

P e l l F r i s c h m a n n

## Windsor Link Railway

### Land and Consents Strategy

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# 1 Purpose and Summary

## 1.1 Purpose of the Strategy

This strategy is a precursor document to the main strategy which will be developed further to deliver a full Development Consent Order (DCO) process. It is aimed at directing the reader to Windsor Link Railway for further more detailed information as it develops.

## 1.2 Executive Summary

The Windsor Link Railway (WLR) is a combined infrastructure and property development scheme to link two railway lines that currently terminate in Windsor, just 300 meters apart.

The new link would greatly improve not just services to Windsor but also rail network connectivity in this high-growth region immediately to the west of Heathrow.

It is quite common for minor rail or other infrastructure improvement costs to be funded by profits from property development. WLR, however, is different. It is a plan-led approach to Windsor in which a very significant infrastructure investment enables a property development, not the other way around. WLR thus has two funding centres: rail and property.

This document relates to WLR Phase 1, the part which is about connecting the existing two railway lines entering Windsor from Slough and Staines to create a single through-route.

The land through which the route will pass will be a combination of:

- existing railway corridors which remain substantially unchanged except at the Slough and Staines ends where Network Rail land will be used
- Public Land
- Private Land

WLR will engage experienced professional businesses to deliver strategic and tactical communication, planning promotion support and Nationally Significant Infrastructure Project (NSIP) consultation for the WLR project.

The L&C strategy works hand in hand with Z46363-R1-0003 Stakeholder Management Plan.

The basis of the consent and land acquisition strategy is supported by the Enquiry by Design stakeholder engagement process, run by HRH the Prince of Wales's *Prince's Foundation for Building Community*, in support of the application for a Development Consent Order.



## 2 Description of the Project

### 2.1 The Problem / Need

The proposals for Phase 1 would see a new railway line in Windsor to connect existing branch lines via a tunnel with a new station and associated regeneration of Windsor and following this, in Phase 2, potentially a new link to Heathrow Airport.

For phase 1, the land required for use, reuse or modification which falls within Network Rail's ownership is a large part of the challenge of delivering the full Staines to Slough system and this document has a focus on that land.

Other land within the central route from the point at which existing track is physically cut at the start of the vertical and horizontal diversion of the routes includes both public and private land in various uses such as existing highways, footways, buildings and recreation areas.

This central land is also substantially within a conservation area, has listed buildings, and will need to be treated with care in design and construction techniques to present as least intrusive a solution as possible.

The project will need to engage with many stakeholders and interest groups as well as the land owners and consenting organisations. Refer to the Stakeholder Management plan Z46363-R1-0003 for more information.

### 2.2 The Solution

The form of solution which WLR plans to implement is to bring both existing railways together with civil engineering structures to a single new station. The choice of which detailed solution will be adopted is not yet made and so this strategy is presently a high-level approach.

There are many ways of conducting planning consultations but WLR has committed to working with the Prince's Foundation for Building Community (PFBC), which has HRH Prince Charles as its patron.

The PF champions a process it calls Enquiry by Design (EbD). As with WLR's approach to rail procurement, this seeks to turn traditional consultation on its head. Property developers are legally obliged to consult on their plans as part of seeking planning permission. They usually do this only after having completed their designs and often after having consulted in private with the planning authority. By the time public consultation is conducted, the developer is rarely open to fundamental changes to his designs and is usually seeking to get through the statutory process with as little damage as possible.

EbD, by contrast, puts the consultation at the very beginning of the design process. That is, consultation workshops start with literally blank sheets of paper. Attendees are invited to draw themselves solutions to the challenge of creating new urban spaces. This can sometimes be more difficult for the developer to start with but has long-term benefits in that the final design has a deeper understanding of the issues and will be more robustly supported by stakeholders because they played a part in its design.

The key to this process working is honesty. The developer must be genuinely open to ideas that are not his own and be prepared for the consultation output to take its own course.

This document sets out how we would deliver a proposed workshop for identified key stakeholders to create an understanding for the planning process and buy-in to the vision. It also provides an initial over-arching communications approach for the project.



## 2.3 Land and Consent Requirements and Considerations

The Windsor Link Railway presents a host of economic and social benefits and opportunities on a local, regional and national level. On a local level, it will offer residents improved transport links and connectivity, and regenerate the riverside area improving business, tourism and employment opportunities. On a regional level, it will improve links across the south and west, promoting sustainable travel, shortened journey times and connecting regionally and nationally significant economic hubs. On a national level, it will boost our economy, promote growth and investment and help to attract prominent international interest in Windsor as a centre for tourism.

It is not surprising that the project has already attracted the support of several prominent figures in business and politics, as well as a broadly-based support from regional and local stakeholders. WLR will work closely with the PF to galvanise and build on this existing support, navigate the project through each planning process and help to secure consent, making this monumental opportunity a reality.

The project as a whole is made up of three key milestones and to be successful must receive three different planning consents. While subject to legal advice, WLR current thinking is as follows:

- An initial application under the Town and Country Planning Act (TCPA) with Network Rail as the landowner and partner. It will deliver housing on a central site in Windsor, possibly the Riverside car park, which is already allocated in the emerging Borough Local Plan. This would provide security or cash flow, unlocking further investment in the infrastructure aspect of the proposals
- Phase One: initial new station and railway line through Windsor, a Nationally Significant Infrastructure Project (NSIP) that requires a Development Consent Order (DCO)
- Phase Two: a new railway line connecting Windsor to Heathrow, a Nationally Significant Infrastructure Project (NSIP) that also requires a Development Consent Order (DCO)

As a part of the DCO process, a full consultation regime is required which ultimately results in an Undertakings and Assurances (U&A) list which imposes mandatory obligations on the Client to [deliver particular requirements that may be agreed with consultees, primarily land owners.

Key land owners are:

- Network Rail
- Local Council
- National Trust
- Bridgewater Terrace home owners
- Vansittart Estate

All of the above land is in active use and has a large number of tenants. The rights of these will need to be considered in the development of the programme.



Consent is a broad term, capturing any statutory approval that is required for the implementation of the project. These include Section 61 of the Control of Pollution Act 1974; environmental permitting, ecology, and heritage authorisations; and possible additional planning permissions. A Consents Management Plan (CMP) will describe the roles, responsibilities and process for management of all statutory consents. A consents audit will inform the preparation of a Consents Register (CR), which will be managed and maintained as part of the CMP and will identify the type of consent, the Consent-Granting Body (CGB), including principal contacts, other interested parties, and timescales and key dates, including start on site. It will identify the provision for technical input and deliverables required to produce consent applications and demonstrate compliance, including any conditions/requirements and procedures. An overview of the collaborative process required is shown in Figure 1 which shows how the status and progress towards gaining consents will be tracked, maintained and reported.

A programme for the discharge of consents will be prepared that provides sufficient time for the consultation process, including but not limited to: iterations of submissions, resolution of issues, and undertaking any other associated project requirements. WLR recognise the importance of producing the right supporting documentation for the consent process and will operate a system for the management of consents records in line with their appointed consultant's quality management system which, in turn, will interface with a cloud-based document management system. A schedule of approved drawings will be prepared and a process for tracking drawing revisions and additional drawings with the relevant CGBs will be developed.

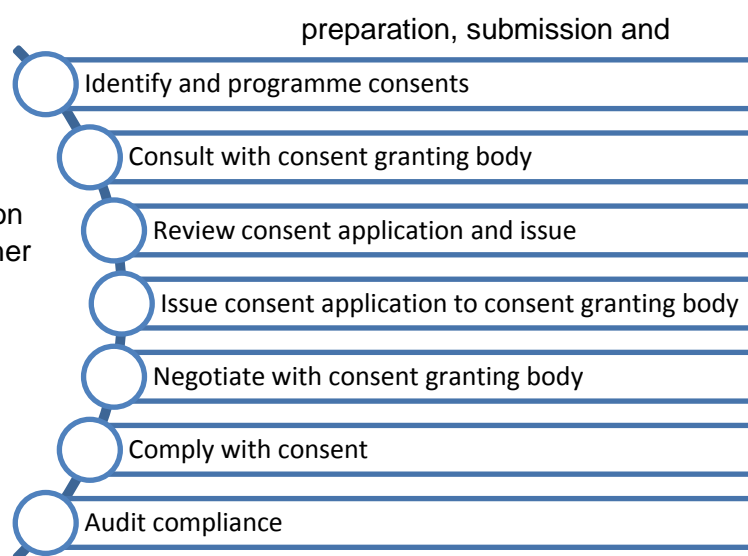


Figure 1 Consenting Workflow

A consents management procedure will set out how we will achieve compliance with all statutory consents through the design and construction of WLR. This will include briefing the whole WLR team on statutory consent requirements and monitoring compliance through inspection, audit and reporting of non-compliance with statutory consents. Non-compliance will be registered as an incident, in line with an incident management process.

In advance of any submissions to CGBs, we will engage early and pre-brief them about the specifics of the project submission. An understanding of the differing needs of CGBs, including differing personalities, expertise and resourcing issues will be important to foster excellent working relationships. In addition, there will be instances where the CGB must consult external bodies, for example, the EA. To ensure that information is disseminated in a timely fashion and is comprehensive, protocols will be agreed with the various parties. CGBs have differing levels of skill and access to a variety of software often not aligned to current industry standard. For example, there is little point sending programmes to them in Microsoft Project if they do not have access to that software. In addition, CGBs often have limited resources whilst the EA is not allowed to use external file sharing systems both of which may impede communications.



We would aim to establish trust early in the relationship and gain an understanding of any barriers to communication. An important element of this will be continued close-working with the Forum of the Central Windsor Neighbourhood Plan for Business, Windsor2030.

We will establish the CGB resource availability and endeavour to sequence our submissions in manageable packages that do not overload their capability. This approach builds trust and credibility and generates empathy by demonstrating that we understand that CGBs have differing constraints and that the information we provide is in an appropriate manner.

Whilst the project presents many opportunities and benefits, due to its size and complexity it will present many communications and consultation challenges which need to be successfully overcome.

- As the project is phased and each phase will be subject to different planning consents and timescales, tailored communications and consultation approaches are required. WLR will navigate the project through the various consenting regimes, ensuring that the consultation is airtight.
- The phased nature of the project and differing planning processes will not be straightforward to communicate to those not familiar with them. Clarity of the 'bigger picture' will be crucial to building understanding, advocacy and community buy-in in the long term. We will create a strong project narrative to take stakeholders and communities with us through these stages and to avoid the risk of 'consultation fatigue' as many stages of engagement, events and requests for feedback will be necessary.
- Whilst the public response has been generally positive, some initial community concerns have arisen. These include: disruption to the town centre during construction; visual impact, the possibility of multi-storey buildings next to the riverside; the destruction of veteran trees, chiefly in the park and Thames Avenue; an increase in traffic; impact on heritage and historic character of the town; and an aversion to major change from some long-term residents of the town. We will ensure that any local opposition is balanced against a strong needs case featuring the wider long term benefits the project will bring.

## 2.4 Land Requirements

The requirement of WLR for the new railway route is not necessarily to own land but to be able to deliver the connection from Slough to Staines along which a safe and reliable transport system can be delivered, operated and maintained.

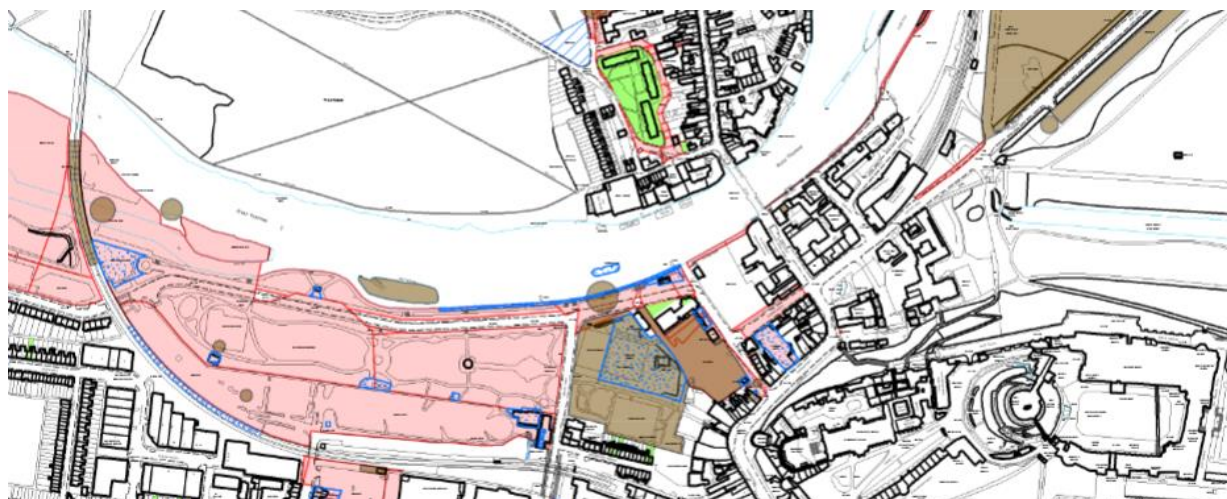


Figure 2 Sample Land Ownership Plan



As shown in Figure 2, WLR has been working to establish a baseline land referencing for the scheme to define a limit of deviation for the purpose of a DCO and that can be used at each stage to react to the design development. This consists of copies of conveyances of land, including railway land. This will be assembled at the next stage in to a full land referencing pack following completion of the feasibility stage of the project.

## 2.5 Planning Consents

The prime planning consent is delivered through a successful DCO application. A communications campaign will be developed which defines and promotes an overarching positive project narrative with a focus on media relations and public affairs. The narrative will tell the story: how the project addresses a transport issue; is bringing investment to Windsor, is encouraging tourism; and enhancing the quality of life for existing residents.

WLR is also a big story, making it easier to open doors to key stakeholders and ensuring that there will be media and public interest in the project.

WLR will continue to seek to build a diverse network of local, regional and national advocates who accept and will defend the project's needs case and the benefits it can deliver. We understand that many high profile and influential political figures have already pledged their support to the principle of the scheme. Public relations experts would work closely with WLR and PFBC to nurture and build upon these existing relationships.

By talking to many stakeholders who may be interested in the project, it will be possible to distil a group of advocates – ideally willing to speak publicly in support of the project in the media, on social media, to politicians and in response to the consultation. These relationships can be fostered through regular contact and involvement in the project's development.

Simply put, if the community and politicians accept the project, it will strengthen the technical need case and reduce the risk to gaining the necessary consents.

Planning and related authorities consent will be sought from Local Authority representatives from Royal Borough of Windsor and Maidenhead, including:

- Ward councillors and neighbouring ward councillors (wards of Eton & Castle and Castle Without)
- Leader of the Council
- Deputy Leader of the Council (also Cabinet Member for Highways and Transport)
- Opposition leaders
- Cabinet Member for Planning
- Cabinet Member for Economic Development and Property (also ward councillor for Castle Without)
- Principal Member for Neighbourhood Planning, Ascot & The Sunnings & Communications
- Head of Planning
- Engagement officer
- Neighbourhood Planning Group

In addition, the Member of Parliament for Windsor and Minister of State for Transport will be consulted throughout the scheme.

Planning
Approval of plans and specifications for permanent above ground works
Approval of construction arrangements incl. lorry routes for construction activities
Agreement of site restoration schemes
Approval for bringing into use of operational railway



## 2.6 Environmental Impact Assessment

The DCO process requires a full Environmental Impact Assessment (EIA) which will evaluate the likely environmental impacts of WLR, considering inter-related socio-economic, cultural and human-health impacts, both beneficial and adverse prior to decision-making.

WLR aims to predict environmental impacts at an early stage in project planning and design, find ways and means to reduce adverse impacts, shape projects to suit the local environment and present the predictions and options to decision-makers.

The following stages have or will be undertaken:

- **Screening** to determine which parts of WLR require a full or partial impact assessment study;
  - WLR have confirmed all parts of the WLR Phase 1 scheme will be subject to an EIA.
- **Scoping** to identify which potential impacts are relevant to assess (based on legislative requirements, international conventions, expert knowledge and public involvement), to identify alternative solutions that avoid, mitigate or compensate adverse impacts on biodiversity (including the option of not proceeding with the development, finding alternative designs or sites which avoid the impacts, incorporating safeguards in the design of the project, or providing compensation for adverse impacts), and finally to derive terms of reference for the impact assessment;
  - This work will take place alongside the Options Study to influence the selection of a single option to take in to the final DCO process.
- **Assessment and evaluation** of impacts and development of alternatives, to predict and identify the likely environmental impacts of a proposed project or development, including the detailed elaboration of alternatives;
  - This work will take place alongside the Single Option Selection process to inform the consequence and sensitivities of the single option to take in to the final DCO process.
- **Reporting** the Environmental Impact Statement (EIS) or EIA report, including an environmental management plan (EMP), and a non-technical summary for the general audience.
  - The EIS will be bound within the DCO application.
- **Review** of the Environmental Impact Statement (EIS), based on the terms of reference (scoping) and public (including authority) participation.
  - The DCO process includes for review of the EIA.
- **Decision-making** on whether to approve the project or not, and under what conditions;
  - This will be a decision made on award of a DCO.
- **Monitoring**, compliance, enforcement and environmental auditing. Monitor whether the predicted impacts and proposed mitigation measures occur as defined in the EMP. Verify the compliance of proponent with the EMP, to ensure that unpredicted impacts or failed mitigation measures are identified and addressed in a timely fashion.
  - This is a critical phase to ensure that the promises WLR have made are verified and validated throughout the design and construction stages.



## 2.7 Environmental Consents

All environmental consents would be sought during the DCO Process. The majority are managed through the dialogue with the Environment Agency who have a remit for both permanent and temporary impacts.

Environment Agency
Approval for any permanent or temporary work or operation (which includes the dredging or geotechnical investigations) that are likely to affect the flow, purity or quality of surface waters or groundwater; affect distribution of water resource or affect any drainage work which is or include a main river or the volumetric rate of flow of water in or flowing to or from a main river

The table below provides for a framework of the consent headings that need to be covered. This will be developed from the surveys and further project development work.

Trees
Tree notices on neighbouring land
Built Heritage & Archaeology
Heritage agreements for listed building demolished, altered or extended (Table 1)
Heritage agreements for listed building protected and/or monitored (Table 2)
Heritage agreements for Scheduled Monuments
Removal of human remains and related monuments
Ecology
Wildlife and Countryside Act 1981
Statutory Consent for operations likely to affect a Site of Special Scientific Interest
Licence for protection of wildlife species listed in Schedule to Act
Licence for works likely to affect European protected species
Licence for works likely to affect UK protected species
Fish Byelaw
Statutory Consent to remove fish from watercourses
Protection of Badgers Act
Licence to relocate badger setts
Deer Act
Licence to relocate deer
Waste and Materials
Environmental Permitting Regs
Permit for works incl. a waste operation, a mining waste operation, water discharge activity, groundwater activity.
Construction Sites
Monitoring and surveying of buildings
Control of Pollution Act
S.61 prior Statutory Consent for work on a construction site
Environmental Permitting Regulations
Permit for industrial installations listed.
Hazardous Substances Act
Statutory Consent for storage of hazardous substances

## 2.8 Highways Consents

All Highways consents would be sought during the DCO process. The table below provides for a framework of the consent headings that need to be covered. This will be developed from the surveys and further project development work.

Permanent highway works
Disruption
Notice for new permanent accesses shown on the deposited plans (location)
Approval of new permanent accesses shown on the deposited plans (plans and specifications)
Statutory Consent for new permanent accesses not shown on the deposited plans (location)
Approval of new permanent accesses not shown on the deposited plans (plans and specifications)



Application for stopping up of bridleways or footpaths not listed in Schedule 4, Part 4, Table 1 or 2
Statutory Consent for permanent obstruction
Certificate for completion of highway construction or alteration to reasonable satisfaction of highway authority
Approval for construction or realignment of roads (plans, sections and specifications)
Certificate for date of practical completion of highway works / date on which highway first open for public traffic
<b>Tunnels</b>
Approval of construction of tunnels, subways or other structures under roads and within 8 metres of the surface (plans, sections and specifications)
Statutory Consent for construction of any tunnel, subway or other structure under a road that interferes with highway drainage or is within 2 metres of the surface (plans, sections and specifications)
Approval of construction, extension or alteration of bridges (plans, drawings and particulars)
<b>Other legislation</b>
Request for permanent traffic regulation orders, including those for parking places and speed limits
Authorisation of non-prescribed traffic signs
Any other Statutory Consent or approval required under non-disapplied legislation not identified above
<b>Temporary highway works</b>
Trial holes (in the highway)
Temporary accesses
Temporary interference
Certification of temporary works
Lorry routes
Mud Control measures
Lorry ban disapplication
<b>Other legislation</b>
New Roads and Street Works Act 1991
Traffic Management Act 2004
Road Traffic Regulation Act 1984 -requests for temporary traffic regulation orders, including those for loading/parking controls, regulation of traffic (including classes of vehicle, banned turns and speed limits)
Traffic Signs Regulation and General Directions Order 2002 -authorisation of non-prescribed traffic signs
Traffic Signs Regulation and General Directions Order 2002 – use of temporary portable traffic signals
Highways Act 1980 – various provisions to be included under “temporary interference”
The Motor Vehicle (Construction and Use Regulations) 1998 -abnormal loads

The preparation of traffic impact assessments and road safety audits will cover many of the aspects above and will be discussed and agreed with the local highways authorities concerned. WLR is keenly aware that managing disruption during works is a key issue and will seek to minimise this.

The highways affected by the movement of materials and waste would be towards M4 Junction 6 via A355 from A332 from the Vansittart estate side of the viaduct via Arthur Road, although as far as possible WLR plans to use the river for aggregate supply and spoil disposal, greatly reducing the number of lorry journeys.

From Riverside Station, the B470 Datchet Road leads east on a circular route via the B3021 to the A308 where it can continue to the A332 to the M4 junction 6.

Avoiding the use of the north/south B3022 through Windsor is key to limiting local congestion.





Regional impacts on the M4 corridor from Windsor to tip is not presently considered significant but this will be proven through Traffic Impact Assessments.

## 2.9 Statutory Powers & Development Consent

To achieve the broader goals, set out in this document, an understanding of both the process and the project's vision must be established with key stakeholders. In line with the PFBC, we propose this is initiated via a workshop.

The initial key stakeholder workshop will communicate the 'bigger picture', the planning process and identify the next steps for engagement. This means that attendees do not only gain understanding for what we are doing and why, which will make the consultation process run more smoothly but will create buy-in through adopting a collaborative approach.

By engaging key stakeholders at the earliest opportunity, the foundations will be laid to nurture relationships, open a dialogue and create advocacy opportunities as the project progresses. It is also an opportunity to respond to questions from the off, to identify potential issues or concerns which need addressing and to help mitigate more vocal opposition further down the line.

The workshop, led by the PFBC, will be facilitated by WLR. We will take a lead role in identifying and inviting key stakeholders, promotion and communication, and in facilitating the DCO consultation element of the presentation and breakaway groups.

### 2.9.1 Workshop objectives

- Identify key stakeholders to establish a regular and open dialogue with them
- Identify specific issues and areas of concern to manage future communication and engagement
- Explain the planning processes, requirements and project phases, being clear as to what will be required from the applicant, the project team and the community at each milestone
- Take a collaborative and open approach to understanding the best way to engage with affected communities, the public and other stakeholders

### 2.9.2 Workshop aims

- Gain an understanding in principle of the proposals from key stakeholders
- Initiate or retain stakeholder relationships for the long-term
- Identify friends and foes
- Foster stakeholder buy-in and encourage active support of the project
- Manage and protect the reputation of the client team and support individual partners
- Gain awareness of the planning processes involved, major milestones and the long-term project vision amongst stakeholders
- Identify next steps for engagement

Robust delivery of public pre-application consultation and engagement has a number of goals, the most important of which is to de-risk the project. An applicant must demonstrate that its pre-application consultation has been carried out correctly before the Planning Inspectorate will accept an application for examination.



### 2.9.3 Early engagement and iterative consultation

The crux of securing ‘adequacy of consultation’ is the demonstration that the various activities required as ‘statutory’ pre-application consultation have been carried out correctly. This requires one round of statutory consultation to be carried out on well-developed proposals. Statutory consultation must be carried out on the ‘proposed application’ (using the language of the Planning Act), and significant deviation from what was presented can require an additional consultation to be carried out, which is expensive, time consuming and avoidable.

To reduce the risk of having to repeat statutory consultation, WLR will carry out non-statutory iterative consultation in line with Department for Communities and Local Government (DCLG) guidance.

The current guidance is as follows;

*“70. To manage the tension between consulting early, but also having project proposals that are firm enough to enable consultees to comment, applicants are encouraged to consider an iterative, phased consultation consisting of two (or more) stages, especially for large projects with long development periods. For example, applicants might wish to consider undertaking non-statutory early consultation at a stage where options are still being considered. This will be helpful in informing proposals and assisting the applicant in establishing a preferred option on which to undertake statutory consultation”* Planning Act 2008: Guidance on the pre-application process, March 2015, Department for Communities and Local Government

This approach has many advantages. Non-statutory consultation has no specific requirements and as such can be carried out in a more flexible manner, including activities throughout the lifetime of the project (such as stakeholder workshops), which allows consultation to better reflect the communications requirements of the project.

As mentioned above, statutory consultation must be on ‘the proposed application’ and while there is no exact definition of what that means, should substantial changes be required to the proposals following statutory consultation there is a risk of needing to repeat a stage. Iterative consultation reduces the chance of issues requiring that level of change being discovered first at the statutory stage.

The initial stakeholder workshop can be considered part of early non-statutory consultation.

### 2.9.4 Statutory consultation

The statutory consultation on NSIPs can be split into three parts based on the section of the Planning Act they are covered by. The main distinction is between section 47 consultation, which is consultation with the local community, and section 42 consultation, which is consultation with prescribed bodies, local authorities and ‘Persons with an Interest in the Land’ (PILs).

- Section 47 – Consultation with the community
- Section 42 – Consultation with prescribed bodies, local authorities and PILs
- Section 48 – Duty to publicise the proposed application.

The above list is a significant simplification of the process that can be expanded upon in the future. It is however important to note that fulfilment of the three sections of the Planning Act above can be done during the same consultation period.

Before section 47 consultation can be carried out, it is necessary to consult host local authorities on a draft Statement of Community Consultation (SoCC). Comments from the local authorities are then incorporated, where possible, into a finished document setting out the details of consultation with the community which must be published in advance of the consultation.



Consultation as set out in the SoCC will resemble a very thorough pre-application consultation process for any development with some notable additions including the provision of 'deposit locations' where copies of the consultation documents are made accessible to the public in person throughout the consultation. There is also a significantly higher level of information required during a DCO consultation than could be expected during a TCPA application.

Section 42 requires that all relevant parties receive consultation materials with at least 28 days to respond to the consultation. Land referencing to come up with a complete list of PILs can take a long time, so it is important to have started well before the intended consultation period.

Section 48 consultation requires the placement of a notice in a series of national and local papers. This is a very limited aspect of consultation, but the cost of notices can be significant and is therefore worth budgeting for in advance.

## 2.9.5 Consultation Report

The Consultation Report provides evidence to PINS that pre-application consultation has been carried out in line with the requirements of the Act. Delivery of adequate consultation against the requirement of the Planning Act must be demonstrated before PINs will accept an application for consideration. The consultation is a 'gateway' that must be carried out robustly before PINs will examine a proposal at all.

As well as documenting and evidencing the adherence to the SoCC, the Consultation Report includes details of section 42 consultation with statutory consultees and publicity under section 48. It explains how relevant feedback received under each of these streams of consultation has shaped the design of the proposals. How the project has considered every relevant issue raised during consultation is another requirement of demonstrating adequacy of consultation. This process requires rigorous analysis of consultation responses to ensure the project team has information in the most appropriate and useful format.

## 2.9.6 Indicative DCO consultation summary

Below is a summary of how DCO compliant consultation could be structured for Phase 2 of the WLR.

- Early engagement would be able to incorporate general consultation on the proposals and continuing engagement with relevant stakeholders
- A structured first stage of consultation would then be carried out on preliminary plans, seeking comments on key issues and options. This would include consultation with the public and other stakeholders
- Finally, when the proposals are refined to a high level, responding to comments from the previous stage of consultation, a full 'statutory' stage of consultation would be carried out.

The flowchart in Figure 3 provides a summary overview of the inter-relationship between activities.

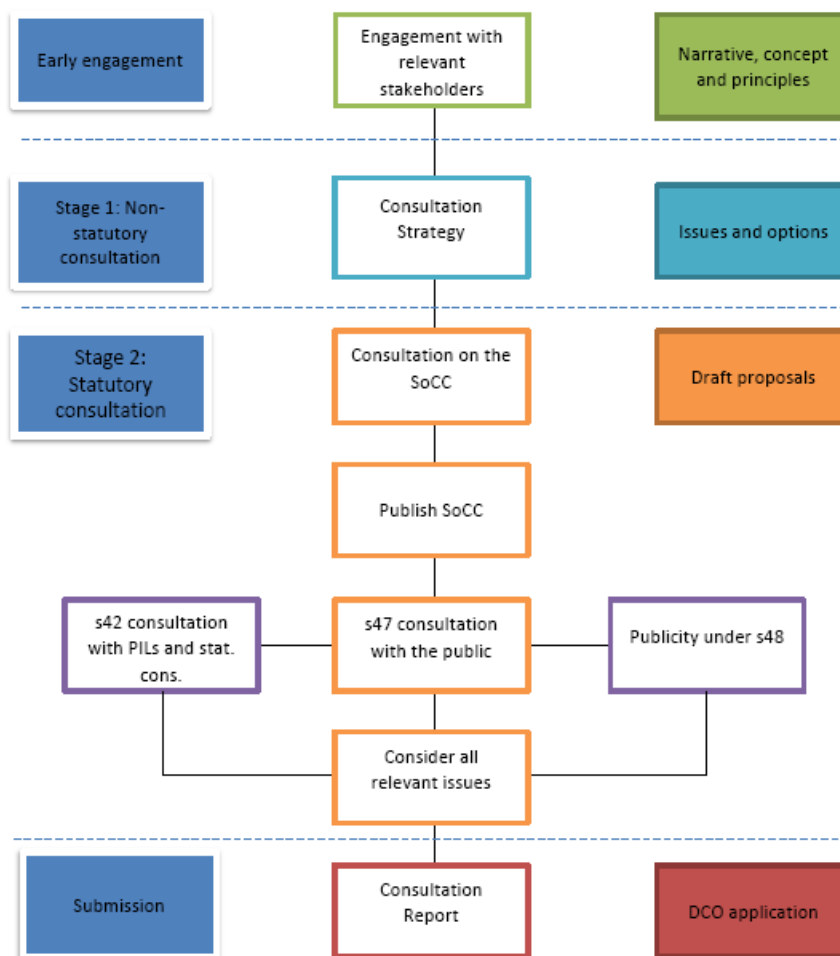


Figure 3 Consultation Summary Flowchart

## 2.10 Regulated Change

Regulated change would be managed after the issue of the DCO in compliance with the post DCO processes as well as under Network Rail’s GRIP and Asset Protection and Maintenance Agreements.

For change to Network Rail assets, Landlords Consents, Station Change and Network Change processes would be followed following the Office of Rail and Road acceptance of the scheme design.

Environment Agency regulated change in relation to flood level changes will affect the detailed design of the new infrastructure as well as the systems and procedures in place to operate the new rail system. The EIA and EIS will be key documents to manage this regulated change.



## 3 Land and Consent Strategy

### 3.1 Resource

While the initial focus needs to be on delivering the proposed stakeholder workshop for key stakeholders, we have outlined an overarching approach to delivering a communications and consultation programme that helps ensure a successful outcome for the WLR. Although it is important to differentiate between communications and consultation/consenting, they are inextricably linked and should complement and enhance each other.

WLR's strategic approach to communications and consultation is to make the project 'acceptable' to decision makers and communities. This transforms a visionary project with a strong narrative, into something that can be consented and delivered.

Acceptability is a combination of the strength of the project needs case with the perceived benefits. This works on each geographical level. While the community will be less swayed by the needs case alone, the perceived local benefits to them and to the area are likely to have a much greater impact. Conversely at the national level, the economic benefits and the growth of tourism are likely to be the basis of the needs case.

Figure 4 indicates the path to success for the project using communications and consultation to increase acceptability.

This will require working closely with nearby communities, businesses and other stakeholders likely to be affected by the project (or who perceive that they will be affected) whose instincts may be to oppose the project or elements of it.

WLR will address local issues with these communities and stakeholders whilst also promoting the wider vision of the WLR and focusing public discussion on achieving the goals of the project.

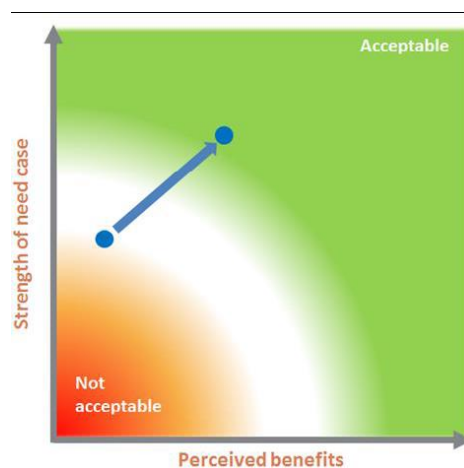


Figure 4 Path to Success

WLR proposes four key communications and consultation goals and will work closely with PFBC to meet them:

1. Build and promote needs case and benefits
2. Seek and coordinate advocates
3. Manage local relationships
4. Deliver compliant consultation(s).

WLR have engaged with professional businesses to manage strategic and tactical land referencing and consenting work such as Copper Consultancy and Hephher Grincell.

### 3.2 Programme

The DCO process in which the land and consent strategy is to be concluded is estimated to complete mid-2020.

Our example project programme is included in Z46363-R1-0003 Stakeholder Management Plan.