

West Cheltenham Walking and Cycling Improvements (WCWCI) Full Business Case Assessment Report

28th April, 2020

Quality information

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Revision History

Revision	Revision date	Details	Authorized	Name	Position
V1	28.05.2020	client comments	S.P	Stephen Payne	Associate Director

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Executive Summary

The £1.6m West Cheltenham Walking and Cycling Improvements scheme provides for upgraded infrastructure to increase the uptake of walking and cycling for commuting, leisure purposes and business along the A40 corridor, in Cheltenham. The scheme will create a mix of segregated and shared use cycling and walking routes along the A40 from Arle Court roundabout to Triumph Traffic Lights, providing a direct route for users to access Cheltenham Spa Railway Station and the town centre. Secondary routes are included to provide alternative routes and choice for less experienced or confident cycle users. These routes are located in the St Mark's district of West Cheltenham and along parts of Princess Elizabeth Way near the A40, providing residents with accessible and usable cycle links to employment, retail and transport hubs along the A40 corridor.

This business case is based on the preferred design options and aims to provide direct cycle and walking routes that tie into wider planned transport improvements linked to pinch point and designated funds applications submitted by GCC, as well as already funded schemes, such as the LEP funded Cheltenham Spa improvements and the Highways England Gloucester to Cheltenham cycle link.

This scheme is intrinsically linked to the package of improvements proposed for the A40 corridor called the West of Cheltenham Transport Improvements Scheme (WCTIS) and therefore also supports the enabling of the Cyber Central project adjacent to GCHQ.

AECOM have been appointed by Gloucestershire County Council, as the Accountable Body to the LEP to undertake an independent assessment of the Business Case for the scheme, as well as undertaking a series of Due Diligence checks required ahead of any decision to fund the scheme. These assessments have followed the requirements of the GFirst LEP Transport Business Case Guidance and the GFirst LEP Assurance Framework on the Due Diligence process.

As outlined in the Assurance Framework schemes of less than £5m in value are only required to undertake a single stage business case process. This report therefore provides the assessment of this Full Business Case.

The criteria of the Business Case appraisal guidance required scheme promoters to complete five different 'cases' as part of each stage in the Business Case process, namely:

- Strategic Case;
- Economic Case;
- Financial Case;
- Commercial Case; and,
- Management Case.

Findings

The information provided under each of these headings has been reviewed, with a Red/Amber/Green assessment undertaken on each criterion to establish whether the requirements have been fully met (green), partially met (amber) or failed (red). The table overleaf summarises the assessments made for each of these cases. All criteria within the strategic, financial and commercial cases were fully addressed, however there were some criteria within the economic and management cases which were not entirely addressed, but none were considered critical to the overall business case for the scheme. The scheme is assessed to offer high economic value for money.

Case	Assessment
Strategic Case	Passed 4/4 criteria
Economic Case	Passed 8/9 criteria – 1 criteria had some issues identified, but not considered critical
Financial Case	Passed 4/4 criteria
Commercial Case	Passed 4/4 criteria
Management Case	Passed 12/17 criteria – 5 criteria had some issues identified, but not considered critical

Summary of Full Business Case Assessment

In terms of the value for money of the scheme the scheme promoter has calculated a Benefit Cost Ratio (BCR) of 2.78 for the scheme, corresponding to a value for money category of 'High'.

The quantified assessment of the scheme benefits indicates a Present Value of Benefits (PVB) of £3.69m over a 20 year appraisal period. The majority of the benefits derive from a reduction in the risk of premature death associated with the health benefits of additional cycle trips predicted to be undertaken using the corridor. Other significant areas of benefit include a reduction in absenteeism (again associated with improved health and well-being) and the value associated with improved journey ambience.

A series of Due Diligence Checks have also been undertaken against the criteria set out as part of the GFirst LEP Assurance Framework on the Due Diligence process. This included information on the Strategic, Financial and Economic Case for the scheme, as well as the planned processes for the delivery and management of the scheme.

Across all criteria it was considered that the planned scheme and its intended delivery and management processes were sufficient to ensure the intended project outputs and outcomes are delivered.

Recommendation and Conditions of Approval

Based on the AECOM assessment of the Final Business Case and the Due Diligence checks it is recommended that the scheme can be approved for LEP Growth Fund funding and that funding can be released in 2020/21. The following Funding Conditions are recommended to ensure the scheme delivers the outcomes intended:

- A funding condition should be included such that if any outstanding consents (including planning approval) are declined then funding can be withheld or clawed back as required.
- Any outstanding environmental mitigation identified as necessary should be delivered as part of the scheme.
- Delivery of the scheme is reliant on the parallel delivery of WCTIS Phases 3 and 4. Should funding approval for WCTIS Phases 3 & 4 phases be declined, then a revised programme of cycling improvements should be identified utilising the existing budget which would contribute to the scheme objectives identified and represent value for money. Any such change would need to be agreed with the LEP Growth Fund Programme Management Group.
- Should the project be delivered for less than the allocated £1.6m, a funding condition should be included to ensure that any underspend is returned to the LEP.

- GCC Cabinet approval is needed to confirm GCC commitment to the financial risks identified and to the funding of future ongoing maintenance. GCC will seek cabinet approval on the 17th June, 2020.

1. Introduction

AECOM has been appointed by Gloucestershire County Council (GCC) as the Accountable Body to the GFirst Local Enterprise Partnership (LEP) for Gloucestershire to undertake an independent assessment of the Business Case materials of schemes seeking funding via the Local Growth Fund (LGF).

This report summarises the AECOM independent assessment of the Full Business Case (FBC) for the West Cheltenham Walking and Cycling Improvements Scheme, currently earmarked for LGF funding. This scheme is intrinsically linked to the package of improvements proposed for the A40 corridor called the West of Cheltenham Transport Improvements Scheme (WCTIS) and also supports the enabling of the Cyber Central project adjacent to GCHQ.

It is a requirement of the Local Assurance Framework (LAF) that GCC and the LEP undertake a Due Diligence process before Government funds can be made available to scheme promoters. This report therefore examines the information provided in the Full Business Case and Due Diligence submissions, drawing attention to any risks, omission or inconsistencies within the planned approach in relation to the LGF funding of the project.

The intended audience of this report is the LEP Board, as well as GCC as the Accountable Body. This report provides AECOM's independent assessment of the FBC documentation and subsequent information provided to allow these organisations to make an informed decision with regard to the planned funding of the scheme.

This report is formatted as follows:

- The remainder of Section 1 briefly outlines the scope of the West Cheltenham Walking and Cycling Improvements Scheme;
- Section 2 outlines the AECOM assessment of the Full Business Case Document against the requirements of the GFirst LEP Transport Business Case Guidance, indicating the independent assessment of each of the required criteria within the FBC document.
- Section 3 outlined the additional information requested as part of the Due Diligence process, highlighting any specific criteria or conditions that it is recommended are put in place in relation to any potential funding agreement.
- Section 4 summarises the key project inputs, outputs and milestones and summarises the findings of this assessment.

Applicant

The applicant for the LGF funding for the project is Gloucestershire County Council.

The Project

The West of Cheltenham Walking and Cycling Improvement (WCWCI) scheme provides for upgraded infrastructure to increase the uptake of walking and cycling for commuting, leisure purposes and business in the Cheltenham area. The study area is shown in Figure 1-1. The scheme will create a mix of segregated cycling and walking routes along the A40 from Arle Court roundabout to Triumph Traffic Lights, providing a direct route for users to access Cheltenham Spa Railway Station and the town centre. Secondary routes are included to provide alternative routes and choice for less experienced or confident cycle users. These routes are located in the St Mark's district of West Cheltenham and along parts of Princess Elizabeth Way near the A40, providing residents with accessible and usable cycle links to employment, retail and transport hubs along the A40 corridor.

Six cycling and pedestrian route links have been selected to be progressed as part of the scheme (Route 1 being split into two parts), as shown in Figure 1-2:

- 1A Arle Court roundabout to Telstar Way junction.
- 1B Telstar Way Junction to Benhall roundabout.
- 2A Benhall Roundabout to Triumph Traffic Lights.
- 3A Princess Elizabeth Way. Benhall Roundabout.
- 4A Princess Elizabeth Way to Cheltenham Spa Railway Station, via Shakespeare Road – Tennyson Road – Libertus Road, Queens Road.
- 5A Princess Elizabeth Way to Tennyson Road, via Shelley Road.

This business case is based on the preferred design options and aims to provide the required detail for direct cycle and walking routes that tie into wider planned transport improvements linked to pinch point and designated funds applications and the Highways England Gloucester to Cheltenham super cycleway.

The scheme is designed to contribute to improving cycleway facilities which will promote alternative travel options and enable modal shift, remove traffic from the network and reduce stress on congestion hotspots whilst improving physical health, mental health and wellbeing.

Figure 1-1: Study Area

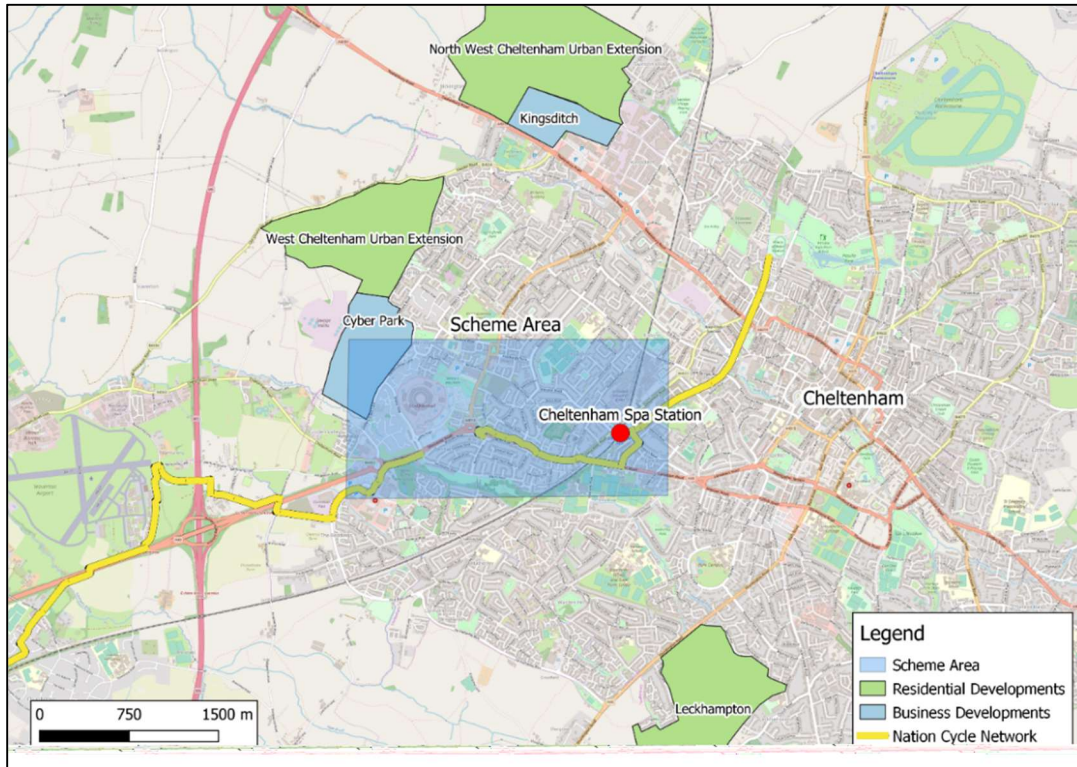
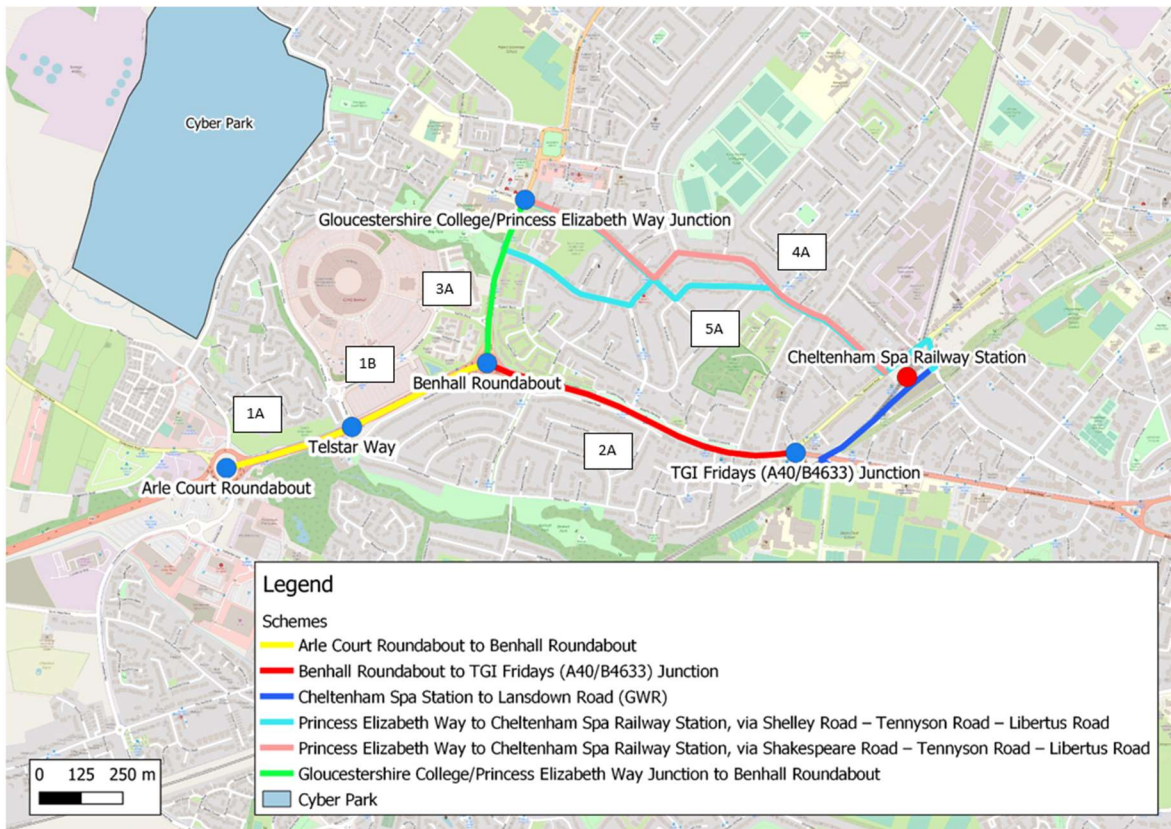


Figure 1-2: Proposed Cycle and Pedestrian Links



2. Full Business Case Assessment

Introduction

The GFirst LEP Transport Business Case Guidance outlined the process utilised by the LEP for the development and assessment of Business Cases. This guidance applies to all transport schemes seeking funding via the Single Local Growth Fund. A pro-forma was also provided to each scheme promoter to fill in to ensure that appropriate information was provided under each of the below assessment areas.

A detailed assessment has been undertaken of the content of the Business Case submission and associated appendices for the A40 East Bound Widening scheme. This considered the comprehensiveness, robustness and realism of the information contained against the requirements specified in guidance.

The criteria of the Appraisal Guidance required scheme promoters to complete five different 'cases' as part of each stage in the Business Case process, namely:

- Strategic Case;
- Economic Case;
- Financial Case;
- Commercial Case; and,
- Management Case.

A number of key questions/requirements were also set under each of these headings aligned to the DfT WebTAG guidance for transport appraisal. The AECOM assessment of the Business Case submissions has been based upon whether each of these questions/ requirements has been addressed satisfactorily. A traffic light system (shown below) was used to identify responses that pass (green) or fail (red) each criterion, alongside those where some issues were identified, but these were not considered critical to the overall Business Case of the scheme (amber). Any scheme passing all criteria would be recommended for approval to the next stage. Schemes with some amber elements may be recommended to approve, depending upon the number of issues identified and their impact upon the overall Business Case for the scheme. Submissions with red 'fail' criteria are considered insufficient in robustness, realism or comprehensiveness of detail to approve at this stage.

Fail
Some issues identified, but not considered critical
Pass

This section outlines the AECOM assessment of each area of the business case. The A40 Eastbound Widening Scheme Full Business Case Document and associated appendices should be consulted for further details of the scheme and the appraisal undertaken.

Strategic Case

Table 1 presents the assessment of the Strategic Case for the scheme. All of the strategic case criteria are considered to have been passed including confirmation that the scheme continues to contribute towards the objectives identified at the Outline Business Case stage and the methodology used to quantify the scheme economic benefits. Further evidence of the existing problem for pedestrians and cyclists would have strengthened the case for the scheme.

Table 1: Assessment of the Strategic Case for the Scheme

Criteria	RAG Status	Assessment
Have they indicated what changes have been made to the scheme since that described in the SOC, OBC or Growth Deal Business Case Proposal?	Pass	Further details, such as photographs would have been beneficial within the strategic case to evidence current conditions for pedestrians and cyclists. No information provided on the changes to designs since the corridor OBC stage - e.g. the identification of additional routes now under consideration.
Does the scheme still deliver the objectives stated at the previous stage?	Pass	The scheme continues to contribute to the objectives identified at the WCTIS OBC stage, as covered in section 1.5. The scheme also contributes to the objectives set in the 2015 Strategic Economic Plan.
Have they indicated the approach has been taken to modelling the economic and financial impacts of the scheme?	Pass	The methodology used for quantification of walking and cycling benefits is discussed. No modelling has been undertaken for this scheme.
Is the approach utilised considered appropriate to the impacts and scale of impacts anticipated?	Pass	The approach utilised is considered appropriate for a scheme of this scale and nature.

Economic Case

The economic case for the scheme is assessed within Table 2. The assessment of the economic case indicates that the scheme scores positively against eight of the appraisal areas including confirmation that the scheme scores positively against most identified appraisal areas. Negative impacts were identified in relation to biodiversity and landscape and townscape, however it is considered that mitigation can resolve a number of negative impacts currently reported, though mitigation solutions had not been fully scoped at the time of FBC submission.

A monetised assessment of the benefits associated with the scheme has been undertaken, which accounts for the benefits of higher levels of walking and cycling resulting from the scheme, quantifying the benefits of this including to health. This indicates that the scheme represents high value for money.

Table 2: Assessment of the Economic Case for the Scheme

Criteria	RAG Status	Assessment
Has an Appraisal Summary Table been provided?	Pass	An AST table has been provided as an appendix to the main report.
Is sufficient evidence presented to justify the scores given, considering the scale of benefits anticipated and the importance of these for the strategic case for the scheme?	Pass	A combination of qualitative and quantitative assessments has been provided which is considered appropriate to this scheme.
Are the scores given considered accurate and appropriate?	Pass	Yes, all scores are considered appropriate
Does the scheme score positively against the majority of AST categories?	Pass	Scores are neutral and above against all criteria
What negative impacts are predicted and what are the consequences of these?	Some issues identified but are not considered critical	Negative impacts in relation to biodiversity and landscape and townscape are anticipated to be able to be negated with appropriate mitigation. Confirmation has not been provided that this mitigation has been factored into the designs and costings.
Are any additional negative consequences predicted that have not been included within the AST assessment?	Pass	No additional negative consequences are predicted.
Have they included a calculation of the BCR for the project?	Pass	Benefits have been broken down by scheme section with low, core and high growth sensitivity tests provided. All of these scenarios fit within the high value for money category ranging from 2.12 to 3.29.
Is the BCR calculation considered accurate, robust and appropriate to the scale and nature of the project?	Pass	Yes. Use of the AMAT spreadsheets to calculate the scheme value for money is considered appropriate for assessing the benefits of this scheme.
Does this indicate that the scheme represents value for money?	Pass	The reported BCR calculation indicates High value for money and is considered to be an accurate assessment.

Financial Case

Error! Not a valid bookmark self-reference. presents the assessment of the Financial Case for the scheme as presented within the Business Case materials. This indicates that all of the criteria of the Business Case Guidance are considered to have been met in relation to the Financial Case for the scheme. The funding is in place to deliver the scheme and adequate contingencies are in place to manage financial risks. The financial case for this scheme is identified to be dependent upon the parallel delivery of the WCTIS Phase 3 & 4 schemes, with cost efficiencies achieved through delivery of both projects together. Should the WCTIS Phase 3 & 4 scheme not be delivered, then the component parts of this scheme would have to be reconsidered to achieve a scheme deliverable within the identified funding.

Table 3: Assessment of the Financial Case for the Scheme

Criteria	RAG Status	Assessment
Have the latest financial costs been provided? Are these presented in current prices?	Pass	A summary of costs by cost area is provided in current prices. A breakdown by scheme section is provided in the economic case.
How do these costs compare to previous estimates?	Pass	It is not possible to establish how costs have changed since the OBC stage as a detailed breakdown was not provided within the OBC.
Have they outlined the additional elements which make up the whole life costs of the scheme?	Pass	Yes, all anticipated whole life costs are covered.
Have they included the expected non-LEP funding sources and the status of these contributions	Pass	No other funding sources are required. GCC will cover the cost of any cost escalation as well as the maintenance costs created.
Is sufficient certainty provided regarding the funding of the scheme?	Pass	Only LEP funds are required. Due to shared costs the scheme is however dependent upon LEP approval of the WCTIS Phase 3 & 4 scheme. The scheme would need to be significantly amended if WCTIS Phase 3 & 4 were not approved.

Commercial Case

The commercial case for the scheme is presented within Table 4. All the requirements within the Business Case Guidance are considered to have been met. A procurement strategy has been provided with the preferred procurement route indicating that the scheme will be procured via open tender. The use of an NEC4 contract provides an appropriate means of ensuring an appropriate balance of risk is allocated between contractor and client, however financial risks which fall outside of the agreed contract terms would remain with Gloucestershire County Council.

Table 4: Assessment of the Commercial Case for the Scheme

Criteria	RAG Status	Assessment
Have they indicated the income that is predicted to be generated by the scheme? How does this compare to previous predictions?	Pass	No income is generated or required.
If income is generated sufficient to ensure the long-term viability of the scheme?	Pass	No income is generated. GCC will cover the cost of maintenance of the scheme.
Has a procurement strategy been provided?	Pass	A procurement strategy is provided indicating that the scheme will be procured via an OJEU compliant open tender process on a lump sum basis.
Is the procurement strategy appropriate to the nature of the scheme? Does it ensure the correct balance of risk is allocated between the scheme sponsor and contractor?	Pass	The planned NEC4 contract process provides a mechanism to ensure a balance of risk between client and contractor, however financial risks which fall outside of this contract would sit with GCC.

Management Case

Monitoring and evaluation activities are considered appropriate, however further work will be required ahead of construction to define the metrics to be used and collate baseline evidence.

Table 5 presents the assessment of the Management Case for the scheme. This indicates that twelve of the criteria are considered to have been met in their entirety. Plans for public consultation on this scheme were affected by COVID-19 restrictions, meaning that the planned face to face events had to be cancelled. Alternative online arrangements were undertaken instead and are considered appropriate given the circumstances. COVID-19 also has the potential to impact upon the scheme programme and the collection of baseline monitoring. These implications had not been fully determined within the business case, but are not considered critical.

Monitoring and evaluation activities are considered appropriate, however further work will be required ahead of construction to define the metrics to be used and collate baseline evidence.

Table 5: Assessment of the Management Case for the Scheme

Criteria	RAG Status	Assessment
Are plans provided for how the scheme will be designed and constructed?	Pass	Yes, the scheme will be delivered using standard construction practices.
Are these plans considered appropriate to the scheme?	Some issues identified but are not considered critical	Existing pedestrians and cyclists will be required to utilise diversion routes during construction, however the details of these routes are not available at this time.
Have they included information on the legal powers that are needed to construct the scheme?	Pass	Yes. Land, TRO and Environmental constraints have been assessed.
Have they stated how will these powers be obtained?	Pass	Details are provided.
Have they indicated the results of public and stakeholder consultation activities?	Pass	Detail on the joint consultation outcomes has been provided with key themes and responses summarised. Details of the stakeholder engagement have also been included. The use of online activities is deemed adequate and proportionate given the ongoing Covid-19 situation which has prevented the use of face to face consultation events.
Has the scheme been altered to satisfactorily reflect the consultation responses received?	Pass	A number of areas have been identified by the public and stakeholders which the report indicates will be given further consideration as part of the detailed design process.
Have they detailed the key risks in terms of impacts on delivery timescales?	Pass	Key risks are identified along with their impact in appendix C. Key risks following mitigation include the implications of COVID-19 and delays in the land acquisition process
Have they detailed how the risks will be managed / mitigated?	Pass	The risk register outlines the planned and ongoing risk management processes, with an assessment provided of the residual risk following this mitigation.
Has a Quantified Risk Assessment (QRA) been provided?	Pass	Yes, a QRA is included in appendix C. The financial case includes sufficient risk allocation

Criteria	RAG Status	Assessment
		to cover the scale of quantified risks identified as likely.
Have all key risks been identified, sufficiently mitigated and quantified?	Pass	No further risks have been identified. Identified mitigation is considered appropriate.
Have they included the governance arrangements that will enable the scheme to be delivered including the key named individuals and their roles?	Pass	A governance structure is included indicating the individuals who will oversee the delivery of the project.
Have they outlined the planned project programme for delivery of the scheme including a GANTT chart	Pass	A gantt chart is included in appendix B
Is the programme considered realistic and viable?	Some issues identified but are not considered critical	The programme is considered realistic. A discussion of the potential impact of COVID-19 on the planned programme would have been beneficial. The risk register indicates a potential maximum delay of 6 months associated with this risk.
Does the programme facilitate completion of the project within the LEP funding period?	Some issues identified but are not considered critical	Yes, construction is indicated to be complete in December 2021 which is aligned to the WCWCI scheme programme. This is outside of the LEP funding period and addressed in the project risk register.
Have they included the proposed Benefits Realisation strategy?	Pass	Yes, a basic benefit realisation strategy is included in section 6.11
Have they identified how the benefits be monitored and evaluated?	Some issues identified but are not considered critical	Monitoring methods are mentioned, but no details are provided on precisely where and when the proposed monitoring activities will be undertaken. No consideration is given as to how the current Covid-19 situation could impact the baseline scheme data and future travel patterns.
Are monitoring and evaluation activities considered appropriate to the scale and nature of the project?	Some issues identified but are not considered critical	Yes. Table 6-7 includes all of the target and data required. Missing the details as above.

3. Due Diligence Checks

Introduction

It is a requirement of the Local Assurance Framework (LAF) that GCC and the GFirst LEP are required to undertake a Due Diligence process before Government funds can be made available to scheme promoters. The GFirst LEP Assurance Framework provides guidance in the process to be followed in this regard¹.

This section of the report examines the information provided in the Final Business Case submission and subsequent information provided by the scheme promoter across a number of criteria to ensure an appropriate level of due diligence has been given to the scheme ahead of any final decision on the funding of the project.

Table 6 outlines the assessment of the scheme against these criteria.

Table 6: Due Diligence Assessment

Strategic	
Rationale	<p>What is the rationale for the project – is this clearly set out in the Business Case and has anything changed since?</p> <p>Funding to reduce congestion and to improve access to skills, jobs, goods and services along the A40 corridor was first allocated in the GFirst LEP 2014 Strategic Economic Plan (SEP). Following scheme reviews in 2017 and 2019, it became clear that the scheme needed a strong focus on walking and cycling provision, while still delivering towards the objectives outlined in the original SEP allocation.</p> <p>The scheme will provide the required infrastructure for direct cycle and walking routes that tie into wider planned transport improvements delivered as part of the West Cheltenham Transport Improvement Scheme (WCTIS). The scheme is also linked to pinch point and designated funds applications, including Highways England's B4063 Gloucester to Cheltenham Cycle Improvements.</p> <p>The rationale for the project is outlined in the business case and aligns with the proposed approach outlined in the WCTIS Outline Business Case.</p> <p>Why is public funding in the form of Growth Funds necessary?</p> <p>Public Funding for the WCWCI scheme is required to provide a continuous and connected cycling and walking route, between Gloucester and Cheltenham Spa Railway Station, meeting the objectives set out in the Gloucestershire Local Transport Plan (LTP) and contributing to the GCC climate change strategy and a reduction in carbon emissions by 2030.</p> <p>In combination with the WCTIS scheme, it will also enable improved transport provisions that will help to facilitate the early stages of employment and residential sites planned in the area to be delivered quicker and more efficiently, with minimum disruption to the transport network. Although both West Cheltenham (Cyber Central) and NW Cheltenham (Elms Park) are Strategically Allocated Sites, both are still subject to full planning applications and mitigation for their developments are yet to be formalised. The WCWCI scheme has been designed in such a way that it will be of benefit to all residents and users of the network, and as the completion date is by the end of 2021, will be in-place before significant development is built-out on the key Strategic sites.</p>

¹ http://www.gfirstlep.com/doc_get.aspx?DocID=302

Need / Demand	<p>Does the Business Case adequately address the need and demand for the project?</p> <p>It is considered that the Business Case addresses the need and demand for a high-quality dedicated walking and cycling scheme, designed to compliment the highway led WCTIS project (Phases 1 – 4). The project is part of a strategy by the County to support GCC's declaration of a Climate Change Emergency and associated Climate Change Strategy, with a commitment to deliver a carbon neutral county by 2050 and working with partners to deliver an 80% reduction by 2030. It is intended that this scheme can demonstrate good practice in terms of walking and cycling schemes for Gloucestershire, and the principles be applied to other areas of the County. The scheme also takes into account Cheltenham being part of a declared AQMA (Air Quality Management Areas).</p>																			
Aims	<p>Which LEP objectives does the project address?</p> <p>'Connectivity' is a strategic priority in the SEP to improve and integrate transport in the county to stimulate business growth. The SEP defines four 'Enablers for growth' under the Connectivity strategic priority: Housing, Regeneration, Transport Infrastructure and Digital Connectivity. The SEP further identifies that unlocking employment land in a growth zone with good access to the M5 is especially important and highlights the UK Cyber Business Park (Cyber Central). The below table indicates how the WCWCI objectives align to those of the LEP.</p> <p>Alignment between LEP and WCWCI objectives</p> <table border="1" data-bbox="315 848 1360 1837"> <thead> <tr> <th data-bbox="315 848 363 919"></th> <th data-bbox="363 848 813 919">LEP objective</th> <th data-bbox="813 848 1360 919">How the objective applies to the WCWCI scheme</th> </tr> </thead> <tbody> <tr> <td data-bbox="315 919 363 1041">1</td> <td data-bbox="363 919 813 1041">Reduce congestion on the A40 corridor and key linkages to it between Cheltenham and the Forest of Dean</td> <td data-bbox="813 919 1360 1041">Provides improved cycleway facilities which will promote alternative travel options and enable modal shift,</td> </tr> <tr> <td data-bbox="315 1041 363 1226">2</td> <td data-bbox="363 1041 813 1226">Alleviating congestion via addressing congestion hotspots on and in association with the A40 corridor between Cheltenham and the Forest of Dean</td> <td data-bbox="813 1041 1360 1226">Modal shift will remove traffic from the network and reduce the stress on congestion hotspots</td> </tr> <tr> <td data-bbox="315 1226 363 1503">3</td> <td data-bbox="363 1226 813 1503">Maximise economic productivity and efficiency</td> <td data-bbox="813 1226 1360 1503">Provide improved cycleway facilities and thereby promoting healthy travel choices that lead to improved physical and mental health and wellbeing. This could improve personal motivation and thereby assist with business productivity and efficiency (although it acknowledged that the impact by encouraging cycling alone will be small).</td> </tr> <tr> <td data-bbox="315 1503 363 1688">4</td> <td data-bbox="363 1503 813 1688">Provide improved traffic flow, faster journey times and overall transport network efficiency on the A40 (west) corridor, and the areas of regeneration that connect to it</td> <td data-bbox="813 1503 1360 1688">As 1.</td> </tr> <tr> <td data-bbox="315 1688 363 1837">5</td> <td data-bbox="363 1688 813 1837">Address bottlenecks within the transport network, particularly where these are predicted to worsen and put a brake on economic recovery</td> <td data-bbox="813 1688 1360 1837">As 2.</td> </tr> </tbody> </table>			LEP objective	How the objective applies to the WCWCI scheme	1	Reduce congestion on the A40 corridor and key linkages to it between Cheltenham and the Forest of Dean	Provides improved cycleway facilities which will promote alternative travel options and enable modal shift,	2	Alleviating congestion via addressing congestion hotspots on and in association with the A40 corridor between Cheltenham and the Forest of Dean	Modal shift will remove traffic from the network and reduce the stress on congestion hotspots	3	Maximise economic productivity and efficiency	Provide improved cycleway facilities and thereby promoting healthy travel choices that lead to improved physical and mental health and wellbeing. This could improve personal motivation and thereby assist with business productivity and efficiency (although it acknowledged that the impact by encouraging cycling alone will be small).	4	Provide improved traffic flow, faster journey times and overall transport network efficiency on the A40 (west) corridor, and the areas of regeneration that connect to it	As 1.	5	Address bottlenecks within the transport network, particularly where these are predicted to worsen and put a brake on economic recovery	As 2.
	LEP objective	How the objective applies to the WCWCI scheme																		
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2	Alleviating congestion via addressing congestion hotspots on and in association with the A40 corridor between Cheltenham and the Forest of Dean	Modal shift will remove traffic from the network and reduce the stress on congestion hotspots																		
3	Maximise economic productivity and efficiency	Provide improved cycleway facilities and thereby promoting healthy travel choices that lead to improved physical and mental health and wellbeing. This could improve personal motivation and thereby assist with business productivity and efficiency (although it acknowledged that the impact by encouraging cycling alone will be small).																		
4	Provide improved traffic flow, faster journey times and overall transport network efficiency on the A40 (west) corridor, and the areas of regeneration that connect to it	As 1.																		
5	Address bottlenecks within the transport network, particularly where these are predicted to worsen and put a brake on economic recovery	As 2.																		

	<p>6 Improve access to skills, jobs, goods and services</p>	<p>As 3, plus plus the scheme will link critical housing and employment sites in both Cheltenham and Gloucester. This will provide an opportunity for residents to live and work within a commutable walking/cycling radius.</p>																												
Fit	<p>What other local strategies does the project fit e.g. LA local plan, Economic Strategies etc?</p> <p>Funding to reduce congestion and to improve access to skills, jobs, goods and services along the A40 corridor was first allocated in the GFirst LEP 2014 Strategic Economic Plan (SEP). Following scheme reviews in 2017 and 2019, it became clear that the scheme needed a strong focus on walking and cycling provision, while still delivering towards the objectives outlined in the original SEP allocation. The scheme contributes towards the objectives of the SEP as well as the Local Industrial Strategy.</p> <p>All Gloucestershire councils have now declared a climate emergency with a declaration in May 2019 to be net zero by 2030 and be carbon neutral by 2050. Gloucestershire's Climate Change Strategy² (December 2019) highlights that 34% of Gloucestershire's carbon emissions come from the transportation sector. The county's long-term strategy consists of eight key themes, including 'Carbon busting options for all transport' and encouraging a significant shift in travel behaviour to reduce vehicle emissions. The document cites improvements to the Gloucestershire Local Transport Plan during its review period until January 2020, including separate policies for Walking and Cycling in the county to help address the climate change emergency.</p> <p>Gloucestershire Local Transport Plan: outlines a number of relevant transport objectives, including: The scheme will support the ambitions expressed in Gloucestershire's adopted and emerging Local transport Plan to promote sustainable modes of transport. It will also contribute to the LTP's objective to enable community connectivity through improved journey times and reliability along with the new slip from the Park & Ride will enhance the Public Transport provision in the area, providing an attractive alternative to the private car and genuine transport choices.</p>																													
Financial																														
Cost profile	<p>Attach the latest cost profile with elemental breakdown</p> <p>The latest cost profile is as below:</p> <table border="1" data-bbox="313 1318 1373 1871"> <thead> <tr> <th rowspan="2">Project Cost Components Phase 3&4 Cyberpark</th> <th rowspan="2">Capital Cost Items</th> <th rowspan="2">* Cost Estimate Status (O/P/D/T)</th> <th colspan="4">Costs by year (£)</th> <th rowspan="2">Totals</th> </tr> <tr> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> </thead> <tbody> <tr> <td>Design & Management</td> <td>Design fees, Surveys and trial holes, Land Purchase</td> <td>P</td> <td>£0</td> <td>£50,000</td> <td>£150,000</td> <td>£100,000</td> <td>£300,000</td> </tr> <tr> <td>Construction including Traffic Related Maintenance</td> <td>Non-Routine Re-construction Site clearance, Diversions of Statutory services. Widening and re-surfacing of carriageway.</td> <td>P</td> <td>-</td> <td>-</td> <td>£200,000</td> <td>£820,000</td> <td>£1,020,000</td> </tr> </tbody> </table>		Project Cost Components Phase 3&4 Cyberpark	Capital Cost Items	* Cost Estimate Status (O/P/D/T)	Costs by year (£)				Totals	2018/19	2019/20	2020/21	2021/22	Design & Management	Design fees, Surveys and trial holes, Land Purchase	P	£0	£50,000	£150,000	£100,000	£300,000	Construction including Traffic Related Maintenance	Non-Routine Re-construction Site clearance, Diversions of Statutory services. Widening and re-surfacing of carriageway.	P	-	-	£200,000	£820,000	£1,020,000
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² <https://glostext.gloucestershire.gov.uk/documents/s57483/Item%208%20Annex%201%20Glos%20Climate%20Change%20Strategy.pdf>

	Contingency	Risk Adjustment	P	-	-	£80,000	£200,000	£280,000
	Indirect Tax	Non-Recoverable VAT (if applicable)	-	-	-	-	-	-
	Total Cost	(NB – Not base cost with real cost adjustment)	P	£0	£50,000	£430,000	£1,120,000	£1,600,000
Funding	<p>Attach the funding profile that matches the cost profile – indicate the source of all funding both public and private; indicate the status of funding e.g. spent/committed, approved, application submitted, TBA etc</p> <p>The scheme is planned to be fully funded by an LEP growth fund contribution which is the subject of this business case. The funding profile is provided in the table above.</p>							
Accounting	<p>Set out the accounting arrangements e.g. how payments made (invoices or claims), who certifies for payment, where records are held, treatment of VAT etc</p> <p>The GCC accounting system is SAP and is authorised as a two-tier approach from the GCC Budget Holder and the GCC Budget Manager. All payments are processed, monitored and records held in SAP.</p>							
Audit	<p>Set out internal and independent audit arrangements</p> <p>GCC have an internal audit team that regularly review, and audit Major Projects to ensure compliant governance and contractual management.</p> <p>Independent external auditors (such as Grant Thornton on Elmbridge Park and Ride) have also undertaken independent external audits on Major Projects.</p>							
Post Project	<p>Are there on-going cost implications and if so how will these be funded?</p> <p>The only on-going costs will be maintenance and will be funded as part of the GCC annual revenue budgets.</p>							
Viability	<p>Is the project viable? Is there a reliance on income to support the project and if so are the forecasts reasonable?</p> <p>The project is financially viable, as summarised in the Financial Case of the FBC. There is no reliance on any income to support the project.</p>							
Economic								
Options	<p>What options were considered as part of the Business Case?</p> <p>The Full Business Case documents the options considered as part of the scheme. The use of the LEP monies has been assessed in terms of alternative schemes and the scheme selection has two main aspects; the route and the design. Regarding the route, the key constraints for the proposed scheme are the start-point and end-point. The start point is to the west, where the Gloucester to Cheltenham Highways England scheme terminates at Arle Court roundabout. From here, the route needs to link with GCHQ and major employees and residential areas and finish close to the Railway Station. To meet the two start/end locations and include the waypoints, the only logical fast and direct route is along the A40.</p> <p>For the design, there is the key choice of north of south (or both) on the A40, and whether a direct or more circuitous route. The criteria of the scheme includes the aim of being visible and providing a shorter, quicker route for cyclists and therefore directly along the A40 is the clear preferred option. For the further choice of north or south of the A40, due to the required reallocation of Roadspace, it is not feasible to provide segregated walking and cycling links on both sides of the carriageway. Therefore, the logical choice is on the north side of the A40, to link in with the existing facilities and routes and also to pass the key waypoints including GCHQ.</p>							

Outputs	<p>Are there clear and reasonable assumptions underpinning identified outputs?</p> <p>The identified outputs of the project are clearly defined within the business case.</p>																						
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Impacts	<p>Are there clear and reasonable assumptions underpinning identified impacts?</p> <p>The appraisal outlined in the economic case indicates the impacts of the scheme against a range of assessment criteria. Clear and reasonable assumptions have been applied in undertaking this assessment, which includes both quantified and qualitative assessment elements.</p>																						
	<p>Have distributional and social effects been taken into account?</p> <p>A social and distributional impact assessment has been undertaken which does not identify any significant negative issues for any social groups or specific locations.</p>																						
VFM	<p>Summarise the VFM indicators and results for the preferred option/project Has a Value for Money Statement been completed?</p> <p>Overall assessment of costs and benefits generated by the project shows that the scheme achieves a Benefit Cost Ratio figure of 2.78 with a Net Present Value (NPV) of approximately £2.34m. The scheme can be therefore categorised as achieving high value for money in the classification provided by DfT (BCR between 2 and 4). The full Value for Money Statement is in the Business Case.</p>																						
Delivery																							
Timetable	<p>Attach the latest project timetable identifying key milestones Is there a Gantt chart showing timescales for detailed elements?</p> <p>There is a full Gantt chart that has been provided with the FBC. Key dates are below.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Target Date</th> </tr> </thead> <tbody> <tr> <td>Detailed Design Start</td> <td>November 2019</td> </tr> <tr> <td>Detailed Design End</td> <td>July 2020</td> </tr> <tr> <td>Submit Full Business Case for Approval</td> <td>May 2020</td> </tr> <tr> <td>Issue Supplier Engagement Notice</td> <td>July 2020</td> </tr> <tr> <td>Approve Full Business Case</td> <td>July 2020</td> </tr> <tr> <td>Issue Tender Documents</td> <td>August 2020</td> </tr> <tr> <td>Tenders Return</td> <td>September 2020</td> </tr> <tr> <td>Complete Tender assessment and award</td> <td>November 2020</td> </tr> <tr> <td>Construction Start</td> <td>January 2021</td> </tr> <tr> <td>Construction End</td> <td>December 2021</td> </tr> </tbody> </table> <p>Confirm contract timescale</p> <p>A contractor will be appointed in November 2020 and will be maintained through to completion of construction in December 2021.</p> <p>Confirm implementation timescale</p> <p>Construction will be underway between January and December, 2021.</p>	Activity	Target Date	Detailed Design Start	November 2019	Detailed Design End	July 2020	Submit Full Business Case for Approval	May 2020	Issue Supplier Engagement Notice	July 2020	Approve Full Business Case	July 2020	Issue Tender Documents	August 2020	Tenders Return	September 2020	Complete Tender assessment and award	November 2020	Construction Start	January 2021	Construction End	December 2021
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<p>Site</p>	<p>Confirm ownership of the site and detail arrangements to ensure unfettered access e.g. covenants, rights of way, easements etc</p> <p>GCC are in negotiation with GCHQ and Cheltenham Borough Council for areas of land that will be brought into the highway boundary. Any land required for the scheme and outside of the highway boundary is owned by Gloucestershire County Council.</p>
<p>Planning</p>	<p>Does the project have planning permission? Are there planning conditions that still need to be satisfied e.g. s106, ecology etc? . Please list all statutory orders related to the scheme and when these were or are planned to be achieved.</p> <p>The project will require planning permission, as there are elements outside of the existing highway boundary. All planning permissions will be satisfied. Funding approval should be conditional upon receipt of planning approval.</p> <p>When creating new shared use cycle ways, Gloucestershire County Councils policy is not to implement a formal traffic regulation order for the cycle way. Instead, a consultation exercise is undertaken where statutory consultees and affected stakeholders are invited to comment on the proposals. The consultation responses are then summarised in a report which is then signed off by a Gloucestershire County Council Senior Officer.</p> <p>This process will be followed for the WCWCI Scheme. Much of the required consultation has now taken place during preliminary design and at the online share event. During preliminary design no feedback has been received to date that would indicate any future problems with the authorisation for the cycleways.</p> <p>The only element of the scheme that will require a legal process to be followed is for the crossing notice for the new zebra crossing located across Queens Road in front of Cheltenham Spa Railway Station. Producing a crossing notice is a legal process that must be followed, but the outcome is an authorisation for the crossing not a formal traffic regulation order. The crossing notice process comprises:</p> <ul style="list-style-type: none"> • Informal consultation; • Formal consultation; • Formal advertising; • Summary report; • Sign off for authorisation of crossing.
<p>Environmental Sustainability /Social Value</p>	<p>What aspiration is set out in the Business Case and to what quality standard?</p> <p>Environmental specialists understand the potential impacts of the scheme and have sought opportunities to reduce those through improvements to the design. Each specialism has followed their own industry best practice documents and guidance to ensure opportunities to reduce environmental impact are realised.</p> <p>How evidenced?</p> <p>Where relevant the Business Case text refers to potential impacts and how they have been avoided or mitigated and details the level of residual impact.</p>

	<p>What contribution is the project likely to make to social value?</p> <p>The project will provide an upgrade to existing cycling infrastructure and encourage walking and cycling uptake. Therefore, the project will contribute towards health benefits and wellbeing, and enhance the social interaction within the community.</p> <p>What will be the environmental impact of the project and have potential opportunities for environmental enhancement been identified?</p> <p>As the scheme is for walking and cycling, there are no material negative environmental impacts anticipated for the project. As outlined in the Policy Review for the project, WCWCI will contribute towards GCC's Climate Change Strategy, facilitate modal shift, have a positive effect on Air Quality and encourage residents to make shorter journeys by more sustainable means.</p> <p>However, there is a scheme dependency with the WCTIS Business Case and proposal, and for WCTIS a proportionate assessment of environmental risks have been identified in relation to air quality, noise and arboriculture. For full details, reference should be made to the WCTIS Business Case and proposal.</p>
Procurement	<p>Outline the procurement strategy – is this State Aid compliant? Basis for contractor selection: is this best VFM?</p> <p>There is no State Aid/subsidy provided as the contract will be tendered competitively to the whole market.</p> <p>The basis for contractor selection will be price only, with a quality threshold. Once a shortlist has been reached based on the quality threshold being attained, appointment will be purely on best price.</p> <p>For budget certainty the scheme will be procured on a lump sum basis as an ECC Option A contract (Lump Sum with Activity schedule). This option is preferred as it allows for a greater transfer of risk to the Contractor through a priced contract.</p> <p>The Activity Schedule used in this form of contract also gives greater confidence in the Contractor's price. This is as a result of the importance given to the Contractor's programme, as tenderers have to plan the scheme whilst preparing their Activity Schedule. This also means the programme is realistic and more likely to be adhered to as payments to the Contractor are linked to their activity schedule.</p> <p>The ECC Option A contract is Gloucestershire County Councils preferred method of delivery for this size and type of scheme. This ensures consistency with internal processes, staff members, supply chain, benchmarking, performance etc. which should all aid successful delivery.</p> <p>Contractor checks including collateral warranties</p> <p>Contractors will be checked using a combination of the standard Selection Questionnaire (SQ), PAS 91 2017 questionnaire and Constructionline. GCC will utilise the Ultimate Holding Company Guarantee and Secondary Option Clauses of the NEC ECC contract.</p>
State Aid	<p>Does the investment provide a benefit to an undertaking in a way that is not recognised through an appropriate contribution? Is the investment covered by General Block Exemption Rules or any other EU approved notification? Confirm the investment of Growth Funds is State Aid compliant.</p>

	<p>The investment will provide benefits to all travellers. Some of these will be undertakings in the sense of EU State Aid law. However, there will be no selectivity in the way these benefits are given so no State Aid will arise. In any event, the benefit enjoyed by any individual firm will be well below the €10,000 threshold.</p>
Risk	<p>Set out Risk management strategy including allocation/transfer Confirm Risk register in place and arrangements for maintaining</p> <p>The risk register has been managed as a 'live document' and a copy has been provided with the FBC. As part of the tender process, the contractor will be required to highlight key risks and mitigation.</p> <p>Risk allocation will be apportioned between GCC and the Contractor undertaking the site works. This will be based upon NEC principles and regular on-site Risk Management meetings will be held to ensure prompt mitigation of risks.</p>
Management	
Organisation	<p>Set out the Status of the organisation receiving funds for State Aid purposes Undertake general finance check e.g. credit rating, KYC, money laundering etc</p> <p>The project will be delivered by Gloucestershire County Council, who are experienced in undertaking capital projects of this nature. As a public body GCC are governed by rules for public organisations including public procurement and freedom of information. Annual Statement of Accounts is made publicly available as are external audit results. GCC is also the accountable body to the LEP.</p> <p>Additional financial checks are therefore not considered appropriate or necessary for this organisation.</p>
Capability	<p>Does the delivery team possess the necessary skills and resources to deliver the project? Are there multiple projects that are the responsibility of the same team, and if so how managed with the project?</p> <p>GCC continue to deliver a wide and varied range of highway schemes from design conception through to delivery. There are relevant examples referred to in the Business Case selected from a range of schemes that demonstrate GCC delivery capability and support the success of the management and governance strategy previously applied.</p> <p>There are currently other projects in preparation that are being undertaken by the GCC Major Projects team, with each project having identified Project Managers and a Project Lead from Gloucestershire County Council. All Project Managers are aware of the other projects within in the area, and any implications with regards to timescales and construction.</p> <p>Communication is also ongoing with other stakeholders regarding development and road programmes, critically Highways England who have a programme of structure improvements for the motorway. There is an established strong co-ordinated approach from GCC Major Projects with a project board and regular board meetings, and cross party working with partner organisations such as Highways England and Cheltenham Borough Council.</p>
Governance	<p>Are there clearly defined role responsibilities including authorisation and delegation levels? Authorisation and delegation levels have been set internally within GCC at all levels of the Council. Internal governance is achieved through Cabinet Approval and the County Councils Executive Decision Process, which is required at all stages of the project. Any decisions requiring significant changes to scheme budgets become Key Decisions, which requires Cabinet sign-off.</p> <p>During the scheme delivery phase, Gloucestershire County Council retains governance and control of the delivery of the Contract. Gloucestershire County Council will act as the client under the contract with a Contractor appointed via a competitive tender process. Representatives from</p>

	<p>Gloucestershire County Council or their professional services provider will be appointed to undertake the project management and supervision roles and will be responsible for managing the Contract during the works.</p> <p>What are the reporting arrangements? GCC have set up a clear and robust structure to provide accountability and an effectual decision making process for the management of the major projects. GCC-led monthly project boards, monthly standing reports to Lead Cabinet Members and monthly meetings of the Local Transport Plan Management Board are all in place.</p> <p>Regular monthly updates are provided to the GFirst LEP and they remain an integral member of the Project Board. Robust governance is also supported by the submission of Outline and Full Business Case Submissions to the GFirst LEP along with regular financial reporting.</p>
Communication	<p>How will the project communicate with stakeholders, client base, public? Is there a marketing strategy? There is a Communications Strategy established for Major Projects.</p> <p>The public will be made aware of the construction programme and any road closures or restrictions via the normal GCC communications process for roadworks. There will be ongoing communication with the LEP regarding progress and timescales.</p> <p>There is no marketing strategy.</p>
Monitoring	<p>What are the arrangements for monitoring for both finance and economic benefits?</p> <p>Scheme finances are monitored and reviewed on a monthly basis in SAP and at the Capital Programme Finance Meeting. Economic benefits to the scheme will be evaluated against the Full Business Case at the completion of the project.</p> <p>Economic benefits to the scheme will be evaluated against the Full Business Case at the completion of the project.</p>
Evaluation	<p>How will the completed project be evaluated?</p> <p>A Monitoring and Evaluation Plan has also been prepared and is included as part of the Full Business Case. This indicates the proposed monitoring and evaluation activities which will be undertaken following completion of the project.</p>

4. Summary

Introduction

This section of the report summarises the key project inputs, outputs and milestones. It also summarises the findings of the Full Business Case assessment undertaken on the proposed project.

Summary of project inputs, outputs and outcomes

Total Cost

This section considers the capital costs associated with the proposed scheme investment.

The scheme capital costs have been estimated as £1.6m; this is broken down by task in **Error! Not a valid bookmark self-reference.** and Table 8 below:

Table 7: Breakdown of Project Costs

Project cost components	Capital cost items	Total
Design & Management	Design fees, Surveys and trial holes, Land Purchase	£300,000
Construction including Traffic-Related Maintenance	Non-Routine Re-construction	£1,020,000
	Site clearance, Diversions of Statutory services. Widening and re-Surfacing of carriageway.	
Contingency	Risk Adjustment	£280,000
Indirect Tax	Non-Recoverable VAT (if applicable)	-
Total Cost	(NB – Base cost + 3% inflation)	£1,600,000

Funding

A LEP Growth Fund contribution of £1.6m is sought. Table 8 shows the planned funding profile for the scheme broken down by funding source. This shows that the full cost of the scheme is required to be funded by LEP funding.

Table 8: Sources of funding

Source funding	2018/19	2019/20	2020/21	2021/22	Total
LEP Funding	£0	£50,000	£425,000	£1,120,000	£1,595,00
GCC	-	-	-	-	-
Total	£0	£50,000	£430,000	£1,120,000	£1,600,000

All figures are in outturn prices

Milestones

The milestones outlined within the FBC for delivery of the scheme are outlined below in Table 9:

Table 9: Milestones

Activity	Target Date
Detailed Design Start	November 2019
Detailed Design End	July 2020
Submit Full Business Case for Approval	May 2020
Issue Supplier Engagement Notice	July 2020
Approve Full Business Case	July 2020
Issue Tender Documents	August 2020
Tenders Return	September 2020
Complete Tender assessment and award	November 2020
Construction Start	January 2021
Construction End	December 2021

Outputs

The following are the key outputs of the project:

Output	Measurement
Total length of new and improved cycle ways (km)	2.7km

Outcomes

The following are the key project outcomes:

- Fewer cars on the road
- Reduction in congestion due to more efficient use of road space
- Increase in cycling and walking numbers
- Reduction in severance from better cycling and walking priority
- Mode shift from cars to cycling/walking
- Increase in physical activity in local population
- Decrease in cycling and pedestrian related collisions

Summary of Full Business Case Assessment

Table 10 summarises the AECOM assessment of the FBC for the West Cheltenham Walking and Cycling Improvement scheme. All criteria within the strategic, financial and commercial cases were fully addressed, however there were some criteria within the economic and management cases which were not entirely addressed, but none were considered critical to the overall business case for the scheme. The scheme is assessed to offer high economic value for money.

Table 10: Summary of Full Business Case Assessment

Case	Assessment
Strategic Case	Passed 4/4 criteria
Economic Case	Passed 8/9 criteria – 1 criteria had some issues identified, but not considered critical
Financial Case	Passed 4/4 criteria
Commercial Case	Passed 4/4 criteria
Management Case	Passed 12/17 criteria – 5 criteria had some issues identified, but not considered critical

Summary of Due Diligence Checks

A series of Due Diligence Checks have also been undertaken against the criteria set out as part of the GFirst LEP Assurance Framework on the Due Diligence process. This included information on the Strategic, Financial and Economic Case for the scheme, as well as the planned processes for the delivery and management of the scheme.

Across all remaining criteria it was considered that the planned scheme and its intended delivery and management processes were sufficient to ensure the intended project outputs and outcomes are delivered.

Recommendation and Conditions of Funding

Based on the AECOM assessment of the Final Business Case and the Due Diligence checks it is recommended that the scheme can be approved for LEP Growth Fund funding and that funding can be released in 2020/21. The following Funding Conditions are recommended to ensure the scheme delivers the outcomes intended:

- A funding condition should be included such that if any outstanding consents (including planning approval) are declined then funding can be withheld or clawed back as required.
- Any outstanding environmental mitigation identified as necessary should be delivered as part of the scheme.
- Delivery of the scheme is reliant on the parallel delivery of WCTIS Phases 3 and 4. Should funding approval for WCTIS Phases 3 & 4 phases be declined, then a revised programme of cycling improvements should be identified utilising the existing budget which would contribute to the scheme objectives identified and represent value for money. Any such change would need to be agreed with the LEP Growth Fund Programme Management Group.
- Should the project be delivered for less than the allocated £1.6m, a funding condition should be included to ensure that any underspend is returned to the LEP.
- GCC Cabinet approval is needed to confirm GCC commitment to the financial risks identified and to the funding of future ongoing maintenance. GCC will seek cabinet approval on the 17th June, 2020.

