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|  | **Project Title:** |
|  | Station Approach |
|  | **Author:** |
|  | Jayne Green |

Purpose of & Guidance on this document

Every project requires a Business Case which must be approved and signed-off by the appropriate authority

The Business Case is there to:

* justify the project based on: the estimated effort, cost, time and the anticipated business benefits to be gained
* monitor the on-going viability of the project by the Project Board

Once your Business Case Document is completed check the document against the following criteria:

1. Can the benefits be justified and measurable?
2. Are the reasons for the project consistent with the Community Strategy Objectives?

*(If NOT, you must be able to justify devoting time, money and resources to it.)*

Decision to Proceed

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|  | **Agreement to proceed? (y/n):** |
|  | (to Full Business Case stage) |
|  | **Decided by and date:** |
|  | Cabinet 19/05/16 |

Business Case Content

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|  | **Background:** *(Please keep it brief)* |
|  | The Vision for Winchester and Local Plan Part 1 identify the area aroundWinchester railway station as lending itself to development to provide a new area of commercial, office, residential and retail space to strengthen Winchester’seconomy and enhance the local environment. The area in question has been informally christened ‘Station Approach’ and includes the old Carfax site (including the former registry office building) and the current Cattlemarket car park. It also incorporates the area of public realm between the two sites.This project therefore aims to identify the potential options for a development in the Station Approach area in order to form part of the Council’s vision for how it will develop the town’s economy and make the best use of key sites for sustainable development.The Community Strategy and Local Plan framework policies form the Strategic Outline Programme for this Outline Business Case. The [Strategic Outline Case](http://www.winchester.gov.uk/assets/files/23930/CAB2702.pdf) was compiled in June/July 2016 and authority to proceed to Outline Business Case stage obtained at Cabinet on 6th July 2016. |
|  | **Which of the following priorities from the Community Strategy does the project link to:** | **Yes/No:** |
|  | Active Communities* **Provision of housing to meet community needs**
* Promoting community cohesion
* Provision of accessible sport and recreation
* Ensuring our communities are healthy and safe

High Quality Environment* Sustainability and the effective use of natural resources
* **Effective traffic management and support for transport provision**
* **Ensuring that the quality of the place we enjoy is maintained and enhanced**

Prosperous Economy* **Supporting the local economy**
* Promoting education and training
* Promoting tourism and the cultural assets of the District

Effective and Efficient* Ensuring that the Council is resilient with an agile and flexible workforce
* **Medium term financial planning to ensure effective use of available resources including asset management**
* Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity
 | YesYesYesYesYes |
|  | **Project Objective(s):** |
|  | * ensure the area around the station enhances the economic vitality of the city, offering modern, purpose built offices to improve employment opportunities;
* create a commercial office hub;
* create a high quality and welcoming arrival ‘gateway’ point and improve ‘wayfinding’ and legibility so that people find their way to the city centre and other key destinations, particularly by means other than the private car;
* enhance the public realm, public transport facilities and retail offer in the area to create attractive and vibrant public spaces responding to people and their needs whilst also building on and adding to the existing commercial and cultural life in the city;
* improve the aesthetic and environmental impact of the area, including the retention of important trees and create new planting areas, where space and practical considerations allow;
* demonstrate a high standard of architectural, highway and landscape design, in harmony with the existing character of Winchester, and use quality materials and detailing (noting future maintenance liabilities for publically owned spaces and land);
* safeguard and enhance important views (where it is appropriate to do so) and the character of the area;
* repair the urban fabric and create a cohesive high quality townscape, and public realm which is capable of being further enhanced as other developments within the area are brought forward;
* improve linkages to the station and through the sites that are consistent with the surrounding area and existing schemes and emerging proposals;
* provide car parking which meets both public and private needs through the efficient use of space and is of a high quality design from a user perspective (the office car parking should be made available for public use at weekends where possible);
* strengthen the existing retail offer in addition to the local centre around Andover Road/Stockbridge Road;
* create mixed use buildings with active frontages by providing a variety of active uses along key routes;
* provide a mix of houses and flats (giving consideration to the Council’s policy on affordable housing);
* improve pedestrian, cycling and traffic flows where possible, for key junctions and roads, critically bearing in mind that improvements should avoid displacing vehicular traffic - especially elsewhere in the city - unless suitably mitigated;
* have consideration of the findings of recent research that show that traffic reduction and maximising pedestrian and cycling facilities increase considerably the commercial potential of an area. (<http://activelivingresearch.org/sites/default/files/MakingTheCaseReport.pdf> and a reference to the Pedestrian Pound at <http://www.livingstreets.org.uk/sites/default/files/content/library/Reports/PedestrianPound_fullreport_web.pdf>).

See also the [Station Approach Design Brief](http://www.winchester.gov.uk/assets/files/25036/POL0004-01040-NEW-Station-Approach-Design-Brief-alex-FINAL-web.pdf).  |

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|  | **Project Benefits:**What outcome will this project deliver for residents / Winchester City Council? |
|  | *Cashable savings:** Figures compiled for capital budget considerations in November 2014 estimate an income from rented office space and retail space on the Carfax site of £1.45m per year from 2019/20 and an income from rented office space on the Cattlemarket site of £1.49m per year from 2021/22. Following Cabinet in May 2016 where the ‘winning’ scheme will be presented, if Members accept Officers’ recommendation to proceed to appoint the relevant architect to take the development to Planning Permission stage, a detailed financial model will then be developed in preparation for a subsequent Cabinet report shortly afterwards in order for Members to select the preferred option for the Council ongoing.

*Non-cashable savings:** Ability to retain and attract businesses to Winchester by supplying quality office space which will provide employment opportunities and economic benefits to other local retail and hospitality businesses.
* Reducing the levels of ‘in and out’ Winchester commuting by being able to offer high value employment opportunities which will reduce levels of traffic congestion.
* Improved and more aesthetically pleasing public realm area and walking and cycle routes for residents, commuters and visitors to Winchester.
* Reduced levels of traffic congestion at the Carfax junction by rearranging layout of car parks to address both current parking needs and any requirements created by development.
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|  | **Initial Risks:** |
|  | See full project [Risk Schedule and Monitoring](http://sharepoint/sites/PolicyProjects/ProjectList/Station%20Approach/Risk%20Schedule%20and%20Monitoring.xlsx) document  |
|  | **What other options have you considered?***(Please list ALL the options considered and why you have chosen the one option)* |
|  | * No development/improvement could take place in the area **(do nothing)**
* Minimal improvements could take place in the area to enhance the public realm and walking and cycling routes **(do minimum)**
* The Carfax and Cattlemarket sites could be developed for housing and public open space only **(public sector comparator)**
* The Carfax and Cattlemarket sites could be sold on with Planning Permission granted for a development of office space, housing, car parking and retail and the Council has no further involvement
* The Carfax and Cattlemarket sites could be sold on with Planning Permission granted for a development of office space, housing, car parking and retail and then the car parking elements purchased back by the Council
* The Carfax and Cattlemarket sites could be sold on with Planning Permission granted for a development of office space, housing, car parking and retail and then the car parking and office elements purchased back the Council and the Council secure tenancies for the office accommodation
* The Carfax and Cattlemarket sites could be developed for office space, car parking and retail by the Council who retain ownership of the sites and secure tenancies for the office accommodation and who sell the rights to build the housing elements
* The Carfax and Cattlemarket sites could be developed for office space, housing, car parking and retail by the Council who retain ownership of both sites and secure tenancies for the office accommodation **(preferred way forward – currently demonstrates greatest overall economic advantages for the Council)**
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|  | **Critical Success Factors (CSFs)** |
|  | * Planning approval for development on the Carfax site is obtained in a timely fashion after the successful architect has been appointed
* The development proposals are financially acceptable and are set to deliver the anticipated income in line with estimates
* The proposed development meets the needs of interested businesses in order to retain and/or attract them to Winchester as a commercial location
* A tenant/tenants is/are secured for the developments on favourable terms for the Council
* Improvements to the public realm and permeability of the area for pedestrians, cyclists and motorists and reduce congestion whilst also improving air quality
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|  | **Initial estimates of ‘resources’:** *Please include an INITIAL ESTIMATE of the people needed to deliver the project (“the project team”)* |
|  | **Time:**Feasibility stage (to grant of Planning Permission): September 2013 – April 2017Construction stage (Carfax): Start on site May 2017Construction stage (Cattlemarket): Dates tbc**Costs:**Figures compiled for capital budget considerations in November 2014 provisionally estimate a total overall development cost for Carfax as £29m and for Cattlemarket as £10m.**Project Board:**Project Sponsor – Steve TilburyProject Executive – Kevin WarrenOthers: Howard Bone, Stephen Fitzgerald, Andy Hickman, Antonia Perkins, Jayne Green**Project Team:**Project Manager – Jayne GreenFinance Representative – tbcLegal Representative(s) – Mia ScottCommunications – Martin O’NeillConsultation – Antonia PerkinsOthers: Andy Hickman, Kate Cloud, Julie Pinnock **Members:**Cllr Stephen Godfrey – Leader and Portfolio Holder for Finance and Corporate PolicyCllr Stephen Miller – Portfolio Holder for EstatesCllr James Byrnes – Portfolio Holder for Local EconomyCllr Victoria Weston – Portfolio Holder for Service Delivery**Transport Group (from WCC) working with Hampshire County Council, South West Trains, Network Rail and Stagecoach:**Andy HickmanJayne GreenDan MasseySara DaviesRichard HeinIan Way |