

AGENDA

Board Meeting

Date: Thursday, 26 September 2019

Venue: Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD

Time: 9am – 4pm

Membership		Attendance
Board Directors:	Amanda Burnside (AB) Mandy Clarke (MC) Col Andrew Dawes (AD) Doug Gale (DG) Andrew Gudgeon, OBE (AG) Paul Moorby, OBE (PM) Carole Kitching (CK) Becky Middleton (BC) John Mortimer (JM) – Chair Alison North (AN) Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Peter Wragg (PW) – Deputy Chair	Apologies
Advisors to the Board:	Alistair Cunningham, OBE (AC) Susie Kemp (SK)	
Observers to the Board:	Cllr Pauline Church (PCh) Cllr Oliver Donachie (OD)	
In Attendance:	Paddy Bradley (PB) Ian Durston (ID) Flo Churchill (FC) Leanne Kendrick (LK) Philippa Venables (PV) Karen Leigh, BEIS Representative (KL) Debby Skellern (DS) Dragana Houston (DH)	
Guests:	Lt Col Duncan Atwell - representing Col Dawes Chris Crowther - Strabourg Matt Moore / Jonathan Newby - Science Museum Group Rory Bowen / Chris Hilton – Wiltshire Council	
Chairman:	John Mortimer (JM)	
Minutes:	Deborah House (DKH)	



Item	Timing	Topic	Paper No.	Lead	
		Board Directors' Private Session			
1.0	9am	Growing Places Infrastructure Fund (GPIF) update	Paper 1.0	AR	For approval
		Part One of meeting - Public Session			
2.0	9.30am	Welcome / Apologies / Conflicts of Interest / Board Appointment		JM	
3.1	9.35am	Draft Board Minutes of 24 July 2019	Paper 3.1	JM	
3.2		Matters Arising not covered in the agenda:	Verbal	JM	
4.0	9.50am	Submitted questions	Paper 4.0	JM	
5.0	10am	Local Growth Deal – project delivery and management	Paper 5.0	ID	For approval
		Chippenham Station Hub – Outline Business Case (OBC) Review	Paper 5.1	RB/CH	
6.0	10.45am	Commissioning Group Project Highlight reports	Paper 6.0	ID	For information
7.0	10.55am	Finance and Outputs Reports: <ul style="list-style-type: none"> • LGF projects; and • Core and Programme budgets 	Paper 7.1 Paper 7.2	ID PB	For information
	11.05am	Comfort Break			
8.0	11.20am	Local Industrial Strategy (LIS) content update and presentation	Paper 8.0	DG	For approval
	1pm	LUNCH			
9.0	1.30pm	Local Industrial Strategy <ul style="list-style-type: none"> • Developing Wroughton Airfield – Science Museum Group presentation 		PB	For discussion
10.0	2pm	Scrutiny arrangements for the SWLEP	Paper 10.0	PB	For approval
11.0	2.15pm	Growth Hub update - presentation		JoM	For information
12.0	2.35pm	Marketing & Communications <ul style="list-style-type: none"> • Marketing Plan and • Conference update 	Paper 12.0	TB	For approval
13.0	2.50pm	SOBC Business-led Cyber Hub - presentation	Paper 13.0	PB	For approval



Item	Timing	Topic	Paper No.	Lead	
14.1	3.10pm	<ul style="list-style-type: none"> Chairman's update 	Paper 14.1	JM	For information
14.2		<ul style="list-style-type: none"> Director's Report 	Paper 14.2	PB	For information
15.0	3.15pm	AOB		ALL	
		Date of next Board meeting: Wednesday, 27 November 2019 Committee Room 6, Civic Offices, Swindon Borough Council, Euclid Street, Swindon, SN1 2JH		JM	
		Meeting dates for 2020 Wednesday, 22 January Wednesday, 25 March Thursday, 21 May Wednesday, 22 July Wednesday, 23 September Wednesday, 25 November All locations to be advised.			
		Close of Part One of Meeting			
		Confidential Item The public is excluded from this part of the meeting under the terms of the Swindon and Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information.			
		Part Two of Meeting			
16.0	3.20pm	Local Growth Deal – project delivery and management The Maltings	Paper 16.0	CH / RB	For approval
	3.45pm	Close of Part Two of Meeting			



In attendance:	Board Members: Paddy Bradley (PB) Cllr Pauline Church (PCh) Mandy Clarke (MC) Doug Gale (DG) Andrew Gudgeon (AG) Carole Kitching (CK) Becky Middleton (BM) Paul Moorby (PM) John Mortimer (JM) – Chair Alex Reed (AR) David Renard (DR) Mark Smith (MS) Keeran Vetriko (KV) Peter Wragg (PW) – Deputy Chair	Board Advisers and Observers: Alistair Cunningham (AC) – left at 11am Ian Durston (ID) Karen Leigh, BEIS Susie Kemp (SK) Philippa Venables (PV) Flo Churchill (FC)
Apologies:	Amanda Burnside (AB) / Col Andrew Dawes (AD) / Alison North (AN)	
Guest(s):	Adrian Ford (AF) – Wiltshire College, representing Amanda Burnside Chris Hilton, Wiltshire Council Debby Skellern (DS), SWLEP Ian Baxter, SLC rail James Jackson, Systra Paul Johnson, Transwilt	
Chair:	John Mortimer	
Minutes:	Deborah House (DKH)	
Location:	Ceres Hall, The Corn Exchange, Market Square, Devizes, SN10 1HS	

Item	Narrative	Deadline
1.0	Welcome / Apologies / Conflicts of Interest	
	<p>The meeting opened at 9.55am and the Chair welcomed attendees. Particular welcome was extended to Karen Leigh, the BEIS representative, and the proposed new Board Directors who were attending their first meeting, Flo Churchill, Interim Director Economic Development & Planning for Wiltshire Council and Adrian Ford from Wiltshire College & University Centre representing Amanda Burnside. Welcome was also given to Ian Baxter and James Jackson, who would be presenting on the Rail Strategy and to Paul Johnson of Transwilt, who would be contributing.</p> <p>Apologies were noted, in particular from Alison North, proposed new Board Director who was unable to attend this first meeting.</p> <p>JM reminded attendees of the Conflict of Interests policy:</p> <ul style="list-style-type: none"> PW stated his Conflict regarding the LGF General Account for the Royal Artillery Museum (RAM); and 	



Item	Narrative	Deadline
	<ul style="list-style-type: none"> AR stated his Conflict regarding the IoT, as Catalent was an anchor employer. 	
2.0	Board elections, review of minutes and matters arising	
2.1	<p>Board elections Appointments of the following people to the SWLEP Board were proposed:</p> <ul style="list-style-type: none"> Mandy Clarke; Paul Moorby; Alison North; Keeran Vetriko; Andrew Gudgeon; Becky Middleton; and Carole Kitching. <p>PW seconded the motion and all were confirmed as Directors of the Board of SWLEP Limited.</p>	
2.2	The minutes of the Board Meeting held on 24 May 2019 were reviewed and approved.	
2.2	<p>Matters Arising not on the agenda:</p> <ul style="list-style-type: none"> proposed letter and joint meeting to be held regarding A36 college roundabout at Salisbury – Parvis Khansari advised the meeting that dialogue was underway between Highways England, John Glen MP and Wiltshire Council to get the scheme higher up the political agenda. The Salisbury Recovery Task Group would have the scheme on its agenda and SWLEP would be party to those discussions with John Glen MP; project to develop the next phase of Porton Science Park – was deferred to Board Meeting in September 2019; Governance Framework – was deferred to Board Meeting in September 2019; Annual Delivery Plan – the first quarter report was to have been brought to the July Board. This had been deferred and would be circulated to Board Directors outside this meeting; Operational Budget, three suggested uses of capital funding converting to revenue funding: <ul style="list-style-type: none"> Salisbury brand positioning (£10,000); Sponsoring a business tent at the National Armed Forces Day (NAFD) (£20,000); and development of capital schemes emerging from the Salisbury Cultural Development Strategy (£20,000). 	<p>26/09/2019</p> <p>Aug 2019</p>



Item	Narrative	Deadline
	<p>SWLEP had checked with BEIS that a capital to revenue swap was acceptable. The Board had decided to support the Salisbury brand positioning and the development of capital schemes emerging from the Salisbury Cultural Development Strategy, but not the business tent sponsorship at the NAFD;</p> <ul style="list-style-type: none"> the Full Business Case for the White Hart Roundabout was deferred to the September Board Meeting; result of HIF for the White Hart Roundabout – SK advised that a decision was awaited very shortly from Homes England; defining for Board Directors the DfT retained and non-retained schemes - ID would circulate this during the break to Directors; SBC to provide a summary of the key decisions / who was making them and consequences of delaying that action for Southern Connector Road – this had been deferred to September Meeting; Chippenham Station Hub scheme – would be brought to September meeting; proposals for Salisbury Central Car Park and The Maltings projects – would be brought to the September Board Meeting; Finance and outputs report, review the current situation and discuss what action should be taken for mitigation – there was a build-up of financial risk involving the Local Growth Deal projects and this had already been discussed in private session, but would be brought back to the September Meeting for further discussion; Local Industrial Strategy (LIS) – the SWLEP had been asked by Government to accelerate the production of the Industrial Strategy and to bring it forward to September 2019. In order that the Board could have a full and frank discussion about the LIS, a private session would take place with Directors after the public session. Items which should have been discussed today had therefore been deferred until a later meeting. The Final Draft would be brought to the public Board Meeting in September; and A420 Gablecross Business Case – approval would be sought ex-committee. <p>For information, the meeting was advised that SBC had been successful in the Future High Streets Fund – final case for £20m investment, and although Wiltshire Council had missed out it was still lobbying for support.</p>	<p>26/09/2019</p> <p>26/09/2019</p> <p>26/09/2019</p> <p>26/09/2019</p> <p>26/09/2019</p> <p>26/09/2019</p> <p>26/09/2019</p> <p>Aug 2019</p>
3.0	Submitted Questions	
	<p>Mrs Spickernell had no further questions for the Board Meeting, but re-stated the strong support for the rail strategy. With regard to her questions about Nature Partnerships, PB advised that the SWLEP was working with the groups that would be expected to be in a Nature Partnership on proposals for</p>	



Item	Narrative	Deadline
	<p>assessing natural capital and the economic, social and environmental benefits of our natural landscape.</p> <p>The Chair reiterated the highly valued continued engagement of Mrs Spickernell with the SWLEP Board.</p>	
4.0	Growing Places Infrastructure Fund (GPIF) update	
	<p>AR spoke to the paper and advised the meeting that there was currently an Open Call out for between £150k - £1m. Two companies were now going through the due diligence process. The Board had held a discussion about the two companies' proposed loan agreements and, because of confidentiality, this had been held in closed session. The Board's formal confirmation of the earlier discussion was now sought.</p> <p>The three loans already issued and now operating in the community were:</p> <ul style="list-style-type: none"> • Woods Group was now operating from a new HQ office in Chippenham following receipt of a loan last year; • Recycling Technologies utilised loan funds to fit out its new production facility and research and development suite in Swindon in respect of the development and manufacture of specialist recycling machines, which they export globally; and • Community Interest Company 'Our Wilton' has just started construction on the development of a business incubation centre and training facility in Wilton. <p>The Swindon and Wiltshire Local Enterprise Partnership Board: APPROVED the application to 'offer' stage from one company in Salisbury; and AGREED further due diligence be undertaken by the GPIF Working Group on two companies following the receipt of the information requested.</p>	Sept 2019
5.0	Local Industrial Strategy (LIS) update	
	<p>PB spoke to the paper and advised that Government interest in SWLEP's Local Industrial Strategy had escalated and it was now looking to cut 6-7 months off the timeline for production with publication in September /October. There would be a closed session for Directors after the public meeting to go through the work, although many elements had already been brought to the board as part of the strategies.</p> <p>Thanks were given to DG for Chairing the Working Group and for driving the work forward and to the executive team for their work to get us to this stage. An Independent Review of the evidence base had been held to test out the validity of the data and the audit trail and we had received positive feedback and indications where there were weaknesses that needed strengthening. Government had granted £75k to develop the skills and labour market data.</p>	



Item	Narrative	Deadline
	<p>Four economists from the University of Bath were employed to develop this analysis and the process had been well-managed by Debby Skellern. Government had also put in resources from BEIS to speed this up. DG mentioned that at the Mansion House dinner, a heavy hint had been that those LEPs with rural in their area should not ignore it. A detailed discussion of all the aspects towards the LIS would be held in private.</p> <p>The SWLEP Board: NOTED the work undertaken since the last meeting to progress the development of the SWLIS; and APPROVED that the SWLEP Chair, Deputy Chair, Director of the SWLEP and LIS Working Group Chair be given the delegated authority of the Board to make decisions and sign-off the draft LIS as required to meet a 2019 publication date.</p>	
6.0	Rail Strategy – presentation	
	<p>ID spoke to the paper giving an overview to the upcoming presentation by Systra and SLC. (Presentation attached.)</p> <p>The Rail Strategy would feed into the transport plans for the two Unitary Authorities and covered the economic benefits of rail to the area with increased connectivity. A stakeholder workshop had been held on 16 January 2019 with 50 representatives from local organisations on the strategy and this would guide SWLEP in its thinking about the future for the next 30 years and feed into the Local Industrial Strategy. Business cases would be completed as specific schemes come through.</p> <p>Ian Baxter (IB) of SLC and James Jackson of Systra presented the Rail Strategy to the Board. IB explained that it was necessary to engage with the rail industry and the SWLEP neighbours and that there was growing interest in third party funding for stations. It was much too big a project for SWLEP to do alone. Other LAs had great experience in completing stations. The Sub-National Transport Bodies to which the two LAs are members, would be crucial to this process.</p> <p>ID had attended the recent Transwilt Conference and Paul Johnson (PJ) was at the meeting today to offer his strong support for the Strategy and what it was seeking to achieve and to reinforce the Strategy's findings. Rail was about connecting communities, although rail was seen as too difficult and roads were the default option. The strength of this report was that this was about routes, not just stations. PJ circulated a handout detailing the future plans for the Transwilt line which would work in conjunction with the outlined Strategy.</p>	



Item	Narrative	Deadline
	<p>DR welcomed this strategy and praised a good piece of work. It was now essential to choose the priorities and, for SBC, it would be the important Swindon to Oxford connection.</p> <p>There was a need to set up the working groups to decide what these priorities would be and to kick off the meetings with SWLEP neighbours. It was also suggested that involvement of the passenger bodies as early as possible was important.</p> <p>The Swindon and Wiltshire Local Enterprise Board: APPROVED the rail strategy to be used to guide future SWLEP investments and as an input to the SWLEP Local Industrial Strategy.</p> <p>Thanks were given to the presenters for a comprehensive presentation.</p>	
7.0	AOB	
	<p>The Chair stated that, as so many items had been deferred from this meeting, he was mindful to schedule the September meeting for the whole day. He would be grateful if as many Board Directors as possible would make time in their diaries for this new schedule.</p>	
	Date of next meeting	
	<p>Thursday, 26 September 2019 Auditorium, Aspire Business Centre, Ordnance Road, Tidworth, SP9 7QD.</p> <p>Board Directors at 9am for a 9.30am start to the public meeting. (Post-meeting note: meeting would be extended until 4pm.)</p>	
	<p>Future Meetings</p> <p>Wednesday, 27 November 2019 Committee Room 6, Civic Offices, Swindon Borough Council, Euclid Street, SN1 2JH.</p> <p>Board Directors at 9am for a 9.30am start to the public meeting.</p> <p>Year 2020, all locations yet to be confirmed Wednesday, 22 January 2020 Wednesday, 25 March 2020 Thursday, 21 May 2020 Wednesday, 22 July 2020 Wednesday, 23 September 2020 Wednesday, 27 November 2020</p>	
8.0	Commissioning Group Project Highlight Reports	
	<p>The paper was provided for information and was taken as read.</p> <p>The Board:</p>	



Item	Narrative	Deadline
	AGREED that the highlight reports were an accurate representation of the current status of all LGF projects.	
9.0	Finance and outputs report – programme budgets	
	The paper was provided for information and was taken as read. The Board: APPROVED the paper as an accurate summary of the current LGF financial position.	
10.1	<ul style="list-style-type: none"> Chair's update <p>The list of meetings the Chairman had attended since the last meeting was in the published Board pack. No additional questions were raised.</p>	
10.2	<ul style="list-style-type: none"> Director's Report <p>The activities were listed in the published Board pack. No additional questions were raised. The Board: NOTED the contents of both the Chair's and Director's reports.</p>	
	Close of Part ONE of the meeting at 11am	
	The public are excluded from this part of the meeting under the terms of the Swindon and Wiltshire Local Enterprise Partnership Assurance Framework Appendix C, which describes reasons for exclusion of access by the public to meetings and /or reports. In this case the matters discussed will include a disclosure of confidential information.	
	Part TWO of the meeting at 11.20am	
11.0	Local Industrial Strategy (LIS) - workshop	
	<p>PB spoke to the paper and outlined the process. Many of the elements had already come to the Board previously and were now being incorporated into the overall Local Industrial Strategy. The timescale for production had been reduced by Government, which had focussed the efforts of the Team. Particular thanks to were given to DS, DH and Government, that is KL.</p> <p>The key outcomes of the LIS were:</p> <ul style="list-style-type: none"> to raise overall productivity of the area; and that all communities could contribute and benefit from economic growth. <p>The purpose of the closed session today was for Directors to have discussions about the emerging themes.</p> <p>Action: Board Directors to receive updates on the emerging narrative.</p>	Aug/Sept 2019



Item	Narrative	Deadline
	Action: SK to provide a briefing note to the Board Directors on the situation with Honda.	Aug 2019
	Action: comments to be noted and amended slides circulated.	Aug 2019
	The SWLEP Board: APPROVED the emerging priorities identified and presented to the Board.	
	Close of Part TWO of meeting at 1.15pm.	



Swindon & Wiltshire
LOCAL ENTERPRISE PARTNERSHIP

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SWINDON
BOROUGH COUNCIL

Swindon & Wiltshire Rail Strategy **SWLEP Board – Devizes July 2019**



SYSTRA



SLC Rail

PURPOSE

CONTEXT

STRATEGY

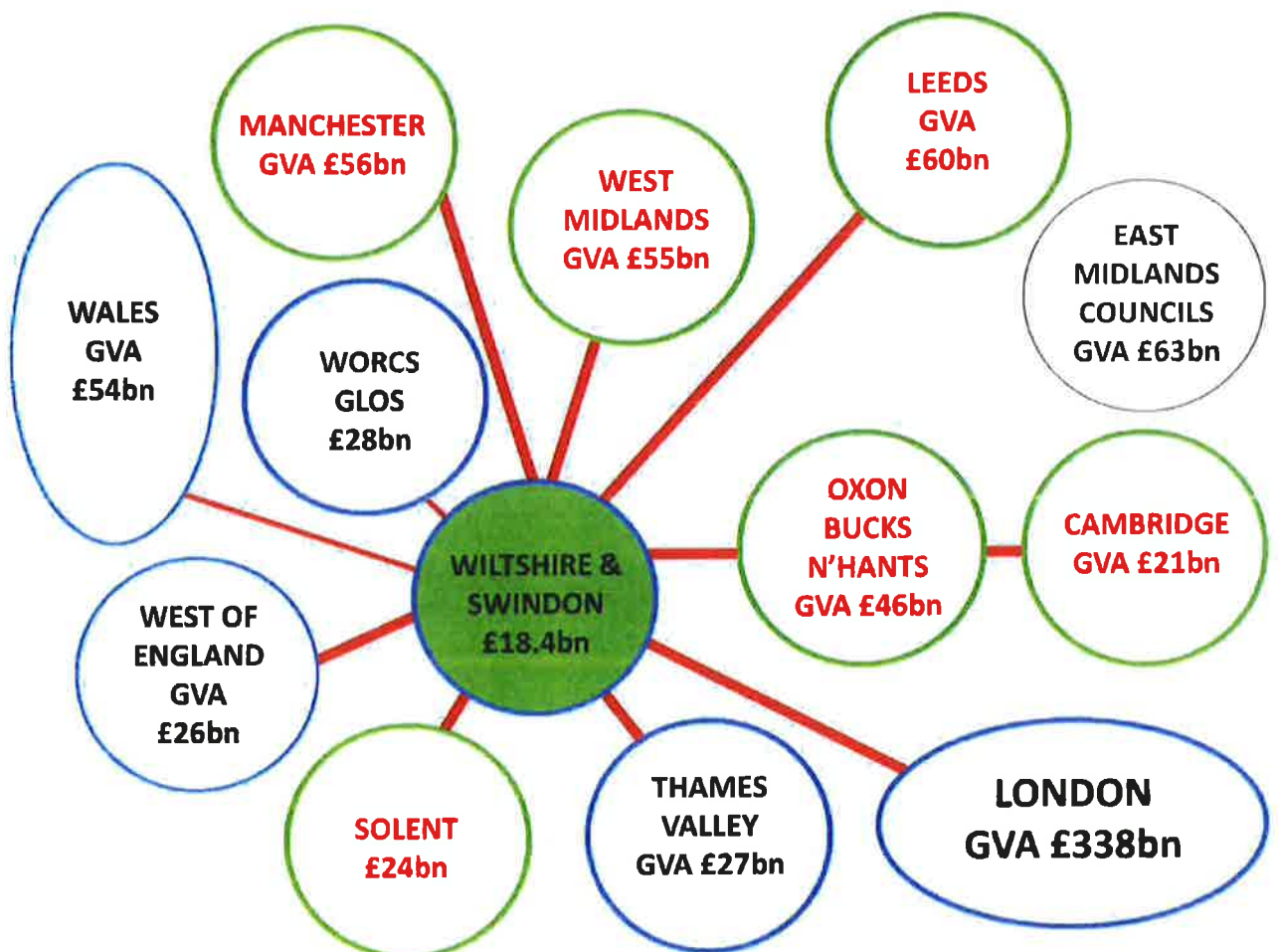
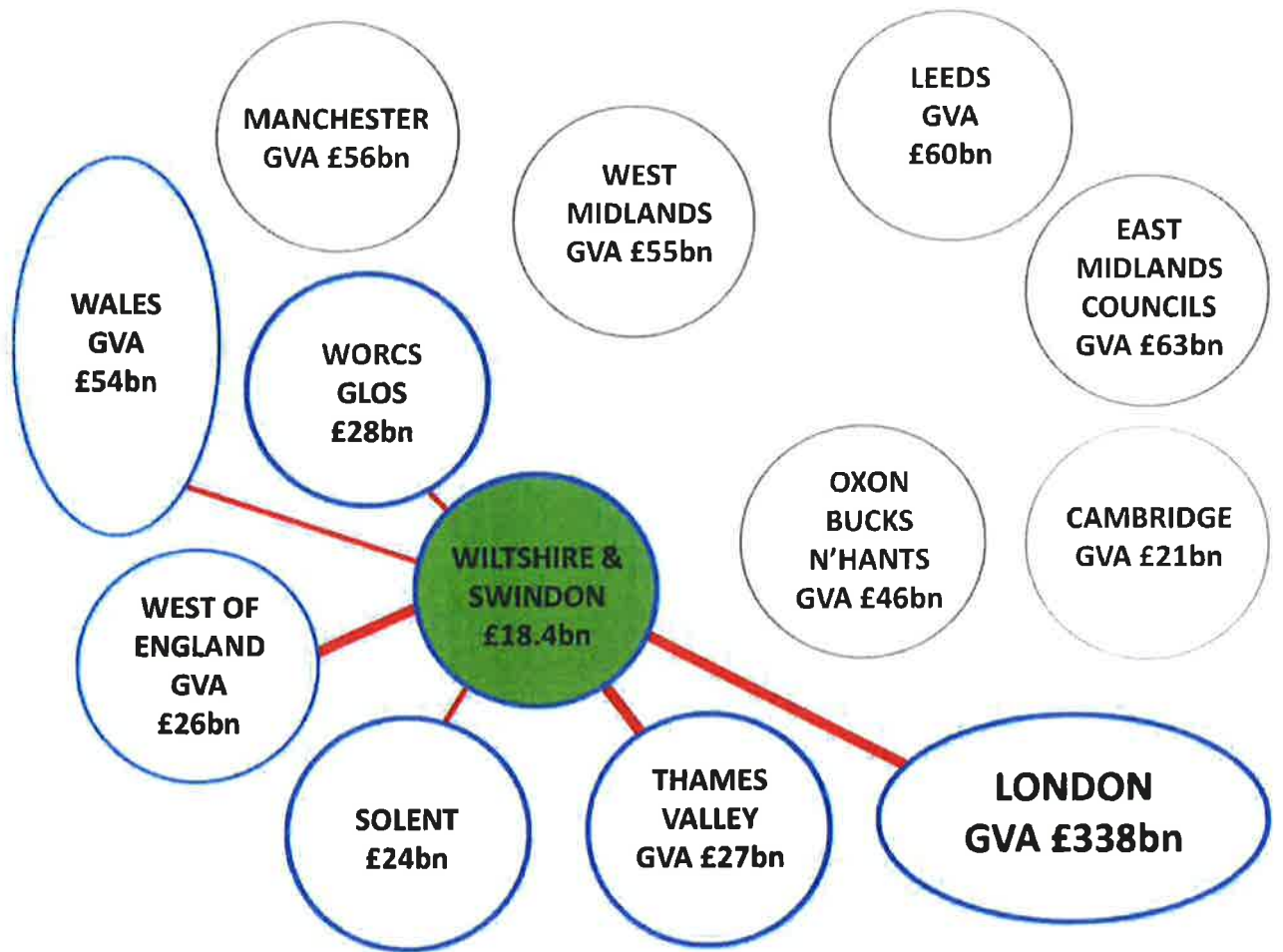
DELIVERY

PURPOSE

**Economy
Communities
Environment**

PURPOSE

= Connectivity



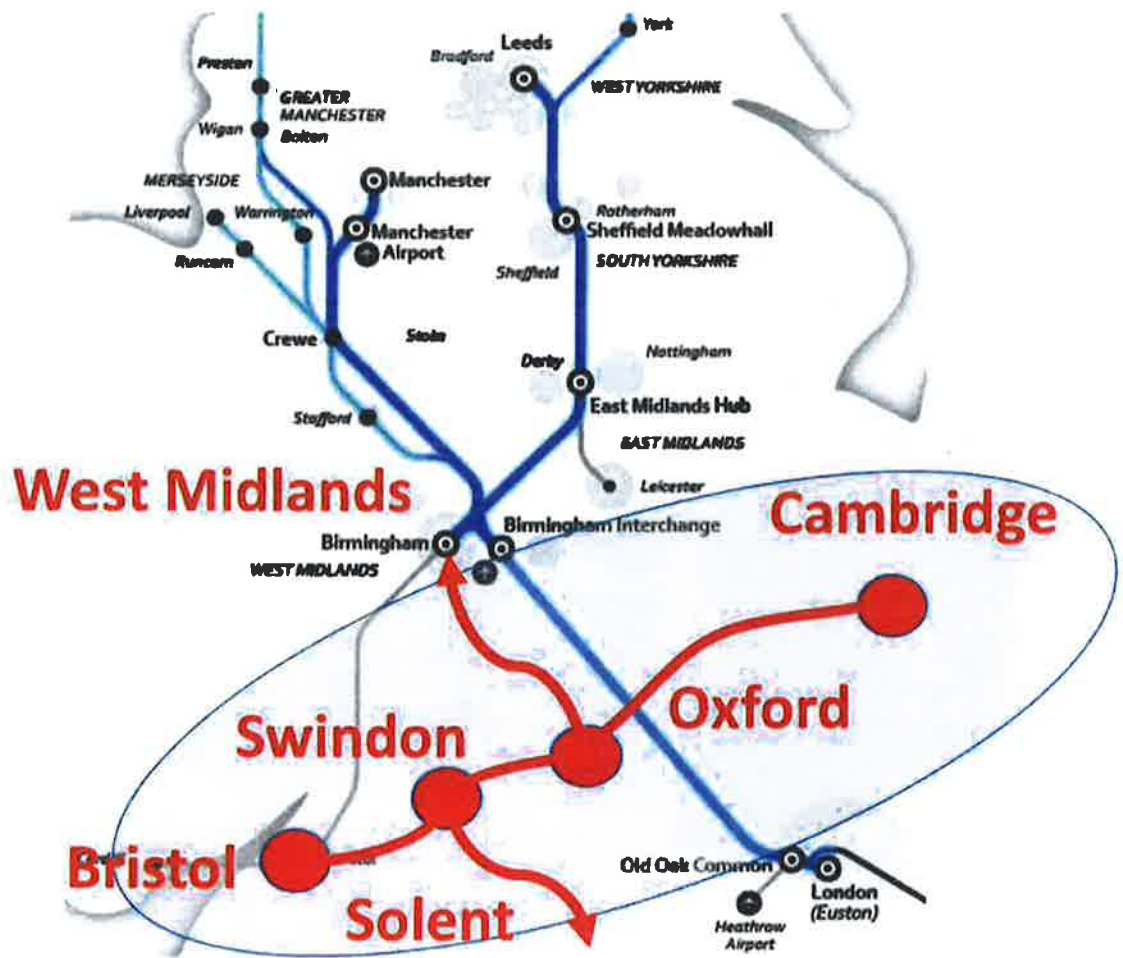
CONTEXT

CONTEXT

699,000 → 764,000

Innovation Economy

25-34 Population Gap

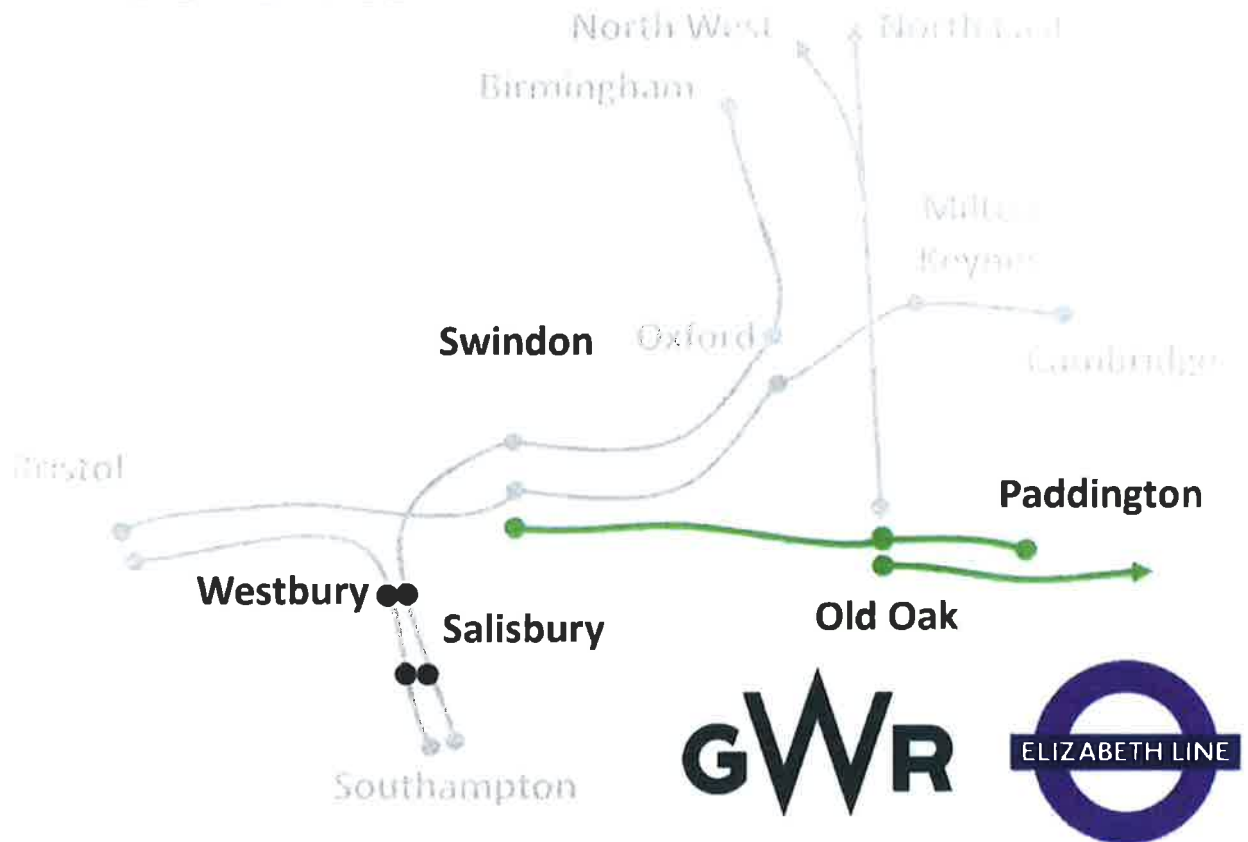


STRATEGY



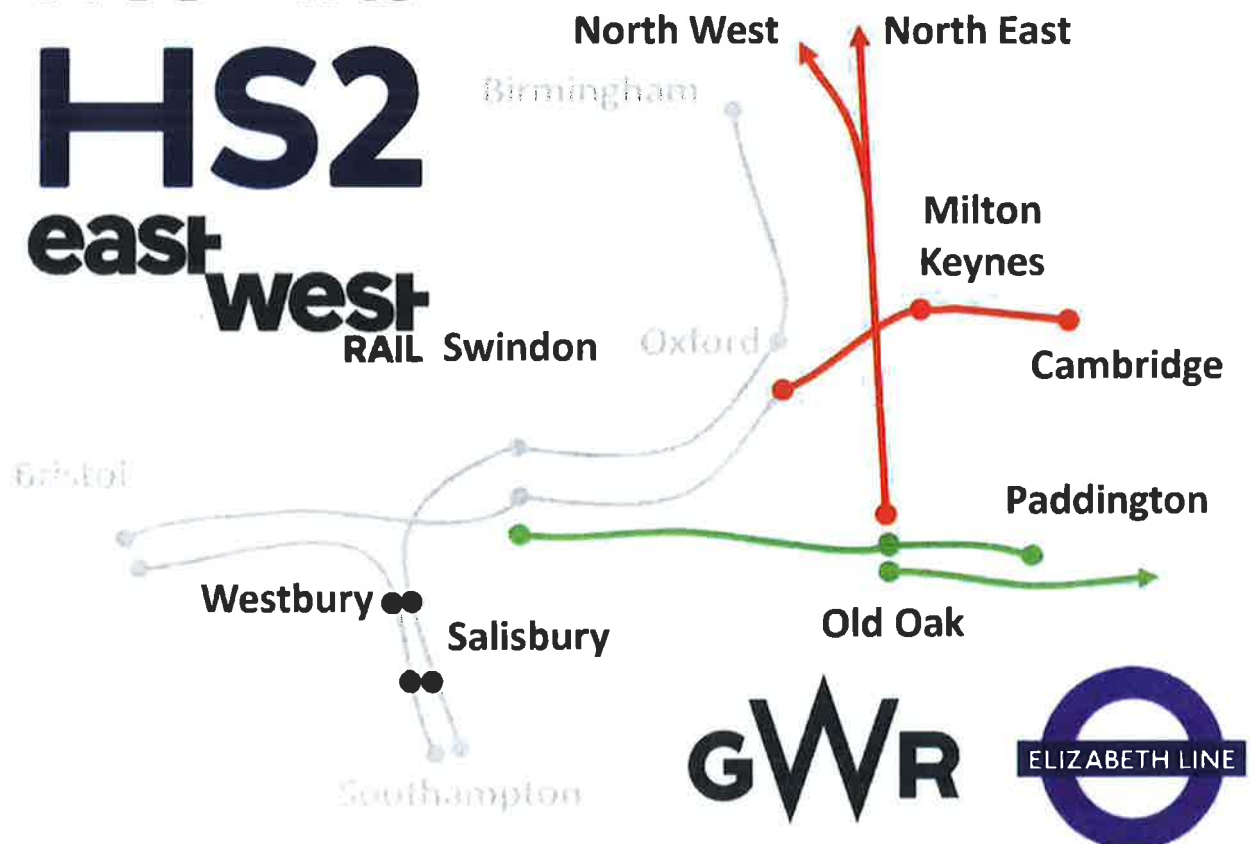
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Free Gifts



Free Gifts

HS2
east west



STRATEGY

ONE	Great Western Main Line
TWO	Berks & Hants
THREE	West of England Main Line
FOUR	Trans-Wilts

STRATEGY VALUE GVA

£81.9m	GWML + T. Wilts strategic
£17.6m	Berks & Hants
£14.9m	West of England Main Line
£5.4m	Trans-Wilts local

.

STRATEGY VALUE GVA

£81.9m	GWML + T. Wilts strategic
£17.6m	Berks & Hants
£14.9m	West of England Main Line
£5.4m	Trans-Wilts local

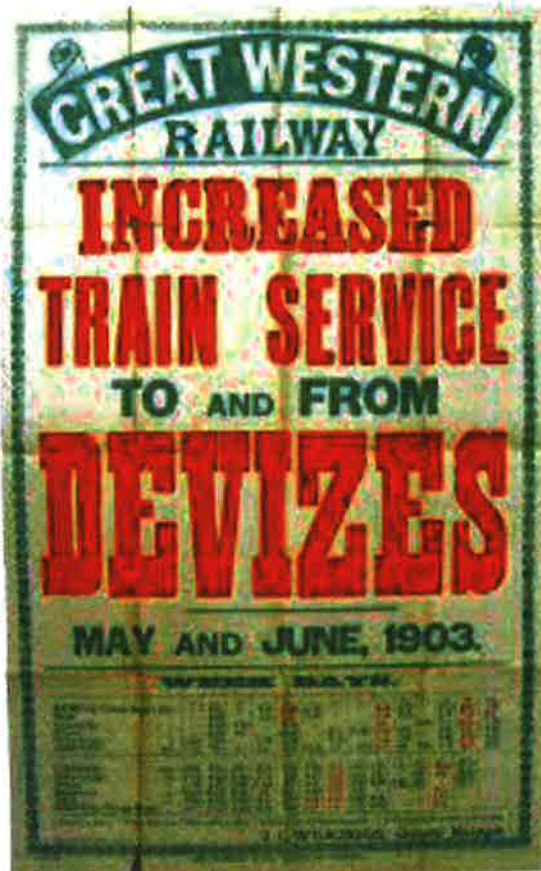
£119.8m **TOTAL p.a.**

Berks & Hants



MONDAYS TO FRIDAYS

Operator
Notes
Facilities
Cardiff Central
Newport
Bristol Parkway
Filton Abbey Wood
Weston-super-Mare
Bristol Temple Meads
Keynsham
Oldfield Park
Bath Spa
Chippenham
Freshford
Avoncliff
Bradford-on-Avon
Melksham
Trowbridge
Westbury
Westbury
Frome
Dilton Marsh
Warminster
Salisbury
Romsey
Southampton Central
Fareham



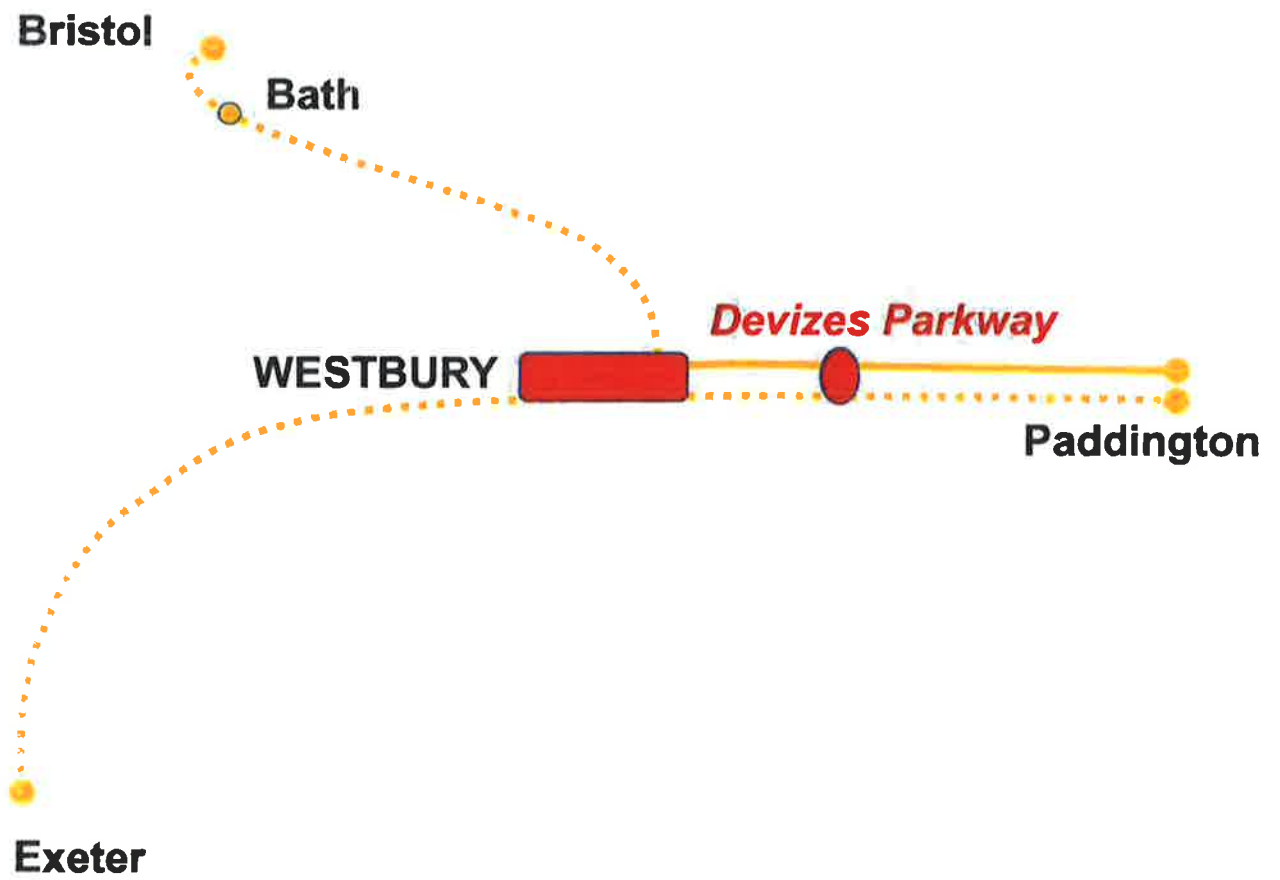
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✓ 1030	11
1045	
1110	
1122	11
1135	11
1147	
1153	
1200	
1201	
1208	
1202	
1250	
1204	
1327	

Berks & Hants

ONE 1tph London-Bedwyn-Westbury
(Trowbridge in peaks)

TWO 1 tph Westbury-Exeter-Plymouth

THREE Devizes Parkway new station



Trans-Wilts local

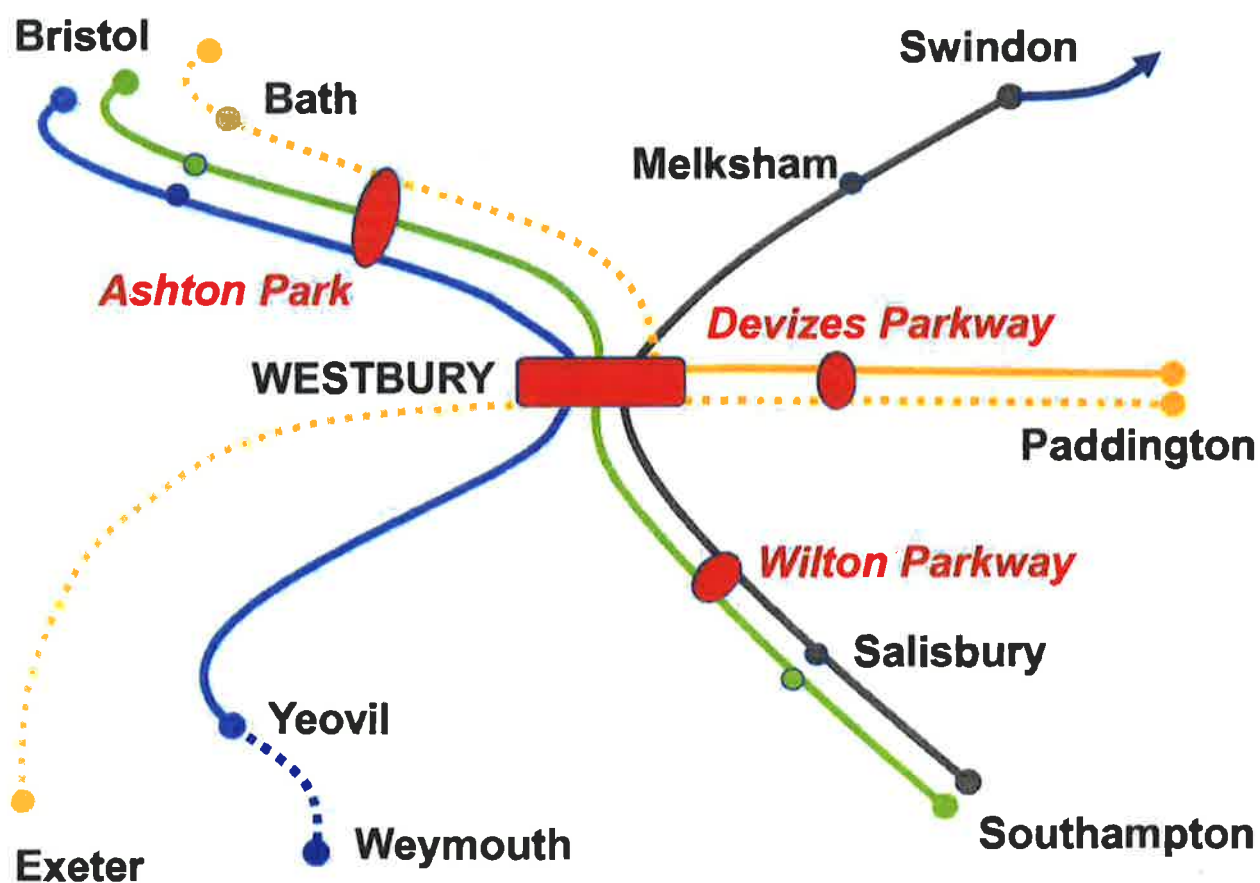
Trans-Wilts local

ONE Consistent Service via Westbury

TWO 2 tph Southampton and Bristol

THREE 1tph Swindon and Yeovil

FOUR Ashton Park New Station

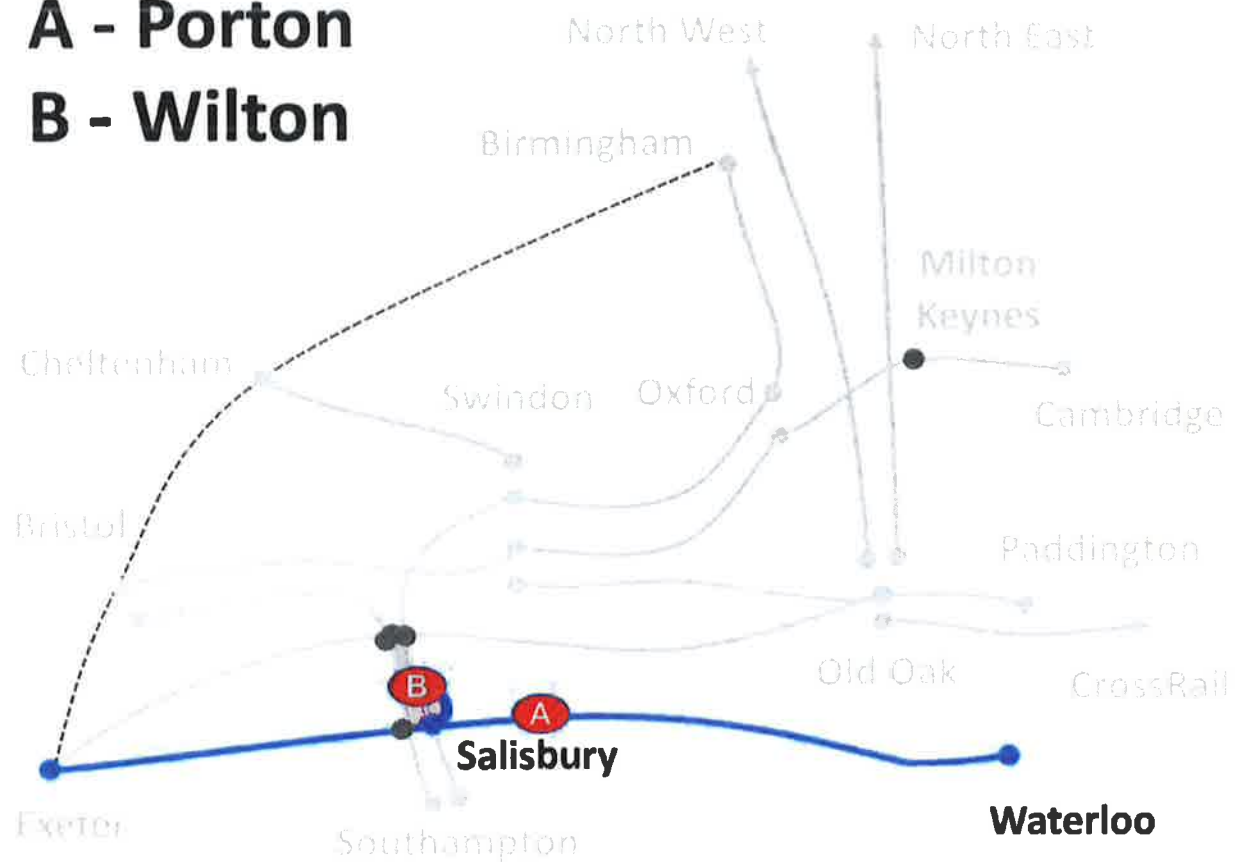


West of England Main Line

FOUR Service extension to Wilton

A - Porton

B - Wilton

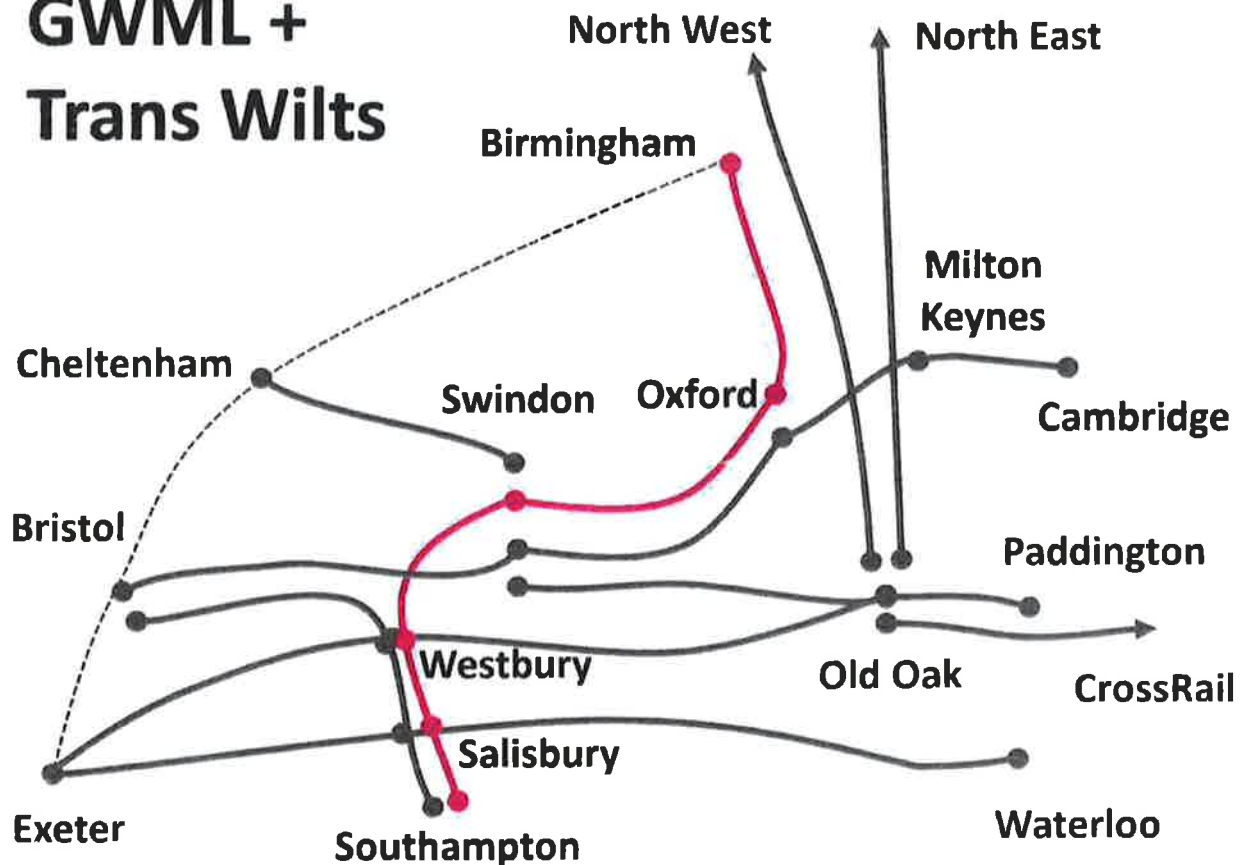


GWML + Trans-Wilts

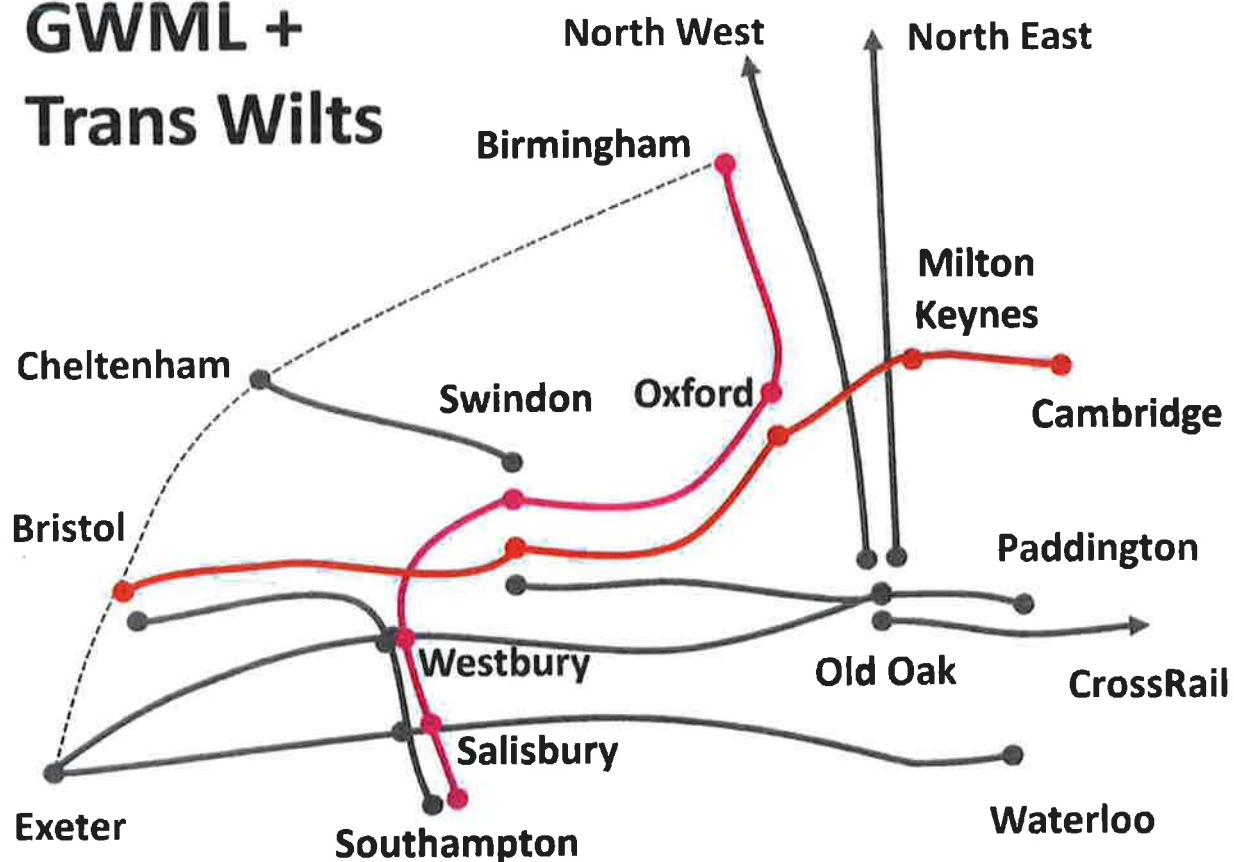
GWML + Trans-Wilts

- ONE 1 tph Solent-Swindon-Oxford
- TWO Future extension to Birmingham
- THREE 1 tph Bristol-Swindon-Oxford
- FOUR Future extension to Cambridge
- FIVE PAD-Didcot extension to Swindon
- SIX Corsham, Swindon W+E, Grove (OCC)
new stations

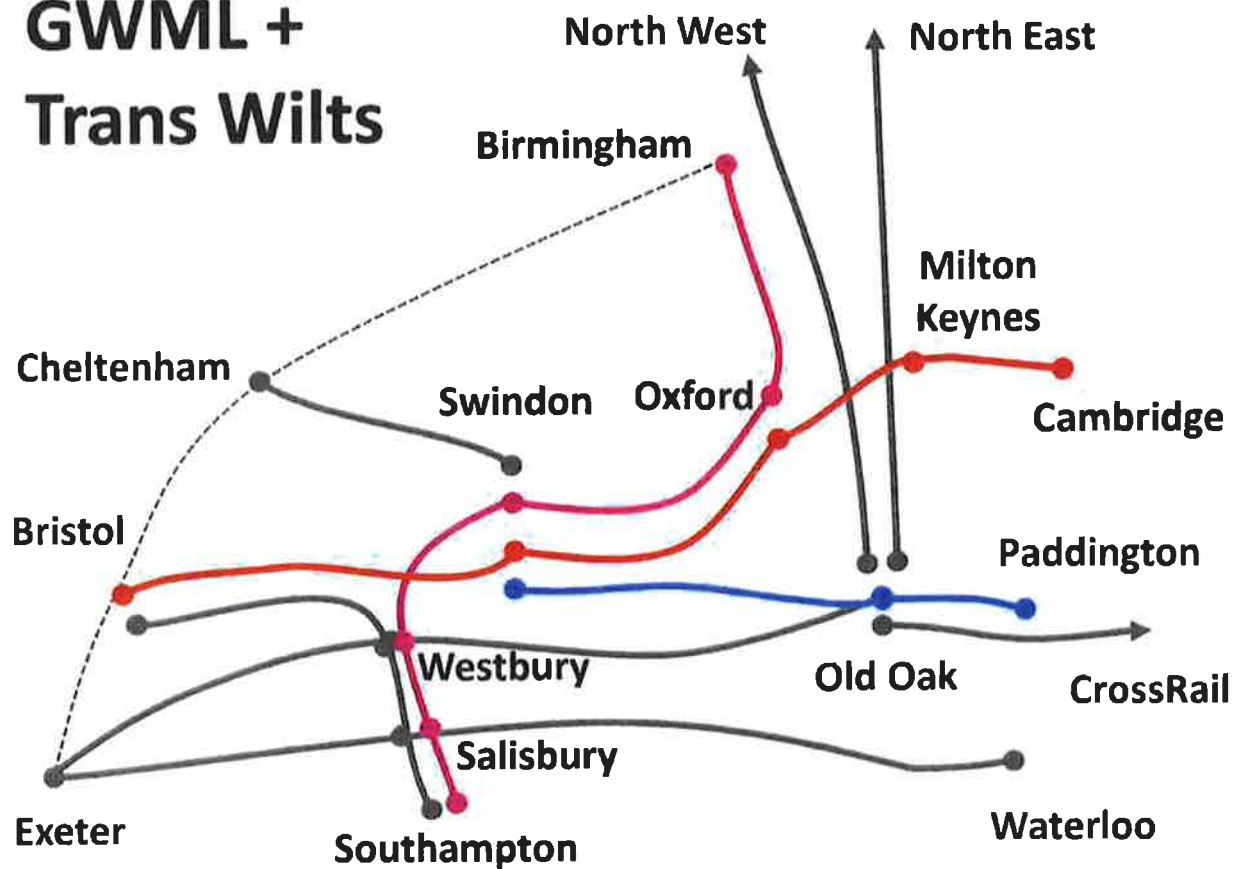
GWML + Trans Wilts



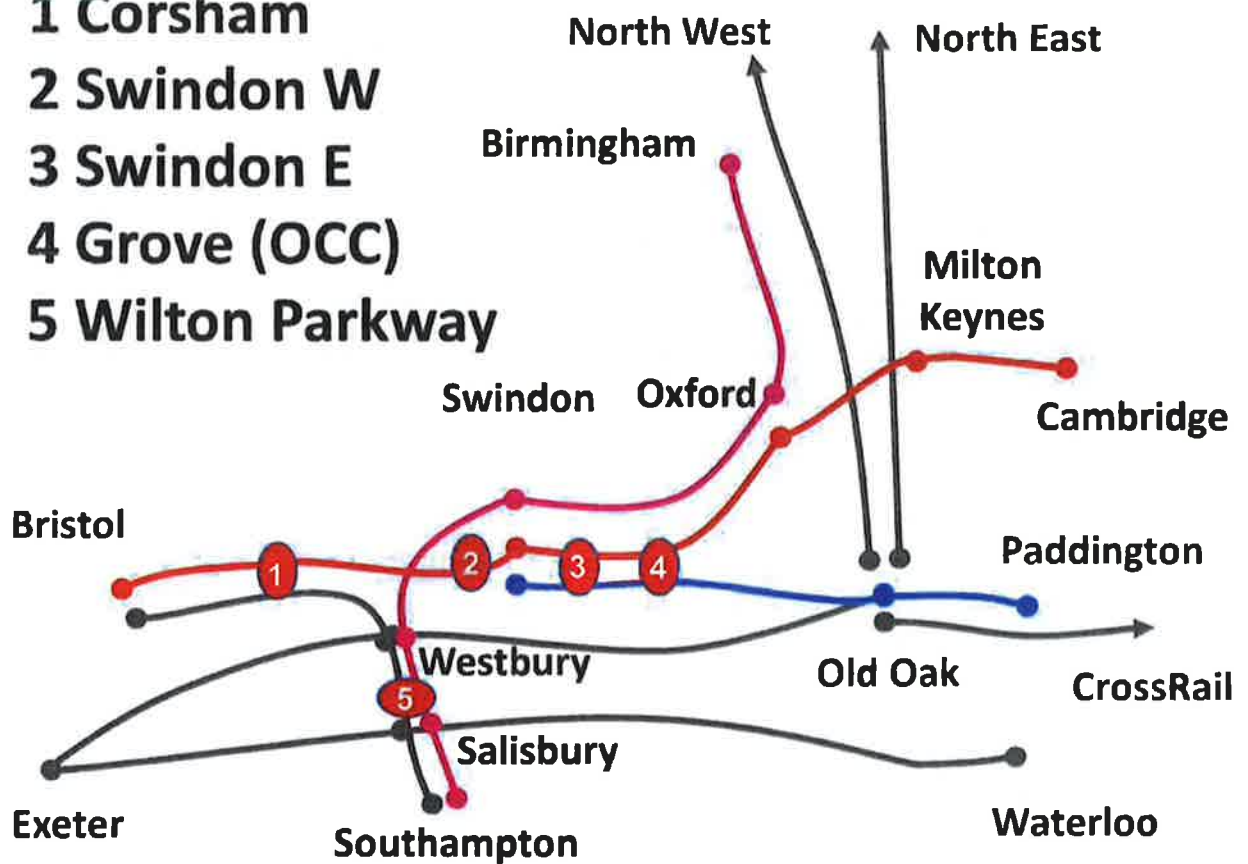
GWML + Trans Wilts



GWML + Trans Wilts



- 1 Corsham**
- 2 Swindon W**
- 3 Swindon E**
- 4 Grove (OCC)**
- 5 Wilton Parkway**



DELIVERY



DELIVERY

Our key messages

DELIVERY

**This is a set of evidenced
connectivity priorities**

DELIVERY

**This is NOT a set of scheme
business cases**

DELIVERY

**These priorities are
ENDS not MEANS**

DELIVERY CRITERIA

Value
Spatial impact and equity
Politics
Deliverability
Affordability

DELIVERY CRITERIA

CHOICES

SUGGESTED PRIORITIES

ONE **Bristol-Swindon-Oxford/EWR**

TWO **Trans-Wilts local restructuring
Solent-Swindon-Oxford-B'ham**

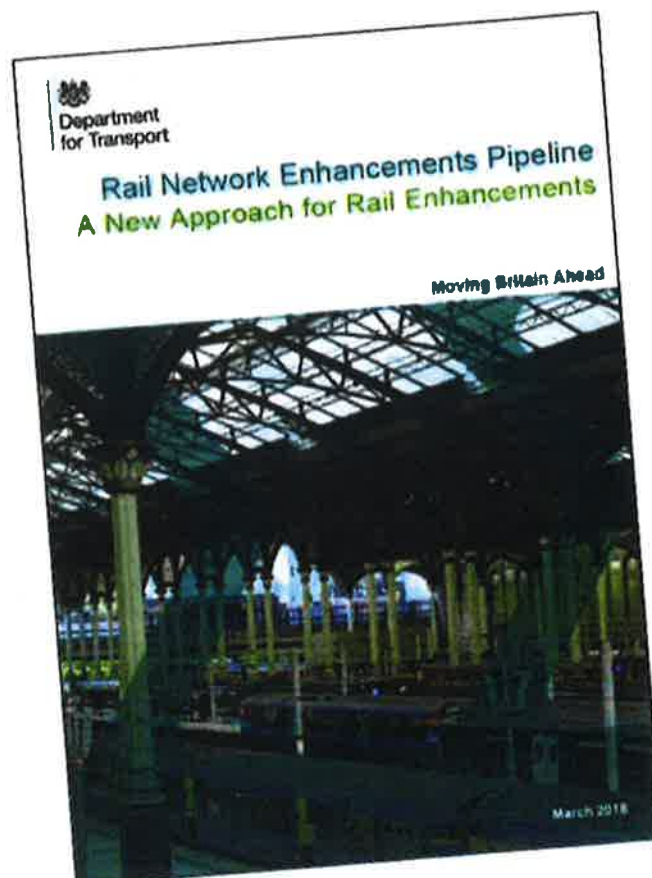
THREE **New GWML Stations (with 1+2)**

FOUR **Paddington-Westbury-(Bristol)**

FIVE **Salisbury-Waterloo JT/new stations**

MOVING FORWARD

- ONE** Engage with other LAs/LEPs that have delivered/funded multiple-rail schemes
- TWO** 'Task Forces' for service development
BRI-OXF + SOU-BHM + SAL-WAT
- THREE** Integrated development programme
- FOUR** Maximise input to TOC Direct Awards
- FIVE** Choose 1 deliverable station scheme
- SIX** Consider development funding budget



DETERMINE



DEVELOP



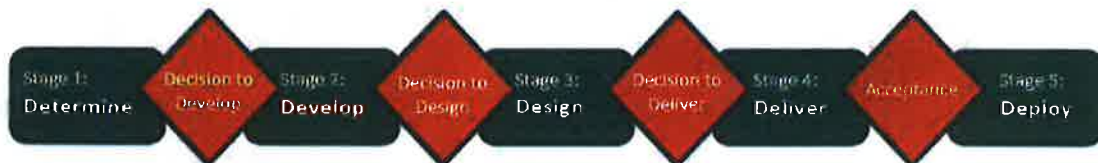
DESIGN



DELIVER



DEPLOY



Western Gateway

Sub-national Transport Body







Intentionally left blank – questions received from members of the public will be circulated at the meeting



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Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019		
Subject:	LGF Delivery Management		
Attachments:	Outline Strategic Business Case (OSBC) - ABP Footpath and Cycleway Upgrade Package (9 pages)		
Author:	Ian Durston	Total no of sheets:	13

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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1. Purpose

- 1.1. To provide an update on the projects identified as being at risk in the paper presented to the July Board and an overview of the proposals from Wiltshire Council and Swindon Borough Council, which were discussed by the Commissioning Group. The Board is asked to approve the proposed way forward.

2. Summary

2.1. Chippenham Station Hub

The Commissioning Group agreed that the Wiltshire Council proposal to implement a bus turnaround area and cycle facilities to the north of the station was too high risk for completion by March 2021 and should not progress. A series of sustainable transport schemes around the station area were judged to be viable, though, and are proposed to proceed. An additional scheme for a bridge linking the station area to the Emery Gate shopping centre is also proposed and was deemed deliverable by March 2021.

2.2. Maltings

It is now proposed that the LGF funding will be spent on various elements of 'phase 2' (though not the Market Walk element), the schedule for which will mean that the money will be spent by March 2021.

2.3. NEV A420/Gablecross

Discussions have been ongoing with Sainsbury's. A price has now been agreed for the land purchase and a Heads of Terms agreement is now being drafted. When this agreement has been finalised, the project is expected to then proceed to enable spend by March 2021. It is therefore proposed to continue SWLEP LGF funding.

3. Recommendation

The Swindon & Wiltshire Local Enterprise Partnership Board is recommended to:

- 3.1. approve the inclusion of the sustainable transport schemes, and the associated funding, in the Chippenham Station Hub project;
- 3.2. approve the inclusion of the station link bridge, and the associated funding, in the Chippenham Station Hub project;
- 3.3. approve the continuation of funding for the Maltings project; and
- 3.4. approve the continuation of funding for the NEV A420 Gablecross project.

4. Detail

Chippenham Station Hub

- 4.1. This project has been split into several schemes, a number of which are in progress and are on track for delivery by March 2021, so are not the subject of this paper. These schemes are phase 1 (ticket office and lifts), phase 2 (Saddlers Mead car park/Good Energy building) and phase 5 (station forecourt improvements at main entrance).
- 4.2. After these schemes are accounted for, there remains £5m of funding that is yet to be allocated to a feasible scheme.
- 4.3. One scheme in the initial plan was for increased parking to be developed to the north of the station. Discussions took place with Network Rail and GWR in March 2019 around the feasibility of a modular, steel framed structure for a car park, but this was deemed to be very poor value for money and undeliverable by March 2021. An alternative scheme for a bus turnaround area and cycle facilities has subsequently been discussed, but the Commissioning Group felt there is a high risk of completing this work by March 2021, especially given the difficulties of working with GWR and Network Rail in the vicinity of the railway. It was therefore not felt prudent to progress with this scheme.
- 4.4. Instead, two additional schemes are proposed that would make up the remaining funding available for the project. The first is a collection of small sustainable transport schemes around the station area. Whilst not directly increasing car parking at the station, this would provide the opportunity for rail users to reach the station by alternative forms of transport, thus relieving demand on car parking provision. This scheme would cost £2m. Details of these schemes are presented in appendix 2 of paper 5.1. The Commissioning



Group judged this scheme to be deliverable by March 2021 and that it should be put to the Board for approval for funding as part of the Chippenham Station Hub project.

- 4.5. The second proposal is the construction of a walkway from the 'Oak Furniture Land' site on Station Hill to the Emery Gate Shopping Centre, including a bridge over the Monkton Park Car Park and river. It would also include a 15,000 sqft co-working facility for small businesses on the Chippenham 2020 site. This scheme would cost £3m. Detail of the scheme is presented in appendix 3 of paper 5.1. A considerable amount of detail is included in the proposal and the economic benefits were considered high by the Commissioning Group. Progress towards a planning submission has also been made. The Commissioning Group judged this scheme to be deliverable by March 2021 and that it should be put to the Board for approval for funding as part of the Chippenham Station Hub project.

The Maltings

- 4.6. As detailed in paper 5.2, it is now proposed that LGF funding will be spent on elements of phase 2 (comprising plots 2, 3 and 4, specifically the existing library building, the Market Walk, and the Maltings shopping promenade):
- 4.7. The schedule for phase 2 will mean that the money would be spent by March 2021.
- 4.8. The amended Phase 1 design was approved at the Planning Committee on 11 September, so this phase is now in a position to proceed, unlocking the above works.

NEV A420 Gablecross

- 4.9. Negotiations have been taking place with Sainsbury's for some time over the design of the junction outside of its site and a commercial agreement for Swindon Borough Council to acquire the land. A design and price have now been agreed with Sainsbury's and a Heads of Terms agreement is in the process of being compiled.
- 4.10. The Commissioning Group deemed that the project is now in a position where continued funding should be approved by the Board, subject to final confirmation once the legal agreements have been finalised.

Potential Projects for Released Funding

- 4.11. In the event that the Board does not approve the above projects, then the following schemes are contenders for released funding:
- 4.11.1. current GPIF calls are oversubscribed and are experiencing a large appetite for GPIF loan funding in the area from the private sector. A robust process is now in place for allocating GPIF loans which would enable the funding to be comfortably defrayed by March 2021 to the benefit of private sector businesses;
- 4.11.2. Wiltshire College has approached the SWLEP with a potential project at the Salisbury campus. The recent refurbishment work was not able to include



cladding the rear of the building – something the college can do very quickly (by March 2020) for approximately £1.0m;

- 4.11.3. Wiltshire College also has plans for a cyber building at Salisbury. This would require a higher level of funding, and timescales for delivery by March 2021 would be more challenging, but the college has demonstrated good delivery performance to date with its existing projects;
- 4.11.4. The MoD (DIO) has approached the SWLEP with a potential need for funding to support the lighting of cycle-ways being built in the Salisbury / Boscombe / Ludgershall area. The cycle-ways are being constructed as part of the planning requirements associated with house building in the area for military personnel. A Strategic Outline Business Case is available in appendix I of this paper. Figures are still being determined, but are in the area of £400k;
- 4.11.5. The University of Bath (along with its partner universities of Oxford and Southampton) is developing a plan for a multidisciplinary research centre to deliver sustainable technologies for a circular economy and basing it in our area. The centre would host research students working on sustainable chemical technologies and would promote knowledge exchange with local businesses and institutions.
- 4.11.6. Wiltshire Council projects supporting the Salisbury recovery would also be put forward as candidates for funding.

Appendix I

Outline Strategic Business Case (OSBC) **ABP Footpath and Cycleway Upgrade Package**

This Outline Strategic Business Case is for LEP funding of approximately £200k-£400K for enhancements to the Larkhill and Bulford Footpath and Cycleway scheme being provided by Defence Infrastructure Organisation (DIO) as part of the Army Basing programme (ABP).

Strategic Case

Introduction

As part of the Army Re-Basing Programme, the construction of 917 additional Service Families Accommodation (SFA) are currently being constructed in Ludgershall, Bulford and Larkhill as a result of the arrival from Germany of an additional approximate 4000 service personnel in the Salisbury Plain Training Area (SPTA).

As part of the planning conditions and S106 obligations for ABP identified by Wiltshire Council, DIO are to deliver a package of Off-Site Highways Works of a total value of around £15M which includes a scheme for a network of Footpaths and Cycleways in the Larkhill and Bulford areas.

The purpose of the Footpaths and Cycleways is aiming to reduce the impact of vehicular movement of additional service personnel and their families on the current congested highways.

The prime purpose of these works is to encourage people to use their cars less to make local journeys and promote healthy lifestyles. The estimated cost of these works is in the region of £1.6M and are programmed to be constructed in 2020.

However, Wiltshire Council have indicated potential improvements to the DIO scheme which was submitted for planning approval in August 2019, such as additional lighting and signage. The value if these proposed works is estimated to be in the region of £200k-400k.

Therefore, this OSBC seeks to obtain funding of £200K-£400K from the LEP to include these additional works into the DIO scheme.

Soldiers living in SFA are typically 25 to 55 years old, married with families. Their travel patterns follow a typical daily commute, with the military member(s) of the household travelling to/from Camp during the AM/PM highway peak periods Monday to Friday. Spouses may also travel to work, as well as the usual 'school run', retail and leisure travel activities typical of any household.

The Outline Transport Assessment (OTA) and Outline Transport Plan (OTP) and site-specific Transport Assessments were produced in consultation with DIO, Highways England, Wiltshire Council and Hampshire Council and were prepared in accordance with the joint Department for Transport (DfT) and the Department for Communities and Local Government (DCLG) document, "Guidance for Transport Assessments" (GTA) and having regard to the following National and Local policy/guidance documents applicable at the time:

- Transport White Paper: 'Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen'
- The National Planning Policy Framework (NPPF)
- DfT – Building Sustainable Transport into New Developments
- Wiltshire Local Plan
- Test Valley Borough Council Draft Revised Local Plan
- Test Valley Transport Statement 2012
- Third Wiltshire Local Transport Plan (LTP3)
- Hampshire Local Transport Plan 2011-2031
- Circular 02/07: Planning and the Strategic Road Network
- Manual for Streets and Manual for Streets 2

A key message from both the national and local transport policy was one of supporting sustainable development and encouraging development that offers sustainable transport choices to help reduce reliance on the private car. Local Policy also sought to ensure that development was appropriately located and mitigated to avoid any adverse traffic impacts.

The ABP SPTA Masterplan was prepared having careful consideration to these requirements and locations for new Service Family Accommodation (SFA) were identified that were close to the work locations of the service personnel who will be rebasing to the area to reduce the need to travel, especially by private car.

Background

The outcome of the 'The Transport Review' document was to provide additional footpaths, cycleways and crossings to support the SFA sites at Ludgershall (Fig 1), Bulford (Fig 2) and Larkhill (Fig 3). Details below for each area:

Fig 1:

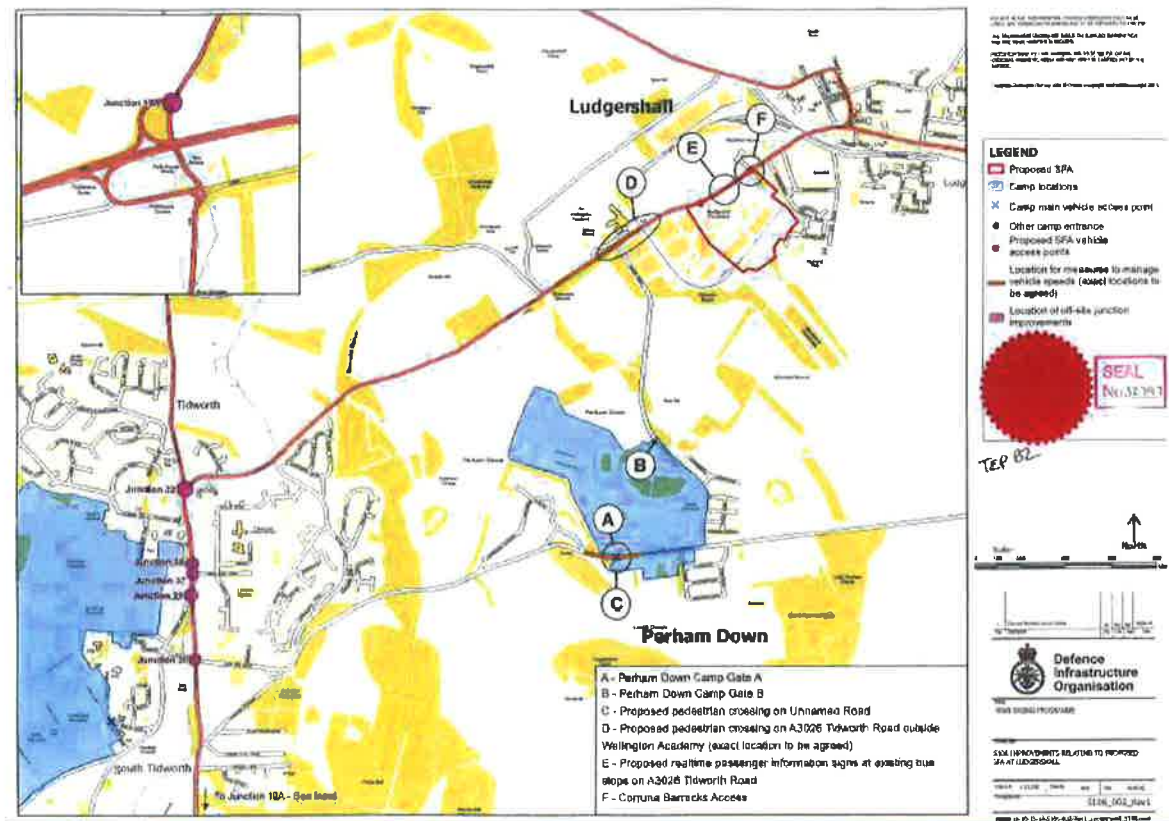


Fig 2:

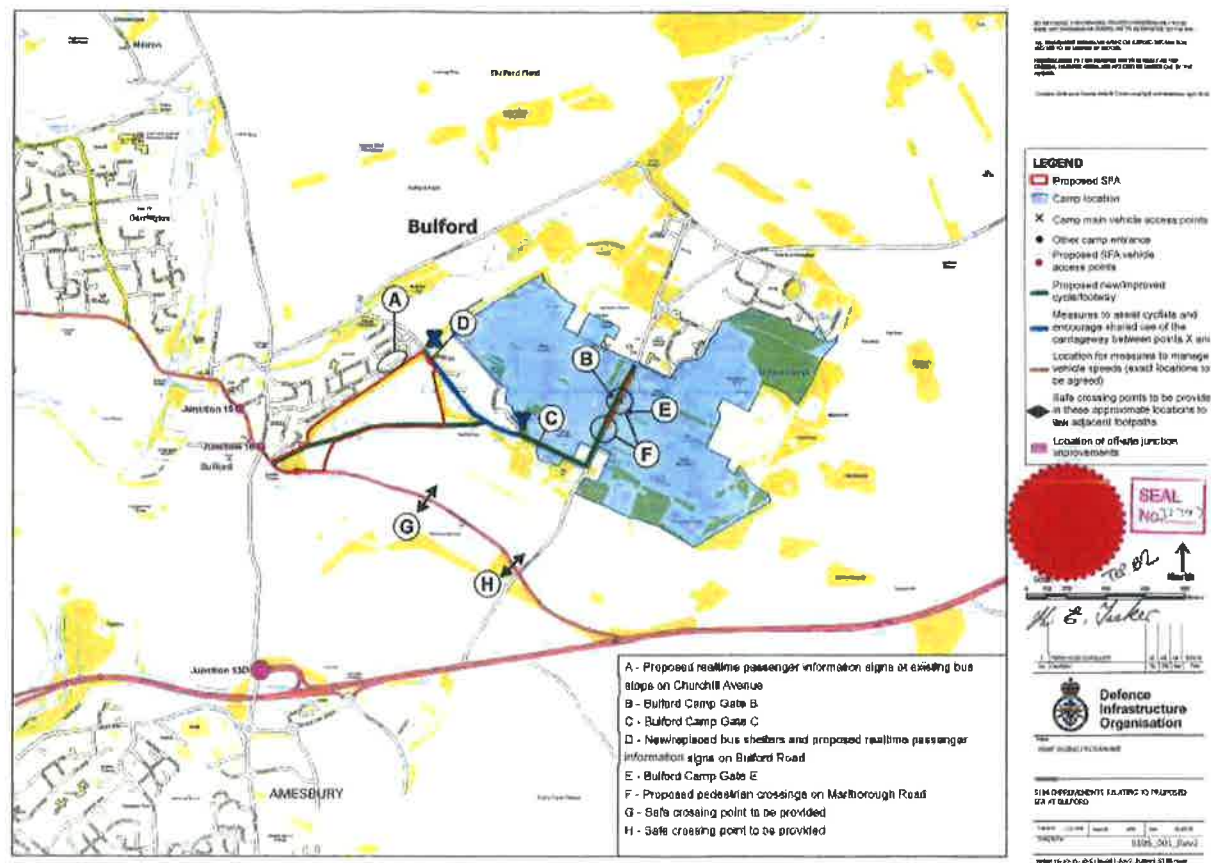
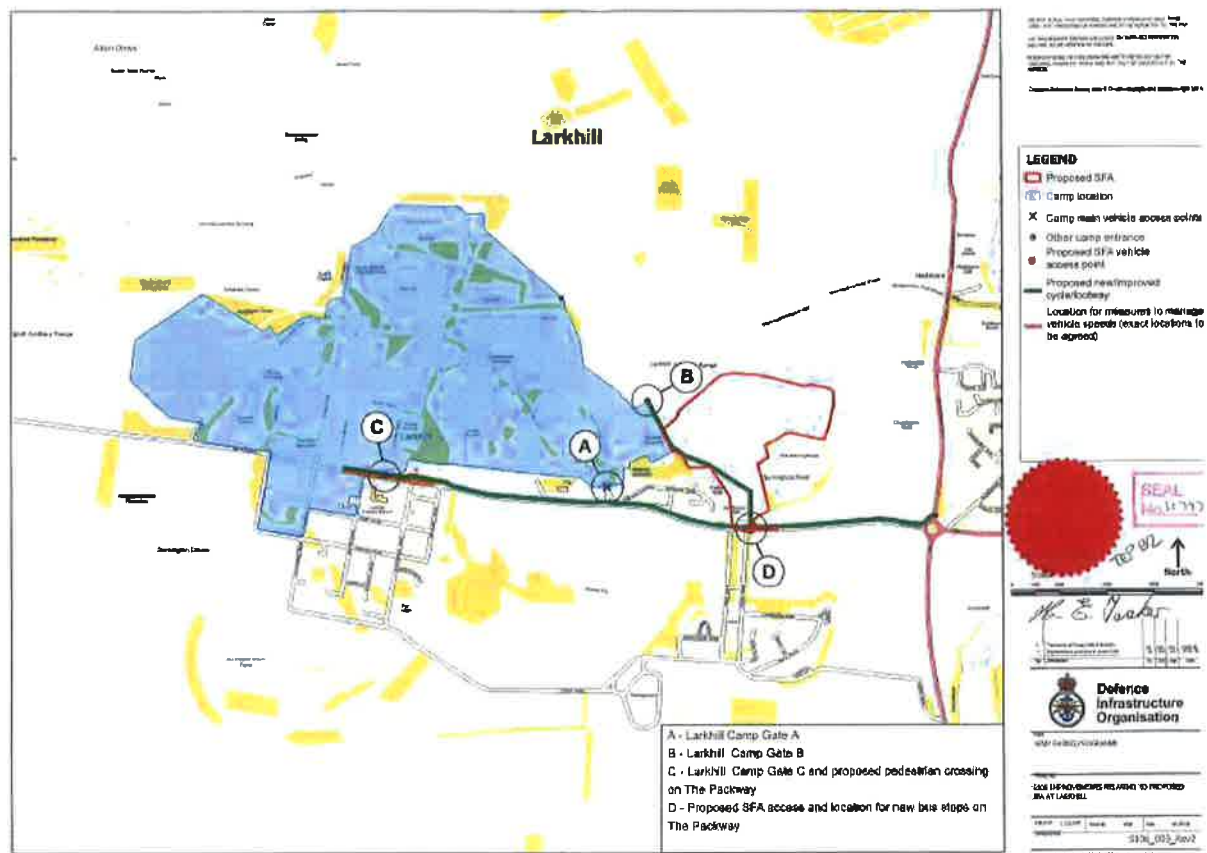


Fig 3:



The Ludgershall crossing (Wellington Academy) has been completed and is now operational with the additional cycleway and footpath due for completion later this year.

Bulford and Larkhill footpaths and cycleways were submitted for planning on 30th August 19 and are programmed for construction in 2020. See Fig.4.

Fig.4



DIO's obligation for the footpath and cycleways at Bulford and Larkhill is as follows:

Policy Context

The scheme is in line with the Wiltshire Local Transport Plan 2011 – 2026 Cycling Strategy

Cycling, along with walking, has the potential to produce large improvements in health, cut costs for the NHS and boost Wiltshire's local economy. As 55% of car journeys are under 5 miles, there is great scope to increase cycling. By 2025, if the number of cycle trips in the UK have increased by 50%, the savings in health, pollution and congestion will be around £1.3 billion.

Its benefits include:

- Improvement in health and fitness.
- Improved mental health and reduced stress levels.
- Reduced air pollution. Tackling climate change by reducing CO2 emissions.
- Reducing congestion.
- Improved quality of life for communities (reduced noise, increased natural observance and community cohesion).
- Improved road safety through traffic reduction and increased awareness of cyclists.
- Wealth generation through tourism and leisure pursuits.
- Reduced energy dependence. Affordable and widely accessible transport option for nearly all groups of people.

The benefits of cycling are higher when:

- Inactive people become active.
- Older people are persuaded to cycle.
- Younger people (children) are encouraged to cycle.
- Cycling replaces a car trip, particularly in urban areas.
- The journey is a regular trip.

Summary of Key Evidence

- Main funding for scheme is being provided by MOD-DIO and has been secured.
- The scheme has been designed and have been submitted to Wiltshire Council for planning approval.
- It links all communities with the SPTA.

- It will help and provide families a life line good and easy access to local areas and facilities through good network of local Footpaths and cycleways.
- It is good for the environment by getting people out of their cars and walking and cycling to their destinations.
- It provides an easy route to work for the Soldiers, spouses and the communities.
- The increase use of the Footpaths and cycleways for local journeys normally taken by cars will reduce CO2 and other emissions and help address the "climate emergency".
- Cycleways could be off benefit of the 4000 additional service personnel and potentially 917 families living the service family's accommodation.
- Assists in providing employment opportunities (for all communities).
- It promotes and encourages health and wellbeing by proving good waking and cycling alternatives to using a car.
- Generates more income to local retail by providing good access routes.
- It encourages military and civilian integration.

Travel Behaviour

For the initial Travel Plans, 2011 census data (being the most up to date at the time) provided an understanding of travel behaviours of the residents of the various Wards. This is summarised below.

Ludgershall:

Mode of Travel	Percentage of Total
Driving a Car or Van	64.6%
On Foot	18.8%
Passenger in a Car or Van	5.2%
Bus, Minibus or Coach	5.0%
Bicycle	2.8%
Motorcycle, Scooter or Moped	1.4%
Train	1.2%
Other Method of Travel to Work	0.8%
Taxi	0.2%
Underground, Metro, Ught Rail, Tram	0.0%
Total	100%

Bulford:

Mode of Travel	Percentage of Total
Driving a Car or Van	60.0%
On Foot	20.8%
Bicycle	6.9%
Bus, Minibus or Coach	5.1%
Passenger in a Car or Van	3.3%
Train	1.6%
Other Method of Travel to Work	1.3%
Motorcycle, Scooter or Moped	0.7%
Underground, Metro, Light Rail, Tram	0.1%
Taxi	0.1%
Total	100%

Larkhill:

Mode of Travel	Percentage of Total
Driving a Car or Van	43.7%
On Foot	25.5%
Train	12.1%
Bicycle	8.9%
Passenger in a Car or Van	3.7%
Bus, Minibus or Coach	3.2%
Other Method of Travel to Work	1.4%
Motorcycle, Scooter or Moped	1.2%
Underground, Metro, Light Rail, Tram	0.2%
Taxi	0.1%
Total	100%

Note: the 2011 Census included people living in communal establishments including military bases.

The Travel Plan set an initial target of achieving a 10% reduction in car use towards more sustainable modes of transport in particular walking, cycling and car sharing.

As part of the Planning requirement this data is in the process of being refreshed and updated with travel surveys being issued to the new SFA residents. Currently the contents of the Travel Plan survey are being agreed with Wiltshire Council.

Economic Case

The Footpaths and cycleways are a key element of the Transport plan, which will provide Economic Impact Improvements to the transport network and will reduce transport costs for businesses and transport operators as well as encouraging the use of local businesses and facilities. The towns and surrounding areas will become more attractive for inward investment as journey times become more reliable.

The package is expected to deliver benefits across the Larkhill and Bulford areas.

Social/Environmental Impact

The Footpath and Cycleway scheme is likely to have an impact on:

- Improving access to local services and facilities in the Larkhill and Bulford area.
- Creating and promoting healthier lifestyles.
- Reduction of vehicular traffic in the area.
- Integration of civilian and service personnel.
- Minimal impact on landscape and townscape.

Financial Case

The main Footpath and cycleway scheme valued at around £1.5M will be funded by MOD through DIO. This funding has already been secured, and the project is programmed to be implemented in 2020. The additional funding of around £200K-400K is being applied for under this LEP business case for enhancements to the scheme, such as additional lighting and signs to enable Wiltshire Council to adopt the Footpaths and cycleways scheme.

Management Case

There is very little risk with the proposed enhancements scheme as the main Footpath and cycleway works has been designed and funded by DIO and is part of the S106 agreement for the ABP SPTA development. The scheme is programmed to be delivered in 2020.

The delivery risks associated with the package are yet to be defined due to the current stage of scheme development. However, risks at this stage could include:

- Further scheme development work, which will be required to define the scope of schemes, assess options and further develop the business case;
- Public support for the designed scheme.

Other significant risks and the approach to mitigating them are as follows:

Risk	Mitigation
Public or political opposition to a comprehensive package of sustainable transport measures	Early and ongoing engagement with local stakeholders
Insufficient funds realised to deliver full package	The transport package is scalable and has a flexible implementation plan
Delay in receiving LEP funding	Flexibility of package allows elements to be delivered at different times
Detailed design of individual elements of the package shows they cannot fully achieve objectives	Flexibility of package allows schemes to be substituted

Dependent measures not delivered (e.g. town centre parking prices lowered, bus services withdrawn)	Political will to deliver the transport strategy
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Commercial Case

There are currently no known specific procurement challenges associated with delivering the package.

DIO have appointed Morgan Sindall to deliver the SPTA SFA project consisting of 917 SFA and associated Off Site Highways and S106 obligations. Morgan Sindall was appointed in 2017 utilising the Southern Construction Framework.

This element of works (Cycleways and Footpaths) are a provisional sum within the JCT Constructing Excellence Contract. All provisional sums are fully assured by our Technical Service Provider (WYG) to ensure value for money and that the scheme meets its requirements.

Morgan Sindall will sub-contract this work to a third party, highways specialist, contractor via open competitive tender.



Security Level:	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
Meeting & Date:	SWLEP Board Meeting – Thursday, 26 September 2019			
Subject:	Review of the Chippenham Station Hub Outline Business Case (OBC) - September 2019			
Attachments:	Appendix 1: Station Square (Phase 5) – 17 pages Appendix 2: Additional Transport Measures – 17 pages Appendix 3: Station Link Bridge – can be accessed via the link on the website below. https://swlep.co.uk/docs/default-source/board-meetings/2019/26-sep-2019/paper-5-1_appendix-3.pdf?sfvrsn=fd560b96_4			
Author:	Chris Hilton Rory Bowen	Total no of sheets: (inc cover sheet)	46	

Papers are provided for:	Approval <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>
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1.0 Purpose

- 1.1 This paper provides an update to the Chippenham Station Hub Outline Business Case (OBC) that was approved at the SWLEP Board in January 2018. This update is in relation to the Chippenham Station Hub scheme.
- 1.2 The SWLEP Board is requested to approve this update to the Outline Business Case enabling the release of funding to support design and construction work (subject to securing the necessary consents).

2.0 Executive Summary

2.1 Background

Wiltshire Council, Great Western Railway ('GWR'), Network Rail, the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) and other partners have been working together to deliver proposals for the redevelopment of land around Chippenham Station. Network Rail and GWR are forecasting a significant increase in passengers using the station due to the Great Western Main Line Route Modernisation Programme and planned local housing and employment growth. As a result, in December 2017 an Outline Business Case was approved by the SWLEP Board which set out a £16m programme of works.



Works continue to align closely to the strategic objectives in the Strategic Economic Plan (SEP) which included:

- driving sustainable economic growth in Wiltshire and particularly in town centres, to secure new local jobs and business growth through high impact investments;
- sustainable development schemes that mitigate adverse environmental impacts;
- improving connectivity and accessibility for the new development sites adjacent to Chippenham station; and
- establishing Chippenham station as a gateway to the local area.

The Preferred Option in the 2017 OBC was to deliver the following:

- consolidate surface car parking to meet future station car parking capacity needs and release land for housing and commercial development, which will support local economic vitality;
- increase the provision of station car parking to the north of the station to reduce the need for local traffic to use the north-south routes through the railway arches;
- provide high quality commercial and residential floor space;
- provide a pedestrian and cyclist corridor from the proposed Langley Park development to the station, linking on to the town centre, also representing an opportunity to provide an alternative north-south foot/cycle bridge, reducing the severance caused by the railway;
- improve the public realm in the station area, acting as an attractive 'Gateway' to Chippenham;
improve the legibility of the local area and increase the perception of the station as part of the town centre;
- respect and enhance the setting of historic and listed buildings around the station area.

This Review demonstrates the extent to which Wiltshire Council and partners are still on track to deliver against the 2017 OBC Preferred Option summarised above. It shows that whilst the majority of the works programmed are on track, and in some areas expectations are being exceeded, one project (namely the Phase 3 car park) has not proved viable. However alternative means have been identified to enable the above objectives to be met.

2.2 Update against Preferred Option

- Consolidate surface car parking

The Phase 2 car park and office development provides an additional 112 car parking spaces on the site. This is in line with the Sadlers Mead update to the OBC, approved by SWLEP Board in September 2018.

- Additionally, the development provides improved sustainable transport measures through provision of: cycle hub and six dedicated motorcycle spaces



- 12 EV car charging points with extensive infrastructure for ten more and future proofing for significant further provision
- The scheme also provides three coach parking spaces

The Sadlers Mead Car Park commences construction in November 2019 and the Commercial office space will be commence in March 2020.

- Increase the provision of station car parking to the north of the station

It has not proved viable to deliver intensified car parking on the Phase 3 site by March 2021 due to time, funding package and site constraints as set out to SVLEP in March 2019. As a result, a package of sustainable transport measures (Appendix 2) has been developed to act as an alternative to driving to and parking at the station.

Rather than encouraging people to drive to the station and park, the partnership is pursuing a strategy of reducing demand for parking through delivery of sustainable transport infrastructure at and around the station to provide better opportunities for walking, cycling and public transport use. The impact of these measures is quantified in the Economic Appraisal at 3.9 in Appendix 1 and Appendix 2.

- Provide high quality commercial and residential floor space;

The Phase 2 development delivers a landmark office development of 25,000 sq ft, securing Chippenham as the home for Good Energy and their 300 employees. Third party investment into this site is expected to be around £8m.

Further development at Phase 6 enables redevelopment of this site into 12-15,000 sq ft of modern workspace, leveraging £1.5- £2m and provide desks for up to 100 people.

Additional redevelopment is likely to flow from the Chippenham Station Hub programme through investment from:

- Alfred Place Development - Potential for over 60,000 sq ft of mixed-use development on the site with a circa £10m private sector investment; and
 - Eagle One at Emery Gate has potential for £3m to £5m private sector investment in redeveloping its asset.
- Provide a pedestrian and cyclist corridor from the proposed Langley Park development to the station, linking on to the town centre,
- The programme of works is addressing north south severance through the third lift project led by Network Rail and improving connectivity onwards to the town centre and high street through the station square and with the Phase 6 landmark station link footbridge (Appendix 3).
- Improve the public realm in the station area, acting as an attractive 'Gateway' to Chippenham;



The partnership has delivered station improvements with a remodelling of the station café and booking office. This work continues with GWR leading in the redevelopment of the Station Square (Appendix 1), enhancing station square with an improved transport interchange and high-quality public realm gateway to the town. The Phase 6 Station Link footbridge would act as a landmark development for the town (Appendix 3).

- Improve the legibility of the local area and increase the perception of the station as part of the town centre;

The partnership is improving connectivity to the town centre and high street through landmark station link footbridge (see Appendix 3) leveraging further private sector investment in the town.

The partnership is facilitating a modal shift to sustainable transport to and from the station through bus, pedestrian and cycling routes and infrastructure, while providing a step change in provision of electric vehicle charging points to future proof the town both in terms of local and global emissions associated with transport. (See Appendix 1 and Appendix 2.)

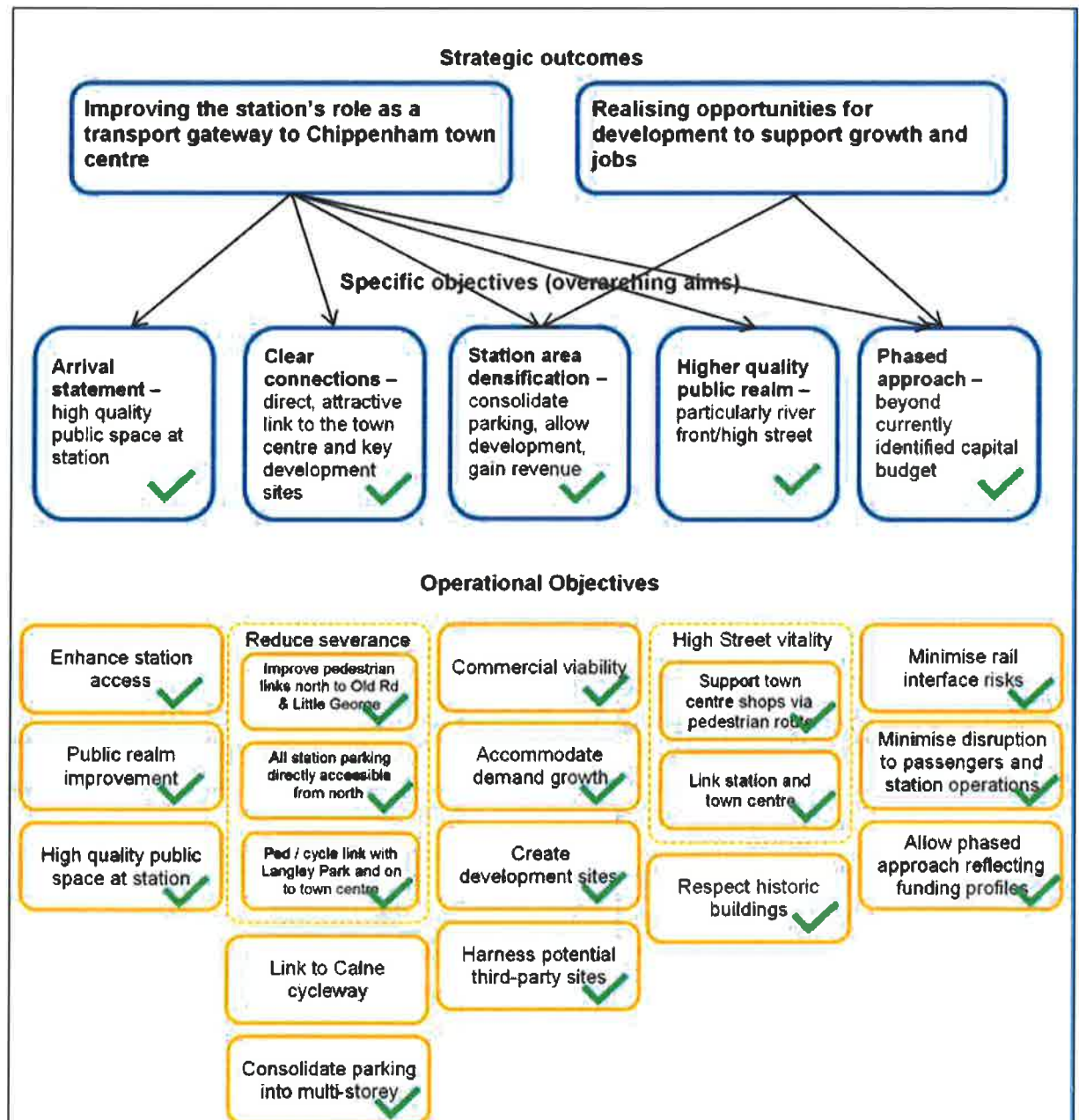
The Phased delivery of the scheme has and continues to deliver on the stated objectives of the Outline Business Case (OBC).

3.0 Strategic Case

3.1 The strategic policy aims which provide the context for the scheme proposals encompass the National Planning Policy Framework and regional and local economic, transport and land use plans and strategies. Consistent themes relevant to the Chippenham station Hub scheme are evident in the policy documents. These themes reflect:

- driving sustainable economic growth in Wiltshire and particularly in town centres, to secure new local jobs and business growth through high impact investments;
- sustainable development schemes that mitigate adverse environmental impacts;
- improving connectivity and accessibility for the new development sites adjacent to Chippenham station; and
- establishing a major transport hub around Chippenham station.

The figure below is taken directly from section 4.2 in the 2017 OBC. We have added ticks to indicate where we are on track to deliver the stated objectives.



The outcomes being delivered and developed continue to align closely with these themes.

4.0 Economic Case

4.1 The investment in transport infrastructure, notably the car parks, footbridge and urban realm is expected to provide direct benefits for transport users, and indirect social benefits.

- Station facility improvements



- Public realm improvements
- Non-user benefits
- Development benefits

4.2 The phases delivered will introduce improvements to the connectivity, accessibility, and public urban realm within the vicinity of Chippenham Station, equipping Chippenham station to truly serve as a transport gateway.

The overall package (delivered and potential) remains the same.

5.0 Commercial Case

5.1 The phased delivery strategy is set out in section 4.3.9 of the 2017 OBC as follows:

- accommodate delivery of the GWR station works within the current Great Western franchise (ending April 2020);
- secure an identified commercial tenant with near term requirements for a commercial opportunity on the Wiltshire Council land;
- address the interdependencies with adjacent development outside of the scheme's control (timing of GWML electrification works, infrastructure works including new rail bridge relating to Rawlings Green housing development, Langley Park redevelopment programme);
- address operational issues to allow station operation and provision of car park capacity during the construction works;
- Provide appropriate timescales to obtain relevant stakeholder support and required planning consents;
- deliver 'quick wins' to support the identified project outcomes of:
 - improving the station's role as a transport gateway to Chippenham town centre; and
 - realising opportunities for development to support growth and jobs.
- align with LGF funding timescales;
- retain flexibility over the site design and delivery model to best respond to local market conditions; and
- manage the resource burden on Wiltshire Council recognising that different elements of the project will be delivered by different parties under different arrangements.

5.2 Update against 2017 OBC delivery strategy:

- **(Phase 1) Station Capacity Improvements** – new booking hall, improved retail unit, gatelines, new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange have been or are being delivered;



GWR and Network Rail led, following their individual procurement procedure to show best value. Both partners have appointed strong project management teams and are managing risk and delivering in line with the rail industry GRIP project management tool.

- **(Phase 2) Sadlers Mead** – high quality commercial building and decked car parking;

Wiltshire Council led, following Council procurement procedure to show best value. Strong project management team in place to manage risk and follow detailed delivery programme as set out in Management Case.

- **(Phase 3-4) Increased car parking capacity**

The programme of works to reduce the need for intensified car parking around the station will be led by Wiltshire Council and delivered under the Atkins Highways Framework. See Appendix 2 for further detail.

- **(Phase 5) Station Square public realm improvements**

GWR led, following its individual procurement procedure to show best value. Strong project management teams and are managing risk and delivering in line with the rail industry GRIP project management tool. Programme set out in the Management Case (Schedule 1).

- **(Phase 6) Commercial Development**

Station Link Bridge to be delivered by Wiltshire Council following usual project management and procurement procedures.

Heads of Terms have been agreed with the owner of the Station Square Office site, Owen Inskip, to allow public access through the site. No land acquisition would be required to deliver the scheme.

Both the additional river crossing and the opportunity at Emery Gate are strongly referenced in the Chippenham Masterplan which has undergone public consultation. Pre-app discussions are underway with the Local Planning Authority.

Private sector-led delivery of high-quality commercial office space by Owen Inskip at station square offices and Eagle One at Emery Gate.



6.0 Financial Case

6.1 Programme Costs are detailed below

Phase	Description	Grant (£m)	3 rd party investment (£m)
Development cost	SOBC and OBC	0.35	
Phase 1	Station improvements	2.37	
Phase 2	Sadlers Mead	6.9	8.0
Phase 5	Station Square	1.4	
Phase 6	Co-working space and station link bridge	3.0	15.0
Alternative Phase 3-4 Package	Sustainable transport package	1.98	
TOTAL		16.00	23

- **Sadlers Mead – Good Energy HQ**

25,000 sq ft high quality office space – Estimated third party investment - £8m
Secures approximately 300 jobs in Chippenham

- **Phase 6 – Co working space Owen Inskip – See Appendix 3 for more detail**

6.2 A key output of the proposed works is the delivery of a new co-working facility on the former Oakland Furniture site (see Appendix 3), situated opposite the station and immediately adjacent to the proposed new walkway and footbridge into the town centre. The following is a statement from the owner / developer of this facility:

“This proposal will greatly improve the look of the site, enhance this important arrival point in the town, and provide much needed, flexible modern serviced office space in exactly the right location in the heart of the town.

It had always been hoped that this redevelopment would allow a new pedestrian access through the site to create a direct link from the Station to the Town Centre. This was foreseen by the work of Chippenham Vision back in 2013 and, indeed, Chippenham Town Council’s first reaction to my plans was to express regret that this route was not included within the proposed scheme. However, without external funding it is not even a possibility.



My architect, Rob Elkins, was determined to see whether such a link could be included and it is therefore very exciting that funding may now be forthcoming.

*The redevelopment of this site into 12/15,000 sq ft of modern workspace will require investment exceeding £1.5 / £2m and provide desks for up to 100 people. The link direct to the High Street will give all these people easy access and encourage them to use the town and its facilities on a daily basis. **Owen Inskip - September 2019***

- **Alfred Place redevelopment**

The following is a statement from the owner of Wilkos:

“If the proposed new bridge and link to the Station is created, together with some form of riverside recreation space in Island Park, it is highly likely that viability of the redevelopment of Wilkos will be significantly advanced. Ideally the ground floor would remain commercial but with a number of smaller units facing the river whilst the upper floors would allow for office or residential. With a footplate of circa 20,000 sq ft over three to five floors there is the potential for 60/100,000 sq ft of mixed use development on this site, all of which would enhance the immediate surrounding area and draw in people and money. If carried out in collaboration with Eagle One at Emery Gate the potential impact would multiply and there is no doubt that the current proposal will advance this possibility significantly. “

*We would be looking at an investment of circa 10M to undertake this more complete scheme. **Owen Inskip – September 2019***

- **Emery Gate Shopping Centre**

The following is a statement from the owner of Emery Gate Shopping Centre:

“The exciting prospect of a new bridge link to the mainline railway station, particularly following the electrification of the line, is exactly the catalyst that is required in order to enable the creation of a riverside parkland area and High Street enhancement that will appeal to shoppers as part of the vital response to the shift towards shopping becoming a leisure activity for many people. An increase in the number of people enticed into the Town Centre, with increased dwell time by extending the appeal and offering for an evening trade, is crucial to achieving further inward investment.

In an exceptionally competitive retail market, this key infrastructure investment has direct and real benefits, as well as importantly providing a crucial message to retailers and funders that Chippenham Town Centre is set for a bright future as part of the town's wider expansion plans. Not only is this vital for attracting new operators, but also in order to retain the town's existing tenants, with no fewer than 18 national multiple retailers with stores in the Chippenham's central shopping area having lease expiries or break clauses before the end of 2021. Without a positive message, many of these could decide to leave the Town.

If the bridge link can become a reality, there is a short-term opportunity to greatly enhance the riverside park and within three years of this being achieved Eagle One would directly



*expect to invest at least £3-5 million into the Emery Gate Shopping Centre. **Eagle One** – owners of Emery Gate – September 2019*

7.0 Management Case

7.1 This chapter describes how the scheme will be delivered. It is worth highlighting one of the Programme/Project Dependencies (6.3) which has impacted on deliverability of the indicative masterplan. The Rawlings Green Rail Bridge (6.3.7) has not been delivered as expected and has had an impact on intensified car parking plans to the south of the rail line.

Project delivery programmes and key milestones are as follows

Schedule 1 – Station Square delivery programme

Chippenham Station	From	To	23/09/2019	30/09/2019	07/10/2019	14/10/2019	21/10/2019	28/10/2019	04/11/2019	11/11/2019	18/11/2019	25/11/2019	02/12/2019	09/12/2019	16/12/2019	23/12/2019	30/12/2019	06/01/2020	13/01/2020	20/01/2020	27/01/2020	03/02/2020	10/02/2020	17/02/2020	24/02/2020	03/03/2020	10/03/2020	17/03/2020	24/03/2020	
Chippenham Forecourt GRIP 3&4 High Level Programme																														
Issue Instruction to Designer to commence with GRIP 3	14/10/2019	14/10/2019																												
Produce and Approve Project Brief	14/10/2019	18/10/2019																												
Single Option Selection	21/10/2019	01/11/2019																												
Production of Single Option Report	04/11/2019	08/11/2019																												
Issue Draft Single Option Report for Review	08/11/2019	08/11/2019																												
Review Single Option Report	11/11/2019	13/11/2019																												
Update Single Option Report	14/11/2019	15/11/2019																												
Issue Final Single Option Report for Acceptance	15/11/2019	15/11/2019																												
Issue Instruction to Designer to commence with GRIP 4	18/11/2019	18/11/2019																												
Access Permit for Surveys	19/11/2019	21/11/2019																												
Surveys (Civils, M&E etc.)	22/11/2019	28/11/2019																												
Single Option Development and Preparation of Form 001 & 002	29/11/2019	08/01/2020																												
DIA Preparation and Consultation	29/11/2019	08/01/2020																												
Issue Draft Form 001 & 002 for Review	08/01/2020	08/01/2020																												
Interdisciplinary Check	15/01/2020	15/01/2020																												
Form 001 & 002 Update	16/01/2020	22/01/2020																												
Issue Form 001 & 002 for NR Acceptance	22/01/2020	22/01/2020																												
Form 001 & 002 Review Period (NR)	23/01/2020	19/02/2020																												
Final Issue Form 001 & 002	20/02/2020	05/03/2020																												

Detailed GRIP 4-8 programme to follow

Schedule 2 – Northern Lift delivery programme

Upcoming Project Milestones – baseline vs. actual

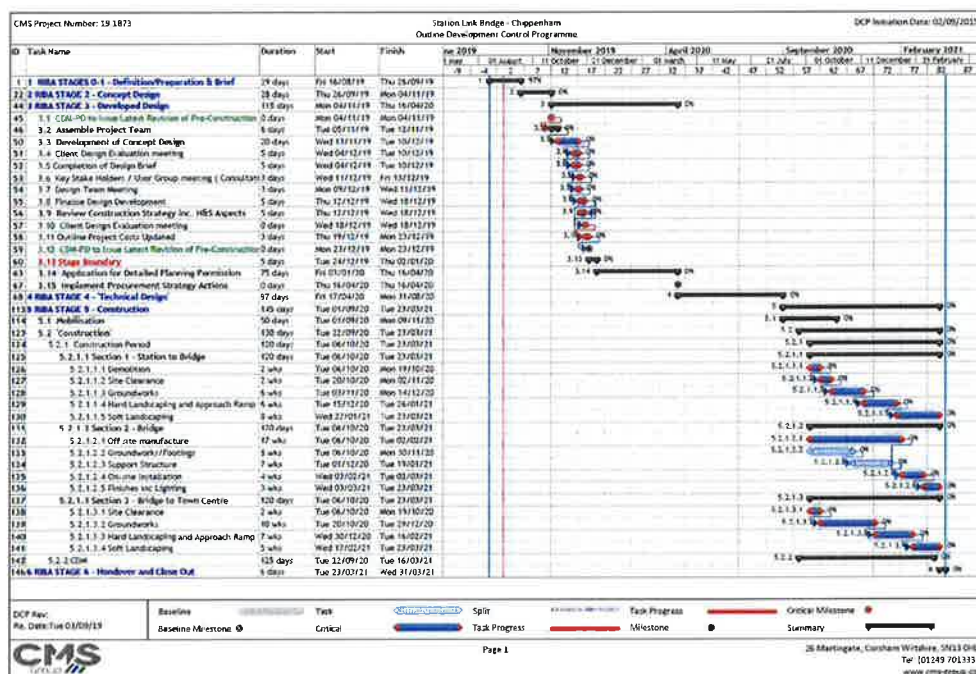
Milestone	Baseline plan	Actual
Contract award	5 April 2019	26 June 2019
Design Form 001 (AIP)	26 July 2019	
Listed Building Consent submission	19 August 2019	
Detailed design complete	19 Dec 2019	
Produce cost plan for GRIP 6-8	5 Jan 2020	

Detailed programme will follow approval of cost plan

Schedule 3 – Sadlers Mead delivery programme – detail available on request

- CAR PARK WORKS COMMENCE ON SITE | November 2019
- OPERATIONAL CAR PARK 27 November 2020
- OFFICE WORKS COMMENCE MARCH 2020
- OPERATIONAL OFFICE OCTOBER 2021

Schedule 4 - Phase 6 Station Link Bridge delivery programme



Schedule 5 – Sustainable Transport Measures delivery programme



Project	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1
01 B4158 Malmesbury Road Bus Stop Improvements						
02 B4069 Langley Road Bus Stop Improvements						
03 Town Centre Bus Stop Improvements						
04 New Road/Station Hill Junction Capacity						
05 Marshfield Road/New Road Toucan Crossings						
06 Langley Park Ped/Cycle Improvements						
07 Sadlers Mead to Station Cycle Link						
08 Station Cycle Access						
Design/Preparation					Construction	



Appendix I

Chippenham Station Hub

Station Square Phase 5 Update

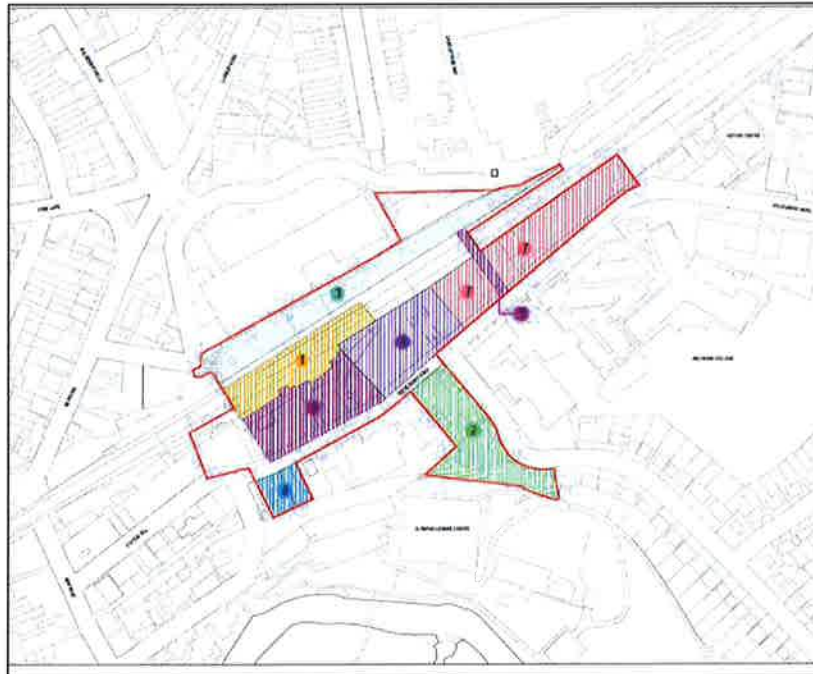
1.0 Purpose

- 1.1 This paper provides an update to the Chippenham Station Hub Outline Business Case (OBC) that was approved at the SWLEP Board in January 2018. This update is in relation to the Chippenham Station Hub scheme, namely Phase V (Infrastructure Improvements – station square public realm) which includes the public realm improvements to the entrance to the train station square to the south (Cocklebury Road).
- 1.2 The SWLEP Board is requested to approve this update to the Outline Business Case enabling the release of funding to support design and construction work (subject to securing the necessary consents).

2.0 Strategic Case

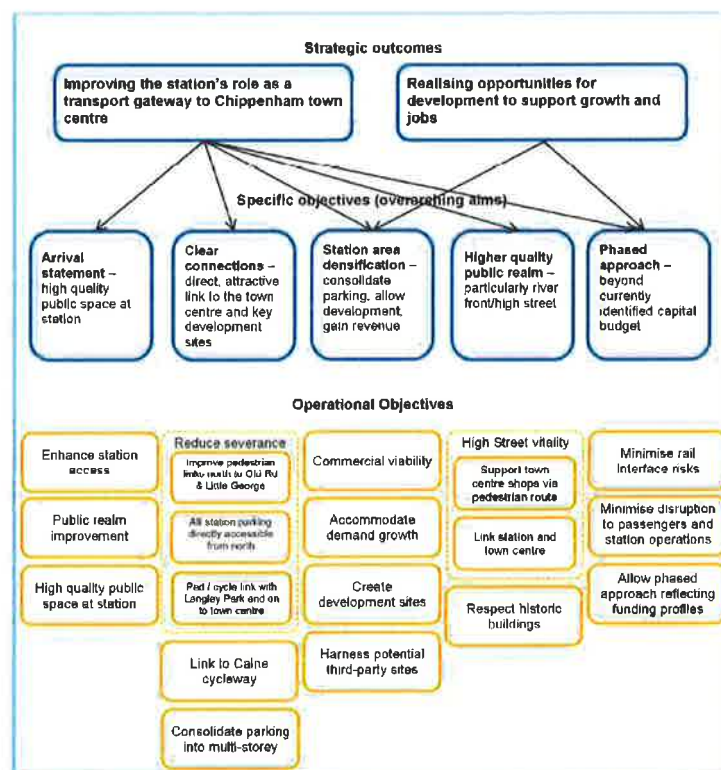
- 2.1 The Chippenham Station Hub scheme has been developed recognising the policy context of delivering housing and economic development in a sustainable manner and by addressing current severance issues, accommodating the forecast growth in demand arising from the Great Western Main Line Modernisation Programme and creating a gateway experience for those arriving at the station.
- 2.2 The identified project phases are:
 - (Phase i) Station Capacity Improvements – new booking hall, improved retail unit, gatelines, new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange;
 - (Phase ii) Wiltshire Council Land – high quality commercial building and decked car parking;
 - (Phase iii) Station Car Parking Capacity Improvements – decked car parking;
 - (Phase iv) Rationalisation of Station Car Parking – high quality commercial building and decked car parking;
 - (Phase v) Infrastructure Improvements – station square public realm and footbridge;
 - (Phase vi) Commercial Development – high quality commercial and residential units; and
 - (Phase vii) Residential Development – high quality residential units.

Figure 2: Chippenham Station Hub Phases



- 2.3 Aligned with the issues identified in the OBC and reflecting the context for considering the potential for redeveloping Chippenham station, project-specific objectives were agreed by the project stakeholder group. Figure 3 below shows these objectives, how they flow from the desired strategic outcomes (the aims and ambitions for the area), and how these translate into operational objectives.

Figure 3: Chippenham Station Hub Phase Objectives



2.4 Infrastructure Improvements – station square public realm

Following a study works and consultation period, we have agreed a desired specification for the upgrade of the station square area. The specification is intended to meet both the original scheme objectives as well as the requirements identified during the consultation period. Key elements of the specification have been identified as:

- increasing the amount of public realm in front of the historic station buildings, widening out the view from Cocklebury Road;
- installation of a secure cycle hub on the site of the existing taxi rank to provide additional cycle storage and facilitate relocation of existing facilities;
- segregated cycle path linking the new cycle hub with the Sadler's Mead cycle route;
- realignment of the station square to provide wider access for buses and a more conveniently located taxi rank;
- improved bus and taxi shelters, with improved levels of information;
- restoration of the historic features of the square, including broad-gauge track gate posts;
- inclusion of desire lines and wayfinding for station users;
- widening of the access into the short stay car park to improve flow of traffic and reduce congestion;
- reconfiguration of the short stay car park to provide better 'pick up/drop off' facilities and reduce congestion within the car park; and
- maintaining access for station service vehicles to ensure smooth station operation.

As part of the station square proposals, GWR and partners will also assess options and potential delivery, in the wider station surrounds. The passenger experience requires a holistic approach to make the most of design and funding opportunities. This is likely to include further improvements to pedestrian and cycle opportunities as well as electric vehicle charging infrastructure.

2.5 Alignment with wider scheme and SWLEP objectives

These proposals align with the following Chippenham Station Hub strategic outcomes and operational objectives (highlighted yellow). Further detail on the alignment is included in table I below.

Figure 7: Chippenham Station Hub additional transport measures outcomes and objectives alignment

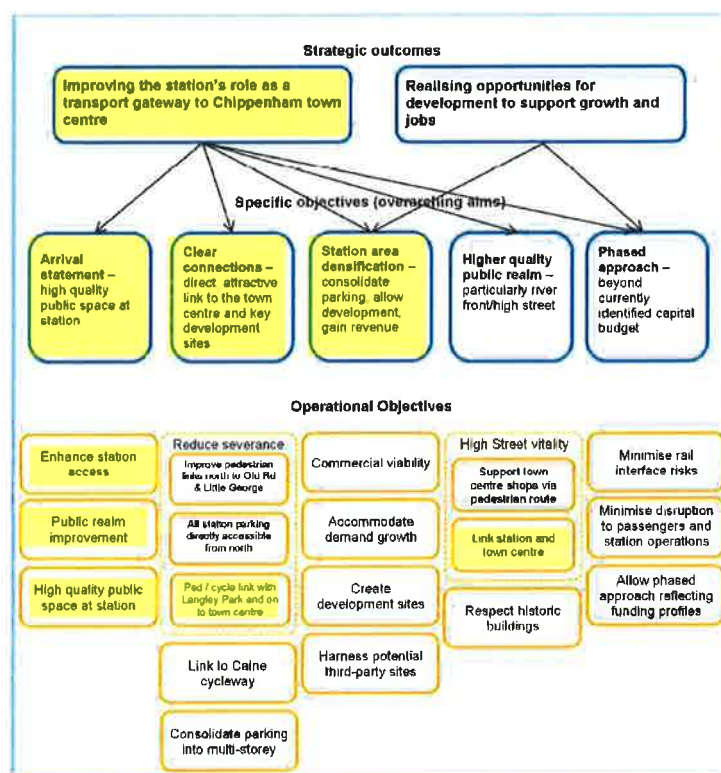


Table 1 – wider transport measures alignment

Output	Alignment
Cycle Hub – increasing desirability of accessing the station by bike Desire lines built into the design to encourage easy pedestrian flow to neighbouring areas Better pick up/drop off points for cars Improved quality of bus and taxi facilities to improve desirability for use of these modes	The proposals will improve the access to the station, to and from the Town Centre and surrounding residential areas
Better access and information provision for all transport modes combined with improved train service for the station.	The proposals will improve the station's role as a transport gateway to Chippenham Town Centre
Improved sense of arrival created by redesign of station exit area and improved public realm around the square, using appropriate materials and capitalising on heritage and local assets.	The proposals create an arrival statement, with a new high quality public space at the station

2.6 As outlined above the Chippenham Station Hub additional transport measures closely align with the objectives for the wider and subsequent phases of the Chippenham Station Hub scheme.

2.7 The SWLEP plays a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. SWLEP accesses government funding, channelling investment into the region that will leverage even greater funding from private investors. It aims to secure wealth, jobs and new businesses by focusing on four priorities:

- inward investment;
- supporting and stimulating existing business growth and facilitating new business set up;
- job creation, education and skills; and
- economic infrastructure.

2.8 The project demonstrates a strong alignment to the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) priorities and objectives. The projects will create an



arrival statement, with a new high quality public space at the station, they will improve the station's role as a transport gateway to Chippenham and create clear, attractive and direct connections to between the town centre and the station.

2.9 The evaluation of the scheme's success in delivering the objectives set for it will be assessed on the basis of the achievement of outputs in relation to:

- improved sense of arrival into Chippenham;
- improved public realm at the station; and
- improved pedestrian and cycle circulation and access to the station.

2.10 The quantification of the measures will be confirmed as part of the monitoring and evaluation exercise.

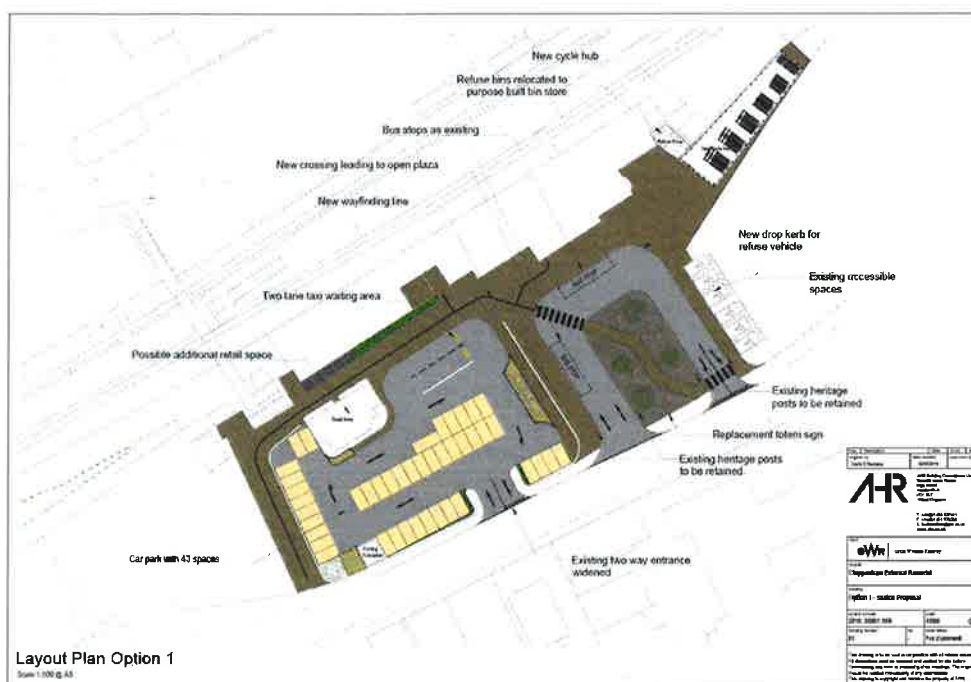
3.0 Economic Case

- 3.1 The current preferred schemes include Option 4, which was a design option developed after the study work and consultation had taken place with stakeholder groups. Four initial design options were developed for consideration, before a preferred option was identified:

Option 1 – Medium “Silver” Cost Option

This option retained much of the existing layout, but with the addition of a new cycle hub and relocation of the taxi rank into the short stay car park. Some improvements to wayfinding and walking routes were identified using the existing station square footprint. It also removed the industrial bins from the station exit into a new dedicated space away from the station front. The entrance to the short stay car park would be widened to improve traffic flow and answer one of the biggest existing frustrations with the station layout.

Moving the taxi rank into the short stay car park was seen as a backwards step by stakeholders due to the existing levels of traffic and congestion in this area. No increase in the amount of public realm was seen as a missed opportunity. Pro-cycling stakeholders agreed that the position of the cycle hub was desirable.





Option 2 – Higher “Gold” Cost Option

This option included all of the items requested during the consultation exercise, and sought to take a radical approach the design. It ignored the existing footprint of the station and adopted a layout designed to maximise the benefits for each arrival mode. It also aimed to create more obvious desire lines on the diagonal to Cocklebury Road – towards Sadler’s Mead in one direction and Chippenham Town Centre in the other.

The most unsatisfactory element of the design was that personal motor traffic would be mixed with both buses and taxis around the front of the station in order to exit the sight. This was seen by most stakeholders as a major disadvantage.

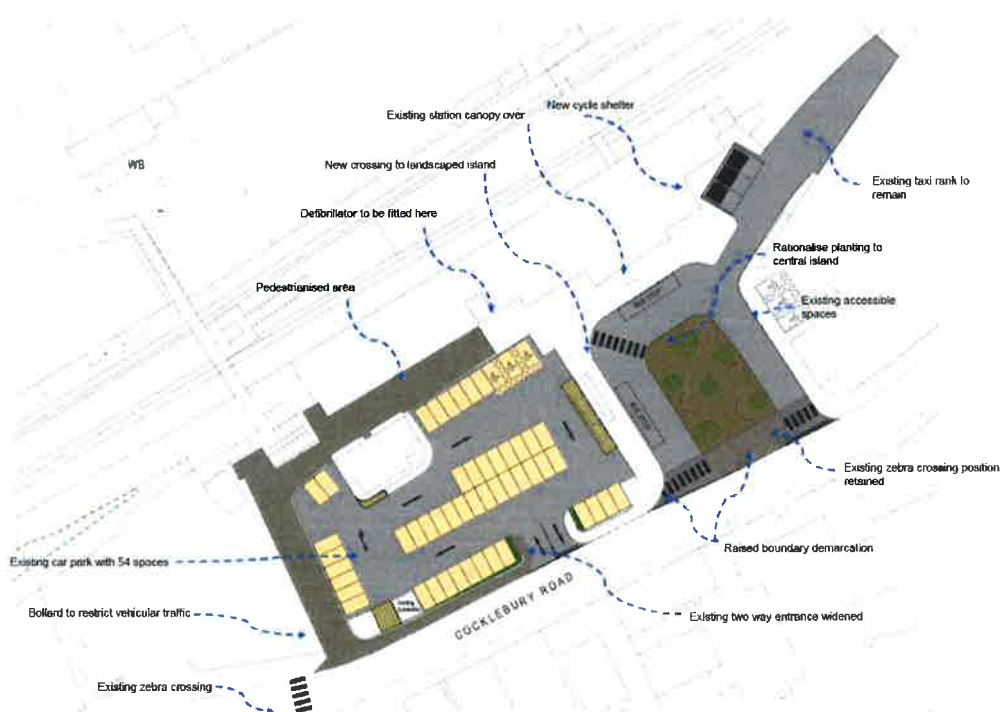




Option 3 – Lower “Bronze” Cost Option

This option took some of the fundamental requirements of the design and applied them to the existing station square layout, with a minimum of material changes to surfaces, perimeters and other hardware such as bus shelters.

It included the addition of a cycle shelter opposite the existing taxi rank along with the widening of the entrance to the short stay car park. It also relocated the existing bins from the station entrance to a new facility adjacent to the taxi rank. A general ‘tidy up’ was proposed for the station square, including rationalisation of the vegetation.



Option 4 – Medium Cost option, developed after consultation

This option was developed using the feedback received from Options 1 to 3, to best meet the needs of both the station users and the operational requirements of the station manager.

It has been designed using the existing layout as a basis, but with refinement of boundaries and changing the mix of pedestrian and vehicle space. It brings the public realm further out from the station buildings as per Option 1, with the roadway around station square widened to make bus access easier while facilitating the relocated taxi rank. The cycle hub is included as is the new refuse store to move the bins away from the platform exit. There is a strong aspiration to include electric charging points in station square.

The principle of the 'desire line' is taken from Option 2, to create a diagonal pedestrian route across station square towards Sadler's Mead and Wiltshire College. The existing roadway around the short stay car park would be pedestrianised and upgraded with new materials and wayfinding to provide a better experience when walking out of the station towards the Town Centre.

Various operational considerations are factored in to Option 4 – including the ability to accommodate a refuse lorry and other service vehicles and segregate these from pedestrians and other traffic. The principles of easing congestion and improving traffic flow in the short stay car park are also included.

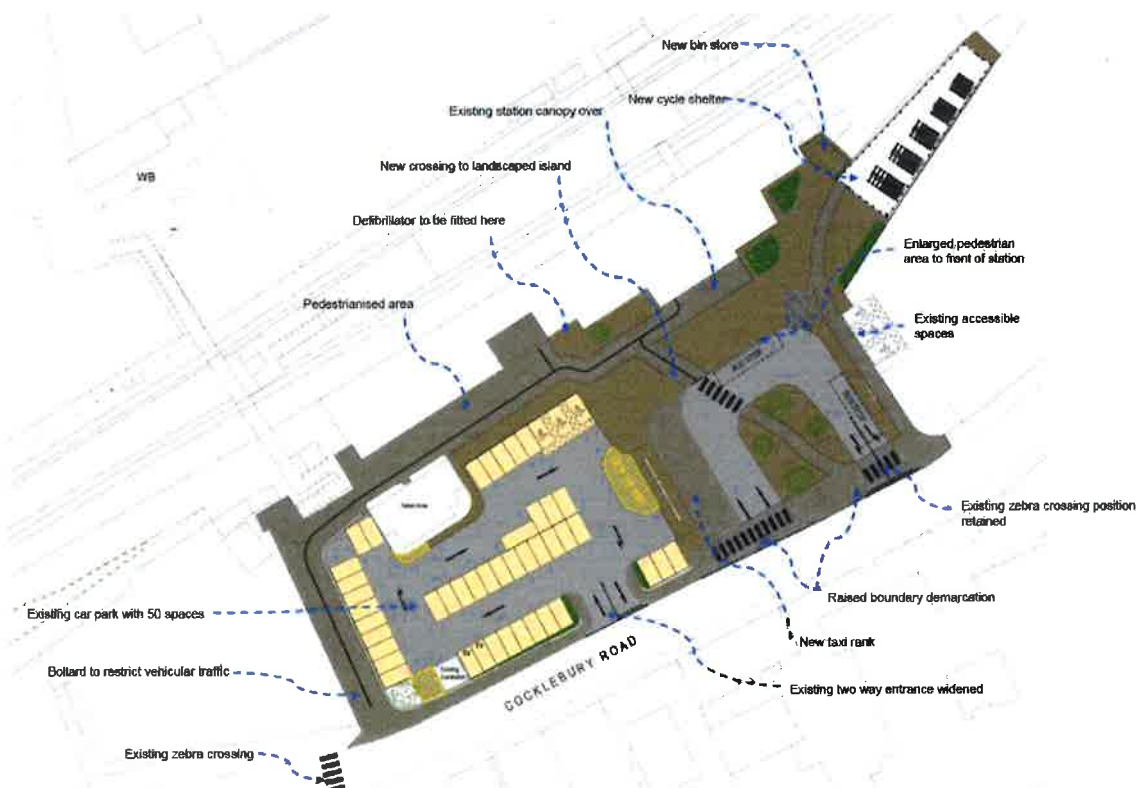


Table 2 – Economic Case Options

Option considered	Comments
Higher “Gold” Cost Option	This option included all of the items requested during the consultation exercise, and sought to take a radical approach the design
Medium “Silver” Cost Option	This option retained much of the existing layout with some key improvements. Developed to best meet the needs of both the station users and the operational requirements of the station manager
Lower “Bronze” Cost Option	This option took some of the fundamental requirements of the design and applied them to the existing station square layout, with a minimum of material changes to surfaces, perimeters and other hardware
Do nothing	This option will not achieve the outputs identified in the Strategic Case see para 2.10.

3.2 Capital Costs

- 3.3 The total project envelope is set at £1.4m. This cost includes Design Contractor fees, construction work costs, GWR management costs, Network Rail asset protection assurance, legal fees and 20% contingency. This sum excludes VAT.

GWR and partners will also assess options and potential delivery, in the wider station surrounds. A holistic approach to improvements will make the most of design and funding opportunities. For example, an emphasis on improving cycle and pedestrian opportunities as well as provision of Electric Vehicle charging infrastructure is being further refined.

- 3.4 The majority of the planning and development is expected to occur between September 2019 and December 2020 and construction will take place between December 2020 and March 2021.

3.5 Operating Costs

- 3.6 We envisage the operating costs of the upgraded station will be covered by the rail franchisee, being part of the station lease area. An agreement for maintenance of bus shelters might be required, should the local authority wish to maintain these as part of its wider bus infrastructure estate.

3.7 Employment and investment

- 3.8 The main economic benefits that can be quantified are derived from the improved station public realm and accessibility to and from the town centre which will improve the town centre’s vitality and resilience and help make new employment space more attractive in the town and station area by making it more accessible.



3.9 Economic Appraisal Results

3.10 Based on the inputs and assumptions outlined above, the results are as follows:

A scheme that improves the ability for users to access the station by sustainable means – cycling, walking and using bus services – also has tangible benefits to car parking capacity and congestion. Mode shift away from car usage will temper demand on station car parking facilities and reduce congestion in the surrounding area.

It is possible to quantify the potential capacity uplift of each mode of arrival:

Mode of accessing the station	Maximum Potential Station Capacity	Note	Potential Capacity offered by Option 4
Walking	Limitless		No capacity benefit, although major benefit of improved desirability.
Cycling	260 (130 spaces at station, 130 spaces on train)	Based on number of cycle storage spaces available at the station added to approx number of on-train cycle spaces offered on trains serving the station.	400 (Assuming 140 extra cycle spaces provided by new cycle hub)
Driving (self)	640 (assuming 1 pax per car) 2,560 (assuming 4 pax per car)	Figure based on car parking capacity at the station on both the North and South sides	No change.
Driving (drop off)	450 (assuming 1.5 pax per car)	This has been calculated based on the current number of 'drop off/pick up' spaces at the station, assuming a flow of cars using each space for 30 minutes.	600 (assuming flow rate increased by reducing amount of time permitted for waiting)
Bus	3,600	Based on existing service frequency of core route 55 (every 20 mins), set against bus capacity of 80 per vehicle.	7,400 - The original figure is based on one of the two bus stops being intensively used by a single route. The scheme would seek to encourage further bus operation at the station and use the second bus stop in a similarly intensive way.
Taxi	180	Assumes taxi occupancy of 1.5 pax per taxi, set against the taxi rank capacity.	No change

3.11 Other benefits not (fully) quantified or monetised include:

- improvement of the station's role as a transport Gateway to Chippenham's town centre;
- improvement of the links between the station and the town centre;
- regenerative effects in the town including social benefits;
- temporary jobs created linked to the construction activities;
- public realm benefits; and
- improved pedestrian/cycle safety.

4.0 Commercial Case

- 4.1 GWR will lead the construction elements, work has/will been procured by GWR in accordance with its procurement and contract rules. Wiltshire Council is satisfied the scheme would not be subject to State Aid issues. Construction will begin in December 2020 with completion in March 2021.

Table 6 – Project milestones

Project	Approx. Delivery Date
Approval in Principle reached with Network Rail	March 2020
Final cost report issued	March 2020
Detailed design work completed and approved by Network Rail	October 2020
Construction contract signed	October 2020
Construction works start on site	December 2020
Site brought into customer use	March 2021

- 4.2 Wiltshire Council acts as the Accountable Body for the Swindon & Wiltshire Local Enterprise Partnership. Local Growth Fund payments are made to the Accountable Body through payments from Central Government and are held in a separate Swindon & Wiltshire Local Enterprise Partnership account stream within the Accountable Body accounting arrangements. This ensures a robust and transparent accountancy procedure that will be subject to full internal and external auditing procedures at regular intervals in accordance with Council, SWLEP and Government regulations.
- 4.3 As initial lead delivery partner, Wiltshire Council will be responsible for the identification, management and mitigation of risks associated with the project. The Wiltshire Council Risk Management Strategy outlines the processes and responsibilities that the organisation upholds when delivering projects and/or services, whether these be threats to delivery or opportunities to improve delivery.
- 4.4 Where risks have been identified in advance of a procurement process the transfer of risks will be written in to the contract document prior to contract agreement.
- 4.5 The following procurement approach will be adopted for each necessary out-sourced element of works and services:
- 4.6 Procurement**
- 4.7 GWR will procure design and construction consultants through its own framework.



5.0 Financial Case

- 5.1 Following work with cost consultants, Option 4 is judged deliverable within the 1.4m funding envelope.
- 5.2 The detailed spend profile is being developed and will be shared with the LEP in November 2020.
- 5.3 A 20% contingency for the capital construction costs have been included within the project budget. This contingency fund is in place to provide financial cover for risks (including design development), potential changes and uncertainties relating to cost overruns.
- 5.4 The Chippenham Station Hub project is also included in the CIL Regulation 123 list, therefore project phases may benefit from CIL investment.



6.0 Management Case

- 6.1 The scheme is an integral part of the Swindon and Wiltshire Growth Deal programme, which comprises a portfolio of projects. SWLEP has established a robust system of governance for overseeing the Growth Deal programme which utilises the resources of each of the two Local Authorities within the local geography. This collective programme management forms the SWLEP Delivery and Performance Team which oversees and records the delivery, monitoring and reporting of SWLEP Growth Deal programme projects.
- 6.2 SWLEP will adopt the corporate and programme management role for the scheme. The SWLEP is a creative collaboration of leaders from business, education and local councils, who direct economic growth and drive job creation. It is led by a Board of directors who contribute a wide range of expertise. The majority are from the private sector, representing major employers and small and medium enterprises. The public sector is also represented.
- 6.3 The management and development of this project to date has been undertaken GWR as the sub grantee with support from Wiltshire Council as the scheme promoter. This will be supplemented by external support where required. GWR will appoint consultants and other external advisers if required to provide the necessary project management assistance to ensure the project is delivered to programme and value for money is achieved.

Standard PRINCE 2 principles will be adopted, such as Stage and Risk management to support effective project delivery and success.

6.4 Evidence of similar projects

- 6.5 GWR has a proven track record of scheme delivery. A selection of key relevant schemes is described below, summarising the scope of works, timescales, and procurement strategies employed. Opportunities will be taken to learn lessons from these projects to improve delivery and project management processes.

Table 10 – Evidence of similar projects

Project	Description	Works Date	Means of Delivery	Value	Project Delivered Successfully
Didcot Parkway station forecourt	Upgrade of the station front area, including improved facilities for buses, wayfinding and new ground materials. Better segregation of traffic from pedestrians and cycles.	Completed September 2014	Funded by County Council, South Oxfordshire District Council, NR and GWR.	£8m	
Exeter Central station forecourt redevelopment	Upgrade of the station front area, including improved facilities for buses, wayfinding and new ground materials. Better segregation of traffic from pedestrians and cycles.	Completed Spring 2014	Funded by Devon County Council, Exeter City Council and Network Rail	£660k	

6.6 Communications and stakeholder management

6.7 We have undertaken an extension stakeholder and public consultation piece during the initial stages of the project, which have ultimately lead to the preferred design option. GWR has compiled a Stakeholder Plan for the project, which is tracked and kept up to date in consultation with Wiltshire Council. GWR and Wiltshire Council's press team is regularly briefed on specific matters regarding the project to ensure effective management of the public relations.

Authors:

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Appendix 2

Chippenham Station Hub

Additional Transport Measures Outline Business Case update

1.0 Purpose

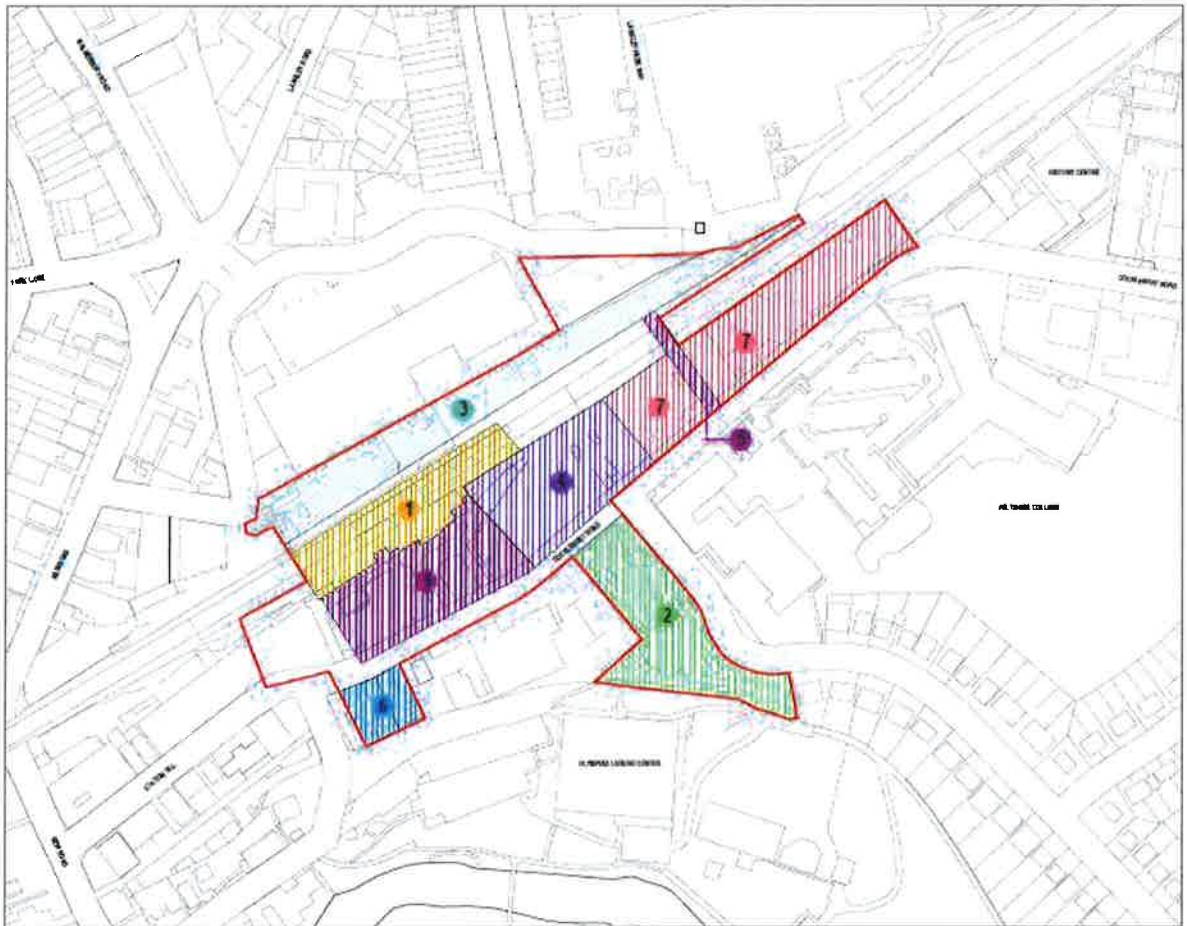
- 1.1 This paper provides an update to the Chippenham Station Hub Outline Business Case (OBC) that was approved at the SWLEP Board in January 2018.
- 1.2 This update details an alternative Chippenham Station Hub package element following deliverability difficulties being identified with part of the original package – Phase 3: Station Parking Capacity Improvements. The basis for that package element was in part to ensure parking availability at the station reflected demand. The new proposed package element seeks to contribute towards the same goal – through improving travel options by other modes and reducing car parking demand, rather than expanding capacity.
- 1.3 The new proposed package element includes wider transport improvements in Chippenham which directly relate to strategic outcomes and objectives outlined in the Chippenham Station Hub Outline Business Case.
- 1.4 The SWLEP Board is requested to approve this update to the Outline Business Case enabling the release of funding to support design and construction work (subject to securing the necessary consents).

2.0 Strategic Case

- 2.1 The Chippenham Station Hub scheme was developed in recognition of the policy context of the need to deliver housing and economic development in a sustainable manner, through addressing severance issues, accommodating the forecast growth in demand arising from the Great Western Main Line Modernisation Programme and creating a gateway experience for those arriving at the station.
- 2.2 The original project phases were:
 - (Phase 1) Station Capacity Improvements – new booking hall, improved retail unit, gatelines, new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange;
 - (Phase 2) Wiltshire Council Land – high quality commercial building and decked car parking;
 - (Phase 3) Station Car Parking Capacity Improvements – decked car parking;
 - (Phase 4) Rationalisation of Station Car Parking – high quality commercial building and decked car parking;
 - (Phase 5) Infrastructure Improvements – station square public realm and footbridge;

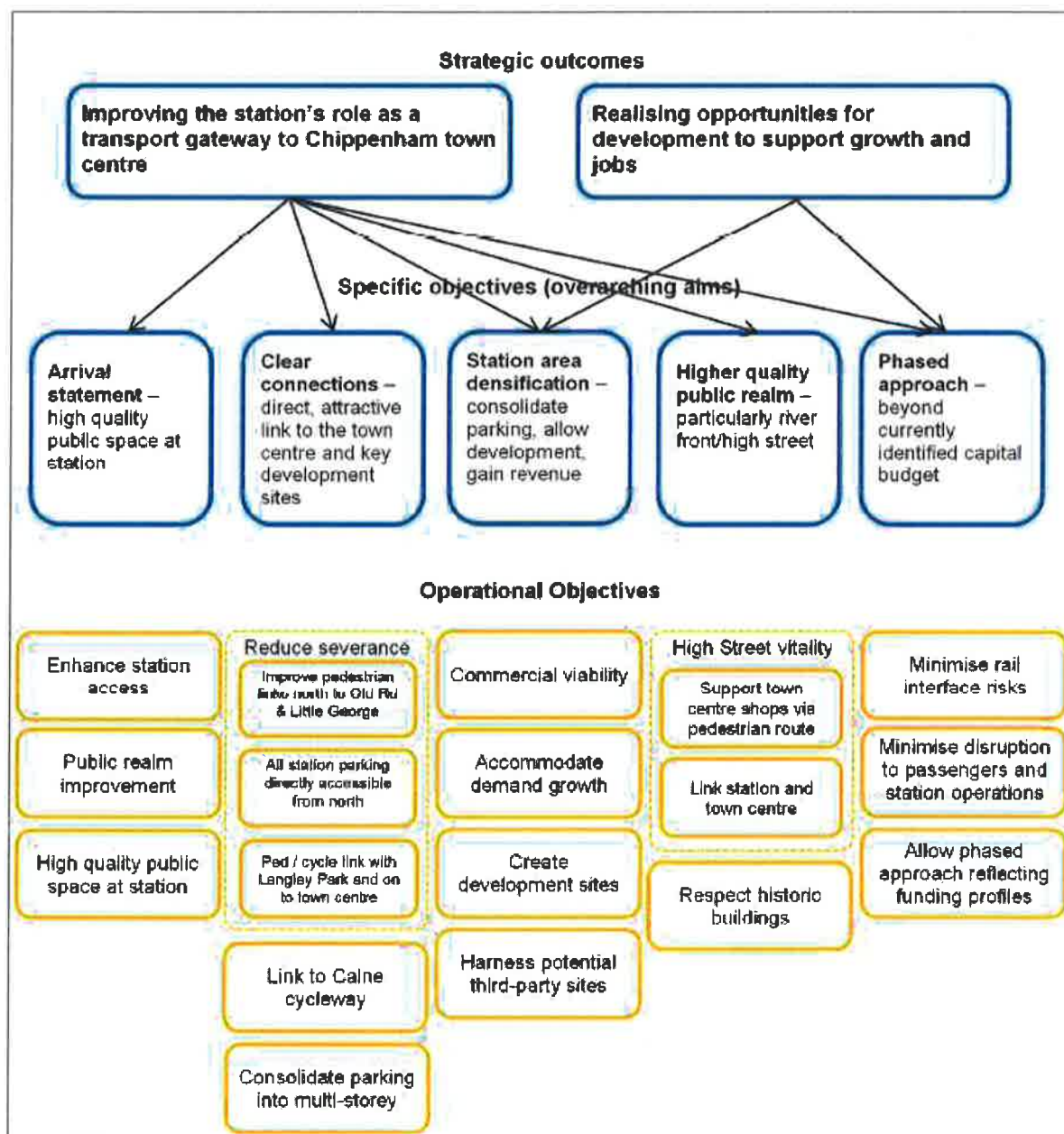
- (Phase 6) Commercial Development – high quality commercial and residential units; and
- (Phase 7) Residential Development – high quality residential units.

Figure 1: Original Chippenham Station Hub Phases



- 2.3 Due to difficulties in delivering Phase 3 (Station Car Parking Capacity Improvements), an additional package of transport measures has been identified that seek to improve the quality of transport links to the station by all modes, reducing the number of trips by private car and hence reducing the demand for car parking at the station. The additional measures identified directly relate to the strategic outcomes and objectives outlined in the Chippenham Station Hub Outline Business Case, and help realise these despite the deliverability concerns over Phase 3 .
- 2.4 Project-specific objectives for the Chippenham Station Hub were agreed by the project stakeholder group, in alignment with the issues identified in the OBC and recognising the potential for redeveloping Chippenham station. Figure 3 below shows these objectives, how they flow from the desired strategic outcomes (the aims and ambitions for the area), and how these translate into operational objectives.

Figure 2: Chippenham Station Hub Objectives



2.5 Additional Transport Measures overview

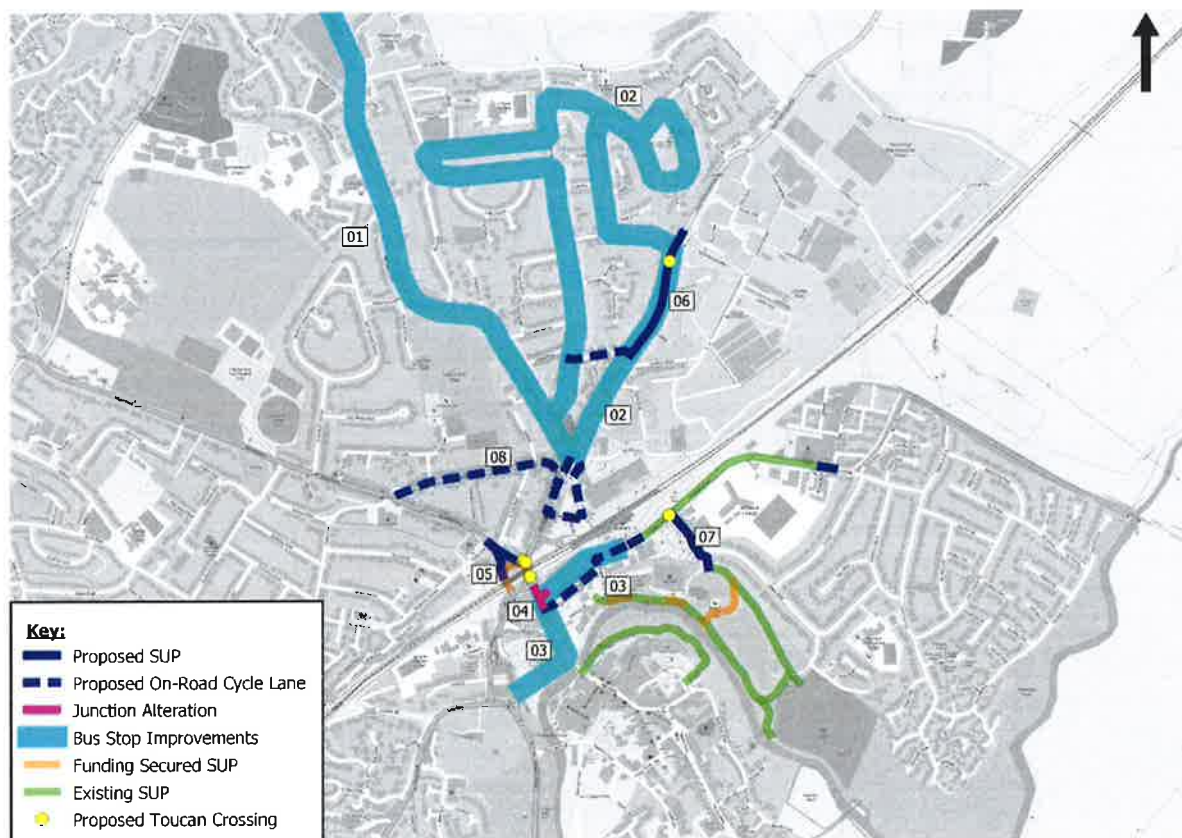
2.6 A package of additional transport measures has been identified for potential funding by the Chippenham Station Hub project. The components of this package have been drawn from previous work – predominately preferred schemes from the Chippenham Transport Strategy – and selected as they are aligned or closely aligned to the strategic outcomes and objectives of the wider Chippenham Station Hub scheme. The package includes improvements for bus users, walking and cycling access to the station, and for highway capacity improvements. The package components are shown in Figure 3, and comprise:

- 01 B4158 Malmesbury Road Bus Stop Improvements
- 02 B4069 Langley Road Bus Stop Improvements



- 03 Town Centre Bus Stop Improvements
- 04 New Road / Station Hill Junction Capacity Improvements
- 05 Marshfield Road / New Road Toucan Crossings
- 06 Langley Park Ped/Cycle Improvements
- 07 Sadlers Mead to Station Cycle Link
- 08 Station Cycle Access

Figure 3: Chippenham Station Hub Package of Additional Schemes



2.7 A description of the improvements proposed within each package element is provided below. Concept designs of each are provided in Appendix A.

01 - B4158 Malmesbury Road Bus Stop Improvements

This component of the package will improve passenger information and waiting facilities along this key bus corridor to modern standards. Additional measures include Bus Stop clearways to improve access to bus stops (particularly at Greenway Avenue).

02 - B4069 Langley Road Bus Stop Improvements

This component of the package will improve passenger information and waiting facilities along this key bus corridor to modern standards.

03 - Town-centre Bus Stop Improvements



This component of the package will improve passenger information and waiting facilities at those bus stops closest to the station served by bus services that do not visit the station directly – New Road, The Bridge and Bath Road. Hence upgrades at these locations will provide significant benefits to those interchanging between rail and bus travel. Improvements will include modern waiting facilities and RTPi passenger information.

04 - New Road / Station Hill Junction Capacity Improvements

Conversion of junction from a mini-roundabout to signalised junction to improve capacity.

05 - Marshfield Road / New Road Toucan Crossings

This component of the package involves the upgrading of three existing puffin crossings on New Road and Marshfield Road to Toucan crossings.

06 - Langley Park Ped/Cycle Improvements

Cycle infrastructure improvements on the Langley Park corridor, including a Shared-Use Path (SUP) along Langley Road from The Hamlet to the Evans Close footpath, and a toucan crossing on Langley Road, south of Birch Grove.

07 - Sadlers Mead to Station Cycle Links

An improved cycle link between existing cycle routes to the south (as far as Saddlers Mead) and the Station. The proposed scheme includes a SUP between the Sadlers Mead car park entrance and Cocklebury Lane and a Toucan crossing of Cocklebury Road west of Sadlers Mead.

A separate SUP through Monkton Park, proving an onward link to the wider cycle network and NCN has already gained funding through Section 106.

08 - Station Cycle Access

Introduction of a number of cycle infrastructure improvements within close vicinity of the station – linking radial routes to the north and west (identified in the Chippenham Transport Plan) with the station. Proposed measures include: On-carriageway cycle lanes on St Mary's Place and Union Road; upgrade of the existing on-carriageway cycle lane on Park Lane and a new SUPs on Old Road and a short section of Cocklebury Road to the east of the Wiltshire and Swindon History Centre.

2.8 Alignment with Chippenham Station Hub objectives

Chippenham Station Hub Strategic Outcomes

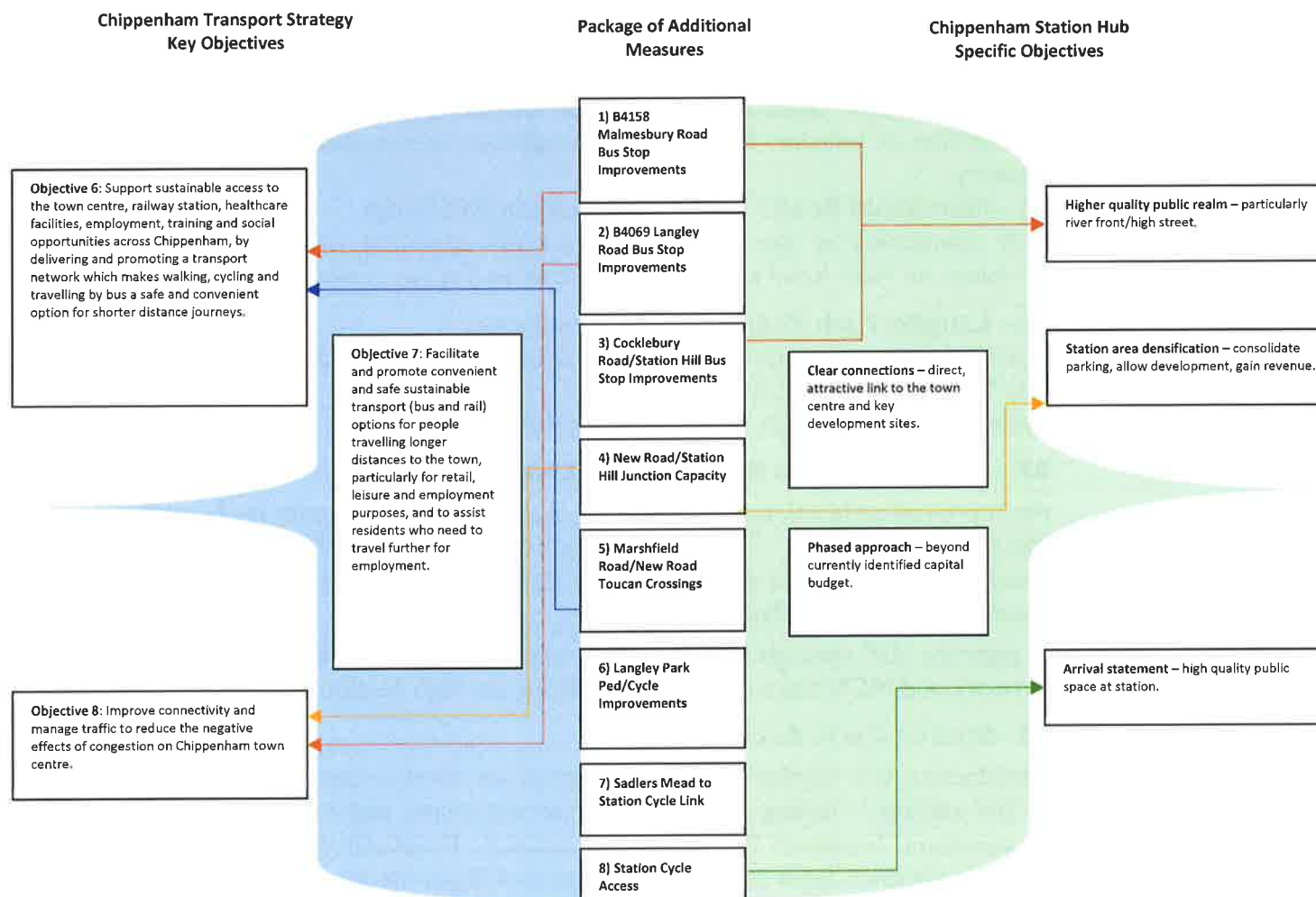
- 2.9 In combination the components of the package are expected to help achieve the Chippenham Station Hub strategic outcome: *'Improving the station's role as a transport gateway to Chippenham town centre'*, by improving the physical transport links for all modes between the station, the town centre and surrounding residential areas.

Chippenham Station Hub Specific Objectives

- 2.10 The proposed package of measures closely aligns with the Chippenham Station Hub project-specific objectives as well as relevant Chippenham Transport Strategic Key Objectives (as outlined in Figure 4).



Figure 4: Chippenham Station Hub additional transport measures objectives alignment



Chippenham Station Hub Operational Objectives

2.11 The proposed package aligns with a number of the operational objectives previously identified for the Chippenham Station Hub. Table 1 sets out how each package component contributes to achieving the objectives.

Table 1 – wider transport measures alignment

Component	Alignment	Output
B4158 Malmesbury Road Bus Stop Improvements	Aligned - improving passenger information and waiting facilities will contribute towards improving the attractiveness of public transport links to the station and town centre.	New passenger information and waiting facilities.
B4069 Langley Road Bus Stop Improvements	Aligned - improving passenger information and waiting facilities will contribute towards improving the attractiveness of public transport links to the station and town centre.	New passenger information and waiting facilities.
Cocklebury Road/Station Hill Bus Stop Improvements	Aligned - improving passenger information and waiting facilities will contribute towards improving the attractiveness of public transport links to the station and town centre.	New passenger information and waiting facilities.
New Road/Station Hill Junction Capacity	Closely aligned to the operational objectives of enhancing the station and accommodating demand growth. Given the direct link between this junction and the main access points of the station, the operation of this junction is crucial to the accessibility of the station. Capacity improvements at the junction will decrease congestion along Station Hill and Cocklebury Road enabling enhanced vehicular access to the Station Car Park 1 and 2. Furthermore these capacity improvements will accommodate for demand growth at the junction itself and in turn the station access points. Pedestrian access will be improved through crossing facilities.	New signals and crossing facilities.
Marshfield Road/New Road Toucan Crossings	Aligned - the introduction of Toucan crossings will contribute towards the development of direct and attractive cycle links from the station to the key development sites of Rowden Park and Hunters Moon in the south west of Chippenham. Cycle trips between these locations will be able to traverse the Marshfield Road/New Road/Ivy Lane junction with greater ease.	New toucan crossings.
Langley Park Ped/Cycle Improvements	Closely aligned to the operational objective of introducing a pedestrian/cycle link with Langley Park and on to the train station. The SUP proposed along Langley Road will improve cycle links for this route.	New cycle infrastructure.
Sadlers Mead to Station Cycle Link	Closely aligned to the objective of introducing a link to Calne Cycleway as the proposed SUP on Sadlers Mead fills in a missing link between the station and the National Cycle Network (NCN) Route 403 (Calne Cycleway). This route will provide a safer and more attractive cycle route compared to Monkton Hill (the current best alternative).	New cycle infrastructure.
Station Cycle Access	Closely aligned to the objectives of introducing a link to Calne Cycleway and a pedestrian/cycle link with Langley Park and on the town centre, as well as enhancing station access. These improvements ensure the radial cycle routes identified in the CTP are well linked to the station specifically as they converge on the town centre. The proposed on-road cycle lanes and section of SUP on Cocklebury Road complete missing links between the station and NCN Route 403 (Calne Cycleway). On road cycle lanes on Union Road and Old Road create cycle links with Langley Park as well as creating a direct access to the station for cyclists.	New cycle infrastructure.



2.12 Alignment with SWLEP objectives

2.13 The SWLEP plays a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. SWLEP accesses government funding, channelling investment into the region that will leverage even greater funding from private investors. It aims to secure wealth, jobs and new businesses by focusing on four priorities:

- inward investment;
- supporting and stimulating existing business growth and facilitating new business set up;
- job creation, education and skills; and
- economic infrastructure.

2.14 The project demonstrates a strong alignment to the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) priorities and objectives. The projects will improve the station's role as a transport gateway to Chippenham and create clear, attractive and direct connections to between the town centre and the station.

2.15 The evaluation of the scheme's success in delivering the objectives set for it will be assessed on the basis of the achievement of outputs in relation to:

- clear connections – provision of direct attractive links for all modes between the station, town centre and key development sites;
- clear connections – provision of link to NCN403 Calne Cycleway;
- reduced severance – provision of quality pedestrian and cycle links to the north (Old Road/Little George);
- reduced severance – provision of quality cycle link to Langley Park; and
- High Street vitality – link station and town centre.

2.16 It is proposed that the benefits of the package of components can be (partially) quantified using the measures listed below. (More detail will be provided as part of the monitoring and evaluation exercise):

- clear connections – provision of direct attractive links for all modes between the station, town centre and key development sites:
 - change in number of passengers using bus services to the station and town centre;
 - change in number of cyclists and pedestrians using routes accessing the station;
 - change in journey times by cycling and walking mode for routes accessing the station; and
 - change in delay and journey times for those accessing the station by car.
- clear connections – provision of link to NCN403 Calne Cycleway:
 - change in number of cyclists and pedestrians using routes accessing the station.

- reduced severance – provision of quality pedestrian and cycle links to the north (Old Road/Little George):
 - change in number of cyclists and pedestrians using routes accessing the station.
- reduced severance – provision of quality cycle link to Langley Park:
 - change in number of cyclists and pedestrians using routes accessing the station.
- High Street vitality – link station and town centre:
 - change in number of pedestrians walking between the town centre and the station;
 - satisfaction of pedestrians walking between the town centre and the station; and
 - change in number of collisions involving pedestrians walking between the town centre and the station.

3.0 Economic Case

- 3.1 The options considered for this project include the preferred package of components, moving forward with any individual component from the package in isolation, or ‘do nothing’.

Table 2 – Scheme Options

Option considered	Comments
Preferred package of components	This is the preferred option as when combined the various measures will best achieve the strategic outcome of improving the station's role as a transport gateway to Chippenham. As a combined package the measures address connectivity issues for different modes and destinations, improving the station's accessibility and the attractiveness of using these modes, and thereby encouraging use of the station as a means of entering/departing Chippenham.
Any individual component from the package	This option will address some specific objectives to a degree, but not be successful in achieving the scheme objectives/outcomes as, when taken in isolation, a single component has a less significant impact. A package of measures is required to address different elements of connectivity for different modes and thereby improve the station's role as a transport gateway. Those elements of the package that most closely align with the scheme objectives are highlighted in Section 2, were a subsequent prioritisation process required.
Do nothing	Taking no action will not address the objective of improving connectivity between the town centre and the station, and therefore will not help achieve the desired outcome of improving the station's role as a transport gateway.

The package components were drawn from the preferred schemes of the Chippenham Transport Strategy, and therefore each has already been selected from a long-list of further options. The package components were selected based on their proximity and impact upon trip to the station.

3.2 Capital Costs

- 3.3 Cost estimates (LGF elements only) have been calculated for each of the package components and are provided in Table 3. The cost estimates are based on the following assumptions:
- construction costs are calculated in 2019 prices, based on representative scheme rates in the current Highways Term Maintenance Contract;



- a 20% cost contingency, and 10% site supervision costs are included;
- VAT is excluded; and
- detailed design costs are estimated at 15% of construction costs. Survey costs of 10% are also included.

Table 3 – wider transport measures alignment

Component	Cost Estimate (£, 2019)	
01 B4158 Malmesbury Road Bus Stop Improvements	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%): Total:	£16,250 £84,500 £100,750
02 B4069 Langley Road Bus Stop Improvements	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%): Total:	£9,750 £50,700 £60,450
03 Town Centre Bus Stop Improvements	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%): Total:	£64,000 £332,800 £396,800
04 New Road/Station Hill Junction Capacity	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%): Total:	£125,000 £650,000 £775,000
05 Marshfield Road/New Road Toucan Crossings	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%): Total:	£37,500 £195,000 £232,500
06 Langley Park Ped/Cycle Improvements	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%): Total:	£30,000 £156,000 £186,000
07 Sadlers Mead to Station Cycle Link	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%): Total:	£11,500 £59,800 £71,300
08 Station Cycle Access	Design (Detailed design 15%, Surveys 10%): Construction (including contingency 20%, site supervision 10%): Total:	£50,500 £262,600 £313,100

3.4 The total project costs (LGF element only) have been calculated at £2,135,900 (2019 prices). An inactive programme is provided in Table 5 to demonstrate delivery is expected in 2020.

3.5 Operating Costs

3.6 The majority of the schemes are capital projects delivering new infrastructure. However, the proposed bus stop improvements include the provision of real-time passenger information (RTPI) which has currently has an annual revenue cost of c.£5,000. Planned changes to legislation will remove this revenue cost with the data becoming available free of charge under a Bus Open Data arrangement. No committed date to achieve this change has been set, although there is a target to roll out the system in 2020. For the purpose of this assessments, it has been assumed a further two years of revenue costs will be required, totalling £10,000.

3.7 Employment and investment

- 3.8 The main economic benefits that can be quantified are derived from the improved access to and from the station from the town centre and surrounding residential areas. Economic benefits will be generated as improved accessibility will improve the town centre's vitality and resilience and make new employment space in the town and station area more attractive to businesses.

3.9 Economic Appraisal Estimates

- 3.10 Economic benefits have been estimated for the walking and cycling improvement schemes in line with the Department for Transport's Transport Appraisal Guidance (TAG) – in particular: TAG Unit 5.1 – Active Mode Appraisal and the Active Mode Appraisal Toolkit (November 18). This captures forecast benefits relating to de-congestion, safety, noise, air quality, greenhouse gas emissions, health benefits, absenteeism and journey ambiance. The results are provided in Table 4.
- 3.11 The benefits calculations rely on data on the number of pedestrian and cycle users. No data is available to quantify existing levels of use for three of the four locations where improvements are proposed (05, 06 and 08). In the absence of more reliable data, estimates for these locations have been made based on census Journey to Work data, as collated within the Propensity to Cycle tool¹, and factored to account for non-commuting trips. A recent cycle count has been undertaken at one location (07 Sadlers Mead), and the actual count figures have been used to calculate benefits at this location. It should be noted the actual count figures at Sadlers Mead are approximately eight times those quoted in the PCT tool at this location. The number of users has a significant impact on the level of benefits attributed to any improvements.

Table 4 – Economic Case summary

Component	Cost- PVC 2010 (£,000s,)	Benefits - PVB 2010 (£,000s,)	BCR (PVB/PVC)
Active-mode schemes (05-08)	£580.1	£384.7*	0.66*

**Note: Benefits estimates are considered to be conservative due to the lack of available data on the number of pedestrian and cycle movements. Were user movements comparable with Sadlers Mead where a recent count has been undertaken, it is expected that the BCR for these schemes would be over 2.*

¹ <https://www.pct.bike/m/?r=wiltshire>

- 3.12 Economic benefits have not been calculated for the bus service improvements or highway capacity scheme as a robust assessment was not possible in the time available for reporting.
- 3.13 There are further expected benefits the proposed schemes will generate that have not been quantified by this study. Other benefits not (fully) quantified or monetised include:
- benefits associated with increased bus patronage and reduction in private car journeys (de-congestion, safety, noise, air quality, greenhouse gas emissions);
 - Public Realm improvements and associated benefits for users and to land value;
 - highway benefits (de-congestion, safety, noise, air quality, greenhouse gas emissions);
 - Social Distributional Impacts;
 - regenerative effects in the town including social benefits;
 - temporary jobs created linked to the construction activities;
 - improvement of the station's role as a transport Gateway to Chippenham's town centre; and
 - improvement of the links between the station, the town centre and surrounding residential areas.

4.0 Commercial Case

- 4.1 Wiltshire Council is the Accountable Body, it will lead the construction elements, work has/will be procured by the Council in accordance with its procurement and contract rules. It is anticipated design and construction will be delivered through the existing Highways Design and Management Consultancy Term Contract and the Highways Term Maintenance Contract as both contracts have the scope and capacity to undertake these works. Wiltshire Council is satisfied the scheme would not be subject to State Aid issues. Construction will begin in 2020 with completion in 2021. An indicative programme is provided in Table 5, subject to refinement as scheme development progresses.

Table 5 – Indicative programme

Project	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1
01 B4158 Malmesbury Road Bus Stop Improvements						
02 B4069 Langley Road Bus Stop Improvements						
03 Town Centre Bus Stop Improvements						
04 New Road/Station Hill Junction Capacity						
05 Marshfield Road/New Road Toucan Crossings						
06 Langley Park Ped/Cycle Improvements						
07 Sadlers Mead to Station Cycle Link						
08 Station Cycle Access						

- 4.2 Wiltshire Council acts as the Accountable Body for the Swindon & Wiltshire Local Enterprise Partnership. Local Growth Fund payments are made to the Accountable**

Body through payments from Central Government and are held in a separate Swindon & Wiltshire Local Enterprise Partnership account stream within the Accountable Body accounting arrangements. This ensures a robust and transparent accountancy procedure that will be subject to full internal and external auditing procedures at regular intervals in accordance with Council, SWLEP and Government regulations.

- 4.3 As initial lead delivery partner, Wiltshire Council will be responsible for the identification, management and mitigation of risks associated with the project. The Wiltshire Council Risk Management Strategy outlines the processes and responsibilities that the organisation upholds when delivering projects and/or services, whether these be threats to delivery or opportunities to improve delivery.
- 4.4 Where risks have been identified in advance of a procurement process the transfer of risks will be written in to the contract document prior to contract agreement.
- 4.5 The following procurement approach will be adopted for each necessary out-sourced element of works and services;
- 4.6 Procurement**
- 4.7 These works can be accommodated by the Highways Design and Management Consultancy Term Contract and the Highways Term Maintenance Contract as both contracts have the scope and capacity to undertake these works.

5.0 Financial Case

- 5.1 In developing this business case update, concept designs have been developed with cost estimates appropriate to the level of scheme development – taking account of the need to construct new cycle infrastructure/carriageway. Estimates for typical service diversion work are included, but no specific searches have been undertaken. Project costs for the LGF element in 2019 prices are £2,135,900 with allowance for contingency, design, surveys and site supervision. These costs are subject to refinement as the design is developed.
- 5.2 The detailed spend profile is being developed and will be shared with the SWLEP in due course. An indicative spend profile based on current cost estimates and design/construction programme is provided in Table 6. Inflation has been applied at 2%, in line with the indicative programme presented in Table 5, and results in a total spend of £2,164,500.



Table 6 – Project spend profile (£-rounded to £500). Inflation applied to 2019 costs @ 2%

Project	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1
01 B4158 Malmesbury Road Bus Stop Improvements	£16,500		£42,500	£43,000		
02 B4069 Langley Road Bus Stop Improvements	£10,000		£29,500	£30,500		
03 Town Centre Bus Stop Improvements	£64,000		£168,000	£169,000		
04 New Road/Station Hill Junction Capacity	£62,500	£63,000	£213,000	£220,000	£221,000	
05 Marshfield Road/New Road Toucan Crossings	£37,500		£98,500	£99,000		
06 Langley Park Ped/Cycle Improvements		£30,000		£158,500		
07 Sadlers Mead to Station Cycle Link			£6,000	£6,000	£61,000	
08 Station Cycle Access		£25,500	£25,500	£133,500	£134,000	
	£190,500	£118,500	£585,000	£854,500	£416,000	

- 5.3 A 20% contingency for the capital construction costs have been included within the project budget. This contingency fund is in place to provide financial cover for risks (including design development), potential changes and uncertainties relating to cost overruns.
- 5.4 The Chippenham Station Hub project is also included in the CIL Regulation 123 list, therefore project phases may benefit from CIL investment.

6.0 Management Case

- 6.1 The scheme is an integral part of the Swindon and Wiltshire Growth Deal programme, which comprises a portfolio of projects. SWLEP has established a robust system of governance for overseeing the Growth Deal programme which utilises the resources of each of the two Local Authorities within the local geography. This collective programme management forms the SWLEP Delivery and Performance Team which oversees and records the delivery, monitoring and reporting of SWLEP Growth Deal programme projects.
- 6.2 SWLEP will adopt the corporate and programme management role for the scheme. The SWLEP is a creative collaboration of leaders from business, education and local councils, who direct economic growth and drive job creation. It is led by a Board of directors who contribute a wide range of expertise. The majority are from the private sector, representing major employers and small and medium enterprises. The public sector is also represented.
- 6.3 The management and development of this project to date has been undertaken by Wiltshire Council as the lead authority. The scheme will be delivered by Wiltshire Council through its in-house project management systems. This will be supplemented by external support where required. The Council will appoint consultants and other

external advisers if required to provide the necessary project management assistance to ensure the project is delivered to programme and value for money is achieved.

- 6.4 Standard PRINCE 2 principles will be adopted, such as Stage and Risk management to support effective project delivery and success.

6.5 Scheme Deliverability and Risk Register

- 6.6 Key risks and deliverability challenges have been identified in Table 8 for each of the package components. None of the components are considered to have significant delivery challenges that will prevent their completion, but the risks identified could impact cost and programme.

Table 8 – Key risks and deliverability challenges

Component	Key risks and deliverability challenges
01 B4158 Malmesbury Road Bus Stop Improvements	<ul style="list-style-type: none"> User numbers are estimated to be low. Improvements include raised kerbing, footway paving and bus stop signage. Not suitable for bus shelters. Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
02 B4069 Langley Road Bus Stop Improvements	<ul style="list-style-type: none"> User numbers are estimated to be low. Improvements include raised kerbing, footway paving and bus stop signage. Not suitable for bus shelters. Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
03 Town Centre Bus Stop Improvements	<ul style="list-style-type: none"> High estimated user numbers and capacity requirements. 3 locations (Station, The Bridge and Bath Road) are considered suitable for Real Time Passenger Information (RTPI) boards, bus shelter improvements and advertisement screens. New Road requires bus stop signage and civils only. Shelters located at the train station drop off are to be installed in conjunction with car park development. Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion. Delay in availability of Bus Open Data, free of charge, will result in an on-going revenue requirement of c. £5,000 per year.
04 New Road/Station Hill Junction Capacity	<ul style="list-style-type: none"> Risks include vulnerable users, the large number of expected utilities and traffic management costs for the scheme. The introduction of the junction may require removal or relocation of some parking bays along New Road (statutory Traffic Regulation Order process). A 9-month detailed design and 6-month construction window should be planned. Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
05 Marshfield Road/New Road Toucan Crossings	<ul style="list-style-type: none"> Risks include the large number of expected utilities and traffic management costs for the scheme. Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
06 Langley Park Ped/Cycle Improvements	<ul style="list-style-type: none"> Risks include the large number of expected utilities and issues regarding access to businesses on Langley Road. Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.

Component	Key risks and deliverability challenges
07 Sadlers Mead to Station Cycle Link	<ul style="list-style-type: none"> Alignment of programme with Sadlers Mead car park development to ensure proposed works are in conjunction with the planning application. The proposed works remain in Wiltshire Council owned land. A 3-month detailed design and 3-month construction window should be planned. Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.
08 Station Cycle Access	<ul style="list-style-type: none"> The proposed on-road cycle lanes may require changes to existing Traffic Regulation Orders (TRO's). Would require temporary traffic management to allow surface marking and signage to be installed. Deliverability under Wiltshire's Term Maintenance Contract should be considered for earliest completion.

6.7 Evidence of similar projects

6.8 Wiltshire Council has a proven track record of scheme delivery. A selection of key relevant schemes is described below, summarising the scope of works, timescales, and procurement strategies employed. Opportunities will be taken to learn lessons from these previous projects to improve delivery and project management processes.

Table 9 – Evidence of similar projects

Project	Description	Works Date	Means of Delivery	Value	Project Delivered Successfully
Cross Keys, Corsham	Replacement of all traffic signals equipment including carriage re-surfacing works, ducting and drainage.	July 2019	Term contractor - Ringway	£330,000	Yes
Devizes Road, Salisbury	New bus stop, bus stop kerbing, footway widening, installation of new shelter.	April 2019	Term contractor - Ringway	£15,000	Yes
Riverside Walk, Chippenham	Construction of 320 metres of shared use pedestrian cycle path	Feb-April 2018	Term contractor - Ringway	£120,000	Yes

6.9 Communications and stakeholder management

6.10 The package of measures outlined here form an integral part of the Chippenham Transport Strategy, which was developed alongside the Chippenham Site Allocations Plan, adopted in 2017. A significant programme of stakeholder and public consultation was undertaken at the time.

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Appendix 3 Scheme Designs

Can be accessed via the link below.

https://swlep.co.uk/docs/default-source/board-meetings/2019/26-sep-2019/paper-5-1_appendix-3.pdf?sfvrsn=fd560b96_4

