

# Feasibility study for the provision of a forest park in South West Hampshire



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## 1.0 Executive summary

A significant number of visitors to the New Forest National Park are local day visitors from Hampshire. It is estimated that proposed residential development in Test Valley, Eastleigh and Southampton combined could generate 246,000 additional visits to the New Forest each year by 2026.

This study demonstrates the feasibility of creating a cohesive and integrated forest park that will readily become a preferred outdoor destination for people living in Test Valley, Eastleigh and Southampton. The forest park will need to attract at least 246,000 visits each year in order to mitigate the potential effects of residential development in the area.

The proposed forest park will provide 484 hectares of accessible natural greenspace, linked by a network of roads, public rights of way and local authority cycle routes. The high quality visitor facilities will be located in sustainably managed woodlands and are likely to attract people living and working within 10 kilometres of the forest park. Of the total forest park area, 61% is sustainably managed by the Forestry Commission under long term leases that do not currently permit public access. Significant opportunities exist to improve the woodlands for people, wildlife, landscape, heritage and employment.

An appraisal of the options available for the provision of visitor facilities in the forest park selects Option A as the preferred way forward. This option proposes a target of 340,000 visits per year from the population of Test Valley, Eastleigh and Southampton combined. It is anticipated that this target will mitigate the potential effects of residential development in the area whilst ensuring the continued sustainable management of the woodlands. Other forest parks will need to be provided elsewhere in Hampshire in order to attract new residents from outside the study area that might otherwise travel to the New Forest. This forest park will not be designed to intercept people travelling southward on the M27 that are bound for a day out in the New Forest.

The preferred option (A) plans for a 200 space car park, visitor building and associated way-marked trails in the centre of Lord's Wood, designed to attract day visitors of all ages and abilities, who might otherwise travel to the New Forest for outdoor recreation. It also proposes a number of smaller car parks with trails in the other woodlands that have been selected for inclusion in the forest park. This will help to spread visitor pressure across the area and will ensure that short stay visitors, who are likely to live within 5 kilometres of the forest park, have a choice of woodlands close to home.

The preferred way forward for the proposed forest park will require approximately £8 million capital funding (excluding the cost of land acquisition), which could be split between two phases. Phase One would include the installation of the proposed car parks and associated trails. Phase Two would bring about a new visitor building and children's woodland play area in Lord's Wood. It is likely to take around 18 months to compile a comprehensive planning application ready for final public consultation.

It will be essential for Test Valley Borough Council to negotiate permission for public access across the woodlands included in the proposed forest park. This is likely to require additional funds for the purchase of the freehold interest on the 295 hectares of woodland managed by the Forestry Commission. It is not yet known if the owners of the land outside of Forestry Commission management are willing to retain ownership and permit public access within their woodlands.

The preferred way forward will require approximately £65,500 per year revenue funding to cover the costs of services, staffing and facility maintenance after the initial design and build phase of the project. Depreciation on the capital will be £202,000 per year.

The do minimum option (B) for the proposed forest park will require approximately £3.7 million capital funding. It will also require £54,500 per year revenue funding after the initial design and build phase of the project. Depreciation on the capital will be an additional £92,800 per year. It should be noted that this option is unlikely to deliver a forest park that attracts enough of the increasing population of Test Valley, Eastleigh and Southampton away from the New Forest National Park.

The main risks associated with the proposed forest park project include the need to secure permission from landowners and the Forestry Commission for public access within the woodlands concerned. It will also be essential to obtain funding and planning permission, including permission for the installation of visitor facilities on ancient woodland sites, and to gain support from key stakeholders for each element of the forest park proposal.

## **2.0 Introduction**

### **2.1 About the study**

This study examines the feasibility of creating a new forest park adjacent to the M27 motorway within the administrative boundaries of Test Valley Borough Council, Eastleigh Borough Council and Southampton City Council (see Map 1). The report should be read in conjunction with the Test Valley Forest Park Feasibility Study for Test Valley Borough Council, Green Dimensions August 2009.

The main purpose of the study is to develop the initial work undertaken by Test Valley Borough Council in 2009 and to produce a more detailed feasibility study for the areas of woodland currently managed by the Forestry Commission (295 hectares - see Map 1). The study also considers how the additional areas of woodland outside of Forestry Commission management in the wider forest park area (189 hectares) could be included at a future stage in the development of the proposals.

The study will form part of the Councils' evidence base for future Local Development Frameworks for the period to 2026. In particular, it will inform Core Strategies and other Development Plan Documents.

Within Test Valley, the study will inform the development of the revised Core Strategy and the proposed Southern Test Valley Area Action Plan. It will also inform the implementation of the Partnership for Urban South Hampshire's (PUSH) Green Infrastructure Strategy (UE Associates, June 2010).

## 2.2 About the Forestry Commission

The Forestry Commission is a world leader in sustainable forest management for multiple objectives. The 250,000 hectare public forest estate is the most extensive resource for outdoor recreation and healthy exercise in England, with an estimated 40 million visits each year.

The Forestry Commission has built 24 visitor centres in England, including Alice Holt Forest, Bedgebury, Haldon, Grizedale and Dalby Forest. It also manages 398 car parks with associated trails designed for walkers, cyclists and horse-riders. As a result, the organisation has significant experience in the design of forest parks and in the procurement of new visitor facilities. Last year, recreation on the public forest estate generated £14 million in revenue.

In the last 10 years, the Forestry Commission has created 3,500 hectares of new greenspace around cities and regeneration areas, including the Thames Gateway Growth Area. 60% of the public forest estate is located within National Parks, AONBs and SSSIs and is managed under plans agreed with National Park officers and Natural England.



Visitor centre at Coed y Brenin

## 2.3 About the author

Karen Guest works as the Recreation Development Manager for the Forestry Commission in South East England. She is based at Alice Holt Forest in Hampshire and has 12 years experience of managing woodlands and outdoor recreation facilities sustainably to benefit people and wildlife. She holds a degree in forestry and has experience in forest planning and project management.

Much of Karen's work has involved consultation with local communities and dealing with land use issues. Last year, she led the team that successfully obtained planning permission for the redevelopment of the visitor facilities at Alice Holt Forest. This site now attracts over 300,000 visits each year and Karen has directly managed the budget for the day to day management of the visitor facilities and for the installation of significant new infrastructure.



Family group on a walk at Alice Holt Forest

### 3.0 Background

#### 3.1 Existing arrangements and business need

At present, a significant number of visitors to the New Forest National Park are local day visitors from Hampshire\*. The creation of a forest park in South Hampshire is considered of significant importance by Natural England. This is because it could help to reduce the recreational pressures that are likely to be placed on the New Forest National Park as a result of residential development in Test Valley, Eastleigh and Southampton.

It is estimated that proposed residential development in **Test Valley** could generate **65,000** additional visits to the New Forest each year by 2026\*.

Looking wider, it is estimated that proposed residential development in **Test Valley, Southampton and Eastleigh** combined could generate **246,000** additional visits to the New Forest each year by 2026\*.

On a county wide scale, estimates show that proposed residential development in all of **Hampshire** could generate **432,000** additional visits to the New Forest each year by 2026\*.

*\*Test Valley Forest Park Feasibility Study for Test Valley Borough Council. Green Dimensions August, 2009.*

### 3.2 Proposed solution set out in the brief

In 2009, Test Valley Borough Council commissioned a Forest Park Feasibility Study (Green Dimensions, 2009) to advise on the initial feasibility of a forest park proposal. This study concluded that the four areas of woodland that had initially been identified for inclusion in a Forest Park could make a valuable contribution to reducing recreational pressure on the New Forest National Park. A significant number of visitors to the National Park are local day visitors from Hampshire who could be accommodated in a local Forest Park. The study concluded that the Forest Park proposal is feasible because the four areas of woodland are close to residential areas. They are also accessible and could offer a similar ambience to the New Forest for local day visitors.

In March 2009, Test Valley Borough Council submitted a Core Strategy to the Secretary of State, which included a proposal for the creation of a Forest Park in Southern Test Valley. This Core Strategy was subsequently withdrawn in August 2009 following an Exploratory Meeting. The Council had, in accordance with the Conservation (Natural Habitats, &c.) Regulations 1994, as amended, undertaken an assessment\* of the Core Strategy and the proposals that would have been likely to have a significant effect on a European site.

This Screening Report recognised the importance of the Forest Park in mitigating the increase in recreation pressure, primarily on the New Forest National Park, from the increase in population from Southern Test Valley, Eastleigh and Southampton. The principle of providing a Forest Park is supported by Natural England, the Environment Agency and PUSH authorities. However, Natural England is asking for evidence that demonstrates how the proposed forest park will mitigate development.

The importance of providing a Forest Park was also acknowledged in the Inspector's Reports for the Core Strategies for Southampton City Council (paragraphs 3.26 and 4.140) and for the New Forest District Council (paragraph 3.54, RC36).

The Forest Park has been identified in the PUSH Green Infrastructure Strategy (June 2010) as a key sub-regional project (W1).

Work on a revised Core Strategy for Test Valley Borough Council is progressing. It is likely to retain the Forest Park proposal in light of the PUSH Green Infrastructure Strategy and the weight attached to the proposal by statutory bodies.

\**Test Valley Core Strategy-Further Habitats Regulations Screening Report Background Paper (July 2008).*

### 3.3 Objective of the proposed forest park

#### Objective of the proposed forest park

To attract at least 246,000 visits each year (by 2026) from the population of Test Valley, Eastleigh and Southampton combined, which might otherwise travel to the New Forest National Park for outdoor recreation.

The creation of a forest park will require significant financial investment (see Section 6). Since this site has been promoted as mitigation for development, it is expected that contributions from developers will be required to fund the project. As with all public benefit investments, the project must provide maximum public benefit, or value for money, which is something that is assessed in Section 5 as part of the options appraisal.

Section 3.1 shows the number of additional visits to the New Forest that could be generated by residential development in:

- |   |                   |
|---|-------------------|
| a) Test Valley                            | (65,000 visits)   |
| b) Test Valley, Southampton and Eastleigh | (246,000 visits)  |
| c) all of Hampshire                       | (432,000 visits). |

The forest park could be designed to cater for either:

- residents in Test Valley
- residents in Test Valley, Southampton and Eastleigh, or
- residents in all of Hampshire.

It is of note that with the exception of the southern boundary of Lord's Wood, relatively few houses are located adjacent to the woodlands in the proposed forest park. Where this pattern of housing is seen in the vicinity of other Forestry Commission woodlands, the majority of visitors tend to travel to the sites by car, even if they live within 5 kilometres of the woodland and are able to access the woodland by public rights of way.

Visitors to the forest park are likely to come from southern Test Valley, Eastleigh and Southampton. This study therefore proposes that the forest park be designed to cater for residents in this area who might otherwise travel to the New Forest for outdoor recreation (see objective above). It is not proposed that the forest park be used to intercept people travelling southward on the M27 that are bound for a day out in the New Forest.

## **4.0 A strategy for the forest park**

### **4.1 Encouraging people to visit the forest park**

This study recognises that if the proposed forest park is to provide a viable alternative to the New Forest as a place for outdoor recreation, it will need to become a high quality outdoor destination in its own right. Woodlands have the ability to absorb many more people than an open landscape without seeming to be crowded\*. Over the last few decades, the Forestry Commission has found that well-planned trails and the sensitive and sustainable management of trees, habitats, species and ancient monuments can benefit both wildlife and people.

In England, the Forestry Commission manages over 67,000 hectares of wildlife-rich woodland and a wide variety of other habitats spread across nearly 200 SSSI's, which are all in favourable condition. Foresters and ecologists have proven that it is entirely possible to balance wildlife interests with the provision of recreation facilities.

The area of woodland included in the proposed forest park (484 hectares) is divided between five main blocks, which will enable the creation of zones for different user groups (see Map 11). This will help to minimise conflict between these groups and will also enable visitor pressure to be spread across the forest park as a whole.

The strategy for this forest park is based upon the need to provide visitor facilities that are designed to attract:

- a) day visitors of all ages and abilities, including families, who are likely to live within 10 kilometres of the forest park. These people will typically travel to the New Forest for their outdoor recreation and are looking to spend between 2 and 6 hours in a woodland.
- b) short stay visitors, who are likely to live either adjacent to the woodlands or within 5 kilometres of the forest park. These people will typically be dog walkers who are looking to walk for between 30 minutes and 2 hours in a choice of woodlands.

*\*Trees and woodlands: nature's health service. Liz O'Brien, Forest Research October, 2005.*

## 4.2 Day visitors

In order to encourage day visitors of all ages and abilities to visit the forest park, it will be necessary to provide a well-managed car park that has been designed to cater for projected visitor numbers. It will also be necessary to provide visitor information, high quality accessible toilets and a warm dry place to buy and enjoy refreshments. Essentially, this central arrival point will enable visitors to orientate themselves before setting off to explore the wider woodland. On other Forestry Commission sites in southern England, the creation of children's woodland play and activity trails has helped to attract families who might otherwise go elsewhere for their outdoor recreation.

At present, there is no provision for car parking in any of the woodlands located in the proposed forest park. This is because public access is not currently permitted outside of public rights of way on the land managed under lease by the Forestry Commission.

Experience from creating visitor facilities on other Forestry Commission sites in southern England shows that as soon as facilities are installed, visitor numbers rise rapidly. In 2006, a forest park was opened at Bedgebury Forest in Kent. Within 2 years, visitor numbers rose from 35,000 to 280,000 visits per annum.

The car park at Bedgebury Forest was originally designed to cope with 200,000 visits each year, with the intention of increasing the number of parking spaces as visitor numbers grew. However, in 2010, a planning application was made to completely change the layout of the car park to cater for established visitor numbers. This has proven to be a costly and disruptive process that was complicated by the need to preserve the existing boundary of the car park in order to prevent encroachment into the wider ancient woodland. It is therefore recommended that the proposed car park for day visitors to the forest park be designed to accommodate the full number of cars that are likely to be associated with the proposed visitor facilities.

The size of the proposed car park for day visitors has been based on visitor patterns at similar Forestry Commission facilities in southern England, e.g. Alice Holt Forest and Wendover Woods. It is proposed that a 200 space car park be installed within the forest park to cater for approximately 78,000 cars per year.



Woodland car park at  
Wendover Woods

Table 11 shows that an average of 100 cars per day are likely to use the car park during the week and an average of 500 cars per day will use the facility at weekends. However, these are average figures spread over the year and in reality, peak use will occur during school holidays and at bank holiday weekends. During these peak periods, the day visitor car park and associated visitor facilities could attract up to 900 cars per day staying for periods of between 2 and 6 hours. It is during these times that a 200 space car park will be essential in order to avoid overcrowding and to prevent overflow parking in nearby residential areas within the forest park.

Section 5.6.2 of this report appraises the suitability of each of the woodlands for the location of day visitor facilities, including a 200 space car park.

### 4.3 Short stay visitors

In addition to providing visitor facilities that are designed to attract day visitors, it will also be necessary to ensure that short stay visitors, who are likely to live within 5 kilometres of the forest park, have a choice of woodlands close to home. This study therefore proposes the creation of a number of short stay car parks with associated trails in the woodlands that have been selected for inclusion in the forest park.

Section 5.6.2 of this report appraises the suitability of each of the woodlands for the location of short stay visitor facilities.



Dog walker in  
Bedgebury Forest

#### 4.4 Improving access across the forest park

It is proposed that the creation of a forest park in South Hampshire could help to reduce the recreational pressures that are likely to be placed on the New Forest National Park as a result of residential development in Test Valley, Eastleigh and Southampton. The majority of people travelling from these areas of new housing to the New Forest for the day are most likely to be walkers and cyclists.

Significant opportunities exist for improving access across the forest park for walkers. The provision of well managed car parks and way-marked woodland trails will go a long way towards encouraging people to explore their local woodlands on foot (see Map 12).

For cyclists who are confident riders, it will be possible to extend the existing local authority cycle routes to tie in with the existing public rights of way network. This will help to encourage people to travel to and between their local woodlands by cycle (see Map 12). For families with young children who are developing their cycling skills, it is proposed that a family cycle trail be created in Lord's Wood to encourage them to explore the forest by bike.



Family enjoying the cycle trail at Alice Holt Forest

Access for horse-riding in the forest park is most likely to be provided through the public rights of way network and by permissive routes. In other areas where the woodlands are fragmented in a similar way to those in the proposed forest park, the Forestry Commission works with adjacent landowners and horse riders to provide routes that link up with other riding trails and public bridleways.

It is anticipated that the creation of a joint walking, cycling and horse-riding route through Rownham's Wood will open up this part of the forest park to horse-riders wishing to link up with the bridleway that runs north-south through Lord's Wood (Chilworth Bridleway No.2) (see Map 12).

It is also proposed that the footpath that runs east-west through the north of Lord's Wood (Chilworth Footpath No.1) be upgraded to a public bridleway to further improve access to Chilworth Bridleway No.2 (see Map 12).



Horse riders in Dalby Forest

#### 4.5 Woodland management

The woodlands included in the proposed forest park are important features in the landscape and form an attractive backdrop to residential and commercial development. They are situated close to centres of population and are well connected to these areas through the existing network of roads, cycle routes and public rights of way (see Map 6). It is estimated that 600,000 people currently live within a 20 minute drive of the site\*.

The car parks, buildings and trails that have been proposed by this study (see Section 5.6.2) will sit within woodlands that are currently sustainably managed by the Forestry Commission\*\*\* under the lease restrictions of the landowners. In order to secure public access across the 295 hectares of woodland managed by the Forestry Commission, it is likely that the freehold interest will need to be purchased from the landowners concerned (see Map 2).

With the purchase of the freehold interest will come significant opportunity to improve the woodlands for people, wildlife, landscape and heritage. The forest park will be sustainably managed (see Map 7) through an approved and widely consulted forest design plan, which is underpinned by a suite of standard practices and guidance. Forest design plans take a holistic view of management at the landscape scale, outlining the medium (30-year) to long term management objectives for each woodland and presenting a balanced approach to the future management of the forest.



Operational planning in Sussex



Sustainably managed oak, used for construction and furniture-making

Each major forest operation, e.g. tree thinning, has its own Operational Site Assessment (OSA), which is completed prior to the start of activity. At this stage, local staff identify site specific interests, which may include features such as scheduled ancient monuments and biological resources protected by Habitat Action Plans, Species Action Plans and Local Biodiversity Action Plans. Staff also outline the constraints and opportunities that are relevant to the site at a level of detail that is inappropriate in a forest design plan.

The Provisional Ancient Woodland Inventory (see Map 8) and subsequent ecological survey\*\* (see Map 9) indicates that around two thirds of the proposed forest park is ancient woodland. The woodlands comprise a mix of broadleaf and conifer species with areas that show heathland characteristics. Most of the forest park has been designated a Site of Importance for Nature Conservation (SINC) (see Map 10).

*\*Test Valley Forest Park Feasibility Study for Test Valley Borough Council. Green Dimensions August, 2009.*

*\*\*Assessment of the Landscape Ecology of Land at Lord's Wood. Neil Sanderson Botanical Survey and Assessment February, 2007.*

*\*\*\*As certified by the Forest Stewardship Council (FSC) under the UK Woodland Assurance Standard (UKWAS).*

## 5.0 Appraising the options available for the provision of visitor facilities in the proposed forest park

### 5.1 Process

The location of the proposed forest park was identified in the Core Strategy submitted by Test Valley Borough Council to the Secretary of State in March 2009 and in the core strategy that was adopted by Southampton in 2010.

This section explores the options available for the provision of both day visitor and short stay visitor facilities in the woodlands included in the proposed forest park. The method of appraisal used to compare options in this study is the Five Case Business Model that has been recommended by HM Treasury for the evaluation of public benefit investments. This model determines whether or not the preferred option will provide maximum public benefit and is used in the following way:

- 1) Establish the objective of the proposed forest park (see Section 3.3)  
↓
- 2) Identify project risk  
↓
- 3) Highlight constraints and dependencies for the project  
↓
- 4) Establish critical success factors for the project  
↓
- 5) Draw up a long list of options where there are choices to be made regarding the scope, solution, delivery and implementation of the project (Section 5.5.1).  
↓
- 6) Appraise the long list of options (Section 5.6) using the critical success factors set out in Section 5.4.  
↓
- 7) Produce an initial short list of options, identifying the preferred option, a do minimum option, other alternative options and rejected options (Section 5.6).  
↓
- 8) Look at combinations of the short listed options to create a final short list to take forward for financial appraisal (Section 5.7).

## 5.2 Project risk

As with all projects, there are a number of risks associated with the creation of the proposed forest park. Table 10 identifies the risks that are most likely to occur and highlights those which could have the greatest impact on the successful delivery of the project. It also details the actions required to manage risk throughout the life of the project.

The main risks to the project are:

- Failure to secure permission from the landowners and the Forestry Commission for public access within the forest park.
- Failure to gain support from key stakeholders.
- Failure to secure the required capital and revenue funding.
- Failure to gain planning permission, including permission for the installation of visitor facilities on ancient woodland sites.

### **5.3 Constraints and dependencies for the project**

The analysis of project risk in Section 5.2 highlights a number of limitations (constraints) that must be considered in the planning of the proposed forest park. It also identifies the things that must happen (dependencies) to enable the successful delivery of the project.

#### **5.3.1 Project constraints:**

- i) The forest park must attract at least 246,000 visits each year from the population of Test Valley, Eastleigh and Southampton combined.
- ii) The forest park must open by 2026.
- iii) Visitor facilities must be suited to phased or single stage installation.
- iv) Funding must be available to match phased or single phase installation.

#### **5.3.2 Project dependencies:**

- i) Landowners must grant permission for public access or sell the freehold interest in the woodlands (see Map 2).
- ii) The Forestry Commission must be agreeable to the project.
- iii) Planning permission must be gained for all visitor facilities.
- iv) New access roads must be built for visitors' cars.
- v) Woodlands must be sustainably managed for biodiversity, timber, access and heritage.
- vi) Services (e.g. electricity, water, sewage, communications) must be installed for visitor facilities.
- vii) Adequate staffing must be in place for woodland management, visitor management and for community engagement.

## 5.4 Critical success factors for the project

These are the factors that are of key importance to the successful delivery of the project. They have been used in Section 5.6.4 to compare the relative strengths and weaknesses of the options available for the provision of visitor facilities in the proposed forest park. For these comparisons, the following questions are asked:

- 1) Will the option provide key public benefits and therefore be *attractive* to key stakeholder groups? Will it be accepted by landowners, local residents, short stay visitors and day visitors? Will it retain the ambience of the woodland, enhance biodiversity and create employment opportunities? Will the option increase access for car parking, walkers, horses and cycles? Will it enable the zoning of different user groups to spread visitor pressure across the woodlands and to reduce conflict between different groups?
- 2) Will the option provide *value for money*? Will the longer term benefits of the option outweigh the financial costs and short term risks?
- 3) Will the option fit with the key *strategic* aims of the partners involved in the project?
- 4) Will the option be *achievable*? Do the partners involved in the project have the ability, skills and capacity to deliver the option within the constraints set for the project?
- 5) Will the option be *affordable*? Can the development and on-going operational costs of the option be met?

## 5.5 Creating the long list of options

### 5.5.1 What are the choices available?

The woodlands identified for inclusion in the proposed forest park cover 484 hectares and straddle the local authority boundary between Test Valley Borough Council and Southampton City Council. Of this total area, 295 hectares are managed by the Forestry Commission under long term leases (see Map 1). Map 2 shows the ownership of land within the proposed forest park boundary.

In order to attract people to the forest park, the woodlands will need to be managed to provide the benefits described in Section 5.4. These benefits include the provision of high quality visitor facilities that will make the forest park a viable destination for outdoor recreation.

The kind of facilities required to attract visitors to the forest park will depend upon a number of considerations. Firstly, there are choices to be made in relation to how many people are likely to visit the forest park each year. These are listed as 'scope choices' in Table 1 and are linked with the residential growth figures described in Section 3.3. Scope choice 3 (340,000 visits each year) was created to provide an option that is half way between Scope choice 2 (246,000 visits) and scope choice 4 (432,000 visits). This is because the visitor facilities designed to attract 246,000 visits each year may actually be capable of catering for more people, particularly if those people are encouraged to visit outside of weekends and school holidays.

Secondly, there are choices to be made in relation to the exact nature of the visitor facilities required on the ground because these will determine whether or not people will want to come to the woodlands and how long they will want to stay. For example, a car park could be created in one or all of the woodlands. Similarly, a way-marked walking trail and/or play area and/or toilets and/or café building could be provided in one or all of the woodlands. These 'solution choices' are listed in Table 1.

Further choices relating to woodland ownership and how public access might be established in the proposed forest park are listed as 'delivery choices' in Table 1. The 'implementation choices' listed in Table 1 focus on the timing of facility installation.

## 5.6 Appraising the long list of options

After drawing up a long list of options identifying the choices to be made in the planning of the forest park (Table 1), the critical success factors set out in Section 5.4 were used to compare the relative strengths and weaknesses of the choices available (see Tables 2,3,4 and 5). The purpose of this appraisal was to reject unsuitable options and to identify a preferred way forward for the forest park and any other alternative options that should be included in the short list.

### 5.6.1 Number of visits to the forest park (Table 2)

The option of providing visitor facilities that are designed to cater for 65,000 visits each year (Scope choice 1) was rejected because it is proposed that the creation of a forest park that caters for only 65,000 visits each year from Test Valley alone is unlikely to mitigate the potential effects of residential development in the area surrounding the forest park. This area includes Southampton and Eastleigh and is likely to generate significant numbers of people from new housing areas who are looking for outdoor recreation opportunities. It is anticipated that any visitor facilities designed to cater for only 65,000 visits each year from Test Valley alone will quickly be deemed insufficient. Such facilities would also be unlikely to attract enough people away from the New Forest National Park.

The option of providing visitor facilities that are designed to cater for 246,000 visits each year (Scope choice 2) was identified as being preferable to scope choice 1 because it will mitigate for the potential effects of development in the area surrounding the forest park. However, *scope choice 3* was identified over scope choice 2 as the preferred way forward. This is because the same visitor facilities will be required, whether the forest park attracts 246,000 (scope choice 2) or 340,000 (scope choice 3) day visits each year. The difference between these two visitor levels will essentially be in the level of staffing required and on the level of maintenance and services required, e.g. bin emptying, sewage treatment capacity and the repair of play areas and car park surfaces.

However, a forest park that attracts 340,000 day visits each year is likely to generate more revenue from car parking and on-site businesses than a forest park that attracts 246,000 visits each year. This extra revenue will contribute to the maintenance costs associated with a busier facility and help to ensure the long term financial sustainability of the forest park. Higher annual visitor numbers are managed at similar Forestry Commission sites by encouraging people to visit outside of busy weekends and school holidays.

The option of providing visitor facilities that are designed to cater for 432,000 visits each year (Scope choice 4) was rejected owing to the overcrowding that is likely to occur in the woodlands as a result of very high visitor pressure. It is advised that a forest park in SW Hampshire could not be expected to offset 432,000 visits each year from new residents in the whole of Hampshire. This would simply place too much visitor pressure on the existing infrastructure that serves a small number of woodlands. It is also likely that such high visitor numbers would have a negative effect on woodland biodiversity. Other forest parks will need to be provided elsewhere in Hampshire in order to attract new residents from outside the study area that might otherwise travel to the New Forest.



Cycle hire business at Cannock Chase

## 5.6.2 Location of visitor facilities within the forest park (Table 3)

### Day visitor facilities

This feasibility study evaluated six potential locations within the proposed forest park for day visitor facilities. These sites included Lord's Wood, Hut Wood, Chilworth Common (north), Nightingale Wood, Rownham's Wood (including Calveslease Copse) and Chilworth Science Park.

In appraising these locations, it was important to consider the likely age and ability of the average day visitor. Experience at visitor facilities on other Forestry Commission sites has shown that while the able-bodied, fit person might be willing to walk, cycle or horse-ride within and between a group of woodlands, it is important to consider that most visitors, including families, are often unwilling or unable to walk further than 1.5 miles on relatively flat and even terrain. In order to attract day visitors, this forest park will need to cater for these people, who might actually comprise the majority of day visitors.

*Lord's Wood* (Solution Choice 10) was identified as the preferred location within the proposed forest park for day visitor facilities. This is because the woodland is of sufficient size, terrain and soil type to accommodate and screen a central visitor area with associated trails, including a family cycle trail and easy access trail (see Map 11). It also has a plateau in an area of non-ancient woodland (see Map 9) in the south of the forest that would be suitable for the location of a 200 space car park and visitor building (see Map 13).

It is recommended that any car park that is created within the forest park should be surfaced with rolled aggregate, such as hoggin. The visitor building should be of timber construction, which is appropriate to the woodland setting and will evoke in the visitor a sense of place. All timber used in construction should be sourced from Forest Stewardship Council (FSC) certified forests. It will also be possible to heat the building with a woodfuel heating system, similar to the ones installed at Queen Elizabeth Country Park, Bedgebury Forest and the Chiltern Woodland Burial Park.

The decision to locate the central visitor building and car park on the plateau in the centre of Lord's Wood will ensure that the proposed walking and cycling trails can begin at the forest centre and head off into different parts of the woodland, thus reducing potential conflict between walkers and cyclists (see Map 12 and Map 13). The plateau location also ensures that a relatively flat, easy access walking trail can be provided for people with buggies and wheelchairs or for those who prefer to walk on an even surface.

It is important to recognise at this early stage of the project that the location of the central visitor building and car park on the plateau in the centre of Lord's Wood means that the way into the woodland for vehicles will need to lie somewhere along the southern boundary, which supports a strip of ancient woodland (see Maps 8 & 13). The decision to locate any facility, including an access road, on an ancient woodland site is something that will require consideration by the Local Authority as part of the planning process. Clearly it will be preferable for the access road within the woodland to be kept as short as possible and to use existing forest roads to avoid the need for tree clearance.

The Project Engineer for this study investigated three potential vehicular access points for Lord's Wood (see Report 1). The preferred location for the main vehicular access to the central visitor area in Lord's Wood is situated at the end of Woburn Road, which links the site with Lord's Hill Way and has sufficient capacity to accommodate the development (see Map 12 and Report 1). This access point is located on the Number 21 bus route and is served by the local authority cycle routes that pass through the centre of the Lordshill residential area.

Oakwood Junior School is situated in the Lordshill residential area to the south of Lord's Wood. It is unlikely that vehicles travelling to and from the proposed forest centre will conflict with school traffic in the mornings and afternoons. This is because peak visitor numbers are most likely to occur at weekends and during school holidays. Lord's Wood can expect to cater for around 100 vehicles on an average weekday and up to 500 vehicles on an average Saturday or Sunday (see Map 14).



Local school children  
making clay faces on a  
tree in Cannock Chase

## Short stay visitor facilities

It is worth noting that if the forest park were only to offer a choice of small car parks and trails, then it is unlikely that day visitors would be attracted to the area. The forest park would also provide minimal employment opportunities and little potential for revenue from on-site businesses (see Section 6.2).

*Hut Wood* is located next to the Winchester Road, which offers good potential vehicular access to the woodland entrance. However, it is not of sufficient size or geology to accommodate the facilities required by day visitors (see Section 4.2). A visitor building and car park with associated trails, as proposed by solution choices 2 and 5, on the low-lying clay soils in *Hut Wood* would generate visitor numbers that would be detrimental to the woodland. Moreover, there is little scope for zoning a family cycle trail away from a selection of walking trails within the woodland. It does, however, have the potential to accommodate short stay visitors.

Solution Choice 10 proposes a 100 space car park with associated trails at *Hut Wood* to accommodate short stay visitors, many of whom are likely to come from the adjacent population of Eastleigh. It is expected that as soon as access is encouraged in this woodland, visitor numbers will rise significantly. This is why Solution Choice 1, which proposes a smaller 10-40 space car park in *Hut Wood*, was deemed as less favourable. This study also recognises an opportunity for the use of Hicknor Hill as a venue for off-road motorcycling (see Map 11).

Solution choice 10 also proposes the location of a 10-40 space car park and associated trail in each of the other woodlands in the forest park (see Table 11 and Map 14). This will help to spread visitor pressure across the area and ensure that short stay visitors, who are likely to live within 5 kilometres of the forest park, have a choice of woodlands close to home. These people will typically be dog walkers who are looking to walk for 30 minutes to an hour in a woodland that is located on their route to school or work, either in the morning, evening or at lunchtime. It is important that they are not forced to park their cars in forest gateways, on busy roadsides or in residential areas.

*Chilworth Common (north)* is located in the centre of the proposed forest park. Although it is connected to Lord's Wood and Hut Wood by road and public bridleway, it is unlikely that families would be willing to travel these routes. Chilworth Common (north) is too small to accommodate the length of trails and other facilities required by day visitors. It does, however, have the potential to accommodate short stay visitors and it is proposed that the manager of Chilworth Village Hall is approached to explore the feasibility of using the existing car park as part of the forest park. This would enable a small number of local people to park their cars and walk across into Chilworth Common North (see Map 14).

*Nightingale Wood* is located in the west of the proposed forest park with good potential vehicular access on the western side. However, most of Nightingale Wood is ancient woodland, which means that it would be difficult to locate the facilities required by day visitors on this site. It does, however, have the potential to accommodate short stay visitors.

*Rownhams Wood (including Calveslease Copse)* has good potential vehicular access on the western side. However, the majority of Rownham's Wood is ancient woodland and it is of insufficient size to accommodate the length of trails required by day visitors. The woodland is also cut off from Lord's Wood to the south by the M27. It does, however, have the potential to accommodate short stay visitors.

*Chilworth Science Park* is located directly to the east of Rownham's Wood and to the north of Lord's Wood. It contains a car park that is empty at weekends and initially seems like a good location for a central visitor area aimed at catering for day visitors to the forest park. However, like Rownham's Wood, Chilworth Science Park is separated from Lord's Wood by the M27. The closest motorway crossing is situated at the eastern end of the science park and is considered to be too far from the potential central visitor area to enable people of all ages and abilities to access Lord's Wood. These people would therefore need directing into Rownham's Wood, which is considered too small to accommodate the length of trails required by day visitors.

In an attempt to enhance recreation access across the proposed forest park, this study looked at the possibility of providing access to Lord's Wood and Rownham's Wood from the motorway services on the M27. However, discussions with the operator of the services have concluded that the area is not available for inclusion in the design of the forest park. It would also deliver people into an area of woodland that is not suitable for the location of central visitor facilities.

### **5.6.3 Woodland ownership and public access within the forest park (Table 4)**

Before this project can progress beyond the feasibility stage, it will be necessary for Test Valley Borough Council to negotiate permission for public access across the woodlands included in the proposed forest park. This is likely to require additional funds for the purchase of the freehold interest on the 295 hectares of woodland managed by the Forestry Commission. As owner of the leasehold interest, the Forestry Commission will also need to be agreeable to the final project proposals. It is not yet known if the owners of the land outside of Forestry Commission management are willing to retain ownership and permit public access within their woodlands. This is why the purchase of the woodlands (Delivery choice 2) was selected at this stage, although it is likely that there will be a mix of land ownership within the forest park.

### **5.6.4 Timing the installation of the visitor facilities (Table 5)**

The installation of visitor facilities in multiple phases to December 2026 (Implementation choice 2), rather than in a single phase, will be preferable. This is because such an approach will spread the requirement for funding over a number of years and will enable a gradual rise in the number of people visiting the forest park. It should be noted, however, that a significant part of the capital funding will be required at a single point in time to build the proposed visitor building and associated infrastructure.

## 5.7 Creating the final short list of options

After appraising the long list of option choices and creating an initial shortlist (see Section 5.6), the various combinations of option choices in this initial short list were set out in Table 6. In this table, the preferred combination of choices (Option A) and an alternative combination of choices (Option P) were highlighted. A do minimum combination (Option B) was also identified.

A summary table showing this final short list of options is set out below (Table 7). These options were taken forward for financial appraisal in Section 6. Maps 3, 4 and 5 show the location of the visitor facilities proposed by each of these options.

	<b>Options combinations:</b>		
<b>Option elements:</b>	<b>A Preferred</b>	<b>B Do minimum</b>	<b>P Alternative</b>
<b>Scope</b>	Scope choice 3: Provide visitor facilities to attract 340,000 visitors each year from Hampshire	Scope choice 1: Provide visitor facilities to attract 65,000 visitors each year from Hampshire	Scope choice 3: Provide visitor facilities to attract 340,000 visitors each year from Hampshire
<b>Solution</b>	Solution choice 10: Visitor centre, 200 space car park and trails in Lords Wood + 100 space car park and trails in Hut Wood + 10-40 space car park and trail in other woods	Solution choice 11: 10-40 space car park and trails in all woods with the potential to add a café and toilets at a later date	Solution choice 1: Visitor centre, 200 space car park and trails in Lords Wood + 10-40 space car park and trail in other woods, including Hut Wood.
<b>Delivery</b>	Delivery choice 2: Landowners sell woodlands to the council/PUSH/FC	Delivery choice 2: Landowners sell woodlands to the council/PUSH/FC	Delivery choice 2: Landowners sell woodlands to the council/PUSH/FC
<b>Implementation</b>	Implementation choice 2: Install visitor facilities in multiple phases to December 2026	Implementation choice 2: Install visitor facilities in multiple phases to December 2026	Implementation choice 2: Install visitor facilities in multiple phases to December 2026

Table 7

## 6.0 Financial case for the project

### 6.1 Capital funding

Section 5.7 shows the final short list of options that were carried forward for financial analysis. Each option will require both capital funding and revenue funding.

Table 8 shows the estimated capital costs associated with each of the 3 options. These costs are based on actual costs and estimates that have been obtained within the last year from similar projects on Forestry Commission sites in southern England. Evidently, these costs will become more certain as the procurement and tender process for the forest park project is established. The numbered paragraphs of discussion that follow relate to the numbers in the first column of Table 8.

1. In order to secure public access across the 295 hectares of woodland managed by the Forestry Commission, it is likely that the freehold interest will need to be purchased from the landowners concerned (see Map 2). The value of this freehold interest has **not** been included in the estimated capital costs shown in Table 8. However, it will be necessary for Test Valley Borough Council to negotiate ownership of the freehold before the forest park project can progress from this feasibility study.

The value of the leasehold interest held by the Forestry Commission is significant and it is proposed that the Forestry Commission retains this interest and takes on the management of the forest park.

In order to secure public access across the remaining 189 hectares of woodland that are outside of Forestry Commission management, it will be necessary for Test Valley Borough Council to come to an agreement with the owners and managers of this land. The value of this land, or of any agreement to permit public access on this land, has **not** been included in the estimated capital costs shown in Table 8.

2. Both Option A and Option P include a budget for the construction of a new visitor building in Lord's Wood. Associated with this building will be a requirement for the installation of access roads, way-marked trails and services, including electricity, potable water and sewage.

3. Also included in both Option A and Option P is a 200 space car park in Lord's Wood. This is the largest of the proposed car parks and will cost in the region of £424,000.

4. The 'do minimum option' (B) proposes a 10-40 space car park in Lord's Wood. It is obvious that at an estimated £366,500, this car park will cost only £57,500 less than the 200 space car park proposed in the other two options. This is because much of the cost of constructing a new car park lies with the installation of access roads, dealing with underground services and alterations to the public highway.

5. Option A proposes the creation of a 100 space car park in Hut Wood. If a new access from the public highway can be created to the north of the existing access into the woodland, then the cost of this car park will be in the region of £210,000. However, if permission to create a new entrance is not granted, then the existing entrance will have to be used. This will require the re-routing of several mains services, increasing the cost of a new 100 space car park to at least £494,000.

6. Option B and Option P propose a 10-40 space car park in Hut Wood. Again, much of the cost of creating a new car park lies with the construction of the associated access road and alterations to the public highway. This smaller car park is therefore likely to cost around £193,500.

7-10. All three options propose the creation of car parks in Home Wood, Rownhams, Nightingale Wood (west) and Nightingale Wood (east).

11. Option A and Option P propose the creation of a children's woodland play area in Lord's Wood. Based on the actual costs of similar play areas created in Forestry Commission woodlands as part of the Okay to Play Project in Hampshire, it is estimated that a play area in Lord's Wood will cost around £70,000.

12. All three options propose the creation of over 17 kilometres (10.5 miles) of way-marked trails to be surfaced with fine rolled aggregate, e.g. limestone scalplings. Such trails will be key to increasing public access, safety and enjoyment across the forest park and will cost almost £1,793,000.

13. A significant part of the capital budget for this project (£92,600) lies with the detailed design of the visitor facilities and the consultation and submission of a comprehensive planning application.

14. Section 9.1 of this report recommends the employment of a specialist project management team to ensure the successful delivery of the project. Forestry Commission experience shows that such teams cost around 15% of the total capital cost of forest park projects and can significantly reduce the likelihood of overspend or delay in project completion.

15. A 10% contingency has been included for all three options to take account of increases in the cost of materials and unavoidable delay during the build phase, e.g. as a result of bad weather. Forestry Commission experience has identified contingency as an important part of project planning, particularly where there is likely to be a prolonged period between the initial planning and final build phase.

16. An allowance has been made to account for optimism bias, which is the 'demonstrated, systematic tendency for project appraisers to be overly optimistic' (HM Treasury). This has been calculated separately for each option and has been adjusted according to factors such as the complexity of the option and the procurement record for similar projects. At this early stage, the allowance for optimism bias is in itself, an estimate. However, it will be possible to adjust the figure as the procurement and tender process progresses.

17. The estimated total capital costs for each option (excluding inflation) are:

**£8,085,365** for the 'preferred way forward' (Option A)  
 (excluding land acquisition).

£7,761,923 for the 'alternative option' (Option P).

£3,710,653 for the 'do minimum option' (Option B)  
 (excluding land acquisition).

Table 12 below summarises the breakdown of these costs and shows how the build costs could be split between two phases.

<b>Capital cost item</b>	<b>Option A Preferred £</b>	<b>Option B Do minimum £</b>	<b>Option P Alternative £</b>
Phase 1: Car parks and trails	2,590,450	2,516,450	2,573,950
Phase 2: New visitor building (including children's woodland play) in Lord's Wood	2,374,000	0	2,374,000
<b>Subtotal capital costs</b>	<b>4,964,450</b>	<b>2,516,450</b>	<b>4,947,950</b>
Design and planning fees	92,600	61,800	92,600
Project management costs	744,668	377,468	742,193
Contingency	496,445	251,645	494,795
Optimism bias	1,787,202	503,290	1,484,385
<b>Total capital costs</b>	<b>8,085,365</b>	<b>3,710,653</b>	<b>7,761,923</b>

Table 12

## 6.2 Revenue funding

In addition to capital funding, the forest park project will require revenue funding through the development phase, build phase and each year after that when the forest park becomes fully operational.

Table 9 shows the estimated revenue costs associated with each of the 3 options. These costs are based on actual costs that have been obtained within the last year from similar Forestry Commission sites in southern England. The numbered paragraphs of discussion that follow relate to the numbers in the first column of Table 9.

1. Included in the revenue budget are estimated visitor management staffing costs, which have been based on staffing requirements at similar Forestry Commission sites in southern England. It is proposed that the cafe, cycle hire, high ropes course and Christmas tree sales are run by individual business operators.

2. The running costs for the forest park will include the cost of maintaining the facilities, e.g. vegetation management, path maintenance, car park maintenance, facility repairs, waste management and the emptying of car park metres. The running costs also include the provision of site services, e.g. electricity, clean water and sewage.

3. **Not** included in this revenue comparison is the annual cost of capital depreciation over the lifetime of the visitor facilities, which will be approximately:

£202,134 per year for Option A (the 'preferred way forward')

£92,766 per year for Option B (the 'do minimum' option)

£194,048 per year for Option P (the 'alternative' option)

4. The total revenue costs of the forest park project will vary depending upon the option chosen. For example, when comparing the estimated annual revenue costs during the fully operational phase of the project, Option A (the 'preferred way forward') will present revenue costs (£380,488 per year) that are 28% higher than those associated with the 'do minimum option' (B) (£107,555 per year). Estimated revenue costs for the 'alternative option' (P) are £365,488 per year.

5. Of course, the revenue costs associated with each option form only part of the total revenue funding calculation. This is because the forest park has the potential to generate income, which includes revenue from car park charging, on-site businesses and timber sales. When looking at the fully operational phase of the project, Option A (the 'preferred way forward') shows an estimated annual income of £315,100 in comparison to £53,100 for the 'do minimum option' (B). The estimated income for Option P (the 'alternative option') is £275,100 per year.

6. Taking into account the likely revenue costs and estimated potential income (summarised in Table 13 below), the overall annual revenue funding requirements for each option, excluding inflation, during the fully operational phase of the project are:

**£65,388 per year** for the 'preferred way forward' (Option A)  
 (excluding capital depreciation)

£54,455 per year for the 'do minimum option' (Option B)  
 (excluding capital depreciation)

£90,388 per year for the 'alternative option' (Option P)  
 (excluding capital depreciation)

Revenue cost item per year in fully operational phase of project	Option A Preferred £	Option B Do minimum £	Option P Alternative £
Total costs (excluding depreciation)	380,488	107,555	365,488
Total income	315,100	53,100	275,100
<b>Funding requirement</b>	<b>-65,388</b>	<b>-54,455</b>	<b>-90,388</b>

Table 13

## 7.0 Management case for the project

### 7.1 Governance

Key to the successful delivery of this project will be the early establishment of roles and responsibilities and the use of a specialist project management team that has experience of similar projects. Experience of creating visitor facilities on other Forestry Commission sites has shown that the use of such a team can ensure the project is delivered on time, within budget and to the quality required. This is because the team can be made up of professionals that have the skills required to control change, risk, issues and quality throughout the life of the project.

The following people will be required to make the project happen:

**Project board:** Includes the investment decision maker and the project sponsor.

**Role:** Provides strategic direction, programme management and accountability. Resolves serious risks/issues, signs off gate reviews.

**Project sponsor:** Senior figure responsible for the successful delivery of the forest park project.

**Role:** Presents business case to project board, delivers project benefits, approves scope changes, signs off gate reviews, resolves issues, carries out benefits realisation review.

**Client:** Forestry Commission/PUSH representative

**Role:** Specifies project requirements through project brief, specifies changes in requirements, resolves priority conflicts and accepts project deliverables/benefits.

**Intelligent user interface :** Building Surveyor – part of the project team.

**Role:** Liaises with Project Manager on construction requirements.

**Planning advise:** Planning Officer – Test Valley Borough Council and Area Land Agent – Forestry Commission

**Role:** Provides legal advice and liaises with the local planning authority, district councillors, community stakeholders and PUSH in order to obtain planning permission for the project.

**Civil engineering advise:** Projects Engineer – Test Valley Borough Council

**Role:** Provides civil engineering advise and liaises with Southampton City Council and Highways Authority on the provision of infrastructure.

**Project manager:** Project Management Specialist to be appointed to provide a team that includes: project manager, mechanical engineer, electrical engineer, structural engineer, quantity surveyor, architect, CDM co-ordinator, finance office and clerk of works.

**Role:** Writes project plan after funding has been secured. Leads project team and manages client relationship. Organises project documentation and provides reporting through reviews, including post-project review. Controls risk, issues and change.

**Project team:** Project Management Specialist to be appointed to provide a team that includes: project manager, mechanical engineer, electrical engineer, structural engineer, building surveyor, quantity surveyor, architect, CDM co-ordinator, finance office and clerk of works.

**Role:** Individuals are responsible for the delivery of specific tasks on time with the resources specified and to the quality required.

## 7.2 Stakeholders

The success of this project will largely depend upon gaining the support of key stakeholder groups. It will be essential to carry out a full stakeholder analysis at the earliest opportunity in order to plan communications with all interested parties. Initially, the main stakeholder groups to examine include:

- PUSH members
- Natural England
- Landowners
- Developers
- Forestry Commission (Land Management)
- Forestry Commission (Industry, Grants and Licences)
- Hampshire County Council Members
- Hampshire County Council Officers
- District Councillors
- District Council Officers
- Test Valley Borough Council
- Southampton City Council
- Eastleigh Borough Council
- Parish Councils
- Local Authority planning department
- Highways Authority
- Water Authority
- Environment Agency
- English Heritage
- Community groups
- User groups
- Local residents
- Local schools
- Charities

## 8.0 Taking the project forward

The installation of the proposed forest park visitor facilities could be carried out in a relatively short period of time, provided that support is in place in the form of funding, permission from the Forestry Commission, permission from landowners and planning permission from the local authority. Where a quick build phase has been implemented on Forestry Commission sites in the past, the number of people visiting the new facilities has increased rapidly over a period of 12-18 months as word has spread. In terms of achieving the forest park objective of attracting at least 246,000 visits each year by 2026 at the latest, this is a positive message. However, it is recommended that sufficient time is allowed for the design and consultation phase of the project. This will ensure that stakeholder requirements are included in the detailed design of new visitor facilities. It will also ensure that stakeholder expectations are managed to cope with what could be perceived as a sudden increase in the number of visitors driving to the woodlands and using them for outdoor recreation.

It is suggested that the proposed forest park visitor facilities be installed in two phases. Phase 1 would see the installation of the car parks and trails (see Table 11). Phase 2 would involve the installation of the visitor building and children's woodland play area at Lord's Wood. This approach is likely to bring about a gradual rise in the number of people visiting the woodlands in the forest park. However, it will not attract day visitors until the completion of Phase 2. In the meantime, day visitors are likely to continue visiting the New Forest for their outdoor recreation.

The method of appraisal used to compare the options in Sections 5 & 6 comes from the Five Case Business Model that has been recommended by HM Treasury for the evaluation of public benefit investments. This report contains the information required by this model to write a 'Strategic Outline Business Case'. The next step will be to carry out a more detailed appraisal of the short listed options brought forward in Section 5 of this report. This should include:

1. A cost: benefit analysis (calculating net present value for each option).
2. A detailed risk analysis (including the scoring and weighting of risks for comparison).
3. A sensitivity analysis to test the assumptions made when comparing options.
4. A scenario analysis to test the options within the current economic and political climate.
5. A procurement plan.
6. A project plan.

## 9.0 Conclusion

Recreational pressure on the New Forest is anticipated to increase as a result of proposed residential development in the surrounding area (see Section 3). The creation of a forest park in SW Hampshire could help to reduce this pressure.

In order to attract at least 246,000 visits each year from the population of Test Valley, Eastleigh and Southampton combined, this study recommends that the proposed forest park should offer facilities that will appeal to both day visitors and short stay visitors.

Of the options appraised in Section 5, Option A was selected as the preferred way forward. This option plans to cater for 340,000 visits each year by providing a 200 space car park, visitor building and associated way-marked trails in the centre of Lord's Wood, designed to attract day visitors of all ages and abilities.

The preferred way forward also proposes a number of smaller car parks with associated trails in the other woodlands that have been selected for inclusion in the forest park. This will help to spread visitor pressure across the area and ensure that short stay visitors, who are likely to live within 5 kilometres of the forest park, have a choice of woodlands close to home.

The creation of the proposed forest park will require significant financial investment (see Section 6) if it is to become a viable alternative to the New Forest National Park as a place for outdoor recreation. The preferred way forward for the proposed forest park (Option A) will require approximately £8 million capital funding (excluding the cost of land acquisition), which could be split between two phases. Phase One would include the installation of the car parks and associated trails. Phase Two would bring about a new visitor building and children's woodland play area in Lord's Wood.

Before this project can progress beyond the feasibility stage, it will be necessary for Test Valley Borough Council to negotiate permission for public access across the woodlands included in the proposed forest park. This is likely to require additional funds for the purchase of the freehold interest on the 295 hectares of woodland managed by the Forestry Commission. As owner of the leasehold interest, the Forestry Commission will also need to be agreeable to the final project proposals. It is not yet known if the owners of the land outside of Forestry Commission management are willing to retain ownership and permit public access within their woodlands.

It should be noted that although the capital cost of the 'do minimum option' is estimated at around £3.7 million (£4.4 million less than the preferred option), this option is unlikely to deliver a forest park that mitigates for the growing population of Test Valley, Eastleigh and Southampton (see Section 3.3).

It is estimated that the preferred way forward will require approximately £65,500 per year revenue funding to cover the costs of services, staffing and facility maintenance after the initial design and build phase of the project. Depreciation on the capital will be an additional £202,000 per year.

The main risks associated with the proposed forest park project include the need to secure permission from landowners and the Forestry Commission for public access within the woodlands concerned. It will also be essential to obtain funding and planning permission, including permission for the installation of visitor facilities on ancient woodland sites.

Extensive and early stakeholder engagement will be necessary to gain support for each element of the forest park project and to demonstrate that the long term benefits of the park will outweigh the financial costs and short term risks. It is likely to cost approximately £92,600 to compile a comprehensive planning application ready for final public consultation.

In conclusion, the creation of the proposed forest park will provide 484 hectares of accessible natural greenspace, linked by a network of roads, public rights of way and local authority cycle routes. The high quality visitor facilities will be located in sustainably managed woodlands and are likely to attract people living and working within 10 kilometres of the forest park. The forest park could therefore help to reduce the recreational pressures that are likely to be placed on the New Forest National Park as a result of residential development in Test Valley, Eastleigh and Southampton.

## **10.0 Appendices**

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Table 2. Scope Choices:		Scope 1	Scope 2	Scope 3	Scope 4
		Provide visitor facilities to attract 65,000 visits each year from Hampshire	Provide visitor facilities to attract 246,000 visits each year from Hampshire	Provide visitor facilities to attract 340,000 visits each year from Hampshire	Provide visitor facilities to attract 432,000 visits each year from Hampshire
<b>Objective:</b>					
To attract at least 246,000 visits each year (by 2026) from the population of Test Valley, Eastleigh and Southampton combined, which might otherwise travel to the New Forest National Park for outdoor recreation.		<b>N</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>
<b>Critical Success Factors</b>					
<b>1. Attractive?</b>					
	<b>a To landowners</b>	Y?	Y?	Y?	Y?
	<b>b To local residents</b>	Y	<b>N</b>	<b>N</b>	<b>N</b>
	<b>c To short stay visitors</b>	Y	YY	YY	Y
	<b>d To day visitors</b>	<b>N</b>	Y	YY	Y?
	<b>e Retains ambience</b>	YY	Y	Y	<b>N</b>
	<b>f Enhances biodiversity</b>	Y	Y	Y	<b>N</b>
	<b>g Increases car parking</b>	Y	Y	YY	YY
	<b>h Increases pedestrian access</b>	Y	Y	Y	Y
	<b>i Increases horse access</b>	Y	Y	Y	<b>N</b>
	<b>j Increases cycle access (family)</b>	<b>N</b>	Y	Y	Y
	<b>k Increases cycle access (skills)</b>	<b>N</b>	Y	Y	Y
	<b>l Zones user groups</b>	Y	Y	Y	Y?
	<b>m Creates employment opportunities</b>	<b>N</b>	Y	YY	YY
<b>2. Value for money?</b>		<b>N</b>	Y	YY	Y
<b>3. Strategic fitting?</b>					
	<b>a For Test Valley BC</b>	Y	Y	Y	Y
	<b>b For PUSH</b>	<b>N</b>	Y	Y	Y
	<b>c For Forestry Commission</b>	Y	Y	Y	Y
<b>4. Achievable?</b>					
	<b>a Partnership has skills</b>	Y	Y	Y	Y
	<b>b Services can be installed</b>	?	?	?	?
<b>5. Affordable?</b>					
	<b>a Could install in multiple phases</b>	Y	Y	Y	Y
	<b>b Could install in one phase</b>	Y	Y	Y	Y
	<b>c Revenue generated by businesses</b>	<b>N</b>	Y	YY	YY
	<b>d Revenue generated from car parks</b>	<b>N?</b>	Y	YY	YY
<b>CONCLUSION:</b>		<b>DO MINIMUM</b>	<b>ALTERNATIVE</b>	<b>PREFERRED</b>	<b>REJECTED</b>
<b>Comments:</b>		Unlikely to attract enough people away from the New Forest National Park.	Increased visitor numbers will result in increased traffic in the local area. Visitor zoning essential.	Increased visitor numbers will result in increased traffic in the local area. High level of staffing required leading to employment opportunities. Visitor zoning essential. More potential for revenue generation from on-site businesses than Scope 2.	Very high visitor pressure is likely to lead to overcrowding of woodlands and resulting conflict in a short time period, even with visitor zoning. Horse access will fall as visitor numbers increase. Very high visitor numbers are associated with high costs, especially in staffing. Increased visitor numbers will result in increased traffic in the local area.

Table 3. Solution Choices:		Solution 1	Solution 2	Solution 3	Solution 4	Solution 5	Solution 6	Solution 7	Solution 8	Solution 9	Solution 10	Solution 11
		Visitor building, 200 space car park and trails in Lords Wood + 10-40 space car park and trail in all other woods	Visitor building, 200 space car park and trails in Hut Wood + 10-40 space car park and trail in all other woods	Visitor building, 200 space car park and trails in Lords Wood + Visitor building, 150 space car park and trails in Hut Wood + 10-40 space car park and trail in all other woods	10-40 space car park with play area and trails in all woods with the potential to add a café and toilets at a later date	Visitor building, 200 space car park and trails in Hut Wood + 100 space car park and trails in Lords Wood + 10-40 space car park and trail in all other woods	Visitor building, 150 space car park and trails in Chilworth Common + 10-40 space car park and trail in all other woods	Visitor building, 150 space car park and trails in Nightingale Wood + 10-40 space car park and trail in all other woods	Visitor building, 150 space car park and trails in Calveslease Copse + 10-40 space car park and trail in all other woods	Visitor building, 150 space car park and trails at Science Park + 10-40 space car park and trail in all other woods	Visitor building, 300 space car park and trails in Lords Wood + 100 space car park and trails in Hut Wood + 10-40 space car park and trail in all other woods	10-40 space car park and trails in all woods with the potential to add a café and toilets at a later date
<b>Objective:</b>												
To attract at least 246,000 visits each year (by 2026) from the population of Test Valley, Eastleigh and Southampton combined, which might otherwise travel to the New Forest National Park for outdoor recreation.		Y	Y	Y	N	Y	Y	Y	Y	Y	Y	N
<b>Critical Success Factors:</b>												
<b>1. Attractive?</b>												
a	To landowners	Y?	Y?	N	Y	Y?	Y?	?	Y?	?	Y?	Y
b	To local residents	N	N	N	Y	N	N?	N	N?	Y?	N	Y
c	To short stay visitors	Y	Y	Y	YY	Y?	Y	Y	Y	Y	YY	YY
d	To day visitors	Y	Y	Y	N	Y?	Y	Y	Y	Y	YY	N
e	Retains ambience	Y	Y	Y	Y	N	Y	Y	Y	YY	Y	Y
f	Enhances biodiversity	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
g	Increases car parking	Y	Y	Y	Y	Y?	Y	Y	Y	Y	YY	Y
h	Increases pedestrian access	Y	Y	Y	Y	Y?	Y	Y	Y	Y	Y	Y
i	Increases horse access	Y	Y	Y	Y	Y?	Y	Y	Y	Y	Y	Y
j	Increases cycle access (family)	YY	N	YY	N	N	N	N	N	N	YY	N
k	Increases cycle access (skills)	Y	N	Y	Y?	Y?	Y	N	N	N	Y	Y?
l	Zones user groups	Y	Y	Y	YY	YY	Y	Y	Y	Y	YY	YY
m	Creates employment opportunities	Y	Y	YY	N	Y	Y	Y	Y	Y	Y	N
<b>2. Value for money?</b>		Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y
<b>3. Strategic fitting?</b>												
a	For Test Valley BC	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
b	For PUSH	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
c	For Forestry Commission	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>4. Achievable?</b>												
a	Partnership has skills	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
b	Services can be installed	?	?	?	?	?	?	?	?	?	?	?
<b>5. Affordable?</b>												
a	Could install in multiple phases	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
b	Could install in one phase	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
c	Revenue generated by businesses	Y	Y	YY	N	Y	Y	Y	Y	Y	Y	N
d	Revenue generated from car parks	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>CONCLUSION:</b>		ALTERNATIVE	REJECT	REJECT	REJECT	REJECT	REJECT	REJECT	REJECT	REJECT	PREFERRED	DO MINIMUM
<b>Comments:</b>		Will attract day visitors and short stay visitors. Lord's Wood is of sufficient size to provide a family cycle trail away from the main walking trails.	Hut Wood is 77ha in total. A visitor building would generate visitor numbers that the site cannot sustain. Little scope for family cycle trails owing to size of Hut Wood.	Significant cost of 2 visitor buildings.	Will not attract day visitors. Also few employment opportunities and little potential for revenue from on site businesses.	Hut Wood is 77ha in total. A visitor building would generate visitor numbers that the site cannot sustain. Little scope for family cycle trails owing to size of Hut Wood.	Little scope for cycle trails owing to size of Chilworth Common, which is also isolated from Lord's Wood and Hut Wood.	Nightingale Wood is isolated from other woodlands in the proposed Forest Park. Little scope for family cycle trails owing to size of Nightingale Wood.	Little scope for cycle trails owing to size of Calveslease Copse. No crossing over M27 into Lord's Wood.	No crossing over M27 into Lord's Wood. Would require the involvement of the Science park as another partner. Rownhams Wood (east) is very wet.	Will attract day visitors and short stay visitors. Lord's Wood is of sufficient size to provide a family cycle trail away from the main walking trails. The provision of a 100 space car park in Hut Wood will provide more capacity for short stay visitors during busy periods.	Will not attract day visitors. Also few employment opportunities and little potential for revenue from on site businesses.

Table 4. Delivery Choices:			Delivery 1	Delivery 2
			Landowners permit public access	Landowners sell woodlands to the council/PUSH/FC
<b>Objective:</b>				
To attract at least 246,000 visits each year (by 2026) from the population of Test Valley, Eastleigh and Southampton combined, which might otherwise travel to the New Forest National Park for outdoor recreation.			Y	Y
<b>Critical Success Factors</b>				
<b>1. Attractive?</b>	<b>a</b>	<b>To landowners</b>	N	Y
	<b>b</b>	<b>To local residents</b>	Y	Y
	<b>c</b>	<b>To short stay visitors</b>	Y	Y
	<b>d</b>	<b>To day visitors</b>	Y	Y
	<b>e</b>	<b>Retains ambience</b>	Y	Y
	<b>f</b>	<b>Enhances biodiversity</b>	Y	Y
	<b>g</b>	<b>Increases car parking</b>	Y	Y
	<b>h</b>	<b>Increases pedestrian access</b>	Y	Y
	<b>i</b>	<b>Increases horse access</b>	Y	Y
	<b>j</b>	<b>Increases cycle access (family)</b>	Y	Y
	<b>k</b>	<b>Increases cycle access (skills)</b>	Y	Y
	<b>l</b>	<b>Zones user groups</b>	Y	Y
	<b>m</b>	<b>Creates employment opportunities</b>	Y	Y
<b>2. Value for money?</b>				
<b>3. Strategic fitting?</b>	<b>a</b>	<b>For Test Valley BC</b>	YY	Y
	<b>b</b>	<b>For PUSH</b>	YY	Y
	<b>c</b>	<b>For Forestry Commission</b>	YY	Y
<b>4. Achievable?</b>	<b>a</b>	<b>Partnership has skills</b>	Y	Y
	<b>b</b>	<b>Services can be installed</b>	?	?
<b>5. Affordable?</b>	<b>a</b>	<b>Could install in multiple phases</b>	Y	Y
	<b>b</b>	<b>Could install in one phase</b>	Y	Y
	<b>c</b>	<b>Revenue generated by businesses</b>	Y	Y
	<b>d</b>	<b>Revenue generated from car parks</b>	Y	Y
<b>CONCLUSION:</b>			<b>REJECTED</b>	<b>PREFERRED</b>
<b>Comments:</b>			Unattractive to landowners.	Landowners are more likely to sell their woodlands than permit public access within them.

Table 5. Implementation Choices:		Implementation 1	Implementation 2
		Instal visitor facilities in one phase by December 2026	Instal visitor facilities in multiple phases to December 2026
<b>Objective:</b>			
To attract at least 246,000 visits each year (by 2026) from the population of Test Valley, Eastleigh and Southampton combined, which might otherwise travel to the New Forest National Park for outdoor recreation.		YY	Y
<b>Critical Success Factors</b>			
<b>1. Attractive?</b>	<b>a To landowners</b>	Y	Y
	<b>b To local residents</b>	N	YY
	<b>c To short stay visitors</b>	Y	Y
	<b>d To day visitors</b>	YY	Y?
	<b>e Retains ambience</b>	Y	YY
	<b>f Enhances biodiversity</b>	Y	Y
	<b>g Increases car parking</b>	Y	Y
	<b>h Increases pedestrian access</b>	Y	Y
	<b>i Increases horse access</b>	Y	Y
	<b>j Increases cycle access (family)</b>	Y	Y
	<b>k Increases cycle access (skills)</b>	Y	Y
	<b>l Zones user groups</b>	Y	Y
	<b>m Creates employment opportunities</b>	Y	Y
<b>2. Value for money?</b>		Y	Y
<b>3. Strategic fitting?</b>	<b>a For Test Valley BC</b>	Y	Y
	<b>b For PUSH</b>	Y	Y
	<b>c For Forestry Commission</b>	Y	Y
<b>4. Achievable?</b>	<b>a Partnership has skills</b>	Y	Y
	<b>b Services can be installed</b>	?	?
<b>5. Affordable?</b>	<b>a Could install in multiple phases</b>	N/A	N/A
	<b>b Could install in one phase</b>	N/A	N/A
	<b>c Revenue generated by businesses</b>	N/A	N/A
	<b>d Revenue generated from car parks</b>	Y	Y
<b>CONCLUSION:</b>		<b>ALTERNATIVE</b>	<b>PREFERRED</b>
<b>Comments:</b>			Enables a gradual rise in visitor numbers. Note that day visitors require car park and toilets to be installed at same time.



Table 8. Capital costs

Capital cost item		Option A Preferred £	Option B Do minimum £	Option P Alternative £
1. Land acquisition not included at this stage				
2. New visitor building in Lord's Wood	Toilets	194,000	0	194,000
	Café, information office, community room, cycle hire	1,500,000	0	1,500,000
	Woodfuel heating system	170,000	0	170,000
	Electricity	180,000	0	180,000
	Clean water	50,000	0	50,000
	Sewage	200,000	0	200,000
	Communications	10,000	0	10,000
3. New 200 space car park in Lord's Wood (Option A & P)	Clearance of ground vegetation (trees will be managed separately)	10,000	0	10,000
	Drainage, landscaping and surfacing of car park and access road from public highway to car park	395,000	0	395,000
	Payment machines (3), barrier and visitor orientation signs	19,000	0	19,000
4. New 40 space car park in Lord's Wood (Option B)	Vegetation clearance	0	1,500	0
	Drainage, landscaping and surfacing of car park and access road from public highway to car park	0	363,000	0
	Barrier and visitor orientation signs	0	2,000	0
5. New 100 space car park in Hut Wood (Option A)	Vegetation clearance	3,500	0	0
	Drainage, landscaping and surfacing of car park and access road from public highway to car park	202,000	0	0
	Payment machine (1), barrier and visitor orientation signs	4,500	0	0
6. New 40 space car park in Hut Wood (Option B & P)	Drainage, landscaping and surfacing of car park and access road from public highway to car park	0	190,000	190,000
	Vegetation clearance	0	1,500	1,500
	Barrier and visitor orientation signs	0	2,000	2,000
7. New 20 space car park in Home Wood	Drainage, landscaping and surfacing of car park and access road from public highway to car park	35,000	35,000	35,000
	Vegetation clearance	1,000	1,000	1,000
	Barrier and visitor orientation signs	1,500	1,500	1,500
8. New 20 space car park in Rownhams Wood	Drainage, landscaping and surfacing of car park and access road from public highway to car park	79,000	79,000	79,000
	Vegetation clearance	1,500	1,500	1,500
	Barrier and visitor orientation signs	2,000	2,000	2,000
9. New 20 space car park in Nightingale Wood (West)	Drainage, landscaping and surfacing of car park and access road from public highway to car park	32,000	32,000	32,000
	Vegetation clearance	1,500	1,500	1,500
	Barrier and visitor orientation signs	2,000	2,000	2,000
10. New 10 space car park in Nightingale Wood (East)	Drainage, landscaping and surfacing of car park and access road from public highway to car park	6,000	6,000	6,000
	Vegetation clearance	1,000	1,000	1,000
	Barrier and visitor orientation signs	1,500	1,500	1,500
11. Children's woodland play area in Lord's Wood	Vegetation clearance/landscaping	10,000	0	10,000
	Play equipment	60,000	0	60,000
12. Trails	Vegetation clearance	29,000	29,000	29,000
	Drainage and surfacing	1,757,000	1,757,000	1,757,000
	Waymarker signs	6,450	6,450	6,450
<b>Subtotal capital costs</b>		<b>4,964,450</b>	<b>2,516,450</b>	<b>4,947,950</b>

Capital cost item		Option A Preferred £	Option B Do minimum £	Option P Alternative £
13. Fees - Architect fees	For building design	25,000	0	25,000
Landscape architect fees	For site layout design	15,000	15,000	15,000
Planning application fees	Planning fee (by area)	7,500	1,700	7,500
	Planning Statement	8,000	8,000	8,000
	Design and Access Statement	2,000	2,000	2,000
	Sustainability Statement	1,000	1,000	1,000
	Statement of Community Involvement	1,000	1,000	1,000
	Arboricultural Survey to BS5837	1,100	1,100	1,100
	Ecological Survey (using in-house ecologist) and	4,000	4,000	4,000
	Land survey	4,500	4,500	4,500
	Stakeholder communications materials	2,000	2,000	2,000
	Tourism statement	500	500	500
	Heritage Survey	4,000	4,000	4,000
	Landscape & Visual Impact Assessment	5,000	5,000	5,000
	Transport Statement	12,000	12,000	12,000
14. 15% of subtotal capital costs for Project Management consultant to provide a build team that includes: Mechanical engineer, electrical engineer, structural engineer, quantity surveyor, CDM co-ordinator, project manager, finance office, clerk of works.		744,668	377,468	742,193
15. 10% contingency		496,445	251,645	494,795
16. Optimism bias (A:36%_B:20%_P:30%)		1,787,202	503,290	1,484,385
<b>17. Total capital costs</b>		<b>£8,085,365</b>	<b>£3,710,653</b>	<b>£7,761,923</b>

Table 9. Revenue costs

Option A (Preferred)

Revenue cost item per year		Development Phase Year 1+2	Build Phase Year 3+4	Fully Operational Phase Year 5+6
1. Staffing costs	Visitor and Woodland Manager	14,015	36,838	38,638
	Warden/craftsperson/supervisor (working split shifts & weekends)	0	29,309	31,109
	Warden/craftsperson (working split shifts & weekends)	25,107	26,007	27,807
	Warden/craftsperson (working split shifts & weekends)	0	0	27,807
	Warden/craftsperson (working split shifts & weekends)	0	0	27,807
	Seasonal warden (working weekends & school holidays April to September)	0	0	10,560
	Seasonal warden (working weekends & school holidays April to September)	0	0	10,560
	Visitor information assistant (mixed with volunteers)	0	0	15,700
	Staff sundries (including VME)	9,000	13,000	19,000
2. Running costs	Maintenance of visitor facilities (including vegetation management, path maintenance, car park maintenance, facility repairs, emptying of car park metres, waste management)	20,000	50,000	100,000
	Services (electricity, water, sewage)	0	6,000	16,500
	Interpretation and marketing	5,000	9,000	19,000
	Rates	0	10,500	11,000
	Administrative costs/overheads	0	0	25,000
3. Financing costs	<i>Depreciation not included at this stage</i>			
<b>4. Total costs</b>		<b>73,122</b>	<b>180,654</b>	<b>380,488</b>
Less income	Car park charging	0	70,000	180,000
	Café turnover rent from business operator	0	0	30,000
	Cycle hire turnover rent from business operator	0	0	12,000
	High ropes course turnover rent from business operator	0	0	20,000
	Christmas tree sales turnover rent from business operator	0	0	20,000
	Timber income from FC land	53,100	53,100	53,100
<b>5. Total income</b>		<b>53,100</b>	<b>123,100</b>	<b>315,100</b>
<b>6. Funding requirement</b>		<b>-20,022</b>	<b>-57,554</b>	<b>-65,388</b>

**Option B (Do min)**

Revenue cost item per year		Development Phase Year 1+2	Build Phase Year 3+4	Fully Operational Phase Year 5+6
1. Staffing costs	Woodland Manager (P/T)	14,015	14,735	15,455
	Warden/craftsperson (P/T)	10,042	10,402	11,100
	Staff sundries (including VME)	9,000	10,000	11,000
2. Running costs	Maintenance of visitor facilities (including vegetation management, path maintenance, car park maintenance, facility repairs)	20,000	53,000	55,000
	Interpretation and marketing	4,000	4,600	5,000
	Rates	0	0	0
	Administrative costs/overheads	0	0	10,000
3. Financing costs	<i>Depreciation not included at this stage</i>			
<b>4. Total costs</b>		<b>57,057</b>	<b>92,737</b>	<b>107,555</b>
Less income	Car park charging	0	0	0
	Café turnover rent from business operator	0	0	0
	Cycle hire turnover rent from business operator	0	0	0
	High ropes course turnover rent from business operator	0	0	0
	Christmas tree sales turnover rent from business operator	0	0	0
	Timber income	53,100	53,100	53,100
<b>5. Total income</b>		<b>53,100</b>	<b>53,100</b>	<b>53,100</b>
<b>6. Funding requirement</b>		<b>-3,957</b>	<b>-39,637</b>	<b>-54,455</b>

**Option P (Alternative)**

Revenue cost item per year		Development Phase Year 1+2	Build Phase Year 3+4	Fully Operational Phase Year 5+6
1. Staffing costs	Visitor and Woodland Manager	14,015	36,838	38,638
	Warden/craftsperson (working split shifts & weekends)	0	29,309	31,109
	Warden/craftsperson (working split shifts & weekends)	25,107	26,007	27,807
	Warden/craftsperson (working split shifts & weekends)	0	0	27,807
	Warden/craftsperson (working split shifts & weekends)	0	0	27,807
	Seasonal warden (working weekends & school holidays April to September)	0	0	10,560
	Seasonal warden (working weekends & school holidays April to September)	0	0	10,560
	Visitor information assistant (mixed with volunteers)	0	0	15,700
	Staff sundries (including VME)	9,000	13,000	19,000
2. Running costs	Maintenance of visitor facilities (including vegetation management, path maintenance, car park maintenance, facility repairs, emptying of car park metres, waste management)	20,000	45,000	85,000
	Services (electricity, water, sewage)	0	6,000	16,500
	Interpretation and marketing	5,000	9,000	19,000
	Rates	0	10,500	11,000
	Administrative costs/overheads	0	0	25,000
3. Financing costs	<i>Depreciation not included at this stage</i>			
<b>4. Total costs</b>		<b>73,122</b>	<b>175,654</b>	<b>365,488</b>
Less income	Car park charging	0	54,000	140,000
	Café turnover rent from business operator	0	0	30,000
	Cycle hire turnover rent from business operator	0	0	12,000
	High ropes course turnover rent from business operator	0	0	20,000
	Christmas tree sales turnover rent from business operator	0	0	20,000
	Timber income	53,100	53,100	53,100
<b>5. Total income</b>		<b>53,100</b>	<b>107,100</b>	<b>275,100</b>
<b>6. Funding requirement</b>		<b>-20,022</b>	<b>-68,554</b>	<b>-90,388</b>

**Table 10. Project risk**

Name of risk	Cause of risk	Likelihood 5 to 1 (high=5) (low=1)	Impact 5 to 1 (high=5) (low=1)	Resulting risk rating (Likelihood x impact)	Strategy/action required to manage risk	Person required to carry out action
Project support	Project fails to gain support from local politicians/local authorities/PUSH.	3	5	<b>15</b>	Forest Park Feasibility Study to outline business case.  Project Sponsor to present Forest Park Feasibility Study to interested parties.	Forestry Commission Development Manager and Project Sponsor.
Public access	Landlords fail to grant permission for public access or to sell freehold interest for the woodlands.	4	5	<b>20</b>	Project Sponsor to liaise with landlords.	Project Sponsor.
Public access	Land manager (Forestry Commission) fails to grant permission for installation of visitor facilities or to sell leasehold interest.	2	5	<b>10</b>	Project Sponsor to liaise with land manager (Forestry Commission).	Project Sponsor.
Funding	Insufficient funds to enable the project to proceed.	3	5	<b>15</b>	Project Sponsor to investigate funding sources.	Project Sponsor.
Ancient woodland	Ancient woodland policy prevents the introduction of visitor facilities.	4	5	<b>20</b>	Refer to ancient woodland survey when planning visitor facilities.	Forestry Commission Development Manager.

Name of risk	Cause of risk	Likelihood 5 to 1 (high=5) (low=1)	Impact 5 to 1 (high=5) (low=1)	Resulting risk rating (Likelihood x impact)	Strategy/action required to manage risk	Person required to carry out action
Planning permission	Planning permission refused, leading to: -delay in project timetable -additional costs associated with the planning process -elements of the project jeopardised -additional costs to satisfy unforeseen mitigation measures required by the planning department	4	5	20	Liaise with community stakeholders, District Councillors, Planning Case Officers and PUSH.  Complete all surveys and statements required for a planning application of this type, e.g. transport statement.	Forestry Commission Development Manager and Project Sponsor.
Scope creep	Project Sponsor is asked to change project parameters.	2	3	6	Project Sponsor and Project Manager to control scope change.	Project Sponsor. Project Manager.
Access roads	Highways Authority refuses permission to build new access roads into the woodlands.	3	5	15	Liaise with Highways Authority when planning visitor facilities.	Local Authority's Civil Engineer.

Name of risk	Cause of risk	Likelihood 5 to 1 (high=5) (low=1)	Impact 5 to 1 (high=5) (low=1)	Resulting risk rating (Likelihood x impact)	Strategy/action required to manage risk	Person required to carry out action
Electricity supply	Three phase electricity supply cannot be provided for the site or cost will be prohibitive.	2	4	8	Identify work and cost of work required to provide electricity supply to cope with future demand. Secure funding for electricity supply before committing to built elements of the project.	Forestry Commission Building Surveyor.  Project Sponsor to secure funding for provision of electricity as part of the build project.
Clean water supply	A new water main connection cannot be provided for the site or cost will be prohibitive.	2	4	8	Liaise with Water Authority to seek permission to connect to water main.  Liaise with Water Authority to seek advise on private water supply.  Secure internal funding for clean water supply before committing to built elements of the project.	Forestry Commission Building surveyor. Project Sponsor to secure funding for clean water as part of the build project.

Name of risk	Cause of risk	Likelihood 5 to 1 (high=5) (low=1)	Impact 5 to 1 (high=5) (low=1)	Resulting risk rating (Likelihood x impact)	Strategy/action required to manage risk	Person required to carry out action
Sewage treatment	Water Authority refuses permission to connect site to public sewer or Environment Agency refuses permission for sewage treatment unit with associated consent to discharge treated water.	2	4	8	<p>Liaise with Water Authority and Highways Authority to seek permission to connect to public sewer.</p> <p>Liaise with Environment Agency to seek permission for sewage treatment unit with consent to discharge.</p> <p>Secure internal funding for sewage treatment before committing to built elements of the project.</p>	<p>Forestry Commission Building Surveyor.</p> <p>Project Sponsor to secure funding for sewage treatment as part of the build project.</p>
Designer's Brief	<p>New facilities are not built in accordance with the Designer's Brief, leading to compromise on project outputs and outcomes.</p> <p>Scope creep.</p>	3	4	12	<p>Ensure that building designs satisfy the brief before accepting the architect's drawings.</p> <p>Ensure use of project control tools. Project manager manages risk, issues and change. Ensure contingency is built into budget.</p>	Project Sponsor and Project Manager.

Name of risk	Cause of risk	Likelihood 5 to 1 (high=5) (low=1)	Impact 5 to 1 (high=5) (low=1)	Resulting risk rating (Likelihood x impact)	Strategy/action required to manage risk	Person required to carry out action
Compliance	Project fails to meet construction standards and building regulations owing to lack of expertise and experience within the Project Team.	4	5	20	<p>Employ a project management consultant to provide a build team that includes: qualified mechanical engineer, electrical engineer, structural engineer, quantity surveyor, CDM co-ordinator, project manager, finance office and clerk of works.</p> <p>Project manager manages risk, issues and change.</p>	<p>Project Sponsor to secure funding for a project management consultant. Project manager to ensure compliance.</p> <p>Project Sponsor to liaise with Project Manager on construction requirements.</p>
Responsibilities	Issues arise owing to poor awareness and management of roles/responsibilities.	3	4	12	<p>Assign roles/responsibilities early on in the project. Project Manager manages responsibilities throughout the life of the project.</p> <p>Project manager manages risk, issues and change.</p>	Project Sponsor to secure funding for a project management consultant. Project Manager to manage responsibilities.

Name of risk	Cause of risk	Likelihood 5 to 1 (high=5) (low=1)	Impact 5 to 1 (high=5) (low=1)	Resulting risk rating (Likelihood x impact)	Strategy/action required to manage risk	Person required to carry out action
Budget	Project exceeds initial estimated budget.	4	4	<b>16</b>	<p>Initial estimates are based on BCIS Quarterly Review of Building Prices April 2009, Issue No 113.</p> <p>Guidance is taken from the building surveyor.</p> <p>10% contingency and allowance for optimism bias is incorporated in initial business case. A dedicated finance office, quantity surveyor, clerk of works and project manager are assigned to the project.</p>	Project Sponsor to secure funding for a project management consultant. Project Manager to ensure budget compliance.
Continuity of staff	Additional workloads associated with the management of the project cannot be absorbed by existing staff.	4	4	<b>16</b>	<p>A dedicated Project Manager is assigned to the project by the project management consultant.</p> <p>Project manager manages risk, issues and change.</p>	Project Sponsor to secure funding for a project management consultant.

Name of risk	Cause of risk	Likelihood 5 to 1 (high=5) (low=1)	Impact 5 to 1 (high=5) (low=1)	Resulting risk rating (Likelihood x impact)	Strategy/action required to manage risk	Person required to carry out action
Contractors	Contractors do not provide good value for money or provide poor workmanship.	3	4	12	The project management consultant tenders contracts and selects contractors from a competent contractors list.  Project manager manages risk, issues and change.	Project Sponsor to secure funding for a project management consultant. Project Manager to ensure use of competent contractors.

**Table 11. Proposed car parks**

<b>Wood name</b>	<b>No. car park spaces</b>	<b>No. cars per day (Mon-Fri)</b>	<b>No. cars per day (Sat-Sun)</b>	<b>No. cars per year</b>	<b>No. people per car</b>	<b>No. visits per year</b>
Lord's Wood	200	100	500	78000	2.4	187,200
Hut Wood	100	50	150	28600	2.4	68640
Rownhams Wood	20	30	70	15080	2.4	36192
Home Wood	20	30	30	10920	1	26208
Chilworth Common North	10	20	20	7280	1	17472
Nightingale Wood (East)	10	30	30	10920	1	26208
Nightingale Wood (West)	20	30	70	15080	1	36192

<b>Total no. visits per year</b>	<b>398,112</b>
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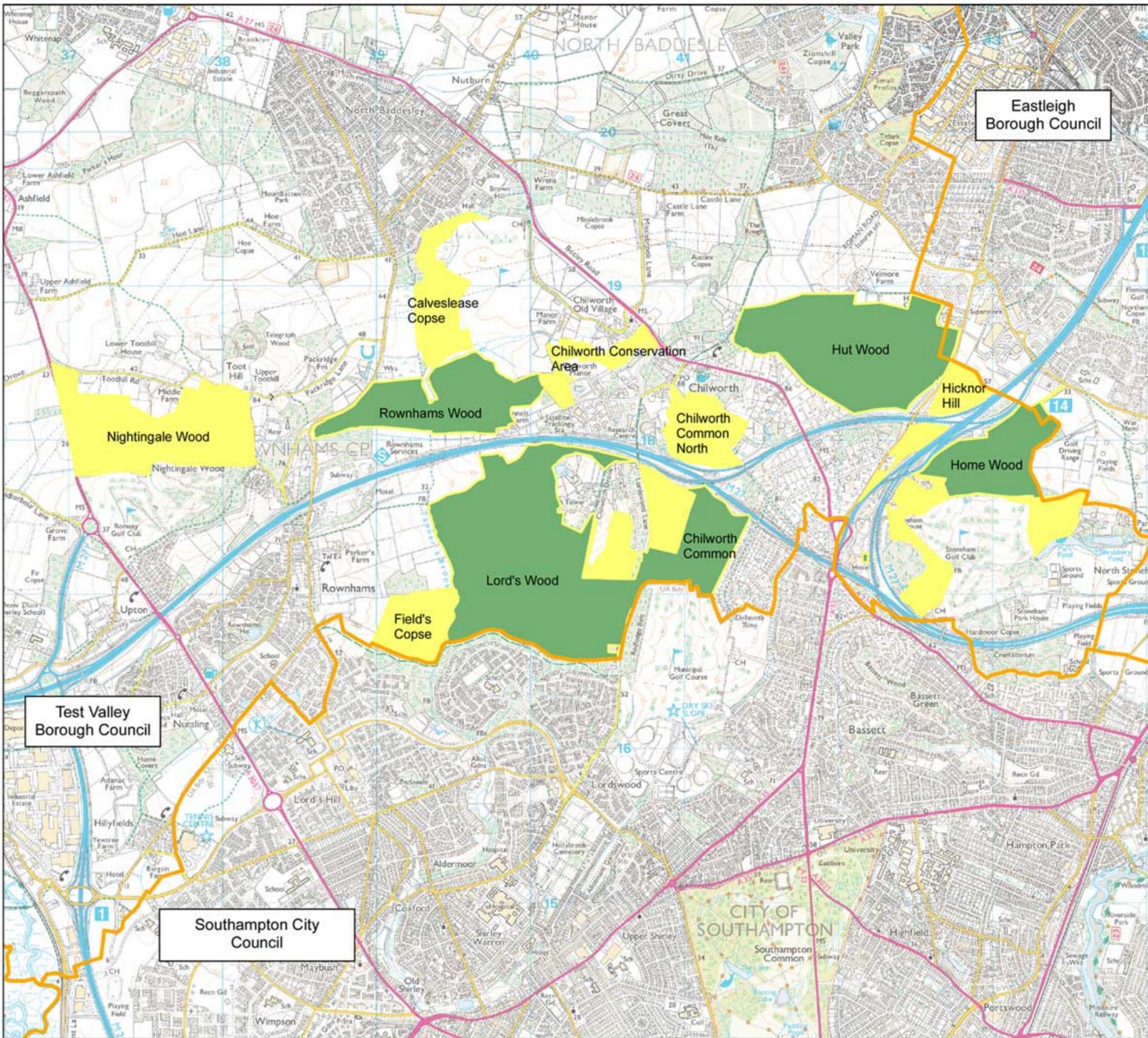


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# Forest Park

## 1. Proposed Forest Park Boundary

-  Local Authority Boundary
-  Area outside of Forestry Commission management in the proposed Forest Park (189 hectares)
-  Area managed by the Forestry Commission in the proposed Forest Park (295 hectares)



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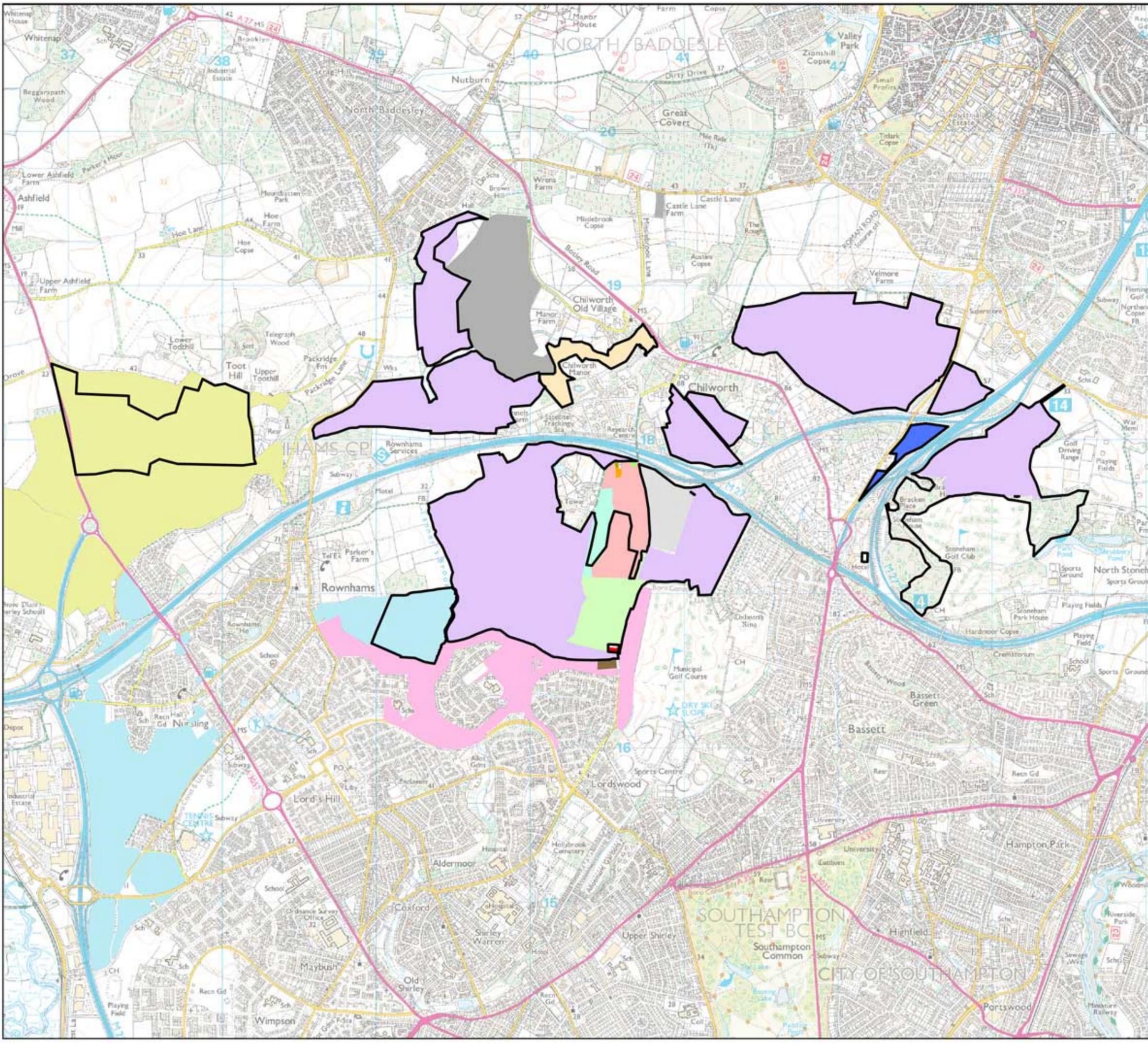
# Forest Park

## 2. Land Ownership within the Proposed Forest Park

nb. Check exact ownership boundaries with landowners

-  Willis Fleming
-  Ingersley Estate
-  Barker Mill Estate
-  Chilworth Science Park
-  Broadlands Trustees of the Nicholas Trust
-  George Rathbone
-  Peter Philip
-  Christopher Armstrong
-  Southern Gas Networks PLC
-  Southampton City Council
-  Test Valley Borough Council
-  Eleanor McNamara
-  Eric Bell
-  Julia Miller
-  Mr. Garner
-  Alfred Bradford
-  Proposed Forest Park Boundary

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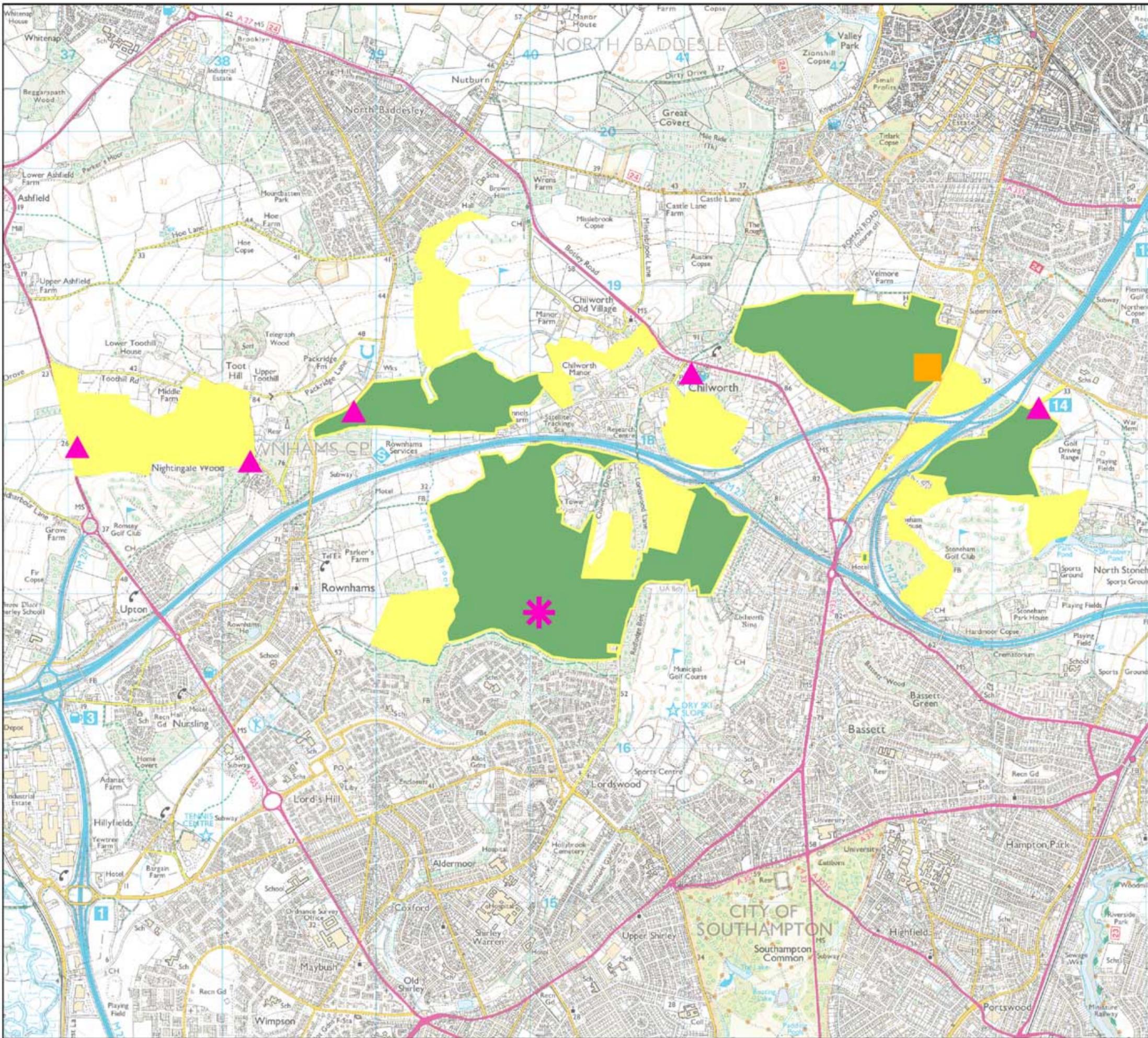




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# Forest Park

## 3. Preferred Option (A)



-  Visitor centre & 200 space car park
-  100 space car park
-  10-20 space car park
-  Area outside of Forestry Commission management in the proposed Forest Park
-  Area managed by the Forestry Commission in the proposed Forest Park

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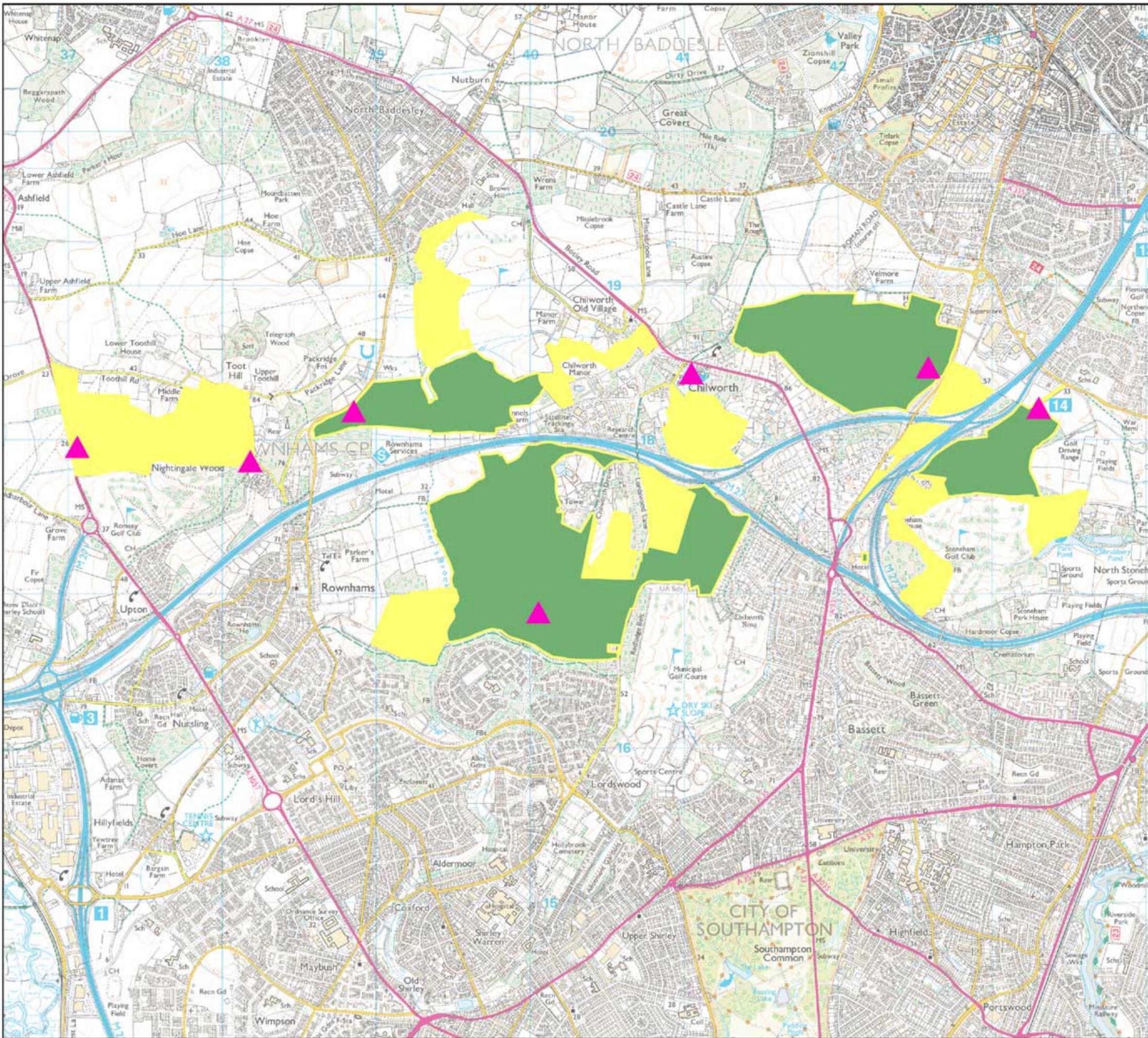




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# Forest Park

## 4. Do Minimum Option (B)



-  10-40 space car park
-  Area outside of Forestry Commission management in the proposed Forest Park
-  Area managed by the Forestry Commission in the proposed Forest Park

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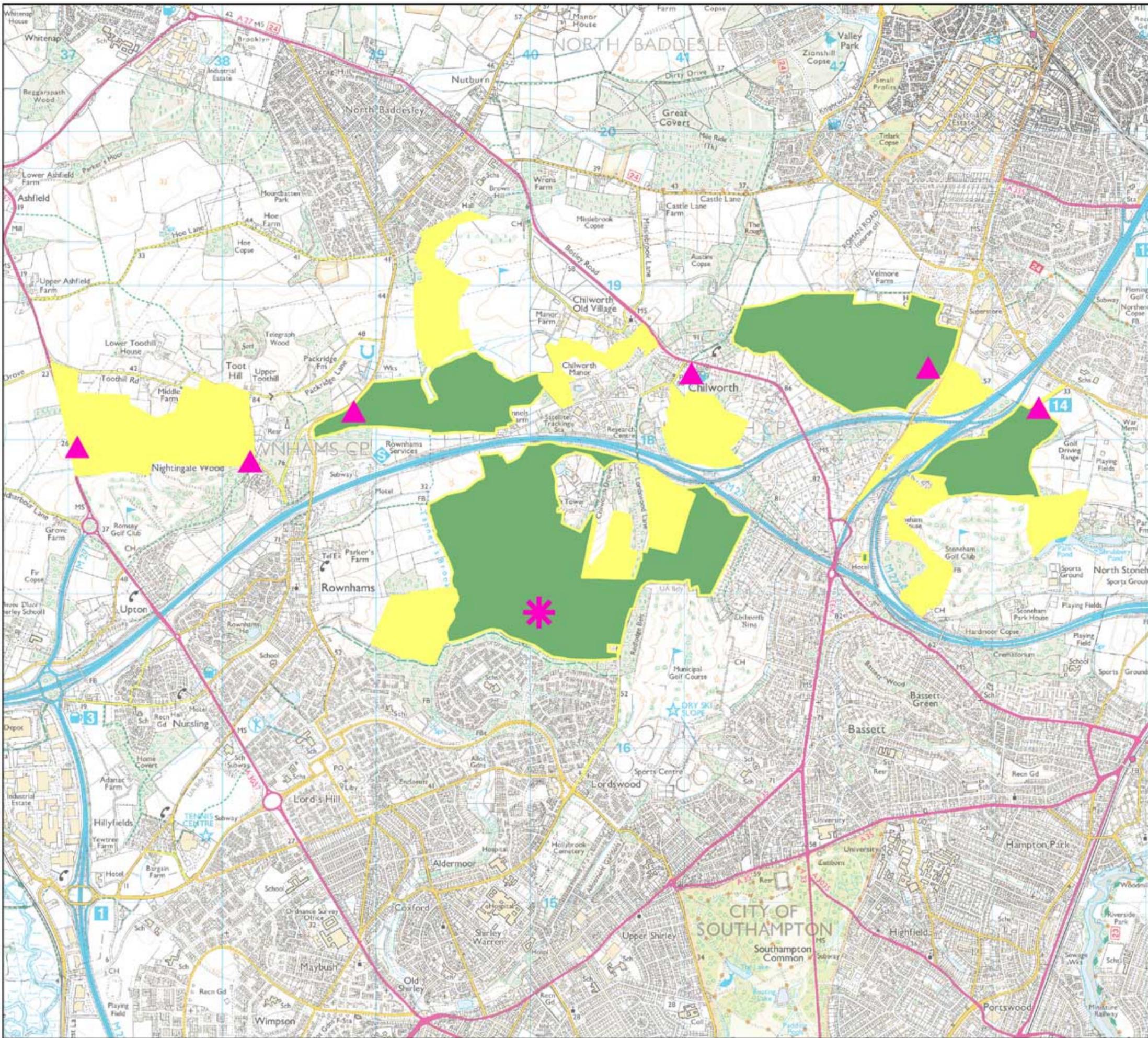




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# Forest Park

## 5. Alternative Option (P)



-  Visitor centre & 200 space car park
-  10-40 space car park
-  Area outside of Forestry Commission management in the proposed Forest Park
-  Area managed by the Forestry Commission in the proposed Forest Park

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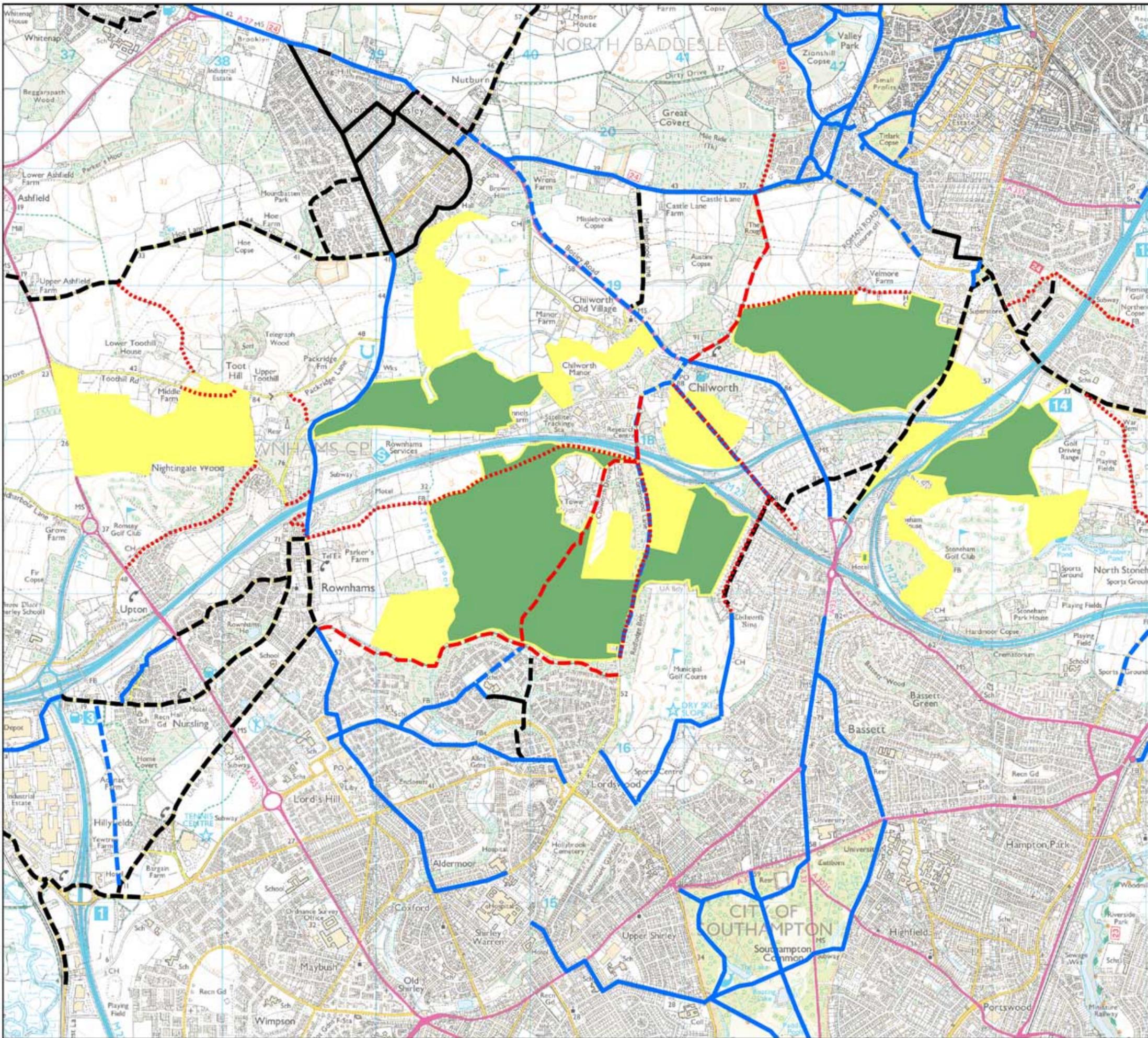


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# Forest Park

## 6. Local Authority Cycle Routes

- Existing off-road cycle route
- Proposed off-road cycle route
- Existing on-road cycle route
- Proposed on-road cycle route
- Public footpath
- Public bridleway
- Byway Open to All Traffic
- Area outside of Forestry Commission management in the proposed Forest Park
- Area managed by the Forestry Commission in the proposed Forest Park



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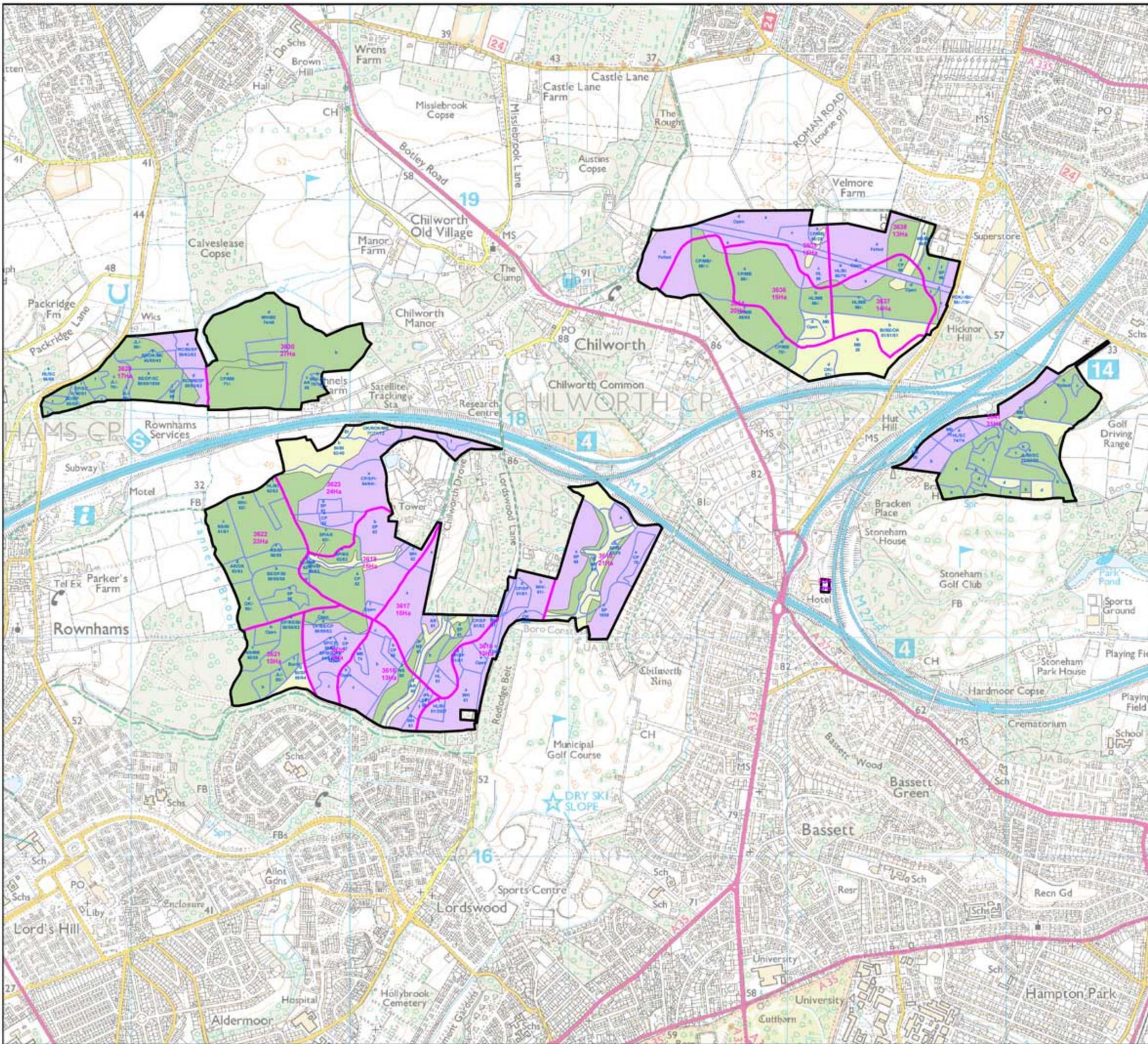




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# Forest Park

## 7. Woodland management for sites managed by the Forestry Commission



-  Manage native woodland to allow young native broadleaf trees to become established under the shelter of existing trees.
-  Gradually remove conifer trees over the next 40-50 years.
-  Manage heathy sites to support a mixture of conifer and broadleaf woodland.
-  Area managed by the Forestry Commission
-  Compartment boundary
-  Subcompartment boundary

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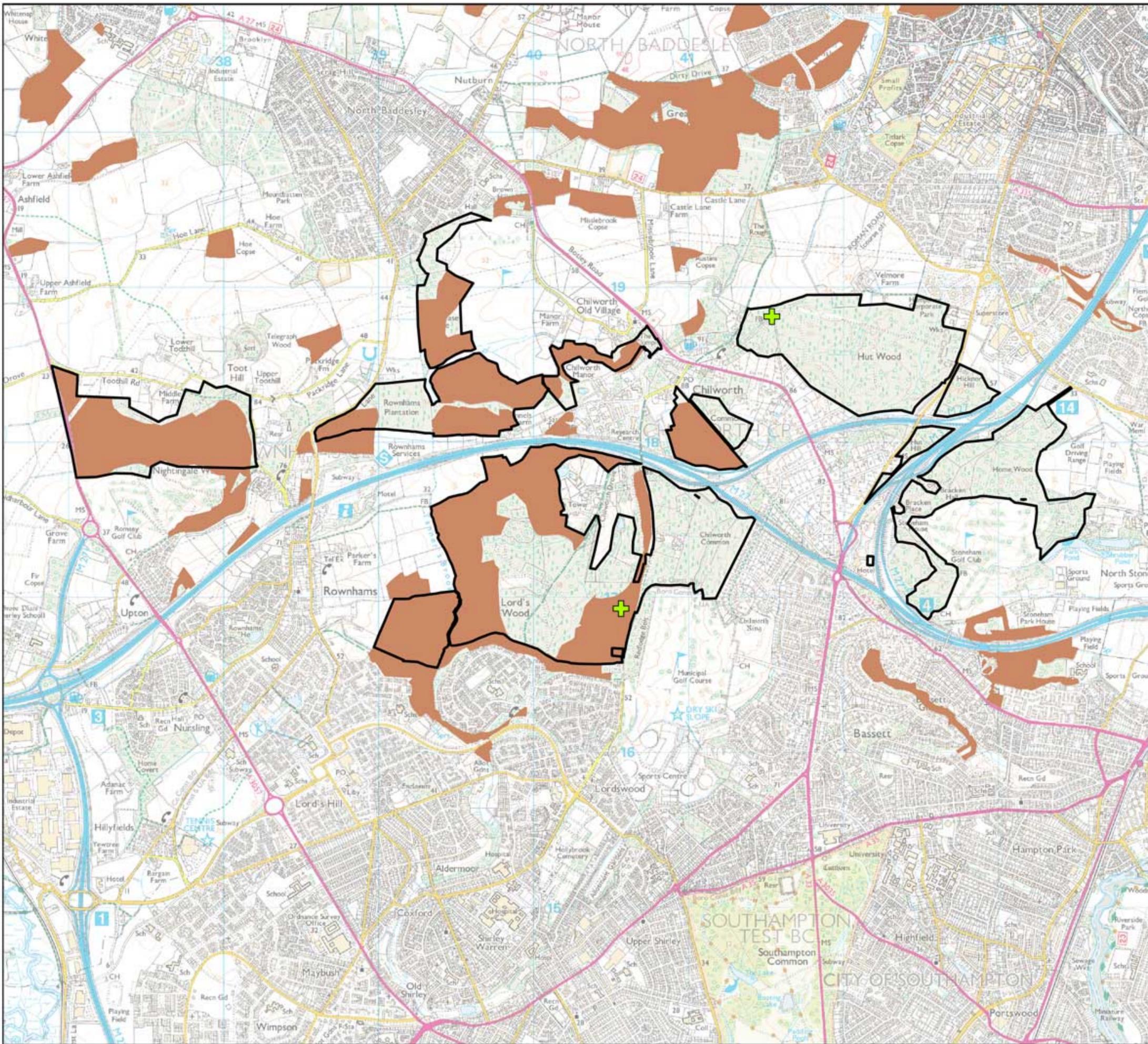


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England

# Forest Park

## 8. Ancient Woodland Inventory (Provisional, Natural England)

-  Ancient Woodland Site  
(Natural England Ancient Woodland  
Inventory, Provisional, 9th December 2010)
-  Ancient Monument
-  Proposed Forest Park Boundary



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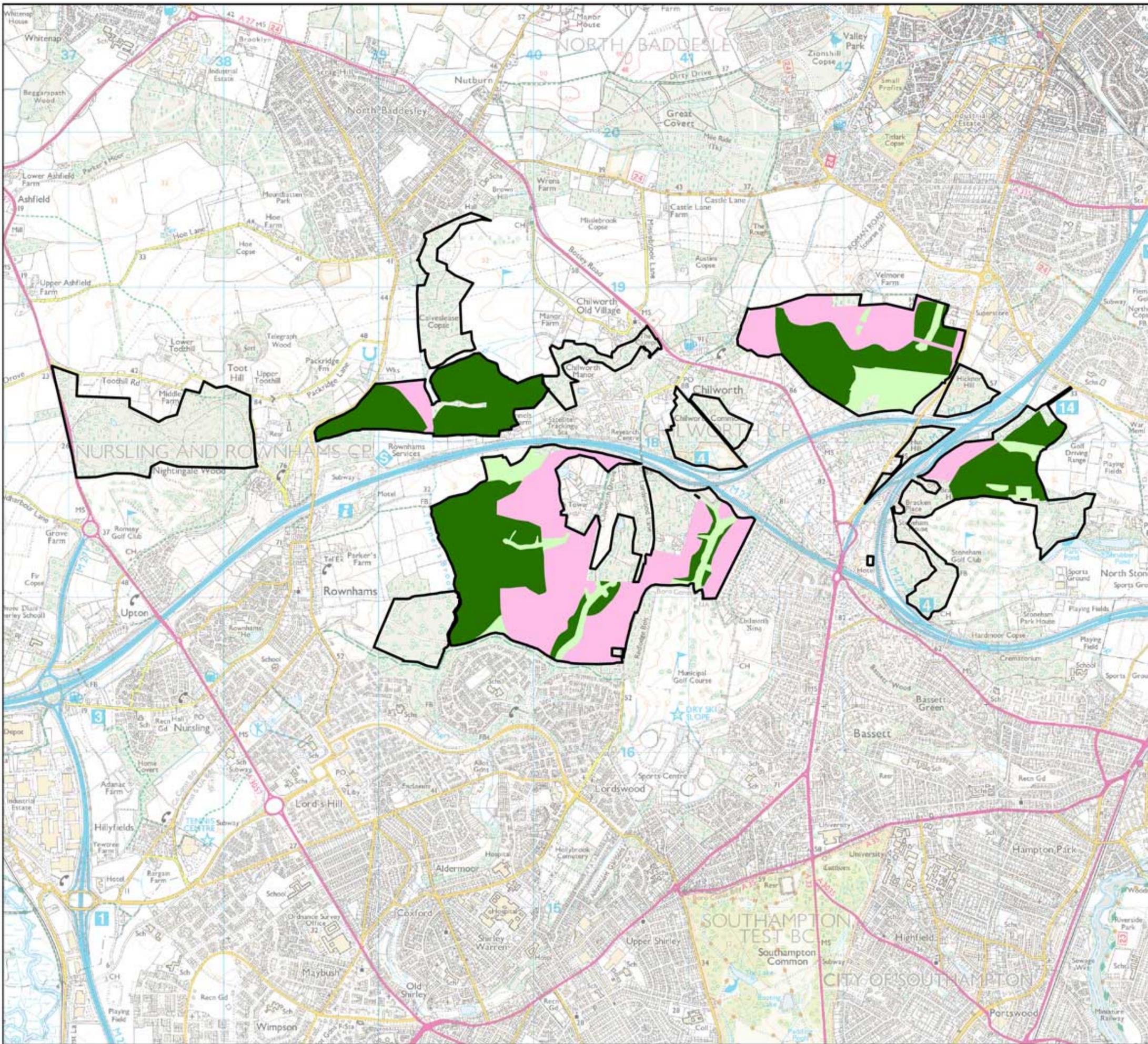


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England

## Forest Park

### 9. Ancient Woodland Survey (Sanderson)

-  Ancient and Semi-Natural Woodland  
(Sanderson, February 2007)
-  Ancient Replanted Woodland (PAWS)  
(Sanderson, February 2007)
-  Heathland Site  
(Sanderson, February 2007)
-  Proposed Forest Park Boundary



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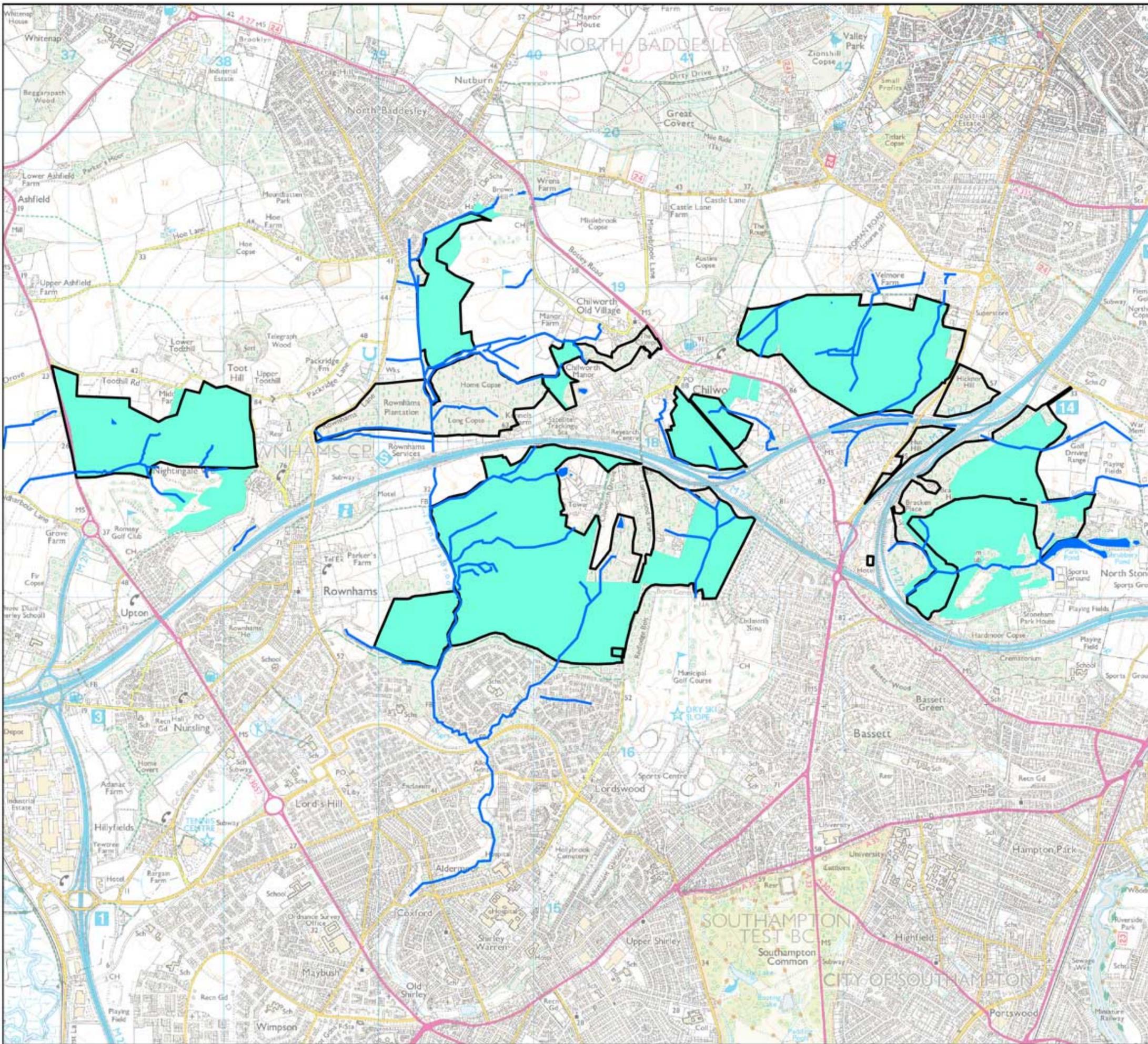


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England

## Forest Park

### 10. Sites of Importance for Nature Conservation (SINCs)

-  Site of Importance for Nature Conservation (SINC) (Hampshire Biodiversity Record Centre, 20/12/10)
-  Proposed Forest Park Boundary
-  Watercourse
-  Open water



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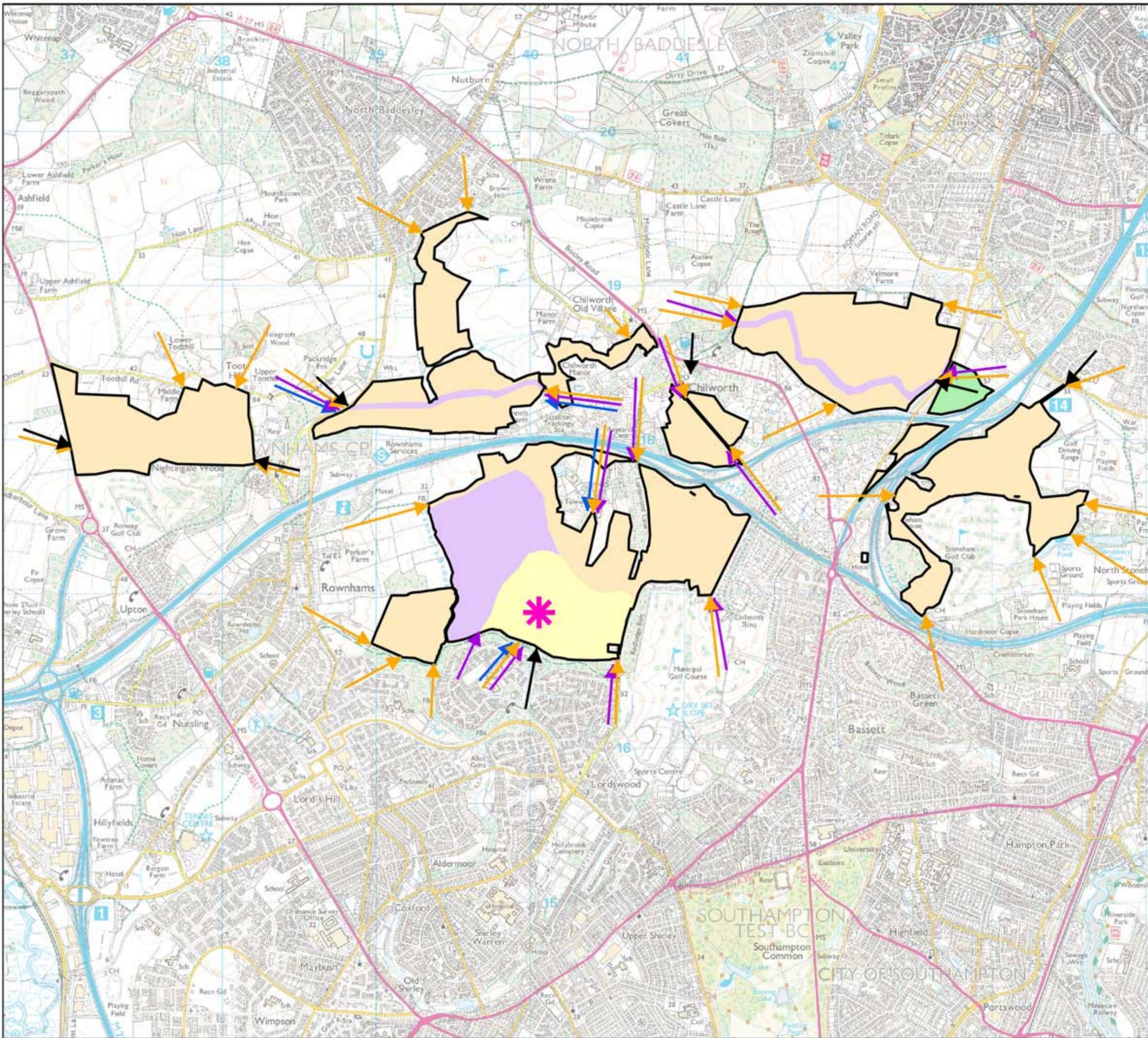


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# Forest Park

## 11. Proposed Recreation Zones

-  Walking area
-  Cycling area
-  Motorcycling area
-  Central visitor area
-  Proposed Forest Park Boundary
-  Visitor centre site
-  Vehicle access point
-  Pedestrian access point
-  Cycle access point
-  Horse access point



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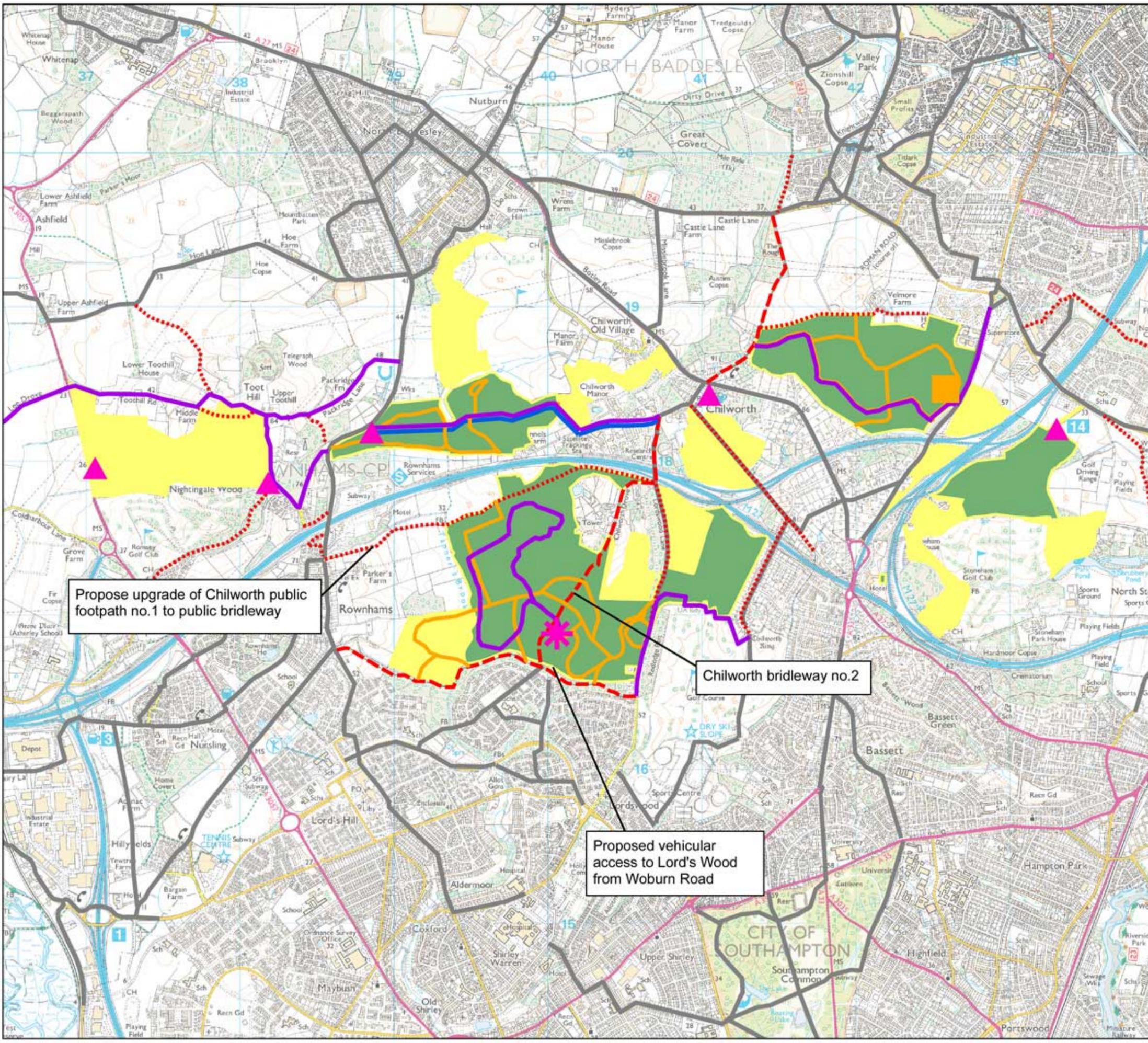


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# Forest Park

## 12. Proposed new walking, cycling & horse-riding routes for the forest park

-  Proposed new cycling route
-  Proposed new walking route
-  Proposed new horse-riding route
-  Existing & proposed Local Authority cycle routes
-  Visitor centre & 200 space car park
-  100 space car park
-  10-20 space car park
-  Public footpath
-  Public bridleway
-  Byway Open to All Traffic
-  Area outside of Forestry Commission management in the proposed Forest Park
-  Area managed by the Forestry Commission in the proposed Forest Park



Propose upgrade of Chilworth public footpath no.1 to public bridleway

Chilworth bridleway no.2

Proposed vehicular access to Lord's Wood from Woburn Road

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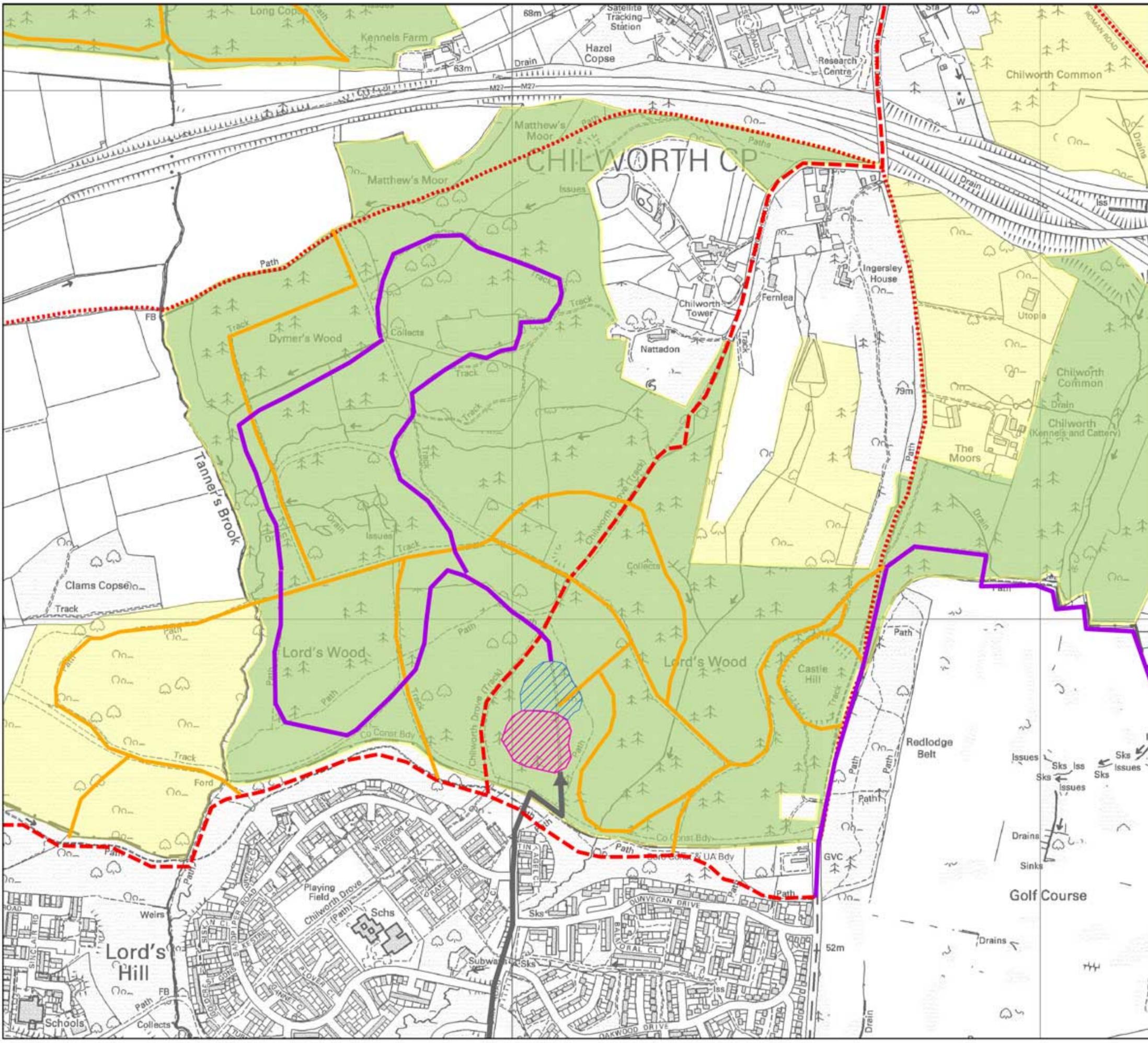




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# Forest Park

## 13. Proposed location of central visitor facilities in Lord's Wood



-  Proposed new cycling route
-  Proposed new walking route
-  Public footpath
-  Public bridleway
-  Proposed vehicle access
-  Proposed location of car park
-  Proposed location of visitor building
-  Area managed by the Forestry Commission
-  Area outside of Forestry Commission management

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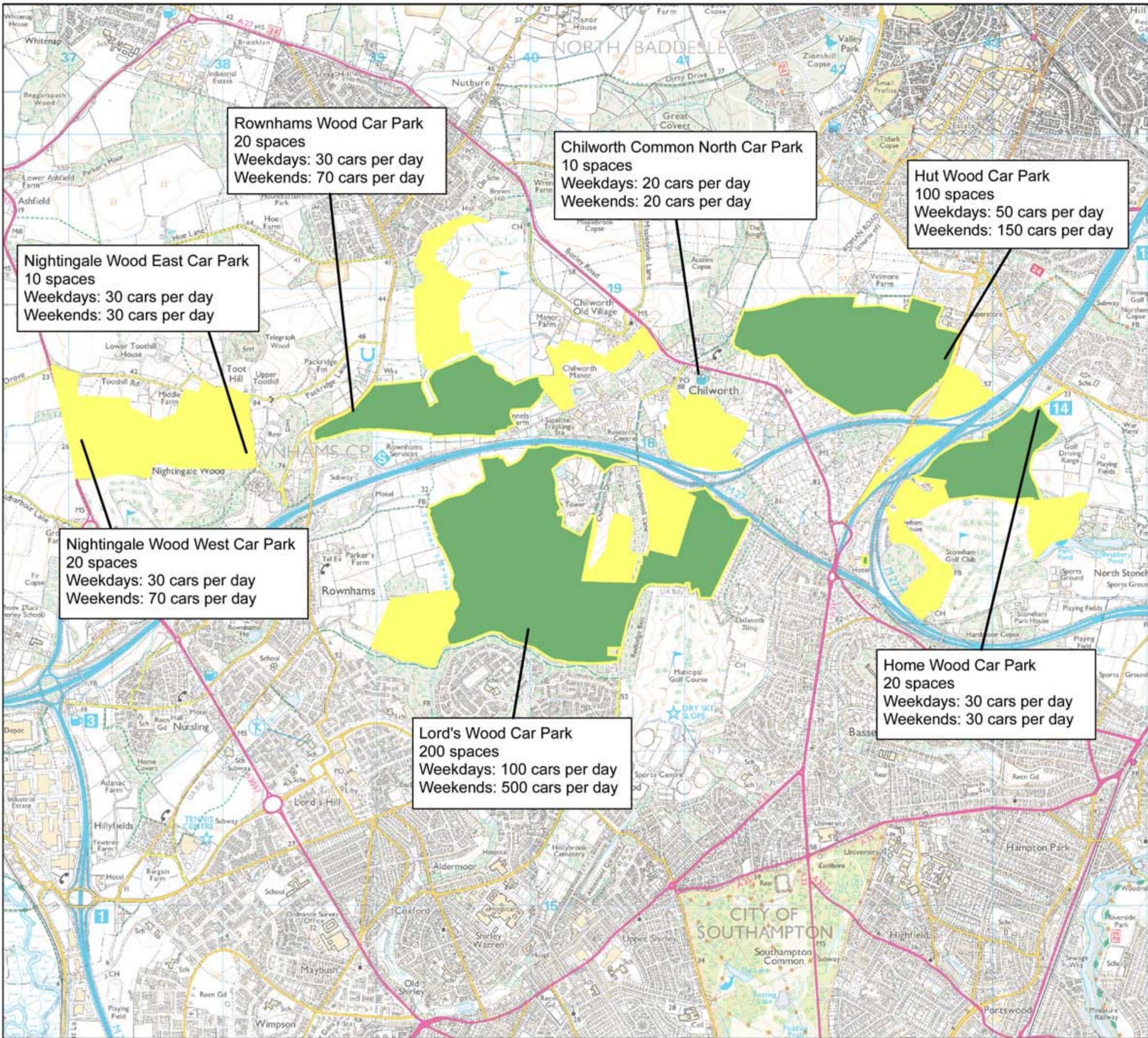




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# Forest Park

## 14. Proposed Car Park Use



- Area outside of Forestry Commission management in the proposed Forest Park
- Area managed by the Forestry Commission in the proposed Forest Park

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