner: Project Executive   |                     |          |                |                  |
|--|---|---|---------------------|----------|----------------|------------------|
| Risk Title: Failure to implement plans to improve the Lower High Street Re-paving and Broadway   |   |   |                     |          |                |                  |
| Causes   | Consequences  | Current Controls  | Current Risk Score  |          | Risk Proximity | Financial impact |
|  |   |   | Likelihood          | Impact   |                |                  |
| Failure to agree a brief<br>Failure to secure Cabinet (CWR) Committee / Council approval<br>Failure to secure funding<br>Failure to secure HCC support | Reputational damage<br>Failure to implement a major 'quick win' resulting in lack of confidence | Mitigate:<br>1) Liaise with Highways Authority<br>2) Continue to work with advisory panel draft the brief<br>3) Explore funding options | Highly Unlikely     | Moderate | 2              | £                |
| Immediate actions  |   | Target Date   | Residual Risk Score |          |                |                  |



|  |             | Likelihood      | Impact   |
|--|-------------|-----------------|----------|
| Develop and agree brief<br>Explore funding opportunities | Summer 2019 | Highly Unlikely | Moderate |

## **Appendix B – Draft design brief for lower High Street and Broadway**

### **Lower High Street and Broadway**

#### **Design Brief**

Winchester City Council (WCC) is committed to improving its existing estate in and around the Central Winchester Regeneration (CWR) area.

The lower High Street and Broadway have been identified as potential areas for improvement. This will complement ongoing work to support meanwhile uses and build confidence that the Council is committed to improving the quality of the CWR area.

WCC is looking to procure the services for a piece of design work to cover the area from the lower High Street at its junction with Middle Brook Street along the Broadway up to and around the King Alfred statue. This would need to include surveys and initial research to inform the design, looking at the history of the area and the existing street pattern.

The design needs to be deliverable in sections to enable phasing of works as funding allows. The sections should comprise:

- Lower High Street
- Broadway
- Area surrounding King Alfred Statue

The design should bear in mind that the public realm in Middle Brook Street and the rest of the CWR area will come forward in due course.

As the lower High Street and Broadway are located within the CWR boundary they are subject to the CWR Supplementary Planning Document (SPD). The design will need to reflect vision for the area.

SPD vision:

*The vision for the Central Winchester Regeneration Area is for the delivery of a mixed-use, pedestrian friendly quarter that is distinctly Winchester and supports a*

*vibrant retail and cultural / heritage offer which is set within an exceptional public realm and incorporates the imaginative re-use of existing buildings.*

The CWR SPD can be accessed here on the Council's website:

<http://www.winchester.gov.uk/planning-policy/supplementary-planning-documents-spds/central-winchester-regeneration-spd>

The SPD builds upon relevant planning policies under the NPPF, the Local Plan Part 1 and Part 2. The principles and objectives within the SPD include:

- Vibrant Mixed use quarter
- Adopting the 'Winchesterness' principles which include high quality materials and architectural detail
- Exceptional public realm
- City Experience
- Sustainable transport
- Incremental delivery
- Views and skyline
- Climate change and sustainability

The SPD sets out a Public Realm Framework Plan for CWR which includes aspirations and suggestions for improvements to both the lower High Street and Broadway.

The SPD was produced following 18 months of consultation with local residents and businesses. It represents their aspirations for the area. It is therefore essential that these aspirations are reflected in any designs that come forward.

It will be important to demonstrate thinking behind how the design for improvements to the lower High Street and Broadway will interact with other parts of the site and in particular the immediate surroundings now and in the future.

**The following issues will need to be explored at the feasibility stage of the project:**

- Improve pedestrianisation in the Broadway whilst considering the access required for delivery vehicles, buses and Colebrook Street, and existing car parking around the King Alfred Statue
- Re-paving the lower High Street to tie in with the rest of the High Street, ensuring it is in line with the highways regulations and requirements in regard

to materials and maintenance - please see attached [Maintenance considerations for scheme design](#) document for further details

- Consider options for opening up the existing waterways where possible and incorporating these into the design
- Existing utilities and underground cabling will need to be fully investigated. A survey will be required to inform the design
- Consider history of the area and the existing street pattern. Research should be carried out to inform the design
- Consider implications for the existing hostile vehicle mitigation scheme in the lower High Street and requirements in the Broadway and the area around the King Alfred Statue

**Project objectives:**

- A design that will be complementary and have regard for the principles and objectives set out in the CWR SPD as listed above
- A cohesive design that is deliverable in sections as outlined above
- A design that will facilitate the design and development of adjoining land
- A design that incorporates the use of high quality materials and architectural detail
- Options for opening up existing waterways
- Options for improving pedestrianisation in the Broadway and around the King Alfred Statue
- Demonstrate thinking behind how the improved areas will interact with other parts of the site as they are now and as they are redeveloped
- Keep WCC as client fully informed and through them, work constructively with any stakeholders involved with the project
- Integrate the programme and timing of this development with the Council's wider aspirations for the CWR area

We would require a fee proposal and timeline based on providing the initial feasibility study (RIBA stages 0/1), including surveys and research. We have estimated a timescale of 3 – 4 months for the feasibility stage.

The estimated net cost for works to the whole area is in the region of £2m.

Submissions will be scored on a basis of 40% price and 60% quality\*

This is subject to Cabinet (CWR) Committee approval on 22 January 2019.

*The client will appoint their own QS who will review the initial appraisal to give an estimate of costs.*

Scope:

- Produce a feasibility report that includes options that meet the above objectives and considers the above issues
- Workshop and regularly meet with clients and their advisors to progress the design
- Liaise with the local planning department and other statutory bodies where necessary to ensure they have input into the design
- Liaise with Hampshire County Council in relation to highways regulations and requirements
- Input and produce information to enable a cost plan to be established for the scheme
- All requirements as per RIBA stages of work 0 – 1

Final report:

- Site plan
- Constraints plan
- Conceptual diagrams showing design approach, relationship with surrounding buildings and areas
- 3D views and sketches
- Outline specification for pricing purposes
- Costs
- Risks
- Narrative and design approach

Appointment document to be confirmed by WCC

Please submit by 5pm on Wednesday 27 February a document that includes:

- Company Information: Name of company and ARB number, contact details, declaration of any disputes or outstanding insurance claims
- Last three years accounts
- An outline of your experience of similar schemes completed in the last 5 years with specific reference to illustrative case studies. Please limit this to a maximum of 8 A4 pages and include project values, completion dates, final /anticipated budget
- The CVs of all team members including those who will be responsible for the job on a day-to-day basis and who will be the project architect. (max 4 A4 pages)
- An indicative fee proposal for the feasibility work as outlined above as a lump sum for stages 0/1
- A resource and programme proposal for the feasibility period showing activities and manpower with a 1 page description of the process you envisage to deliver the final feasibility report

- 1 A4 page response to the brief
- Initial assessment/response to site opportunities/constraints (1- 2 A3 pages)
- Design ideas/philosophy (max 5 A3 pages)
- PI and PL Insurance documents (minimum £5 million)
- Two references for the above named projects

Timeline:

Cab (CWR) Committee approve budget and brief – 22 January

Submissions invited - 23 January

Submit questions via email to [rrobinson@winchester.gov.uk](mailto:rrobinson@winchester.gov.uk) – 31 January

WCC response to questions – 7 February

Submit 1x hard copy and 1x electronic copy of requested information – 27 February

Presentation to advisory panel – early March

Cabinet (CWR) Committee approve chosen architect – 19 March

Appoint architect for feasibility – 20 March

Commence feasibility – 21 March

Advisory Panel meet architect – April

Advisory Panel review – June

Feasibility stage complete – July

Bidders will be expected to attend a presentation to the Lower High Street and Broadway Advisory Panel at WCC offices on [insert date] March. Architects will be expected to give a 15 minute presentation of response to the brief, initial assessment of the site and ideas for the design. This will be followed by up to 30 minutes of Q&A with WCC members and officers.

The Council reserves the right not to proceed beyond the feasibility stage in the event that the scheme cannot meet the requirements.

Please send all information digitally as a PDF document to:

Veryan Lyons: [vlyons@winchester.gov.uk](mailto:vlyons@winchester.gov.uk)

Rachel Robinson: [rrobinson@winchester.gov.uk](mailto:rrobinson@winchester.gov.uk)

Please also provide one hard copy to:

Veryan Lyons  
Head of Programme  
Winchester City Council  
Colebrook Street  
Winchester  
SO23 9LJ

## **Appendix C - Meanwhile Uses Feasibility study brief**

Meanwhile Uses - Feasibility study brief

### **Background**

Winchester City Council (WCC) is seeking the comprehensive redevelopment of the Central Winchester area. The vision for the area is for the delivery of a mixed-use, pedestrian friendly quarter that is distinctly Winchester and supports a vibrant retail and cultural / heritage offer, which is set within an exceptional public realm and incorporates the imaginative re-use of existing buildings.

WCC is committed to improving its existing estate in and around the Central Winchester Regeneration (CWR) area. This commitment includes short to medium term improvements before a wider redevelopment scheme for the CWR area is developed.

The site of interest is located on the current Winchester Bus Station in Winchester's city centre (see attached plans).

The bus station site is situated within the CWR area and subject to the adopted CWR Supplementary Planning Document (SPD).

<http://www.winchester.gov.uk/planning-policy/supplementary-planning-documents-spds/central-winchester-regeneration-spd>

In the longer-term, the site will be redeveloped as part of the wider CWR project.

The aspiration outlined in the CWR SPD is for the bus station to be relocated within the CWR area and the current site redeveloped as follows;

- Public space with view to Guildhall Winchester
- Shared surface and opened waterway along Riverside Walk  
NB: the option to incorporate the existing waterway in to the meanwhile use site has been explored, but ruled out at this stage due to potential cost and land ownership challenges. It is still an aspiration of WCC at a later date.
- Proposed residential / public open space

WCC is working on the long term phasing and delivery options for the CWR area but in the interim, wishes to see active use on the identified portion of the bus station site. The activation of this site should create a new offer, separate to and without detracting from the successful existing market(s).

WCC is looking to carry out a feasibility study to explore options for activating the bus station site. It is anticipated that the site will remain in situ, once established, for a period of between 3 and 5 years, but this is subject to delivery of the long term regeneration plans.

Proposals\* to undertake the feasibility study should include and will be evaluated on;

## **1 Introduction**

- Company information: Name of company, contact details, declarations of any disputes or outstanding insurance claims.
- Last three year's accounts.

## **2 Previous experience**

- An outline of your experience with similar feasibility studies and if relevant similar meanwhile use schemes. Please include project values, completion dates, final / anticipated budget (max 2 A4 single-sided pages).
- Two references will be needed for the named projects.

## **3 Team**

- The CVs of all team members, including those who will be responsible for the job on a day-to-day basis (max 2 A4 single-sided pages).

## **4 Approach**

- A description of your understanding of the aims, aspirations, main challenges and opportunities for the project and how you intend to approach and deliver the feasibility study (max 4 A4 single-sided pages).
- A resource and programme proposal for the feasibility period showing activities and manpower to deliver the final feasibility report (max 3 A4 single-sided pages).

## **5 Fee proposal**

- A full, indicative fee proposal for the feasibility work as outlined below, in a lump sum (max 4 A4 single-sided pages).

A fee of up to £25,000 will be available to the winning bidder to carry out the feasibility study.

## **6 Engagement**

- Full description explaining engagement strategy with local stakeholders, Councillors and officers (max 3 A4 single-sided pages).

## **7 Site delivery and management**

WCC envisages three stages to the project: feasibility, delivery and management.

The feasibility is what should be focused on in the bid and actual feasibility study, but the bidder should give a brief outline of how they would deliver and manage the site (*solely or in partnership* – max 4 A4 single-sided pages).

WCC managing the site should not be included as an option.

\*Your proposal / bid must be written in English and not exceed the specified page numbers within this brief, WCC reserves the right to exclude any bid which consistently does not comply with these terms.

The winning bidder undertaking the feasibility study will need to collate the outputs into a final report and include;

### **Site and locations analysis**

WCC expect the report to consider and present options regarding access to, location and condition of the site; including costs, timeline and programme needed to make it usable.

The building on site houses a café and offices, due to their leases this building is not available for use and should not be considered as an option.

### **Market analysis**

WCC will expect to see research in to uses, demand, “the look and feel” of the site and potential opportunities/challenges. Consideration needs to be given to existing high street businesses and market(s).

### **Operations**

Potential installation costs, the timeline and options for ongoing management of the site will need to be explored and presented in the report.

### **Financial analysis**

WCC will expect to see financial information that demonstrates the funding required to set up the site, what return there would be on that funding and how the operation of the site will be managed. WCC will need to see information for a 3 and a 5 year period.

The timescale for the feasibility study is:

|  |                        |
|--|------------------------|
| Initial discussions with potential bidders | November/December 2018 |
| WCC soft market testing event              | 18 December 2018       |



|   |                     |
|---|---------------------|
| Brief sent to bidders   | 8 January 2019      |
| Cabinet (CWR) Committee to delegate authority to HoP to appoint winning bid | 22 January 2019     |
| Submission by bidders   | 5 February 2019     |
| Evaluation of bids  | 6 – 8 February 2019 |
| Finalisation of bids  | 11 February 2019    |
| Meanwhile uses Advisory Panel meeting                                       | 14 February 2019    |
| Appoint winning bidder for feasibility                                      | 15 February 2019    |
| CWR working group   | 19 February 2019    |
| Feasibility report complete   | 15 April 2019       |
| Officer review  | 15 - 19 April 2019  |
| Meanwhile uses Advisory Panel   | w/c 22 April 2019   |
| Cabinet (CWR) Committee decision  | late May/early June |

### **Evaluation**

The Council's intention is to score the submissions on a basis of 60% quality and 40% price, which is a deviation from WCC's standard scoring method.\*

\*Subject to approval by the Cabinet (CWR) Committee on 22 January 2019, bidders will receive confirmation from the project team regarding this.

### **Next steps post feasibility study**

Upon review of the final feasibility report in April an options report will be drafted to the Cabinet (CWR) Committee. The aspiration is the Cabinet (CWR) Committee will approve the project team to progress the bus station opportunity and tender for someone to deliver and manage the site.

**The closing date for bids to reach WCC is 3pm 5 February 2019.**

Please send all information digitally as a pdf document to:

Ms Veryan Lyons – [vlyons@winchester.gov.uk](mailto:vlyons@winchester.gov.uk)

Miss Sophie Kitson – [skitson@winchester.gov.uk](mailto:skitson@winchester.gov.uk)

Please also send one hard copy to:

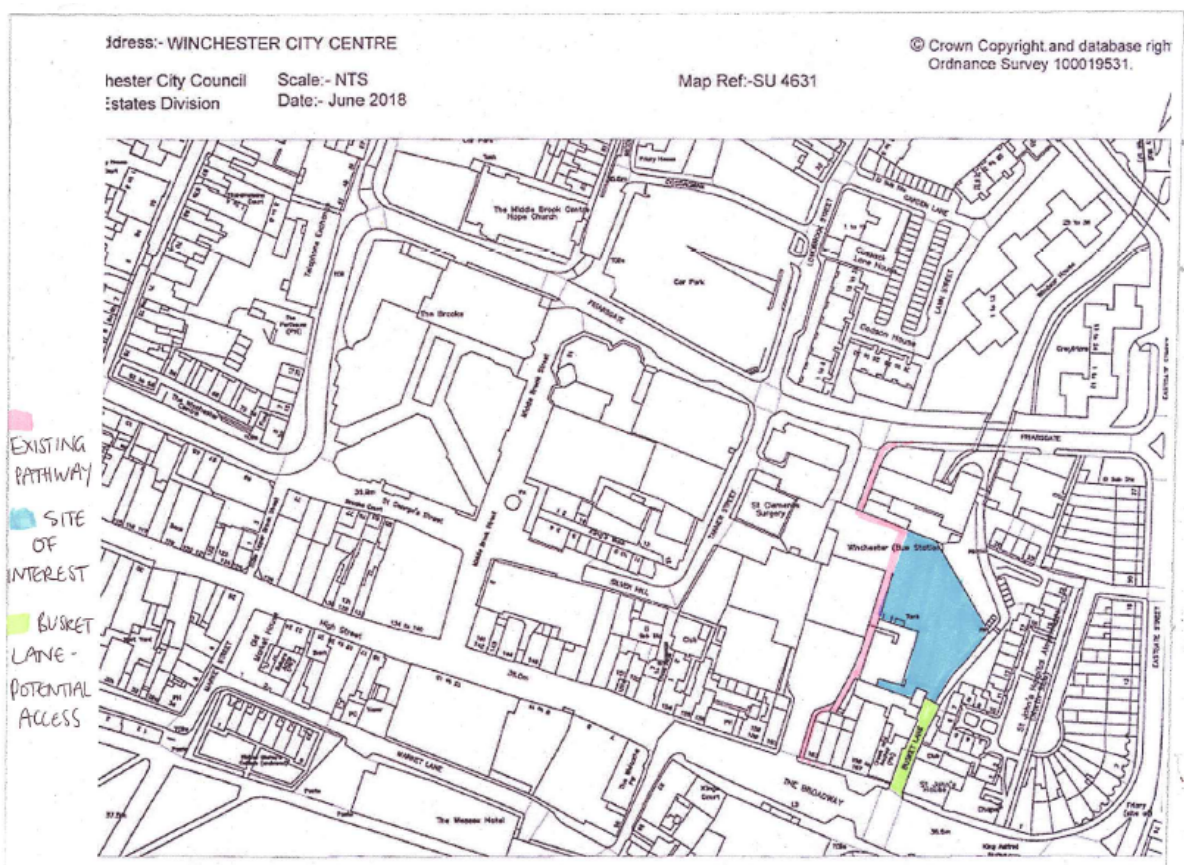
Miss Sophie Kitson  
Assistant Project Manager

WCC  
City Officers  
Colebrook Street  
Winchester  
SO23 9LJ

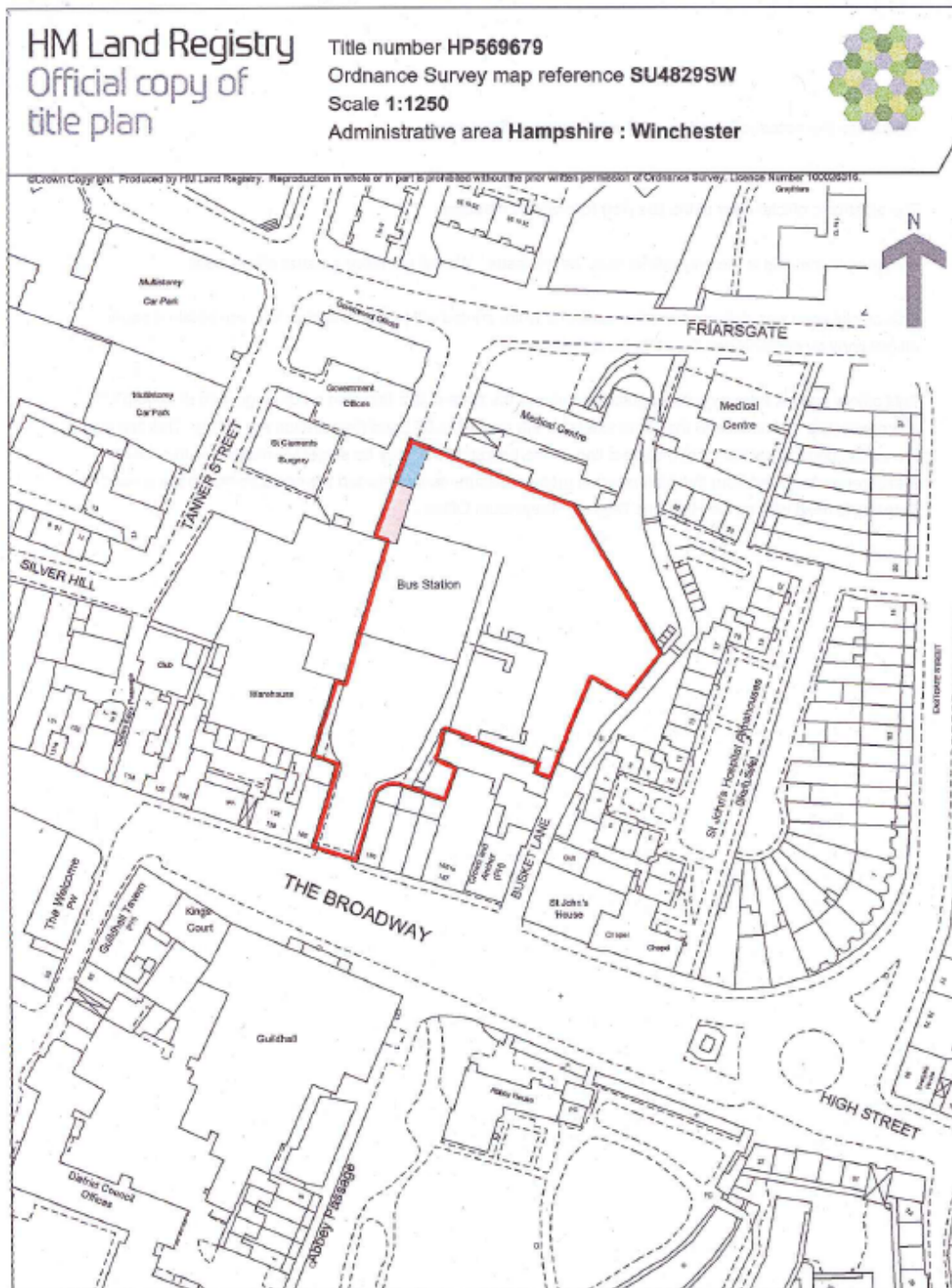
WCC reserves the right not to appoint in the event that the bids do not meet the requirements.

**Attached plans:**

Ordinance Survey map illustrating the site of interests' location in central Winchester:



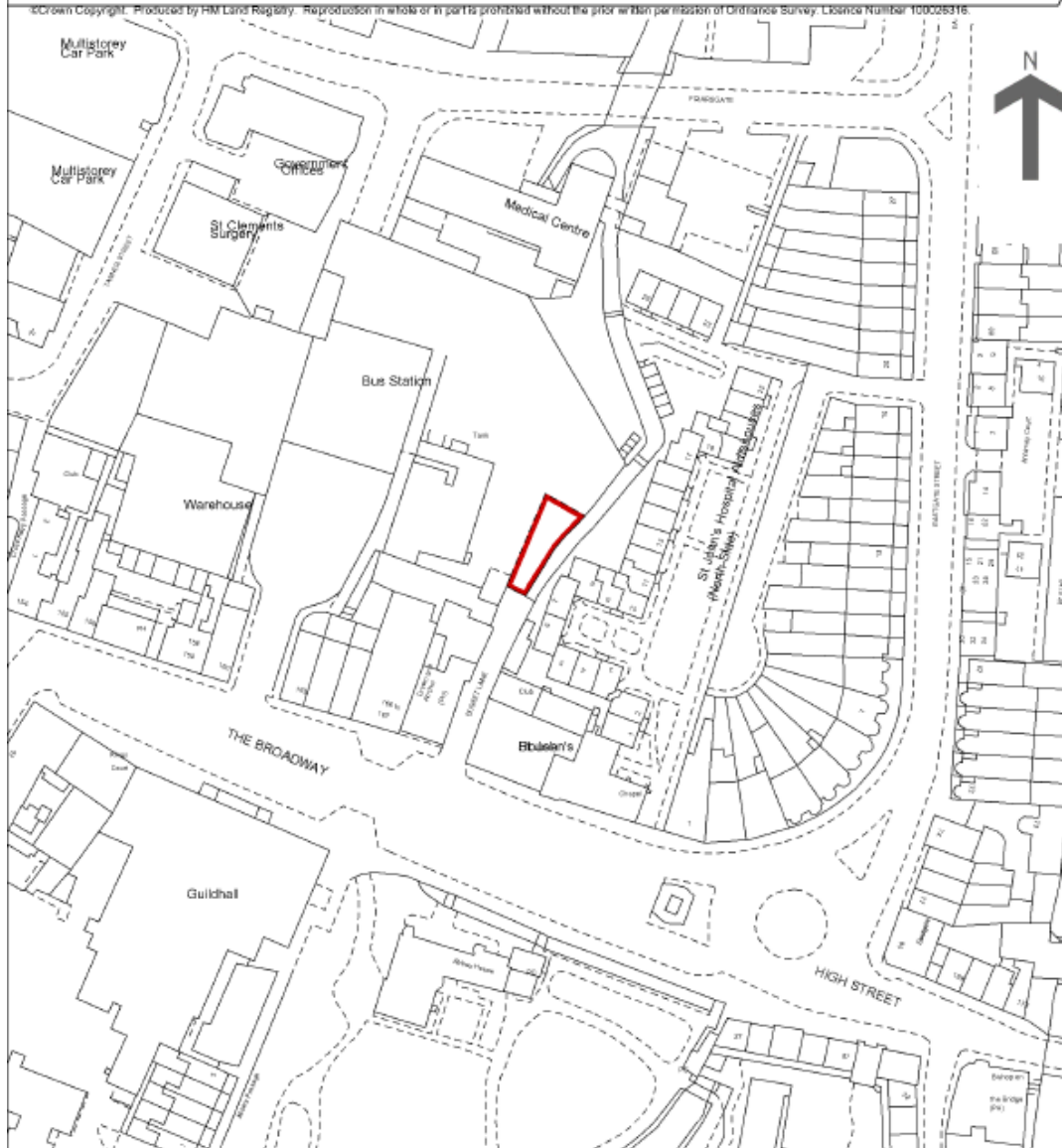
Plan 1: Land ownership plan for the majority of the bus station site – see below for other title (not for onward transmission or use without written permission from WCC):



Plan 2: Title possessory plan for a section of the bus station site (not for onward transmission or use without written permission from WCC):

HM Land Registry  
 Official copy of  
 title plan

Title number **HP732770**  
 Ordnance Survey map reference **SU4829SW**  
 Scale **1:1250**  
 Administrative area **Hampshire : Winchester**



WCC have absolute title to the majority of the site, which is the best title available (see plan 1), with possessory title for a small part of the site (see plan 2), with the ability to apply to upgrade the title to absolute in November 2022. The land with possessory title has the benefit of defective title indemnity insurance for the sum of £4M.



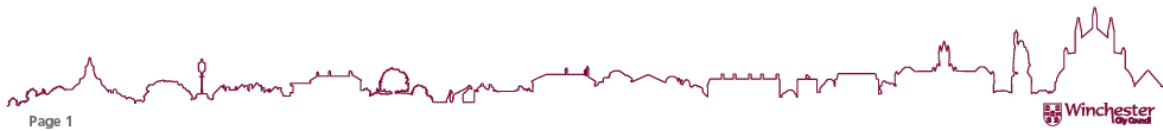
**Appendix D – CWR Roadmap for delivery**

**ROADMAP - INTRODUCTION** **CENTRAL WINCHESTER REGENERATION**

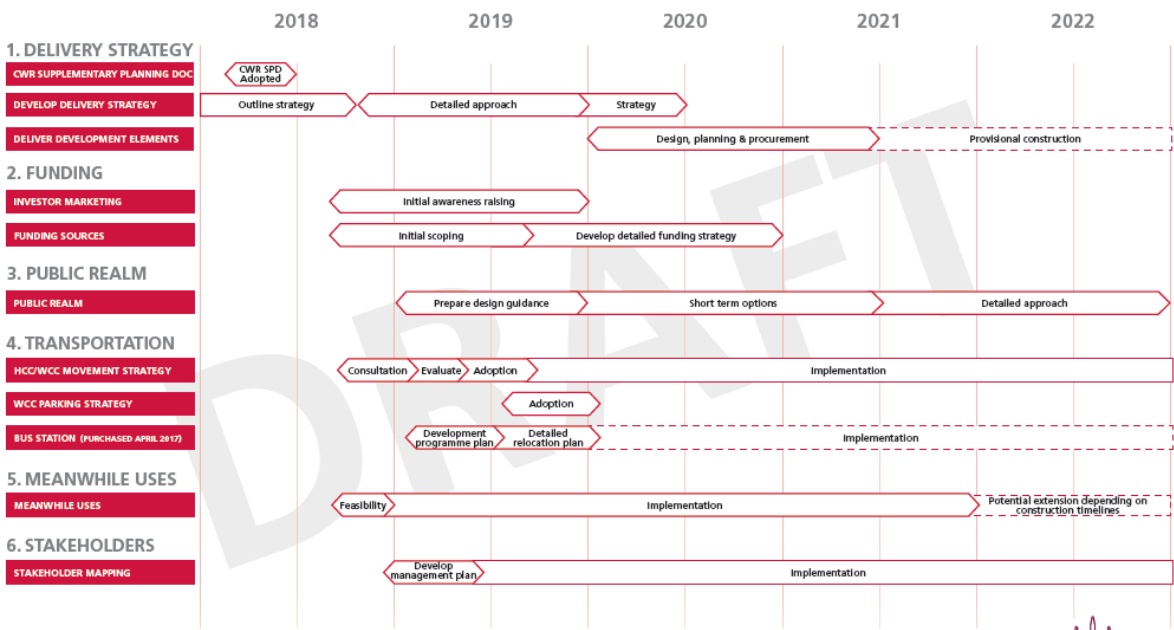
**Initial draft programme overview roadmap**

NOTE: This is currently an indicative programme for internal project management purposes with dates subject to change. At this stage parties external to WCC should contact the programme team for more detailed clarification if needed.

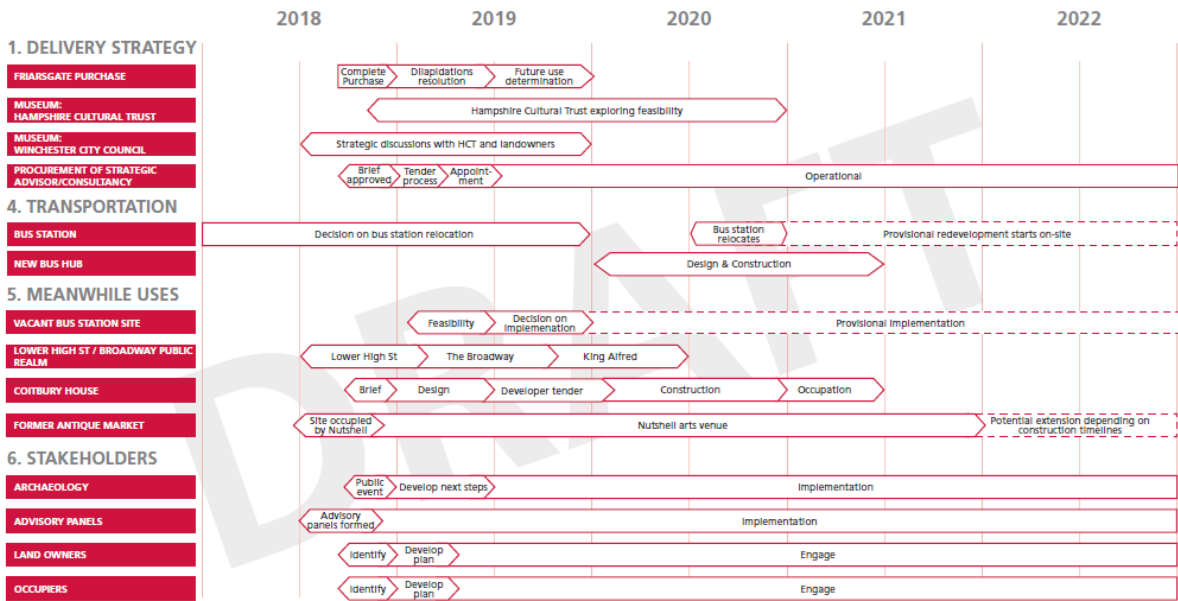
| ROADMAP - INDICATIVE OVERVIEW   | ROADMAP- PROJECT WORKSTREAMS DETAIL  | ROADMAP - SITE PLAN JAN 19   |
|---|--|--|
| <p>A high level overview of:</p> <ol style="list-style-type: none"> <li>1. DELIVERY STRATEGY</li> <li>2. FUNDING</li> <li>3. PUBLIC REALM</li> <li>4. TRANSPORTATION</li> <li>5. MEANWHILE USES</li> <li>6. STAKEHOLDERS</li> </ol> <p>Ref. Cabinet report outline delivery strategy September 2018.</p> <p style="text-align: right;">Page 2</p> | <p>The Project Workstreams add further detail on:</p> <ol style="list-style-type: none"> <li>1. DELIVERY STRATEGY</li> <li>4. TRANSPORTATION</li> <li>5. MEANWHILE USES</li> <li>6. STAKEHOLDERS</li> <li>7. MUSEUM</li> </ol> <p>Further details for:</p> <ol style="list-style-type: none"> <li>2. Funding</li> <li>3. Public Realm</li> </ol> <p>will come at a later date</p> <p style="text-align: right;">Page 3</p> | <p>Site Plan January 2019</p> <p style="text-align: right;">Page 4</p> |



**ROADMAP - INDICATIVE OVERVIEW** **CENTRAL WINCHESTER REGENERATION**



# ROADMAP - PROJECT WORKSTREAMS DETAIL



# ROADMAP - SITE PLAN JAN 19



**Appendix E - List of potential names following consultation**

Suggestions for new name for CWR:

Riverside

Silver Hill

Friarsgate

Tannery Place

Bronze Hill

SO23

The Prism

Cultural Quarter

Water Quarter

Woolstaplers

The Tannery

Silver Hill 2

Alfred's Gate

Alfred's Backyard

Alfie's Backyard

Winchester Deserves Better

Gold Hill

Alfred Quarter

The Central Quarter

Saxon Quarter

Anglo Saxon Experience

The Friarsgate Development

Friarsbrook Place

Saxon Gate

Alfred's Place

Alfred's View

Juliana de la Floude