

## LGF OBC update – Chippenham Station Hub Phase 2

<b>Security Level:</b>	Confidential <input type="checkbox"/>	Restricted <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>
<b>Meeting &amp; Date:</b>	SWLEP Board Meeting – Wednesday 19 September 2018			
<b>Subject:</b>	Chippenham Station Hub – Phase 2 Outline Business Case update			
<b>Attachments:</b>	Public Consultation Boards, Risk Assessment			
<b>Author:</b>	Matthew Croston Rory Bowen Tony Morgan Angela Hays	<b>Total no of sheets:</b> (inc cover sheet)	20	

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

### I.0 Purpose

- I.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 Phase 2 of the Chippenham Station Hub scheme, which includes the Wiltshire Council owned Sadlers Mead Car Park, as illustrated by the below plan.
- I.2 The SWLEP Board is requested to approve this update to the Outline Business Case enabling the release of funding to support construction work (subject to securing the necessary planning consents).

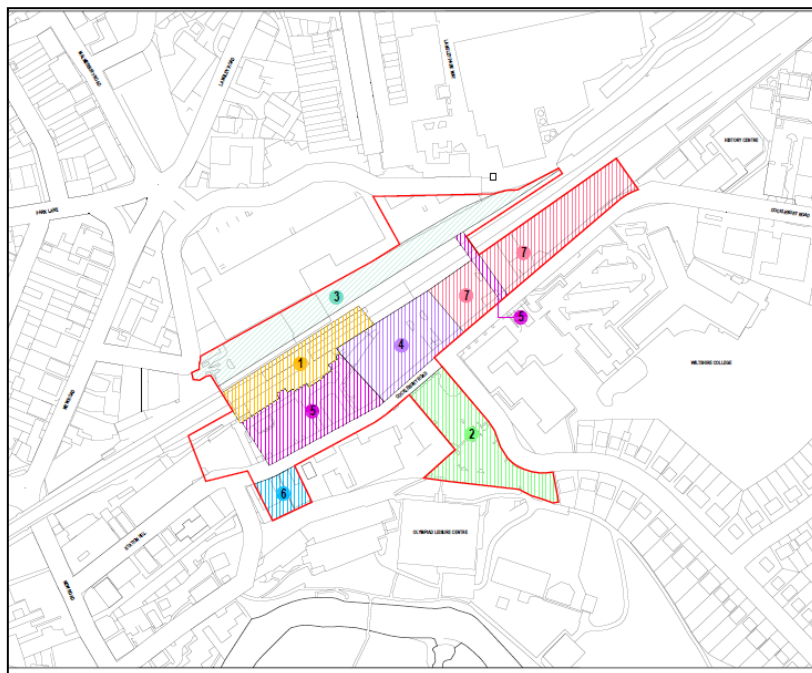
Figure 1: Chippenham Station Hub Phase 2 – Location Plan



## 2.0 Strategic Case

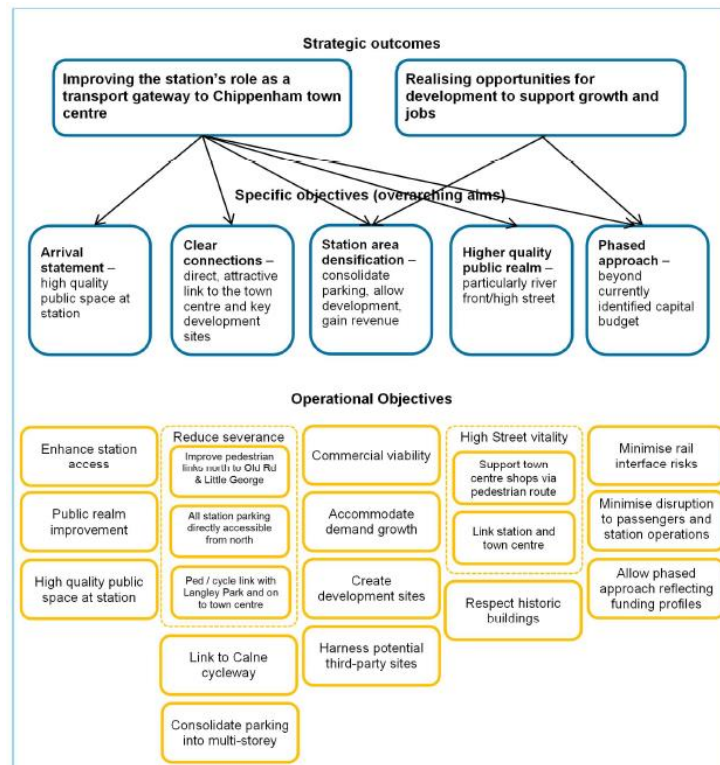
- 2.1 The Chippenham Station Hub scheme has been developed recognising the policy context of delivering housing and economic development in a sustainable manner and by addressing current severance issues, accommodating the forecast growth in demand arising from the Great Western Main Line Modernisation 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 Phase 2 overview

- 2.5 Phase 2 of the Chippenham Station Hub scheme includes development of the Wiltshire Council owned Sadlers Mead car park. This is an approx. 1.3 acre site, situated opposite the railway station. It is currently a pay and display car park providing 165 car parking spaces. The development proposals for this site include a modern office block on the front of the site with a multi-level car park behind. This is illustrated by the below concept designs.

Figure 4 – Office concept



Figure 5 – Car park concept



- 2.6 Wiltshire Council is at an advanced stage of negotiation with Chippenham based business Good Energy who have identified this site as a preferred location to construct a new bespoke headquarters building. The site offers Good Energy an opportunity to develop a new HQ premises; enabling them to remain as a major employer in Chippenham. The development of the new headquarters is part of the new strategic direction for Good Energy. Their work on innovation in the energy market, means that they need to attract the right talent to Chippenham and the new HQ is key to that. The site matches their requirements to build a new HQ in the station area. There are no other realistic options for Good Energy in this part of Chippenham that can be delivered in line with the business's requirements (the business has explored all other potential options in the town), therefore if this development cannot be delivered there is a significant risk that Good Energy will have to relocate to another area outside Wiltshire.
- 2.7 To enable the construction of the new office, the Council will need to re-provide the car parking spaces that will be lost and add additional spaces to align with the overall Chippenham Station Hub strategy, as detailed in the approved Outline Business Case. The proposed multi-storey car park will provide additional car parking capacity. It is anticipated that this car park will be utilised by users of the Olympiad, Council offices, Good Energy, town centre users/workers, and commuters. Chippenham currently has an identified shortage of car parking spaces to serve the town centre and other amenities, therefore this proposal would enhance the car parking offer in the town.
- 2.8 The need to provide additional car parking near the station is driven by data provided by GWR. As illustrated in Figure 6 below, based on GWR's forecast station passenger growth rates, the station car parks will not be able to accommodate peak demand from around 2023 or 2024.



Figure 6 – Forecasted peak station car parking demand



- 2.9 In addition to the evidence provided by GWR, Wiltshire Council occupancy data for car parks close to the train station also illustrates shortfalls in car parking provision.

Daily occupancy Including season tickets	<u>15-Aug-17</u>	<u>10-Nov-17</u>	<u>05-Feb-18</u>	<u>19-May-18</u>
Bath Road	122%	134%	116%	136%
Brake Mead	36%	5%	35%	44%
Sadlers Mead	101%	114%	107%	113%
Spanbourne Avenue	70%	68%	53%	65%

The occupancy quoted includes season tickets and pay and display use, it does not include staff/partner permits, therefore the occupancy could be higher than shown.

It is assumed that that season ticket holders will park 5 days per week, even though the permit allows parking for 6 days per week. It is recognised that that most season ticket holders are Mon-Fri workers.

Wiltshire Council also recognises that some users leave before their ticket has expired thereby allowing another user access to that space, which pushes the occupancy further.

The parking stock within Chippenham needs to be extended as the current provision is heavily oversubscribed. At present it is not possible to purchase a season ticket for any Chippenham car park due to its capacity for permits being reached. This leads to

complaints from those wishing to park for long periods of time, therefore the town could benefit by adding levels to existing car parks.

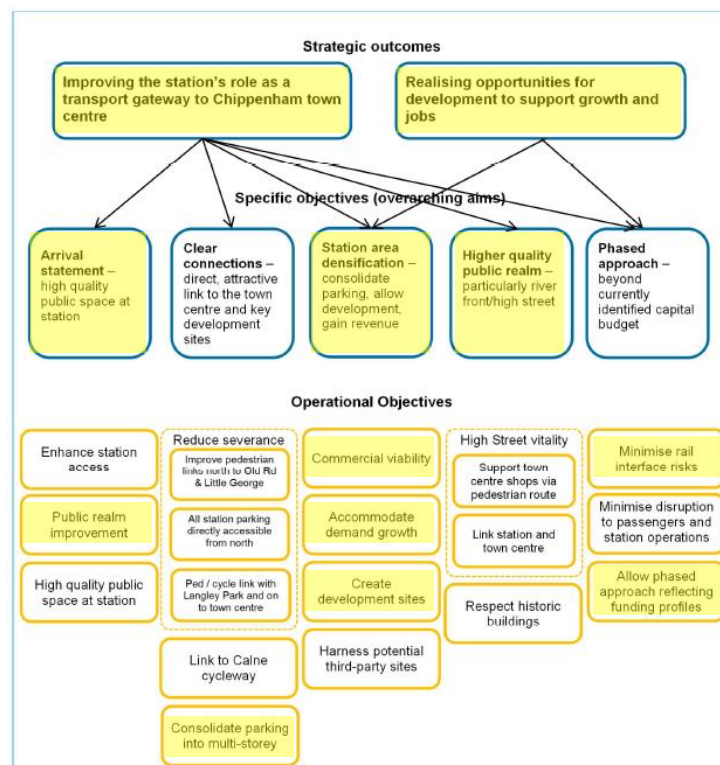
2.10 The outputs of Chippenham Station Hub Phase 2 include:

- Retaining a strategically significant local business in Chippenham, and removing the risk of them relocating out of the county.
- The adjacent land value uplift resulting from the provision of the high quality commercial development, which is anticipated to support the retention of approx. 300 jobs in Chippenham and the creation of further direct and indirect jobs.
- Support attracting further investment in the station area and acting as a catalyst to 'kick-start' the wider Chippenham Station Hub scheme.
- Additional car parking spaces which will increase provision in an area where a shortfall has been identified and where growth has been forecasted.
- Creation of temporary jobs linked to the construction phase.
- Leveraging significant private sector investment in the scheme.

### 2.11 Alignment with wider scheme and SWLEP objectives

2.12 The Phase 2 proposals align with the following Chippenham Station Hub strategic outcomes and operational objectives (highlighted yellow). Further detail on the alignment is included in table 1 below.

Figure 7: Chippenham Station Hub Phase 2 outcomes and objectives alignment



**Table 1 – Phase 2 alignment**

<b>Output</b>	<b>Alignment</b>
Retaining a strategically significant local business in Chippenham (leading to job retention and creation).	Phase 2 will enable the retention of a significant local business and therefore will <b>support growth and jobs</b> .
Additional car parking spaces which will increase provision in an area where a shortfall has been identified and where growth has been forecasted	The creation of a multi-level car park will <b>consolidate parking to accommodate demand growth</b> and release part of the site to <b>allow development and help realise opportunities for development to support growth and jobs</b> .
The adjacent land value uplift resulting from the provision of the high quality commercial development, which is anticipated to support the retention of approx. 300 jobs in Chippenham and the creation of further direct and indirect jobs.	Phase 2 will create a new commercial development site opposite the railway station. A <b>high quality</b> development will support attracting additional private sector investment, and improve the Chippenham Railway Station <b>arrival statement</b> .

- 2.13 As outlined above the Chippenham Station Hub Phase 2 proposal closely aligns with the objectives for the wider and subsequent phases of the Chippenham Station Hub scheme.
- 2.14 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.
- 2.15 The project demonstrates a strong alignment to the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) priorities and objectives. The project will support and stimulate existing business growth, support the retention and creation of jobs, create economic infrastructure to support the development of the area, and leverage significant private sector investment.
- 2.16 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:
- Provision of high quality commercial development;
  - Support for local employment;

- Enhancing car parking provision;
- Increase in land value; and
- No significant worsening of highway conditions.

2.17 The quantification of the measures will be confirmed as part of the monitoring and evaluation exercise and following the confirmation of the approved planning application conditions for the scheme (subject to securing the necessary planning consents).



### 3.0 Economic Case

- 3.1 The current preferred option which is the development of a high quality commercial building and decked car parking (option 1) has evolved from option development and assessment. The options considered for this project included:

**Table 2 – Economic Case Options**

Option considered	Comments
1. High quality commercial building (private sector funded) and decked car parking at Sadlers Mead (LGF funded).	The option is a good fit with the wider Chippenham Station Hub scheme objectives. It provides a high quality office development, constructed and financed by the private sector, and a multi-level car park to support the Station Area and town centre. This option will leverage in significant private sector investment, create and retain jobs, enhance car parking, and support the regeneration of the area. These outputs are aligned with the principles of the LGF funding and wider scheme strategic objectives. This option can support attracting further investment in the station area and act as a catalyst to 'kick-start' the wider Chippenham Station Hub scheme.
2. High quality commercial building and decked car parking at Sadlers Mead (Both Buildings LGF/public funded).	The option is an adequate fit with the wider Chippenham Station Hub scheme objectives. It provides a high quality office development and a multi-level car park to support the Station Area and town centre. This option will not leverage in significant private sector investment, it will instead utilise a greater proportion of LGF/public funds. The option will create jobs, enhance car parking, and support the regeneration of the area. These outputs are aligned with the wider scheme strategic objectives, however they are not as well aligned with the LGF principle of leveraging additional private sector investment. This option can support attracting further investment in the station area and act as a catalyst to 'kick-start' the wider Chippenham Station Hub scheme. This option was discounted as it did not match Good Energy's requirements and also requires up-front, speculative public sector investment.
3. High quality commercial building (private sector funded) at Sadlers Mead and decked car parking at Bath Road (LGF funded).	The option is an adequate fit with the wider Chippenham Station Hub scheme objectives. It provides a high quality office development, however the car park would be located in central Chippenham (approx. a few hundred meters away from the railway station). This option will leverage in private sector investment, create and retain jobs, enhance car parking, and support the regeneration of the area. This option will also significantly support the regeneration of the town centre and lead to further private sector investment and the potential creation of a greater number of outputs when compared with option 1 and 2. This option can support attracting further investment in the station area and town centre and act as a catalyst to 'kick-start' the wider Chippenham Station Hub scheme and town centre regeneration. This option may also (subject to design and cost evaluation) provide more value for money in terms of car park construction cost and number of spaces – this would need further investment and review. This alternative option was presented to and discounted by the SWLEP at the SWLEP Commissioning Group in July 2018, primarily due to the distance from the station.
4. Do nothing	This option will not achieve the outputs identified in the Strategic Case see para 2.10.

For the purposes of the following Economic Appraisal, option (I) has been selected as this option was presented at the public consultation.

Following discussion with SWLEP representatives, further packages of potential work will be developed and considered including a basement level, additional landscaping and public realm works, improving the transition from the development to the Olympiad and park area. These additions would result in a revised cost plan which would be presented to SWLEP representatives for approval.

Current wider scheme cost plan is included in Appendix 2.

### **3.3 Capital Costs**

- 3.4 The total project costs (LGF element only) have been calculated at £6.5m (2018 prices). This cost includes construction cost, all relevant disruption costs, contingencies, fees plus fixtures, fittings and equipment. This sum excludes VAT and has been calculated by appointed cost consultants Faithful and Gould.
- 3.5 The land is already owned by Wiltshire Council, and therefore no cost for purchasing the land has been included in the appraisal (asset value to be used as match).
- 3.6 The majority of the planning and development is expected to occur in 2018/2019 and construction will take place in 2019/2010.

### **3.7 Operating Costs**

- 3.8 Estimated operating costs have been included to cover all operational running costs - utilities, maintenance, insurance, business rates and other running expenses. These have been estimated based on observed values of running similar car parks in Wiltshire.

### **3.9 Employment and investment**

- 3.10 The main economic benefits that can be quantified are derived from job retention and creation, and the private sector investment leveraged into the area. The scheme can support the retention of 300 jobs in the Chippenham area which would otherwise be lost and the creation of an estimated 100 additional jobs (direct and indirect) over a 10 year period. In addition this phase will also leverage in around £6m of private sector investment related to the construction of commercial office space.

The additional car parking spaces will also benefit the forecast greater activities of town centre users and commuters alike.

### **3.11 Multiplier**

- 3.12 A multiplier has been applied to the additional jobs created by Phase 2 to account for further economic activity stimulated by the direct employment activity. To account for

this, a multiplier of 1.21 has been applied to calculate the additional (indirect) jobs created.

### **3.13 GVA per Job**

- 3.14 To monetise the benefits of the employment safeguarded and created by the scheme, average GVA (Gross Value Added) values have been applied. This is taken from the Local Economic Assessment – GVA per job in Wiltshire (ONS Regional Accounts 2017).

Table 4: GVA per additional Job

	Average GVA per Job per Year (2017)
GVA per job	£43,495

### **3.15 Revenue**

- 3.16 There will be a revenue stream for the decked car park constructed as part of Phase 2. An estimate of £190k per year (excluding inflation) has been estimated based on the existing car parking charging structure adopted by Wiltshire Council.

Wiltshire Council do not expect to benefit from any increase in revenue from additional spaces created. Any additional revenue generated will be offset by an increase in operational and maintenance cost as well as additional business rates.

### **3.17 Opening Year and Appraisal Period**

- 3.18 The car park and office are expected to open in 2020.
- 3.20 The scheme has been appraised over a 10 year period of benefits, from the point when the full scheme is open in 2020.

### **3.21 Discounting**

- 3.22 All costs and benefits have been discounted to 2028. A discount rate of 3% per annum has been applied.

### 3.23 *Economic Appraisal Results*

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

**Table 5 – Economic Case summary**

<b>COSTS</b>	<b>£m PV (2018)</b>
Capital Costs (car park construction)	£6,500,000
Operating costs car park (10 years)	£1,250,000
<b>BENEFITS</b>	<b>£m PV (2018)</b>
Employment benefits (jobs created and retained)	£17,398,000
Private sector investment	£6,300,000
Revenue income car park (10 years)	£1,900,000
<b>APPRAISAL</b>	
Present Value of Costs (PVC)	£7,750,000
Present Value of Benefits (PVB)	£24,115,901.72
Net Present Value (NPV)	£16,365,901.72
Benefit Cost Ratio (BCR)	3.11

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

- Regenerative effects in the town including social benefits
- Business rates paid on office
- Temporary jobs created linked to the construction of both the office and car park
- Public realm benefits
- Release of currently occupied office space, providing opportunity for further local business growth
- Potential uplift in land values in immediate vicinity
- Meeting increasing parking demand near to the railway station and town centre

## 4.0 Commercial Case

- 4.1 Wiltshire Council is the Accountable Body, it will lead the car park element, and as such, work has/will been procured by the Council in accordance with its procurement and contract rules. Wiltshire Council is satisfied the scheme would not be subject to State Aid issues. Car park construction will begin in Q3, 2019 with completion in Q3, 2020. Office construction will begin in Q2, 2019 with completion in Q2, 2020. Key milestones for the project include:

**Table 6 – Car Park Project milestones**

Car Park Activity	Approx. Delivery Date
Submit Planning Application (Office & Car Park)	October, 2018
Planning Decision (Office & Car Park)	February, 2019
Issue Main Contractor Tender	March, 2019
Operational Displacement Parking Plan Operational	Q3, 2019
Commence Construction	Q3, 2019
Complete Construction	Q3, 2020
Car Park Operational	Q3, 2020

- 4.2 Good Energy will manage the delivery of the office block upon acquisition of the site and granting of planning consent. Good Energy have now appointed a developer and all design consultants. They will look to commence construction in Q3 2019, with completion of the new office block in Q2, 2020.
- 4.3 Wiltshire Council acts as the Accountable Body for the Swindon and 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 and 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, LEP and Government regulations.
- 4.4 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.
- 4.5 The project will submit a full planning application in October 2018.

The overall planning strategy is summarised below ;

The primary planning objective is to obtain full planning permission for a new office building of approximately 30,000 sqft and a new multi-storey car park to provide approx. 260no. car parking spaces on the site. An option to add a basement level,



resulting in additional spaces and cost, will be considered following traffic modelling and analysis.

**For planning purposes, the site is to be considered as a single development as the proposals are inter-dependent i.e. the office proposal cannot be developed without re-provision of car parking at Sadlers Mead. The planning strategy is therefore for the submission of a comprehensive full planning application for the current Sadlers Mead car park site .**

Key parallel workstreams that form part of the planning strategy are:

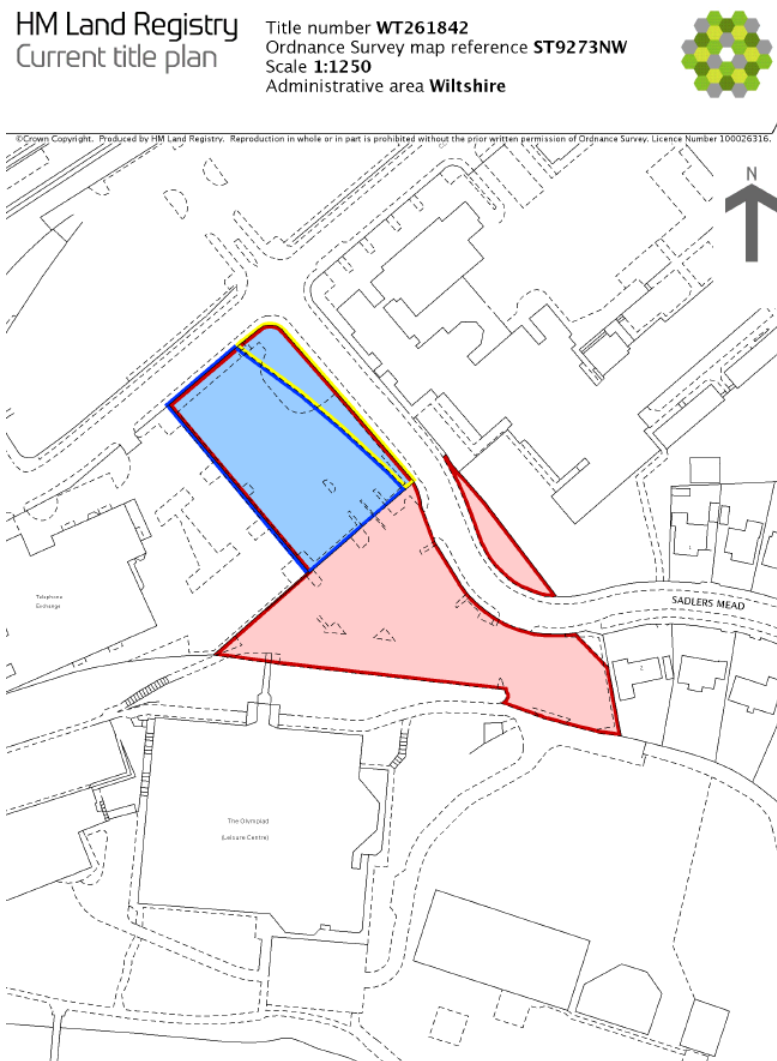
1. Engagement with Good Energy, their developers and Wiltshire Council to establish and develop design proposals for the site that meet the commercial requirements and objectives of all parties.
2. Pre-application engagement with Wiltshire Council officers. This is important to ensure collaborative working with officers on the principles and design approach, addressing any planning issues early in the design process.
3. Engagement with key stakeholders and public consultation on the proposals. Feedback from consultation activities is collated, reviewed and considered by the design team for implications on the proposed design. Together with local residents, key groups include:
  - a. Local Ward Member
  - b. Town Council
  - c. Chippenham 2020
  - d. Chippenham BID
  - e. Olympiad Leisure Centre
  - f. Chippenham Civic Society
  - g. Network Rail
  - h. Great Western Railway
  - i. SWLEP
4. Technical reporting, investigations and survey work to inform the planning application are undertaken in parallel to the design development.

Once a final design solution is established, the full planning application will be submitted to Wiltshire Council. The project team will work with planning officers through the determination period to resolve any issues as soon as possible, allowing officers to recommend approval of the application. As a major proposal, the determination period is 13 weeks. As a major application in Chippenham, it is likely that the application would be called-in for determination at Planning Committee.

Following determination, any Section 106 Agreement would be completed prior to a decision being issued. It is likely that there will be conditions attached to a decision that will require detail to be approved before works start on site. To avoid any inter-dependence between the car park and office elements of the proposals, it is intended to categorise and separate planning conditions as far as possible so that details can be submitted separately for each element.

- 4.6 Wiltshire Council will retain ownership of the car park site as highlighted in pink within the plan below

**Figure 8 – Title Plan**



This is a print of the view of the title plan obtained from HM Land Registry showing the state of the title plan on 17 April 2018 at 15:33:47. This title plan shows the general position, not the exact line, of the boundaries. It may be subject to distortions in scale. Measurements scaled from this plan may not match measurements between the same points on the ground.

This title is dealt with by HM Land Registry, Weymouth Office.

- 4.7 Wiltshire Council will own and operate both the future multi-storey car park and coach park, upon their completion in Q3, 2020.
- 4.8 Good Energy's developer will own the office building (including its undercroft car park) upon its completion in Q2/Q3, 2020. Good Energy will take out a long-term lease on this building with their developer.
- 4.9 Risk Management. As lead delivery partner, Wiltshire Council will be responsible for ;

- Operation of the multi-storey car park and coach park
  - Planning and operation of the car park displacement plan during the construction phases of both office and car parks.
  - Ultimate discharge of all planning conditions (some of them via the main contractor and others via the Good Energy team)
- 4.10 Wiltshire Council's main car park contractor will be responsible (under their design-and-build contract) for all design and workmanship elements of the car park's construction. To this end, this main car park contractor will accept the responsibility for all design commissioned by the Council prior to their appointment.
- 4.11 Wiltshire Council will transfer all design liability for the office (currently directly commissioned by the Council up to the point of planning application submission) onto Good Energy / their developer.
- 4.12 Good Energy / their developer will be responsible for all risks pertaining directly to their site boundary / building. This might include specific planning conditions, such as Section 106 or section 38
- 4.13 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.
- Where possible this will include making the main contractor responsible for discharge of certain planning conditions (those they are best placed to undertake, such as construction-phase plans).
  - As above the main (design-and-build) car park contractor will hold ultimate design liability
- 4.14 A risk assessment is summarised in Appendix 2 (Part ii).
- 4.15 The following procurement approach will be adopted for each necessary out-sourced element of works and services ;
- 4.16 Car Parks - Main Contractor**
- 4.17 As these works will be in excess of the OJEU Works threshold, it is intended that an Open, Restricted OJEU process be used.
- 4.18 A single-stage tender approach will appoint a design-and-build contractor. This is in order to attain a competitive, fixed price for the construction. A design-and-build contract will pass ultimate responsibility for both design and workmanship to the contractor.
- 4.19 It will remain the successful contractor and Council's decision whether design consultants are novated to the contractor. If not, they will be appointed as Technical Advisor to the Council, to ensure the contractor's design elements meet the design intent and requirements.

4.20 The Contract form will be the NEC3, Engineering and Construction Contract, Main Option A (Fixed Price with Activity Schedule). This is because the NEC3 suite of contracts are now the Council's preferred capital project contractual set.

4.21 For reasons of economy-of-scale and co-ordination, it was briefly considered whether a joint contract could be placed to deliver both the office and car parks' construction. However this was discounted for the following reasons ;

- Different contractor specialisms are required
- The projects will be delivered to divergent timescales
- The need for the Council to use an OJEU procurement process (with no such requirement for the private sector office user/developer)

#### **4.22 Office and Car Parks - Planning Consultants**

4.23 GVA have been appointed as the Lead Planning consultant. Their overall remit is to oversee the architectural design up to the point of planning submission.

4.24 GVA were the only consultant to respond to a competitive tender process for these services. Their bid was within budget and demonstrated the necessary experience to deliver the Council's requirement.

#### **4.25 Car Parks - Other Consultants**

4.26 The following consultants have been/will be appointed directly via a competitive tender process, all of them are below the OJEU threshold for Services ;

- Cost Manager – Faithful and Gould
- M&E Services Engineer – Method Consulting
- Civils and Structural Engineer - Hydrock
- NEC Supervisor (Clerk of Works) - TBC

4.27 In line with Council governance, Building Control Services will be a single-sourced, direct appointment with the Council's in-house Building Control Officer for Wiltshire North.

4.28 Owing to the need to maintain continuity and ownership of architectural design liability (prior to it being passed to the contractor), the current GVA sub-consultant AHR Architects will be single-sourced as a direct appointment to the Council. This fee will be under the OJEU threshold and value-for-money will be ensured through the Cost Manager's scrutiny of their fees.

#### **4.29 Office – Developer, Contractor and Consultants**

4.30 The (private sector) office occupier and their appointed developer will be responsible for procurement of all necessary consultants and contractors.

## 5.0 Financial Case

- 5.1 In developing this business case update, designs with costings has been developed by qualified architects, planners and construction consultants. Project costs for the LGF element in 2018 prices are £6.5m with allowance for contingency and inflation.

Table 8 – Sources of funding

Source of funding	Cost
Local Growth Fund	£6.5m
Total	£6.5m

As previously noted, these costs are subject to refinement, particularly in relation to an additional basement level, landscape and public realm improvements.

- 5.2 The detailed spend profile is being developed and will be shared with the LEP in late September.
- 5.3 A 10% 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 car park 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.

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

Following planning application submission, the office and car parks projects will effectively ‘split’ as two parallel, autonomous projects. The need for these adjacent projects to co-ordinate on design, timescales and construction logistics has been recognised – to this end ongoing Project Co-ordination meetings have commenced.

### 6.4 Evidence of similar projects

- 6.5 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 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
Porton Science Park	First phase of construction of Science Park, comprising 42,500 sq. ft. of laboratory and office space and related infrastructure.	October 2016 – December 2017	Contract managed by Wiltshire Council Strategic Property Services	£10.1m	Yes

The Enterprise Network	A £5.2m initiative led by Wiltshire Council with Government and EU funding, aimed at nurturing new and growing small and micro businesses in Swindon and Wiltshire.		Multi-stakeholder project led by Wiltshire Council – including SWLEP, Enterprise Wiltshire, Swindon Borough Council, Military Civilian Integration Partnership and Wessex Chambers of Commerce.	£5.2m	Yes
------------------------	---	--	---	-------	-----

## **6.6 Communications and stakeholder management**

- 6.7 Significant stakeholder engagement has taken place to date and throughout each stage of the project it will be critical to have ongoing dialogue and open communication with key stakeholders and local residents to ensure that they are fully engaged in shaping the development proposals. On the 22 August 2017 a key stakeholder workshop took place as part of the pre-application process and on the 22 November 2017 a public consultation drop-in event was held. The drop-in event took place at Chippenham Town Hall and provided information on the project. Over 100 people attended the event. Additional public consultation took place on the 25 July 2018 at Monkton Park in Chippenham, which included information specifically on Phase 2. In addition to this, the emerging scheme was presented to the Chippenham Area Board on the 13 March 2017, 26 June 2017, and the 15 January 2018. During the build programme, a stakeholder working group will be set up to provide a forum for communication and review of any problems arising. This working group is recommended to include key stakeholders and members of the project team.

**Appendix 1 – Consultation Boards – attached**

**Appendix 2 – Risk Assessment and scheme profile – attached (CONFIDENTIAL)**