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Slough Borough Council

Growing a place of opportunity and ambition

Date of issue: Wednesday, 27 May 2020

MEETING	**BERKSHIRE LOCAL TRANSPORT BODY (EXTRAORDINARY MEETING)**	
	Member	**Authority**
	Councillor Anderson	Slough Borough Council
	Councillor Brunel-Walker	Bracknell Forest Council
	Councillor Clark	The Royal Borough of Windsor & Maidenhead
	Councillor Jorgensen	Wokingham Borough Council
	Councillor Page (Chair)	Reading Borough Council
	Councillor Somner	West Berkshire Council
	Stuart Atkinson	Thames Valley Berkshire LEP
	Charles Eales (Vice-Chair)	Thames Valley Berkshire LEP
	Malcolm Kempton	Thames Valley Berkshire LEP
	Bob Mountain	Thames Valley Berkshire LEP
	Simon Ratcliffe	Thames Valley Berkshire LEP
	Matthew Taylor	Thames Valley Berkshire LEP
DATE AND TIME:	**THURSDAY, 4TH JUNE, 2020 AT 4.00 PM**	
VENUE:	**VIRTUAL MEETING**	
DEMOCRATIC SERVICES OFFICER:	**NICHOLAS PONTONE**	
(for all enquiries)	**07514 939 642**	

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.

JOSIE WRAGG
Chief Executive

AGENDA

PART 1

sustainable forest

AGENDA ITEM	REPORT TITLE	PAGE	WARD
	Apologies for absence.		
1.	Declarations of Interest		-
	It is a principle of the BLTB that the interests of the Thames Valley Berkshire area will take precedence over a member's own interests or those of their nominating authority. *All members must declare, and take relevant action, if they believe they have a pecuniary or other interest on a matter to be considered at the meeting in accordance with the Code of Conduct of the nominating authority or LEP.* *The Chair will invite any member representing a local authority seeking financial approval for a scheme to declare that interest.*		
2.	Briefing Note - TVB LEP/BLTB 'How We Work'		1 - 2
3.	Covid 19 and Local Growth Fund timing update		3 - 4
4.	Revised Local Growth Fund Programme 2015/16 to 2020/21 - Update June 2020		5 - 14
5.	Financial Approval 2.37 Bracknell: A322/ A329 Corridor Improvements - re-profiled		15 - 32
6.	Financial Approval Superfast Berkshire Broadband Complete Coverage project		33 - 48
7.	Financial Approval: Scheme 2.30 TVB Smart City Cluster extension		49 - 100
8.	Financial Approval for 2.29 Wokingham: Winnersh Triangle Park & Ride Addendums 1 Car Park enhancements		101 - 130
9.	Financial Approval 2.24 Newbury: Railway Station Addendum 1 Ticket Gate Line & Addendum 2 Cycle Hubs and Office Space enhancements		131 - 176
10.	Financial Approval 2.45 Slough: Langley High Street/ Meadfield Road Junction Improvements Phase 1		177 - 228
11.	Financial Approval: Scheme 2.38 Theale Railway Station upgrade		229 - 268
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13.	Date of Next Meeting - Wednesday 15th July 2020, 4pm		-

AGENDA ITEM	REPORT TITLE	PAGE	WARD

Press and Public

This meeting will be held remotely in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. Part I of this meeting will be live streamed as required by the regulations. The press and public can access the meeting from the following link (by selecting the meeting you wish to view):

http://www.slough.gov.uk/moderngov/mgCalendarMonthView.aspx?GL=1&bcr=1

Please note that the meeting may be recorded. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain.

The press and public will not be able to view any matters considered during Part II of the agenda.

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Thames Valley Berkshire Local Enterprise Partnership (TVB LEP) and the Berkshire Local Transport Body (BLTB) – investing in strategic infrastructure

This briefing note is intended to set out the way TVB LEP works with BLTB to invest Local Growth Funds in transport schemes.

1. TVB LEP is a business-led organisation responsible for determining the key funding priorities to which Local Growth Funds (LGF) and other public resources are directed in order to implement a Strategic Economic Plan (SEP) and meet its commitments in the TVB Growth Deals. As a company limited by guarantee (registered at Companies House No. 07885051) it operates according to its Articles of Association, which comply with the Companies Act 2006. As a publicly-funded body it behaves in accordance with an Assurance Framework, which determines the practices and standards necessary to provide assurance to government and local partners that decisions over (all government) funding are proper, transparent and deliver value for money. [**LEP Assurance Framework (AF 4.0) March 2019**]

2. BLTB consists of six elected members (usually the lead member for transport or related portfolio), and six private sector representatives recruited and appointed by the LEP. [**AF 4.0 para 4.2.3**]. It is a Joint Committee of the six unitary authorities in Berkshire and its constitution is set out in its Founding Document.

3. TVB LEP recognises BLTB as "the BLTB has been designated as the competent body to prioritise, invest in and oversee transport capital schemes on behalf of the LEP. DfT retains responsibility for the approval process of schemes in excess of £20m LGF. The LEP will accept any BLTB recommendation or refer them back but will not substitute its own recommendations." [**AF 4.0, para 5.9**]

4. The process established by government for making Growth Deals is to invite LEPs to submit competitive proposals, and after due consideration to make awards based on all or part of a LEP bid. To date TVB LEP has agreed three Growth Deals. Each of these has included, among other things, the award of capital funds for individual transport schemes that were prioritised in the TVB LEP bid and named in the Growth Deal settlement.

5. TVB LEP works with its partners to identify and prioritise suitable schemes. It is a lobbying organisation, and, via Growth Deals, a joint-funder of selected schemes promoted by (usually, but not always) a local transport authority. [**BLTB Founding Document (FD) 11-13**]

6. BLTB requires promoters to develop each scheme in accordance with current WebTAG guidance published by DfT. In order to receive financial approval from BLTB, the Full Business Case must be subject to independent assessment and a positive recommendation about value for money. [**BLTB FD 14-16**]

7. The scheme promoter is responsible for all aspects of the design, risk management, insurance, procurement, construction and implementation of the scheme, including their responsibilities as highway and planning authorities, any other statutory duties, and any financial or other liabilities arising from the scheme. [**BLTB FD 18**]

8. The time taken between an initial government call for bids and the final announcement of a new Growth Deal can be in excess of a year. TVB LEP (together with BLTB for transport schemes) must go through a number of steps to respond to a government call for bids. Similarly, a transport scheme promoter also must go through several steps:

0	Month 1	Months 2-4	Months 3-5	Months 4-6	Months 7-9	Months 8-10	+ 3 years
• LEP receives a call from government or Growth Deal proposals	• LEP asks BLTB to issue a call for transport capital schemes, which meet the Growth Deal criteria	• BLTB consults on and publishes prioritisation methodology for assessing schemes	• Local Transport authorities and other promoters propose schemes for inclusion • BLTB applies the prioritisation methodology and recommends a priority order of schemes for inclusion in the overall LEP Growth Deal bid	• LEP submits Growth Deal bid including transport schemes	• Government announces Growth Deal approvals (if any) including named schemes and provisional financial allocation	• BLTB awards schemes named in the new Growth Deal "programme entry" status. This reserves the provisional financial allocation for each named scheme until the scheme promoter comes forward with a Full Business Case (FBC), which demonstrates at least "good value for money"	• The scheme promoter works up the detail of the scheme, including planning permission and any other regulatory approvals, design, costs, environmental and other impact assessments. The scheme FBC is then subject to independent scrutiny and a report is made to BLTB

BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Josie Wragg, Chief Executive, Slough Borough Council, lead Chief Executive to the BLTB

Item 3: Covid 19 and Local Growth Fund timing update

Purpose of Report

1. To review current information regarding the impact of Covid 19 on remaining Local Growth Fund infrastructure schemes.

2. To review completion dates of remaining Local Growth Fund (LGF) infrastructure schemes.

Recommendation

3. That this report be noted.

Other Implications

Financial

4. A full financial report will be submitted to the July 2020 Berkshire Local Transport Body meeting.

Risk Management

5. The 2020/21 LGF allocation for Thames Valley Berkshire LEP is £19,874,541. In May 2020 two thirds of this funding will be paid to the LEP's Accountable Body, with the remaining third being held by government. This final third will be released pending evidence that schemes are contractually committed by September 2020 and able to receive final payments by March 2021.

Human Rights Act and Other Legal Implications

6. Slough Borough Council will provide legal support for the BLTB, should any questions arise.

Supporting Information

7. The UK Government's position is to allow the construction and infrastructure industry to continue operating where it can do so safely.

8. Following the outbreak of the current Covid-19 pandemic, TVBLEP has been working closely with local transport officers to gauge the impact on extant schemes.

9. Whilst the situation continues to evolve, work continues on almost all schemes, albeit at a slower rate of progress, mainly driven by the 2-meter social distancing measures.

10. Whilst constant re-assessment of scheme progress continues, to this point we have not been informed of any significant project delay, although the true impact will only become apparent in the coming weeks.

11. Related to this situation is the impending conclusion by March 2021 of the LGF funding envelope. To summarise:

- LGF funds: all financial payments by the LEP must be completed by March 2021.
- There a number of extant schemes that are scheduled to finish post March 2021. Of the 26 schemes currently in progress, 10 have post March '21 completion dates – see table 1 below.
- LEP guidance to officers has been to ensure scheme delivery is in calendar year 2021.
- TVBLEP is working with our S151 officer to review possible Local Authority "capital swap" options for payment to schemes running past March 2021.

Table 1

Scheme	Name	Promoter	Project Completion date
2.42	Eastern Gateway (BRRP funded)	WBC	Apr-21
2.06	Green Park Station	RBC	May-21
2.05	Sandelford Park	West Berks	Sep-21
2.29	Winnersh Triangle P&R*	WBC	Sep-21
2.35	Reading West Station*	RBC	Sep-21
2.36	Coppid Beech P&R*	WBC	Oct-21
2.28	Bracknell A3095	BFC	Nov-21
2.31	Slough Stoke Rd Regen	SBC	Mar-22
BLTB pending approvals June/July			
2.40	Windsor TC package*	RBWM	May-21
2.38	Theale Station upgrade*	West Berks	Dec-21

*These projects have not yet started on site.

Conclusion

12. TVBLEP will continue to work with Local Authority Transport Officers and other relevant parties to monitor remaining schemes and ensure timely delivery.

BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Josie Wragg, Chief Executive Slough Borough Council, Lead Officer to the BLTB

Item 4: Revised Local Growth Fund Programme 2015/16 to 2020/21 – Update June 2020

Purpose of Report

1. To note two changes to the current programme of LGF schemes:

   1.1. Scheme 2.33 GWR Maidenhead to Marlow Branch Line upgrade has been withdrawn by Buckinghamshire Thames Valley LEP and GWR
   1.2. Scheme 2.37 Bracknell A322/A329 Corridor Improvements has been Reprofiled.

2. Consequently, to grant programme entry status to four schemes from the approved March 2020 BLTB list of prioritised pipeline schemes:

   2.1. Scheme 2.29 Wokingham Winnersh Park and Ride addendum 2 Turning Head and Urban Realm improvements
   2.2. Scheme 2.24 Newbury Station addendum 2 Cycle Hubs and Office Space Improvements
   2.3. Scheme 2.45 Slough Langley High Street Improvements phase 1
   2.4. Scheme 2.46 Slough Langley High Street Improvement phase 2.

Recommendation

3. You are recommended to note:
   3.1. the withdrawal of the allocated funding for scheme 2.33 GWR Maidenhead to Marlow Branch Line for £1,525,000;
   3.2. the change in the allocated funding for Scheme 2.37 Bracknell A322/A329 Corridor Improvements from £2,000,000 to £400,000.

4. You are therefore recommended to grant programme entry status to schemes:

   4.1. 2.29 Wokingham Winnersh Park and Ride addendum 2 Turning Head and Urban Realm Improvements for £675,000;
   4.2. 2.24 Newbury Station addendum 2 Cycle Hubs and Office Space Improvements for £340,000;
   4.3. 2.45 Slough: Langley High Street Improvements phase 1 for £1,324,000; and
   4.4. 2.46 Slough: Langley High Street Improvement phase 2 for £1,033,000.

Other Implications

Financial

5. The LGF programme covers six financial years, 2015-16 to 2020-21, and the expectation is that the funds allocated to Thames Valley Berkshire LEP will be spent in that period, or failing that, fully committed to schemes that have started on site by March 2021 and have a "tail" of funding carried over into financial year 2021-22.

6. In July 2018 programme entry status was awarded to scheme 2.33 GWR: Maidenhead to Marlow Branch Line Upgrade, allocating £1,525,000 from Thames Valley Berkshire LEP's Local Growth Fund. Thames Valley Berkshire LEP was the junior funder, with Buckinghamshire Thames Valley LEP awarding £1,700,000 to the project. In April 2020, Buckinghamshire Thames Valley LEP (BTV LEP), notified Thames Valley Berkshire LEP that the scheme was unable to progress within the required timescales and as such they would reallocate their LGF money for scheme 2.33 GWR: Maidenhead to Marlow Branch Line Upgrade to other Buckinghamshire Thames Valley LEP priorities. See appendix 3. Thames Valley Berkshire LEP are therefore proposing to reallocation £1,525,000 to the agreed March 2020 prioritised pipeline of schemes.

7. In January 2019, programme entry status was awarded to the following schemes:

   7.1. Scheme 2.37 Bracknell A322/A329 Corridor Improvements was allocated £1,200,000, with a further £800,000 being allocated at the July 2019 BLTB meeting bringing the total funds allocated to £2,000,000;
   7.2. Scheme 2.39 Wokingham Coppid Beech Northbound On-Slip Widening was allocated £2,322,431.
   7.3. Notification was provided at the March 2020 meeting that scheme 2.39 Wokingham Coppid Beech Northbound On-Slip Widening was being withdrawn. Due to the linked nature of schemes 2.39 and 2.37, Bracknell Forest Council decided to reduce the scope of scheme 2.37 Bracknell A322/A329 Corridor Improvements. This reconfigured scheme is now requesting £400,000 of its original allocation of £2,000,000 to deliver part of the scheme.

8. The amount available for reallocation is £3,436,882, as set out in Table 1 below. This report recommends that this reallocated LGF funding allows pipeline schemes to be brought forward.

Table 1: Reallocation amounts

	Unallocated LGF amount following March 2020 BLTB	311,882	
Add:			
	2.33 GWR Maidenhead to Marlow Branch Line Upgrade	1,525,000	
	2.37 Bracknell A322/A329 Corridor Improvements reprofiled	1,600,000	
			3,436,882
Less, if agreed:			
	2.29 Wokingham Winnersh Park and Ride addendum 2 Urban Realm Improvements	675,000	
	2.24 Newbury Station addendum 2 Cycle Hubs and Office Space Improvements	340,000	
	2.45 Slough: Langley High Street Improvements phase 1	1,324,000	
	2.46 Slough Langley High Street Improvement phase 2	1,033,000	
	Total	3,372,000	
	Unallocated amount as at 4 June 2020		64,882

9. Although the vast majority of LGF is ringfenced for strategic transport schemes there remains the possibility that the LEP will bring forward skills or enterprise capital projects for consideration, if these offer VfM, make more of a strategic impact and can be delivered swiftly. In the light of the current Covid-19 situation, the LEP Board continues to review this situation.

Risk Management

10. There remains a risk that the new scheme identified in this report will be unable to mobilise quickly enough to achieve the necessary start on site by March 2021; in that event any LGF not committed would be liable for return the government unspent.

11. This risk has been anticipated and reassurances have been given by Wokingham Borough Council, West Berkshire Council and Slough Borough Council that the schemes being proposed for programme entry status are already in development and will be able to start on site in the required time.

Human Rights Act and Other Legal Implications

12. Slough Borough Council will provide legal support for the BLTB should any questions arise.

Supporting Information

13. At your meeting in March 2020, a list of 6 potential LGF schemes was considered and prioritised. They are listed at Appendix 1. These 6 schemes

were subsequently broken down into a number of phases. See Appendix 2 for short summaries of each scheme component and hyperlinks to detailed scheme proformas.

14. Six schemes were taken from the agreed (March 2020) prioritised list and granted programme entry status. Those schemes were:

    a. Superfast Broadband Complete Coverage project
    b. TVB Smart City Cluster project extension
    c. Independent Assessment Reports
    d. Scheme 2.24 Newbury: Railway Station Improvements (addendum 1, essential Gate line)
    e. Scheme 2.29 Wokingham Winnersh Triangle Park and Ride (addendum 1, essential Car Park)
    f. Reading buses: Completing the Connection

15. Following the withdrawal of scheme 2.33 GWR Maidenhead to Marlow Branch Line Upgrade, the reprofiling of scheme 2.37 Bracknell A322/A329 Corridor Improvements and the existing unallocated funds, there are £3,436,882 of LGF remaining. We request the BLTB to award programme entry status to the next schemes in the priority pipeline list:

15.1. 2.29 Wokingham Winnersh Park and Ride addendum 2 Turning Head and Urban Realm Improvements
15.2. 2.24 Newbury Station addendum 2 Cycle Hubs and Office Space Improvements
15.3. 2.45 Slough: Langley High Street Improvements phase 1 and
15.4. 2.46 Slough: Langley High Street Improvements phase 2.

16. ***2.29 Wokingham Winnersh Park and Ride addendum 2 Turning Head and Urban Realm improvements -*** is a joint venture between Wokingham Borough Council and Frasers Property, owners of Winnersh Triangle Business Park. The scheme aims to create a unique opportunity for placemaking, to deliver more than just a Park and Ride facility, an enhanced public transport interchange with a new access, an improved public realm and station forecourt area in order to maximise shared value and will help shape and improve the area. The Scheme aims at capitalising on the assets of both Winnersh Triangle Railway Station and the adjacent business parks and help to release its potential as both an employment hub targeting a total of 10,000 people working on site by 2030, an increase of 4,000 jobs over the existing employees, as well as a gateway to both Reading and London.

17. ***2.24 Newbury Station addendum 2 Cycle Hubs and Office Space Improvements:*** these proposed changes to the two elements of the scheme follow further development work and feedback on the scheme since full financial approval was granted in February 2019. The scheme promoters wish to progress different options to those originally proposed as it is considered that these are the right proposals to deliver the best scheme for rail passengers and the town.

***Cycle hubs*:** originally on the south side of the station, a more detailed design option process has reviewed the location of the cycle hub provision in the light of latest future housing growth in Newbury.
***Business start-up units*:** initially proposed to be located alongside the station building at the eastern end, a more suitable location has been identified as a separate entity to the station, nearer the cycle hubs, but still in a prime location for access to and from the rail network.

18. ***2.45 Slough: Langley High Street Improvements phase 1***: The B470 Station Road / High Street runs through the centre of Langley village and is a key strategic link for businesses and residents (A4, M4 and M25), providing access to jobs, education and amenities. However, this important stretch of road is frequently subject to traffic congestion particularly during peak hours. Meadfield Road is a secondary road joining High Street opposite Langley Memorial Ground and immediately south of Harrow Market. The road is key through route connecting residential streets in the east of Langley to the High Street and their access to amenities and Langley Station. Meadfield Road also serves as a connecting road between High Street and Market Lane, leading to Hollow Hill Lane.

19. ***2.46 Slough: Langley High Street Improvements phase 2:*** High Street Langley: Between Elmhurst Road and Meadfield Road – The widening of this section of the High Street will connect directly with the proposed widening and upgrade of the traffic signal junctions upstream at Meadfield Road and the completed Langley Road/Station junction. The widening seeks to secure improved traffic flow, improvements to air quality that were impacted during the experimental closure of Hollow Hill Lane and improve road safety along this congested part of the network. The widening will also contribute to unlock better amenity access to the Langley Recreation Ground used by up to 3000 households in the Langley area. In terms of jobs/office-space creation, the proposed widening will contribute circa 100 new jobs associated with the Langley Business Centre.

Conclusion

20. The nominated pipeline schemes represent viable schemes meeting LEP objectives and meet the criteria for support from these funds and is worthy of your support.

APPENDIX 1 – Local Growth Deal list of prioritised schemes agreed March 2020

Weighting	1.5	2	4	1	1	0.5				
Factor	**SEP**	**Deliv-erable**	**Econo mic Impact**	**TVB area**	**Natural Capital**	**Social Value**	**Total Weigh ted score**	**Rank**	**Contributi on Sought**	**Cumulative spend**
LGF Eligible Projects										
Reading Buses: Completing the Connection	4.5	6	8	2	3	1.0	24.5	1	1,541,243	1,541,243
Superfast Broadband - Extension	4.5	6	8	2	1	0.5	22	2	46,920	1,588,163
2.29 Wokingham: Winnersh Triangle Park and Ride - Extension	4.5	4	8	1	2	0.5	20.0	3	1,411,142	2,999,305
2.24 Newbury: Railway Station improvements - Extension	4.5	4	8	1	1	1.0	19.5	4	640,000	3,639,305
2.30 TVB Smart City Cluster Extension	4.5	6	4	2	2	0.5	19	5	283,620	3,922,925
Slough Langley High Street (phases 1, 2 & 3)	4.5	2	8	2	1	0.5	18.0	6	4,000,000	7,922,925

Appendix 2: Re-allocated LGF funding – Proposed Project ranking						
Rank	**Bidder**	**Short Title**	**Short Description**	**Notes**	**Amount sought**	**Already Funded**
1	Wokingham Borough Council	Winnersh Triangle Parkway Extension (Car Park)	Development of a single deck car park (constructed over the existing ground level car park), improved access to the station and improved public realm.	Extension	£736,142	£2,850,000
2	West Berkshire Council	Newbury Station Extension (Gateline)	It amends original plans for Scheme 2.24 Newbury: Railway Station Improvements and seeks to deliver better arrangements for the cycle hubs, business start-up and access to and from the south side of the station.	Extension	£300,000	£6,051,000
3	Reading Buses	Completing the Connection	Delivering customer access to live travel information and smart ticketing for local and inter-urban public transport across the Thames Valley Berkshire region.	New scheme	£1,541,243	N/A
4	Wokingham Borough Council	Winnersh Triangle Parkway (Enhancements)	As above.	Extension	£675,000	£2,850,000
5	West Berkshire Council	Newbury Station (cycle provision)	As above.	Extension	£140,000	£6,051,000
6	West Berkshire Council	Newbury Station Extension (Business Units)	As above.	Extension	£200,000	£6,051,000
7	Slough Borough Council	Langley High Street 1 Phase 1	Introduce a two-lane, in each direction, carriageway on the B470 Station Road/ Langley High Street between Langley Station and Elmhurst Road.	Extension	£1,324,000	N/A
8	Slough Borough Council	Langley High Street 2 Phase 2	As above.	Extension	£1,033,000	N/A
9	Slough Borough Council	Langley High Street 3	As above.	Extension	£1,643,000	N/A

		Phase 3				
10	Thames Valley Berkshire LEP	Independent Assessment of evaluations	To fund LEP five-year evaluation reports for HMG – currently no provision.	New	£45,000	N/A
	Re-allocated BRRP funding – Proposed projects					
1	West Berks Council	Superfast Berkshire complete coverage	This bid seeks resource funding for a 3-month exercise identifying solutions for stranded customers & providing a route to SFB connection, increasing TVB SFB coverage to c100%.	Extension	£46,920	£500,000
2	Reading Borough Council	TVB Smart City Cluster	Extend 'Thames Valley Berkshire Smart City Cluster' project to all of Berkshire through the inclusion of Slough and the Royal Borough of Windsor and Maidenhead.	Extension	£283,620	£1,730,000

Appendix 3

HM Government

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01 May 2020

Bill Hicks, Head of Infrastructure Thames
Valley Berkshire LEP Ltd 100 Longwater
Avenue,

Green Park,
Reading, Berkshire
RG2 6GP

Dear Bill,

Re: LGF grant allocation for Marlow to Maidenhead Rail improvements

Further to our recent discussions regarding the above, I am writing to advise you of the outcome of our Capital Programme Subgroup Meeting, which was held on Friday 03 April 2020, with representatives from Great Western Railway and Network Rail.

Buckinghamshire LEP provisionally awarded £1.7 million Local Growth Funds and programme entry to Great Western Railway (GWR) for the Marlow to Maidenhead Rail scheme in 2015/16. The LGF grant funding was profiled to be committed and spent on scheme delivery by March 2020, with £1.37m in 2018/19 and £0.33 in 2019/20.

I am also aware that Thames Valley Berkshire LEP as a joint partner in the scheme, has provisionally allocated an additional £1.52 million LGF3 grant through competitive bidding round in 2018/19 and these funds were due to be fully expended on scheme delivery by March 2020.

However, due to protracted dealings with Network Rail the project is now significantly delayed and as we approach the final year of LGF programme delivery the scheme has been reported as high risk to our government partners, MHCLG and DfT.

The BLEP Board has delegated project performance oversight to its Capital Programme Subgroup. Representatives from GWR and Network Rail were invited to a meeting of the Subgroup on Friday 3rd April, to seek confirmation of the delivery arrangements GWR has put in place to deliver upon its programme commitment and to determine the course of appropriate action in respect delays and LGF expenditure.

The meeting was extremely helpful in providing clarity around the Network Rail approval process and associated technical work, operational safety concerns and other matters that have contributed to the

delays. However, during the meeting we were advised by GWR and Network Rail that notwithstanding delays to this point, the scheme was unlikely to be completed and operational before November 2021 and would therefore fall outside the expected LGF programme delivery window.

In consideration of the delays, low confidence and uncertainty around dates for scheme approval and delivery, the BLEP Capital Programme Subgroup concluded that whilst it would continue to work with partners to support the scheme delivery, it would make a recommendation to BLEP Board on 22nd May to defer the project to future programme and reallocate the £1.7m LGF grant to alternative schemes.

I appreciate this decision may not be without some disappointment and I recognise the reciprocal implications this may have for the Thames Valley Berkshire LEP LGF programme. I hope that we can continue to work together in supporting the scheme through to delivery at some future date and use this opportunity to forge stronger relationships with GWR, Network Rail, other delivery partners and stakeholders.

Please do not hesitate to contact me if you have any further queries.

Yours sincerely

John Rippon

John Rippon

Programme Manager, Buckinghamshire LEP

Buckinghamshire Local Enterprise Partnership Ltd, West Wing, High Wycombe Campus, Queen Alexandra Road, High Wycombe, HP11 2GZ.

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Registered in England Wales No. 11912208 – Registered Office: Buckinghamshire Local Enterprise Partnership Ltd, West Wing, High Wycombe Campus, Queen Alexandra Road, High Wycombe, HP11 2GZ.

BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Josie Wragg, Chief Executive, Slough Borough Council, lead officer to BLTB

Item 5: Financial Approval 2.37 Bracknell: A322/ A329 Corridor Improvements – re-profiled

Purpose of Report

1. To consider giving financial approval to the re-profiled scheme 2.37 Bracknell: A322/A329 Corridor Improvements. This amended scheme focuses on the Bracknell Sports Centre Roundabout which forms part of an on-going wider programme of enhancements to the A322/A329 corridor that aligns well with the strategic priorities of the sub-region. In addition, it addresses localised issues of congestion at the junction.

Recommendation

2. You are recommended to give the re-profiled scheme 2.37 Bracknell: A322/A329 Corridor Improvements full financial approval in the sum of £400,000 in 2020/21 on the terms of the funding agreement set out at paragraph 11 step 5 below.

Other Implications

Financial

3. In January 2019, programme entry status was awarded to scheme 2.37 Bracknell A322/A329 Corridor Improvements and allocated £1,200,000. A further £800,000 was allocated at the July 2019[i] BLTB meeting, bringing the total funds allocated to the scheme to £2,000,000.

4. Notification was provided at the March 2020 BLTB meeting that scheme 2.39 Wokingham Coppid Beech Northbound On-Slip Widening was being withdrawn. Due to the linked nature of schemes 2.39 and 2.37, Bracknell Forest Council decided to reduce the scope of scheme 2.37 Bracknell A322/A329 Corridor Improvements. This reconfigured scheme is now requesting £400,000 of its original allocation of £2,000,000 to deliver part of the scheme.

5. The funding agreement set out at paragraph 11 step 5 sets out the roles and responsibilities, reporting and auditing arrangements, timing and triggers for payments, contributions from other funders, consequences of delay, consequences of failure, claw back, and evaluation requirements at one and five years on.

Risk Management

6. The risk management arrangements already put in place by the Local Transport Body are as follows:
    - The Assurance Framework[ii] has been drafted following DfT guidance and has been approved by the DfT for use in allocating capital funds for transport schemes
    - Hatch Regeneris have been appointed as Independent Assessors and have provided a full written report (see Appendix 1) on the full business case for the scheme
    - The funding agreement set out at paragraph 11, step 5 makes clear that the financial risk associated with implementation of the scheme rests with the scheme promoter.

Human Rights Act and Other Legal Implications

7. The scheme promoter is a local authority and they have to act within the law. Slough Borough Council will provide legal support for the BLTB, should any questions arise.

Supporting Information

8. The scheme will be carried out for Bracknell Forest Council.

9. The full details of the scheme are available from the Bracknell Forest website[iii]. A summary of the key points is given below:

Task	Timescale
Procurement	Via the Council's Term Contractor
Contractor appointed	As above
Construction	January 2021
Completion	March 2021

Activity	Funder	Cost (approx)
Scheme development	Bracknell Forest Council	£117,658
Major scheme funding	Berkshire Local Transport Body	£400,000
Total		**£517,658**

10. The table below sets out the details of this scheme's compliance with steps1-5 of paragraph 14 of Assurance Framework[iv].

Assurance Framework Check list	2.37 Bracknell A322/A329 Corridor Improvements – re-profiled			
	The SEP assessment process was used and the original scheme was given 23.5 points and ranked 6th of 17 schemes submitted.			
	Factor	**Raw score**	**Weighting**	**Weighted score**
	Strategy	3	1.5	4.5
	Deliverability	3	2.0	6.0
	Economic Impact	2	4.0	8.0

Assurance Framework Check list	2.37 Bracknell A322/A329 Corridor Improvements – re-profiled
	TVB area coverage 2 1.5 3.0 Environment 1 0.5 0.5 Social 3 0.5 1.5 Total 23.5
Step 2: Programme Entry: evolution of the scheme from outline proposal to full business case, external view on the business case, and independent assessment (See paragraphs 15 and 16)	Programme Entry status was given by the BLTB on 31 January 2019[v] The Bracknell Forest website[vi] holds the latest details of the full business case, including the VfM statement certified by the senior responsible officer. Any comments or observations on the scheme received by either TVB LEP or Bracknell Forest Borough Council have been fully considered during the development of the scheme. The report of the Independent Assessor is attached at Appendix 1. The Independent Assessor was asked to report as follows: • Completeness – has the promoter prepared a complete Full Business Case submission, when judged against the prevailing advice from the DfT • Accuracy – has the promoter performed the relevant calculations and assessments accurately and without error • Relevance – has the Full Business Case considered all relevant matters, including use of appropriate forecasting models and planning assumptions, and has it included any irrelevant considerations such unduly-optimistic assumptions or out of date modelling data • Value for Money – does the scheme promoter's Value for Money assessment comply with the prevailing DfT guidance • Evaluation arrangements – has the scheme promoter made provision for appropriate post-implementation evaluation of the scheme. • Remedies – where the independent assessment reveals a gap between the FBC supplied and the standard anticipated by the DfT guidance, then the advice for the LTB should include recommendations for remedial actions required – e.g., collection of further data, sensitivity tests on particular assumptions etc.
Step 3: Conditional Approval	The Independent Assessor has recommended that in this case Full Financial Approval is appropriate.
Step 4: Recommendation of Financial Approval - High Value for Money - Support of the Independent assessor	The Independent Assessor for the LEP, Hatch Regeneris, has reviewed this revised business case and has recommended that the Sports Gyratory roundabout scheme is still approved as a standalone scheme, and still represents "High Value" with a BCR of 3.34:1 DfT has set thresholds of 2.00 (High VfM) and 4.00 (Very High VfM) and schemes with BCRs above these thresholds can described as having High or Very High Value for Money.
Step 5: Formal Agreement - roles - responsibilities	The capital grant of £400,000 is a maximum figure which cannot be increased but may be reduced if savings are achieved during implementation. In the event that Bracknell Forest Council wishes to alter the profile of the grant payments, it must seek prior written

Assurance Framework Check list	2.37 Bracknell A322/A329 Corridor Improvements – re-profiled
- implementation - reporting - auditing - timing and triggers for payments, - contributions from other funders, - consequences of delay, - consequences of failure, - claw back, - evaluation one and five years on	permission from TVB LEP, having first raised the matter with the BLTB. The grant is made subject to the following: 1. Roles: TVB LEP is a part funder of the scheme. Bracknell Forest Council is the scheme promoter and is the relevant highway and planning authority. 2. Responsibilities: TVB LEP is responsible for allocating the capital finance in accordance with its Assurance Framework. Bracknell Forest Council is responsible for all aspects of the design, risk management, insurance, procurement, construction and implementation of the scheme, including its responsibilities as highway and planning authority, any other statutory duties, and any financial or other liabilities arising from the scheme. 3. Implementation: In addition to any reporting requirements within Bracknell Forest Council, the scheme promoter will use the proforma supplied by TVB LEP to make reports on progress of the implementation of the capital scheme to each meeting of the BLTB until the build is complete. In particular, Bracknell Forest Council will report on any further change in the size, scope or specification of the scheme; and on any substantial savings against the scheme budget whether achieved by such changes to the size, scope or specification of the scheme, or through procurement, or through the efficient implementation of the scheme. 4. Reporting: The scheme promoter must provide accurate, timely, verified and quality assured quarterly monitoring and forecast data, which relate to defined output and outcome indicators agreed between TVB LEP and government as a condition of the Growth Deal. This scheme will not be required to participate in an evaluation as set out in the Growth Deal Monitoring and Evaluation Plan. 5. Auditing: Bracknell Forest Council will keep financial records such that the expenditure on the scheme is readily identifiable, and if and when BEIS, DfT or other government department or the Accountable Body for TVB LEP requests access to financial or other records for the purposes of an audit of the accounts, Bracknell Forest Council will co-operate fully. 6. Timing and Triggers for payments: See the Claim Proforma at Appendix 1 of the Capital Grant Letter – available on request. 7. Contributions from Other Funders: Bracknell Forest Council capital programme will contribute £117,658 in 2020/10. This includes developers contributions of £59,000. In the event that the scheme experiences or it is anticipated that the scheme will experience a shortfall in these contributions, Bracknell Forest Council will be required to notify TVB LEP of these developments. The provisions of clauses 8, Consequences of Delay; 9, Consequences of Change to the Design or Specification of the Scheme; or 10, Consequences of

Assurance Framework Check list	2.37 Bracknell A322/A329 Corridor Improvements – re-profiled
	Failure will then be applied. 8. Consequences of Delay: In the event that the scheme experiences minor delays to its overall Business Case programme (no more than 10 weeks), Bracknell Forest Council will report these delays and the reasons for them, and the proposed remedial action to the next available meeting of the BLTB. In the event that the scheme experiences major delays to its overall Business Case programme (11 weeks or longer) Bracknell Forest Council will be required to seek permission from TVB LEP to reschedule any payments that are due, or may be delayed in falling due because of the delay to the overall Business Case programme. 9. Consequences of Change to the Design or Specification of the Scheme: In the event that Bracknell Forest Council wishes to change the design or specification of the scheme such the scheme delivered will vary in any material aspect from the description given in the overall business case, Bracknell Forest Council will be required to seek prior written consent from TVB LEP. Failing this permission, no further monies will be paid to Bracknell Forest Council after the change becomes apparent to TVB LEP. In addition, consideration will be given to recovering any monies paid to Bracknell Forest Council in respect of this scheme. 10. Consequences of Failure: As soon as it becomes apparent to Bracknell Forest Council that it will not be possible to deliver the scheme within the current LGF programme, i.e. by the end of 2020/21, written notice shall be given to the Accountable Body for TVB LEP. No further monies will be paid to Bracknell Forest Council after this point. In addition, consideration will be given to recovering any monies paid to Bracknell Forest Council in respect of this scheme. 11. Claw back: If the overall scheme achieves savings against budget, these savings will be shared by TVB LEP and the other funders noted above in proportion to the amounts set out in the Financial Profile. The Accountable Body for TVB LEP reserves the right to claw back any amounts of grant that have been spent on purposes other than the scheme as approved and any repayments due as a consequence of changes to the design or specification of the scheme or scheme failure. 12. Evaluation One and Five Years On: Bracknell Forest Council will produce scheme evaluations One and Five years after practical completion that comply with DfT guidance. Other Conditions of Local Growth Funds: Bracknell Forest Council will acknowledge the financial contribution made to this scheme through Local Growth Funds and follow the "Growth Deal Identity Guidelines [vii]" It will also give due regard to the Public Services (Social Value) Act[viii], particularly through the employment of apprentices across the scheme

Conclusion

11. It is the conclusion of the Independent Assessor that, whilst the Sports Centre Roundabout scheme offers reduced strategic impact, it still aligns with overall strategic policy, delivers high value for money, is deliverable, and is relatively low risk. The overall value for money for the scheme is high, and on this basis, the scheme is recommended approval.

Appendix 1

Thames Valley Berkshire Local Enterprise Partnership

Independent Assessment Summary Addendum Report:

A322/A329 Corridor Improvements – re-profiled

Scheme Ref: 2.37

March 2020

www.hatchregeneris.co.uk

Addendum Review

Introduction

i. This technical note provides an addendum to the independent assessment of the A322/A329 Corridor Improvements Scheme Business Case submission to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP) that was submitted in November 2019.

ii. When Bracknell Forest Council (BFC) originally submitted its bid for the A329-A322 improvements, they envisaged that it would complement a scheme proposed by Wokingham Borough Council at the Coppid Beech to deliver up-slips heading westbound on the A329. Since November 2019, it has emerged that the Coppid Beech scheme will no longer be progressed.

iii. Further analysis from BFC has concluded that proceeding with work at the Vigar Way junction without the Coppid Beech scheme will create additional congestion. As a result, BFC have now formally sought to remove the Vigar Way element of the A322/A329 Corridor Improvements Scheme and continue only with the Sports Centre Roundabout (SCR) element.

iv. This addendum reviews the case for investing in the Sports Centre Roundabout scheme element to confirm that it represents high value for money and meets TVB LEP requirements.

Submitted Information

v. The independent assessment process for the A322/A329 Corridor Improvements submission has been conducted on the following set of documentation submitted by BFC:

- Appraisal Specification Report (3rd September 2019)
- Full Business Case Report (21st October 2019)
- Business Case Addendum Report – Sports Centre Roundabout (24th March 2020)

vi. The addendum report provides a separate assessment of the merits of the SCR scheme as a standalone scheme but should be read in conjuncture with the main A322/A329 Corridor Improvement Full Business Case.

Scheme Summary

vii. The business case addendum submission sets out the case for investment in improvements at the SCGR along the A322 and A329 corridor.

viii. The SCR scheme improvements will:

- Provide additional internal stacking space for east/west and west/east movements;
- Significantly reduce the level of blocking in the north/south and south/north directions of travel; and
- Provide additional capacity for traffic heading into the Crown Wood and Hanworth areas of Bracknell along Opladen Way and Harmanswater Road.

ix. The scheme cost is estimated to be £517,658, with £400,000 sought from the Local Growth Fund (LGF).

Addendum Review Findings

Strategic Case

x. The Addendum reiterates the importance of the A322/A329 corridor and BFC strategy of targeted improvements to manage the growth in traffic and increasing congestion and delays. The SCR scheme forms part of this wider package of improvement measures to maintain the efficiency and reliability of the corridor.

Independent Assessor Comment

xi. Whilst the SCR scheme represents relatively minor improvement works, and so has limited strategic importance of itself, its geographic location at the heart of the A322/A329 corridor means that it offers greater strategic importance in parallel with the other improvement works that have been undertaken along the corridor.

Economic Case

xii. The economic case has focussed upon assessing the reduction in journey times generated from the scheme and the economic value associated with these benefits to business, commuters and other road users.

xiii. The previous combined A322/A329 scheme was forecast to generate 'very high' value for money, with a benefit to cost ratio of 5.18 to 1. For the SCR scheme alone, the present value of benefits is estimated at around £1,500,000 and present value of costs at £448,763, generating a benefit to cost ratio of 3.34 to 1.

Independent Assessor Comment

xiv. Whilst the benefit to cost ratio for the SCR scheme is lower than the previous combined scheme, it still represent 'high' value for money from investment.

Financial Case

xv. The scheme costs for the SCR project remain at £517,658, as detailed within the main FBC document, and incorporate an allowance for contingency and risk.

xvi. The funding sources for the scheme will be £400,000 from LGF funding, and a local contribution from BFC of £118,000, which includes developer contributions of £59,000.

Independent Assessor Comment

xvii. The overall financial case for the SCR scheme element is considered to remain robust, with a suitable allowance for risk.

Delivery and Risk

xviii. Whilst not yet scheduled in detail, it is planned that the project will begin shortly after Christmas 2020 and is anticipated to take no more than 8 weeks to complete.

xix. Project risk will be managed as an on-going process as part of the scheme governance structure. It is anticipated that some utility diversions will be required as a consequence of the schemes. Whilst these could involve some engineering challenges, early contractor involvement is planned to mitigate against this risk, including trial holes at the commencement of the project along with early co-ordination with utility companies.

Independent Assessor Comment

xx. The SCR scheme is relatively straightforward to deliver in engineering terms and so the 8-week programme is considered realistic. Until trial holes have been completed, the risk of additional utilities work will remain, which could affect project costs and delivery; however, mitigation measures are in place to accommodate these potential outcomes.

Conclusions

xxi. The Strategic Case reiterates that the SCR scheme forms part of an on-going wider programme of enhancements to the A322/A329 corridor that aligns well with strategic priorities of the sub-region. The localised issues of congestion at the junction is identified within the main FBC report, albeit the potential impacts upon strategic movements along the corridor is absent due to limitations in the analysis tools available.

xxii. The Sports Centre Gyratory scheme element is relatively small in nature but is forecast to deliver positive impacts, with a 'high' value for money rating.

xxiii. The Financial Case is considered sound, with sufficient information presented and clear allowances for inflation, risk and contingency.

xxiv. The Commercial and Management Cases have not been directly referenced within the Addendum Report but remain valid from the main FBC. The update on the delivery plan and risks provide assurance that there is a clear management process for the delivery of the project.

xxv. It is our conclusion that, whilst the Sports Centre Roundabout scheme offers reduced strategic impact, it still aligns with overall strategic policy, delivers high value for money, is deliverable, and is relatively low risk.

Recommendations

xxvi. We continue to recommend the Sports Gyratory Roundabout scheme for approval as a stand-alone scheme.

Appendix 2

A322 / A329 Corridor Improvements

Addendum Report – Sports Centre Roundabout

Bracknell Forest Council

1. Introduction

1.1 This addendum report has been prepared following required modifications to the previously submitted A329 / A322 Corridor Improvements scheme that included improvements to Vigar Way Roundabout and Sports Centre Roundabout.

1.2 The following sections of this addendum report outline the justification for the improvements to Sports Centre Roundabout by presenting key points supported by evidence referred to from the original Business Case.

1.3 Section two to this report outlines the revised scope of works associated with the project and the required modifications to the overall project, whilst section three outlines the strategic impact of the revised proposals.

1.4 The Economic and Financial cases are detailed in sections four and five respectively and section six summarises the delivery and risk elements of the project.

1.5 Finally, section seven provides a summary of this short report.

2. Scope of Works

2.1 When Bracknell Forest Council (BFC) originally submitted its bid for the A329-A322 improvements, BFC were in discussion with Wokingham Borough Council (WBC) about a joint bid which included their improvements to the Coppid Beech up slips onto the westbound A329.

2.2 These schemes were linked in terms of their interaction with each other, i.e. the Vigar Way junction improvement would benefit from the A329 up-slip improvement without which congestion will continue on the westbound A329.

2.3 WBC have now paused work on their project, since the up-slip improvement design solution requires a more strategic approach involving possible changes to M4 junction 10 which continues to be the root cause of the issues on the A329.

2.4 Until this collective approach is clarified the improvements to Vigar Way cannot be implemented as strategic modelling of the junction without the other A329 improvements illustrates a worsening situation for congestion and journeys times.

2.5 This modelled delay appeared to be attributable to the knock-back effect of slow moving A329 traffic. In short, if progressed alone the Vigar Way junction would become locked and create more problems than currently exist at the site.

2.6 It is proposed to remove the Vigar Way element from the bid, however BFC still propose to progress with the Sports Centre Roundabout element of the bid.

2.7 Within the Sports Centre Roundabout improvements, BFC still propose to provide additional internal stacking space for east/west and west/east movements whilst significantly reducing the level of blocking in the north/south and south/north directions of travel.

2.8 This proposed improvement will also provide additional capacity for traffic heading from the roundabout into the Crown Wood and Hanworth areas of Bracknell along Opladen Way and Harmanswater Road.

2.9 It is important that these works are still carried out as they represent good value for money on this key corridor as outlined in the Business Case, with the reduction in congestion and delay along with enhancing safety at this busy junction.

3. Strategic Impacts

3.1 The proposed improvement is part of a corridor-wide improvement plan over a period to deliver incremental improvement to journey times without needing heavy investment on major infrastructure projects to achieve similar or desired outcome.

3.2 If the proposed improvement is not implemented, the long-term benefits to be delivered from a number of schemes would be in jeopardy as an individual scheme would fail to deliver the expected contributions to the overall outcome. Therefore, the growth in traffic will further exacerbate traffic condition and resulting in a deterioration of the performance of the A322 and A329.

3.3 This in turn would prompt Planning Authority to refuse permission for major developments which could have adverse impact on the local economy.

3.4 For the A322/A329 corridor BFC had examined various schemes including major infrastructure over the years. Whist these schemes had the potential to relieve congestion and improve journey time reliability, delivery of these were reliant on substantial investment over and above what the Council could afford to invest.

3.5 Some developer improvements have been received and are provided in the financial case. Also, the return was not commensurate with the investment. Hence the Council explored approaches to other practical low-cost solution.

3.6 As a result, BFC came up with a corridor wide improvement plan over a period that required continuous investment that the Council could raise the necessary finances for. This involves improvements at identified sites and making greater use of urban traffic control.

3.7 It is this approach that the Council has adopted to deliver improvements that provide much better value for money and the Sports Centre junction improvements remain an important part of the package of measures along this key corridor.

4. Economic Case

4.1 As part of the business case, a Benefit to Cost Ratio of 5.18:1 was established for the combined schemes. The methodology for establishing the Present Value of Benefits and Present Value of Costs is detailed in section 4 of the Business Case.

4.2 For the purposes of this addendum report, the Present Value of Costs and Present Value of benefits were extracted from the Business Case for the Sports Centre element of the project.

4.3 As noted in the Business Case Table 4.17, the Sports Centre Roundabout generates a Present Value of Benefits of £1,500,000.

4.4 The present Value of Costs for the Sports Centre Roundabout detailed in Table 4.22 of the Business case was shown as £448,763.

4.5 This results in a Benefit to Cost Ratio for the Sport Centre improvements of 3.34:1 which is considered High.

5. Financial Case

5.1 The scheme costs for the Sports Centre Roundabout improvements remain at £517,658 and detailed in Paragraph 5.2.1 of the Business Case and broken down further in Table 5.2 of the Business Case.

5.2 This value does not include optimism bias in accordance with HM Treasury guidance document “Early financial cost estimates of infrastructure programmes and projects and the treatment of uncertainty and risk- March 2015”.

5.3 This cost is based on a contribution of £400,000 of LGF funding and includes a local contribution from Bracknell Forest Council of £118,000. This local contribution will include developer funding of £59,000.

6. Delivery and Risk

6.1 It is envisaged that the project will begin shortly after Christmas 2020 and is anticipated to take no more than 8 weeks to complete.

6.2 Project risk will be managed as an on-going process as part of the scheme governance structure. A scheme risk register is maintained and updated at each of the two-weekly Steering Group meetings. Responsibility for the risk register being maintained is held by BFC's Senior Responsible Officer and is reported as part of the monthly Progress Reports.

6.3 Any high residual impact risks are then identified on the highlight report for discussion at the Steering Group meeting. Required mitigation measures are discussed and agreed at the meeting and actioned by BFC's Project Manager, as appropriate.

6.4 It is anticipated that some utility diversions will be required as a consequence of the schemes. These diversions could involve some engineering challenges; however, early contractor involvement will mitigate against any potential utility or construction risks. Trial holes will be undertaken to establish the location of apparatus in key areas to ensure an accurate assessment of impacts and costs can be made at the very start of the project.

6.5 Investigation by trial holes will be undertaken at the commencement of the project along with early co-ordination with utility companies identified through the completed C3 process to minimise risk during the construction programme.

6.6 The sum defined within the business case of £53,626 for risk and contingencies is still considered to be appropriate for these improvements as a standalone project.

7. Summary

7.1 Following additional strategic modelling on the Vigar Way element of the A322/A329 Corridor study, along with the cancellation of additional interlinked projects along the A329M corridor, it was noted that the Vigar Way element would not work in isolation so the decision has been taken to remove this element of the bid.

7.2 BFC are still keen to undertake the Sports Centre Roundabout element of the bid, since this still represents good value for money on a key corridor as a result of the improvements to queuing and delay along with enhancements of the safe operation of the roundabout by introducing additional stacking space on the circulatory and reducing the number of conflict points.

7.3 The Sports Centre element of the bid is calculated to deliver a Benefit to Cost Ratio of 3.34:1 which is considered to be High.

7.4 The scheme cost is £517,658, which is comprised of £400,000 LGF contribution along with a local contribution from BFC of £118,000. This local contribution will include developer funding of £59,000.

7.5 It is envisaged that the project will begin shortly after Christmas 2020 and is anticipated to take no more than 8 weeks to complete.

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[i] http://www.slough.gov.uk/moderngov/documents/g6330/Printed%20minutes%2018th-Jul-2019%2016.00%20Berkshire%20Local%20Transport%20Body.pdf?T=1

[ii] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum

[iii] https://www.bracknell-forest.gov.uk/roads-parking-and-transport/roads/strategic-economic-plan/background

[iv] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum

[v] http://www.slough.gov.uk/moderngov/documents/s54539/Report%20and%20Appendices.pdf

[vi] https://www.bracknell-forest.gov.uk/roads-parking-and-transport/roads/strategic-economic-plan/background

[vii] https://www.gov.uk/government/publications/regional-growth-fund-identity-guidelines

[viii] https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources

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BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Josie Wragg, Chief Executive, Slough Borough Council, lead officer to BLTB

Item 6: Financial Approval Superfast Berkshire Broadband Complete Coverage project

Purpose of Report

1. To consider giving financial approval to the Superfast Berkshire Complete Coverage project from the Business Rates Retention Pilot (BRRP) fund.

2. The Superfast Berkshire Broadband project being delivered by the Superfast Berkshire Project Board, led by West Berkshire Council. It has delivered 96.7% broadband coverage across Berkshire to date. It is an approved LEP project with 3 contracts across two providers, 2 of which will be ending this year. As these contracts are reconciled, it has been identified that there will be more than 4,500 properties that will be left stranded with no access to Superfast Broadband. This Project is seeking revenue funding to pay for a resource for a 3 month clean up exercise of identifying solutions for stranded customers and providing a route for connection for them. This is designed to increase coverage to close to 100%.

Recommendation

3. You are recommended to give Superfast Berkshire Complete Coverage project full financial approval in the sum of £46,920 in 2020/21 from the Business Rates Retention Pilot (BRRP) fund on the terms of the funding agreement set out at paragraph 11 step 5 below.

Other Implications

Financial

4. In August 2016, the LEP Board approved £500,000 of Local Growth Funds (LGF) to the Superfast Berkshire Project Board. In March 2020, the BLTB approved that this project be transferred from the LGF programme to the BRRP programme.

5. A call for bids process was undertaken in January 2020 and a list of prioritised projects were agreed at the BLTB meeting March 2020. See appendix 1. Superfast Berkshire (SFB) Complete Coverage project was given programme entry status at this meeting and funding for it was allocated from the Business Rates Retention Pilot (BRRP) monies.

6. This report recommends that West Berkshire Council be authorised to draw down the sum of £46,920 from the Local Transport Body funding for this scheme.

7. The funding agreement set out at paragraph 11 step 5 sets out the roles and responsibilities, reporting and auditing arrangements, timing and triggers for payments, contributions from other funders, consequences of delay, consequences of failure, claw back, and evaluation requirements at one and five years on.

Risk Management

8. The risk management arrangements already put in place by the Local Transport Body are as follows:
    - The Assurance Framework[i] has been drafted following DfT guidance and has been approved by the DfT for use in allocating capital funds for transport schemes
    - Hatch Regeneris has been appointed as Independent Assessors and have provided a full written report (see Appendix 2) on the full business case for the scheme
    - The funding agreement set out at paragraph 11, step 5 makes clear that the financial risk associated with implementation of the scheme rests with the scheme promoter.

9. The Superfast Berkshire Project Board is part of the LEP's Infrastructure programme, made up of the six Berkshire unitary authorities, bound by a formal Collaboration Agreement.

Human Rights Act and Other Legal Implications

10. The scheme promoter is a local authority and they have to act within the law. Slough Borough Council will provide legal support for the BLTB, should any questions arise.

Supporting Information

11. The scheme will be carried out by West Berkshire Council in conjunction with the Superfast Berkshire Project Board.

12. The full details of the scheme are available from the Superfast Berkshire Broadband website[ii]. A summary of the key points is given below:

Task	Timescale
Procurement	Via West Berkshire Council
Contractor appointed	As above
Project start	October 2020
Completion date	December 2020

Activity	Funder	Cost (approx)
Scheme development	Superfast Berkshire Project Board	£11,640
Major scheme funding	Berkshire Local Transport Body	£46,920
Total		**£58,560**

13. The table below sets out the details of this scheme's compliance with steps1-5 of paragraph 14 of Assurance Framework[iii].

<table>
<tr><th>Assurance Framework Check list</th><th>Superfast Berkshire Broadband Complete project</th></tr>
<tr><td>Step 1: Development of Scheme proposal; initial sifting, scoring and prioritisation leading to award of Programme Entry Status. (See paragraphs 11-13)</td><td>The scheme was originally developed by Superfast Broadband Project group/ West Berkshire Council to identify in excess of more than 4,500 properties that will be left stranded with no access to Superfast Broadband. This Project is seeking funding to pay for resource for a 3 month clean up exercise of identifying solutions for stranded customers and providing a route for connection for them. This is designed to increase coverage to close to 100%.
The updated prioritisation assessment process for schemes was used and the scheme was given 22 points and ranked 2nd of 10 schemes/part schemes submitted in January 2020.
<table>
<tr><th>Factor</th><th>Raw score</th><th>Weighting</th><th>Weighted score</th></tr>
<tr><td>Strategy</td><td>3</td><td>1.5</td><td>4.5</td></tr>
<tr><td>Deliverability</td><td>3</td><td>2.0</td><td>6.0</td></tr>
<tr><td>Economic Impact</td><td>2</td><td>4.0</td><td>8.0</td></tr>
<tr><td>TVB area coverage</td><td>2</td><td>1.0</td><td>2.0</td></tr>
<tr><td>Natural</td><td>1</td><td>1.0</td><td>1.0</td></tr>
<tr><td>Social</td><td>1</td><td>0.5</td><td>0.5</td></tr>
<tr><td></td><td></td><td>Total</td><td>22.0</td></tr>
</table></td></tr>
<tr><td>Step 2: Programme Entry: evolution of the scheme from outline proposal to full business case, external view on the business case, and independent assessment (See paragraphs 15 and 16)</td><td>Programme Entry status was given by the BLTB on 12 March 2020[iv].

The Superfast Berkshire Broadband website[v] will hold the latest details of the full business case.

Any comments or observations on the project received by either TVB LEP or Superfast Berkshire Project Board have been fully considered during the development of the scheme.

The report of the Independent Assessor is attached at Appendix 2. The Independent Assessor was asked to report as follows:
• Completeness – has the promoter prepared a complete Full Business Case submission, when judged against the prevailing advice from the DfT
• Accuracy – has the promoter performed the relevant calculations and assessments accurately and without error
• Relevance – has the Full Business Case considered all relevant matters, including use of appropriate forecasting models and planning assumptions, and has it included any irrelevant considerations such unduly-optimistic assumptions or out of date modelling data
• Value for Money – does the scheme promoter's Value for Money</td></tr>
</table>

Assurance Framework Check list	Superfast Berkshire Broadband Complete project
	assessment comply with the prevailing DfT guidance • Evaluation arrangements – has the scheme promoter made provision for appropriate post-implementation evaluation of the scheme. • Remedies – where the independent assessment reveals a gap between the FBC supplied and the standard anticipated by the DfT guidance, then the advice for the LTB should include recommendations for remedial actions required – e.g., collection of further data, sensitivity tests on particular assumptions etc.
Step 3: Full/Conditional Approval	The Independent Assessor has recommended that in this case full financial approval is appropriate.
Step 4: Recommendation of Financial Approval - High Value for Money - Support of the Independent assessor	Even in low consumer up-take case scenarios, the scheme has a Benefit - Cost Ratio (BCR) range of 14:1 DfT has set thresholds of 2.00 (High VfM) and 4.00 (Very High VfM) and schemes with BCRs above these thresholds can described as having High or Very High Value for Money.
Step 5: Formal Agreement - roles - responsibilities - implementation - reporting - auditing - timing and triggers for payments, - contributions from other funders, - consequences of delay, - consequences of failure, - claw back, - evaluation one and five years on	The capital grant of £46,920 is a maximum figure which cannot be increased, but may be reduced if savings are achieved during implementation. In the event that Superfast Berkshire Project Board wishes to alter the profile of the grant payments, it must seek prior written permission from TVB LEP, having first raised the matter with the BLTB. The grant is made subject to the following: 1. Roles: TVB LEP is a part funder of the scheme. West Berkshire Council is the scheme promoter, along with the Superfast Berkshire Project Board and is the relevant highway and planning authority. 2. Responsibilities: TVB LEP is responsible for allocating the capital finance in accordance with its Assurance Framework. Superfast Berkshire Project Board is responsible for all aspects of the design, risk management, insurance, procurement, construction and implementation of the scheme, including its responsibilities as highway and planning authority, any other statutory duties, and any financial or other liabilities arising from the scheme. 3. Implementation: In addition to any reporting requirements within Superfast Berkshire Project Board, the scheme promoter will use the proforma supplied by TVB LEP to make reports on progress of the implementation of the capital scheme to each meeting of the BLTB until the build is complete. In particular, Superfast Berkshire Project Board will report on any change in the size, scope or specification of the scheme; and on any substantial savings against the scheme budget whether achieved by such changes to the size, scope or specification of the scheme, or through procurement, or through the efficient implementation of the scheme.

Assurance Framework Check list	Superfast Berkshire Broadband Complete project
	4. Reporting: The scheme promoter must provide accurate, timely, verified and quality assured quarterly monitoring and forecast data, which relate to defined output and outcome indicators agreed between TVB LEP and government as a condition of the funding. 5. Auditing: West Berkshire Council that the expenditure on the scheme is readily identifiable, and if and when BEIS, DfT or other government department or the Accountable Body for TVB LEP requests access to financial or other records for the purposes of an audit of the accounts, West Berkshire Council will co-operate fully. 6. Timing and Triggers for payments: See the Claim Proforma at Appendix 1 of the Revenue Grant Letter – available on request. 7. Contributions from Other Funders: Superfast Berkshire Project Board will contribute £11,640 in 2020/21. In the event that the scheme experiences or it is anticipated that the scheme will experience a shortfall in these contributions, Superfast Berkshire Project Board will be required to notify TVB LEP of these developments. The provisions of clauses 8, Consequences of Delay; 9, Consequences of Change to the Design or Specification of the Scheme; or 10, Consequences of Failure will then be applied. 8. Consequences of Delay: In the event that the scheme experiences minor delays to its overall Business Case programme (no more than 10 weeks), Superfast Berkshire Project Board will report these delays and the reasons for them, and the proposed remedial action to the next available meeting of the BLTB. In the event that the scheme experiences major delays to its overall Business Case programme (11 weeks or longer) Superfast Berkshire Project Board will be required to seek permission from TVB LEP to reschedule any payments that are due, or may be delayed in falling due because of the delay to the overall Business Case programme. 9. Consequences of Change to the Design or Specification of the Scheme: In the event that Superfast Berkshire Project Board wishes to change the design or specification of the scheme such the scheme delivered will vary in any material aspect from the description given in the overall business case, Superfast Berkshire Project Board will be required to seek prior written consent from TVB LEP. Failing this permission, no further monies will be paid to Superfast Berkshire Project Board after the change becomes apparent to TVB LEP. In addition, consideration will be given to recovering any monies paid to Superfast Berkshire Project Board in respect of this scheme. 10. Consequences of Failure: As soon as it becomes apparent to Superfast Berkshire Project Board that it will not be possible to deliver the scheme within the current BRRP programme, i.e. by the end of 2020/21, written notice shall be given to the Accountable Body for TVB LEP. No further monies will be paid to West Berkshire Council after this point. In addition, consideration will be

Assurance Framework Check list	Superfast Berkshire Broadband Complete project
	given to recovering any monies paid to West Berkshire Council in respect of this scheme. 11. Claw back: If the overall scheme achieves savings against budget, these savings will be shared by TVB LEP and the other funders noted above in proportion to the amounts set out in the Financial Profile. The Accountable Body for TVB LEP reserves the right to claw back any amounts of grant that have been spent on purposes other than the scheme as approved and any repayments due as a consequence of changes to the design or specification of the scheme or scheme failure. 12. Evaluation One and Five Years On: Superfast Berkshire Project Board will produce scheme evaluations One and Five years after practical completion that comply with DfT guidance. 13. Other Conditions of Local Growth Funds: Superfast Berkshire Project Board will acknowledge the financial contribution made to this scheme through Business Rates Retention Pilot (BRRP) funding also give due regard to the Equality Act 2010 - Public Sector and with the Public Services (Social Value Act) 2012, particularly through the employment of apprentices across the scheme supply chain.

Conclusion

14. Hatch Regeneris conclude that the strategic case for this project is sufficiently demonstrated and that the project will deliver very high value for money, is deliverable, and is low risk.

Background Papers

15. The LTB and SEP scoring exercise papers are available on request

[i] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum
[ii] http://www.superfastberkshire.org.uk/
[iii] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum
[iv] http://www.slough.gov.uk/moderngov/documents/g6397/Printed%20minutes%2012th-Mar-2020%2016.00%20Berkshire%20Local%20Transport%20Body.pdf?T=1
[v] http://www.superfastberkshire.org.uk/

Appendix 1 – Local Growth Deal list of prioritised schemes agreed March 2020

Weighting	1.5	2	4	1	1	0.5				
Factor	**SEP**	**Deliv-erable**	**Econo mic Impact**	**TVB area**	**Natural Capital**	**Social Value**	**Total Weigh ted score**	**Rank**	**Contribution Sought**	**Cumulative spend**
LGF Eligible Projects										
Reading Buses: Completing the Connection	4.5	6	8	2	3	1.0	24.5	1	1,541,243	1,541,243
2.29 Wokingham: Winnersh Triangle Park and Ride - Extension	4.5	4	8	1	2	0.5	20.0	2	1,411,142	2,952,385
2.24 Newbury: Railway Station improvements - Extension	4.5	4	8	1	1	1.0	19.5	3	640,000	3,592,385
Slough Langley High Street (phases 1, 2 & 3)	4.5	2	8	2	1	0.5	18.0	4	4,000,000	7,592,385
BRRP Eligible Projects										
Superfast Broadband - Extension	4.5	6	8	2	1	0.5	22	1	46,920	46,920
2.30 TVB Smart City Cluster Extension	4.5	6	4	2	2	0.5	19	2	283,620	330,540

Appendix 2

Thames Valley Berkshire Local Enterprise Partnership

Independent Assessment Summary Report: Superfast Broadband Completion Project

May 2020
www.hatchregeneris.co.uk

Contents Page

Independent Review

Introduction

i. This technical note provides an independent assessment of the Superfast Broadband Project Completion business case submission to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP).

ii. Superfast Broadband (SFBB) is an on-going approved project that is well underway, significant elements of which will be completed by the end of this year. The SFBB project aimed to ensure access to superfast broadband across Berkshire. It is estimated to have delivered 96.7% coverage to date; however, reconciliation work has identified in excess of 4,500 properties that are still to be left without access to Superfast Broadband.

iii. This completion project will seek to identify solutions for connecting all remaining customers, to bring coverage as close to 100% as feasible.

Submitted Information

iv. The independent assessment process for the Superfast Broadband Project Completion submission has been conducted on the basis of a short Addendum Report by the existing SFBB Project Team.

v. Cross-references are provided to documentation related to the main SFBB project, including “Berkshire Local Broadband Plan Final 23-12-12.pdf’.

Scheme Summary

vi. The business case submission sets out the case for investment in resources to conduct a 3-month clean-up exercise to identify solutions for stranded customers and providing a route for connection for them.

vii. The SFBB Project Team will review in excess of 4,500 properties across the six Berkshire local authority geographical areas:

viii. The scheme cost is estimated to be £58,560, with £46,920 sought from the Local Growth Fund (LGF).

Review Findings

Strategic Case

ix. The Addendum document highlights how the project will enhance productivity within Berkshire enterprises, in line with policy set out within the SEP and BLIS.

x. It states that ensuring 100% broadband coverage will:
- Support Start-ups and SME's.
- Help retention of large businesses.
- Increase capacity for flexible working.
- Provide better opportunities for all.
- Provide infrastructure across Berkshire, particularly rural areas
- Realise better ways of doing business with digital technology; and
- Support the delivery of social, economic, and educational outcomes for all.

Independent Assessor Comment

xi. Whilst the level of detail provided to support the Strategic Case is limited, it is clear that the scheme strongly aligns to national, regional and local policy and will enable a wide range of benefits to businesses and communities across Berkshire. By ensuring near 100% broadband coverage, the project will prevent exclusion from service provision and enable access for all to high quality broadband connections.

Economic Case

xii. The economic case references Openreach's research into the economic value delivered through broadband connections. This estimates a value of up to £1,800 per connection made.

xiii. The Addendum document goes on to demonstrate (within the Financial Case rather than the Economic Case) the potential overall scale of benefits that could be enabled. This indicates that a value of over £4 million would be generated if 50% of the remaining 4,500 missing connections were enabled. This is shown to equate to a benefit to cost ratio (BCR) of 69 to 1.

xiv. Even if only 10% of connections were made, this would still generate £810,000 and a benefit to cost ratio of 14 to 1.

Independent Assessor Comment

xv. Whilst the Addendum does not present a full economic assessment of the potential costs and benefits of the scheme it is clear from the information presented that, by enabling only a relatively small proportion of the outstanding broadband connections to be made, the scheme should deliver high levels of benefits.

xvi. Even permitting for additional risk allowances and optimism bias, as well as additionality impacts, it is clear that the scheme is extremely likely to delivery 'very high' value for money from investment.

Financial Case

xvii. The scheme costs for the SFBB project completion are £58,560 and includes some contingency.

xviii. The funding sources for the scheme will be £46,920 (80%) from LGF funding, with the remaining 20% match-funded from the SFBB Project Management Budget Reserve.

Independent Assessor Comment

xix. The overall financial case for the SFBB completion project is considered robust. The costs are based upon current outturn resource costs for the on-going project.

xx. Whilst the costs do not specify the level of contingency, or include any risk allowance, the reality is that it will be a fixed price contract for additional staff resourcing. The risk of overrun is considered very limited; rather, the risks are instead associated with fewer of the outstanding 4,500 connections being targeting for completion, and hence, lower outputs. This eventuality has been considered within the Economic Case.

Delivery and Risk

xxi. As a continuation of the current SFBB project, the completion project will utilise much of the existing management arrangements, including the established relationships with teams across the authorities.

xxii. The delivery window is stated as being 'anticipated' to be October to December 2020. This could extend into January 2021. Key scheme milestones are set out, as are project risks.

Independent Assessor Comment

xxiii. As a continuation project, there can be high confidence in the management procedures and governance of this completion project.

xxiv. The tasks for completion are relatively straightforward and are clearly set out. Whilst the precise delivery time is not defined, it will vary be relatively small margins. As a small project, the risks around delivery are considered limited. Mitigation actions are identified for potential risks.

Conclusions

xxv. The Strategic Case sufficiently demonstrates the need for the scheme and the alignment to strategic priorities.

xxvi. Whilst a detail economic assessment has not been undertaken, the evidence from Openreach research demonstrates that the project is extremely likely to deliver 'very high' value for money. This is the case even if only a relatively small proportion of the potential outputs are delivered.

xxvii. The Financial Case is considered sound, with sufficient information presented given the scale of the project. The financial risks are considered minimal.

xxviii. The project is considered to have a robust plan for delivery, with a short programme, clear tasks, and limited risks for delays.

xxix. It is our conclusion that the Superfast Broadband Project Completion scheme aligns with strategic priorities, will deliver very high value for money, is deliverable, and is low risk.

Recommendation

xxx. We recommend the Superfast Broadband Project Completion for approval.

Appendix 3

Superfast Berkshire Completion Project - April 2020

1. Introduction

1.1 This addendum report has been prepared following submission of a request for funds to Thames Valley LEP.

1.2 The SFBB project is an approved Project that is well underway with 3 contracts across two providers, 2 of which will be coming to a close this year. As we reconcile the contracts it has been identified that there will be in excess of 4,500 properties that will be left stranded with no access to Superfast Broadband. This Project is seeking funding to pay for resource for a 3 month clean up exercise of identifying solutions for stranded customers and providing a route for connection for them. This is designed to increase coverage to close to 100%.

1.3 The SFBB Project has delivered 96.7% coverage to date. Openreach have identified Berkshire as one of the highest take up of new Superfast Broadband by customers at 64% overall, this continues to grow across both FTTC and FTTP technology.

1.4 The following sections of this addendum report outline the scope of works associated to the project, deliverables, risks, finances and strategic and economic impact.

1.5 The final section, seven, provides a summary of this short report.

2. Scope of Works

2.1 The DIG Board represents all six Berkshire councils: West Berkshire, Wokingham, Bracknell, RBWM, Reading and Councils as well as Thames Valley Berkshire LEP and is led by Nick Carter as Project Sponsor. The DIG board is made up as following, the scope of this project covers all Local Authorities below.

Name	DIG Role
Nick Carter	(Project Sponsor) (Chair)
Kevin Griffin	(Head of Customer Services & ICT) West Berkshire
John Barnfield	(ICT Technology & Services Mgr.) Delegated Officer (Reading)
Neale Cooper	(Head of Finance Transformation) Delegated Officer (Slough)
Rhian Hayes	(Economic Development) Delegated Officer (Wokingham)
Anneken Priesack	(Economic Development Manager) Representative (Bracknell)
Bill Hicks	(Head of Infrastructure) Thames Valley Berkshire LEP
David Scott	(Head of Communities, Enforcement & Partnerships) Delegated Officer (RBWM)
Grant Thornton	(Senior Specialist Economic Development) Delegated Officer (Wokingham)

2.2 The SFBB Project Team will review in excess of 4,500 properties across the geographical areas mentioned above.

3. Strategic & Economic Impacts

3.1 The proposed Superfast Completion Project will enhance productivity within Berkshires enterprises in line with both the SEP and These benefits are in line with both the SEP and BLIS by accelerating the adoption of digital technologies.

According to BLIS "Excellent digital infrastructure is vital both for the 'everyday' economy and for TVB's position as the UK's leading concentration of tech employment, much of which is internationally driven. Prioritising investment in our digital infrastructure will help to secure TVB's – and the UK's – competitiveness'. (BLIS, page 34).

Ensuring we have as close to 100% broadband coverage will aid with this by:

3.1.1 Encouraging the start-up, growth and sustainability of SMEs across Berkshire.
3.1.2 Helping with the retention of large businesses currently based in Berkshire.
3.1.3 Increasing the capacity for flexible working, allowing employees to work from home, this has commercial benefits as well as helping companies attract the best

candidates within the competitive maker. In light with the BLIS goals, this will ease congestion and contribute to a reduction in carbon emissions.
3.1.4 Providing better opportunities to all residents to ensure no one is excluded.
3.1.5 Providing infrastructure across Berkshire to those areas that are still poorly serviced, particularly in rural areas.
3.1.6 Realising betters way to doing business with digital technology. Given the current climate of Covid-19 many businesses and residents are dependent upon high broadband speed, it is anticipated that many will continue to use digital infrastructure post Covid-19 as new ways of doing business are realised.
3.1.7 The outcome will enable the uptake of broadband which in turn will support the delivery of social, economic and educational outcomes for the county.

In addition to this, according to Openreach's recent report the cost benefit is £1,800 per connection. https://www.openreach.com/full-fibre-impact'

4. Financial Case

4.1 The overall funding needed for this project is £58,560 minus the 20% that the SFBB project will match fund of £11,730 therefore BID will be for £46,920. The match funding is from the existing Superfast Berkshire Project Management Budget Reserve.

4.2 The £58,560 is based on the current PFM Team costs for a 3-month period. However, there is also contingency built in to mitigate against any risk should the existing resource not be able complete within the time. The funds will be redeployed to recruit temporary admin staff in place to do the administrative work over a shorter period. This will be managed by the Superfast Broadband Project Manager.

This offers a potential increase of productivity with results as follows:

Remaining Connections	4,500
% connections completed	
50%	2,250
25%	1,125
10%	450
Estimated Value per Connection	£1,800
Estimated Economic Value 50%	£4,050,000 – ratio 69 to 1
Estimated Economic Value 25%	£2,025,000 – ratio 34 to 1
Estimated Economic Value 10%	£810,000 – ratio 14 to 1

Given the scheme would cost £58,650 in all scenarios the benefits would greatly outweigh the costs.

5. Delivery and Risk

5.1 The current Project Management team and their expertise will be used; the team already has established relationship with all necessary teams across the authorities. See page 28 of 'Berkshire Local Broadband Plan Final 23-12-12.pdf' for a flowchart of management coordination.

5.2 The delivery window for this is anticipated to be Oct to Dec 2020 due to this being the period where existing contracts will be in closure and there will be an air gap prior to the next implementation period. Any slippage to this will be no more than a month.

5.3 The key scheme milestones are as follows:

5.3.1 Identify all stranded premises across the project. 5.3.2 Identify solutions for each property. 5.3.3 Contact supplier to identify viability and ensure property is eligible. 5.3.4 Connect customer to supplier to proceed. 5.3.5 Document outcomes for audit trail of process followed.

5.4 As part of the process we will be identifying those customers that are interested in take up of Broadband and will be able to verify, where vouchers are used, and the time taken to connect to the supplier as well as the ultimate outcome. Depending on the type of vouchers the customer will be eligible for will depend on timing but most should be committed within 3 months and the connections build and live within a year from the agreement between the customer and the supplier.

5.5 Project risks are as follows:

Risk - Likelihood (H / M / L) & Severity (H / M / L)

Mitigating actions

The number of stranded premises could be higher than stated. Medium
- This is monitored in the supplier monthly meetings and actions are being taken to reduce.

Some premises despite being identified as having a solution, it may not be value for money. Medium.
- Look for most viable cost-effective alternative.

6. Summary

6.1 This project will seek to bring 100% Superfast Coverage across all of Berkshire.

6.2 The funding we are seeking is £46,920.

BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Josie Wragg, Chief Executive, Slough Borough Council, lead officer to BLTB

Item 7: Financial Approval Thames Valley Berkshire Smart City Cluster project extension

Purpose of Report

1. To consider giving financial approval to the Thames Valley Berkshire Smart City Cluster project extension.

   The Thames Valley Berkshire Smart City Cluster project extension will extend the existing Thames Valley Berkshire Smart City Cluster project by extending the Internet of Things (IoT) communications infrastructure (Long Range, Wide Area Network (LoRaWAN)) across Slough Borough Council (SBC) and the Royal Borough of Windsor and Maidenhead (RBWM) with a small element of development work to be undertaken by Reading Borough Council (RBC) to further develop the LoRa to traffic signal control interface.

2. Specific project activities will include:

   1) Delivery of a smart city internet of things communication platform (LoRaWAN) for use by all for local authority devices for Slough and RBWM and as an open platform for commercial services and innovation. The aim is to provide over 90% coverage of population as is predicted for the existing deployment across the other four Berkshire authorities.

   2) Actively promote commercial and start-up innovation on the smart cities platform through providing free access for at least the duration period of the project to the smart city communications platform.

   3) Promote the smart city cluster and use the project momentum to develop and secure further funding opportunities.

Recommendation

3. You are recommended to give Thames Valley Berkshire Smart City Cluster project extension full financial approval in the sum of £283,620 in 2020/21 on the terms of the funding agreement set out at paragraph 11 step 5 below.

Other Implications

Financial

4. A call for bids process was undertaken in January 2020 and a list of prioritised projects were agreed at the BLTB meeting March 2020. See appendix 1. Thames Valley Berkshire Smart City Cluster project extension was given programme entry status at this meeting and funding for it was reallocated from Local Growth Funds to the Business Rates Retention Pilot (BRRP) monies.

~~5.~~ This report recommends that Reading Borough Council be authorised to draw down the capital sum £283,620 from the Local Transport Body funding for this scheme.

6. The funding agreement set out at paragraph 11 step 5 sets out the roles and responsibilities, reporting and auditing arrangements, timing and triggers for payments, contributions from other funders, consequences of delay, consequences of failure, claw back, and evaluation requirements at one and five years on.

Risk Management

7. The risk management arrangements already put in place by the Local Transport Body are as follows:
    - The Assurance Framework[i] has been drafted following DfT guidance and has been approved by the DfT for use in allocating capital funds for transport schemes
    - Hatch Regeneris has been appointed as Independent Assessors and have provided a full written report (see Appendix 2) on the full business case for the scheme
    - The funding agreement set out at paragraph 11, step 5 makes clear that the financial risk associated with implementation of the scheme rests with the scheme promoter.

Human Rights Act and Other Legal Implications

8. The scheme promoter is a local authority and they have to act within the law. Reading Borough Council will provide legal support for the BLTB, should any questions arise.

Supporting Information

9. The scheme will be carried out by Reading Borough Council.

10. The full details of the scheme are available from the Thames Valley Berkshire LEP website[ii]. A summary of the key points is given below:

Task	Timescale
Procurement	Via Reading Borough Council
Contractor appointed	Stantec
Project start	June 2020
Completion date	Feb 2021

Activity	Funder	Cost (approx)
Scheme development	Public sector (RBC, SBC & RBWM), including in-kind contribution	£71,040
Major scheme funding	Berkshire Local Transport Body	£283,620
Total		**£354,660**

11. The table below sets out the details of this scheme's compliance with steps1-5 of paragraph 14 of Assurance Framework[iii].

<table>
<tr><th>Assurance Framework Check list</th><th>Thames Valley Berkshire Smart City Cluster project extension</th></tr>
<tr><td>Step 1: Development of Scheme proposal; initial sifting, scoring and prioritisation leading to award of Programme Entry Status. (See paragraphs 11-13)</td><td>The Thames Valley Berkshire Smart City Cluster project extension will extend the existing Thames Valley Berkshire Smart City Cluster project by extending the Internet of Things (IoT) communications infrastructure (Long Range Wide Area Network (LoRa WAN)) across Slough Borough Council and the Royal Borough of Windsor and Maidenhead (RBWM) with a small element of development work to be undertaken by Reading Borough Council to further develop the LoRa to traffic signal control interface.
The updated prioritisation assessment process for schemes was used and the scheme was given 19 points and ranked 5th of 6 schemes submitted in January 2020.
<table>
<tr><th>Factor</th><th>Raw score</th><th>Weighting</th><th>Weighted score</th></tr>
<tr><td>Strategy</td><td>3</td><td>1.5</td><td>4.5</td></tr>
<tr><td>Deliverability</td><td>3</td><td>2.0</td><td>6.0</td></tr>
<tr><td>Economic Impact</td><td>1</td><td>4.0</td><td>4.0</td></tr>
<tr><td>TVB area coverage</td><td>2</td><td>1.0</td><td>2.0</td></tr>
<tr><td>Natural</td><td>2</td><td>1.0</td><td>2.0</td></tr>
<tr><td>Social</td><td>1</td><td>0.5</td><td>0.5</td></tr>
<tr><td>Total</td><td></td><td></td><td>19.0</td></tr>
</table></td></tr>
<tr><td>Step 2: Programme Entry: evolution of the scheme from outline proposal to full business case, external view on the business case, and independent assessment (See paragraphs 15 and 16)</td><td>The project was agreed by the Thames Valley Berkshire LEP board in November 2017[iv].

The Thames Valley Berkshire LEP website[v] will hold the latest details of the project.

Any comments or observations on the project received by either TVB LEP or Reading Borough Council have been fully considered during the development of the scheme.

The report of the Independent Assessor is attached at Appendix 2. The Independent Assessor was asked to report as follows:
• Completeness – has the promoter prepared a complete Full Business Case submission, when judged against the</td></tr>
</table>

Assurance Framework Check list	Thames Valley Berkshire Smart City Cluster project extension
	prevailing advice from the DfT • Accuracy – has the promoter performed the relevant calculations and assessments accurately and without error • Relevance – has the Full Business Case considered all relevant matters, including use of appropriate forecasting models and planning assumptions, and has it included any irrelevant considerations such unduly-optimistic assumptions or out of date modelling data • Value for Money – does the scheme promoter's Value for Money assessment comply with the prevailing DfT guidance • Evaluation arrangements – has the scheme promoter made provision for appropriate post-implementation evaluation of the scheme. • Remedies – where the independent assessment reveals a gap between the FBC supplied and the standard anticipated by the DfT guidance, then the advice for the LTB should include recommendations for remedial actions required – e.g., collection of further data, sensitivity tests on particular assumptions etc.
Step 3: Full/Conditional Approval	The Independent Assessor has recommended that in this case full financial approval is appropriate.
Step 4: Recommendation of Financial Approval - High Value for Money - Support of the Independent assessor	Worst case scenario assessment by the Independent Assessor demonstrates that a minimum Benefit - Cost Ratio (BCR) of 2: 1 can be achieved. DfT has set thresholds of 2.00 (High VfM) and 4.00 (Very High VfM) and schemes with BCRs above these thresholds can described as having High or Very High Value for Money.
Step 5: Formal Agreement - roles - responsibilities - implementation - reporting - auditing - timing and triggers for payments, - contributions from other funders, - consequences of delay, - consequences	The capital grant of £283,620 is a maximum figure which cannot be increased but may be reduced if savings are achieved during implementation. In the event that Reading Borough Council wishes to alter the profile of the grant payments, it must seek prior written permission from TVB LEP, having first raised the matter with the BLTB. The grant is made subject to the following: 1. Roles: TVB LEP is a part funder of the scheme. Reading Borough Council is the scheme promoter and is the relevant highway and planning authority for works within Reading. Slough Borough Council and Royal Borough of Windsor and Maidenhead are the relevant highway and planning authority for works within their authorities. 2. Responsibilities: TVB LEP is responsible for allocating the capital finance in accordance with its Assurance Framework.

Assurance Framework Check list	Thames Valley Berkshire Smart City Cluster project extension
of failure, - claw back, - evaluation one and five years on	Reading Borough Council is responsible for all aspects of the design, risk management, insurance, procurement, construction and implementation of the scheme, including its responsibilities as highway and planning authority, any other statutory duties, and any financial or other liabilities arising from the scheme. 3. Implementation: In addition to any reporting requirements within Reading Borough Council, the scheme promoter will use the proforma supplied by TVB LEP to make reports on progress of the implementation of the capital scheme to each meeting of the BLTB until the build is complete. In particular, Reading Borough Council will report on any change in the size, scope or specification of the scheme; and on any substantial savings against the scheme budget whether achieved by such changes to the size, scope or specification of the scheme, or through procurement, or through the efficient implementation of the scheme. ~~4.~~ Reporting: The scheme promoter must provide accurate, timely, verified and quality assured quarterly monitoring and forecast data, which relate to defined output and outcome indicators agreed between TVB LEP and the promoter. 5. Auditing: Reading Borough Council will keep financial records such that the expenditure on the scheme is readily identifiable, and if and when BEIS, DfT or other government department or the Accountable Body for TVB LEP requests access to financial or other records for the purposes of an audit of the accounts, Reading Borough Council will co-operate fully. 6. Timing and Triggers for payments: See the Claim Proforma at Appendix 1 of the Capital Grant Letter – available on request. 7. Contributions from Other Funders: Reading Borough Council will contribute £2,000 in 2020/21, Slough Borough Council and the Royal Borough of Windsor and Maidenhead will each contribute £5,020 in 2020/21. In the event that the scheme experiences or it is anticipated that the scheme will experience a shortfall in these contributions, Reading Borough Council will be required to notify TVB LEP of these developments. The provisions of clauses 8, Consequences of Delay; 9, Consequences of Change to the Design or Specification of the Scheme; or 10, Consequences of Failure will then be applied. 8. Consequences of Delay: In the event that the scheme experiences minor delays to its overall Business Case

Assurance Framework Check list	Thames Valley Berkshire Smart City Cluster project extension
	programme (no more than 10 weeks), Reading Borough Council group will report these delays and the reasons for them, and the proposed remedial action to the next available meeting of the BLTB. In the event that the scheme experiences major delays to its overall Business Case programme (11 weeks or longer) Reading Borough Council will be required to seek permission from TVB LEP to reschedule any payments that are due, or may be delayed in falling due because of the delay to the overall Business Case programme. 9. Consequences of Change to the Design or Specification of the Scheme: In the event that Reading Borough Council wishes to change the design or specification of the scheme such the scheme delivered will vary in any material aspect from the description given in the overall business case, Reading Borough Council will be required to seek prior written consent from TVB LEP. Failing this permission, no further monies will be paid to Reading Borough Council after the change becomes apparent to TVB LEP. In addition, consideration will be given to recovering any monies paid to Reading Borough Council in respect of this scheme. 10. Consequences of Failure: As soon as it becomes apparent to Reading Borough Council that it will not be possible to deliver the scheme within the current BRRP programme, i.e. by the end of 2020/21, written notice shall be given to the Accountable Body for TVB LEP. No further monies will be paid to Reading Borough Council after this point. In addition, consideration will be given to recovering any monies paid to Reading Borough Council in respect of this scheme. 11. Claw back: If the overall scheme achieves savings against budget, these savings will be shared by TVB LEP and the other funders noted above in proportion to the amounts set out in the Financial Profile. The Accountable Body for TVB LEP reserves the right to claw back any amounts of grant that have been spent on purposes other than the scheme as approved and any repayments due as a consequence of changes to the design or specification of the scheme or scheme failure. 12. Evaluation One and Five Years On: Reading Borough Council will produce scheme evaluations One and Five years after practical completion that comply with DfT guidance. 13. Other Conditions: Reading Borough Council will acknowledge the financial contribution made to this scheme through

Assurance Framework Check list	Thames Valley Berkshire Smart City Cluster project extension
	Business Rates Retention Pilot (BRRP) funding and give due regard to the Equality Act 2010 - Public Sector and with the Public Services (Social Value Act) 2012, particularly through the employment of apprentices across the scheme supply chain.

Conclusion

12. Hatch Regeneris conclude that the strategic case for this project is sufficiently demonstrated and that the project will deliver high (probably very high) value for money, is deliverable, and is low risk.

Background Papers

13. The LTB and SEP scoring exercise papers are available on request.

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[i] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum
[ii] http://www.thamesvalleyberkshire.co.uk/tvbsmartcity.htm
[iii] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum
[iv] http://www.thamesvalleyberkshire.co.uk/getfile/Public%20Documents/About%20us/Agendas%20and%20Minutes/Executive%20Board/Minutes/2017/Meeting%20Minutes%20TVB%20LEP%20Executive%20Board%207%20November%202017.pdf?inline-view=true
[v] http://www.thamesvalleyberkshire.co.uk/tvbsmartcity.htm

APPENDIX 1 – Local Growth Deal list of prioritised schemes agreed March 2020

Weighting	1.5	2	4	1	1	0.5				
Factor	**SEP**	**Deliv-erable**	**Econo mic Impact**	**TVB area**	**Natural Capital**	**Social Value**	**Total Weigh ted score**	**Rank**	**Contribution Sought**	**Cumulative spend**
LGF Eligible Projects										
Reading Buses: Completing the Connection	4.5	6	8	2	3	1.0	24.5	1	1,541,243	1,541,243
2.29 Wokingham: Winnersh Triangle Park and Ride – Extension	4.5	4	8	1	2	0.5	20.0	2	1,411,142	2,952,385
2.24 Newbury: Railway Station improvements – Extension	4.5	4	8	1	1	1.0	19.5	3	640,000	3,592,385
Slough Langley High Street (phases 1, 2 & 3)	4.5	2	8	2	1	0.5	18.0	4	4,000,000	7,592,385
BRRP Eligible Projects										
Superfast Broadband – Extension	4.5	6	8	2	1	0.5	22	1	46,920	46,920
2.30 TVB Smart City Cluster Extension	4.5	6	4	2	2	0.5	19	2	283,620	330,540

APPENDIX 2

Thames Valley Berkshire Local Enterprise Partnership

Independent Assessment Summary Report: Smart City Cluster Extension

May 2020

www.hatchregeneris.co.uk

Independent Review

Introduction

i. This technical note provides an independent assessment of the Smart City Cluster Extension business case submission to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP).

ii. The Thames Valley Smart City Cluster (TVSCC) is an existing project delivering Internet of Things (IoT) communications infrastructure (LoRa Wide Area Network) across Berkshire. The current project focuses upon the local authority areas of Bracknell, Reading, West Berkshire, and Wokingham, with a predicted coverage of 90% of the populations in these areas.

iii. The Extension project will extend the coverage of the TVSCC to the two remaining local authority areas, Slough Borough Council and the Royal Borough of Windsor and Maidenhead, alongside some additional development work for the 'LoRa-to-traffic signal' control interface.

Submitted Information

iv. The independent assessment process for the TVSCC Extension submission has been conducted on the basis of a 'Detailed Application Form' submitted the existing TVSCC Project Team.

v. Cross-references are provided to documentation related to the main TVSCC project.

Scheme Summary

vi. The application form sets out the case for investment in 42 separate LoRa Access Gateways, to be installed on buildings, tall poles and traffic signal infrastructure across Slough and Windsor and Maidenhead. The bid also incorporates supporting infrastructure, ancillary equipment, and installation. It will also provide signal interface software.

vii. The scheme cost is estimated to be £354,660 with £283,620 sought from the Local Growth Fund (LGF).

Review Findings

Part 1: Project Description and Logic Chains

1.1 The application document sets out the specific project activities related to the extension of TVSCC in Slough and RBWM, highlighting:

- The delivery a smart city internet of things communication platform (LoRaWAN) for use by local authority devices and as an open platform for commercial services and innovation;
- To actively promote commercial and start-up innovation on the smart cities platform;
- To manage the platform; and
- To promote the smart city cluster and use the project momentum to develop and secure further funding opportunities.

1.2 Seven objectives are established in relation to different parties, including local authorities, transport service providers, citizens, enterprises, the LEP, as well as in combinations.

1.3 The process for delivering the project is also set out, in terms of management, technical specification, procurement of equipment, the delivery programme, and the local authority investment. The way the services can be accessed and used by local authorities and businesses/innovators is also described.

1.4 The rationale for the project is established, demonstrating how LoRa is an open global standard for Internet of Things communication, its existing deployment across four of the six TVB local authorities, and the need to extend the benefits to Slough and RBWM.

1.5 The ways in which the TVSCC will address a range of barriers to growth is described in relation to the global importance of smart city environments and the current lack of a catalyst to 'kick-start' business investment in this field of technology within Slough and RBWM.

1.6 An overview of the key economic, social and environmental benefits of the TVSCC project is set out in terms of strengthening the economy, enabling the deployment of a range of low cost IoT-based products and services for communities, and which will facilitate, or promote, the use of low carbon solutions across a range of areas, including transport.

1.7 The project output indicators are defined in terms of the number of access points installed and coverage achieved with the sensors, as well

as the connection of traffic control equipment in Reading to the LoRa network.

1.8 Additional activities required to achieve the outcomes are described as both the promotion of the platform and applications that can use it, as well as ensuring local authorities are making maximum use of the technology.

1.9 Two critical success factors are identified as the delivery of the capital spend and ensuring the project scale is maximised.

Independent Assessor Comment

1.10 The initial section of the application provides a clear understanding of the scope of the TVSCC Extension, what it seeks to achieve, and how it will be delivered.

1.11 The objectives are well established for each different potential user groups of the LoRaWAN, and the need and rational for both Smart City technologies, and the specific extension, is clear. This includes the barriers that the project can help overcome.

1.12 The initial discussion of the types of benefits that will be delivered is useful, albeit relatively generic. The consideration of outputs indicators, supporting activities required, and critical success factors demonstrates that the applicant has given due consideration to how the project will be successfully delivered.

Part 2: Strategic Case

viii. The Strategic Case highlights how the project will support policy set out within the SEP and BLIS in particularly highlighting the alignment to 'people' and 'ideas' categories within the SEP, and "enabling the better use of digital technologies, through providing IoT communications infrastructure for all to use and also raising the profile of the smart city agenda across the Berkshire authorities" within the BLIS.

ix. A short description of the evidence of need, or demand, for the project is provided, focussing on the need for Thames Valley Berkshire towns to be world leaders in smart cities and so maximise the opportunities of the tech industry to deliver enhanced citizen services.

Independent Assessor Comment

x. There is clear evidence presented to demonstrate the TVSCC projects alignment to both national and regional policy, and that the extension will enable a wide range of benefits to businesses and communities across Slough and RBWM.

xi. Whilst the evidence of need presented by the application is high-level, and not particularly specific to either Slough of RBWM, when it is combined with information presented within Part 1 of the application, there is considered to be sufficient overall evidence to support the strategic case for investment within the TVSCC extension project.

Part 3: Economic Case

xii. The Economic Case sets out a 'do-nothing' option and the preferred scheme option, highlighting the advantages/disadvantages, impacts, risks, and reasons for selecting the preferred option.

xiii. A description of direct, indirect and induced economic impacts is set out, with reference to estimated quantified impacts. This includes Ofcom evidence of the predicted growth in IoT connections, and the market for business in Berkshire to expand into once the infrastructure is provided. Evidence is also presented that states the value of Smart Cities to the UK was projected to be over £30 billion pa from 2020. Bristol is provided as an example of a successful transformation into a leading smart city.

xiv. NOMIS data is quoted to show Slough and RBWM have higher levels of employment in the Information and Communication sector, in comparison to the national average, and so have significant potential maximise opportunities within the tech industry. In conclusion, it is demonstrated that the actual number of jobs that need to be created to justify the investment is very low in comparison to the potential (960).

xv. Whilst recognising that the TVSCC will act as a facilitator, rather than directly generating GVA impacts, the application is stated to conservatively estimate that 80 jobs, with 8 new start-ups could result.

xvi. The potential benefit cost ratio (discussed within the Financial Case) is demonstrated to be over a 2 to 1 ratio if a minimum of only 7 jobs are created as a result of the investment

xvii. Consideration of the overall economic 'additionality' is presented in qualitative terms, examining leakage, deadweight, displacement and multiplier affects. No specific values are applied within a quantified assessment.

xviii. A brief description of the environmental benefits of a low powered communication network are stated, alongside potential ways in which the technology could support projects delivering social benefits.

Independent Assessor Comment

xix. The application document provides a useful assessment of the comparative advantages, and impacts, of either a 'do-nothing' scenario or the preferred scheme option. This provides sufficient assurance that the impact of not extending the TVSCC project into Slough and RBWM have been considered and is understood as a reference case.

xx. A range of evidence is presented to demonstrate the significant economic potential that smart city projects can deliver. This is matched with specific evidence for Slough and RBWM that provides local context of how these areas are well positioned to maximise the benefits form the delivery of a LoRaWAN infrastructure network.

xxi. Whilst the direct link between the TVSCC extension and the creation of 80 jobs and 8 new start-up businesses is not established in detail, there is sufficient overarching evidence to demonstrate that there is reasonable potential for achieving at least this level of outcome, albeit it is reliant upon other activities and investments taking place that must utilise the LoRaWAN network.

xxii. Whilst a specific benefit cost ratio is not presented, there is clear evidence (within the Financial Case) that the scheme will enable on-going cost savings for the public sector and that these are likely to off-set a substantial proportion (if not all) of the up-front costs. In additional the applicant indicates (within the Financial Case) that only 7 jobs would need to generate a benefit cost ratio of above 2 to 1. Whilst the approach adopted by the applicant is not fully consistent with HM Treasury Green Book guidelines, our own independent assessment indicates that as few as 5 or 6 jobs created is likely to generate sufficient benefit for a 2 to 1 ratio, even when making allowance for risk, optimism bias, and additionality. Given that the forecast creation of 80 jobs does not seem unreasonable, there can be high confidence that the scheme will deliver high value for money.

xxiii. The applicant's qualitative description of additionality demonstrates that consideration has been given to the extent to which benefits will be delivered within the region and will increase overall output of the economy.

xxiv. The assessment of environmental and social impacts, whilst limited in nature, is considered acceptable for the scale of the investment and demonstrates that the project should have net positive impacts, even if this can't be directly quantified.

Part 4: Commercial Case

1.13 The Commercial Case sets out a description of the goods and services that will need to be procured and the location where they will be deployed.

1.14 It is stated that all procurement procedures will comply with public procurement requirements already agreed through the TVSCC project. Details of procurement approaches are outlined for each element of the project.

1.15 Issues of state aid, legal consideration, and planning or other consents are set out.

Independent Assessor Comment

1.16 Whilst not detailed in nature, the fact that the procurement approaches will replicate the existing TVSCC project provides confidence in the process and sufficient information is considered to be presented on the approach to individual elements of the process.

1.17 It is acknowledged that there are no state aid or legal issues and that the proposed approach has sought to minimise/eliminate any planning requirements through the location of equipment on public assets to avoid any risk of delays.

Part 5: Financial Case

xxv. The Financial case sets out the project funding requirements, with £283,620 from LGF funding, with the remaining £71,040 from the local authorities, split Reading (£13,800); Slough (£28,620); and RBWM (£28,620). Confirmation of available funding is made.

xxvi. A breakdown of the capital expenditure is provided and demonstrates a contingency od 10% has been included.

xxvii. No operational revenue is presented but it is then stated that the project will result in net cost savings for the local authorities, estimated to be in the region of £70k pa.

xxviii. The expected funding profile by individual sources is presented showing all expenditure in 2020/21.

xxix. Whilst there is no private sector investment directly in the project, this will be encouraged and promoted in terms of projects that maximise the use of the LoRaWAN infrastructure. The need for public sector investment is set out.

Independent Assessor Comment

xxx. The overall financial case for the TVSCC Extension project is considered robust. The costs are based upon current outturn resource costs for the on-going project. Whilst the level of contingency is not extensive (at 10%), this is considered to reflect the good understanding of costs from the current project.

xxxi. There is also demonstration that the project will result in notable on-going cost savings for Slough and RBWM local authorities that should, over a duration of 5 or 6 years, off-set the capital costs of the project.

xxxii. Whilst no direct private sector financial contribution is included within the bid, it is recognised that the project should encourage and facilitate subsequent private sector investment.

Part 6: Management Case

xxxiii. As a continuation of the current TVSCC project, the extension project will utilise much of the existing management arrangements. The Steering Committee will be extended to include representation from Slough and RBWM local authorities.

xxxiv. Key project milestones are set out, with a proposed completion by 5th February 2021.

xxxv. A risk register is provided, with the highest risk identified as the impact of COVID-19 upon suppliers and the installation programme.

Independent Assessor Comment

xxxvi. As a continuation project, there can be high confidence in the management procedures and governance of this extension project.

xxxvii. The tasks for completion are relatively straightforward and are clearly set out within the key milestones with precise delivery times. The risk outlined are general low with mitigation measures identified.

Conclusions

xxxviii. The Strategic Case sufficiently demonstrates the rationale and need for the scheme, and the alignment to strategic priorities. It also establishes clear objectives and criteria for success.

xxxix. The Economic Case provides a wide range of evidence to demonstrate the impact of Smart City measures upon economic outputs. It presents this within the context of Slough and RBWM and provides sufficient evidence that the scale of the impact is likely to significantly outweigh the capital costs. This includes reducing on-going operating costs incurred by the local authorities, as well as facilitating the creation of new start-ups and job creation. Whilst a specific benefit cost ratio is not provided, there is sufficient evidence to demonstrate a high probability that that a ratio well in excess of 2 to 1 will be achieved.

xl. The Commercial Case demonstrates that due consideration of procurement requirements has been undertaken and that the approaches will mirror those of the main TVSCC project that has already been successful delivered.

xli. The Financial Case is considered sound, with sufficient information presented, given the scale of the project. The saving in future year operational costs for the local authorities is likely to be of sufficient scale to off-set the capital costs. The financial risks associated with the capital costs are considered minimal.

xlii. The project is considered to have a robust plan for delivery, with a clearly defined programme of tasks, and limited risks for delays.

xliii. It is our conclusion that the Smart City Cluster Extension scheme aligns with strategic priorities, will deliver at least high (probably very high) value for money, is deliverable, and is low risk.

Recommendation

xliv. We recommend the Smart City Cluster Extension project for approval.

Appendix 3

Applicant Contact Information

Organisation name	Reading Borough Council
Address	Civic Offices, Bridge Street, Reading, RG1 2LU
Contact Name and Job Title	Simon Beasley, Network Manager
Contact Telephone	0118 937 2228
Contact Email	simon.beasley@reading.gov.uk
Delivery Partners (if applicable)	Reading Borough Council, Slough Borough Council, Royal Borough of Windsor and Maidenhead

Project Details

Title of project	Thames Valley Berkshire Smart City Cluster Extension
Total project cost (£)	354,660
Grant requested - capital or revenue	£283,620 capital Percentage of total project costs: 80% £120,000 to be paid 31st September 2020 £163,620 to be paid 31st March 2021
Location of Project	Slough and Royal Borough of Windsor and Maidenhead
Will the project also benefit an adjoining LEP area?	No
Changes in project since EoI	The project HAS NOT been subject to any material changes since the Expression of Interest

Part 1: Project Description and Logic Chain

1) Describe the specific project activities which the grant would be used for. If the grant is being used for a project which forms part of a wider programme of activity or investments, please explain:

- where the project fits in the programme
- how it will complement and add value to other activities or investments
- how the wider activities will be funded.

This project will extend the existing Thames Valley Berkshire Smart City Cluster project by extending the Internet of Things (IoT) communications infrastructure (LoRa Wide Area Network) across Slough Borough Council and the Royal Borough of Windsor and Maidenhead (RBWM) with a small element of development work to be undertaken by Reading Borough Council to further develop the LoRa to traffic signal control interface.

The specific project activities will include:

1) Deliver a smart city internet of things communication platform (LoRaWAN) for use by all for local authority devices for Slough and RBWM and as an open platform for commercial services and innovation. The aim is to provide over 90% coverage of population as is predicted for the existing deployment across the other four Berkshire authorities.

2) Actively promote commercial and start-up innovation on the smart cities platform through providing free access for at least the duration the period of the project to the smart city communications platform.

3) Manage the project delivery.

4) Promote the smart city cluster and use the project momentum to develop and secure further funding opportunities.

2) Provide a description of the project, which sets out:

- the objectives (in line with SMART (Specific, Measurable, Achievable, Relevant and Time-bound) principles)
- how the project will be delivered, including the technology to be deployed
- how the service will be accessed and used

Objectives

The project will utilise the LEP funding to move the smart agenda forward in the Thames Valley Berkshire region for the benefit of citizens, the public sector and commercial organisations through extension of the LoRaWAN internet of things communications infrastructure. The project has a number of objectives relating to the different parties which will be involved in or benefit from the project. These objectives are:

1) **Local Authorities** – Will deliver direct operational savings through use of the communications platform for existing services. It will facilitate significant future opportunities on a public sector owned platform, through opening up the opportunity to deploy IoT based solutions, for example the opportunity to roll out the West Berkshire falls demonstrator smart city cluster project across a wider geographical area.
2) **Transport Service Providers** – Potential for improved service reliability and services to customers as will be able to cost effectively deploy IoT technology, for example monitoring available seats and wheelchair spaces for elderly and disabled users (being demonstrated through a Bracknell trial).
3) **Citizens** – Reduce tax-payer burden, enable improved services and improved environment.
4) **Enterprises** – Provide the opportunity for local business investment into IoT solutions with a Berkshire wide market locally and other deployments nationally and internationally.
5) **Local Authorities, business and LEP** - Use the development of a smart city platform and the profile which comes with being a smart city cluster to encourage inward commercial investment. The Thames Valley is a focus for high tech industry and high-tech start-ups and the project aims to capitalise on this opportunity.
6) **LEP** – Use the project to raise profile, attract inward investment, and justify funding allocations and supporting cases for future funding.
7) **Overall** – Lever a much greater value than the £284k through commercial investment, growth in the economy, and through being a lever to secure further funding.

How will the project be delivered?

1) Management:
    - The project will be run through an extension to the current Smart City Cluster Steering Committee meetings with the inclusion of a representative from each of RBWM and Slough.
    - Reading Borough Council (RBC) will remain the overall lead and chair the steering committee. RBC will be supported by Stantec (formerly Peter Brett Associates) who has supported the project delivery throughout.
2) Technical Specifications:
    - Technical specifications for the LoRaWAN base station equipment purchase and installation procedures will be as those developed for the smart city cluster deployment and hence no development required.
    - Provisional work has already been undertaken for the development of the signal control interface which will be taken forward by RBC staff in the project.
3) Procurement of Equipment:
    - There are four key suppliers of LoRaWAN equipment that are known to have a good track record in producing quality equipment. We have already undertaken an exercise to agree the procurement approach for the main project and this approach can be simply re-run to procure the main units. For other equipment, e.g. tall poles, we will use existing RBC suppliers under a pre-existing framework as in the main project and most equipment is minor, such as cabling, electrical connections etc and this is easily purchased.
4) Project Delivery:
    The programme for completion is tight so the following has been allowed for in the project delivery:
    1) Quick procurement of the LoRaWAN units utilising the existing procurement documentation modified for the numbers of units, the programme for quoting. We will re-confirm that all suppliers have similar lead in times to previously to allow for any disruption due to COVID19.
    2) Confirm detailed site locations (outline design was undertaken at bid stage) for deployment in parallel with the procurement of the units. Tall poles have a reasonable lead in time so we will look to quickly agree their locations. No approvals are required for traffic signal installation.

3) Describe the rationale for the project, with reference to:

- the barriers or problems that the project will address
- the opportunities it will unlock
- the market failure justification for the project i.e. why the private sector will not do this on its own

LoRa is an open global standard for Internet of Things (IoT) communication, and according to the LoRa Alliance, is deployed in over 113 countries with a number of deployments in the UK, and with nearly 100m devices connected to the network worldwide. With the widest range of compatible devices already developed for any IoT communication platform, and the most cost effective IoT network for enterprises to use, LoRa is seen as a leading communications platform. This has been reflected in the Digital Catapult's programme of promoting LoRa deployment to encourage the take up of IoT. Reliability of the platform is key and once complete the TVB LoRa network will be maintained through the Berkshire Traffic Signals Contract with quick responses if there is any failure.

LoRa is currently being deployed across the four authorities in the main TVB Smart City Cluster project. Whilst only four of the six authorities are part of the current project, due to the way that the project evolved out of an Innovate UK bid, there is a strong desire by Slough and RBWM to join from the most senior levels in the councils. This funding will provide a first, but important step, by bringing the remaining two authorities into the project through extending the LoRa network. This will provide direct benefits to businesses wishing to use the LoRa network and will enable cross Berkshire IoT projects to be developed and implemented. We will look to seek further funding for these schemes.

The LoRaWAN (Low Powered Wide Area Network) is opening the opportunity for businesses to develop and deliver internet of things (IoT) technology. Within the main Smart City Cluster Project, the challenges are developing a range of applications using the network that are starting to show positive outcomes. Examples include: home monitoring systems to reduce falls in the elderly, energy efficiency monitoring of council homes to improve heating efficiency, smart energy usage monitoring to reduce the carbon footprint of business, and real time bus seat and wheelchair availability monitoring to give information, particularly to elderly and disabled travellers. In addition, the commercial potential of the network is much wider, and we will be on-par with authorities such as Norfolk and Cambridge that are deploying LoRaWAN at scale.

The extension is needed to bring the benefits of the smart city cluster project to Slough and RBWM with its success in raising the profile of smart cities within the four existing smart city cluster authorities and its role in providing a smart city communications platform which shows public sector commitment that the private sector can invest in with confidence across the whole of Berkshire.

The scheme will address a range of barriers to growth:

1) The lack of a smart city environment: Thames Valley Berkshire (TVB) needs a smart city environment which will encourage growth in smart city products and services and help encourage the inward investment that TVB has set out in its SEP. The TVB cluster in this bid is very strong, and looking at Reading as an indicator for Berkshire where tech industries are focused across the region, Nomis data shows that growth rates over the last few years have been very high with only Manchester experiencing higher job growth and KPMG named Reading as the number one UK tech cluster in 2015. Reading also has a much higher Location Quotient (LQ) than any of the other cities, other than London. This measures the relative concentration of jobs or businesses in the tech sector compared to the nation average. The tech sector accounts for 15.7% of employment which is over three times higher than the national average, giving a LQ of 3.1. Only Cambridge comes close to this. Whilst we can see that TVB is very strong in the tech sector we should not be complacent. IoT is seen as a disruptive technology and we need to ensure that this competitive advantage in the tech sector in the TVB region is protected and capitalised on through ensuring that it takes a leading role in smart city development.

   A cost-effective communications platform is a key aspect and UNB (Ultra Narrow Band) networks are being rolled out across the world with countries like France and Australia scheduled to have 2 competing national networks by the end of 2016. In the UK the largest 10 cities and Cambridge already have networks including key leading tech areas in London and Manchester, and it is only with LGF investment that we have a network being delivered across four of the six Berkshire

4) Describe the main economic, social and environmental outcomes that the project is expected to generate. These outcomes should relate to long term changes in socio-economic conditions that the project is addressing (these should also be consistent with the project objectives). Please identify the most relevant indicators that could be used to assess change.

Some projects may deliver a wide range of different outcomes, which should be summarised briefly here. However, the answer should focus particularly on those outcomes where the project is expected to have the greatest effect and make the greatest contribution to project objectives, and where there is a clear link or logic chain relating back to the project activities (no more than three should be selected and at least one of these should be an economic outcome).

A list of example outcomes which could be identified is provided below:

- *Economic: examples could include growing the cluster of local digital businesses, improved collaboration between businesses or increased innovation.*
- *Social: examples include improved health, enabling people to live independently, raising educational attainment or improving community safety.*
- *Environmental: examples could include reduced congestion, cleaner air, reducing consumption of energy, public realm improvements*

Economic Benefits: The project is expected to help deliver a range of benefits. A key one will be strengthening the local ecomony, both established businesses and start-ups through providing a local test bed for innovative smart city products and services. This will also encourage inward investment to the area with businesses moving and also from investors bringing venture capital.

Social Benefits: The LoRaWAN network enables the deployment of a range of low cost IoT based products and services, whether through the local uathorities or as commercial services. The main project is developing a number of cost efficient LoRa based applications that will have real societal benefit, from technologies in the home to reduce falls in the elderly to identifying seating and wheelchair space on buses in real time giving the elderly more confidence to travel and improving their quality of life.

Environmental Benefits: The LoRaWAN network enables the deployment of a range of low cost IoT based products and services that can improve the environment. LoRa itself is a low powered network, which immediately provides operational benefits and the opportunities that it enables are wide ranging. Examples from the main project include smart socket control in buildings using AI and communication over LoRa that is expected to reduce power consumption of buildings; reducing the cost of operating network management systems which means more efficient operation over time where revenue funding to keep systems working is tight, and where smoothing traffic flow can have large benefits to pollution and carbon; and using LoRa enabled street side devices as part of encouraging more sustainble travel to schools. These are just a few examples.

5) Describe the project level output indicators that could be used to monitor project activity (ie what the grant will pay for). This should distinguish between the different indicators that could be used to monitor activity related to the different target outcomes identified above.

The answer should focus on the direct project activities that the grant is being used for. However, if the project forms part of a wider programme of investments, please also specify the output indicators that could be used to measure this activity and how they relate to the main target outcomes identified above.

The project output indicators will be:

1) Smart city communication platform – can be measured by number of access points installed and coverage achieved with the sensors. The target is 45 LoRa access points and coverage of over 90% of the population in Slough and RBWM. This accords with the expected outcome of the main Smart City Cluster project for which the original target was only the main urban areas of Reading, Wokingham, Bracknell, Newbury and Theale with 45 LoRa access points and where we are on target to install more units and provide more extensive coverage of the overall population.
2) Connection of traffic control equipment in Reading to the LoRa network.

6) Describe any additional activities which may need to take place to achieve outcomes, but which are outside the scope of this project or the wider programme of activity. These could include activities undertaken by households, businesses or public organisations at a later date, but which have been made possible by this project. Please explain whether these activities are dependent on other forms of public funding and the status of this finance.

All the activities needed to take place to achieve the outcomes are included within the project and the project can be delivered as a stand-alone project although with reduced wider benefits. To fully achieve the ambition of the project the following additional activities will be needed:

1) Promotion of the platform and applications that can use it.
2) Local authorities to fully recognise the potential of the platform across all sectors to make use of the opportunity where it aligns with policy requirements.

7) What do you see as the critical success factors for achieving the outcomes and objectives? Please distinguish between those 'stop-go' factors that are critical to the delivery of the project and those success factors which will influence the scale or nature of benefits.

The critical success factors are:

1) Delivery of the capital spend where the main factors are:
    - Effective project management, including budget, programme and risks. Stantec and RBC have a track record in delivering innovation.
    - Effective collaboration between the Local Authority partners to be achieved through a steering committee.
    - Utilising all the work and lessons learned from the main project to enable effective specification, procurement and delivery.
    - Using the experienced team from the main project.

2) Ensuring that the project scale is maximised:
    - Continue to work to secure other smart city funding, such as through Innovate UK.
    - Effective 'marketing' of the platform and of the smart city cluster which will be supported by the LEP.

Part 2: Strategic Case

8) Explain how the project will contribute to the aims and objectives of Thames Valley Berkshire's Strategic Economic Plan (SEP) and other LEP strategies or priorities.

The scheme fully aligns with the SEP objectives as set out below:

People

a) **Use better those who are already in the workforce**. Through delivering a 'Smart towns cluster' environment for business and residents, there will be opportunities for employees of the businesses directly engaged in the project to upskill as we have seen in the main project. Within TVB Smart City Cluster authorities we have seen an increased awareness and understanding of the smart cities approach through having a project that is developing this area and this is helping to upskill the workforce and this awareness raising is part of the activities that will be undertaken by the new authorities. Also, the general awareness raising from living and working in a smart environment can help the workforce understand the potential of technology and inspire them to achieve more.

b) **Inspire the next generation and build aspirations and ambition.** Through delivering a smart environment for our younger generations and helping business to remain at the leading edge, the scheme will help to inspire the next generation who are coming into the labour market to stay in the TVB area. The scheme will deliver a platform for new business start-ups in IoT. IoT creates big data opportunities where there are excellent opportunities for the younger generations to become involved in developing mobile and web services as costs to enter the market are very low. Once available, big data can also be used by the academic community in projects and teaching, and the wider smart environment will provide scope for local teaching project activities. The current project is agreeing a student engagement programme, using a small part of the funding, which Slough and RBWM will be able to join.

c) **Ensure that economic potential is not restricted by labour supply issues**. By helping to make the TVB towns a truly smart city environment we will not only retain existing skills but will attract the additional skills needed to truly exploit the maximum economic potential of the area.

Ideas

d) **Ensure that knowledge is effectively commercialised and grown within Thames Valley Berkshire.** The current TVB Smart City Cluster project has directly funded Berkshire businesses to tackle smart city challenges which are showing promising progress and are all on track to complete by the end of the project, although currently delayed due to COVID 19. In doing so, this is commercialising knowledge and has led to direct upskilling and recruitment in most of the funded enterprises and in the LoRa installers. This extension does not include direct funding for business to develop on the platform, as this is not feasible within the funding timescale, but does create the opportunity with the LEP's commitment to supporting innovation clearly visible by the deployment of the network. There is a very strong IoT community with monthly meetings in the Thames Valley which has been keen to engage with the project and for which this extension will provide further scale and coverage to be one of the leading LoRa networks in the UK providing commercialisation opportunities at scale.

We see that we are on the edge of a big data revolution which will have a disruptive impact on our lives and this project is about putting all of Berkshire at the forefront of these changes and hence acting as a catalyst for much wider innovation in Berkshire.

e) **Strengthen networks and invest in the 'soft wiring' to use ideas better**. The scheme will improve links across Berkshire bringing Slough and RBWM into the project. Firstly, it will improve links at a local authority and business level with cross working between the authorities in the delivery of the scheme. The success of this has already been seen with the working together of the four authorities in the current project and this will give Slough and RBWM a seat at the table. Secondly, it will strengthen virtual links through a shared IoT network covering the region providing many

9) Which other local and national strategies will the project contribute to and how?

Berkshire Local Industrial Strategy (BLIS)

The BLIS, locally approved on 24th October 2019, sets out TVB LEP's response to the Government's requirement for all LEP's and combined authorities in England to develop a Local Industrial Strategy (LIS).

This project extension supports the BLIS in enabling the better use of digital technologies, through providing IoT communications infrastructure for all to use and also raising the profile of the smart city agenda across the Berkshire authorities.

Specifically, the BLIS aligns with all six local industrial strategies across the Greater South East in a number of areas of "*use digital technologies better, not least to reduce the pressures of congestion*" (Infrastructure)" (BLIS p7), where the LoRa network provides the opportunity for IoT innovation around sustainable transport across Berkshire, and also in directly reducing the network operation costs which benefit network management.

The BLIS sets out what Berkshire will do in section 10, Infrastructure. Section A: Securing a world class digital infrastructure and digital solutions identifies:

> *"Excellent digital infrastructure is vital both for the 'everyday' economy and for TVB's position as the UK's leading concentration of tech employment, much of which is internationally driven. Prioritising investment in our digital infrastructure will help to secure TVB's – and the UK's – competitiveness. It will reduce the need to travel, easing congestion and contributing to a reduction in carbon emissions.*
>
> *Traditional investment is very unlikely to solve congestion and as a result, economic growth is unlikely to be sustained through it. The LEP has recognised the importance of investing in and encouraging innovative, technological solutions and will continue to do so.*
> *With a world-class concentration of 'digital' businesses, we want to ensure that we have the world-class infrastructure that will underpin our long-term sustainability. We will put in place a Digital Infrastructure Group (DIG) to drive this forward, acting as TVB's 'Digital Champion' and 'Digital Infrastructure Co-ordinator'; this will result in more and better digital solutions to solve infrastructure/connectivity issues"* (page 34). This extension of the LoRa network directly aligns with the provision of this infrastructure and there is a representative of the DIG on the Smart City Cluster steering group. It supports the delivery of the overarching priority, "Enhancing productivity within Berkshire enterprises *…by accelerating the adoption of digital technologies (INFRASTRUCTURE Action A)" – (*page 36).

10) Provide evidence of need or demand for the project. This could include:

- A description of the potential size and characteristics of the market that this project is targeting.
- Evidence of successes and benefits from similar projects elsewhere, including evidence on demand or usage from businesses/households.
- Evidence of local demand or interest in the project from potential users or beneficiaries.

- Evidence of barriers or socio-economic challenges that this project will help to address

In proposing this project we are recognising the need for the TVB towns, already a focus of high tech industry, to be smart and to be world leaders in smart cities and in doing so maximise the opportunities of the tech industry at a local level to deliver enhanced citizen services. At a speech delivered at the New Year reception for the All-Party Parliamentary Group (APPG) on smart cities at the House of Commons The Rt Hon Greg Hands MP (Department of International Trade) emphasised the importance of the UK being at the forefront of smart cities. He said that *"Bristol and Milton Keynes are internationally recognised as leaders in smart city technology. They are making use of sensors to monitor air pollution levels, energy usage, water consumption, and even living patterns at home to detect early signs of illness."* In the context of the *"golden opportunity to use technology to enhance economic development, sustainability and quality of life for people in urban environments from Manchester to Mumbai"* he said that *"The UK will seize this opportunity and this government will pull out all the stops to ensure British business leads the way in making the cities of the UK and the world smarter."*. Hence the need is clear and this project is an important step to Thames Valley Berkshire being a leader in this area.

Part 3: Economic Case

11) Provide details of which options have been considered as part of the project by completing the table(s) below (please add additional tables as necessary)

As a minimum, this should include a 'do nothing' option so that the impacts of the project can be considered against a reference case. However, you are also encouraged to describe the other credible options which might contribute to project objectives (eg a more/less ambitious project or a project which tries to solve the same problem in a different way).

Option A – Do Nothing	
Brief Description: *Describe the option in 30 words.*	No investment in extending the LoRaWAN network to Slough and RBWM
Main advantages: *Use bullet points to summarise the main advantages of this option.*	• Does not cost any money • Ensures that any smart city development is fully commercially delivered

Main disadvantages: *Use bullet points to summarise the main disadvantages of this option.*	• Slough and RBWM would not be able to benefit from the smart city developments in the other 4 authorities and it will be more difficult to secure additional funding to develop the smart city cluster in Berkshire without a common platform across all authorities. • We will not be providing the best environment for our existing high-tech businesses right across Berkshire, to lead the way in delivering world class products and services. • We will not be providing the vibrant economy for new start-up enterprises right across the LEP area, which will be an important part of the future economy. Countries such as China have invested heavily in LoRa wide area networks and there is an expectation with new trade deals following Brexit that we will be growing our trade outside of Europe. • We will not enable all authorities across Berkshire to take advantage of more cost-effective methods of managing transport, health and the environment, providing longer term reductions to our revenue funding.
Impact on costs: *Use bullet points to summarise the impact on costs of this option*	• Zero cost
Impact on outputs: *Use bullet points to summarise the impact on project outputs of this option*	• Zero outputs
Impact on outcomes: *Use bullet points to summarise the impact on project outputs of this option*	• Zero outcomes
Overall risk of this option (H/M/L): *Describe the risks and constraints associated with this option, and rate the option.*	• Zero project risk as not delivered
Reasons for rejection: *Summarise the reasons for rejecting this option in favour of your preferred option*	• Strong belief that TVB councils can have a strong enabling role in developing TVB as a smart city cluster and this should be strengthened by extending the project to include Slough and RBWM. This has the potential to lead to wider benefits and inward investment as has been seen in cities such as Bristol, Barcelona and Amsterdam.

OPTION B – Extension of full Smart City Cluster Project to Slough and RBWM	

Brief Description:
Describe the option in 30 words.
	• Extension of the full smart city cluster project including:
	  ○ Extension of the LoRaWAN network as per this application
	  ○ Extension of the challenge call development workshops and challenge calls to run specific smart city projects in Slough and RBWM.

Main advantages: *Use bullet points to summarise the main advantages of this option.*	• Will provide a high level of LoRa coverage over Slough and RBWM resulting in a Berkshire wide communications platform to build on as current application. • Can be delivered efficiently as an extension to the existing with an experienced project team as current application. • Will directly raise the profile of smart cities across the two authorities through the workshop process of developing challenges. • Will demonstrate the benefits of smart cities directly through delivering smart city pilots within the authority areas to meet real challenges developed by them. • Will directly stimulate development of IoT through grant funding 2 to 4 projects.
Main disadvantages: *Use bullet points to summarise the main disadvantages of this option.*	• Tight funding deadline for all spend to be completed by end of March 2021 means that it would not be practicable to deliver the challenges. • It would have been a higher cost bid that may not have aligned with available funding.
Impact on costs: *Use bullet points to summarise the impact on costs of this option*	• Would have been around double the cost if each authority ran two challenges.
Impact on outputs: *Use bullet points to summarise the impact on project outputs of this option*	• Would have delivered additional outputs in the form of IoT pilots (2 per authority)
Impact on outcomes: *Use bullet points to summarise the impact on project outputs of this option*	• Would have a greater potential to raise the likelihood of Slough and RBWM increasing investment in smart cities due to effective demonstrators and engagement. • Would have helped raise the profile of the commitment to the LoRaWAN network in Slough and RBWM.
Overall risk of this option (H/M/L): *Describe the risks and constraints associated with this option, and rate the option.*	• Main risk was a high risk of not delivering the challenge fund element within the timeframe.
Reasons for rejection: *Summarise the reasons for rejecting this option in favour of your preferred option*	• Timeframe within which this funding allocation has to be spent.

12) Explain how the project will generate or contribute to increased economic activity (as measured by Gross Value Added (GVA) and employment), and estimate the scale of these benefits.

This should be based on the main economic outcomes that the project is expected to generate (identified in Part 1). The answer should distinguish between:

- *Direct impacts: those which are generated as a direct result of the project activities*
- *Wider programme impacts: those which are generated as a result of the wider programme activities (see Question 1)*
- *Indirect and longer term impacts: those generated through other activities beyond the scope of the project or programme (see Question 6). If these are included, you should explain how these other activities are facilitated by the project, whether and how they will be encouraged or supported, and how much additional public funding they would require.*

The assumptions for how economic impacts have been calculated must be clearly stated and sources provided. The answer should also identify the main areas of uncertainty in the calculations and carry out a sensitivity analysis if required.

The additionality of the economic benefits to GVA relate to the following:

1. From the supply and installation of the equipment directly funded through this scheme bid. This is the direct £283,620 plus £12,240 of local contribution spend on the supply and installation of equipment and supporting system integration, data management and consultancy services. Procurement and deployment of the infrastructure has been assumed to have no direct impact on number of employees although, except for the supply of the LoRa units, work will be undertaken by Berkshire based firms. The existing project has enabled the LoRa installers to train up 2 additional employees which will provide the capacity to deliver this project.

2. From additional funding secured off the back of this award by the local authorities or others. The funding of the smart city cluster project had a direct benefit to the formation of the bid team and successful bid to ADEPT for £4.75m for the Thames Valley Live Lab project. A Berkshire wide LoRa network and joined up cluster will strengthen the opportunities to bid and secure major funding.

3. This project encourages and enables growth in IoT products and services from start-ups and businesses in the Thames Valley area and is seen as a regional catalyst to encourage business. With the project extending to Slough and RBWM it encompasses all six Berkshire authorities and the smart industries that are distributed across these authorities. The benefit of the investment in terms of these matrices is in the opportunity for the private sector to use the network to develop new business ideas and grow into the market. According to Ofcom the number of IoT connections in the UK in key sectors are predicted to grow from around 13m in 2016 to over 150m by 2024 which would average to about 35% growth year on year. Looking across a variety of global growth figures for IoT, annual growth in IoT connections seems to vary from a conservative 10% (IoT Analytics research 2018) to around 30% (I-property management) up to the Ofcom predictions. This strong growth provides a large marketplace for Berkshire companies to expand into. The current project, through investment in challenges to develop IoT solutions, has led directly to 15 new jobs being generated prior to the launch of a LoRa network. In estimating the potential of the growth in jobs through this investment we have assumed that a number of businesses will look to use the platform to develop new products and services. We expect job growth in Slough and RBWM to grow faster than the global average of the market as business make the most of the new opportunities. NOMIS data shows that jobs in Information and Communication, which is related to the tech sector, are 7.1% of the workforce in Slough and 10.6% of the workforce in RBWM which is substantially higher than the 4.3% national average. It should be noted that the overall increase in the number of jobs to give a good return on investment is not significant in the context of the size of the Berkshire workforce. We show 20 jobs in the year after the completion of the network doubling year on year to 2023 with 80 employees. There is strong interest in IoT in Berkshire and the Thames Valley IoT meet up group has around 1,800 registered members, which gives a scale of the interest in IoT locally and we will continue to keep this group informed on the deployment of LoRa. From direct engagement with this group through the current project it is clear that there are a large number of interested parties in this space in Berkshire with a lot of potential to grow with the right products for the market. In addition, there is strong educational and academic interest in this project which can also help generate new business through education and collaboration.

4. IoT is a rapidly expanding sector and Gartner identifies that by 2020 more than half of major new business processes and systems will incorporate some element of the internet of things. McKinsey estimates the total IoT market size in 2015 was up to $900m and this will grow to $3.7bn in 2020. The value of Smart Cities to the UK is projected to be about £30.7 Billion per annum by 2020 which is 10% of the global market with future growth beyond that. Nomis data identifies that Slough and RBWM have approximately 0.8% of the jobs in the Information and Communication sector with total numbers in the tech sector being higher as there will be people recorded in manufacturing and Professional, scientific and technical activities. Hence, we could expect around 1% of the £30.7bn which is £30.7m per annum to be captured in the area. This is an underestimate as the data only relates to 2020 and it assumes that the Thames Valley doesn't increase the market share as against other areas. If just 80 jobs at an average salary of £35k are created due to the project this would have a value of £2.8m, a substantial return on a £286k investment and only a small proportion of the expected growth in the area that this project will facilitate.

5. Whilst the precise benefits of the investment to GVA are very difficult to predict the example of

13) Complete the following table with the expected outputs from this project. Please state whether the outputs are direct or indirect. If indirect, explain how the project is enabling

		Indirect or Direct	2020 / 21	2021/22	2022/23	2023/24	Later
Houses (units)	LGF/Growth Deal						
	Other public sector (specify ESIF, etc.)						
	Private sector						
	Total						
Jobs	LGF/Growth Deal						
	Other public sector (specify ESIF, etc.)						
	Private sector	Indirect		20	40	80	
	Total			20	40	80	
Employment floor space (sq m)	LGF/Growth Deal						
	Other public sector (specify ESIF, etc.)						
	Private sector						
	Total						
Businesses created	LGF/Growth Deal						
	Other public sector (specify ESIF, etc.)						
	Private sector – start -ups			2	4	8	
	Total						
Business assists	LGF/Growth Deal						
	Other public sector (specify ESIF, etc.)						
	Private sector						
	Total						
Number of enterprises assisted to cooperate with research entities/institutions	LGF/Growth Deal						
	Other public sector (specify ESIF, etc.)						
	Private sector						
	Total						
Other (please specify)	LGF/Growth Deal						
	Other public sector (specify ESIF, etc.)						
	Private sector						
	Total						

14) Describe the extent to which the economic benefits calculated would be additional to the Thames Valley Berkshire LEP area, with reference to:

- Leakage effects: the extent to which GVA or jobs impacts take place outside of the LEP area
- Deadweight effects: the extent to which these impacts would have occurred anyway without the intervention (please refer to the do-nothing scenario)
- Displacement effects: the extent to which increased jobs and GVA in one location or among one group of beneficiaries results in lower jobs or GVA elsewhere in the study area or for other groups.
- Multiplier effects: the extent to which the rise in GDP or jobs could be multiplied by increased business or consumer spending.

The additionality of the economic benefits relate to the following:

1) From the supply and installation of the equipment directly funded through this scheme bid for which we would expect:
    - Around 50% of the cost will be directly on equipment which will be tendered and is likely, to the most part, be manufactured outside of the TVB area although may be supplied by local business.
    - The other 50% relates to system integration and installation which will be delivered by companies both inside and outside of TVB.
    - This investment would not happen without the funding.

2) From additional funding secured off the back of this funding, such as ADEPT being secured with the existing project being a major part.

3) From the wider products and services developed by companies who will use the LoRaWAN platform

4) From the wider benefits of inward investment into a smart city cluster generated by the project and its promotion both nationally and internationally. Slough and RBWM will benefit from the promotion of the existing smart city cluster project.
    - It has been assumed that this benefit relates to the TVB area and there may be wider benefits beyond this.

In relation to the deadweight effects, what is clear is that where cities are actively investing in smart cities, these are the ones that are taking the lead and that there are not any smart cities driven purely by commercial interests. For example, we understand from speaking to Cambridge Smart City team that a private investment by Arquiva in Cambridge in an LPWAN network resulted in very little interest, a more recent investment by Cambridge in a LPWAN network as part of a Cambridge led smart city initiative has seen a marked level of interest. It may also be that the high-tech industry in TVB is already capturing the IoT market and that the uplift in jobs predicted may involve some double counting. However, even if this is the case there is a strong need to capture these benefits at a local level for citizens, employees and the Local Authorities which this investment will help deliver.

Considering displacement, any productivity benefits generated by the project (eg through improved network management) would not be at the expense of any other areas. Innovation benefits would allow the smart city cluster to capture a share of a growing market and to compete more efficiently with places like Bristol, Cambridge and other tech cities. Therefore, displacement within the smart city cluster is likely to be low.

Considering the multiplier affect we would expect the increased level of business start-ups and inward investment to lead to additional benefits through supply chain expenditure and the expenditure of employees in the local area. We cannot come up with any robust estimates of the scale of these benefits, but the HCA additionality guide suggests a multiplier of around 1.25 for business competitiveness interventions.

15) Explain how the project will generate or contribute to social and/or environmental benefits and how these benefits can be quantified.

This should focus on the main social and environmental outcomes of the project (identified in Part 1). Again, you should distinguish between direct impacts, wider project impacts and indirect impacts. Please provide an estimate of the expected level of change in the relevant

outcome indicator that could be attributed to the project, and how this has been calculated, including all assumptions and evidence sources.

The direct impacts of the project are through the provision of a low powered communication network which enables very energy efficient communication.

The wider impacts will be dependent on how the network is used. However, the current smart city cluster project is demonstrating LoRaWAN based technologies to reduce car dependence for school trips, is facilitating smart socket deployment that can substantially reduce energy usage in offices, and is demonstrating in home low cost energy usage and temperature monitoring technologies that can help people reduce energy usage and heat homes more efficiently. The potential for IoT technologies to reduce environmental impacts in cost effective way is substantial.

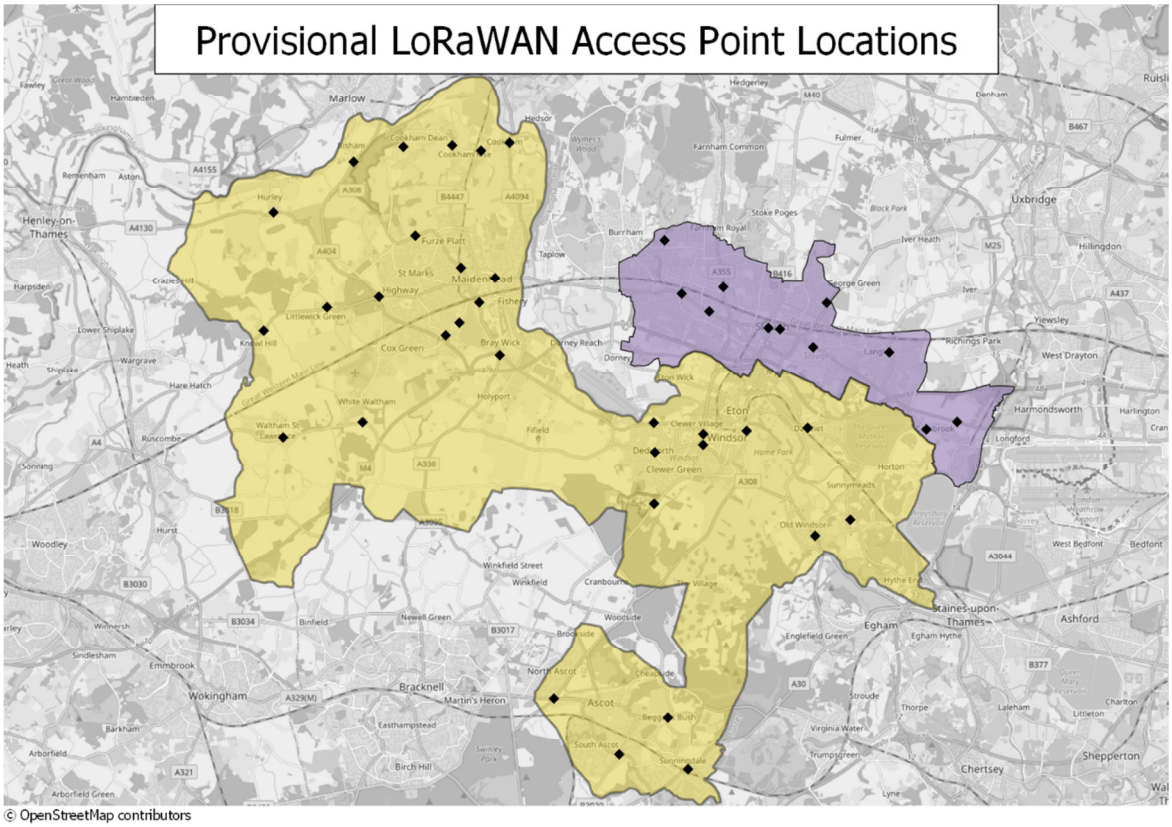
Part 4: Commercial Case

16) Provide a description of the goods and services that will need to be procured as part of the project

The following goods and services will be procured:

1) Supply of LoRa Access Gateways - 42 gatways to be installed on buildings, tall poles and traffic signal infrastructure
2) Tall poles – 12m tall poles to be installed in public highway for mounting of access points
3) Ancilliary equipment such as cabling, connection boxes etc
4) Configurator for the units
5) Installation
6) Signal interface software

Local Authority	Number of WPWAN access points (site surveys may lead to slight changes in these numbers)
Slough Borough Council	11
Royal Borough of Windsor and Maidenhead	31



17) Provide details of the procurement process for the project, and explain how the project will comply with public procurement requirements.

1) All procurement procedures to comply with public procurement requirements have already been agreed through the current TVB smart city cluster project:

- **LoRa access gateways** – will be procured through a competitive quoting process between key suppliers. This will be the same process as agreed for the LoRa access gateway procurement in the current TVB smart city cluster project and hence documentation will only require minor amendments to reflect quantities and dates.
- **Tall Poles** – will be procured through existing supply contract.
- **Ancillary Equipment** – low cost procurement.
- **Installation and configuration** – will be procurement through existing supply contract.
- **Signal Interface Software** – direct award as value low.

18) Please indicate how your project complies with the necessary regulations and requirements with regard to:

- State aid
- Legal issues, eg lease agreements, evidence of freehold and/or Memorandum of Understanding
- Planning or other consents
- Other (please specify)

The project fully complies with state aid, legal issues, planning and other consents. The key considerations are:

1) **State aid** – we will be openly procuring the major investments in accordance with the relevant LA procurement guidance and hence state aid is not applicable.
2) **Legal Issues** – Not applicable as all procurement and contractual agreements associated with the procurements are in place from the original project.
3) **Planning or other consents**. It is proposed that the majority of the equipment purchased through this project will be located on public highway, local authority land or within local authority assets and hence we do not anticipate any planning issues. Given programme constraints we will actively choose locations to install that avoid planning consents that could cause delay.

Part 5: Financial Case

19) Provide a summary of the required project funding in the table below

Project funding summary	Capital (£)	Revenue (£)	Total (£)	Status of funding (other than LGF - confirmed, pending)
LGF	283,620		283,620	
Private and/or voluntary sectors				
Public sector	12,040	59,000	71,040	
Total project cost	295,660	59,000	354,660	

20) Summarise the expected project capital and revenue costs

Costs (000's)	Total	2020/21	2021/22	2022/23	2023/24	Future years
Capital expenditure (Capex)						
Supply LoRa Access units		92				
Configuration / installation / including new poles / comms etc		100				
Signal Interface development		35				
Project Management and LA Staff Support		76				
Things Network instance		20				
Contingency		32				
Total capital expenditure		355				
Operational (revenue) expenditure (Opex)						
(Opex item)						
(Opex item)						
Total revenue Expenditure						
Total expenditure		355				

21) Explain the source and evidence for the costs set out above. Please provide a separate cost plan and cashflow and any other relevant supporting information eg business plan and/or financial analysis

Costings have been undertaken based on a preliminary design (attached) which is based on the direct experience from the current TVB smart city cluster project both in terms of pricing of equipment, installation, configuration etc and in terms of number of units required to provide a reasonable coverage. A contingency allowance has been included to allow for risk of price changes.

Funding the ongoing revenue costs of the platform. The following case was made for the current project and benefits are expected to similarly apply to the two new authorities, particularly as adding the two authorities will be a marginal cost to the system being set up to monitor and maintain the system.

- There is a clear revenue funding model for the LoRa platform as it will more than pay for itself through direct revenue savings to the Local Authorities. The LoRa platform will be delivered through RBC's network management team who are responsible for operating the traffic signals across the authorities. This includes around 600 traffic signal installations of which RBC believe around half could be switched from broadband lines to LoRa (junctions operating under SCOOT Urban Traffic Control cannot be switched to LoRa as they require higher band widths but all crossings, MOVA controlled junctions and other standalone junctions can be switched). The current revenue spend on these alone is approximately £150,000 per annum in communications costs. In addition, transport systems such as variable messages signs, Bluetooth journey time monitoring, bus shelter displays can also be switched (for Reading alone the current communications costs for these are around £25,000 per annum). Other systems such as highway pumping alerts, highway flood monitoring etc. all have communications which could be replaced by LoRa and provide further savings.

- Set against these annual revenue savings are the annual revenue costs of maintaining the system including maintaining the on-street access points and the back office software. Maintenance of the access points will be included in the Berkshire traffic signals maintenance contract and, with a lot of the equipment sitting on traffic signal equipment, we expect this to be low cost. The Reading WiMAX network has a similar number of nodes and is maintained as a stand-alone system for £28k per annum. This can be seen as a very much worst case maintenance cost. Responsibility for the system operation will be with RBC staff however we see that some external maintenance support will be required for the website which will manage access to the LoRa network. We estimate that this will be in the order of £30k per annum. In addition, maintenance of the core data platform is likely to be around £20k per annum.

- Overall, we have a revenue operating cost of conservatively about £80k per annum against savings of around £150k per annum just based on existing traffic signal control equipment and with much wider potential for Local Authority savings. Hence the ongoing operation of the platform will become a core element of delivering core local authority services at a reduced cost. It is this that ensures the ongoing provision of the communications platform as a base for the wider project.

The direct cost savings are only a small amount of the potential benefits. These benefits to the growth opportunities for enterprises will deliver a strong cost benefit. ONS data for 2008 shows a GVA of approximately £106,000 per annum per employee in the TVB area and hence, if only 7 jobs were created at the end of a five-year period this would equate to a benefit to cost ratio (BCR) of over 2.

22) Outline the expected funding profile by individual sources, including the amount of LGF support requested.

Funding (£000s)	Total	2020/21	2021/22	2022/23	2023/24	Future years
Capital funding						
(LGF)		283,620				
(Project income)						
(Other public sector RBC, SBC, RBWM) secured		12,040				
(Other public sector)						
(Other private sector)						
Total capital funding		295,660				
Revenue funding						
(LGF)						
(Project income)						
(Other public sector, RBC, SBC,RBWM) secured		59,000				
(Other private sector)						
(Other forms of funding)						
Total revenue funding		59,000				
Total funding		354,660				

23) How will the project ensure that private sector investment is maximised?

Private sector investment will be maximised through the following:

1) Providing a smart city cluster wide smart city platform which is an enabler to business innovation with associated publicity once installed building on the current TVB Smart City Cluster project publicity.

24) Explain why public funding, and in particular LGF support, is necessary, for example, due to a funding gap. Why is this the minimum level of LGF support required? What other funding sources have been explored?

In order to develop a smart city there needs to be a bringing together of public sector, private sector and citizens and a breaking down of barriers between the different silos within Government to deliver the maximum potential. Hence there is a key role for local authorities to take a lead and enable smart city development.

Current Government funding sources have not provided the necessary funding for smart city development.

The LGF funding identified will extend the LoRaWAN network to encompass all of Berkshire which is the minimum delivery required to move the smart city cluster forward.

Other funding sources have been and are continuing to be explored including Innovate UK funding, private sector funding, other Government funding around energy schemes, environment, and transport. However, these are not alternatives to the LGF funding, but are instead, additional funds which will enable the overall development of a smart city cluster. For example, the £5.5m ADEPT project spend has to be focused on innovation but does not have scope to deploy a communications network for example which is usually the nature of innovation funding. By providing this network across a wider geographical area we increase our ability to secure funding for projects that innovate on the platform.

25) Explain what arrangements have been made to secure the required level of match funding (if applicable). Please provide the name of the organisation providing the match, together with evidence such as a letter of resolution confirming availability of funding.

Specific match funding has been agreed with the Local Authorities engaged prior to the original application being submitted.

26) Please demonstrate that there is sufficient capability to meet the financial requirements and liabilities that flow from receipt of LGF support (eg to fund cashflow ahead of grant and to meet any cost overruns)

RBC as lead authority are familiar with the LGF funding process and can confirm that they have sufficient capability to meet the financial requirements associated with cashflow ahead of grant allocation.

Part 6: Management Case

27) Summarise the project governance and management arrangements, including the organisation and management structure for the project and key roles and responsibilities.

RBC will be lead authority with Simon Beasley as the lead officer and will be supported by Stantec in managing and reporting on the project as this is an extension to the current project.

The current TVB smart city cluster steering committee of local authorities will be extended to include lead officers from RBWM and Slough and will continue to be chaired by RBC. Progress reports will be produced by each authority in advance of the steering committee meetings as a basis for discussion. Face to face meetings will be quarterly with monthly meetings either face to face or via Skype / Teams call depending on project requirements.

28) Outline the indicative timescales for the key project milestones in the table below. Please also provide a Gantt Chart setting out the detailed project activities and timescales.

Milestone activity	Timescales
Funding Approvals	4th June 2020
Start date – date from which eligible expenditure will be incurred	8th June 2020
Procurement of LoRa Units	15th June 2020
Order of Tall poles	22nd June 2020
Planning Lora Deployment and agreements	15th June 2020
Delivery of Lora Units	10th August 2020
Delivery of Tall poles	7th September 2020
Installation and testing	17th August 2020
Work complete	25th January 2021
Final financial claim date	1st March 2021 (for time up to 5th February)
Proposed project completion date – date by which outputs/outcomes will be achieved	5th February 2021

29) For each of the key risks identified in the risk register, provide details of the risk mitigation and management measures. Please also attach a full risk register

Risk Category	Likelihood of risk (H/M/L)	Risk Mitigation / Management	Action Owner
Delays / cost of procurement of Kit	L	As a project extension risks here are low as we are just extending existing processes and procedures	RBC
Approvals for installation	L	We have designed the system to avoid extended approvals that could cause delay	RBC
Configuration / Installation delays	L	Minimised through using experienced team with existing installation procedures in place.	RBC

COVID 19	M	Key suppliers operating and installers have procedures for COVID19 and have not stopped work. Exception is the installers of the tall poles however we would anticipate that we will be sufficiently out of lock down in the timeframe for this not to delay the project.	RBC

Supporting Information

In addition to completing the above, please also provide the following, where relevant:

- Title
- Planning consent certificate
- State aid opinion
- Evidence of matched funding
- Land/building valuation
- **Cost plan – Annex 3**
- Design information (photo of existing building, plans of proposals, elevations images)
- Development appraisals
- Market demand report
- Business Plan (if appropriate)
- **Gantt Chart – Annex 2**
- **Organisation chart – Annex 4**
- Job descriptions
- Procurement policies
- Service level agreements
- **Risk register – Annex 1**
- Financial information about the applicant

Please also provide any additional information that you consider is relevant to your application.

Declaration

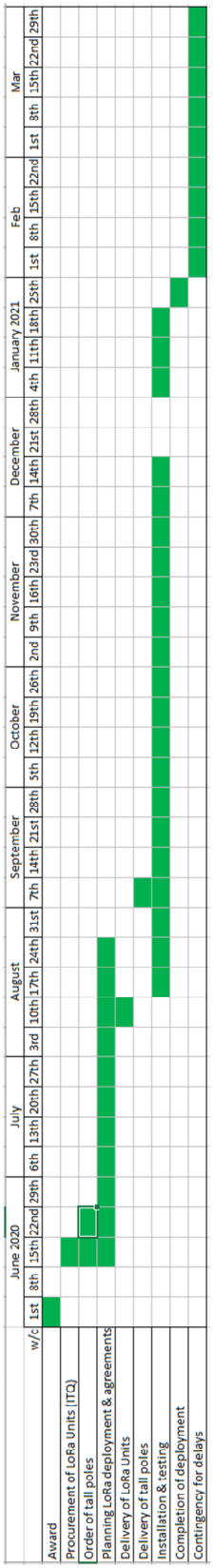
Declaration:	**I certify that the information provided in this application form is complete and, to the best of my knowledge, accurate.** **I acknowledge that the TVB LEP may seek to verify the information set out herein and agree to provide further information where it is available.** **I acknowledge that any funding agreement reached with the LEP is provisional until approved by the TVB LEP and confirmed in writing.**
Signature:	[*To Follow*]
Print Name:	Simon Beasley
Date:	
Position:	Network Manager
Organisation/ Company:	Reading Borough Council

Annex 1 - Risk Register

Risk	Likelihood (H / M / L)	Severity (H / M / L)	Mitigating actions
Delays to procurement of LoRa units	L	H	Given the tight programme, delays to procurement and hence delivery of equipment will be critical. Low risk as we will use the same specification and approved procurement approach as for the previous purchase. Will modify slightly to better cover suppliers that are importing from abroad to avoid any potential customs delays.
Delay to manufacture / delivery of LoRa units	L	H	Specification will require commitment to deliver by a certain date. We did not experience this as a problem in the last procurement.
Technical issues associated with compatibility / reliability of procured LoRa units	L	M	Agreed procurement approach is based on quotes from reputable suppliers to minimise any risks of compatibility issues.
Difficulty / delays securing approval to locate LoRa units on tall buildings	M	L	Given the impact of the difficulty in securing approval to use tall buildings in the current project, provisional design avoids using tall buildings. We will look to secure tall buildings and if tall buildings are secured then we will use spare units to build resilience and more robust coverage in other areas across all 6 authorities.
Long lead in times for tall poles for installation along highway	L	M	Lead in times are long but well understood and early ordering will be undertaken.

Availability of resource to configure and to install the LoRa units	M	M	Team of trained installers from existing project – will programme in early once funding is secured. Much greater certainty than in current project over procurement and delivery timescales will enable this.
Reliance on key staff	M	L	Resilience within management and implementation staff organisations to minimise risk of delay due, for example, illness. LoRa configuration is undertaken by a key individual but there are others in the Reading LoRa community that could be appointed to cover this role.
Unforeseen weather events	M	M	Events such as high winds or snow could affect installation programmes. Contingency built into the programme.
COVID19 – delays to supply and installation	M	M	Key suppliers operating and installers have procedures for COVID19 and have not stopped work. Exception is the installers of the tall poles however we would anticipate that we will be sufficiently out of lock down in the timeframe for this not to delay the project.

Annex 2 – Programme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Award
Procurement of LoRa Units (ITQ)
Order of tall poles
Planning LoRa deployment & agreements
Delivery of LoRa Units
Delivery of tall poles
Installation & testing
Completion of deployment
Contirgency for delays

Annex 3 – Detailed Cost Breakdown

Item	Cost
LoraWAN Installation and Commissioning	£19,280
LoraWan Unit Cost – (42units)	£91,560
Installation of 12m pole for LoraWan Network	£77,615
Expansion of the TVB Smart City Cluster “things network” instance	£19,560
Unit development cost	£22,000
Backhaul Communication Cost -Sim Cards	£5,040
LA support to install locations and approvals in public highway - in time contribution	£59,000
Project Management and Design support	£28,395
Total	**£322,450**
Contingency (10%)	£32,210
Grand Total	**£354,660**

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BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Josie Wragg, Chief Executive, Slough Borough Council, Lead Officer to the BLTB

PART I

Item 8: Financial Approval for 2.29 Wokingham: Winnersh Triangle Park & Ride

Addendums 1 Car Park enhancements

Purpose of Report

1. To consider giving financial approval to an enhancement to scheme 2.29 Wokingham: Winnersh Triangle Park and Ride.

2. The original scheme sought to redevelop the transport links at Winnersh Triangle. The redevelopment will include double-decking the new park and ride site to add at least 250 additional car parking spaces, improvement of the station building including the surrounding area, reorganising the highways layout. These arrangements would complement growth plans of Frasers Property who are intensifying the use of Winnersh Triangle Business Park.

3. Since the original scheme was approved by the BLTB in March 2019, the following car park enhancements have been proposed:

   3.1. A requirement to replace the existing Sustainable Drainage System (SuDs) of the car park;
   3.2. a new planning requirement to provide electric vehicle charging points;
   3.3. a requirement to provide fully accessible access to the top-deck of the proposed car park deck; and
   3.4. a requirement for additional unforeseen statutory undertaker's works to move existing utilities.

Recommendation

4. You are recommended to give the car park scheme enhancement for scheme 2.29 Wokingham: Winnersh Triangle Park and Ride conditional financial approval in the sum in 2020/21:

   4.1. Car Park enhancements: of £715,444. It should be noted that programme entry status was awarded for £675,000

   on the terms of the funding agreement set out at paragraph 11 step 5 below, subject to meeting the following conditions:

   4.2. Car Park enhancement conditions:

1) Formal financial approval by Wokingham Borough Council for the allocated S106 scheme funding;
2) Formal financial approval by Wokingham Borough Council for any cost overruns, should they arise; and
3) Formal financial approval by Wokingham Borough Council for any loss of revenue resulting for interim closure of the park and ride site during construction, should they arise.

These conditions should be met no later than 31st July 2020.

Other Implications

Financial

5. A call for bids process was undertaken in January 2020 and a list of prioritised projects were agreed at the BLTB meeting March 2020. Scheme 2.29 Wokingham: Winnersh Triangle Park & Ride Addendums 1 Car Park enhancements was a named scheme.

6. This report recommends that the Wokingham Borough Council be authorised to draw down the capital sum £715,444 from the Local Transport Body funding for this scheme, subject to meeting the conditions set out in the recommendation.

7. The funding agreement set out at paragraph 11 step 5 sets out the roles and responsibilities, reporting and auditing arrangements, timing and triggers for payments, contributions from other funders, consequences of delay, consequences of failure, claw back, and evaluation requirements at one and five years on.

Risk Management

8. The risk management arrangements already put in place by the Local Transport Body are as follows:
    - The Assurance Framework[i] has been drafted following DfT guidance and has been approved by the DfT for use in allocating capital funds for transport schemes
    - Hatch Regeneris have been appointed as Independent Assessors and have provided a full written report (see Appendix 1) on the full business cases for the scheme
    - The funding agreement set out at paragraph 11, step 5 makes clear that the financial risk associated with implementation of the scheme rests with the scheme promoter.

Human Rights Act and Other Legal Implications

9. Slough Borough Council will provide legal support for the BLTB should any questions arise.

Supporting Information

10. The scheme will be carried out by Wokingham Borough Council.

11. The full details of the scheme are available from the Wokingham Borough Council website[ii].
A summary of the key points is given below:

Task	Timescale
Detailed designs	May/June 2020
Planning	July 2020
Site enabling works	Dec 2020 Car Park
Construction	Start June 2020
Completion	May 2021

Activity	Funder	Cost (approx)
Scheme development	Wokingham Borough Council	£500,000
Major scheme funding	Berkshire Local Transport Body	£715,444
Total		**£1,215,000**

12. The table below sets out the details of this scheme's compliance with steps1-5 of paragraph 14 of Assurance Framework[iii].

Assurance Framework Check list	**2.29 Wokingham: Winnersh Triangle Park & Ride Addendums 1 Car Park enhancements**
	This scheme enhancement will allow Winnersh Triangle Park and Ride to rectify and improve the car park facilities; The scheme was submitted in the January 2020 call for bids and was given 20 points and ranked 3rd out of 6 schemes submitted. See Appendix 1.

Factor	**Raw score**	**Weighting**	**Weighted score**
SEP	3	1.5	4.5
Deliverability	2	2.0	4.0
Economic Impact	2	4.0	8.0
TVB area coverage	1	1.0	1.0
Natural Capital	2	1.0	2.0
Social Value	1	0.5	0.5
		Total	20.0

Step 2: Programme Entry: evolution of the scheme from outline proposal to full business case, external view on the business case, and independent	Programme Entry status was given to addendum 1 Car Park enhancements by the BLTB on 12 March 2020 (minute 33 refers). The Wokingham Borough Council website[iv] holds the latest details of the full business case, including the VfM statement certified by the senior responsible officer. Any comments or observations on the scheme received by either TVB LEP or Wokingham Borough Council have been fully considered during

Assurance Framework Check list	2.29 Wokingham: Winnersh Triangle Park & Ride Addendums 1 Car Park enhancements
assessment (See paragraphs 15 and 16)	the development of the scheme. The reports of the Independent Assessor is attached at Appendix 2. The Independent Assessor was asked to report as follows: • Completeness – has the promoter prepared a complete Full Business Case submission, when judged against the prevailing advice from the DfT • Accuracy – has the promoter performed the relevant calculations and assessments accurately and without error • Relevance – has the Full Business Case considered all relevant matters, including use of appropriate forecasting models and planning assumptions, and has it included any irrelevant considerations such unduly-optimistic assumptions or out of date modelling data • Value for Money – does the scheme promoter's Value for Money assessment comply with the prevailing DfT guidance • Evaluation arrangements – has the scheme promoter made provision for appropriate post-implementation evaluation of the scheme. • Remedies – where the independent assessment reveals a gap between the FBC supplied and the standard anticipated by the DfT guidance, then the advice for the LTB should include recommendations for remedial actions required – e.g., collection of further data, sensitivity tests on particular assumptions etc.
Step 3: Conditional Approval	The Independent Assessor has recommended that for these addendums that Conditional Approval is appropriate. This is on the basis that further evidence is supplied which supports the conclusions reached in the Full Business Cases in respect of: **Addendum 1: Car Park enhancements:** 1) Formal financial approval by WBC for the allocated S106 scheme funding. 2) Formal financial approval by WBC for any cost overruns, should they arise; and 3) Formal financial approval by WBC for any loss of revenue resulting for interim closure of the park and ride site during construction, should they arise. These conditions should be met no later than 31st July 2020.
Step 4: Recommendation of Financial Approval - High Value for Money - Support of the Independent assessor	The Independent Assessor has identified that the Benefit Cost Ratio (BCR) of scheme enhancement is within the High Value category: Car Park enhancements in excess of 3.65: 1. The overall scheme BCR remains High Value at 3.5: 1 BCR. DfT has set thresholds of 2.00 (High VfM) and 4.00 (Very High VfM) and schemes with BCRs above these thresholds can described as having High or Very High Value for Money.

Assurance Framework Check list	2.29 Wokingham: Winnersh Triangle Park & Ride Addendums 1 Car Park enhancements
	The Independent Assessor's reports (see Appendix 2) recommends conditional financial approval for this scheme enhancement.
Step 5: Formal Agreement - roles - responsibilities - implementation - reporting - auditing - timing and triggers for payments, - contributions from other funders, - consequences of delay, - consequences of failure, - consequences of change to the design or specification of the scheme - claw back, - evaluation one and five years on - other conditions of Local Growth Funds	1. Roles: TVB LEP is a part funder of the scheme. Wokingham Borough Council is the scheme promoter and is the relevant highway and planning authority. 2. Responsibilities: TVB LEP is responsible for allocating the capital finance in accordance with its Assurance Framework. Wokingham Borough Council is responsible for all aspects of the design, risk management, insurance, procurement, construction and implementation of the scheme, including its responsibilities as highway and planning authority, any other statutory duties, and any financial or other liabilities arising from the scheme. 3. Implementation: In addition to any reporting requirements within Wokingham Borough Council, the scheme promoter will use the proforma supplied by TVB LEP to make reports on progress of the implementation of the capital scheme to each meeting of the BLTB until the build is complete. In particular, Wokingham Borough Council will report on any change in the size, scope or specification of the scheme; and on any substantial savings against the scheme budget whether achieved by such changes to the size, scope or specification of the scheme, or through procurement, or through the efficient implementation of the scheme. 4. Reporting: The scheme promoter must provide accurate, timely, verified and quality assured quarterly monitoring and forecast data, which relate to defined output and outcome indicators agreed between TVB LEP and government as a condition of the Growth Deal. This scheme will not be required to participate in an evaluation as set out in the Growth Deal Monitoring and Evaluation Plan. 5. Auditing: Wokingham Borough Council will keep financial records such that the expenditure on the scheme is readily identifiable, and if and when BEIS, DfT or other government department or the accountable body for TVB LEP requests access to financial or other records for the purposes of an audit of the accounts, Wokingham Borough Council will co-operate fully. 6. Timing and Triggers for payments: See the Claim Proforma at Appendix 1 – available on request. 7. Contributions from Other Funders: Wokingham Borough Council have increased their contribution from £550,000 to £1,050,000 in 2020/21. In the event that the scheme experiences or it is anticipated that the scheme will experience a shortfall in these contributions, Wokingham Borough Council will be required to notify TVB LEP of these developments. The

provisions of clauses 8, Consequences of Delay; 9, Consequences of Change to the Design or Specification of the Scheme; or 10, Consequences of Failure will then be applied.

8. Consequences of Delay: In the event that the scheme experiences minor delays to its overall Business Case programme (no more than 10 weeks), Wokingham Borough Council will report these delays and the reasons for them, and the proposed remedial action to the next available meeting of the BLTB. In the event that the scheme experiences major delays to its overall Business Case programme (11 weeks or longer) Wokingham Borough Council will be required to seek permission from TVB LEP to reschedule any payments that are due or may be delayed in falling due because of the delay to the overall Business Case programme.

9. Consequences of Change to the Design or Specification of the Scheme: In the event that Wokingham Borough Council wishes to change the design or specification of the scheme such the scheme delivered will vary in any material aspect from the description given in the overall business case, Wokingham Borough Council will be required to seek prior written consent from TVB LEP. Failing this permission, no further monies will be paid to Wokingham Borough Council after the change becomes apparent to TVB LEP. In addition, consideration will be given to recovering any monies paid to Wokingham Borough Council in respect of this scheme.

10. Consequences of Failure: As soon as it becomes apparent to Wokingham Borough Council that it will not be possible to deliver the scheme within the current LGF programme, i.e. by the end of 2020/21, written notice shall be given to the accountable body for TVB LEP. No further monies will be paid to Wokingham Borough Council after this point. In addition, consideration will be given to recovering any monies paid to Wokingham Borough Council in respect of this scheme.

11. Claw back: If the overall scheme achieves savings against budget, these savings will be shared by TVB LEP and the other funders noted above in proportion to the amounts set out in the Financial Profile. The accountable body for TVB LEP reserves the right to claw back any amounts of grant that have been spent on purposes other than the scheme as approved and any repayments due as a consequence of changes to the design or specification of the scheme or scheme failure.

12. Evaluation One and Five Years On: Wokingham Borough Council will produce scheme evaluations One and Five years after practical completion that comply with DfT guidance.

13. Other Conditions of Local Growth Funds: Wokingham Borough Council will acknowledge the financial contribution made to this

	scheme through Local Growth Funds and follow the 'Growth Deal Identity Guidelines'. It will also give due regard to the Equality Act 2010 - Public Sector and with the Public Services (Social Value Act) 2012, particularly through the employment of apprentices across the scheme supply chain.

Conclusion

13. The conclusion of the Independent Assessor is that the Winnersh Triangle Park & Ride Car Park Decking scheme aligns with strategic priorities, will deliver high value for money, and is deliverable. Whilst some programme risks remain, these are considered to be understood and are being managed appropriately. The overall Economic Case remains strong despite the increase.

Background Papers

14. The LTB and SEP scoring exercise papers are available on request.

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[i] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum
[ii] https://www.myjourneywokingham.com/bus-travel/park-and-ride/winnersh-triangle/

[iii] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum
[vii] https://www.myjourneywokingham.com/bus-travel/park-and-ride/winnersh-triangle/

Appendix 1 - Local Growth Deal list of prioritised schemes agreed March 2020

Weighting	1.5	2	4	1	1	0.5				

Factor	SEP	Deliv-erable	Economic Impact	TVB area	Natural Capital	Social Value	Total Weighted score	Rank	Contribution Sought	Cumulative spend
LGF Eligible Projects										
Reading Buses: Completing the Connection	4.5	6	8	2	3	1.0	24.5	1	1,541,243	1,541,243
Superfast Broadband - Extension	4.5	6	8	2	1	0.5	22	2	46,920	1,588,163
2.29 Wokingham: Winnersh Triangle Park and Ride - Extension	4.5	4	8	1	2	0.5	20.0	3	1,411,142	2,999,305
2.24 Newbury: Railway Station improvements - Extension	4.5	4	8	1	1	1.0	19.5	4	640,000	3,639,305
2.30 TVB Smart City Cluster Extension	4.5	6	4	2	2	0.5	19	5	283,620	3,922,925
Slough Langley High Street (phases 1, 2 & 3)	4.5	2	8	2	1	0.5	18.0	6	4,000,000	7,922,925

Appendix 2 – Hatch report Addendum 1 Car Park

Thames Valley Berkshire Local Enterprise Partnership

Independent Assessment Summary Report: Winnersh Triangle Addendum 1 Parking Deck

May 2020
www.hatchregeneris.co.uk

Independent Review

Introduction

1.1 This technical note provides an independent assessment of the Winnersh Triangle Park and Ride (WTP&R) Addendum 1 business case submission to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP).

1.2 The WTP&R is an existing approved TVB LEP project develop a circa 130 space single deck car park, over the existing Winnersh Triangle surface Park and Ride car park, interior refurbishment of the station building, as well as some limited improvements to the pedestrian amenities at the station forecourt.

1.3 Since the original scheme was approved a number of design and delivery issues have come to light, namely:

- A requirement to replace the existing Sustainable Drainage System (SuDs) of the car park;
- A new planning requirement to provide electric vehicle charging points;
- A requirement to provide fully accessible access to the top-deck of the proposed car park deck;
- A requirement for additional unforeseen statutory undertaker's works to move existing utilities;

1.4 As a result of these identified issues, additional funding is required to deliver the original scheme. Wokingham Borough Council (WBC) is also proposing an alternative design and build procurement strategy.

1.5 It should be noted that, alongside these required amendments to deliver the original scheme, WBC, with the support of Fraser Property (the owners of the adjacent business park), are also promoting an additional public urban realm scheme, around the station forecourt, that will be subject to a separate addendum submission (Addendum 2).

Submitted Information

1.6 The independent assessment process for the WTP&R (Parking Deck) submission has been conducted on the basis of an Addendum Document submitted by WBC.

1.7 Cross-references are provided to the original Full Business Case (FBC) submission.

Scheme Summary

1.8 The addendum document provides a summary of the original WTP&R proposals. This included three elements:

- Development of a circa 130 space single deck car park;
- Interior refurbishment of the station building; and
- Limited improvements to the pedestrian amenities at the station forecourt.

1.9 The revised scheme will continue to deliver the single deck car park but will no longer deliver refurbishments to the station building. The improvements to pedestrian amenities will be superseded by the larger public urban realm improvements that are subject to a separate submission (Addendum 2).

1.10 The specific additional works required to deliver the car park deck include:

- Replacement of existing SuDs;
- Provision of 8 active and 36 passive Electric Vehicle (EV) charging points and associated equipment at the facility, including the provision of a new transformer;
- A lift between the first floor and the ground floor of the car park and
- Significant statutory undertaker's work.

1.11 The original scheme cost was estimated to be £3,374,552 with £2,845,150 sought from the Local Growth Fund (LGF). This included allowances for the station building refurbishment and improvements to pedestrian amenities.

1.12 The revised total costs to deliver the car park deck element of the scheme are now estimated at £4,610,694, with a further £715,554 sought from the LGF. This would make the total LEP contribution equate to £3,560,704 (77%).

Review Findings

Scope of Works

1.13 The addendum provides a detailed explanation of the reasons why there has been such a considerable expansion to the required scope of works from the original project. This relates to:

- Insufficient ground survey works that have subsequently identified significant deficiencies with the existing drainage system and the need for additional utilities works; and
- Changes to, and the interpretation of, WBC planning regulations that were unforeseen requiring electric vehicle charging provision and the provision of a lift.

1.14 This section also highlights that WBC will seek to utilise the decked car park to install new solar photo voltaic (PV) panels on a roof canopy over the central section of the parking deck. These will enable the enhanced facility to generate electricity for a variety of on-site purposes, including as electric vehicle charging points. The cost of a roof canopy incorporating the PV panels themselves will be borne by WBC and is subject to an internal funding application. As such it is not formally included within this submission.

1.15 Confirmation is provided that overall scheme will no longer include the refurbishment to the station buildings or the originally specified enhancements to pedestrian amenities on the station forecourt.

Independent Assessor Comment

1.16 Whilst it is not uncommon for detailed survey work to identify additional design requirements, sufficient allowance should have been made within the project cost contingencies and quantified risk budget to cover this element.

1.17 It is not clear over what time period the requirement for electric vehicle charging points became a planning requirement but demonstrates a need for more extensive internal consultation on planning matters. Similarly, the need for a lift was not originally deemed a necessity and it is not clear why this requirement was not identified at an earlier stage of the design process.

1.18 The delivery of solar panels will provide an enhanced range of benefits from the scheme and, whilst not directly relevant to this submission, demonstrates WBC are seeking to maximise the benefits from the asset.

1.19 It is acknowledged that the scope of works for this project no longer includes the station buildings or the original pedestrian amenities, as part of cost savings and the larger public realm scheme proposed in the separate submission (Addendum 2).

Strategic Case

1.20 The Strategic Case cross-references to information presented within the original business case submission, with key points related to the strategic need for the scheme highlighted, including:

- Road traffic congestion in Central Reading and the need for alternative means of transport than private car to travel into the centre;
- The current P&R provision having limited parking capacity that is restricting usage;
- Reducing private car trips will not only reduce congestion but also vehicle emissions, improving air quality and noise;
- The inclusion of electric charging points in the expanded car park will also encourage more sustainable private car trips;
- The inclusion of solar panel within the car park deck design will further enhance the environmental credentials of the facility; and
- The facility will also provide fully accessible, step-free, and additional designated disabled parking provision.

1.21 In addition, the alignment with the Berkshire Local Industrial Strategy is stated.

Independent Assessor Comment

1.22 Our review of the original strategic case for the scheme recognised that it had good policy alignment and provided a clear case for the intervention to encourage sustainable travel, reduce highway congestion leading into central Reading, and supports local housing growth. This remains the case for the revised scheme outlined within the addendum.

1.23 We consider the strategic benefits are reiterated, and reinforced, within the addendum document, with an additional focus upon the environmental and social benefits that the revised scheme design will deliver. The alignment with the BLIS is also clearly stated.

Economic Case

1.24 The Economic Case highlights that the predicted number of car trips captured by the extended park & ride facilities remains unchanged from the original business case submission. As a result, there is no change from the transport user benefits captured as a result of the new car park decking.

1.25 Due to the change of scope for the project, all economic benefits associated with the improvements to the station building have been removed, as this element will no longer be delivered.

1.26 The level of quantified risk incorporated within the economic case is stated as 12.5%, with an explanation provided demonstrating how this value was calculated. The level of optimism bias is applied at 15%.

1.27 Revised Transport Economic Efficiency (TEE), Public Accounts (PA) and Analysis of Monetised Costs and Benefits (AMCB) tables are presented. This indicates that the Benefit to Cost ratio (BCR) for the revised scheme is 3.65 to 1, representing 'high' value for money.

Independent Assessor Comment

1.28 The Economic Case for the original scheme submission was considered strong with a very high predicted BCR (6.3 to 1 central case). Even under a low growth scenario, the scheme retained very high value for money (4.6 to 1).

1.29 The forecast transfer of travellers from car to P&R, permitted by the expanded car parking provision, was demonstrated to deliver decongestion benefits to the highway network. The original scheme also demonstrated that it will deliver a range of benefits in terms of environmental and social impacts, and support wider economic growth, through increased sustainable travel opportunities.

1.30 It is considered appropriate that the revised Economic Case, presented within the addendum, maintains the original forecast transport user benefits, whilst removing the impacts associated with the refurbished station building and pedestrian amenities, which will no longer be delivered.

1.31 The adoption of a 12.5% quantified risk allowance is detailed and provides reasonable assurance that sufficient additional funds has been included to cover any further unforeseen costs. It is recognised that scheme costs have already risen significantly; however, the extensive survey work that has now

been undertaken means that the risk of further increases is substantially reduced. It is on this basis that we consider the 12.5% is broadly appropriate.

1.32 Given the extent of design work that has now been undertaken, a 15% level of optimism bias is considered appropriate to be added within the economic case.

1.33 Despite the overall cost increases of 37%, the scheme is still forecast to retain 'high' value for money from investment. Whilst the 'low growth scenario' has not been re-run, our own calculations indicate that it would still offer 'high' value for money with a BCR in excess of 2 to 1.

1.34 There is no additional assessment of the environmental and social impacts of the revised scheme; however, the strategic case identifies that the revised scheme enhances these already positive impacts.

Financial Case

1.35 The Financial Case sets out the project funding requirements for the full revised scheme, incorporating the retained elements of the original scheme and the additional elements set out within Addendum 1. A full breakdown of capital elements is provided.

1.36 The total scheme costs are now estimated at £4,610,694, including allowances for contingency (3%), risk (12.5%) and price inflation (4% pa).

1.37 The total LGF funding request equates to £3,560,694 (77%), with the remaining £2,845,140 already committed funding and a further £715,554 being sought as part of Addendum 1. The remaining £1,050,000 is through WBC S106 contributions. Confirmation is provided that all of the S106 contribution is secured with no risks, but it understood that this is still subject to formal approval by the WBC Finance Team to release the funds to the scheme.

1.38 The profile of expenditure is set out, with all LGF spend within 2020/21. S106 spend is predominantly within 2021/22.

1.39 WBC have stated they are committed to the scheme and have indicated they will cover any future cost overruns; however, at the time of this report, this has not been formally signed-off by the WBC Finance Team, but has been request and is expecting imminently.

Independent Assessor Comment

1.40 The Financial Case for the revised WTP&R Car Park Decking provides a clear breakdown of the cost element and the profile of spend.

1.41 Given the significant cost escalations that have already occurred on this project, it is clearly important to ensure that this revised submission

represents a comprehensive and fully robust assessment. This includes having an appropriate level of contingency and risk allowance. Overall, we consider the that level of survey work that has now been undertaken provides assurance that the costs are now well understood. Until a specialist supplier is appointed for the car park deck this cost cannot be fully understood and so some risk remains, but this is not unusual for a scheme at FBC stage.

1.42 The 12.5% applied to cover risk, alongside the 3% contingency, is considered appropriate (as discussed in Section 1.31 above) but their remains an element of risk that value engineering of the scheme may be required to keep the project costs within the overall budget.

1.43 It is understood that the COVID-19 situation has resulted in WBC employing additional approval processes. Under these conditions, the scheme does not yet have formal approved nor is there a formal commitment to cover cost overruns. Whilst both are expected to arrive in due course, the absence of formal support presents a significant risk.

Delivery and Risk

1.44 The programme for delivering the car park deck is set out, with detailed design commencing in June and a planning determination anticipated in July. Site enabling works will commence in December 2020, with construction of the car park scheduled to begin in February 2021 and complete in May 2021.

1.45 The procurement process has been revised since the original scheme business case submission. VolkerHighways have already been appointed on an Early Contractor Involvement basis to provide early input into the design process. The intention is for the work to be directly awarded to VolkerHighways without going through the competitive tendering process. The design and construction of the parking deck will be sub-contracted by VolkerHighways to a specialist Design and Build supplier.

1.46 The benefits of this revised approach are stated, including: the use of an 'off-the-shelf' design to minimise design times; tried and tested methods of construction to reduce the programme; and higher certainty over costs.

1.47 It is stated that a subcontractor has already been identified by VolkerHighways.

1.48 Trial hole surveys are already underway to assist with the process of utilities diversions, with on-going coordination with utility companies.

1.49 Key risks are identified as:

- Design and construction delays due to COVID-19;
- Uncertainties around the availability of an alternative car park when the existing car park is closed for construction;
- Changes to the parking deck design during the detailed design stage, which may have a cost implication.

1.50 The inter-dependencies of construction works between the elements of construction outlined within this addendum and further works proposed on the bus turning head and public realm works is set out.

Independent Assessor Comment

1.51 A clear programme is set out with milestones. Whilst the project will not be complete by the end of March 2021, the construction will have substantially commenced and all LGF funds spent.

1.52 The procurement of the car park deck has moved away from a full traditional tendering process to instead a direct appointment of VolkerHighways through WBCs term contract and permitting them to sub-contract the decking work to a specialist. This change presents a risk that the procurement process becomes less competitive, which could affect the value for money. It is, however, demonstrated that it provides greater certainty over the process, which is important given the timescales within which deliver must take place. WBC have also presented evidence to demonstrate that the sub-contractor is being selected on a balance of cost and quality.

1.53 Risks associated with alternative car parking provision are stated. Provisionally the adjacent Showcase Cinema car park has been identified but this may now be subject to a change of ownership. It is stated that WBC are actively seeking alternative parking arrangements, as well as potential temporarily relocating the park and ride facility. If alternative car parking provision cannot be found during the construction period, this may impact on either i) the duration of the programme for construction or ii) the revenue stream generated by the car park and the associated bus operations during this period of time.

1.54 A risk is still stated of the need to change the design of the deck and the potential need to de-scope the project. Until a specialist supplier is appointed, this risk will remain and may need to be managed through value engineering.

1.55 It is noted that significant utility diversions are anticipated and that the precise extent of this work is not fully known, albeit trial holes are underway. Linked to this will be the requirements around electricity supply for the electric charging points and the mitigation measures needed against flood risk. This risk will need to continue to be closely managed to ensure there is no cost escalation.

1.56 It is noted that planning determination is still required for the project. WBC have already received technical queries and requests for information, which they consider they can address in full. They have also confirmed that the 8-week planning determination period can be accommodated within the project. A risk remains that a minor/material amendment application may be required if the detailed design process results in any changes to the design but there is no reason to believe this will be substantial.

1.57 The provision of an overarching programme of works for all the construction elements proposed at Winnersh Triangle (within both this scheme and the

additional the bus turning head and public realm works) provides assurance that the interactions between the projects have been suitably considered.

Conclusions

1.58 The Strategic Case for the project retains good policy alignment and provides a clear case for the intervention.

1.59 The overall Economic Case remains strong despite the increase in scheme costs and marginally reduced quantified benefits. The environmental and social benefits are strengthened by the revised scheme.

1.60 The Financial Case has been subjected to considerable scrutiny. Whilst the substantial rise in costs since the original business case is concerning, the survey work that has been undertaken over the last 6 months means that the project team now has a much greater understanding of the design requirements.

1.61 Whilst some uncertainty remains around costs until all trial holes have been completed, and the full extent of utilities work is understood, the budget includes a combined contingency and risk allowance of £585,145 or 15.2% of the underlying construction budget. Whilst this is considered to be an appropriate allowance for the level of project development, until the full detailed design has been completed full cost certainty cannot be achieved and some value engineering could still be required to keep the project within budget.

1.62 There could be some short-term operating revenue risks for the park & ride site in relation to closure, or part-closure, of the existing car park. WBC have committed, in principle, to cover any financial implication of this risk.

1.63 In overall terms, whilst the project is fully supported by WBC and they are, in principle, prepared to cover any further cost overruns, the project does not have full approval from WBC Finance Team. This is due to additional financial controls imposed as a result of the implication of COVID-19.

1.64 The project is considered to have a robust plan for delivery, with a clearly defined programme of tasks. Whilst the construction will not be completed by March 2021, substantial works should have been undertaken by this point. The main programme risks relate to COVID-19, utilities, and planning determination.

1.65 Whilst an alternative approach to procurement is now proposed, WBC have providing sufficient assurance that, given the timeframes for programme delivery, the revised approach represents the best value for money and reduces overall delivery risks.

1.66 It is our conclusion that the Winnersh Triangle Park & Ride Car Park Decking scheme aligns with strategic priorities, will deliver high value for money, and is

deliverable. Whilst some programme risks remain, these are considered to be understood and are being managed appropriately. The main concern relates to a lack of formal financial approval of the scheme.

Recommendation

1.67 We recommend the Winnersh Triangle Park & Ride Car Park Decking project for funding on the basis of the following conditions being met:

1) Formal financial approval by WBC for the allocated S106 scheme funding;
2) Formal financial approval by WBC for any cost overruns, should they arise; and
3) Formal financial approval by WBC for any loss of revenue resulting for interim closure of the park and ride site during construction, should they arise.

1.68 These conditions should be met no later than 31st July 2020.

Appendix 3

Wokingham Borough Council

WINNERSH TRIANGLE SCHEMES
Business Case Addendum: Parking Deck

TYPE OF DOCUMENT (VERSION) CONFIDENTIAL

PROJECT NO. 70062449

DATE: MAY 2020

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CONTENTS

1 INTRODUCTION

1.1.1. Further to submitting a full business case to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP) in March 2019, Wokingham Borough Council (WBC) were successful in securing LEP funding to develop a circa 130 space single deck car park, over the existing Winnersh Triangle surface Park and Ride car park, interior refurbishment of the station building, as well

as some limited improvements to the pedestrian amenities at the station forecourt.

1.1.2. Since the FBC was submitted in March 2019, the scope of the car parking improvements and overall works at the station has changed significantly. Currently, there are many new elements to the scheme, some of which will generate additional benefits, whereas others are fundamental to the successful design and delivery of the original scheme but were not identified during the business case submission due to the lack of design maturity at the time.

1.1.3. Whilst the parking deck scheme has broadly remained the same as before, Frasers Property, the owners of the adjacent business park have come forward to promote a public urban realm scheme around the station forecourt. The access arrangements and the existing station turning head will need to be modified to facilitate the urban realm improvements. Frasers Property will fully bear the cost of the urban realm improvements, and also half the cost of the revised station access and turning head. These elements were not included within the original business case submission in 2019.

1.1.4. The planning application for the Winnersh Triangle Schemes was submitted to Wokingham Borough Council on 2 April 2020 and the scheme is currently undergoing public consultation in order to fulfil the planning requirements. A decision on the application is expected in the first week of July 2020.

1.1.5. This addendum has been prepared to support the additional funding request, specifically for the car park element of the Winnersh Triangle Schemes. Separately, a second addendum has been prepared to capture the additional funding request sought for the revised station access and turning head.

2 SCOPE OF WORKS

2.1.1. Since the original scheme specification in the March 2019 FBC, a number of additional elements have been put forward, combined with more up to date / more detailed estimates of the ‘base’ scheme costs. The overall specification for the scheme now includes the following.

- Replacing the existing Sustainable Drainage System (SuDS) with a new drainage system that is compatible with the drainage requirements of the car park.
- Provision of 8 active and 36 passive Electric Vehicle (EV) charging points and associated equipment at the facility, including the provision of a new transformer. This is to comply with updated planning requirements.
- A lift between the first floor and the ground floor of the car park.
- Requirement for significant statutory undertaker’s work.
- Change of design strategy from design and build to upfront detailed design work, in parallel to the preliminary design, in order to allow better cost certainty during the tender stage, especially for the below-ground works.

2.1.2. The cost estimates for the original business case were based on a design that was produced by a specialist deck supplier following a site visit and their extensive experience of designing and implementing similar car parks across

the UK. However, during the preliminary design stage, WBC requested that the detailed design of the parking deck should be undertaken in parallel to the preliminary design, in order to fully understand the ground conditions and to achieve a degree of design maturity that would mitigate cost uncertainty during the tender stage. Based on extensive site investigations undertaken over the past few months, including topographical survey, Ground Penetration Radar survey, geotechnical investigations and trial pits, various site-specific constraints have come to light that were previously unknown, with ensuing cost implications. Some of these constraints were not foreseen within the risk component of the cost.

2.1.3. The provision of a lift connecting the ground floor and the deck was not included within the original parking deck specification. The requirement for a lift has evolved through discussions with various stakeholders within the Council. The provision of a lift will benefit parents with buggies, concessionaires, who form 10% of the Park and Ride patrons, and those with disabilities. The provision of a lift will help the Council meet their obligations under the Equality Act 2010.

2.1.4. Cost of electric equipment has also escalated due to the inclusion of additional electric vehicle charging infrastructure, which is a planning requirement now placed on all new planning applications since the original business case was submitted. This has necessitated the requirement for a new higher capacity transformer and the substantial installation costs charged by the relevant Distribution Network Operator.

2.1.5. To achieve the carbon-neutral target and in line with their declaration of a Climate Emergency, the Council are committed to incorporating renewables such as PV panels on all new developments. Therefore, as well as these additional items, new solar photo voltaic (PV) panels on a roof canopy, over the central section of the parking deck, are also likely to form part of the enhanced scheme. These will enable the enhanced facility to generate electricity for a variety of on-site purposes, including as electric vehicle charging points. The cost of a roof canopy incorporating the PV panels themselves will be borne by WBC, and its provision is therefore subject to a successful internal funding application by WBC. It should be noted that the provision of the PV canopies has not been included within this addendum as this element (which would be entirely funded by WBC if it were to go ahead) is not yet certain to proceed. If the funding for the PV panels is not immediately forthcoming, its potential provision would still need to be future-proofed within the parking deck design.

2.1.6. The preliminary design of the parking deck drainage system has revealed that the existing Sustainable Urban Drainage System (SuDS) system is not solely adequate or fully compatible with the drainage and attenuation requirements of the deck. Significant design modifications will be required, including the provision of additional attenuation tanks, to meet the drainage requirements of the deck as well as to increase the attenuation for climate change. These modifications are required to enhance the resilience of the existing system. A significant proportion of the increased scheme cost could be attributed to the modification of the SuDS.

2.1.7. Although the scheme is located within Flood Zone 2, the flood risk for the development itself is limited by the nature of the scheme by virtue of the

parking deck being raised from the ground. However, certain components of the parking deck including access ramps, proposed plant rooms, lift, power substation and the above- ground attenuation tanks have the potential to block or alter the natural flooding mechanisms within the floodplain. Appropriate mitigation measures, which were not envisaged at the time of the original business case, have had to be embedded into the scheme, including the positioning of the attenuation tanks and electric substation on stilts and moving the plant rooms to the deck. These design modifications have also had an impact on the scheme costs.

2.1.8. One of the schemes considered under the original business case included improvements to the station building interior by revamping the passenger waiting area and ticketing office. Due to the increase in the scope of work envisaged for the proposed parking deck, and the ensuing cost uplift, it has now been decided to exclude the costs of station improvement works, which is anticipated to realise only modest economic benefits over the assessment period, from the current funding application.

2.1.9. The original business case also considered minor improvements to the pedestrian amenities in the station forecourt area by moving dropped kerbs and tactile paving to a better location, as well as improving access between the park and ride bus shelter and footbridge. This has now been superseded by the revised station access and urban realm improvements scheme which is covered within the second addendum to the business case.

3 STRATEGIC CASE

3.1.1. The strategic case for the parking deck is comprehensively outlined within the Winnersh Triangle Business Case. A brief summary of the key points, including the strategic benefits of the additional elements, is set below.

3.1.2. With road traffic congestion into the centre of Reading already at unsustainably high levels (and worsening if no intervention takes place), the new parking deck and the additional spaces will increase the capacity of the park and ride facility and will allow higher numbers of drivers to park here and use rail and bus services into Reading (as well as other locations in this busy corridor). Doing nothing at Winnersh Triangle station will mean that drivers are not offered an attractive, alternative means of transport and are therefore likely to remain in their cars rather than switch to an enhanced park and ride facility. Congestion relief will also mean that journey time reliability for commuters and other road users will be improved.

3.1.3. In its present form and with restricted parking capacity, the station cannot fulfil its potential both as a gateway to the local area and as a much-improved park and ride facility.

3.1.4. Doing nothing will mean that harmful vehicle emissions and high levels of noise associated with congested traffic conditions will continue (and will worsen as traffic levels increase).

3.1.5. The enhanced car park design will include spaces and charging points for electric vehicles which will help reduce the emissions that contribute to climate change. This will encourage increased use of electric vehicles given that the availability of charging points is a major consideration when the purchase of electric vehicles is being considered.

3.1.6. Given that WBC have declared a “climate emergency”, the scheme will demonstrate the steps the Council is taking to reduce adverse environmental impacts and improve public health in the area, and to make the council carbon neutral by 2030. If the “do nothing” option is pursued, these will not be put in place and it will not be possible to meet one of the strategic objectives in the area, i.e. promoting more sustainable, environmentally friendly transport options.

3.1.7. To achieve the carbon-neutral target, the council is committed to incorporating renewables such as PV panels on all new developments. With the intention to now install solar PV panels at the enhanced car park, vehicle emissions will be reduced further as EVs will be charged with electricity generated by PV panels at Winnersh Triangle.

3.1.8. A range of new features at the station will benefit users and the local community. These include a new car park lift with step-free access and additional disabled parking. These, combined with the other enhancements, will greatly improve access and travel options for those who are either disabled or have some form of mobility impairment. These align well with many local and regional objectives and will help those who are disabled have access to a much wider range of opportunities.

3.1.9. The requirement for all LEPs to develop Local Industrial Strategies (LIS) for their respective geographical remit was set out by the Government in their Industrial Strategy White Paper, published in November 2017. The overarching aims of the White Paper are to a) improve UK’s overall productivity performance and b) ensure that future economic growth is inclusive. Thames Valley Berkshire LEP is among the third wave of Local Enterprise Partnerships spearheading the next round of Local Industrial Strategies due to be delivered to government in the spring of 2020.

3.1.10. Infrastructure is one of the five foundations of productivity as stated within the White Paper. The Berkshire LIS framework document states that there are high levels of traffic congestion in Berkshire, an ‘inevitable consequence (and cost) of economic buoyancy’. The document recognises that behavioural changes need to be a central part of the solution, which includes investing in sustainable modes of travel, in order to alleviate congestion on Berkshire’s roads.

3.1.11. One of TVB LEP’s key priorities, to realise their vision to become the ‘best of both global and local’, is ‘Priority 4: vibrant places and supportive infrastructure’. A key step identified to improve transport is to encourage modal shifts and the development of sustainable transport solutions. In relation to spatial development, the Berkshire LIS framework document recognises that ‘good use is made of sites close to railway stations and motorway junctions, and in strategic transport corridors, nurturing the development of connected ecosystems.’ It is considered that the parking deck scheme, revised access/forecourt and the urban realm improvements, which are in close proximity to the Winnersh Triangle station, would contribute towards achieving the Berkshire LIS objectives under Priority 4.

4 ECONOMIC CASE

4.1.1. Given that the predicted number of car trips captured by the proposed parking deck, in relation to its capacity, remains the same, there is no change in the transport user benefits for the parking deck, as set out within the post-business case technical note dated 14 May 2019. The technical note was prepared to discharge the conditions for approval set out in the Independent Assessment Summary report , which was produced by Hatch Regeris following submission of the Winnersh Triangle Park and Ride Scheme full business case to the Thames Valley Berkshire Local Enterprise Partnership.

4.1.2. All economic benefits associated with the improvements to the station building have now been removed from the updated economic appraisal as these do not form part of the current proposals.

4.1.3. An allowance of 12.5% has been allowed for risk on the Winnersh Triangle Parking Deck scheme. Through a combination of data obtained from the Ground Penetration Radar survey, trial holes within the car park and the cost estimates obtained for the provision of the new transformer from the Distribution Network Operator, there is high certainty around the statutory equipment supply and diversion costs. Results from the ground investigation survey do not indicate the need for any onerous foundation requirement. The most appropriate form of drainage strategy has also been established during the preliminary design stage. All these costs have been captured within the scheme costs and, therefore, sit outside the 'risk pot'.

4.1.4. Given that around two thirds of the construction base cost is for an 'off the shelf' parking deck for which a fair degree of benchmarking of cost has taken place, it was considered an allowance of 10% for this element would be sufficient (approx. 2/3 x 10%). The remainder of the works has been considered at around 20% due to that being less defined and presenting more ground condition risk (approx. 1/3 x 20%). The combination of this approach to the costing of risk resulted in our allowance of 12.5% which we consider to be robust.

4.1.5. TAG Unit 1.2 states that, as project-specific risks become better understood, quantified and valued, it should be possible to better capture the factors that contribute to optimism bias within the risk management process, leading to 'cost maturity'. Therefore, as risk analysis improves as a scheme develops, it is expected that the analysis feeding into the quantified risk assessment will become more certain, reducing the reliance on optimism bias uplifts. Although the risk analysis has improved for the Winnersh Triangle Parking Deck scheme, the optimism bias has been retained as 15% for the current update to the economic appraisal, in order to ensure a robust cost benefit appraisal. It should be noted that the optimum bias is only included in the economic appraisal for calculating the BCR, and not in the financial case which sets out the additional funding sought.

4.1.6. The Analysis of Monetised Costs and Benefits (AMCB), Public Accounts (PA) and Transport Economic Efficiency (TEE) tables for the parking deck scheme are provided at Appendix A. The AMCB for the core scenario is presented in Table 4-1. All costs are presented in market prices and values.

Table 4-1 – AMCB: Parking Deck

Item Costs and Benefits (In 2010 prices discounted to 2010)

Noise -
Air Quality -
Greenhouse Gases -
Journey Quality -
Physical Activity -
Accidents -
Economic Efficiency: Consumer Users (Commuting) £5,216,000
Economic Efficiency: Consumer Users (Other) £3,248,000
Economic Efficiency: Business Users and Providers £633,773
Wider Public Finances (Indirect Taxation Revenues) £787,000
Present Value of Benefits (PVB) £9,884,773
Present Value of Costs (PVC) £2,710,022
Net Present Value (NPV) £7,174,751
BCR 3.65

4.1.7. The core scenario shows a BCR of 3.65, which is classed as providing High value for money.

5 FINANCIAL CASE

5.1 SCHEME COSTS

5.1.1. A breakdown of the scheme costs is set out in Table 5-1.

Table 5-1 – Scheme cost breakdown

Cost in 2019 prices
Parking deck structure and foundation £2,135,100
Works identified to replace the SuDS drainage (including pavements, earthworks, new storage tanks etc) £483,083
Electric vehicle charging and related infrastructure including transformer, switch room, distribution board, plant room) £275,000
Other MEP items - distribution board, fire alarm, HVAC to plant room & CCTV £70,000
Lift £125,000
Items of construction contingency for items not identified and precise detail/spec (allowed @3%)£92,645
Preliminaries and overheads on civil and ancillary works excluding car park deck £210,166
Work by Statutory undertakers and others £150,000
Survey/Investigate/Design/Procure/Supervise/manage & liaise £400,000
Sub-total £3,940,994
Risk (12.5%) £492,500
Risk-adjusted cost estimate excluding inflation £4,433,494
Inflation (4%): 2019-2021 £177,200
Total budget estimate including inflation £4,610,694
LGF already allocated £2,845,140
S106 contributions £1,050,000
Balance LGF sought £715,554

5.2 BUDGET AND FUNDING COVER

5.2.1. An estimated budgetary impact summary is outlined in Table 5-2 split by the respective financial year. Overall, the local council (S106) contributions will fund approximately 23% of scheme outturn costs, with devolved funding required for the remaining 77%. All of the S106 contributions have already been secured and no risks, especially in terms of forward funding requirements, are therefore envisaged.

Table 5-2 – Budgetary impact summary

	2019-2020	2020-2021	2021-2022	Total
LGF Funds	£0	£3,560,694	£0	£3,560,694
S106 Contributions	£157,500	£262,500	£630,000	£1,050,000
Total	£157,500	£3,823,194	£630,000	£4,610,694

6 DELIVERY AND RISK

6.1 PROGRAMME AND DELIVERY

6.1.1. As per the current programme for the parking deck scheme, set out in Table 6-1, substantial start will be achieved on site by March 2021.
Table 6-1 – Car park deck programme

6.1.2. As per the current construction programme, there will be a period of overlap between the construction of the parking deck and the access, turning head and urban realm. To better manage resources on site, the phasing of the construction will be planned such that any overlap between critical activities that are common to both the parking deck and the access/turning head/urban realm is kept to a minimum.

6.1.3. The overall Scheme is likely to be constructed in five phases as described below. These construction phases will be refined and finalised by WBC's appointed contractor.

- Phase 0 - Enabling works (parking deck substructure and stats diversion at the new access)
- Phase 1 - Construction of the parking deck superstructure.
- Phase 2:
  - Remaining works at the surface car park (tarmac, SuDS reinstatement, signing and lining etc)
  - New fourth arm off Wharfedale Road Roundabout to be built 'offline' to retain bus access to Winnersh Triangle Station. This phase would include the construction of a bellmouth and approximately 45m of access road.
- Phase 3 - construction of the revised station forecourt, remaining access road and turning head. During this phase it is considered that temporary access to the railway station will be via the existing access road and Wharfedale Road south east arm. A temporary bus stop will be located within the existing bellmouth.
- Phase 4 - it is envisaged that access to the new station forecourt will be via the new access road and turning head, which will in turn allow the urban realm improvement works to be undertaken in the area of the

existing bellmouth and access road to the railway station. The dedicated right turn bus lane on Wharfdale road will be closed

6.1.4. The ‘remaining works at the surface car park’ in phase 2 will continue in parallel to phase 3 and, to a lesser degree, phase 4. The existing turning head will be operational during construction Phases 0, 1 and 2 and will close in Phase 3 in order to minimise disruption to station drop offs, buses and taxis. It is envisaged that a proportion of the main car park can stay in operation during phases 0, 3 and 4.

6.2 PROCUREMENT

6.2.1. With regards to procurement, VolkerHighways, WBC’s term contractor, have already been appointed on an Early Contractor Involvement basis to provide early input into the design process. Given that the value of the car park work excluding design fees, risk, surveys and other investigations would be less than the Official Journal of the European Union (OJEU) threshold of £4.73m, the intention is for the work to be directly awarded to VolkerHighways without going through the competitive tendering process. Given the specialist nature of the works, VolkerHighways intends to sub-contract the design and construction of the parking deck to a specialist Design and Build supplier. Benefits of this approach include:

- Use of ‘off-the-shelf’ design which would minimise detailed and fabrication design times.
- Tried and tested methods of construction using prefabricated modular elements, which will significantly reduce construction times, compared to traditional construction methods.
- Higher certainty of costs for items that are included under the Design and Build supplier’s remit.

6.2.2. VolkerHighways have undertaken a due diligence of various parking deck suppliers in the UK by evaluating them on their experience, reputation, quality of work and value for money. Following this exercise, VolkerHighways have identified a specialist supplier who would undertake the design and build of the parking deck. The due diligence work undertaken by VolkerHighways would ensure that the preferred specialist supplier offers the right balance between cost and quality.

6.2.3. Whilst the parking deck superstructure will be built by a specialist supplier, construction of the sub-structure and other ancillary civils work on the ground will be undertaken by VolkerHighways under the terms of their existing contract with WBC, which covers costs of such items, thereby ensuring cost certainty and value for money.

6.3 RISKS

6.3.1. It is anticipated that some utility diversions will be required as a consequence of the scheme. These diversions could involve some engineering challenges; however, early contractor involvement will mitigate against any potential utility or construction risks. In light of the surveys undertaken to date, including trial hole surveys that will assist in establishing the location of apparatus in key areas, there is high certainty on the ground conditions as well as the statutory

equipment diversions. These have been comprehensively captured within the scheme cost estimate.

6.3.2. WSP, who are acting as the Principal Designer for the scheme has been coordinating with utility companies through the C3 process to minimise risk during the construction programme. Through a combination of trial hole surveys, which have provided a good indication of the actual depth of the stats equipment, and the C3 quotes obtained from various utility companies including the Distribution Network Operator, there is a high degree of confidence in the cost of utility supply and diversions at this stage.

6.3.3. No planning risks are currently anticipated. It is expected that all outstanding technical queries and requests for information, sent by the respective officers at the Council, can be satisfactorily addressed. Any subsequent changes to the design, during the design and build stage, would be subject to a minor/material amendment application. The planning timescale for a material amendment application is 8 weeks, which can be accommodated within the current project timescales.

6.3.4. Key risks to the programme are:

- COVID-19
- Delays to completion of the detailed design due to suppliers and utility companies being affected by the COVID-19 situation. There may be potential delays to the construction stage as well, if suppliers are unable to source materials to scheduled timescales. This is a residual risk common to all such projects at present, and will remain as such for the foreseeable future, since uncertainty around the pandemic lockdown continues to evolve.
- Availability of an alternative car park
- Uncertainties around the availability of an alternative car park when the existing car park is closed for construction. The existing car park may have to be closed either fully or partially to facilitate safe construction. The former Loddon Valley park and ride car park adjacent to the Showcase cinema, located immediately to the west of the Winnersh Triangle car park, has been identified as the preferred alternative car park during construction. However, owners of the car park have informed the council of a risk that the car park may be subject to change of ownership, as well as a potential change of land use, in which case the car park may not be available for use during construction. This may be mitigated through a combination of keeping the existing car park partially operational by means of adequate traffic management measures, and by suspending a proportion of the parking during construction. The Council will ensure that stakeholders including Network Rail and Reading Buses are adequately consulted in arriving at a solution that is acceptable to all parties.
- The temporary measures could potentially have an impact on the revenue from the car park and the bus operations. However, the Council are actively seeking alternative parking solutions including the use of the former Loddon Valley park and ride site and also, as a potential fallback, Thames Valley Park and Ride, which is due to open in the next few months, for temporarily relocating the bus P&R element. The western end of the existing Winnersh Triangle P&R has been identified to accommodate the rail users who make up approximately 20% of the car park users. The western end of the car park is

outside the area affected by the construction activities and would therefore offer a viable solution to cater for the rail users.

- The loss of parking revenue during the temporary (part) closure of the existing car park is expected to be minimal as the bus Park and Ride users currently pay for parking on the bus as part of their ticket purchase. This arrangement will continue to be in place regardless of the temporary relocation of the bus Park and Ride to any alternative site. It is not expected that there will be any loss of rail ticket revenue as a sufficient portion of the car park is planned to be kept open to serve rail users. However, if there were to be any such loss this would be borne by South Western Railways. Bus ticket revenue reduction is expected to be limited as the bus is likely to be run from another location but any reduction in use would impact on Reading Buses who run this as a commercial service. WBC are liaising with them about temporary arrangements during construction

- Potential changes to design

- Changes to the parking deck design during the detailed design stage, which may have a cost implication. In order to mitigate this risk, the design will be subject to regular reviews to ensure that the costs do not exceed the current funding allocation.
- Before the specialist supplier enters into a formal contract to commence the design and build, WSP have requested VolkerHighways and their supplier to provide a firm budget price estimate based on their proposed design proposal and the deck performance specification. The provisional cost estimate, which is expected over the next few days, would assist in ascertaining whether the overall scheme cost is affordable within the current funding allocation. In addition, the cost of the superstructure will be benchmarked against cost estimates independently obtained by WSP from other suppliers across the UK to ensure that the supplier's costs are comparable, consistent or better than their competitors. Risk of potential cost escalation will be proactively managed through value engineering and ensuring that the scope of work or the performance specification is agreed upfront to avoid any 'scope creep'.

7 SUMMARY

7.1.1. Since the FBC was submitted in March 2019, the scope of the car parking improvements and overall works at the station has changed significantly. Currently, there are many new elements to the scheme, some of which will generate additional benefits, whereas others are fundamental to the successful design and delivery of the original scheme but were not identified during the business case submission due to the lack of design maturity at the time

7.1.2. The strategic case of the scheme is very compelling. Doing nothing at Winnersh Triangle station will mean that drivers are not offered an attractive, alternative means of transport and are therefore likely to remain in their cars rather than switch to an enhanced park and ride facility. Congestion relief will also mean that journey time reliability for commuters and other road users will be improved. The scheme would engender a number of additional benefits including the provision of electric vehicle charging and PV panels, which will contribute to the Council's sustainability objectives for the borough.

7.1.3. With a core BCR of 3.65, the scheme would generate high value for money.
7.1.4. Subject to potential delays around the evolving COVID-19 situation, it is anticipated that the scheme would be able to achieve a ‘substantial start on site’ by March 2021.

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BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Josie Wragg, Chief Executive, Slough Borough Council, Lead Officer to the BLTB

Item 9: Financial Approval 2.24 Newbury: Railway Station Addendum 1 Ticket Gate Line & Addendum 2 Cycle Hubs and Office Space enhancements

Purpose of Report

1. To consider giving financial approval to two enhancements to scheme 2.24 Newbury: Railway Station Improvements.

2. The original Newbury Railway Station Improvements scheme plans to enhance and improve multi-modal transport interchange at Newbury Railway station including upgrade and improvement of station buildings. This will work alongside, and help to deliver, the Market Street housing-led development and also help to deliver the Sandleford Park strategic housing site, through enhanced connectivity for bus passengers, rail passengers, cyclists and pedestrians. The scheme will allow Newbury Railway Station to cope with anticipated increases in passengers with corresponding increases in demand for travel and car parking. The scheme is promoted jointly by West Berkshire Council and Great Western Railway.

3. Since the original scheme was approved in July 2018, two enhancements have been proposed:

   3.1. ***Ticket Gate Line enhancements*** – refined future demand forecasts for Newbury and Network Rail safety requirements for passenger flows and clearance times, demonstrates that the number of gate lines originally proposed for the scheme is insufficient and is a critical safety issue.

   3.2. ***Cycle Hub and Office space enhancements*** – 180 spaces to be provided on the south-side of the station and 176 spaces on the north side, with some removal of platform provision to give a net addition of 300 cycle parking spaces at the station; and provision of 610m2 floorspace (an additional 44.5%) on the south side of the station for Business Start-up Units.

Recommendation

4. You are recommended to give scheme 2.24 Newbury: Railway Station Improvements financial approval for the two enhancements in the sum of

4.1. £300,000 for Gate Line enhancements and

4.2. £340,000 for Cycle Hub and Office Space enhancements

totalling £640,000 over the period 2020/21, on the terms of the funding agreement set out at paragraph 11 step 5 below, subject to the Independent Assessor being satisfied that the following conditions are met:

Gate Line Enhancements

4.3. Provide confirmation of the operational design horizon for the proposed gateline capacity, based upon the projected local passenger growth forecast at the station, with a clear demonstration that this broadly aligns with assumptions made within the Economic Case and, if not, does not undermine the case for investment.
4.4. GRIP 4 Network Rail Approval in Principle; and
4.5. An understanding of what processes would be undertaken in the event of any further cost overruns, should they arise.
These conditions should be met at the earliest feasible date, but no later than 31st October 2020.

Cycle Hub and Office Space enhancements

4.6. Completion of the demand analysis study, with a clear demonstration of strong potential demand for the business start-up units that correlates with a strong probability of high occupancy levels of the units;
4.7. GRIP 4 / GRIP 5 Network Rail Approval in Principle, as required for both the cycle hub and business start-up unit scheme element;
4.8. Evidence of completed commercial agreements between GWR and Network Rail for the necessary land transfer required to complete the business start-up units; and
4.9. Formal funding commitment from First Group and Network Rail for the match-funding identified by GWR, with a more detailed understanding of what processes would be undertaken in the event of any further cost overruns, should they arise.
These conditions should be met at the earliest feasible date, but no later than 30th November 2020.

Other Implications

Financial

5. A call for bids process was undertaken in January 2020 and a list of prioritised projects were agreed at the BLTB meeting March 2020. Scheme 2.24 Newbury: Railway Station Enhancements 1 Gate Line and 2 Cycle Hub and Office Space were named schemes.

6. This report recommends that West Berkshire Council be authorised to draw down the capital sum £640,000 from the Local Transport Body funding for this scheme, subject to conditions. This conditional approval will be converted from to full approval on receipt of written confirmation from the Independent Assessor that the conditions have all been met.

7. The funding agreement set out at paragraph 11 step 5 sets out the roles and responsibilities, reporting and auditing arrangements, timing and triggers for payments, contributions from other funders, consequences of delay, consequences of failure, claw back, and evaluation requirements at one and five years on.

Risk Management

8. The risk management arrangements already put in place by the Local Transport Body are as follows:
    - The Assurance Framework[i] has been drafted following DfT guidance and has been approved by the DfT for use in allocating capital funds for transport schemes
    - Hatch Regeneris have been appointed as Independent Assessors and have provided full written reports for both enhancements (see Appendices 2 and 3) on the full business cases for the schemes
    - The funding agreement set out at paragraph 11, step 5 makes clear that the financial risk associated with implementation of the scheme rests with the scheme promoter.

Human Rights Act and Other Legal Implications

9. The scheme promoter is a local authority and they must act within the law. Slough Borough Council will provide legal support for the BLTB, should any questions arise.

Supporting Information

10. The scheme will be carried out by West Berkshire Council and Great Western Railway.

11. The full details of the scheme are available from the West Berkshire Council website[ii]. A summary of the key points is given below:

Task	Timescale
Procurement	November 2018
Construction start	Ongoing
Construction finish	Cycle Hubs Sept '20; Gate Line & Office Space March '21

Activity	Funder	Cost (approx)
Major scheme funding	Berkshire Local Transport Body	£640k

Rail Industry	GWR	£200k
Total		**£840k**

12. The table below sets out the details of this scheme's compliance with steps1-5 of paragraph 14 of Assurance Framework[iii].

<table>
<tr><th>Assurance Framework Check list</th><th colspan="4">2.24 Newbury: Railway Station Addendums: 1 Ticket Gate Line & 2 Cycle Hubs and Office Space enhancements</th></tr>
<tr><td rowspan="9">Step 1: Development of Scheme proposal; initial sifting, scoring and prioritisation leading to award of Programme Entry Status. (See paragraphs 11-13)</td><td colspan="4">These two enhancements to the existing scheme will allow Newbury Railway Station to meet critical safety concerns (Gate Line), offer 300 cycle spaces both sides of the station and adding an additional 188msq of office spacing generating 10 new jobs. The two schemes were submitted in the January 2020 call for bids and jointly were given 19.5 points and ranked 4th out of 6 schemes submitted. See Appendix 1.</td></tr>
<tr><td>Factor</td><td>Raw score</td><td>Weighting</td><td>Weighted score</td></tr>
<tr><td>Strategy</td><td>3</td><td>1.5</td><td>4.5</td></tr>
<tr><td>Deliverability</td><td>2</td><td>2</td><td>4</td></tr>
<tr><td>Economic Impact</td><td>2</td><td>4</td><td>8</td></tr>
<tr><td>TVB area coverage</td><td>1</td><td>1</td><td>1</td></tr>
<tr><td>Environment</td><td>1</td><td>1</td><td>1</td></tr>
<tr><td>Social</td><td>2</td><td>0.5</td><td>1</td></tr>
<tr><td>Total</td><td></td><td></td><td>19.5</td></tr>
<tr><td>Step 2: Programme Entry: evolution of the scheme from outline proposal to full business case, external view on the business case, and independent assessment (See paragraphs 15 and 16)</td><td colspan="4">Programme Entry status was given to addendum 1 Gate Line by the BLTB on 12 March 2020[iv] (minute 33 refers).

The West Berkshire Council website[v] holds the latest details of the full business case, including the VfM statement certified by the senior responsible officer.

Any comments or observations on the scheme received by either TVB LEP or West Berkshire Council have been fully considered during the development of the scheme.

The reports of the Independent Assessor are attached at Appendices 2 and 3. The Independent Assessor was asked to report as follows:
• Completeness – has the promoter prepared a complete Full Business Case submission, when judged against the prevailing advice from the DfT
• Accuracy – has the promoter performed the relevant calculations and assessments accurately and without error
• Relevance – has the Full Business Case considered all relevant matters, including use of appropriate forecasting models and planning assumptions, and has it included any irrelevant considerations such unduly-optimistic assumptions or out of date modelling data
• Value for Money – does the scheme promoter's Value for Money assessment comply with the prevailing DfT guidance
• Evaluation arrangements – has the scheme promoter made provision for appropriate post-implementation evaluation of the scheme.</td></tr>
</table>

Assurance Framework Check list	2.24 Newbury: Railway Station Addendums: 1 Ticket Gate Line & 2 Cycle Hubs and Office Space enhancements
	• Remedies – where the independent assessment reveals a gap between the FBC supplied and the standard anticipated by the DfT guidance, then the advice for the LTB should include recommendations for remedial actions required – e.g., collection of further data, sensitivity tests on particular assumptions etc.
Step 3: Conditional Approval	The Independent Assessor has identified that Conditional Approval is appropriate for both enhancements. A total of 7 conditions have been set across both schemes: **Gate Line Enhancements (3 conditions)** 4.3. Provide confirmation of the operational design horizon for the proposed gateline capacity, based upon the projected local passenger growth forecast at the station, with a clear demonstration that this broadly aligns with assumptions made within the Economic Case and, if not, does not undermine the case for investment. 4.4. GRIP 4 Network Rail Approval in Principle; and 4.5. An understanding of what processes would be undertaken in the event of any further cost overruns, should they arise. These conditions should be met at the earliest feasible date, but no later than 31st October 2020. **Cycle Hub and Office Space enhancements (4 conditions)** 4.6. Completion of the demand analysis study, with a clear demonstration of strong potential demand for the business start-up units that correlates with a strong probability of high occupancy levels of the units; 4.7. GRIP 4 / GRIP 5 Network Rail Approval in Principle, as required for both the cycle hub and business start-up unit scheme element; 4.8. Evidence of completed commercial agreements between GWR and Network Rail for the necessary land transfer required to complete the business start-up units; and 4.9. Formal funding commitment from First Group and Network Rail for the match-funding identified by GWR, with a more detailed understanding of what processes would be undertaken in the event of any further cost overruns, should they arise. These conditions should be met at the earliest feasible date, but no later than 30th November 2020.
Step 4: Recommendation of Financial Approval - High Value for Money - Support of the Independent assessor	The Independent Assessor has identified that the Benefit Cost Ratio (BCR) of the component scheme enhancements are both within the High Value category: Gate Line enhancement 2.9: 1. Cycle Hub/ Office space enhancement 3.2 to 1. The overall scheme BCR remains High Value at 3: 1 BCR. DfT has set thresholds of 2.00 (High VfM) and 4.00 (Very High VfM) and schemes with BCRs above these thresholds can described as having High or Very High Value for Money. The Independent Assessor's reports (see Appendices 2 & 3)

Assurance Framework Check list	2.24 Newbury: Railway Station Addendums: 1 Ticket Gate Line & 2 Cycle Hubs and Office Space enhancements
	recommends conditional financial approval for both these scheme enhancements.
Step 5: Formal Agreement - roles - responsibilities - reporting - auditing - timing and triggers for payments, - contributions from other funders, - consequences of delay, - consequences of failure, - claw back, - evaluation one and five years on	1. Roles: Thames Valley Berkshire LEP is a part funder of the scheme. West Berkshire Council is the scheme promoter, and is the relevant highway and planning authority. 2. Responsibilities: Thames Valley Berkshire LEP is responsible for allocating the capital finance in accordance with its Assurance Framework. West Berkshire Council is responsible for all aspects of the design, risk management, insurance, procurement, construction and implementation of the scheme, including its responsibilities as highway and planning authority, any other statutory duties, and any financial or other liabilities arising from the scheme. 3. Implementation: In addition to any reporting requirements within West Berkshire Council, the scheme promoter will use the proforma supplied by Thames Valley Berkshire LEP to make reports on progress of the implementation of the capital scheme to each meeting of the BLTB until the build is complete. In particular, West Berkshire Council will report on any change in the size, scope or specification of the scheme; and on any substantial savings against the scheme budget whether achieved by such changes to the size, scope or specification of the scheme, or through procurement, or through the efficient implementation of the scheme. 4. Reporting: The scheme promoter must provide accurate, timely, verified and quality assured quarterly monitoring and forecast data, which relate to defined output and outcome indicators agreed between Thames Valley Berkshire LEP and government as a condition of the Growth Deal. This scheme will not be required to participate in an evaluation as set out in the Growth Deal Monitoring and Evaluation Plan. 5. Auditing: West Berkshire Council will keep financial records such that the expenditure on the scheme is readily identifiable, and if and when BEIS, DfT or other government department or the Accountable Body for Thames Valley Berkshire LEP requests access to financial or other records for the purposes of an audit of the accounts, West Berkshire Council will co-operate fully. 6. Timing and Triggers for payments: See the Claim Proforma (available on request). 7. Contributions from Other Funders: GWR will contribute £200,000 in 2020/21. 8. Consequences of Delay: In the event that the scheme experiences minor delays to its overall Business Case programme (no more than 10 weeks), West Berkshire Council

Assurance Framework Check list	2.24 Newbury: Railway Station Addendums: 1 Ticket Gate Line & 2 Cycle Hubs and Office Space enhancements
	will report these delays and the reasons for them, and the proposed remedial action to the next available meeting of the BLTB. In the event that the scheme experiences major delays to its overall Business Case programme (11 weeks or longer) West Berkshire Council will be required to seek permission from Thames Valley Berkshire LEP to reschedule any payments that are due, or may be delayed in falling due because of the delay to the overall Business Case programme. 9. Consequences of Change to the Design or Specification of the Scheme: In the event that West Berkshire Council wishes to change the design or specification of the scheme such the scheme delivered will vary in any material aspect from the description given in the overall business case, West Berkshire Council will be required to seek prior written consent from Thames Valley Berkshire LEP. Failing this permission, no further monies will be paid to West Berkshire Council after the change becomes apparent to Thames Valley Berkshire LEP. In addition, consideration will be given to recovering any monies paid to West Berkshire Council in respect of this scheme. 10. Consequences of Failure: As soon as it becomes apparent to West Berkshire Council that it will not be possible to deliver the scheme within the current LGF programme, i.e. by the end of 2020/21, written notice shall be given to the Accountable Body for Thames Valley Berkshire LEP. No further monies will be paid to West Berkshire Council after this point. In addition, consideration will be given to recovering any monies paid to West Berkshire Council in respect of this scheme. 11. Claw back: If the overall scheme achieves savings against budget, these savings will be shared by Thames Valley Berkshire LEP and the other funders noted above in proportion to the amounts set out in the Financial Profile. The Accountable Body for Thames Valley Berkshire LEP reserves the right to claw back any amounts of grant that have been spent on purposes other than the scheme as approved and any repayments due as a consequence of changes to the design or specification of the scheme or scheme failure. 12. Evaluation One and Five Years On: West Berkshire Council will produce scheme evaluations One and Five years after practical completion that comply with DfT guidance. 13. Other Conditions of Local Growth Funds: West Berkshire Council will acknowledge the financial contribution made to this scheme through Local Growth Funds and follow the 'Growth Deal Identity Guidelines'). It will also give due regard to the Equality Act 2010 - Public Sector and with the Public Services (Social Value Act) 2012, particularly through the employment of apprentices across the scheme supply chain.

Conclusion

13. These proposed enhancements to the Newbury Railway Station scheme not only met critical Gate Line safety requirements as set out by Network Rail, but also continues to deliver high value for money, and is deliverable. Whilst some programme risks remain, these are considered to be understood and are being managed appropriately.

Background Papers

14. The LTB and SEP scoring exercise papers are available on request

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[i] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum
[ii] http://info.westberks.gov.uk/sep
[iii] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum
[iv] http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=601&MId=5677&Ver=4
[v] http://info.westberks.gov.uk/sep

Appendix 1 - Local Growth Deal list of prioritised schemes agreed March 2020

Weighting	1.5	2	4	1	1	0.5				
Factor	**SEP**	**Deliv-erable**	**Economic Impact**	**TVB area**	**Natural Capital**	**Social Value**	**Total Weighted score**	**Rank**	**Contribution Sought**	**Cumulative spend**
LGF Eligible Projects										
Reading Buses: Completing the Connection	4.5	6	8	2	3	1.0	24.5	1	1,541,243	1,541,243
Superfast Broadband - Extension	4.5	6	8	2	1	0.5	22	2	46,920	1,588,163
2.29 Wokingham: Winnersh Triangle Park and Ride - Extension	4.5	4	8	1	2	0.5	20.0	3	1,411,142	2,999,305
2.24 Newbury: Railway Station improvements - Extension	4.5	4	8	1	1	1.0	19.5	4	640,000	3,639,305
2.30 TVB Smart City Cluster Extension	4.5	6	4	2	2	0.5	19	5	283,620	3,922,925
Slough Langley High Street (phases 1, 2 & 3)	4.5	2	8	2	1	0.5	18.0	6	4,000,000	7,922,925

Appendix 2

Thames Valley Berkshire Local Enterprise Partnership

Independent Assessment Summary Report: Newbury Railway Station Improvements Addendum 1 – Gate Line

May 2020
www.hatchregeneris.co.uk

Independent Review

Introduction

1.1 This technical note provides an independent assessment of the Newbury Railway Station Improvements Addendum 1 business case submission to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP).

1.2 The overarching scheme is an existing approved TVB LEP project promoted by West Berkshire Council (WBC) and Great Western railways (GWR) to provide a range of internal and external enhancements to Newbury Station, including interchange enhancements, additional car parking provision, station forecourt enhancements with cycle and pedestrian links, and station building/facilities enhancements.

1.3 The proposed interchange enhancement were on the south side of the station and included a new cycle hub. The station building/facilities enhancements included proposed extended gatelines, and new business start-up facilities, amongst other elements.

1.4 Since the original scheme was approved a number of design and delivery issues have come to light, namely:

- A requirement for larger capacity gatelines than originally planned;
- The requirement for cycle parking provision on both the south and north sides of the station; and
- An alternative location for provision of business start-up elements.

1.5 Whilst the cycle parking provision and business start-up locations are not critical to the delivery of the original project, the gateline capacity represents a critical safety issue that must be addressed. As a result, additional funding is required to deliver the original scheme. This is the subject of Addendum 1.

1.6 Whilst less critical to the delivery of the original scheme proposals, WBC and GWR are also seeking to incorporate the proposals for enhanced cycle parking and start-up facilities within the overall station proposals. This is subject to a separate addendum submission (Addendum 2).

Submitted Information

1.7 The independent assessment process for the revised gateline proposals for Newbury Station submission has been conducted on the basis of an addendum document submitted by WBC and GWR.

1.8 Cross-references are provided to the original Full Business Case (FBC) submission. Scheme Amendment Summary

1.9 The addendum document provides a summary of the current gateline arrangements at Newbury Station, consisting of:

- Platform 1: Three standard gates and one wide-aisle gate;
- Platform 2: Three standard gates and one wide-aisle gate, all situated on the platform itself.

1.10 The original scheme proposals were to add another wide-aisle gate on each platform; how the results of pedestrian modelling (unavailable at the time of the

original submission) have now indicated that this level of gateline capacity would present a safety issue for future forecast levels of rail passengers and, critically, would not adhere to Network Rail safety guidelines. As such, the original scheme proposals would not obtain Network rail approval.

1.11 The revised gateline proposal seeks to deliver further ticket barrier capacity bringing total capacity for each platform, as follow:

- Platform 1: Five standard gates and two wide-aisle gates;
- Platform 2: Three standard gates and two wide-aisle gates, along with an additional 'exit only' facility consisting of one standard gate and one wide-aisle gate

1.12 The original scheme cost was estimated to be £5.184 million, with £4.734 million sought from the Local Growth Fund (LGF). This included an allowance of £145,500 for gateline works.

1.13 A further £300,000 is required to deliver the expanded gateline requirement, all of which is being sought from an LGF allocation.

1.14 The revised total costs to deliver the original element of the scheme, alongside the expanded gatelines, is now estimated at £5.484 million, with a combined LGF contribution of £5.034 million.

Review Findings

Scope of Works

1.15 The addendum provides a detailed overview of the current gateline arrangements, the original gateline proposals; and the expanded gateline proposals, as set out in the scheme amendment summary above.

1.16 The need for the expanded gateline proposals is set out, based upon the more detailed pedestrian modelling exercise that had been previously unavailable. It describes the Network rail criteria that all passengers must be able to exit the station through the gatelines within two minute and that, during peak periods, this criteria was not met under the original gateline proposals.

1.17 The pedestrian modelling analysis indicated the requirement for an additional two standard gate on Platform 1. These could be located alongside the current proposed design. On Platform 2, a further one standard gate and one wide-aisle gate is required, but these cannot be located alongside the current proposals. Amendments have therefore needed to be made to accommodate this additional provision within the station footprint.

Independent Assessor Comment

1.18 It was noted within the independent assessment of the original business case that no specific analysis of gateline capacity was presented. Whilst it was understood at that time that a static analysis had been undertaken and, in most circumstances, this should have been sufficient to identify capacity requirements, in this instance the analysis appears to have been insufficient.

1.19 Dynamic pedestrian modelling provides a more accurate assessment of passenger flows around station layouts, including to and from the gateline. The modelling work conducted has identified peak periods, albeit limited in nature, where Network Rail safety criteria will be exceeded, on the basis of the original scheme design. On this basis, it is acknowledged that Network Rail will not provide the necessary approvals for the original scheme and so additional capacity is required.

1.20 Whilst the outputs from the pedestrian modelling have not been presented in detail, we accept that this will be a more accurate basis upon which to determine required capacity and will be a robust basis upon which to obtain Network rail approvals. The models have been developed by reputable consultants (SYSTRA) and on the basis of Network Rail standards.

1.21 On the basis of the information presented we cannot comment directly on the number/capacity of gates that are now being proposed. GWR have indicated that two pedestrian modelling scenario tests have been undertaken: one based on 'current' demand and the other with an additional 20%. Whilst this is understood to adhere to standard Network Rail requirements, we are aware than a 20% uplift in demand appears inconsistent with growth presented within the original business case submission. As such, it is not clear what the design horizon for the gateline capacity will be in practice. We are reassured, to a degree, that the analysis completed adhered specifically to Network Rail requirement and so should be sufficient to obtain Network Rail approvals; however, further analysis is required.

1.22 It is understood that design and number of gatelines has been provided to Network Rail through the Form 001 approval in principle sign-off process. The pedestrian modelling report was appended for Network Rail consideration. Approval in Principle is due in June 2020.

Strategic Case

1.23 The Strategic Case cross-references to the information presented within the original business case submission, with key points related to the strategic need for the scheme highlighted, including the support for the masterplan of the area of Newbury around the station and the growth in station usage resulting from the electrification programme, longer trains, and then enhanced timetable on the Newbury & Kennet Line.

1.24 In addition, the strategic alignment of the overall station proposals with the TVB's Strategic Economic Plan and Berkshire Local Industrial Strategy is outlined.

1.25 The options for enhancement are described in terms of providing the required gateline capacity dictated by the outcomes of the pedestrian modelling. The selected option represents the 'minimum' option for Platform 1 and the 'medium' option for Platform 2 but is stated as keeping costs to a minimum and is an option that is feasible within constraints of the station buildings.

1.26 A wider scheme option for the whole station is also referenced that could be delivered within the original budget envelope. This would not be able to meet future growth projections for the station and so would not be approved by Network Rail.

1.27 It is reiterated that the scheme will support wider growth in the Newbury population, as a result of housing development, as well as complement recent investment in the rail network.

Independent Assessor Comment

1.28 Our review of the original strategic case for the scheme recognised that it set out a clear rationale for the overall development of the project. This is considered to remain the case.

1.29 There is clear demonstration that the project has good policy alignment and will support local growth aspirations around the station, as well as wider housing growth within Newbury.

1.30 As indicated above, concerns were raised around the original assessment of need for the scheme but the additional dynamic pedestrian modelling will now provide a more suitable tool to accurately assess the internal station layout requirements.

Economic Case

1.31 The Economic Case highlights that the original scheme provided a wide range of quantified and unquantified benefits, with a benefit cost ratio (BCR) of 3.8 to 1.

1.32 The additional gateline capacity proposed, whilst providing significant safety benefits, delivers relatively limited direct economic outputs, in monetary terms. The addendum document presents a sensitivity test to the original business case that includes the small-scale additional benefits, alongside the additional scheme cost. This is forecast to reduce the BCR of the amended scheme proposal to 2.9 to 1.

1.33 The addendum reiterates that that the benefits of the additional gateline capacity are over and above the monetised impact and relate to providing a safe and operational station.

Independent Assessor Comment

1.34 The Economic Case for the original scheme submission was considered to offer high value for money. This was primarily on the basis of the additional revenue generated through the expanded car park and passenger revenue that would be captured by the public sector through the franchising process.

1.35 It is fully accepted that the additional gateline capacity will deliver limited direct economic benefits, as it is only required to mitigate safety issues during relatively limited peak periods of station demand. As a standalone assessment of the additional scheme cost (£300,000) it is not unexpected that this scheme element will deliver low value for money on the basis of a standard economic assessment.

1.36 It is, however, considered appropriate to assess the scheme as an overall project, that includes the expanded gateline and, on this basis, it is clear that the scheme will continue to deliver high value for money, despite the additional costs.

Financial Case

1.37 The Financial Case sets out the additional project funding sought from LGF (£300,000). This equates to the total additional cost of the gatelines.

1.38 It provides this in the context of the original project, which was projected to cost £5.184 million with £4.734 million sought from LGF.

1.39 The additional costs have been calculated using an independent cost report, provided by GWR cost consultant. They are estimated as:

- GWR Directs (gateline and associated hardware): £130,000
- Main Contractor additional costs: £101,000
- Project / Design Team Fees: £24,000
- Contingency (at 15%): £45,000

1.40 The profile of spending is presented demonstrating all of the additional spend will be in 202/21.

1.41 Whilst no additional match-funding is directly provided, the original business case included a 9% contribution. In additional it is stated that GWR have committed an additional £200,000 to deliver the revised cycle and business start-up elements outlined in Section 1.4.

1.42 WBC and GWR have stated they are committed to the scheme and, in the event that there are any further cost overruns they would look to cover these costs, albeit neither organisation has provided formal commitment at this stage.

Independent Assessor Comment

1.43 Given that the costs represent a cost escalation over the original scheme, it is clearly important to ensure that this revised submission represents a comprehensive and fully robust assessment. This includes having an appropriate level of contingency and risk allowance.

1.44 Whilst the pedestrian modelling work should provide additional certainty regarding the required gateline infrastructure requirements, we are unable to fully verify this process and the design remains subject to Network Rail approvals. So, whilst the unit costs of the infrastructure remains well understood, and additional allowance has been included for civils work to cover the requirement for a second gateline location on Platform 2, there remains an element of risk around the costs until the approvals are in place.

1.45 The 15% contingency applied is considered a reasonably appropriate allowance, albeit the basis for this amount is not detailed.

1.46 WBC have indicated that they cannot formally commit to covering any cost overruns, as the gateline works are internal to the station footprint. Whilst GWR would look to cover any further cost overruns, there is no formal approval of this commitment.

Delivery and Risk

1.47 A high-level programme is set out for the scheme demonstrating the key milestones relating to the delivery of the gateline and the overall project.

1.48 Key dependencies are identified as:

- Phasing plan (minimise disruption to station operations and passengers)
- Network Rail approvals
- Product availability (suppliers ability to deliver)

1.49 A risk register is presented, highlighting the following key risks:

- Delayed Network Rail approval
- Pedestrian modelling is insufficient for approval
- Manufacturing delay
- Supplier installation timescales
- COVID-19

1.50 It is stated there will be regular Project Team meetings between GWR, WBC and Network Rail (as required) to discuss programme and risks.

1.51 Cross-references are made to the management and assurance processes detailed in the Management Case of the full business case (specifically Figure 7 in Section 7 of the document).

Independent Assessor Comment

1.52 A clear programme is set out with milestones. The project is scheduled to be complete by the end of March 2021, albeit there are a number of risks that could result in delays to the programme. Whilst it is understood that Network Rail approvals should be obtained, these remain a critical element of the programme. Overall, it is considered that there is sufficient evidence presented to provide assurance that the project will be substantially complete by March 2021, if not fully complete.

1.53 The section on inter-dependencies indicates that WBC/GWR have considered the key issues relating to project deliver and have mitigation in place to minimise any potential negative impacts.

1.54 A range of risks have been identified and mitigation measures are clearly in place for each element. The risks associated with the expansion of the gateline are not considered any greater than the original project, as this already included a requirement for new gatelines. It is clear that some of these risks will need to be closely managed to ensure that they do not unduly affect the overall programme.

1.55 The overall commercial and management procedures, as set out in the original business case, are considered to be appropriate and suitably robust.

Conclusions

1.56 The Strategic Case for the project demonstrates it provides a clear case for the additional intervention in terms of safety requirements, and the overall scheme retains good policy alignment. There remains some uncertainty over the design horizon for the proposed gateline capacity, albeit the approach to assessment meets Network Rail approval processes.

1.57 The overall Economic Case remains strong despite the increase in scheme costs and only marginally increased quantified benefits.

1.58 The Financial Case has been subjected to considerable scrutiny. Whilst the required amendment to the scheme gateline, and associated additional in cost, since the original business case is concerning, the pedestrian modelling work that has been undertaken should mean that the project team now has a much greater understanding of the design requirements.

1.59 The revised project budget is considered robust on the basis of the specified number of additional gates, but there remains an element of risk until Network Rail approvals are in place for the design.

1.60 Whilst the project is fully supported by WBC they are not in a position to cover any further cost overruns as the works are located insider the station footprint. GWR have indicated that would seek to cover any cost overruns, but no formal guarantee is in place.

1.61 The project is considered to have a robust plan for delivery, with a clearly defined programme of tasks. Whilst the construction is not scheduled to be completed until March 2021, and there are some risks of delays, there is sufficient evidence that the project will, at worse, be substantially complete by this point. The main programme risks relate to Network Rail approvals, manufacturing and/or supplier delays and COVID-19.

1.62 It is our conclusion that the revised Newbury Railway Station Improvements scheme, with expanded gateline proposal, aligns with strategic priorities, will deliver high value for money, and is deliverable. Whilst some programme risks remain, these are considered to be understood and are being managed appropriately. The main concern relates to a lack of formal approvals related to the scheme.

Recommendation

1.63 We recommend the additional funding for the expanded gateline proposals for Newbury Railway Station on the basis of the following conditions being met:

1) Provide confirmation of the operational design horizon for the proposed gateline capacity, based upon the projected local passenger growth forecast at the station, with a clear demonstration that this broadly aligns with assumptions made within the Economic Case and, if not, does not undermine the case for investment.
2) GRIP 4 Network Rail Approval in Principle; and
3) An understanding of what processes would be undertaken in the event of any further cost overruns, should they arise.

1.64 These conditions should be met at the earliest feasible date, but no later than 31st October 2020.

Appendix 3

Thames Valley Berkshire Local Enterprise Partnership

Independent Assessment Summary Report: Newbury Railway Station Improvements Addendum 2 Cycle Hub and Office Space enhancements

May 2020
www.hatchregeneris.co.uk

Independent Review

Introduction

1.1 This technical note provides an independent assessment of the Newbury Railway Station Improvements Addendum 2 business case submission to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP).

1.2 The overarching scheme is an existing approved TVB LEP project promoted by West Berkshire Council (WBC) and Great Western railways (GWR) to provide a range of internal and external enhancements to Newbury Station, including interchange enhancements, additional car parking provision, station forecourt enhancements with cycle and pedestrian links, and station building/facilities enhancements.

1.3 The proposed interchange enhancement were on the south side of the station and included a new cycle hub. The station building/facilities enhancements included proposed extended gatelines, and new business start-up facilities, amongst other elements.

1.4 Since the original scheme was approved a number of design and delivery issues have come to light, namely:

- A requirement for larger capacity gatelines than originally planned;
- The requirement for cycle parking provision on both the south and north sides of the station; and
- An alternative location for provision of business start-up elements.

1.5 Whilst the cycle parking provision and business start-up locations are not critical to the delivery of the original project, the gateline capacity represents a critical safety issue that must be addressed. As a result, additional funding is required to deliver the original scheme. This is the subject of a separate addendum submission (Addendum 1).

1.6 To ensure that the optimum overall scheme is brought forward at Newbury Station, WBC and GWR are also seeking to incorporate the proposals for enhanced cycle parking and start-up facilities within the overall station proposals. This is the subject of this addendum submission (Addendum 2).

Submitted Information

1.7 The independent assessment process for the revised gateline proposals for Newbury Station submission has been conducted on the basis of an addendum document submitted by WBC and GWR.

1.8 Cross-references are provided to the original Full Business Case (FBC) submission.
Scheme Amendment Summary

1.9 The addendum document provides a summary of the original proposals for the cycle hubs and business start-up units at Newbury Station, consisting of:

- Cycle Hubs: 300 additional spaces to be provided on the south-side of the station only, as part of the enhanced interchange facilities;
- Business Start-up Units: provision of 422m2 floorspace on the south side of the station.

1.10 As the station design work has progressed the location of both the cycle hub and business start-up has been reviewed on the basis of additional consultation and detailed design. This concluded that there is need for cycle parking provision on the north side of the station to serve those cyclists accessing from this direction. In addition, a more optimum location for the cycle hub on the south side of the station was also identified.

1.11 The relocation of a Network Rail Maintenance compound at the station has provided an opportunity to relocate the business start-up units and provide additional capacity. This also avoids it being located close to a new stanchion for rail equipment.

1.12 The revised proposal are as follow:

- Cycle Hubs: 180 spaces to be provided on the south-side of the station and 176 spaces on the north side, with some removal of platform provision to give a net addition of 300 cycle parking spaces at the station;
- Business Start-up Units: provision of 610m2 floorspace (an additional 44.5%) on the south side of the station.

1.13 Diagrams of the original and proposed locations are provided within the addendum document.

1.14 The revisions to the cycle hubs and business start-ups is estimated to be £540,000, with £340,00 sought from the Local Growth Fund (LGF).

1.15 The revised total costs to deliver the original element of the scheme, the expanded gatelines (Addendum 1), and revised cycle hubs and start-up units (Addendum 2) is now estimated at £6.024 million, with a combined LGF contribution of £5.374 million.

Review Findings

Scope of Works

1.16 The addendum provides a detailed overview of the original proposals for the cycle hubs and the business start-ups. It then explains the additional analysis undertaken that has resulted in the proposals to amend the location of the provision.

1.17 It highlights a range of factors, including:

- Analysis of the flow of cyclists to the station;
- Feedback from cyclists' groups;
- Housing development proposals to the north of the station;
- The location of a stanchion in close proximity to the originally proposed location for the business start-ups;
- The relocation of the Network Rail Maintenance compound at the station;
- Easier construction processes; and
- Increased business start-up unit floorspace.

1.18 The benefits of splitting the cycle hubs on either side of the station is set out. In addition, the need and support for the business start-up units is described.

Independent Assessor Comment

1.19 The process by which the revised proposals have emerged is considered to have been set out in sufficient detail. Whilst some elements relate to changes in external factors, other elements appear to suggest limitations within the original assessment work. For example, it is not clear why analysis of cycle flows or consultation with cyclists' groups did not take place originally.

1.20 Ultimately, however, the proposals that are being put forward are considered to represent enhanced provision over the original proposals. Whilst no additional cycle parking will be provided, the location on both sides of the station is a clear enhancement in provision and demonstrates a clear commitment to promoting cycle access to the station.

1.21 The new location of the business start-ups also delivers additional floorspace capacity and will be easier to construct and so can bee seen to offer enhanced provision.

Strategic Case

1.22 The Strategic Case cross-references to the information presented within the original business case submission, with key points related to the strategic need for the scheme highlighted, including the support for the masterplan of the area of Newbury around the station, and the growth in station usage resulting from the electrification programme, longer trains, and then enhanced timetable on the Newbury & Kennet Line.

1.23 In addition, the strategic alignment of the overall station proposals with the TVB's Strategic Economic Plan and Berkshire Local Industrial Strategy is outlined.

1.24 The impact of continuing with just the existing proposals for the cycle hub and business start-up units is set out, including the lost opportunities for cycle connectivity on the north side of the station and connecting to the Market Street development. It is stated as no longer feasible to develop the start-up units in the original location and so it would require constructing a smaller facility on the proposed new location, within the smaller budget, which would not be fit for purpose.

1.25 It is stated that a demand study will be undertaken for the business start-up units to ensure that appropriate provision is made for businesses in light of how the context has changed, and may continue to be different, with COVID-19.

Independent Assessor Comment

1.26 Our review of the original strategic case for the scheme recognised that it set out a clear rationale for the overall development of the project. This is considered to remain the case.

1.27 There is clear demonstration that the project has good policy alignment and will support local growth aspirations around the station, as well as wider housing growth within Newbury.

1.28 Whilst there have been clear deficiencies with the scheme optioneering process for the project, there is sufficient evidence that the revised cycle hub and business start-up units will offer enhanced strategic benefits in the long run, both in terms of encouraging cycle access to the station and providing appropriate start-up provision for businesses.

1.29 Whilst, ideally, the demand analysis would have been completed at this stage, the impact of COVID-19 means that this work would probably have needed repeating to reflect the changing circumstances. There represents an opportunity to respond to the current situation and provide facilities accordingly.

Economic Case

1.30 The Economic Case highlights that the original scheme provided a wide range of quantified and unquantified benefits, with a benefit cost ratio (BCR) of 3.8 to 1.

1.31 The impact of the revised cycle hubs is analysed in terms of reduced access times for cyclists travelling from the north of the station. The journey time savings have been monetised to provide a forecast economic impact of £75,500 over 30 years.

1.32 The impact of the revised business start-up units is based upon the increased floorspace that will be provided and the additional jobs that this could accommodate. This has applied standard employment densities guide to estimate that 10 additional jobs could be accommodated within the additional 188m2. The average GVA per head in Berkshire has then be applied, alongside additionality factors, to generate a forecast economic impact of £1.260 million over 10 years.

1.33 The overall present value of benefits and costs are presented, with an overall forecast benefit cost ratio (BCR) of 3.2 to 1, indicating the additional investment represents 'high' value for money.

Independent Assessor Comment

1.34 The Economic Case for the original scheme submission was considered to offer high value for money. This was primarily on the basis of the additional revenue generated through the expanded car park and passenger revenue that would be captured by the public sector through the franchising process.

1.35 The approach to assessing the impact of the revised cycle hub provision is considered acceptable. Due consideration has been given to changes in journey time and appropriate values of time applied to generate forecasts of monetary impacts.

1.36 Similarly, the approach to assessing the impact of the expanded business start-up units is also considered acceptable. Appropriate metrics have been applied within the assessment, including additionality. It should be noted that the assessment is conditional upon the business start-ups being well utilised. Until the demand analysis study has been completed there remains uncertainty over forecast occupancy projections and this could affect the value for money of the scheme.

1.37 The BCR calculations for the central case assessment are robust. It is worth noting that if the overall business start-up floorspace achieved 90% occupancy the

investment would still achieve high value for money but any lower it would fall below this benchmark.

1.38 In addition, the overall BCR for the full amended scheme at Newbury Station, including the expanded gateline (Addendum 1), is estimated as 3 to 1, also demonstrating high value for money.

Financial Case

1.39 The Financial Case sets out the additional project funding sought from LGF (£340,000), as part of a total additional cost of £540,000. The cycle hub element is estimated to cost an additional £340,000, with an additional £200,000 for the business start-ups.

1.40 The additional costs are stated as having been calculated using an independent cost report, provided by GWRs cost consultant. A breakdown of costs for each of the two scheme elements is provided, demonstrating a contingency of 15% has been included.

1.41 Match-funding from GWR, through the new DA3 franchise, has been identified for £200,000 and will primarily support the cycle hubs, but remains subject to First Group and DfT approvals, scheduled for June 2020.

1.42 The profile of spending is presented demonstrating all of the additional spend will be in 202/21.

1.43 WBC and GWR have stated they are committed to the scheme and, in the event that there are any further cost overruns they would look to either value engineer the design or to cover these costs, albeit neither organisation has provided formal commitment at this stage.

Independent Assessor Comment

1.44 Given that the costs represent a cost escalation over the original scheme, it is clearly important to ensure that this revised submission represents a comprehensive and fully robust assessment. This includes having an appropriate level of contingency and risk allowance.

1.45 There is evidence that the costs have been estimated by external cost consultants and so should be robust, albeit the breakdown of information provided is relatively high level.

1.46 The 15% contingency applied is considered a reasonably appropriate allowance, albeit the basis for this amount is not detailed and it is thought unlikely to have been calculated from a bespoke risk assessment.

1.47 The absence of a formal funding commitment from GWR at this stage is noted, and this will be critical for the scheme to progress.

1.48 WBC have indicated that they cannot formally commit to covering any cost overruns. Whilst GWR would look to cover such cost, there is no formal approval of this commitment and it would be subject to agreement at the time.

Delivery and Risk

1.49 High-level programmes are set out for both the cycle hubs and the business start-up units demonstrating the key milestones relating to each project.

1.50 Key dependencies for the cycle hubs are identified as:

- Network Rail approvals
- Access being available via the Multi-story Car Park, once completed, for north-side cycle hub

1.51 Key dependencies for the business start-up units cycle hubs are identified as:

- Network Rail land transfer
- Planning permission being granted
- Network Rail approvals
- Demand analysis

1.52 A risk register is presented, highlighting the following key risks:

- Telecoms design delays
- Delays to Work Package Plans
- Market Street MSCP programme extends (delays to access to north cycle hub site)
- Planning permission is not granted
- Transfer of Network Rail land delayed
- A traditional build contract does not meet programme timescales
- COVID-19 impacts (various)

1.53 It is stated that regular Project Team meetings between GWR, WBC and Network Rail (as required) are scheduled to discuss programme and risks.

Independent Assessor Comment

1.54 Clear programmes are set out for each project element, with individual milestones. The cycle hubs are forecast to complete by September 2020, with the business start-up units completed by March 2021, albeit there are a number of risks that could result in delays to the programme.

1.55 Whilst it is understood that Network Rail approvals should be obtained, these remain outstanding for both the cycle hubs and business start-up works.

1.56 Access to the north cycle hub site is understood to be via the Multi-story Car Park and requires this project to be complete. This project is currently 9 months behind schedule and has been subject to further delays due to COVID-19. It is understood that GWR/WBC are awaiting an updated programme from the developer Grainger and so it is not clear how this might affect the delivery of the north cycle hub. Whilst there is scope to accommodate delay of the cycle hub works, this still represents a risk.

1.57 To obtain the land for the business start-ups requires Network Rail staff to move off the site. There are currently delays as Network Rail's new depot is not complete. There is a stated aspiration to complete this within the next few months. Whilst no issues with obtaining planning permission are expected, a determination will not be available until September 2020.

1.58 There are clearly a number of risks with the business start-up units that could delay overall completion until post-March 2021; however, based on the evidence

presented, we consider there to be reasonable certainty that the works should, at worse, be substantially started by March 2021.

1.59 The section on inter-dependencies indicates that WBC/GWR have considered the key issues relating to project deliver and have mitigation in place to minimise any potential negative impacts.

1.60 A range of risks have been identified and mitigation measures are clearly in place for each element. It is clear that some of these risks will need to be closely managed to ensure that they do not unduly affect the overall programme.

1.61 Whilst not specifically stated within the addendum document, the overall commercial and management procedures, as set out in the original business case, are considered to be appropriate and suitably robust.

Conclusions

1.62 The Strategic Case for the project demonstrates a clear case for the additional intervention on the basis that they represent enhanced provision over and above the original scheme design. The overall scheme is also considered to retain good policy alignment.

1.63 The overall Economic Case for the revised cycle hubs and start-up units appears strong and adds to the overall case for the original scheme; however, this is only on the basis that the start-up business units will be well occupied.

1.64 The Financial Case has been subjected to considerable scrutiny. The additional budget for each scheme element is based upon the net change in cost from the original proposals to the revised proposals. From the information presented, we consider these costs to be reasonably robust.

1.65 The match-funding element for the scheme is not yet fully secured. Whilst the project is fully supported by WBC, they are not in a position to cover any further cost overruns. GWR have indicated that would seek to cover such cost, but no formal guarantee is in place.

1.66 The project is considered to have a reasonably robust plan for delivery, with a clearly defined programme of tasks. The main delivery risks are considered to relate to the business start-up units, which are not scheduled for completion until March 2021; however, there is sufficient evidence that the project will, at worse, have substantially started by this point. Specific programme risks relate to Network Rail approvals, potential access constraints to the northern cycle hub site, land transfers, planning permission, and COVID-19.

1.67 It is our conclusion that the revised Newbury Railway Station Improvements scheme, with the revised cycle hub and business start-up unit proposals, aligns with strategic priorities. If the business start-up units achieve high occupancy, the scheme will deliver high value for money. Whilst a number of clear programme risks remain for delivery, these are considered to be understood and are being managed appropriately but could mean the scheme is not completed by March 2021. The main delivery concerns relates to a lack of formal approvals related to the scheme and funding.

Recommendation

1.68 We recommend the additional funding for the revised cycle hub and business start-up unit proposals for Newbury Railway Station on the basis of the following conditions being met:

1) Completion of the demand analysis study, with a clear demonstration of strong potential demand for the business start-up units that correlates with a strong probability of high occupancy levels of the units;
2) GRIP 4 / GRIP 5 Network Rail Approval in Principle, as required for both the cycle hub and business start-up unit scheme element;
3) Evidence of completed commercial agreements between GWR and Network Rail for the necessary land transfer required to complete the business start-up units; and
4) Formal funding commitment from First Group and Network Rail for the match-funding identified by GWR, with a more detailed understanding of what processes would be undertaken in the event of any further cost overruns, should they arise.

1.69 These conditions should be met at the earliest feasible date, but no later than 30th November 2020.

1.70 It should be recognised that by not meeting these conditions well in advance of 30th November 2020, the proposed programme for delivery of the cycle hubs element of the scheme could be delayed.

Appendix 4

Addendum Report 1: Newbury Railway Station Improvements

West Berkshire Council

1. Introduction

1.1 This addendum report has been prepared following further detailed information relating to the already agreed scheme at Newbury Railway Station (ref 2.24). West Berkshire Council and Great Western Railway (GWR) are joint promoters of this scheme.

1.2 The business case for the Newbury Railway Station Improvements and Interchange Enhancement scheme was considered by the Berkshire Local Transport Body (BLTB) in July 2018. In line with the advice of the independent assessors, the BLTB granted conditional approval of the scheme. These conditions were satisfied by the scheme promoters in February 2019 and, as a result, full financial approval of the scheme was granted.

1.3 Following further detailed work on the scheme, some improvements and changes to the design are proposed. These changes relate to (i) entrance / exit enhancements, (ii) cycle hub location and design and (iii) the business start-up provision.

1.4 Each of these improvements carry an additional cost to the overall scheme. A bid was therefore prepared in response to the BLTB's 'call for bids' issued in November 2019 and was submitted at the end of January 2020.

1.5 At the BLTB meeting in March 2020 it was agreed to allocate available LGF funding to the highest priority element of the changes relating to the entrance / exit enhancements (the gateline arrangements). It was also agreed that the other two elements would, together, be included in a new 'pipeline' list of schemes which could be allocated further LGF funding if it became available. This was a prioritised list of schemes and the Newbury Station project was ranked second.

1.6 This addendum (Addendum Report 1) considers the first prioritised element of the scheme enhancements (the gatelines). It relates to the original business case for the Newbury Railway Station Improvements and Interchange Enhancement Scheme but also links closely with a second addendum report which discusses the further 2 enhancements proposed.

1.7 The following sections of this addendum report outline the justification and evidence for the gateline arrangement enhancements. Section 2 provides further detail of the works proposed and section 3 sets out the strategic importance of this change to the original scheme and the problem it seeks to solve.

1.8 The Economic and Financial cases are detailed in sections four and five respectively and section six summarises the delivery and risk elements of the project.

1.9 Finally, section seven provides a summary of this short report.

2. Scope of Works

2.1 Newbury Station is currently served by 3 standard gates (ticket barriers) and one wide-aisle gate for access to Platform 1. The gatelines proving access to platform 2 are situated on the platform itself and consist of a further 3 standard gates and one wide-aisle gate.

2.2 The gateline arrangement proposed in the full business case indicated 3 standard gates and 2 wide-aisle gates to serve Platform 1. The same quantity of 3 standard and 2 wide-aisle gates were also proposed to serve Platform 2. The design incorporated these into the station building taking them away from the on-platform location in order not to impede passenger flows and to free up valuable platform space for passengers waiting to board trains and those alighting.

2.3 Due to a delay in being able to undertake up to date pedestrian modelling for Newbury Station, the proposed gateline arrangement in the July 2018 business case (and described in 2.2 above) was based on the best information and knowledge available from other stations and from expertise within GWR.

2.4 The delayed pedestrian modelling exercise was undertaken in order to check that the proposed number of ticket barriers would minimise congestion and ensure the efficient functioning of the station. The outputs from this study highlighted that the proposed arrangements needed revisiting.

2.5 The pedestrian modelling study demonstrated that the gateline provision and entrance/exit arrangements as originally proposed, would present a safety issue for passengers. Due to the future demand forecasts for Newbury, as a successful and very well used station, and Network Rail requirements for passenger flows and clearance times, the number of gatelines originally proposed would be insufficient. The gateline arrangement proposed in the full business case would result in congestion particularly in the morning and evening peak for passengers exiting the station. This would present a significant safety risk for passengers 'backing up' as they try to exit the station, resulting in an overcrowded platform area. The safety risk is such that this would not adhere to the Network Rail safety guidelines for throughput of passengers to disperse out of the station when trains are arriving and departing. For stations with through platforms, Network Rail states that all exiting passengers must be able to pass through the gateline within two minutes. This is to prevent the risk that passengers queue back onto the platform, increasing the likelihood that they will be too close to the platform edge and also reduce the space available on the platform for passengers interchanging or boarding trains to do so safely. The gateline arrangement presented in the full business case would not meet this two minute clearance requirement, and as such would not be acceptable to Network Rail safety standards. Overall, the provision of an insufficient number of gatelines reduces the ability for a station to function well for passengers, impacting on their experience of the station as well as compromising their safety.

2.6 As a result of this work, the new proposal seeks to deliver additional ticket barrier capacity serving Platforms 1 & 2. The overall scheme for Newbury Station is making the best use of the existing station buildings (which are of local importance architecturally). The options for accommodating these additional requirements are, therefore, limited. The issue that was highlighted in the study related to the exit

capacity and the congestion and delays that would be experienced by passengers when trying to leave the station platform. A separate 'exit only' facility has therefore been included in the designs for Platform 2 which provides one standard and one wide-aisle gateline (in addition to the 3 standard and 2 wide aisle gates already included in the design). Additional capacity is also required for passengers on Platform 1, consisting of two further standard gates (bringing the total for Platform 1 to 5 standard and 2 wide aisle gates). Other amendments to the station layout design have had to be made to accommodate this additional provision within the footprint of the station buildings.

2.7 It is this work described in 2.5 which forms the focus of this addendum to the business case. It is, however, part of the wider development of the scheme design and the additional enhancements that have been identified to increase the benefit to station users. This additional package of amendments covered in Addendums 1 and 2 to the business case together seek to provide a scheme which adequately provides for predicted growth and ensures the benefits are realised into the future.

3. Strategic Impact

3.1 The amendments considered in this addendum report are part of the overall scheme for upgrading Newbury Station. The overall scheme forms part of a masterplan for the area of Newbury around the station. The elements forming this masterplan are shown in Figure 1 below and include a significant mixed use development at Market Street delivering 232 new homes, a new multi-storey car park, improved links between the town centre and the station focusing on pedestrians and cyclists, an new bridge at the station enabling full access through the provision of lifts and much needed enhancements to transport interchange facilities. 3.2 The growth at Newbury station has been significant over the last few years, which the electrification programme, longer trains and enhanced timetable on the Newbury & Kennet Line has further supported.

Links to the SEP and BLIS

3.3 The overall scheme for Newbury Railway Station and how it ties in with the wider masterplan for the area links well with the Thames Valley Berkshire's Strategic Economic Plan (SEP) This has been led by the Local Enterprise Partnership and is a key focus for delivery across the Thames Valley Berkshire area. Whilst the element that this submission is concerned with in itself will have a small impact on delivering the SEP, it contributes to the overall scheme being delivered in the right way taking into account all the evidence available. In the submission for the original scheme the following links to the SEP were identified. Where necessary the text has been updated to reflect design changes and developments. • Supports Section 1 (6) Functioning towns: Infrastructure within towns: The project will deliver a high quality sustainable interchange and improved station environment that will better serve Newbury town centre and help make the station a prominent gateway for

passengers arriving in Newbury. It will also enhance the proposed redevelopment of the Market Street area of Newbury town centre immediately adjacent to the north of the northern entrance to the station and provide a more clearly defined pedestrian and cycle route between the station and the main town centre retail area. • Supports Section 1 (6) Functioning towns: Town centre investment: The project will involve substantial improvements and rejuvenation to the buildings within the railway station. This will include relocation of the ticket office to be nearer to the proposed new station footbridge (including lifts) which will also be better connected to the Market Street redevelopment area and the routes to the town centre passing through it. On the southern side of the station, the project will result in the demolition of a number of unattractive single storey buildings. These will be replaced by new facilities that will make the southern side of the station more attractive. There will be spaces created that offer commercial letting potential for the train operator, creating jobs in this area. These improvements will help to increase footfall thereby supporting retailers in the southern end of the town centre and around the railway station. • Supports Section 3 Promote local sustainable transport networks: The proposal will provide safer and more defined pedestrian and cycle routes for both entrances to Newbury station (north and south). Improvements to the station itself will result in an increase in secure cycle parking. The improvement to interchange at Newbury railway station will help to accommodate the forecast increase in rail passenger growth and will complement the investment made by the Government and the rail industry through electrification of the Berks and Hants line to Newbury (as part of the Great Western Electrification project) and the introduction of higher capacity rolling stock. This will provide more attractive options for travel between Newbury and Reading/London.

3.4 To follow on from the SEP, Thames Valley Berkshire LEP has developed a Berkshire Local Industrial Strategy (BLIS). A locally approved version of the BLIS was published in October 2019, which sets out the LEP's priorities for local economic growth across the TVB LEP area for the period 2020 to 2030. The project at Newbury Station will contribute to the following BLIS overarching priorities:

• Overarching Priority: Making Berkshire an inclusive area where aspirations can be realised

…by accelerating a shift to more sustainable transport modes, both generally and in relation to the planning of new development (Infrastructure Action A)

The wider context and masterplan for the station upgrade and surrounding projects includes the Network Rail delivery of the new bridge with lifts making the station fully accessible for the first time. The upgrade work complements this and links in well with the new bridge helping to deliver a fully accessible, safe and appealing station which will encourage opportunities for travel for all those seeking to use it.

• Overarching Priority: Ensuring that economic growth contributes positively to Berkshire's environmental performance, recognising the need to respond to the climate crisis

…by accelerating a shift to more sustainable transport modes (Infrastructure Action A)

…by supporting the delivery of the TVB Energy Strategy (Infrastructure Action E)

…by securing better access to Heathrow Airport by sustainable travel modes (Infrastructure Action F).

The project will encourage sustainable travel by creating a high quality environment for rail travel, great facilities for cycling and interchange between different modes.

The provision of electric vehicle charging points within the multi storey car park will help to reduce the wider carbon footprint.

The improvements at Newbury Station will assist in making travel by train more attractive for a range of purposes including travel to Heathrow. The much improved interchange facilities at Newbury combined with the general recent investment in he line and associated benefits will improve journeys to such key destinations in our region.

• Overarching Priority: Building places and a supportive infrastructure

…by supporting the role of Berkshire's towns as cultural and economic hubs (Place Action A)

The overall improvements to Newbury Station and the surrounding area help to create a high quality gateway to the growing and ambitious town of Newbury. Newbury is full of cultural and economic activity and, with the delivery of this scheme, these activities will be supported and served by a top quality rail station and sustainable transport hub.

Options for enhancement

3.5 The pedestrian modelling report, which involved undertaking a passenger number survey, review of the resulting data and calculating the number of gatelines required for each station entrance, identified options for accommodating this and future forecast growth in passengers at Newbury Station. These options ranged from maximum to minimum scenarios for entrance/exit capacity. In order to provide a safe, comfortable and user-friendly station facility for passengers, the minimum scenario (of five standard and two wide-aisle gates) has been adopted for Platform 1 and a blended scenario (of four standard and three wide-aisle gates) for Platform 2. The blended approach for Platform 2 has been adopted due to the constraints within the station building footprint, and need to create an additional 'exit-only' gateline. Whilst what is proposed in this addendum is the minimum option identified by the report for Platform 1 and a medium option for Platform 2, it provides the required enhancement and keeps additional costs to a minimum. It is also possible within the constraints of the station building arrangements and, most importantly, the modelling shows that it will minimise congestion and reduce the risk that the station is not able to accommodate future passenger numbers which could constrain growth in the Newbury and Thames Valley corridor.

3.6 As well as the consideration of the options presented by the pedestrian modelling work, it is important to outline what else has been considered as a way forward for the scheme at Newbury Station. The Council and GWR as joint promoters have considered a 'do minimum' option. This would be an option that looks to continue to deliver a scheme that improves Newbury Station within the current funding package that has already been secured.

3.7 If this option was pursued some benefits of the original scheme would not be fully realised due to the new information demonstrating that additional provision of gatelines, and improved access and egress to the station, is required. This will reduce the actual value for money delivered by the original scheme and would not

provide a station that is fit for purpose in terms of being able to accommodate the forecast future growth.

3.8 In addition, the plans for Newbury Station have to be approved by Network Rail through their GRIP Approval in Principle process, and other regulatory requirements such as Station Change. Given the evidence from the pedestrian modelling work showing what is required in order to minimise congestion and ensure passenger safety at the station, Network Rail would not grant approval for a scheme that does not respond to this evidence. The whole scheme for Newbury Station could therefore be in jeopardy if approval is not forthcoming from Network Rail for the improvement works. The critical nature of the delivery of this scheme amendment is why the gateline element has been prioritised above the other two proposed enhancements (dealt with in more detail in Addendum 2).

3.9 Strategically, therefore, the enhancements proposed to the gateline arrangements will provide the necessary capacity for forecast growth and provide the improved efficiency and safety in terms of circulation of passengers around the station. Currently this is impeded due to the current facilities and especially the on-platform location of the gatelines on platform 2.

3.10 As detailed in section 3 of the full business case for the overall scheme, the proposals at Newbury have a significant strategic impact. They will support the growth in population in the Newbury area as a result of housing growth including strategic housing allocations. The station scheme looks to encourage and maximise opportunities for sustainable journeys to be made to and from the station.

3.11 The scheme also presents the opportunity to complement the recent investment in the railway (such as the Great Western Electrification project) and the current investment in the local area through the redevelopment of the Market Street site (referred to in Figure 1).

3.12 The amendment proposed in this addendum will help to fully realise the strategic benefits of the overall scheme as it enables the scheme to gain full approval from Network Rail and progress to delivery.

4. Economic Case

4.1 The Full Business Case (FBC) for Newbury station improvements was submitted to Berkshire Local Transport Body (BLTB) in July 2018, and following this the scheme was granted full financial approval in February 2019. The economic assessment within the FBC demonstrated a strong scheme with a wide range of quantified and unquantified benefits. It delivers a benefit cost ratio of 3.8:1 representing high value for money.

4.2 Further detailed design of the scheme highlighted three areas of the FBC scheme design for refinement: entrance/exits (gateline) capacity, cycle hub location and business start-up provision.

4.3 As detailed in section 2 above (particularly 2.5), the additional gateline capacity is required in order to adhere to Network Rail safety standards and gain their approval for the scheme. The economic appraisal of increasing the gateline provision at

Newbury station and the impact of this on the value for money of the overall scheme is set out below.

4.4 In order to understand the impact on value for money, a sensitivity test has been undertaken in which the costs and benefits of the additional gateline capacity have been incorporated into the scheme appraisal.

4.5 Incorporating the costs and benefits of the gateline reduces the BCR from 3.8:1 to 2.9:1, still above the High value for money threshold of 2:1. As anticipated, the appraisal of the gatelines in isolation does not deliver value for money in terms of conventional economic appraisal. The impact of the infrastructure is only experienced in peak periods when wait times at the gateline are reduced for passengers, and therefore are outweighed by the costs. However, the benefits of delivering the increased gateline capacity exceed those that can be monetised in the appraisal, as delivering this infrastructure is essential in order for the wider improvements to Newbury station to come forward. The improved infrastructure over and above that proposed in the FBC will also provide real benefit to passengers using Newbury Station and enable the station to continue to operate well into the future.

5. Financial Case

5.1 A Thames Valley Berkshire LEP contribution from available Local Growth Funds of £300,000 is sought for the Platform 1 & 2 entrance/exit enhancements.

5.2 Within the full business case costs for the station buildings / facilities enhancements element of £5.184m, a cost allowance was allocated within the GWR direct costs for gate supply, relocation and installation and associated civils costs of £145,500 (less contingency and overheads). As outlined above, this was predicated on a gateline provision with three fewer gates than now required and without the additional civils work required for widening and adding new entrance/exit locations in the station. As a result of the requirements for an increased number of ticket barriers and associated additional civil engineering work required, this has resulted in an increase in material and contractor costs of £300k.

5.3 Table 2 below sets out the spending profile for the additional funding sought.

5.4 As indicated in Table 2, a GWR contribution is proposed for the overall additional costs associated with all 3 elements of the enhanced design for Newbury Station. In terms of the where the GWR contribution (£200,000) will be used, this will be determined by timescales for delivery and access to funding. For these reasons it is not proposed to direct the GWR funding to the gateline capacity enhancements.

6. Delivery and Risk

6.1 A high-level programme showing anticipated project milestones is set out below in Table 3. This indicates anticipated completion of the scheme within the window to Spring 2021. Table 3: Project Milestones

6.2 The key dependencies for the entrance/exit enhancements are as follows:

- Phasing plan: the works will need to be carefully considered as part of the main station works and phased to minimise disruption to station operations and passengers as much as possible.
- Network Rail approvals: Form 1 approval in principle and any other required NR consents (including Landlord's Consent) are received for the main scheme
- Product availability: supplier is able to manufacture and supply gatelines within the programme timescales

6.3 The risk register below (Table 4) sets out the key risks associated with the gateline enhancements and a plan for their mitigation. In addition, regular Project Team meetings between GWR, West Berkshire Council and Network Rail (as required) are scheduled to discuss programme and risks. This group has an established escalation route through the main LGF scheme to escalate issues that cannot be resolved at Project level. This is detailed in the Management Case of the full business case (specifically Figure 7 in Section 7 of the document).

Task Name Start Finish Commercial & Procurement TVB LEP Addendum approval Jun-20 Jun-20 GWR/WBC Funding Agreement variation Jun-20 Jul-20 Gateline tender period May-20 Aug-20 Contract Award (main contractor) Sep-20 Oct-20 Gateline manufacturing Sep-20 Jan-21 Design and Consents GRIP 4 Network Rail Approval in Principle Mar-20 Jun-20 Detailed Design Jun-20 Oct-20 Construction Phase Mobilisation Nov-20 Dec-20 HAZOP Nov-20 Nov-20 Start on Site Jan-21 Mar-21

6.4 The overarching risk associated with this scheme is that if the additional funding is not secured to deliver the required additional gates and improved entrance/exit arrangements, the whole LGF scheme will not be able to proceed, as Network Rail will not endorse the design as proposed in the full business case.

7. Summary

7.1 Following further detailed work, three elements of scheme improvements and changes to the design are proposed. The necessary increase in gateline capacity is one of these elements and has been the focus of discussion and assessment in this addendum report.

7.2 The gateline enhancements have been identified by scheme promoters and BLTB as a priority for the Newbury Station scheme and funding was provisionally allocated their delivery at the March 2020 BLTB meeting.

7.3 The increase in capacity in gateline provision will enable the efficient and safe circulation of passengers during the times of greatest demand in the AM and PM peak periods.

7.4 The enhancement forms part of the wider Newbury Station improvement scheme which is focussed on providing benefits for passengers, the local and regional economy, housing delivery and the environment. Further details of the benefits of the wider scheme, which has a strong value for money score, are set out in the full business case available on West Berkshire Council's website (www.westberks.gov.uk/sep).

7.5 The cost of the gateline enhancements (above that which was originally proposed) is estimated at £300,000. This is sought from available LGF funding and the works will be delivered in early 2021.

7.6 The appraisal of the gatelines in isolation does not deliver value for money in terms of conventional economic appraisal. The impact of this amendment to the scheme on

the original BCR sees it change from 3.8:1 to 2.9:1. The overall amended scheme remains strong and continues to deliver in the 'High value for money' category.

7.7 The benefits of delivering the increased gateline capacity exceed those that can be monetised in the appraisal, as delivering this infrastructure is essential in order for the wider improvements to Newbury station to come forward. The improved infrastructure over and above that proposed in the FBC will provide real benefit to passengers using Newbury Station and enable the station to continue to operate well into the future.

Appendix 5

Addendum Report 2: Newbury Railway Station Improvements – Cycle Hub and Office Space Enhancements

West Berkshire Council

1. Introduction

1.1 This addendum report has been prepared following further detailed information relating to the already agreed scheme at Newbury Railway Station (ref 2.24). West Berkshire Council and Great Western Railway (GWR) are joint promoters of this scheme.

1.2 The business case for the Newbury Railway Station Improvements and Interchange Enhancement scheme was considered by the Berkshire Local Transport Body (BLTB) in July 2018. In line with the advice of the independent assessors, the BLTB granted conditional approval of the scheme. These conditions were satisfied by the scheme promoters in February 2019 and, as a result, full financial approval of the scheme was granted.

1.3 Following further detailed work on the scheme, some improvements and changes to the design are proposed. These changes relate to (i) entrance / exit enhancements, (ii) cycle hub location and design and (iii) the business start-up provision.

1.4 Each of these improvements carry an additional cost to the overall scheme. A bid was therefore prepared in response to the BLTB's 'call for bids' issued in November 2019 and was submitted at the end of January 2020.

1.5 At the BLTB meeting in March 2020 it was agreed to allocate available LGF funding to the highest priority element of the changes relating to the entrance / exit enhancements (the gateline arrangements). It was also agreed that the other two elements would, together, be included in a new 'pipeline' list of schemes which could be allocated further LGF funding if it became available. This was a prioritised list of schemes and the Newbury Station project was ranked second.

1.6 This addendum (Addendum Report 2) considers changes to the cycle hub element and business start-up provision ((ii) and (iii) mentioned above in 1.3). This addendum relates to the original business case for the Newbury Railway Station Improvements and Interchange Enhancement Scheme. There is a further addendum to the original business case (Addendum Report 1) and this details the changes to the entrance / exit arrangements for the Station.

1.7 The following sections of this addendum report outline the justification and evidence for the changes to the cycle hub and business start-up units. Section 2 provides further detail of the works proposed and section 3 sets out the strategic importance of this change to the original scheme and the problem it seeks to solve.

1.8 The Economic and Financial cases are detailed in sections four and five respectively and section six summarises the delivery and risk elements of the project.

1.9 Finally, section seven provides a summary of this short report.

2. Scope of Works

2.1 The proposed changes to the two elements of the enhanced scheme covered by this addendum report are described below. They follow further development work and feedback on the scheme since full financial approval was granted in February 2019. The scheme promoters wish to progress different options to those originally proposed as it is considered that these are the right proposals to deliver the best scheme for rail passengers and the town. Cycle hubs

2.2 The original focus for the cycle hub at Newbury Station was the south side of the station which provided a good link with the other 'interchange' activity. The enhancement of this interchange area on the south side of the station forms a distinct element of the overall proposals set out in the original scheme. This layout can be seen in Figure 1 below with the cycle hub indicated with the '!' symbol. Figure 1: Original Cycle Hub proposal on south-side only

2.3 As a result of further feedback and through the more detailed design option process, the location of the cycle hub provision has been reviewed. The flow of cyclists accessing the station has been reviewed in more detail along with new information about future housing growth in Newbury. For example, permission for a housing development of 400 dwellings was granted at appeal and this site is located in the north of the town. It looked like the delivery of this housing would not progress but issues over land and access do not now appear to be blocking this development. As such, without an increase to the cycle parking provision on the north side of the station, future residents may be deterred from cycling to the station due to inadequately located facilities.

2.4 Further feedback from the West Berkshire Cycle Forum helped to identify that the cycle parking provision and cycle hub facilities at the station should be split between the north and south side to cater equally for rail passengers arriving from various locations by bike. With a provision on both sides of the station, the propensity for modal shift for last mile journeys to the station by bike is greater. The number of additional cycle spaces (300) as proposed in the full business case remains the same. The spaces split across the two sites will comprise 180 spaces in the southside hub and 176 spaces in the north-side hub.1

1 The cycle hub provision in total is greater than the additional 300 spaces as this also accommodates existing cycle parking provision that will be relocated from platforms into the new hubs to reduce congestion on platforms and improve the cycle parking offer for passengers

2.5 Due to two locations for cycle parking (which feedback and evidence shows is the right approach) there are associated additional costs in terms of the construction materials and contractor resource.

2.6 The development work has also resulted in a different location being identified for the cycle hub element on the south side which has more complex engineering requirements (retaining wall requirement for the embankment and gradient of the

location). The costs have therefore increased as a result. The new location for the south side cycle hub is preferable from a passenger perspective, as it is less 'remote' to the station and confidence in safety and security are therefore likely to be higher.

Business start-up units

2.7 The initial proposal for the business start-up units on the south side of the station was that they would be located alongside the station building at the eastern end, as indicated on the plan shown in Figure 3. The facility in this location was to provide 422m2 floorspace. As the station designs have progressed, this location has been identified as more suitable for one of the cycle hubs and that the business start-up units are best located as a separate entity to the station, whilst still being in a prime location for access to and from the rail network. The reason that the business startup units have been relocated is due to:

(a) The completion of the Great Western Electrification works and electrification at Newbury, which means that one of the stanchions for the overhead line equipment is located fairly close to the station building at the eastern end

(b) The relocation of the Network Rail Maintenance compound was confirmed providing more options for the use of the area adjacent to the car park serving platform 1

2.8 The justification for the relocation relates to cost and risk. It will be more straightforward to use the NR site for construction as this will not require a complicated (and more costly) interface with the overhead lines and constructability (in terms of need for isolations and the building having to be located almost 3m from the stanchion which reduced the available building footprint). The operation of the unit and its interaction with the station and railway will also be more simple in this location. There is now more certainty about the acquisition of the NR land than there had been at the start of the optioneering process so the risk to this option being delivered has been reduced.

2.9 The new preferred location for the start-up units (set out below in Figure 4) is on Network Rail land and in order to provide a two-storey building with the scope to enable start-up businesses to occupy the space, the costs are higher than initially forecast. This location does, however, provide the opportunity to deliver more space than originally proposed. A floor area of 610m2 is proposed which is an increase of 44.5%.

2.10 We are confident that the need and support for a business start-up facility exists locally. For example, the Newbury West Berkshire Economic Development Company (EDC) has identified 'encouraging business incubation and start-up companies' as one of its ambitions. The current general plan would be to provide a facility which has a mixture of meeting room space, work stations and more informal spaces and that the promotion would be through joint work undertaken by GWR, the Council and local business through the Newbury West Berkshire EDC.

2.11 Whilst there has been a general plan for this provision, the detailed nature of what this facility offers has been identified as needing greater research and clarification. With the impact COVID-19 has had on business, it is considered important to revisit this aspect of the overall scheme to ensure that what is provided will offer the best

facilities for encouraging and supporting new businesses in changing times. Further commentary on this is provided in section 3.7 of this report.

2.12 It is anticipated that there are opportunities to value engineer the scope of the startup units in order to help to manage through the increase in costs. This exercise will be informed by further research into the best facilities to provide as set out in section 3.7.

2.13 The altered proposals for the cycle hub and business start-up units described above, along with enhancements to the gateline provision detailed in a separate addendum (Addendum Report 1), seek to provide an overall scheme which best meets the needs of passengers and adequately provides for predicted growth ensuring the benefits are realised into the future.

3. Strategic Impact

3.1 The amendments considered in this addendum report are part of the overall scheme for upgrading Newbury Station. The overall scheme forms part of a masterplan for the area of Newbury around the station. The elements forming this masterplan are shown in Figure 5 below and include a significant mixed use development at Market Street delivering 232 new homes, a new multi-storey car park, improved links between the town centre and the station focusing on pedestrians and cyclists, a new bridge at the station enabling full access through the provision of lifts and much needed enhancements to transport interchange facilities.

3.2 The growth at Newbury station has been significant over the last few years, which the electrification programme, longer trains and enhanced timetable on the Newbury & Kennet Line has further supported.

3.3 The overall scheme for Newbury Railway Station and how it ties in with the wider masterplan for the area links well with the Thames Valley Berkshire's Strategic Economic Plan (SEP) This has been led by the Local Enterprise Partnership and is a key focus for delivery across the Thames Valley Berkshire area. Whilst the elements that this submission is concerned with in themselves will have a small impact on delivering the SEP, they contribute to the overall scheme being delivered in the right way taking into account all the evidence available. In the submission for the original scheme the following links to the SEP were identified. Where necessary the text has been updated to reflect design changes and developments. • Supports Section 1 (6) Functioning towns: Infrastructure within towns: The project will deliver a high quality sustainable interchange and improved station environment that will better serve Newbury town centre and to help make the station a prominent gateway for passengers arriving in Newbury. It will also enhance the proposed redevelopment of the Market Street area of Newbury town centre immediately adjacent to the north of the northern entrance to the station and provide a more clearly defined pedestrian and cycle route between the station and the main town centre retail area.

• Supports Section 1 (6) Functioning towns: Town centre investment: The project will involve substantial improvements and rejuvenation to the buildings within the railway station. This will include relocation of the ticket office to be nearer to the proposed new station footbridge (including lifts) which will also be better connected

to the Market Street redevelopment area and the routes to the town centre passing through it. On the southern side of the station, the project will result in the demolition of a number of unattractive single storey buildings. These will be replaced by new facilities that will make the southern side of the station more attractive. There will be spaces created that offer commercial letting potential for the train operator, creating jobs in this area. These improvements will help to increase footfall thereby supporting retailers in the southern end of the town centre and around the railway station.

• Supports Section 3 Promote local sustainable transport networks: The proposal will provide safer and more defined pedestrian and cycle routes for both entrances to Newbury station (north and south). Improvements to the station itself will result in an increase in secure cycle parking. The improvement to interchange at Newbury railway station will help to accommodate the forecast increase in rail passenger growth and will complement the investment made by the Government and the rail industry through electrification of the Berks and Hants line to Newbury (as part of the Great Western Electrification project) and the introduction of higher capacity rolling stock. This will provide more attractive options for travel between Newbury and Reading/London.

3.4 To follow on from the SEP, Thames Valley Berkshire LEP has developed a Berkshire Local Industrial Strategy (BLIS). A locally approved version of the BLIS was published in October 2019, which sets out the LEP's priorities for local economic growth across the TVB LEP area for the period 2020 to 2030. The project at Newbury Station will contribute to the following BLIS overarching priorities:

• Overarching Priority: Making Berkshire an inclusive area where aspirations can be realised

…by accelerating a shift to more sustainable transport modes, both generally and in relation to the planning of new development (Infrastructure Action A)

The wider context and masterplan for the station upgrade and surrounding projects includes the Network Rail delivery of the new bridge with lifts making the station fully accessible for the first time. The upgrade work complements this and links in well with the new bridge helping to deliver a fully accessible, safe and appealing station which will encourage opportunities for travel for all those seeking to use it.

• Overarching Priority: Ensuring that economic growth contributes positively to Berkshire's environmental performance, recognising the need to respond to the climate crisis

…by accelerating a shift to more sustainable transport modes (Infrastructure Action A)

…by supporting the delivery of the TVB Energy Strategy (Infrastructure Action E)

…by securing better access to Heathrow Airport by sustainable travel modes (Infrastructure Action F).

The project will encourage sustainable travel by creating a high quality environment for rail travel, great facilities for cycling and interchange between different modes.

The provision of electric vehicle charging points within the multi storey car park will help to reduce the wider carbon footprint.

The improvements at Newbury Station will assist in making travel by train more attractive for a range of purposes including travel to Heathrow. The much improved interchange facilities at Newbury combined with the general recent investment in

the line and associated benefits will improve journeys to such key destinations in our region.

• Overarching Priority: Building places and a supportive infrastructure

…by supporting the role of Berkshire's towns as cultural and economic hubs (Place Action A)

The overall improvements to Newbury Station and the surrounding area help to create a high quality gateway to the growing and ambitious town of Newbury. Newbury is full of cultural and economic activity and, with the delivery of this scheme, these activities will be supported and served by a top quality rail station and sustainable transport hub.

3.5 To help inform the changes being proposed in this addendum report, the Council and GWR (as joint promoters) have considered the impact of doing nothing and what this would mean for the scheme and rail passengers at Newbury. Essentially this would be a 'do minimum' option as it would look to continue to deliver a scheme that improves Newbury Station within the current funding package that has already been secured.

3.6 The impact of this do minimum scenario is set out below for the two elements under consideration: Cycle hub – impact of 'do minimum' - The cycle hub solution will not serve cyclists in the best way and feedback from the West Berkshire Cycle Forum has called for the split solution to be delivered across north and south of the station. Whilst provision on the south side only would fit well with the interchange enhancements being focused to the south of the station, this option would not take advantage of the significantly improved cycle link to the north of the station via the Market Street development to the town centre. The split provision, therefore, helps to serve cyclists approaching from both north and south and give choice to those approaching from other directions. It also helps to link with and get the best value from investment in other cycling infrastructure particularly the town centre link to the north. Business start-up unit – impact of 'do minimum'

- The desired location for the business start-up units has changed and this has had knock-on changes for the location of other elements of the scheme including the cycle hub. A 'do minimum' scenario would therefore not see the business startup element being delivered in its original location but would mean constructing a solution within the original budget at the new proposed location. This is likely to result in a different style or quality of building being delivered and could mean less space and / or fewer facilities being available for this element of the scheme.

- This would result in the scheme promoters and the LEP potentially delivering a scheme which they recognise is not fit for purpose and which does not make the most of the available space and opportunity at the new proposed location. It would not help to meet the locally identified need and support for this type of facility (as identified above in section 2.10)

3.7 Further considerations, specifically in relation to the business start-up units, are now being discussed to ensure that appropriate provision is made for businesses in light of how things have changed and may continue to be different with COVID-19. A demand analysis study is being planned so that there is greater understanding of

what start-ups or small / new businesses need in this emerging new situation. This will feed into final designs for the facility that is provided as part of this overall scheme.

3.8 This will also help to deliver elements of the BLIS in an appropriate way and close liaison with TVB LEP in this regard will be valuable for a joined up approach and for sharing information. Although plans would ideally be confirmed at this stage, it is considered that the impact of COVID-19 should not be ignored whilst there is opportunity to check and adapt plans if necessary. It will be important to ensure that any amended options are achievable within the available budget for the new location.

3.9 In summary, the scheme promoters are confident that having a cycle hub at both sides of the station offers rail users the best proposition, and will further encourage cyclists to use the station thus encouraging modal shift to bikes. There is also confidence in the new proposed location for the business start-up units and that this is an improved solution overall. For both elements the Council and GWR are seeking the best possible version of the scheme to deliver the optimum long term strategic impact.

4. Economic Case

4.1 The business case for the overall scheme for Newbury Station (which gained full financial approval in February 2019) demonstrated a strong scheme with a wide range of quantified and unquantified benefits. The economic case was strong with a benefit cost ratio of 3.8:1 representing high value for money.

4.2 In order to provide some sense of the value of the changes to the scheme proposed in this addendum an economic assessment has been carried out for the cycle hub and business start-up changes. To date the benefits of the additional business startup provision were captured through the additional revenue generated. Based on the advice of the LEP Technical Advisor the revenue generated through the additional business start-up space has been replaced by the metric of job creation (GVA). This section sets out the impact of this on the value for money of the cycle hubs and business start-up provision.

4.3 Cycle hubs: The provision of cycle hubs on both the north and south sides of the station (rather than being limited to the south side only) will enable direct access for those cycling to the station, avoiding the need for those from the north to cross the railway lines using Bartholomew Street or the A339. An illustrative cycle journey time saving of 1min 42s has been estimated. Based on the latest available station travel plan, cycle trips comprise 2% of access trips to the station. Using station count data, the number of cyclists utilising parking on the north side of the station was identified. It is these cyclists that are assumed to benefit from the additional cycle parking being delivered on the north side of the station.

The forecast annual values of the benefit due to reducing the access time for cyclists resulting from the provision of a cycle hub on the north side of the station are presented below in Table 1. Table 1: Benefits from improved cycle hub provision Forecast year 2025 2040 30-year appraisal total Annual cycle time saving (£k) 2.6 2.5 75.5

4.4 Business start-up units: The benefits associated with the increased capacity for business start-ups has been captured through the potential creation of jobs, and therefore the increase in Gross Value Added (GVA). The additional (compared to the FBC) Gross External Area (GEA) proposed is 188m2. From this the Gross Internal Area (GIA) and Net Internal Area (NIA) have been calculated. The employee density of a general office space has been assumed, where a Full-Time Employee (FTE) requires 12m2 of floor space2. Combined with the NIA this suggests 10 additional FTEs as a result of the business start-ups. The average GVA per head in Berkshire has been assumed to be £40,343 per annum3 (2017 prices), this has been combined with the increase in FTE's to give the total GVA. An additionality factor of 50% has been assumed to consider that some jobs are displaced from elsewhere and therefore are not truly additional. These GVA benefits have been inflated in line with general inflation and then rebased to 2010 present values, over a 10-year appraisal period. The updated appraisal results are shown in Table 2. 4.5 Considering the benefits of the business start-ups in this way results in a Benefit to Cost Ratio (BCR) of 3.2:1, demonstrating High value for money. Table 2 – Business start-ups and cycle hub appraisal

5. Financial Case

5.1 A TVB LEP contribution of £340,000 is sought for the cycle hub and business start- up unit elements comprising of: • Cycle Hubs located on the north and south of the station: £140,000 • Business start-up units: £200,000

5.2 Funding from GWR through the new DA3 franchise has been identified of £200,000. This is subject to First Group and Department for Transport approvals but has been ringfenced by GWR for this project. It is proposed that this £200,000 is allocated to the Cycle Hub element through the GWR franchise (subject to First Group and DfT approvals) in support of the existing DfT Cycle-Rail contribution of £450,000.

5.3 Table 3 below sets out the spending profile for the additional funding sought. Table 3:

6. Delivery and Risk

6.1 A high-level programme showing anticipated project milestones is set out for each element below (Figure 5 and Table 4). This indicates anticipated completion of the elements within the window to spring 2021.

6.2 The key dependencies for the Cycle Hub are as follows: • Network Rail approvals: Telecomms design is approved for the CCTV installation. The design package has been submitted to NR for approval, no issues are expected with the design and awaiting formal NR approval to proceed into construction phase 4. This is for the south-side cycle hub only, due to issues with site access for the north-side hub via the Market Street MSCP site. The north-side hub will be delivered as soon as possible once Grainger have demobilised, expected to be February/March 2021.

Task Name Start Finish Commercial & Procurement TVB LEP Addendum approval Jun-20 Jun-20 GWR/WBC Funding Agreement variation Jun-20 Jul-20 Demand Analysis Study May-20 Jun-20 Contract Award Oct-20 Dec-20 Design and Consents GRIP 4

Network Rail Approval in Principle Jul-20 Oct-20 Planning Approval Jul-20 Sep-20 Detailed Design Oct-20 Jan-21 Construction Phase Mobilisation Jan-21 Jan-21 HAZOP Jan-21 Jan-21 Start on Site Jan-21 Mar-21

Key Milestones Sep-19 Oct-19 Nov-19 Dec-19 Jan-20 Feb-20 Mar-20 Apr-20 May-20 Jun-20 Jul-20 Aug-20 Sep-20 Commercial TVB LEP Addendum Approval GWR/WBC Funding Agreement variation Design NR GRIP 5 (Form 002 & 003) Sign Off Telecoms GRIP 5 design Landlords Consent Approval Procurement Main Contract Issue ITT Contract Award Contract Signature Mobilisation HAZOP Start On Site GWR Directs (CCTV) Complete on Site

- Access via MSCP for north-side hub- lack of access to the worksite as Grainger MSCP programme has slipped 6.3 The key dependencies for the business start-up units are as follows:
- Network Rail land transfer: ability for land to transfer into the GWR station lease area. Due to COVID-19, works required for Network Rail staff to relocate to a new Depot has not been able to complete. It is hoped that this will commence when there is clarity on a post-COVID programme and a draft Funding Agreement is in place between GWR and Network Rail.
- Planning permission being granted: early engagement with the Local Planning Authority including the Conservation Officer has taken place and proposals shared. Once the outcome of the funding decision is known, Planning Officers will be reengaged and we can move to submission of an application.
- Network Rail approvals: Form 1 approval in principle and any other required NR consents (including Landlord's Consent) are received
- Demand analysis: due to COVID-19, the business market may be very different from previous assumptions and therefore additional work is required to ensure the output is fit for purpose post pandemic. The aim of conducting a demand analysis study is to ensure that the proposal is still the best and most suitable facility for businesses. COVID-19 is an unprecedented situation and it is unknown if that may impact on the requirements. 6.4 The risk register in Table 5 sets out the key risks associated with the Cycle Hub and business start-up units, and a plan for their mitigation. In addition, regular Project Team meetings between GWR, West Berkshire Council and Network Rail (as required) are scheduled to discuss programme and risks. This group has an established escalation route through the main LGF scheme to escalate issues that are not able to be resolved at Project level.

7. Summary

7.1 Following further detailed work, three elements of scheme improvements and changes to the design are proposed for the original scheme at Newbury Station. Two of these changes relating to the cycle hub and business start-up provision have been the focus of discussion and assessment in this addendum report.

7.2 These changes have been included in the agreed 'pipeline' list of schemes which could be allocated LGF funding if it became available. This was a prioritised list of schemes

agreed at the March BLTB meeting and these two aspects of the Newbury Station project were ranked second.

7.3 The benefits of the amended proposals are the greater propensity for modal shift for journeys to the station with cycle hub provision both north and south and a new location for the business start-up units and further demand analysis to provide an improved solution overall. Through the changes proposed the scheme promoters are seeking the best possible version of the scheme to deliver the optimum long term strategic impact.

7.4 The enhancements form part of the wider Newbury Station improvement scheme which is focussed on providing benefits for passengers, the local and regional economy, housing delivery and the environment. Further details of the benefits of the wider scheme, which has a strong value for money score, are set out in the full business case available on West Berkshire Council's website (www.westberks.gov.uk/sep).

7.5 The cost of the changes and improvements to the cycle hub and business start-up provision are estimated at a total of £540,000. A contribution of £200,000 has been ringfenced by GWR for this scheme (subject to First Group and DfT approvals) and £340,000 is sought from LGF funding if it becomes available. The works will be delivered in different phases across summer 2020 and the early part of 2021.

7.6 The economic case for the overall original scheme for Newbury Station was strong with a benefit cost ratio of 3.8:1 representing high value for money. In order to provide some sense of the value of the changes to the scheme proposed in this addendum an economic assessment has been carried out for the cycle hub and business start-up changes. This has resulted in a BCR of 3.2:1 for these enhancements to the scheme.

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BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Tim Wheadon, Chief Executive, Bracknell Forest Council

Item 10: Financial Approval 2.45 Slough: Langley High Street/ Meadfield Road Junction Improvements Phase 1

Purpose of Report

1. To consider giving financial approval to scheme 2.45 Slough Langley High Street/ Meadfield Road Junction Improvements – Phase 1.

2. The B470 Station Road/ Langley High Street runs through the centre of Langley village and is a key strategic link (A4, M4, M25) for businesses and residents, providing access to jobs, education and amenities. It is, however, subject to heavy traffic congestion, particularly during peak hours. Meadfield Road is a secondary road joining the High Street and is a key through route connecting residential streets in the east of Langley to the High Street and their access to amenities and Langley Station. Meadfield Road also serves as a connecting road between High Street and Market Lane, leading to Hollow Hill Lane.

3. The main objective of the scheme is to reduce delay to traffic, primarily in anticipation of significant volumes of traffic being re-routed through Langley as a result of the closure of Hollow Hill Lane. This closure is proposed to support the construction of the Western Rail Link to Heathrow (WRLtH) being promoted by Network Rail.

4. The High Street/ Meadfield Road junction improvements are also an extension of a recently completed LEP scheme to improve station access facilities at Langley railway station with the advent of Crossrail.

Recommendation

5. You are recommended to give scheme 2.45 Slough Langley High Street/ Meadfield Road Junction Improvements phase 1 conditional financial approval in the sum of £1,324,000 in 2020/21 on the terms of the funding agreement set out at paragraph 14 step 5 below, subject to meeting the following conditions:

    1) Production of a revised, and more robust, assessment of scheme costs, post-preliminary scheme design; and

    2) Formal confirmation (e.g. S151 Officer letter) to cover Slough Borough Council's funding allocation, along with confirmation that Slough Borough Council will cover any potential cost overruns.

    These conditions should be met at the earliest feasible date, but no later than 31st August 2020.

Other Implications

Financial

6. A call for bids process was undertaken in January 2020 and a list of prioritised projects were agreed at the BLTB meeting March 2020. Scheme 2.45 Slough Langley High Street/ Meadfield Road Junction Improvements phase 1 is funded from this reallocation. See Appendix 1.

7. This report recommends that Slough Borough Council be authorised to draw down the capital sum £1,324,000 from the Local Transport Body funding for this scheme.

8. The funding agreement set out at paragraph 14 step 5 sets out the roles and responsibilities, reporting and auditing arrangements, timing and triggers for payments, contributions from other funders, consequences of delay, consequences of failure, claw back, and evaluation requirements at one and five years on.

Risk Management

9. The risk management arrangements already put in place by the Local Transport Body are as follows:
    - The Assurance Framework[i] has been drafted following DfT guidance and has been approved by the DfT for use in allocating capital funds for transport schemes
    - Hatch Regeneris have been appointed as Independent Assessors and have provided a full written report (see Appendix 2) on the full business case for the scheme
    - The funding agreement set out at paragraph 14, step 5 makes clear that the financial risk associated with implementation of the scheme rests with the scheme promoter.

Human Rights Act and Other Legal Implications

10. The scheme promoter is a local authority and they have to act within the law. Slough Borough Council will provide legal support for the BLTB, should any questions arise.

Supporting Information

11. The scheme will be carried out by Slough Borough Council.

12. In May 2020 Hatch Regeneris completed their assessment with a recommendation for conditional approval, which is attached at Appendix 2.

13. The full details of the scheme are available from the Slough Borough Council website[ii]. A summary of the key points is given below:

Task	Timescale
Feasibility, outline design and initial cost estimates	January 2020
Public engagement	July 2020
Construction	December 2020
Completion	March 2021

Activity	Funder	Cost (approx)
Major scheme funding	Berkshire Local Transport Body	£1.324m
Council contribution	Slough Borough Council capital programme	£0.264m
Total		**£1.588m**

14. The table below sets out the details of this scheme's compliance with steps1-5 of paragraph 14 of the full Assurance Framework[iii].

<table>
<tr><th>Assurance Framework Check list</th><th>2.45 Slough Langley High Street/ Meadfield Road Junction Improvements - Phase 1</th></tr>
<tr><td></td><td>The main objective of the scheme is to reduce delay to traffic, primarily in anticipation of significant volumes of traffic being re-routed through Langley as a result of the closure of Hollow Hill Lane. This closure is proposed to support the construction of the Western Rail Link to Heathrow (WRLtH) being promoted by Network Rail.

The scheme was submitted as part of a wider scheme for Langley High Street, for inclusion in January 2020 LEP Call for Bids. The updated prioritisation methodology assessment process was used and the overall scheme was given 18 points and ranked 6th of 6 schemes submitted. The scheme has since been split into three elements, with this being phase 1 (note: it was originally referred to as phase 2).
<table>
<tr><th>Factor</th><th>Raw score</th><th>Weighting</th><th>Weighted score</th></tr>
<tr><td>Strategy</td><td>3</td><td>1.5</td><td>4.5</td></tr>
<tr><td>Deliverability</td><td>1</td><td>2</td><td>2</td></tr>
<tr><td>Economic Impact</td><td>2</td><td>4</td><td>8</td></tr>
<tr><td>TVB area coverage</td><td>2</td><td>1</td><td>2</td></tr>
<tr><td>Environment</td><td>1</td><td>1</td><td>1</td></tr>
<tr><td>Social</td><td>1</td><td>0.5</td><td>0.5</td></tr>
<tr><td></td><td></td><td>Total</td><td>18</td></tr>
</table></td></tr>
<tr><td>Step 2: Programme Entry: evolution of the scheme from outline proposal to full business case, external view on the business case, and independent assessment (See paragraphs 15 and 16)</td><td>The scheme became part of the approved forward pipeline by the BLTB on 12 March 2020[iv] (minute 33 refers).

The Slough Borough Council website[v] holds the latest details of the full business case, including the VfM statement certified by the senior responsible officer.

Any comments or observations on the scheme received by either TVB LEP or Slough Borough Council have been fully considered during the development of the scheme.

The report of the Independent Assessor is attached at Appendix 2. The</td></tr>
</table>

Assurance Framework Check list	2.45 Slough Langley High Street/ Meadfield Road Junction Improvements - Phase 1
	Independent Assessor was asked to report as follows: • Completeness – has the promoter prepared a complete Full Business Case submission, when judged against the prevailing advice from the DfT • Accuracy – has the promoter performed the relevant calculations and assessments accurately and without error • Relevance – has the Full Business Case considered all relevant matters, including use of appropriate forecasting models and planning assumptions, and has it included any irrelevant considerations such unduly-optimistic assumptions or out of date modelling data • Value for Money – does the scheme promoter's Value for Money assessment comply with the prevailing DfT guidance • Evaluation arrangements – has the scheme promoter made provision for appropriate post-implementation evaluation of the scheme. • Remedies – where the independent assessment reveals a gap between the FBC supplied and the standard anticipated by the DfT guidance, then the advice for the LTB should include recommendations for remedial actions required – e.g., collection of further data, sensitivity tests on particular assumptions etc.
Step 3: Conditional Approval	The Independent Assessor has recommended that in this case a Conditional is appropriate. The two conditions are: 1) Production of a revised, and more robust, assessment of scheme costs, post-preliminary scheme design; and 2) Formal confirmation (e.g. S151 Officer letter) to cover SBC funding allocation, along with confirmation that SBC will cover any potential cost overruns. These conditions should be met at the earliest feasible date, but no later than 31st August 2020.
Step 4: Recommendation of Financial Approval - High Value for Money - Support of the Independent assessor	The analysis contained within the Full Business Case suggests that the scheme will generate "Very High" Value for Money. Benefit to Cost Ratio (BCR) of *9.3. to 1,* indicating the scheme should deliver 'Very High' value for money from investments. The recommendation is that you give the scheme Conditional Approval.
Step 5: Formal Agreement - roles - responsibilities - reporting - auditing - timing and triggers for payments, - contributions from other funders,	1. <u>Roles:</u> Thames Valley Berkshire LEP is a part funder of the scheme. Slough Borough Council is the scheme promoter, and is the relevant highway and planning authority. 2. <u>Responsibilities</u>: Thames Valley Berkshire LEP is responsible for allocating the capital finance in accordance with its Assurance Framework. Slough Borough Council is responsible for all aspects of the design, risk management, insurance, procurement, construction and implementation of the scheme, including its responsibilities as highway and planning authority, any other statutory duties, and any financial or other liabilities arising from the scheme.

Assurance Framework Check list	2.45 Slough Langley High Street/ Meadfield Road Junction Improvements - Phase 1
- consequences of delay, - consequences of failure, - claw back, - evaluation one and five years on	3. Implementation: In addition to any reporting requirements within Slough Borough Council, the scheme promoter will use the proforma supplied by Thames Valley Berkshire LEP to make reports on progress of the implementation of the capital scheme to each meeting of the BLTB until the build is complete. In particular, Slough Borough Council will report on any change in the size, scope or specification of the scheme; and on any substantial savings against the scheme budget whether achieved by such changes to the size, scope or specification of the scheme, or through procurement, or through the efficient implementation of the scheme. 4. Reporting: The scheme promoter must provide accurate, timely, verified and quality assured quarterly monitoring and forecast data, which relate to defined output and outcome indicators agreed between Thames Valley Berkshire LEP and government as a condition of the Growth Deal. This scheme will not be required to participate in an evaluation as set out in the Growth Deal Monitoring and Evaluation Plan. 5. Auditing: Slough Borough Council will keep financial records such that the expenditure on the scheme is readily identifiable, and if and when BEIS, DfT or other government department or the Accountable Body for Thames Valley Berkshire LEP requests access to financial or other records for the purposes of an audit of the accounts, Slough Borough Council will co-operate fully. 6. Timing and Triggers for payments: See the Claim Proforma (available on request). 7. Contributions from Other Funders: Slough Borough Council capital programme will contribute £264,000 in 2020/21. In the event that the scheme experiences or it is anticipated that the scheme will experience a shortfall in these contributions, Slough Borough Council will be required to notify Thames Valley Berkshire LEP of these developments. The provisions of clauses 8, Consequences of Delay; 9, Consequences of Change to the Design or Specification of the Scheme; or 10, Consequences of Failure will then be applied. 8. Consequences of Delay: In the event that the scheme experiences minor delays to its overall Business Case programme (no more than 10 weeks), Slough Borough Council will report these delays and the reasons for them, and the proposed remedial action to the next available meeting of the BLTB. In the event that the scheme experiences major delays to its overall Business Case programme (11 weeks or longer) Slough Borough Council will be required to seek permission from Thames Valley Berkshire LEP to reschedule any payments that are due, or may be delayed in falling due because of the delay to the overall Business Case programme. 9. Consequences of Change to the Design or Specification of the Scheme: In the event that Slough Borough Council wishes to change the design or specification of the scheme such the scheme delivered

Assurance Framework Check list	2.45 Slough Langley High Street/ Meadfield Road Junction Improvements - Phase 1
	will vary in any material aspect from the description given in the overall business case, Slough Borough Council will be required to seek prior written consent from Thames Valley Berkshire LEP. Failing this permission, no further monies will be paid to Slough Borough Council after the change becomes apparent to Thames Valley Berkshire LEP. In addition, consideration will be given to recovering any monies paid to Slough Borough Council in respect of this scheme. 10. Consequences of Failure: As soon as it becomes apparent to Slough Borough Council that it will not be possible to deliver the scheme within the current LGF programme, i.e. by the end of 2020/21, written notice shall be given to the Accountable Body for Thames Valley Berkshire LEP. No further monies will be paid to Slough Borough Council after this point. In addition, consideration will be given to recovering any monies paid to Slough Borough Council in respect of this scheme. 11. Claw back: If the overall scheme achieves savings against budget, these savings will be shared by Thames Valley Berkshire LEP and the other funders noted above in proportion to the amounts set out in the Financial Profile. The Accountable Body for Thames Valley Berkshire LEP reserves the right to claw back any amounts of grant that have been spent on purposes other than the scheme as approved and any repayments due as a consequence of changes to the design or specification of the scheme or scheme failure. 12. Evaluation One and Five Years On: Slough Borough Council will produce scheme evaluations One and Five years after practical completion that comply with DfT guidance. 13. Other Conditions of Local Growth Funds: Slough Borough Council will acknowledge the financial contribution made to this scheme through Local Growth Funds and follow the 'Growth Deal Identity Guidelines' at Appendix 2). It will also give due regard to the Equality Act 2010 - Public Sector and with the Public Services (Social Value Act) 2012, particularly through the employment of apprentices across the scheme supply chain.

Conclusion

15. It is the conclusion of the Independent Assessor that there is sufficient evidence presented to support the overall strategic and economic case for investment in the scheme. It has good strategic alignment and an established need for intervention. The overall economic case demonstrates the scheme should deliver very high value for money.

Background Papers

16. The LTB and SEP scoring exercise papers are available on request

[i] http://thamesvalleyberkshire.co.uk/Portals/0/FileStore/StrategicInfrastructure/StrategicInfrastructure/BLTB/Assurance%20Framework%20for%20Berkshire%20Local%20Transport%20Body%2014%20November%202013.pdf

[ii] http://www.slough.gov.uk/parking-travel-and-roads/plans-for-the-future.aspx

[iii] http://thamesvalleyberkshire.co.uk/Portals/0/FileStore/StrategicInfrastructure/StrategicInfrastructure/BLTB/Assurance%20Framework%20for%20Berkshire%20Local%20Transport%20Body%2014%20November%202013.pdf

[iv] http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=601&MId=5473&Ver=4

[v] http://www.slough.gov.uk/parking-travel-and-roads/plans-for-the-future.aspx

Appendix 1 - Local Growth Deal list of prioritised schemes agreed March 2020

Weighting	1.5	2	4	1	1	0.5				
Factor	**SEP**	**Deliv-erable**	**Econo mic Impact**	**TVB area**	**Natural Capital**	**Social Value**	**Total Weigh ted score**	**Rank**	**Contributi on Sought**	**Cumulative spend**
LGF Eligible Projects										
Reading Buses: Completing the Connection	4.5	6	8	2	3	1.0	24.5	1	1,541,243	1,541,243
Superfast Broadband - Extension	4.5	6	8	2	1	0.5	22	2	46,920	1,588,163
2.29 Wokingham: Winnersh Triangle Park and Ride - Extension	4.5	4	8	1	2	0.5	20.0	3	1,411,142	2,999,305
2.24 Newbury: Railway Station improvements - Extension	4.5	4	8	1	1	1.0	19.5	4	640,000	3,639,305
2.30 TVB Smart City Cluster Extension	4.5	6	4	2	2	0.5	19	5	283,620	3,922,925
Slough Langley High Street (phases 1, 2 & 3)	4.5	2	8	2	1	0.5	18.0	6	4,000,000	7,922,925

Appendix 2

Thames Valley Berkshire Local Enterprise Partnership

Independent Assessment Summary Report: Langley High Street/ Meadfield Road Junction Improvements

May 2020

www.hatchregeneris.co.uk

Executive Summary

i. This technical note provides an independent assessment of the Langley High Street / Meadfield Road Junction Improvements Business Case submission to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP). The scheme is promoted by Slough Borough Council (SBC).

Scheme Summary

ii. The business case submission sets out the case for investment in the signalisation of High Street/Meadfield Road junction with the provision of a formal pedestrian crossing on the Meadfield Road arm of the junction.

iii. This scheme complements a previous scheme enhancement to the adjacent junction to the north on the High Street with Langley Road.

iv. A primary aim of the scheme is to mitigate impacts associated with the closure of the nearby Hollow Hill Lane, that runs adjacent to the High Street, which is required to deliver the Western Rail Link to Heathrow (WRLtH).

v. The overall scheme cost is estimated to be £1.588 million, with £1.324 million sought from the Local Growth Fund (LGF).

Review Findings

Conclusions

vi. The overall scheme is considered to align well with strategic priorities and there is an established need for the intervention in the context of the predicted Hollow Hill Lane closure. The scheme will help substantially off-set the impact of traffic diverting along Meadfield Road. In the absence of Hollow Hill Lane closure, the strategic benefits of the scheme are significantly reduced, albeit some local benefits remain, in terms of supporting development.

vii. The overall Economic Case, whilst subject to some forecasting challenges and a lack of clarity around the robustness of the approach applied, indicates there is a reasonable degree of likelihood that it will deliver high value for money, mainly through highway decongestion benefits. It should be noted that there will be some negative journey time impacts upon some north-south movements through the junction as a result of the signalisation; however, these are predicted to be fully off-set to benefits on the Meadfield Road arm of the junction. Most of the wider economic, social and environmental impacts are relatively neutral, with some slight positives. As with the Strategic Case, the economic benefits from the scheme will be substantially reduced without the closure of Hollow Hill Lane.

viii. There are a number of concerns over the robustness of the Financial Case presented. It does not appear that the costs of the scheme are very well developed at this stage and a significant proportion of the scheme costs relate to contingency and risk.

ix. The Commercial and Management Cases are considered to be relatively succinct, but broadly compliant with requirements. They provide sufficient evidence to demonstrate that the procurement approaches offer value for money within the context in which the scheme must be delivered and that there are, generally, robust measures in place to manage the delivery of the project. Since there is significant development work still to completed, the programme will need to be closely monitored and there remain a number of critical milestones, including land acquisition and consultations over removal/relocation of on-street car parking.

x. It is our conclusion that there is sufficient evidence presented to support the overall strategic and economic case for investment in the scheme, but only in the event of Hollow Hill Lane being closed. It has good strategic alignment and an established need for intervention. The overall economic case demonstrates a reasonable probability that the scheme should deliver high value for money.

xi. There are, however, clear limitations in the detail of the scheme costs, as they are currently presented, and more information is required to verify that a sound financial case exists.

Recommendations

xii. On the basis of the strength of the strategic and economic cases we recommend the scheme for approval but with the following conditions:

1) Production of a revised, and more robust, assessment of scheme costs, post-preliminary scheme design; and

2) Formal confirmation (e.g. S151 Officer letter) to cover SBC funding allocation, along with confirmation that SBC will cover any potential cost overruns.

xiii. These conditions should be met at the earliest feasible date, but no later than 31st August 2020.

1. Introduction

1.1 This report provides an independent assessment of the Full Business Case (FBC) submitted by Slough Borough Council (SBC) for the signalisation of High Street/Meadfield Road junction with the provision of a formal pedestrian crossing on the Meadfield Road arm of the junction.

1.2 The report considers the evidence presented and whether it represents a robust case for the investment of Thames Valley Berkshire Local Enterprise Partnership (TVB LEP) growth deal funds.

1.3 The independent assessment has applied criteria from TVB LEP assurance framework and the requirements for transport scheme business cases set out within the Department for Transports (DfT) Transport Appraisal Guidance (TAG).

Submitted Information

1.4 The independent assessment process for the High Street/Meadfield Road Junction submission has been conducted on the following set of documentation submitted by SBC and their consultant team (Atkins):

- Full Business Case Submission (15th May 2020)

1.5 In addition to these formal documents, Hatch Regeneris have engaged with SBC and their consultants between March 2020 and May 2020 to discuss the requirements of the business case submission and comment upon the acceptability of the proposed appraisal approach and input assumptions and parameters.

1.6 Whilst no formal Appraisal Specification Report or Option Appraisal Report was submitted for this project, the specification was been discussed and agreed between SBC and TVB LEP and reference to scheme optioneering is incorporated within the main Pro-forma submission.

Report Structure

1.7 This Independent Assessors Report responds to the formal submission of documentation, as well as the informal engagement process with SBC and their consultants, to provide a review of information provided, assess it suitability and robustness against TVB LEPs assurance requirements, and provide recommendations in relation to the approval of LEP funding for the proposed scheme.

1.8 The report is structure as follows:

- Business Case Submission – presents a summary of the scheme elements included within the pro-forma submission, alongside the:
  - Rationale for the Scheme and Strategic Fit (Strategic Case),
  - Value for Money (Economic and Financial Cases); and
  - Deliver and Risk (Commercial and Management Cases).

1.9 It also sets out the recommendations to the LEP Local Transport Body relating to the suitability of the scheme for funding.

2. Business Case Submission

Overview

2.1 The full business case submission sets out the case for investment in enhancements to Langley High Street / Meadfield Road Junction. The core scheme deliverables are:

- the signalisation of the High Street/Meadfield Road junction;
- a formal pedestrian crossing on Meadfield Road; and
- the implementation of Advance Stop Lines for cyclists on north and southbound lanes on High Street

2.2 To achieve these revisions will require a small element of land-take and the removal of 10 on-street car parking spaces.

2.3 The scheme will help reduce delays to traffic along the High Street and Meadfield Road, primarily in anticipation of significant volumes of traffic being re-routed through Langley as a result of the closure of Hollow Hill Lane. This closure is

proposed to support the construction of the Western Rail Link to Heathrow (WRLtH) currently being promoted by Network Rail.

2.4 The High Street/ Meadfield Road junction improvements are also an extension to the junction improvement delivered in March 2020 at the High Street/ Langley Road junction, which adjoins the High Street/ Meadfield Road junction to the north.

2.5 It should also be noted that SBC have aspirations to deliver further enhancements to the High Street corridor, to both the north and south of the Meadfield Road junction. These will complement the High Street / Meadfield Road Junction scheme and provide additional capacity across the whole of the corridor, subject to funding becoming available.

Key Input Assumptions and Parameters

2.6 The overarching business case is considered particularly reliant upon the following key assumptions:

- Outputs from PICADY and LINSIG local junction models of the 'current layout' and 'with scheme' scenarios, respectively.
  - 2018 and 2028 model scenarios are assessed
  - 2018 represents scenarios with both Hollow Hill Lane open and closed
  - 2028 represents forecast traffic flows in 2028 (with background growth) and with Hollow Hill Lane closed
  - 20208 future year scenario, with Hollow Hill Lane closure, is based on outputs from strategic traffic model.
  - Annualisation factors:
  - 253 days per year
  - 60-year benefits appraisal period
  - Costs and benefits discounted to 2010 prices
  - Values of time:
  - Business trips = £17.689
  - Commuting trips = £9.953
  - Leisure trips = £4.543
- Optimism bias (as defined by DfT TAG) has not been applied over and above continency and risk

Independent Assessor Comment

2.7 The use of the PICADY and LINSIG models is considered appropriate for assessing the highway user impact on the surrounding highway network; however, the details of the model are not provided and so we are not able to verify how these models have been constructed. It is recognised that there are limitations to the scenarios that have been modelled and that this will impact upon the overall robustness of the outcomes of the assessment.

2.8 The use of outputs from the strategic model to inform the 2028 future year scenario is considered an acceptable approach. It is, however, recognised that it does not permit a dynamic assessment of traffic routing based on delays experienced at the junction, particularly Meadfield Road. As is described below, in the Value for Money

section, this will have implications upon the ability for the local junction models to accurately assess the extent of future year delays at the model.

2.9 The annualisation factors, the appraisal period and the discount period are all acceptable.

2.10 The absence of optimism bias (as defined by DfT TAG) is not within standard appraisal practice. It is, however, recognised that a large contingency and risk allowance has been included within the Financial Case and this, partially off-sets the impact. The implications are discussed further within the 'Value for Money' section below.

2.11 The submission does not make it explicitly clear on when it has been assumed that Hollow Hill Lane will close. Whilst we acknowledge that a formal date remains unknown, any assumption on the date will affect the Economic Case, as the profile of benefits will be significantly greater after it is closed, in comparison to before. This is considered further within the section on the Economic Case.

Rationale for the Scheme and Strategic Fit (Strategic Case)

2.12 The Pro-forma document sets out the background to the scheme and an overview of the wider issues of the area. This includes the strategic importance of the WRLtH project, that this scheme will support.

2.13 The key policy context is highlighted in relation to TVB Strategic Economic Plan (SEP), the Berkshire Local Industrial Strategy (BLIS), as well as local Slough Borough Council strategies and policies. The alignment of the core scheme objectives against these strategic policy documents is also set out.

2.14 The rationale for the scheme is established, based upon the context of Langley Village and surrounding areas. The impact of the proposed closures of Hollow Hill Lane (to enable the strategically important WRLtH) is set out, with traffic forecast to re-distribution to the High Street through Meadfield Road, creating additional congestion and delay through Langley. As well as addressing congestion, the scheme is also needed to alleviate safety concerns.

2.15 Evidence to support the need is presented from an experimental closure of Hollow Hill Lane in 2016. Strategic transport model outputs also demonstrate the impact of diverted traffic from the closure. The specific poor performance of the High Street / Meadfield Road Junction is presented from a local junction model. This predicts worse-case delays of up to 37 minutes along Meadfield Road, although it is acknowledged that it is unlikely drivers will queue for this period of time and are likely to re-route to avoid such an extensive delay.

2.16 The scheme details are set out describing how signalisation of the junction will significantly improve the future operation, whilst crossing facilities and advanced stop lines will improve safety for pedestrians and cyclists. The need to remove on-street car parking is set out, which could have some negative impacts, but provision will look to re-located, where feasible. A draft feasibility design drawing is provided.

2.17 The extent to which the scheme will overcome barriers to growth is set out. This highlights the strategic importance of the Langley High Street corridor and how congestion will inhibit growth. It outlines a range of development opportunities along the corridor.

2.18 The alternative scheme options are described, both in terms of alternative diversion routings for the closure of Hollow Hill Lane, as well as for the design of the High Street . Meadfield Road junction improvement and other capacity enhancements. The preferred scheme options is concluded to be the most feasible option to begin to accommodate the additional traffic anticipated as a result of the Hollow Hill Lane closure.

2.19 The consequences of a 'do-nothing' option are presented highlighting the increased levels of congestion and the negative impact this will have upon economic and environmental outcomes.

2.20 Slough Borough Council is identified as the sole partner for the scheme, but a range of other organisation are identified as key stakeholders.

Independent Assessor Comment

2.21 The Strategic Case is considered to presents a reasonably robust overview of the issues and preferred solution for enhancing highway provision to alleviate the negative impacts associated with the future closure of Hollow Hill Lane.

2.22 The policy context is well-established, with reference to key local policy documents and how the scheme outcomes will align.

2.23 The section on rational for the scheme suggests that whilst issues of congestion may not be overly significant at present, they will deteriorate dramatically as a direct result of the closure of Hollow Hill Lane and that mitigation measures are required. This is evidenced through discussion of the impact of a trial closure and through plots of traffic delays.

2.24 The strategic importance of the Langley High Street corridor is outlined within the barriers for growth section, including the development opportunities within the local surrounds.

2.25 The options assessment process demonstrates that alternative mitigation solutions to the closure of Hollow Hill Lane have been considered at both a strategic and local level. The impact of not changing reiterates the congestion and delays that will occur and the type of impact upon local social and economic activity.

2.26 A set of three scheme objectives are presented, albeit there is no specific section explaining how these objectives have been developed. They are focused on reducing congestion; improving journey quality; and improving safety for pedestrians and cyclists. These are all referenced throughout the rationale for the scheme and are considered an appropriate set of objectives for the scheme.

2.27 Whilst there are no specific measures of success presented within this section there is sufficient evidence to demonstrate that reducing delays and improving journey times at the High Street / Meadfield Road junction, alongside improving safety, will be key outcomes. This is confirmed in Table 3 where the expected benefits are stated as: journey time savings; journey quality; physical activity; accidents; and air quality and noise impacts. Given that the closure of Hollow Hill Lane has yet to occur, it will be challenging to establish a clear reference case baseline against which to assess success.

2.28 Whilst no specific constraints or inter-dependencies have been identified it is clear that the overall need for the scheme is highly dependent upon the closure of Hollow

Hill Lane as part of the WRLtH project. If the WRLtH were not to progress, the strategic case for this scheme will be significantly reduced. There are also links with this scheme and other potential capacity enhancement along the Langley High Street corridor, albeit these do not currently have funding and so will most likely not be brought forward until after the completion of this scheme. Some land acquisition is required for the scheme and there is a need to move some existing on-street parking bays. These could both create some constraints on the project.

2.29 The list of key stakeholders appears comprehensive, although no detail is presented around the level of engagement undertaken to date. It is suggested that the scheme is well supported amongst these stakeholders but it is unclear what level of wider support amongst local businesses and residents there is for the scheme.

Value for Money (Economic and Financial Case)

2.30 The Value for Money section describes the direct and wide outputs the scheme will deliver and presents the funding requirements.

2.31 The economic case is set out into terms of the anticipated direct outputs of the scheme in relation to journey time savings; journey quality; physical activity; accidents; and air quality and noise impacts.

2.32 The scheme is also anticipated to facilitate wider impacts by unlocking future housing development, enhancing urban connectivity and supporting the creation of jobs and businesses. Specific potential outcomes are detailed in Table 4 in terms of new housing dwellings, retail space, jobs and businesses the scheme could facilitate.

2.33 The approach to assessing the potential journey time savings is set out. This describes the use of outputs from local junction traffic models and a bespoke Appraisal Spreadsheet Tool to calculate the economic benefits generated. This includes the parameters applied.

2.34 Outputs from the local junction modelling are presented within an appendix showing flows and delays on each arm of the junction in 2018 and 2028, AM and PM Peaks.

2.35 The approach to identifying the housing and employment indirectly attributable to the scheme is discussed, including the inter-dependencies with the need for further capacity enhancements along the Langley High Street corridor.

2.36 Further wider outcomes are set out in terms of journey quality (moderate positive impact), physical activity (slight positive impact), accidents (slight positive impact), and air quality and noise (neutral impact).

2.37 The financial case is set out, with the overall capital cost requirements (£1.588m) presented and the level of LGF sought (£1.324m).

2.38 It is states that scheme costs have been developed based upon Slough's schedule of rates and based upon the judgement of technical experts. The requirement for a high number of utilities diversions is recognised and costs included accordingly. Cost estimates are stated to include a contingency allowance of £730,000. A detailed schedule of costs that this contingency will cover is presented, which includes:

- Additional design costs for the refinement of the design
- Potential increase in scheme cost due to the design changes
- Additional base construction costs
- Third Party Land cost

- Additional time required for stakeholder engagement
- Additional utility costs
- Provision for more general, unknown and unquantifiable cost uplifts

2.39 A breakdown of the scheme costs is provided in tabular format. SBC also commits to funding cost overruns.

2.40 The profile of funding package is presented, with all expenditure in 2020/21.

2.41 The overall present value of benefits, in terms of direct transport user benefits, are presented. These have been calculated using the direct outputs from the junction models and a bespoke spreadsheet tool. Overall these benefits are estimated as just over £10.4 million, in 2010 prices.

2.42 The overall present value of costs are estimated at around £1.127 million, in 2010 prices, giving an overall core scenario Net Present Value (NPV) for the scheme of just under £9.5 million and a Benefit to Cost Ratio (BCR) of 9.3.1 to 1, indicating the scheme should deliver 'Very High' value for money from investments.

2.43 Due to some of the limitation with the static nature of the local junction modelling, a series of sensitivity tests are presented that demonstrate the outcomes if the journey time benefits are reduced by 25%, 50%, and 75%. These indicate that the BCR would fall to 6.9, 4.6 and 2.3 to 1, respectively.

2.44 It is stated that a detailed appraisal of environmental impacts has not been undertaken at this stage but qualitative assessments of the impact on air quality and noise (neutral), townscape (slight positive), biodiversity and water environment (neutral) are considered.

2.45 In addition to the main assessment of physical activity, journey quality and accidents additional assessment of the social impacts of the scheme are considered, in terms of security (neutral), access to services (moderate positive), affordability (slight positive), severance (slight positive), option/non-use values (neutral), and apprenticeships (neutral).

Independent Assessor Comment

2.46 The Economic Case for the scheme is presented in terms of the direct transport users benefits that will be delivered, the wider development growth it will support, as well as the potential magnitude of environmental and social impact.

2.47 Some high-level information is presented in relation to the traffic modelling. The principle of using of the strategic highway model to determine the diversionary impact of the closure of Hollow Hill Lane is considered appropriate, albeit we are not able to verify the precise process that has been undertaken.

2.48 The principle of utilising the outputs from the strategic model to inform change of flows within local junction modelling is also considered an acceptable approach to assessing both the baseline need for the scheme, as well as the potential impacts upon congestion and delay.

2.49 The local junction modelling data presented in Appendix A indicates that in 2018 (without Hollow Hill Lane closure), the majority of delay is forecast to occur in the AM Peak on the Meadfield Road arm of the junction, with average delay of 482 seconds per PCU (roughly 482 seconds per car), or roughly 23 hours of delay for all vehicles using this route.

2.50 By 2028, substantial increases in traffic flows (resulting mainly from the Hollow Hill Lane closure) are predicted, with a 36% increase in traffic flows through the junction in the AM Peak and 46% in the PM Peak. These increased flows mean that delays are also forecast to increase dramatically to 2,167 seconds (36 minutes) per PCU in the AM Peak and 1,620 seconds (27 minutes) per PCU in the PM Peak. This equates to total delays on Meadfield Road of 155 hours in the AM Peak and 160 hours in the PM peak.

2.51 As SBC acknowledge, this level of delay is highly significant and it is unlikely that car drivers would, in practice, sit in queues this long if there were alternative routes to avoid the queue. Whilst other routes are likely to result in longer journey times as well, it is unlikely to be quite a significant as the delays reported within the modelling. The sensitivity tests presented by SBC provide a useful understanding of how lower levels of delay would affect the value for money of the scheme. We consider the outcomes of the sensitivity test are likely to present a more accurate assessment of the overall value for money of the scheme.

2.52 As indicated within Appendix A, whilst the impacts of the proposed scheme are predominantly positive, there are some negative impacts upon journey times through the junction along the High Street. This is as a result of the introduction of traffic signals restricting the flow of traffic. The outputs indicate the main impact will be in the PM Peak for traffic approaching the junction on the high Street from the northwest. Whilst SBC states that the detailed design phase will seek to minimise these impacts, it will be important to verify this is the case. It should be noted that there may also be some negative impacts during the inter-peak period, due to the introduction of traffic signals, but this is not discussed, and should be a relatively small impact.

2.53 We have been informed that the four modelling scenarios have been available to assess the economic impact of the scheme, as follows:

- 2018 Without Scheme and With Hollow Hill Lane Open
- 2018 With Scheme and With Hollow Hill Lane Closed
- 2028 Without Scheme and With Hollow Hill Lane Closed
- 2028 With Scheme and With Hollow Hill Lane Closed

2.54 This might explain why the forecast impacts of the scheme are relatively low in the 2018 scenario, since Hollow Hill Lane is only closed in the 'with scheme' scenario and so traffic flows will be considerably lower; however we have subsequently been informed by SBC that the assessment has applied a single set of flows for 2018 based upon the scenario with Hollow Hill Lane closed (as shown in Appendix A). This creates some uncertainty over the impact of the scheme in 2018.

2.55 In assessing the economic impact, it would be standard practice to make an assumption on when Hollow Hill Lane will close in the future, as this will impact upon the profile of benefits accrual i.e. will full benefits start from 2022 or not until 2025? It is not clear from the information presented what assumptions have been applied within this economic analysis.

2.56 The assessment of wider impacts provides a useful overview of the aspirational development growth that is planned within the Langley High Street corridor and the need for transport capacity to support this development. Whilst the forecast housing, jobs, employment floorspace presented within Table 4 appear to relate to

the Langley Business Park development, the specific link to the scheme is not explained; however, since this is not claimed as a direct outcome of the scheme it does not affect the overall assessment of value for money.

2.57 The stated moderate positive impact of the scheme upon journey quality appears logical in the context of the substantial delays forecast in the core scenario. However, as discussed above, it seems unlikely these delays will occur in reality and so the journey quality impacts, whilst still positive, are likely to be of a lower magnitude.

2.58 The slight positive impact upon physical activity is considered a reasonable conclusion, albeit it is acknowledged that the scheme only proposes 'light touch' improvements for pedestrian and cyclists.

2.59 Whilst the junction does not currently suffer from significant levels of accidents, it is recognised that the significant forecast increase in traffic flows is likely to result in higher accident levels. The signalisation of the junction will provide additional controls on movements and should reduce the risk of accidents. This appears to justify the conclusion that the scheme will provide slight positive benefits.

2.60 As SBC acknowledge, a full environmental assessment has not been undertaken and so no definite conclusions can be drawn about the impact of the scheme upon air quality and noise. The current conclusion that impacts will be neutral appears reasonably, albeit actual impacts may be either slightly negative or slightly positive.

2.61 Whilst a detailed breakdown of the base construction costs is not presented, it is acknowledged that these have been developed through standard industry practices and with SBC's schedule of rates. The inclusion of preliminaries, overheads and profit, and professional fees demonstrates that the development requirements for the scheme have been taken into account. Further detailed development of base construction costs still needs to occur.

2.62 It is recognised that there is a known, and substantial, risk of utilities works being required. It is unclear precisely what basis has been used to estimate the allowance of 35% of base construction cost for utilities works and so there may remain some risk that this value could be higher.

2.63 The £730,000 contingency budget is considered to represent a substantial proportion of the budget. Whilst this provides confidence that the budget is very unlikely to be exceeded, it is not considered standard practice for a scheme supposedly at Full Business Case stage of development. Effectively, around 45% of the total budget is unallocated to any specific costs. This indicates that there is relatively poor understanding of scheme costs at this stage. Whilst a significant number of potential contingency requirements are set out, a number of these effectively relate to the potential for significant design changes, including additional lanes on the approach to the junction. This scale of design change indicated should not, typically, take place post submission of the full business case.

2.64 It will be important for TVB LEP to have a full understanding of how the scheme is developed going forward.

2.65 No optimism bias is included in the economic case. Whilst this is not standard practice, we do not consider this to be an issue given the substantial excess of contingency budget that has been included within the scheme costs.

2.66 It should be recognised that there is no reference to additional maintenance costs associated with the delivery of the signalisation scheme, but it is assumed that these would be absorbed within the SBC's annual maintenance budget.

2.67 The profile of the funding package is straightforward and commits SBC to deliver the scheme within 2020/2021. A specific commitment is given from SBC to cover any cost overruns in the event that they occur, albeit this is not officially evidenced through a S151 Officer statement.

2.68 The business case submission does not include standard Transport Economic Efficiency, Public Accounts, or Analysis of Monetised Costs and Benefits tables and so it is not feasible to comment upon the details of the monetised value for money assessment. The result for the core scenario appear to demonstrate that the scheme will deliver very high value for money. Due to the limitations of the modelling tools applied in the analysis (as discussed in Sections 2.50) it is considered unlikely that this level of benefit to cost ratio (BCR) will be achieved.

2.69 The results presented within the sensitivity tests are considered to offer a more likely insight into the actual outturn BCR that will be achieved by the investment. Whilst there is insufficient information to judge accurately what BCR will be achieved, we can have a high degree of confidence that it will be in excess of 2 to 1 and so the scheme can be considered to deliver 'high' value for money.

2.70 It should be reiterated that the high value for money from investment is only likely to occur in circumstances where Hollow Hill Lane is closed. If, for any reason, this closure were not to occur, then we could have no certainty what outturn BCR for the scheme would be generated.

2.71 It is recognised that the scale of the scheme does not, in general terms, warrant a full environmental assessment and so the approach adopted by SBC is considered acceptable. In addition to air quality and noise (discussed above in Section 2.60), the stated slight positive impact on the scheme upon townscape is considered acceptable, albeit the positive impact are likely to be very minimal in nature. It is agreed that there is no requirement to assess the impact upon historic environment.

2.72 For a scheme of this type, that will reconfigure the highway and require some land take, we would anticipate the need to consider potential impacts upon biodiversity and water environment. Whilst no detail is presented within the business case submission, SBC's reference to an initial assessment provides some justification to their conclusion that the impact will be neutral; however, we would expect this to be assessed further as part of the detail design process.

2.73 The qualitative approach to assessing social impacts is considered acceptable. It is agreed that the scheme is unlikely to have any notable impact upon security. On the basis of the core scenario traffic modelling, the scheme could have a moderately positive impact upon access to services, but in reality, as discussed in Sections 2.50 to 2.51, the impacts are likely to be lower and so a slight positive rating may be more appropriate. It is accepted that the scheme could have a slight positive impact upon affordability and community severance, albeit this is not stated within any context of the local demographics of the area. It is agreed that there will be neutral impact upon option / non-use values and apprenticeships.

Deliverability and Risk (Commercial and Management Cases)

2.74 The section on deliverability and risk provides an overview of the project programme, project management arrangements, and risk.

2.75 The business case document reiterates that 20% local contribution will comprise of Slough Borough Council Capital Funds and states that these are considered a reliable source of funding.

2.76 A high-level overview of the proposed programme is presented highlighting phases of preliminary design, public information / engagement, detailed design, mobilisation and statutory consents, commencement of site works (December 2020), and completion of site works (early 2021).

2.77 Reference is made to the SBC's wealth of experience in managing capital infrastructure improvements, including High Street/ Langley Road junction adjacent to this proposed scheme.

2.78 It is indicated that the construction works will be directly assigned to SBC's Direct Service Organisation (DSO) (Contractors), as an extension to both the High Street / Langley Road junction scheme and the original Langley Station and Access Improvements scheme. Contracts are also likely to mirror the structure previously used. This procurement process is stated to have provided a high quality and efficient service, with resources readily available to be mobilised at short notice. SBC deems it appropriate not to engage in any new, competitive procurement process.

2.79 The project management arrangements are described, including reporting protocols, and are stated to reflect the previous governance for the Langley High Street schemes that have worked effectively.

2.80 A summary of the key strategic risks identified for the scheme are presented, with mitigating actions set out. As well as issues relating to COVID-19, key scheme risks relate to: scheme design changes, impact on parking, utilities costs, planning/consultation objections, cost increases, and delays/cancellation to WRLtH.

Independent Assessor Comment

2.81 The section on deliverability and risk, whilst relatively succinct, provides some useful confirmation of the measures in place to successfully deliver the project by March 2021.

2.82 Whilst it is generally accepted that SBC will be a reliable source of match-funding, no commitment from the S151 Officer is formally made with the submission.

2.83 The programme provided is very high-level in nature but appears reasonable, in terms of general time periods permitted. There are clearly some potential external project risks, in terms of stakeholder consultation and utilities works, that could significantly affect the programme and which the project team will have limited ability to control.

2.84 The recent works along Langley High Street provide strong examples of SBC's experience in successfully delivering highway infrastructure schemes.

2.85 It is recognised that the direct aware of the contract through the SBC's DCO is the most efficient way of taking the project forward quickly and has enabled previous projects to be successfully delivered. Based upon the information presented it is challenging to conclude whether it represents the best value for money

procurement approach but, given the timescales for deliver, it would appear to represent a prudent solution.

2.86 The project management arrangements, whilst not presented in any detail, appear sensible and have successfully delivered previous projects within the same corridor.

2.87 The risk register is considered to provide a sufficient amount of detail around both specific risks, as well as mitigating measures. It is recognised that this is a relatively standard highway engineering project, albeit it requires elements of land acquisition, removal of parking bays, and utilities works. All of these elements have the potential to significantly affect the programme for delivery, as well as the cost, but these risks appear to be well understood by SBC and will be managed accordingly.

2.88 There is limited discussion of programme and project dependencies.

2.89 The details of the communication and/or stakeholder management processes are not described in any detail.

2.90 There is no discussion of benefits realisation planning or monitoring and evaluation.

Conclusions and Recommendations

Conclusions

2.91 The overall scheme is considered to align well with strategic priorities and there is an established need for the intervention in the context of the predicted Hollow Hill Lane closure. The scheme will help substantially off-set the impact of traffic diverting along Meadfield Road. In the absence of Hollow Hill Lane closure, the strategic benefits of the scheme are significantly reduced, albeit some local benefits remain, in terms of supporting development.

2.92 The overall Economic Case, whilst subject to some forecasting challenges and a lack of clarity around the robustness of the approach applied, indicates there is a reasonable degree of likelihood that it will deliver high value for money, mainly through highway decongestion benefits. It should be noted that there will be some negative journey time impacts upon some north-south movements through the junction as a result of the signalisation; however, these are predicted to be fully off-set to benefits on the Meadfield Road arm of the junction. Most of the wider economic, social and environmental impacts are relatively neutral, with some slight positives. As with the Strategic Case, the economic benefits from the scheme will be substantially reduced without the closure of Hollow Hill Lane.

2.93 There are a number of concerns over the robustness of the Financial Case presented. It does not appear that the costs of the scheme are very well developed at this stage and a significant proportion of the scheme costs relate to contingency and risk.

2.94 The Commercial and Management Cases are considered to be relatively succinct, but broadly compliant with requirements. They provide sufficient evidence to demonstrate that the procurement approaches offer value for money within the context in which the scheme must be delivered and that there are, generally, robust measures in place to manage the delivery of the project. Since there is significant development work still to completed, the programme will need to be closely

monitored and there remain a number of critical milestones, including land acquisition and consultations over removal/relocation of on-street car parking.

2.95 It is our conclusion that there is sufficient evidence presented to support the overall strategic and economic case for investment in the scheme, but only in the event that Hollow Hill Lane being closed. It has good strategic alignment and an established need for intervention. The overall economic case demonstrates a reasonable probability that the scheme should deliver high value for money.

2.96 There are, however, clear limitations in the detail of the scheme costs, as they are currently presented, and more information is required to verify that a sound financial case exists.

Recommendations

2.97 On the basis of the strength of the strategic and economic cases we recommend the scheme for approval but with the following conditions:

1) Production of a revised, and more robust, assessment of scheme costs, post-preliminary scheme design; and
2) Formal confirmation (e.g. S151 Officer letter) to cover SBC funding allocation, along with confirmation that SBC will cover any potential cost overruns.

2.98 These conditions should be met at the earliest feasible date, but no later than 31st August 2020.

Appendix 3

Langley High Street/ Meadfield Road Junction Improvements phase 1
Full Business Case

Slough Borough Council
21 May 2020

Introduction

The B470 Station Road / High Street (hereafter referred to as High Street) runs through the centre of Langley village and is a key strategic link for businesses and residents, providing access to jobs, education and amenities. However, this important stretch of road is frequently subject to traffic congestion particularly during peak hours. Meadfield Road is a secondary road joining High Street opposite Langley Memorial Ground and immediately south of Harrow Market. The road is key through route connecting residential streets in the east of Langley to the High Street and their access to amenities and Langley Station. Meadfield Road also serves as a connecting road between High Street and Market Lane, leading to Hollow Hill Lane.

The core scheme deliverables are the signalisation of the High Street/Meadfield Road junction, a formal pedestrian crossing on Meadfield Road and the implementation of Advance Stop Lines for cyclists on north and southbound lanes on High Street. The main objective of the scheme is to reduce delay to traffic along the High Street and Meadfield Road, primarily in anticipation of significant volumes of traffic being re-routed through Langley as a result of the closure of Hollow Hill Lane. This closure is proposed to support the construction of the Western Rail Link to Heathrow (WRLtH) being promoted by Network Rail. In addition, High Street and Meadfield Road currently suffer from congestion, particularly during the AM and PM peaks, which negatively impacts journey quality and the vibrancy of High Street and Langley. The High Street/ Meadfield Road junction improvements are also an extension to the junction improvement delivered in March 2020 at the High Street/ Langley Road junction, which adjoins the High Street/ Meadfield Road junction to the north.

In January 2020, a proforma application was submitted to the Thames Valley Berkshire Local Economic Partnership (TVB LEP) for funding of a package of interventions to ensure Langley High Street has sufficient capacity to accommodate an increase in traffic as a result of the Hollow Hill Lane closure, and the impact this will have on already congested roads. The package of interventions was split into three sub sections, as shown in Figure 1.

Subsequently, the TVB LEP have provisionally agreed to the funding of High Street/ Meadfield Road junction (Section 2 of the original proposal) subject to a more thorough business case application. This Full Business Case has been produced to present the case for the proposed High Street/ Meadfield Road junction improvements and the appraisal that has been undertaken.

Figure 1 - Proposed widening of High Street from Langley Station to the A4 from one lane in each direction to two lanes in each direction (Section 2 is the focus on this business case).
It should be noted that the benefits and impacts associated with the proposed scheme mirror those proposed in the January 2020 submission, which supported a package of interventions. However, these have been adjusted proportionately in accordance with the scale of the scheme.

1. Rationale for the scheme and strategic fit

How will the scheme contribute to the delivery of Thames Valley Berkshire's Strategic Economic Plan (SEP)?

Scheme alignment with the Thames Valley Berkshire's SEP

The TVB LEP proudly promotes itself as the most productive sub-region in the UK and the key to supporting, nurturing and growing this economic powerhouse is a robust and sustainable transport infrastructure . Providing smooth and efficient movements of people and goods will not only drive growth from within Langley, Slough and the wider TVB area but will also bring outside investors into the region, thus improving economic prosperity and productivity.

The TVB LEP Strategic Economic Plan (SEP) 2015/2016 – 2022/2021 rightly states that the close proximity of Heathrow airport provides a locational advantage for the region, particularly for Slough and Langley, by ensuring residents have access to highly-skilled and high wage jobs. The Western Rail Link to Heathrow (WRLtH) will provide a step change in supporting the employment growth within Slough and Langley by providing quick and reliable access to Heathrow. The TVB LEP's support for the WRLtH scheme is clearly articulated throughout the strategic planning documents including the SEP, the SEP Implementation Plan and the Evidence Base. This strategic support is continued through the creation of WRLtH project team and Stakeholder Steering Group, showing the TVB LEP's continued and dedicated support to the implementation of the WRLtH scheme.
Slough Borough Council appreciates the importance of this opportunity, although it is understood that improvements to the rail network should not be detrimental to other modes of transport. To successfully implement the WRLtH alongside the existing Great Western rail network, the road tunnel (Chequers Bridge) on Hollow Hill Lane will have to be permanently closed. As a popular commuter route, this will force current traffic to use alternative routes, potentially adding a significant amount of pressure on local roads. The scheme aims to support the WRLtH and economic prosperity in the TVB region whilst mitigating the impact that will result from the closure of Hollow Hill Lane.
Figure 2 below highlights the key transport infrastructure surrounding the scheme including the Slough Mass Rapid Transit Phases 1 and 2 along the A4 and the M4 Smart motorway scheme to the south, Langley Station improvements, Crossrail and the WRLtH.

The proposed scheme, which is an extension to the original rail station accessibility and Station Road/ High Street/ Langley Road junction improvement scheme in Langley , will complement the SEP's overall vision ensuring that:
"The ambition and creativity of our established businesses will be energised through strong, knowledge-rich, networks [and] our infrastructure will match the scale of our ambition and potential" i

Slough Borough Council recognises that TVB is in the final stages of the current SEP delivery period, and whilst the scheme will be well progressed by 2021, there is confidence that the proposal will align with the subsequent SEP by delivering improved transport infrastructure, indirectly supporting economic growth in Langley, Slough and the wider TVB district.
In addition, this scheme extension will contribute to the delivery of the following packages within the Thames Valley Berkshire's (TVB) Strategic Economic Plan (SEP):
(N.B. The text below shows how the proposed extension to the original Langley Highway improvement scheme will support the delivery of the SEP in chronological order, despite the Packages not being in numerical order.)

Figure 2 - Wider geographical area showing the key transport infrastructure.

SEP Package 2: Enhancing urban connectivity
High Street is the central north-south aligned road that links businesses and residents to Langley rail station and the strategic road network (A4, M4 and M25), and is a popular through route for commuters and public services. Currently, High Street and Meadfield Road suffer from congestion during the AM and PM peaks and in particular traffic turning right out of Meadfield Road onto High Street. In the short-term, the scheme aims to reduce congestion at this key junction along High Street and reduce the negative environmental impacts that are associated with the slow-moving nature of congested traffic, notably noise and air quality.

This route will become increasingly important after the proposed closure of Hollow Hill Lane. Strategic traffic modelling has shown that the closure of Hollow Hill Lane will result in a re-routing of traffic onto Meadfield Road and High Street in Langley and this increased number of vehicles will make the High Street more congested . The downstream effects of this congestion threaten to impact labour supply to local businesses, access to education i.e. Marish Primary School, Langley Hall Primary Academy and Langley College, connectivity to the wider TVB district and will inhibit future economic prosperity.

Local junction modelling has forecast that the increase in traffic on Meadfield Road, which currently uses Hollow Hill Lane, will adversely affect the flow of traffic at the High Street/ Meadfield Road junction, resulting in a bottleneck and long delays for vehicles. The proposed scheme aims to accommodate future demand as a result of the Hollow Hill Lane closure, on both High Street and Meadfield Road by enhancing the efficiency and flow of vehicle movement within Langley, thus improving access to the strategic road network. As part of the design for operational improvements at the junction, improvements for pedestrians and cyclists have also been incorporated.

SEP Package 6: Enhancing the strategic transport network

As a result of completing the Slough Mass Rapid Transit (SMaRT) Phase 1 and 2 programmes , the east-west corridor through Slough has been well developed in recent years and is beginning to transform Slough, Langley and the wider TVB district. However, north-south connections through both town centres remains both a challenge and a priority to Slough Borough Council. The scheme aims to improve the flow of traffic along the High Street, supporting the north-south connection and helping to deliver SEP Package 6.
To some extent, the improved connectivity and traffic flow along High Street will also benefit the two local bus services that currently use High Street as part of their route. Bus passengers are likely to see an improvement in their journey quality as bus services will be less likely to experience congestion along Langley High Street. The proposed signalised pedestrian crossing on Meadfield Road will also provide improved and safer accessibility to the southbound bus stop located just north of the junction.

Within Package 6, the TVB LEP also indicates the importance of the WRLtH, and the need to provide certainty with regards to its early implementation. The strategic need for the WRLtH is a clear narrative throughout the Strategic Economic Plan, enhancing and supporting the growth of the strategic transport network, of which the scheme aims to support.
SEP Package 5: Foundations for future growth for housing, transport and utilities
By replacing a priority-based junction with a signalised junction, the scheme will build upon Slough's existing transport infrastructure and will support the anticipated surge in demand as a result of the Hollow Hill Lane closure. By ensuring that High Street and connecting roads such as Meadfield Road can operate efficiently, the scheme will support the future growth in housing, businesses and retail, in a sustainable manner. Although the scheme does not directly support or unlock a significant growth in housing, transport and utilities, the efficiency and robustness of a transport network, of which this scheme supports, underpins the foundations needed for effective and sustainable growth.

The efficiency of the junction, and the smooth flow of vehicles along High Street and Meadfield Road will support the access for SMEs and residents to local and national infrastructure projects including Langley Business Centre, Crossrail, the Heathrow Airport Expansion and the wider strategic road network. The scheme's main priority of reducing current and future congestion along the High Street and Meadfield Road, will improve access to the local labour supply supporting businesses and the wider Thames Valley district.

SEP Package 1: Unlocking housing developments
The scheme will complement the ongoing transport infrastructure improvements in Langley, the combined effects of which will help to unlock new housing developments and support the TVB SEP Implementation Plan of delivering 21,060 jobs and 10,702 houses by 2021 . This includes the collaboration between the Borough of Slough and South Buckinghamshire District Council to develop proposals for the Northern Extension . The permanent closure of Hollow Hill Lane could prove detrimental to the Northern Extension business case if local roads prove unable to cope with additional vehicles. Slough Borough Council is taking a

proactive approach to ensure that the roads remain efficient, for both short term benefits of closing Hollow Hill Lane and future developments such as the Northern Extension. Thus, the proposed signalisation of High Street/ Meadfield Road junction will prove valuable to the efficient movement of vehicles and wider housing developments.

SEP Package 3: Encouraging vibrant town centres
High Streets across the UK are undergoing a radical change, primarily driven through a large shift towards online shopping . In addition, the ongoing COVID-19 pandemic is adding further strain on High Streets. As a result, the customer experience and public perception and ambience of High Street shopping and services, now more than ever, is vital to ensure their success in the future. It is unlikely that a heavily congested High Street will attract and retain both businesses and consumers, thus the scheme will play an important role in ensuring the ambience of Langley High Street remains inviting. Although the proposed scheme will not implement any specific public realm improvements, the overall package of transport inventions will support Langley in retaining its status as a vibrant and prosperous town centre.
The signalised pedestrian crossing which would be provided on Meadfield Road will also support the future of Langley High Street, encouraging safe active travel within the community.

Alignment with other local and regional policies

Berkshire Local Industrial Strategy (BLIS) March 2019 (Framework document for consultation)
The scheme supports the delivery of the Berkshire Local Industrial Strategy (BLIS), in particular Priority 4: Vibrant places and a supportive infrastructure . The strategy framework understands that the transport network is congested, with an over dependence by private vehicles on key routes such as the M4. To respond, the BLIS highlights the importance of sites close to railway stations and motorway junctions, and in strategic transport corridors. It is anticipated that, as a result of the Hollow Hill Lane closure, the High Street will become overly congested with the redirected traffic. As the location of Langley High Street is within such close proximity to the M25 and M4, large volumes of commuter traffic could use the High Street as a shortcut, particularly if long queues are witnessed on the SRN. This scheme will support the BLIS framework by improving the flow of traffic along Langley High Street and Meadfield Road.

The BLIS document also supports the TVB LEP's view for the strategic need for the WRLtH giving improved access to Heathrow from the west and south, bringing substantial benefits and productivity enhancements. The document also highlights the importance of encouraging access to Heathrow by sustainable travel modes, such as rail, rather than a dependence on private vehicles. The proposed scheme will help to deliver efficient movement of traffic along High Street, including access to Langley Station and the rail network, at the northern end of High Street.

Slough's Five Year Plan (2020 – 2025)

The Five Year Plan document outlines Slough Borough Council's vision for Slough and the milestones towards delivering it. The Plan focuses on five priorities, of which the scheme will help to deliver the following:
Priority 2: Our people will be healthier and manage their own care needs. The proposed scheme will help to encourage the Langley community to use active travel by providing safe and accessible walking and cycling facilities. These will be in the form of formal pedestrian crossings on the Meadfield arm of the junction and Advance Stop Lines on High Street. These facilities will be particularly pertinent during and after the COVID-19 pandemic where walking and cycling are emphasised as a safe means of travel and could potentially result in a long-term shift towards active travel.
Priority 3: Slough will be an attractive place where people choose to live, work and stay. The proposed scheme supports the delivery of the long-term priority of investing in infrastructure that will have a positive impact on the regeneration of Slough and improve air quality. By reducing congestion along both High Street and Meadfield Road, the High Street will become a more attractive place to work and shop, in addition to the reduced emissions associated with the start-stop nature of congested traffic.
Priority 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents. As part of this priority, the Council aims to make the most of the benefits of the Heathrow expansion and WRLtH to maximise the growth potential of Slough and Langley. The proposed scheme supports the WRLtH by implementing mitigation measures to ensure the smooth operation of traffic through Langley as a result of the closure of Hollow Hill Lane. In addition, the priority aims to encourage modal shift towards sustainable forms of transport, of which the scheme supports in a similar argument to Priority 2.

Slough Local Development Framework Core Strategy 2006 – 2026 (Adopted December 2008)
The core strategy highlights the overarching issues Slough will encounter over the next 20 years, and the Council's plan on how to proactively address them to ensure the district remains vibrant and prosperous. The primary themes are to enhance the transport network and encourage the use of sustainable modes of transport within the community . The scheme indirectly supports and promotes the rail network, particularly its access to Heathrow Airport, and will directly improve journey times and the journey quality and reliability of bus services. With reduced congestion along High Street, passengers using bus 3 (Uxbridge – Slough Town Centre) and bus 7 (Heathrow – Slough Town Centre) will benefit from the scheme.

In addition, the scheme will introduce pedestrian safety improvements through signalised crossings on the Meadfield Road arm of the junction and bicycle improvements through the introduction of Advance Stop Lines on the north and southbound approaches of High Street. The improvements above, alongside previous interventions to Langley Station as part of the original scheme, will encourage the Langley community to use walking and cycling as sustainable and safe modes of transport, particularly when accessing Langley High Street and railway station.

Slough's Third Local Transport plan 2011 – 2026

The Local Transport Plan for Slough outlines the fifteen-year plan for the local transport network, describing how Slough Borough Council will maintain and improve transport in the borough, to meet both national and local objectives . The proposed scheme will support the following objectives outlined in the LTP:

Table 1 - Alignment of the junction improvement scheme at High Street/ Meadfield Road with objectives of Slough's Third Local Transport Plan.

Local Transport Plan Objective	Alignment with the proposed scheme
To minimise the noise generated by the transport network, and it's impacts on the environment	- Improving the flow of vehicles will reduce the start-stop nature of congested traffic, thus reducing the impact of noise pollution on High Street and Meadfield Lane.
To achieve better links between neighbourhoods	- Bus services will operate with improved journey time reliability and customer experience, encouraging the use of public transport. - Supporting the WRLtH will improve connections across the wider TVB area.
To improve the journey experience of transport users across Slough's transport networks	- Similarly, bus services will operate with improved journey experience as a result of reduced congestion. - Walking and cycling will become an attractive alternative to private vehicles with improved crossing facilities and Advance Stop Lines at the junction.
To reduce transport CO2 emissions	- Reducing the start-stop nature of congested traffic will support the reduction in transport CO2 emissions.

Emerging Local Plan for Slough

The emerging Local Plan for Slough aims to address key challenges that Slough and Langley will encounter during the 2016-2036 delivery period, including how to tackle congestion on the road network .The proposed signalisation of the High Street/ Meadfield Road junction, which is the focus of this funding application, aligns with both the current and emerging Local Plan to help address the issue of future congestion.

A proposed subsequent stage to this scheme, which is not considered for funding under this Growth Deal, is to widen the B470 from a single lane carriageway to a two-lane carriageway in each direction from Langley Station and the A4, thus continuing to complement the emerging Local Plan for Slough in 2021 and beyond.

Overview of Strategic Alignment

The table below presents an overview of how the upgrading of High Street/ Meadfield Road junction from a priority to a signalised junction, aligns with the policies and plans detailed in the preceding sections.

What is the rationale for the scheme?

Scheme extension location

Langley is a large village within The Borough of Slough, approximately two miles east of central Slough. Whilst primarily residential, Langley also includes light industrial,

commercial, retail and leisure use. Key sites within Langley include the Langley Hall Primary Academy & Langley College, Langley Park Memorial Recreation Ground, Langley Business Centre & Waterside Drive Business Park, Harrow Market and Langley Rail Station (which is on the Great Western Main Line to London Paddington and which will soon be on Crossrail, providing connectivity into London).

Langley High Street is single carriageway, with one lane in each direction. It is north-south aligned, running from the A4 Junction 5 in the south to Langley rail station in the north, and through the heart of Langley in the centre. North of this, it continues into South Buckinghamshire. It is subject to 20mph and 30mph speed limits along its extent.

To the immediate east of and running parallel to High Street is Mansion Lane / Hollow Hill Lane / Market Lane. This connects traffic from Iver in the north to Sutton Lane / M4 Junction 5 in the south and is a route used by thousands of commuters each day. Traffic surveys undertaken by Network Rail in 2015 recorded an average weekday (24 hours) flow of 7,767 vehicles (two-way).

Connecting the two north-south corridors is Meadfield Road which runs from east to west in line with Harrow Market and Market Lane. The route is also a key connector for residential homes in the east of Langley, and their accessibility to the High Street amenities. To the south, Parlaunt Road is a secondary east-west corridor connecting the High Street and Market Lane; however this scheme is focused solely on the forecast congestion of Meadfield Road resultant of the Hollow Hill Lane closure. Figure 3 below shows the location of the scheme, alongside key geographical landmarks reported above.

This scheme is an extension to the 'original' improvement scheme developed for Langley (LEP Ref 2.21), consisting of:

1. Junction upgrade at Station Road/ Waterside Drive and accessibility improvements to Langley Rail Station (scheme delivered in 2018) shown at Langley station in Figure 3.
2. In addition to the above original scheme, junction improvements (conversion of a mini roundabout to signalised junction with pedestrian crossings) at High Street/ Station Road/ Langley Road (completed on site in March 2020), shown in Figure 3 below.

Figure 3 - Langley Village and surrounding landmarks.

Scheme rationale

As aforementioned, this scheme is an extension to the original improvement scheme in Langley (LEP Ref 2.21) and is primarily in response to the expected re-distribution of traffic from Hollow Hill Lane to High Street through Meadfield Road, as a result of Hollow Hill lane being permanently closed. The scheme aims to improve the efficiency of the High Street/ Meadfield Road junction and is therefore designed to increase capacity and reduce additional congestion and delay through Langley that would otherwise be caused.

In the short-term, the scheme will help to alleviate the current traffic congestion witnessed along High Street and Meadfield Road. As the High Street will continue to be a key road within Langley, it is likely that the number of vehicles using the road will increase in line with anticipated economic growth predicted in the strategic documents reported above. As such, the scheme will help to ease congestion issues currently observed along High Street and Meadfield Road in line with gradual growth in vehicle numbers and the step change in demand predicted as a result of the WRLtH.

Slough Borough Council understands the importance of the WRLtH and the significant benefits it will bring in terms of employment, connectivity and improved economic prosperity for both Langley, Slough and the wider Thames Valley area. However, the benefits associated with the WRLtH could be overshadowed by the possible negative effects of overly congested roads, environmental disbenefits associated with queueing vehicle traffic, reduced vibrancy of Langley town centre and negative public opinion accompanying such changes. Thus, the strategic objective of this scheme is to support Network Rail and the WRLtH by introducing signalisation at a key junction on the High Street to help mitigate the negative impacts described above.

Also, the informal pedestrian crossings along High Street in Langley is a safety concern for pedestrians, particularly given the close proximity of Langley Hall Primary Academy and Langley College. Formal, signalised, crossing have already been introduced at the High Street/ Langley Road junction and the introduction of a further signalised crossing across Meadfield Road will improve pedestrians' perception about safety and accessibility.

Experimental closure of Hollow Hill Lane.

In 2016, a six-month experimental closure of Hollow Hill Lane was conducted to better understand the effects upon the local highway network. This is the most robust example of impact analysis possible and strongly complements the strategic modelling undertaken by Network Rail. Whilst the focus of the traffic impact study was on Iver, given that the investigation was commissioned by Buckinghamshire County Council, the Study Area also covered Langley Park Road which leads directly to Station Road High Street and the extent of this extended scheme . The Study reported the following key impacts upon Langley:

- 24 Hour: An additional 1,389 northbound and 2,836 south bound vehicles on Langley Park Road, which leads to Station Road/ High Street through Langley;
- AM & PM peak hours: An additional amount of traffic on Langley Park Road, leading to Station Road/ High Street, not dissimilar to that indicated by the strategic model results outlined above.

The Study found that a majority (67% based on 24 hour) of re-distributed traffic uses Langley Park Lane (and onwards to Station Road/ High Street through Langley) rather than the most feasible other alternate route being Thorney Lane North (25%) through Iver. This supports Station Road/ High Street as being an important location for the focus of remedial measures.

The Study concluded that the increased levels of traffic observed through the Study will serve to exacerbate the existing congestion and environmental functions of the roads within the Study Area. The junction improvements at High Street/Meadfield Road junction is therefore required as a step towards mitigating the impacts of the WRLtH however this will by no means solve the overall congestion problems described above. A wider package of works will be required before Hollow Hill Lane is permanently closed which will allow the High Street to continue to operate as a strategic through route and Langley to function as a centre for housing, employment, education and local commerce. This includes a scheme to widen the highway from one to two lanes in each direction, as also presented in the January 2020 proforma application, which would be subject to a supplementary business case.
Re-routed traffic due to the closure of Hollow Hill Lane

Network Rail is proposing to create a high-speed rail link from Langley to Heathrow T5 (Western Rail Link to Heathrow, WRLtH), which would require the permanent closure of Hollow Hill Lane. Strategic modelling has been undertaken in SATURN, a highway assignment model, and has demonstrated that the impact of this closure would be the re-routing/ re-distribution of a significant amount of Hollow Hill Lane traffic onto High Street, through Langley.

Figure 4 below captures the forecast change in traffic flows by the model in future year 2028, as a direct result of the closure of Hollow Hill Lane. It is evident that the model is forecasting a re-distribution of traffic from Mansion Lane/ Hollow Hill Lane/ Market Lane onto the High Street, as vehicles are using the route through Langley as the most feasible alternative. The main impact of the redistributed traffic is on the High Street/ Meadfield Road junction, which is the focus of this business case, and High Street north of this junction.

Figure 4 - Changes in traffic flow associated with the closure of Hollow Hill Lane (output from the strategic model, where blue represents a reduction in traffic and green represents an increase in traffic)

Specifically, the model is forecasting an increase in traffic on High Street, north of Harrow Market in the centre of Langley, of between 140 and 190 vehicles in each direction, during the peak hours. This is an increase of approximately 15-30% in traffic in both directions along High Street, in relation to today's flows. The model is also forecasting an increase in traffic on Meadfield Road of between 80-90 vehicles in the peak hours, turning onto High Street north. This is a result of traffic re-routing due to the Hollow Hill Lane closure and represents an increase of approximately 50% based on today's flow. It should be noted that in reality some strategic re-routing is expected to occur as there are other alternatives for traffic (e.g. Thorney Lane to the east of Langley, Willoughby Road and Parlount Road) and it is unrealistic to expect vehicles to queue for up to 37 minutes when there are alternate routes available – as explained in the sub-section below. This will be covered though a sensitivity test in the Value for Money section of this Business Case.

The consequence of this, without the mitigation which this scheme is designed to provide, is increased delay and queuing through Langley, leading to adverse environmental impacts as a result of stationary or slow-moving traffic (increased noise and reduced air quality).

Poor performance of local Junction due to the closure of Hollow Hill Lane *

In addition, local traffic modelling (in Junctions 9 software) has been undertaken at the High Street/ Meadfield Road junction, which is proposed to be upgraded to a signalised junction as part of this extended scheme. The result of this modelling showed that the junction experiences operational stress in the current year, especially on Meadfield Road where long queues can occur. In the year 2028 scenario developed, which includes the Hollow Hill Lane closure, the local junction model showed that for the current priority junction layout:

- A worsening in operation due to the increased flows through the junction, with both the B470 Station Road/ B470 High Street/ Langley Road and B470 High Street/ Meadfield Road junctions forecast to operate over capacity by 2028. (N.B. The B470 Station Road/ B470 High Street/ Langley Road junction has recently been upgraded from a mini-roundabout to a signalised junction, similar to the proposed scheme, to address this issue).
- The most critical arms are Langley Road, which is expected to have close to a minute of delay per Passenger Car Unit (PCU), up from 17 seconds in the current year (addressed by the signalisation of this junction in March 2020); and Meadfield Road which is expected to have 37 minutes of delay per Passenger Car Unit (PCU), up from just over a minute in the current year.

An increase of up to 37 minutes is clearly a significant and unacceptable level of delay and will cause a magnitude of problems for both frequent and new users of Meadfield Road, particularly those using the route as part of a commute. Residents in the east of Langley, who's primary access to the town centre is though Meadfield Road, could observe significant disruption as a result of the closure of Hollow Hill Lane. The stationary traffic could also cause downstream effects of increase air and noise pollution and unsatisfactory journey quality for vehicle drivers, passengers and active mode users.

The proposed improvements to the High Street/ Meadfield Road junction, as part of this scheme extension, was also modelled. This showed that the junction would operate within theoretical capacity with reduced delay to traffic, thus demonstrating the benefit of the extended scheme measures.

* Although modelling is the most appropriate tool to predict the operation of the High Street/ Meadfield Road junction, on site observations has shown that the level of queueing and delay on Meadfield Road may be overestimated to a minor extent in the model. This is because, in reality, some vehicles waiting on Meadfield Road are occasionally edge out and join the flow of traffic on High Street when pedestrians are crossing the road. However, this driver behaviour is not expected to significantly reduce the high level of delay expected due to the Hollow Hill Lane closure and Slough Borough Council is looking to signalise the junction as a proactive approach to this closure and increase in demand, for which the current junction layout will no longer be appropriate.

Scheme details

The proposed scheme is to request funding for an extension of the original Langley Station scheme, to deliver improvements to the High Street/ Meadfield Road junction which would complement the original scheme and the junction improvements at High Street/ Station Road/ Langley Road. As previously mentioned, the overall aim of the proposed scheme is to increase junction capacity to alleviate current congestion witnessed along High Street and better accommodate the additional traffic expected at the junction as a result of the potential closure of Hollow Hill Lane to the east of the junction. For the purposes of this assessment, we have used the estimated differences in delay impacts at the junction as a proxy measure of how the existing and proposed junction layouts could meet the expected traffic volumes. This local traffic modelling has shown that the scheme will indeed reduce delays overall. Further information can be found in Appendix A.

The scheme will implement the following interventions:

- Signalisation of the High Street/ Meadfield Road junction, upgraded from a priority junction currently in use;
- Formal pedestrian crossings on Meadfield Road arm of junction; and
- Advance Stop Lines for cyclists on north and southbound directions on High Street.

This would deliver improved operational performance through the centre of Langley and improved safety for pedestrians and cyclists. As a result of increasing junction capacity, the scheme will result in the loss of a small number of parking bays along Meadfield Road, adjacent to Harrow Market. Slough Borough Council will undertake further assessment of how these bays are used, as well as occupancy rates, during the next stage of design. A solution to the loss/ relocation of parking will be then provided within the next highway design stage. The Council will also undertake early engagement with impacted parties and look to provide suitable alternative facilities, either through re-location of bays or the development of the design to incorporate inset shared use facilities. It should be noted that the process of removing these bays is straight forward in terms of timescales. Slough Borough Council estimates that this process can take approximately 6 weeks. However, significant complaints and objections could potentially have implications on the programme. To account for this fact, impact upon parking is included as one of the key strategic risks identified during this study (see Table 10).

A draft feasibility design drawing for the proposed scheme can be found in Appendix B.

What barriers to growth will it address? What is the evidence?

Langley High Street is a key strategic route running from Langley Station to the A4 which currently suffers from traffic congestion during peak hours. An increase in vehicle numbers from anticipated future growth in business, housing activity and closure of Hollow Hill Lane will likely result in further pressures along this corridor. Slough Borough Council recognises that this is a proactive response to a problem that, if not fixed in the short-term, may cause significant barriers to growth in the long-term. Increased congestion will inhibit the

economic growth predicted for the local area and may cause labour supply issues to businesses located on the High Street and surrounding Slough district.
The emerging local plan places emphasis on how Slough will support and benefit from the expansion at Heathrow, which includes the WRLtH tied into the wider rationale for the project. In 2010, there were a reported 4,090 on-airport Slough employees, which equates to 6.8% of the local are workforce . It is conceivable that the number of residents employed by Heathrow will grow in line with the continued development of the third runway. Slough and Langley aim to support the delivery of the emerging local plan by improving residents' access to Heathrow.

The original scheme will prepare Langley for future investments including the Northern Extension situated to the north of Langley Station and, the development of Langley Business Park which has submitted multiple planning proposals. These include a data centre with retail, leisure and residential opportunities and other light industrial opportunities, with a minimum of 582 jobs created6, . As the proposed scheme focuses on High Street/ Meadfield Road junction rather than the package of interventions proposed in January 2020, a proportionate approach has been taken to calculate the number of houses, jobs and employment floorspace the scheme will help to unlock. Further details can be found in Table 4.
The Northern Extension, Langley Business Park and future developments will all benefit from improved operational performance at High Street / Meadfield, and thus reduced congestion along the High Street from Langley Station. This will not only support vehicles from the Hollow Hill Lane closure but will also cater for the additional trips generated from development, including Heavy Goods Vehicles required for construction.
Although the proposed scheme will start to address the impacts of the WRLtH within Langley, Slough Borough Council recognises that this is only the beginning and further mitigation measures will be needed to fully address the impacts of the WRLtH and improved access to the Heathrow expansion.

In the short term, the scheme will support Langley High Street in transitioning to a new normal as a result of the COVID-19 pandemic, enabling the High Street to return its previously vibrant nature. As communities are encouraged to stay local, through walking and cycling rather than public transport, the effect of reduced congestion along High Street and Meadfield Road will be beneficial for those using active travel to get to the High Street and its amenities. This will be achieved through reduced noise and air pollution associated with the start-stop nature of congested traffic.

What other options have been considered?

Alternative options to re-distribute traffic are limited due to a lack of north-south network links, particularly as Langley High Street is a popular commuter route to the A4, M4 and M25. Alternate north-south routes to the east through Iver and to the west through Middle Green will significantly increase journey time, vehicle operating costs and may have long-term adverse environmental impacts. Indeed, the temporary experimental closure of Hollow Hill Lane demonstrated that the majority of traffic would choose to use High Street Langley rather than Thorney Lane North through Iver.

As part of their modelling analysis and business case preparation for the WRLtH, the Network Rail have considered the possibility of constructing a new north-south road bridge across the rail tracks. However, this is not considered a feasible option as the road bridge would require a six-metre clearance from the railway tracks. To achieve such clearance, long approach structures would be required which will cut off access to adjacent cottages and farmland and be a costly alternative.

Other options that promote a shift towards public transport to reduce the dependency on private vehicles, have already been recognised through the SMaRT Phase 1 and 2 programmes and improved access to Langley station. The proposed scheme will complement both projects.

The proposed feasibility design in Appendix B includes measures to improve the safety of non-motorised users including formal pedestrian crossings on the Meadfield Road arm of the junction and Advance Stop Lines on both north and southbound carriageways on High Street. Slough Borough Council anticipates that with enhanced active mode user safety, residents and commuters will be encouraged to undertake local trips by a sustainable means, thus also helping to reduce delay through Langley in the future.

Slough Borough Council has also considered the possibility of providing an upgraded priority junction or introducing a mini roundabout. However, with substantial vehicle movement already on the High Street and the anticipated increase of traffic on Meadfield Road as a result of the closure of Hollow Hill Lane, a signalised junction was considered to be most feasible and beneficial option, accounting for traffic movements and physical constraints.

Slough Borough Council has also considered widening the High Street carriageway from one lane in each direction to two lanes in each direction to accommodate for the future increase in traffic from both the Hollow Hill Lane closure and future growth predicted as part of the Slough Borough Council and TVB LEP strategic plans. This option was considered as the part of the proforma submitted to the TVB LEP in January 2020. Slough Borough Council will continue to evaluate the possibility of implementing this scheme in the future, alongside potential funding sources.

In summary, the complementary continuation of junction improvements along the High Street, in line with the previously completed Langley Road junction, is the most feasible option to begin to accommodate the additional traffic anticipated as a result of the Hollow Hill Lane closure. The local traffic modelling has demonstrated the significant benefit gained with regard to Meadfield Road delay under this option.

What would be the consequences of a “do nothing” option?

Doing nothing will result in increased traffic congestion along Langley High Street and Meadfield Road as a result of development growth in the region, with a notable rise following the closure of Hollow Hill Lane. This anticipated growth is additional to the congested roads already witnessed along High Street and Meadfield Road. As the proposed scheme is a smaller intervention than the combined package of works considered in the application submitted to the TVB LEP in January 2020, the benefits associated with the scheme and consequences of a “do nothing” scenario will less severe than those proposed in the previous submission. However, it should be noted that the particular consequences associated with the expected increase in traffic on Meadfield Road remain severe.

The increased congestion will result in labour supply issues to the wider Slough district potential adverse environmental impacts (increased noise and reduced air quality). Doing nothing may also lead to severance issues both to High Street pedestrians and car users as higher levels of congestion may make it more difficult for the Highways Authority to facilitate crossings across High Street and limits the ability of car users in the north of the Borough to access Slough and employment opportunities via the A4 and surrounding motorways. Traffic modelling has been undertaken which indicates that the implications of a "do nothing" scenarios are:

- A worsening in junction operation due to the increased flows, with both the B470 Station Road/ B470 High Street/ Langley Road and B470 High Street/ Meadfield Road junctions forecast to operate over capacity by 2028. (N.B. The B470 Station Road/ B470 High Street/ Langley Road has recently been upgraded to a signalised junction under the original scheme and was completed in March 2020).
- Anticipated delay per Passenger Car Unit (PCU) of +37 minutes for Meadfield Road, up from just over 1 minute in the current year.
- Increased congestion along the corridor as a result of the closure of Hollow Hill Lane, whereby its experimental closure in 2016 resulted in an additional 4,225 two-way vehicles per day observed on Langley Park Road, leading to Station Road/ High Street through Langley.

The economic impact of the "do nothing" option would directly affect Langley High Street where, as a result of continuous congestion along the corridor, individuals will be discouraged to use the services along the High Street due to its unappealing and unattractive nature. This may result in the public choosing to shop elsewhere and a lack of investment from businesses. This will diminish the vibrancy of the town centre and reduce the economic vitality of the High Street, affecting the delivery of the TVB SEP Packages described above.

Currently, the quantitative evaluation of journey time benefits associated with the scheme calculate a £10.4 million saving in journey time, in present value, discounted to 2010. The consequence of a "do nothing" scenario will result in no journey time savings for vehicles using High Street or Meadfield Road, alongside other qualitative disbenefits to be described below. Further details on the economic evaluation can be found in the subsequent pages.

Which partner organisations are involved in, and committed to, the scheme?

Slough Borough Council will be the sole partner for the scheme. As a result of previous infrastructure projects in Langley including the signalised junction improvements along the proposed route, Slough Borough Council will continue to have a close relationship with necessary supporters of the scheme including Langley Hall Primary Academy & Langley College, Langley Park Memorial Recreation Ground, Langley Business Centre & Waterside Drive Business Park, Harrow Market Great Western Rail and Network Rail. As the scheme will ultimately benefit the wider transport network, Network Rail and Heathrow Airport will be stakeholders in the area and have been involved in the continuous discussion surrounding the closure of Hollow Hill Lane.

Slough Borough Council is working closely with the LEP to ensure infrastructure investments are delivered in line with its visions and objectives, particularly by addressing the opportunities associated with the expansion of Heathrow.

2. Value for money

What outputs will the scheme deliver?
As previously mentioned, the local model demonstrates that Meadfield Road is operating above capacity. In addition, the strategic model has shown that the closure of Hollow Hill Lane will result in a re-distribution of traffic from Hollow Hill Lane to Meadfield Road, High Street and Station Road. The existing junction layout, whereby High Street traffic has priority over Meadfield Road traffic, is not expected to accommodate the re-routing of traffic satisfactorily. On the other hand, existing conditions are poorly configured for pedestrian and cycle access. It is important to the success of future developments in the area that conditions are fit-for-purpose to encourage more walking and cycling.
It is, therefore, prudent to plan for future potential congestion while enhancing the conditions required to ensure the viability of active travel modes to improve public health. The proposed High Street/ Meadfield Road junction improvements are anticipated to deliver journey time benefits. Decongestion benefits and a reduction in externalities (e.g. air pollution, accidents and noise) will also be gained. Moreover, the scheme's potential benefits include an improvement in journey quality for active users and health benefits resulting from increased physical activity.
Table 3 summarises the main expected benefits of the proposed scheme. These benefits are linked to relevant scheme objectives identified in the rationale for the scheme and strategic fit section.
Table 3 - Scheme expected benefits.

Expected benefit	Description	Scheme objectives
Journey time savings (decongestion and vehicle operating costs)	Benefits resulting from decreases in journey times have been inferred from the forecast reductions in delays as a result of signalisation at the High Street/Meadfield Road junction. Reductions in vehicle operating costs are also expected as a result of the scheme. Based on reduced congestion for car users, it is anticipated that fewer disruptions will be experienced by road traffic, thus resulting in improved reliability.	Reduced congestion and other externalities
Journey quality	The proposed intervention is expected to improve journey quality factors, resulting in a better user experience for car users and active mode users.	Improve journey quality
Physical Activity	As an improved and safer environment for pedestrians and cyclists is proposed, an increasing proportion of the population involved in regular physical activity is anticipated. As a result, improvements in health and wellbeing are likely to arise.	Improve safety and user experience for pedestrians and cyclists
Accidents	Junction improvements are expected to reduce the likelihood of traffic accidents involving death or injury. Likewise, the scheme will provide safer cycling facilities and result in a reduction of personal injury accidents.	Improve safety and user experience for pedestrians and cyclists/Reduced congestion and other externalities.
Air Quality and noise impacts	As the intervention will result in changes in traffic flows and speeds, environmental improvements in terms of a reduction to noise pollution and emissions are anticipated.	Reduced congestion and other externalities.

In addition, the scheme will support the Thames Valley Berkshire Strategic Economic Plan (SEP) by facilitating the unlocking of future housing development, enhancing urban connectivity and supporting the creation of jobs and businesses. In this context, Table 4

estimates the outputs that the scheme will deliver, including details from the original Langley Station business case. Due to the scale and nature of the scheme, direct impacts to unlock land for new housing dwellings, retail space, jobs and businesses created are not anticipated. In contrast, it is expected that the proposed scheme will help facilitate the delivery of those benefits. Estimates predicted in the table show that the proposal will facilitate the delivery of new 60 houses in total and provide additional support to the creation of 48 jobs that will yield 331 square meters of employment area.

How have these outputs been estimated?

Only journey time savings are quantified and monetised in the value for money assessment, using an approach which is proportionate to the size and cost of the scheme. A proportionate qualitative assessment on a seven-point scale has been undertaken for other identified benefits (Table 3) attributable to the scheme.
An economic assessment of journey time benefits has been adopted for this Business Case. The assessment compares the relative benefits of the Do Something (DS) scenario option against the Do Minimum (DM) scenario. The impacts of the scheme on journey times for car users have been assessed based on the delay outputs of the software traffic model with signalisation (DS), in comparison with delays with the existing junction retained as priority (DM) . The base year traffic model (2018) represents a current scenario where Hollow Hill Lane remains open, while the future year forecast operation of the junction (2028) have considered the closure of Hollow Hill Lane. The future year flows account for both a change in routing of traffic due to Hollow Hill Lane closure, and a change in flows due to background growth and introduction of other planned schemes in the wider area. The increase in flows through this junction however are primarily due to the closure of Hollow Hill Lane. Detailed demand and delays in seconds per pcu and total pcu-hrs for each arm of the junction were provided for both modelled years and for AM and PM peaks in each year . Annual benefits were calculated on the assumption being that they are evenly accrued for 253 working days a year. Using this methodology, benefits were calculated for highway users, disaggregated by user type, with separate values of time for business and non-business users. To summarise, for the purpose of the economic analysis, the following assumptions have been made:

- For the purposes of this appraisal, the journey time savings have been inferred from the forecast changes in delays between the DM and DS;
- The impacts of the scheme have been assessed over a 60-year appraisal period, in line with TAG guidance, with an assumed opening year for the scheme of 2021;
- All costs and benefits in the economic appraisal are discounted to 2010 market prices in accordance with TAG Unit A1.1;
- Scheme costs have been converted from factor costs into market prices using the indirect tax uplift factor of 19%;
- Different values of time were assumed for business drivers and passengers and for commuting and leisure trips (£17.689, £9.953, and £4.543, per hour, 2010 prices). This data has been taken from the TAG data book table A1.3.1;
- Average values for the proportion of travel in work and non-working time were assumed. This data has been taken from the TAG data book table A1.3.4.

A bespoke Appraisal Spreadsheet Tool in line with WebTAG requirements was developed to calculate the economic benefits generated by the proposed scheme. These benefits were monetised to give a Present Value of Benefit (PVB) to be compared to the Present Value of Cost (PVC). Sensitivity analysis was carried out to assess if the value for money category is likely to change. In accordance with requirements set out in 'The Value for Money Framework' published by the Department for Transport, this is a crucial step in mitigating uncertainty in the value for money assessment and increasing the level of confidence of decision-makers.

On the other hand, the outputs reported in Table 4 above focus on planning applications and forecasts from Slough Borough Council's Planning Department. The original scheme (submitted to the LEP in January 2020) reported the indirect delivery of 1,500 dwellings however this has been scaled down to an estimated 41 houses (public sector) as the original scheme is near completion, and this funding application is only focused on High Street/ Meadfield Road junction improvements (defined as 'Section 2' in the proforma application submitted in January 2020 – see Figure 1).

The other estimates predicted in the table for 2023/2024 include preliminary figures for a data centre at Langley Business Park (originally creating 4,000 sqm of space and 60 residential dwellings and retaining 432 jobs once completed), and current lease of the business park as a temporary filming studio. Likewise, these figures have been scaled down based on costs estimates to reflect the proportionate share to this scheme. In addition, estimates have also considered the cumulative impacts that will result from delivering all the three sub sections of the package of interventions (see Figure 1). Thus, a corresponding percentage reduction has been applied to reflect the fact that this funding application is only focused on High Street/ Meadfield Road junction improvements (Section 2). It should be noted that this assessment is based on professional judgement.

Although interdependencies between the different sections of the original scheme in terms of unlocking housing developments or additional jobs expected to be created are not straightforward to interpret; the estimate is considered conservative in comparison to the potential maximum outcomes to be achieved. These figures are based on publicly available documents and are indicative at this stage as it has not been possible to model the direct link between the new scheme and the benefits relating to housing, retail and employment growth.

What wider outcomes will be achieved in TVB? Please quantify these if possible.

As shown in Table 3 above, in addition to journey time benefits, other impacts are expected to arise including health benefits through active travel, increased liveability and decreased externalities such as congestion, noise and air pollution A quantification of such benefits was not undertaken at this stage, but a proportionate qualitative assessment on a seven-point scale was conducted. Results relative to the DM scenario are discussed below.

Journey quality

Moderate positive – As recognised in the literature and in TAG Unit A4.1, there is limited evidence on monetary valuations of journey quality in relation to highway projects. It is however prudent to conclude that the real and perceived physical environment experienced while travelling is expected to improve as a result of the proposed intervention. For car users, the reduction in travel time as compared to an uncontrolled junction may result in a

moderate beneficial impact as a result of reduced frustration and stress. The introduction of a signalised crossing on the Meadfield Road arm of the junction and the introduction of Advanced Stop Lines on the north and south approaches of High Street is also expected to reduce pedestrians and cyclists' frustration and fear of accidents, respectively.
Overall, it was found that the Langley High Street/ Meadfield Road junction improvement scheme had a moderate beneficial impact in terms of journey quality.
Physical Activity
Slightly positive – TAG Unit 4.1 notes that transport and the physical environment of urban areas both play a major role in the amount of physical activity that people are engaged in on a day-to-day basis. There is a longstanding recognition of the interrelationship between transport, the environment and health. It is assumed that the additional pedestrian (signalised crossing) and cyclist (safe place to stop at High Street) improvements proposed by the scheme may encourage greater levels of activity as active mode users may perceive less risk of being injured by a car.
As only light touch improvements for pedestrians and cyclists are proposed, a significant shift towards active transport modes is not anticipated. Therefore, the immediate impact of the scheme to physical activity is considered to be slightly positive.

Accidents
Slightly positive – Historic collision data has indicated only two incidents at the High Street/ Meadfield Road junction over the last 5-year period. Therefore, there is limited scope to improve collision rates at this location. However, it should be noted that historic collision data available does not reflect the effects of the closure of Hollow Hill Lane. The potential closure of this road could result in a rerouting of traffic through the junction and therefore the base year for the analysis might show more collisions as compared with the observed data.
On the other hand, signal controlled junctions do provide improved safety for traffic and simplify drivers' decision-making. Therefore, the scheme is expected to reduce the likelihood of collision in the future. Likewise, safer cycling facilities and the formal pedestrian crossing are also likely to result in an improved level of safety for vulnerable users.
Overall it is expected that the impact of the scheme on safety will be slightly positive.

Air quality and noise
Neutral – A full appraisal of the environmental impacts of the scheme has not been undertaken. A proportionate qualitative assessment was carried out to identify whether significant beneficial or adverse environmental effects are likely to arise. As a result of the scheme, a reduction in traffic delay and start/stop driving is predicted, which would decrease congestion-related impacts such as air and noise pollution levels. However, with the increased speed (due to reduced delays) those benefits might not be able to be achieved due to changes in driving patterns compared to congested conditions.
In summary, noise and local air quality levels are not likely to be impacted as the scheme is not expected to significantly affect traffic flow. Any influence in the volume of traffic flow is likely to be broadly balanced by the effect of the additional interventions, which may encourage modal shift to more sustainable travel.
The anticipated impact on local air quality and noise is thought to be negligible.

To what extent are these outputs (and downstream outcomes/impacts) likely to be additional? What is the basis for this assessment?

The proposed junction improvement, together with the continuing transport network improvements across Slough and Langley will contribute towards reducing congestion and allow the town centres to remain vibrant place to live and work. This is likely to have downstream outcomes with improved access to labour supply, reliable journey times, and sustainable economic growth through increased productivity levels. In addition, positive social impacts such as an increase in journey quality, accidents savings and higher levels of physical activity are derived from the Do-Something scenario.
This fully supports the TVB SEP (Package 5: Foundations for Future Growth) and Berkshire's Local Industrial Strategy1,8. This reliable transport network will also unlock the full potential for future housing developments and business investments, including the Northern Extension. The overall scheme deliverables and benefits also support other relevant strategies such as the delivery of the Berkshire Local Industrial Strategy (BLIS) and the Slough Local Development Framework Core Strategy. Further details are provided in the first section of this funding application.
What is the nature of the resourcing package that is proposed (e.g. balance between private sector investment, loans and grants, etc.)?
Slough Borough Council is proposing an extension to the existing Langley scheme (ref 2.21) which cost £1.76m, with LGF funds of £1.5m awarded. The Council is now proposing an extension to the scheme, which will cost an addition £1.588m in total. Of this, £1.324m is requested as a grant from the Thames Valley Berkshire Growth Development Fund to support the completion of the signalisation of High Street/ Meadfield Road junction, the introduction of formal pedestrian crossings on the Meadfield Road arm of the junction and Advance Stop Lines for cyclists on the north and southbound approaches on High Street. The remaining £264,000 (20%) will be contributed by Slough Borough Council, consistent with the minimum 20% requirement as part of the total funding for any scheme extension agreed during this round of Growth Development Fund bidding.
Scheme costs have been developed based upon Slough's schedule of rates. The cost estimates for the individual elements of the scheme have been estimated by technical experts with experience in similar schemes including the recently implemented scheme at High Street/ Langley Road junction. As the proposed scheme is located close to Harrow Market, local businesses and residential properties, the cost estimates have included an additional 35% of base construction cost for Main Contractor Preliminaries to account for the high number of utilities that will require diversion. In addition, C2 stat search was carried out as part of the High Street/ Langley Road scheme design and therefore we already have sight of likely stats implications. Some design engineering has already been undertaken as part of the High Street/ Meadfield Road outline design, to limit impact (and cost) on utilities.
The cost estimates also include a risk contingency to support the risks identified in Table 10. This is based upon DfT guidelines for preparing scheme cost estimates at this feasibility stage of design, as well as professional judgement/ experience of delivering similar highway schemes in the past. Whilst recognising that a notable contingency has been allowed for within the scheme estimate, this is typical and prudent at this stage of highway design. The

potential risk contingencies costs in the Meadfield Road junction scheme which have been accounted for include:

- Additional design costs for the refinement of the design through Preliminary and Detailed Design, as experienced on the Langley Road junction scheme. This may include exploring the option to include an additional approach lane on High Street northern arm, to gain even higher benefit with regard to junction performance. Should this be achievable within the site constraints, further traffic modelling may be required to assess amendments and impact on junction operation.
- Potential increase in scheme cost due to the design changes above, including increased cost of tie in with the existing Langley Road junction scheme.
- Additional base construction costs which are established through the Preliminary and Detailed Design process. This may include additional full depth carriageway construction, or additional signal pits and ducts, than assumed at this stage.
- Third Party Land cost, which was not included within the base construction costs as it is currently unknown (although expected to be circa 50k).
- Additional time required for stakeholder engagement (public and Langley Park Trustees) and buy in (including handling objections through design changes), due to the requirement to relocate parking bays and for acquisition of some of the park.
- Additional utility costs. We have built into the capital costs a provision for utility works, as we know this is a certain, to a similar level that has been spent at the High Street/ Langley Road scheme. The Meadfield Road junction however is more physically constrained than the Langley Road junction and therefore we may expect utility companies to provide more extensive solutions for diverting services, which would be more expensive. There is also the risk (and experience thereof) that trial holes uncover additional buried equipment not accounted for in desktop plans, which require diversion. Utility costs are notoriously expensive and can therefore significantly impact upon overall delivery costs, should further works be required than assumed at this initial design stage.
- Provision for more general, unknown and unquantifiable cost uplifts which may affect the scheme:
  - Unforeseen cost overrun due to errors, omissions or abortive work as the design progresses (although this will be best managed to reduce likelihood of occurrence).
  - Degree of complexity involved in stakeholder/ public engagement/ approvals.
  - Overrun of outline programme – potential Covid-19 impact upon resources, ability for site surveys/ intrusive works i.e. trial holes, etc.

A summary of the estimated cost of the scheme (in 2020 factor prices) can be found below in Table 5. The table also outlines additional assumptions applied to the construction costs around overheads and other professional costs.

Table 5 - Cost estimate.

Cost Item	Cost
Base construction costs	£496,000
Main Contractor Preliminaries	£174,000
Overheads and profit	£57,000
Risk/ Contingency	£730,000
Professional Fees incl. Surveys	£131,000
Scheme cost estimate (rounded)	£1,588,000

Slough Borough Council is committed to funding any cost overruns, however these are deemed unlikely if supported by careful financial management throughout the entire project lifetime by the Council's experienced project delivery team.

What is the funding package through which the scheme will be delivered?

Slough Borough Council proposes to distribute the funds across the following financial years to assist with the development of further detailed designs and scheme mobilisation before commencing construction onsite in December 2020:

Table 6 - Funding profile for the High Street/ Meadfield Road signalisation scheme.

Source	Year	2019/20	2020/21	Later years	Total
Business rates retention pilot					
Growth Deal /other HMG	Capital		1,324,000		1,324,000
	Revenue				
Other public sector	SBC Capital Funds		264,000		264,000
Private sector					
Total (rounded)					1,588,000

What assessment has been made of the value for money of this scheme?

The following key economic statistics will be used to demonstrate whether the Do-something option achieves value for money:

- The Present Value of Benefits (PVB), representing monetised journey time savings, discounted to 2010 prices and values;
- The Present Value of Costs (PVC), representing the total project investment costs;
- The Net Present Value (NPV), representing the absolute difference between the PVB and PVC; and
- The ratio of PVB to PVC representing the high-level Value for Money of the scheme.

The analysis contained within this funding application suggests that the High Street/ Meadfield Road junction improvements scheme will generate a NPV of £9,307,000 PV. The PVB divided by the PVC suggests scheme's BCR of 9.3 which would imply a Very High Value for Money . Further social and environmental benefits have been derived from qualitative assessment, and whilst these will not provide a monetised benefit for use in this appraisal, they are expected to contribute positively to the value for money of the project. Table 7 below presents a summary of the forecast PVBs and PVCs for implementing the High Street/ Meadfield Road signalisation scheme.

Table 7 - High level summary of costs and benefits for the High Street/ Meadfield Road signalisation scheme.

Analysis of monetised costs and benefits (2010 market prices, discounted to 2010)	Present value (£) – Rounded
Present Value of Benefits (PVB)	£10,434,000
Present Value of Costs (PVC)	£1,127,000
Net present value	£9,307,000
BCR	9.3

As indicated, the PVB represent the monetised journey time savings from the project discounted to 2010 prices. The PVC was calculated based on the cost components outlined in Table 5 (including SBC contribution) . As a result, a total estimated Present Value of Costs (PVCs) of £1,127,000 has been estimated in 2010 market prices, discounted to 2010. It was

discussed and agreed with the LEP Reviewer on 18th May 2020 that no Optimism Bias will be included in the PVC calculations.

As aforementioned, the DM was modelled in PICADY while the DS was modelled in LINSIG. Both models are local junction models using fixed demand and covering, which means they have not assessed the potential scales of traffic redistribution over the wider network. Accounting for these uncertainties, conservative assumptions into the economic appraisal have been applied, primarily by treating delay impacts from two weekday peak hours as reasonable approximations of daily impacts. Nonetheless, the journey time benefits assessed based on a comparison of outputs from these two models in isolation might still be overestimated and should be treated as indicative.

Moreover, it was agreed with the LEP Reviewer at the start of this business case work that the existing model runs will be used for the economic assessment in order to follow the proportionality to this business case. The PICADY DM 2018 assumes that the Hollow Hill Lane is open whilst it is closed in the DM 2028. The Hollow Hill Lane is closed in both DS 2018 and DS 2028 in LINSIG.

To account for this limitation and noting the potential uncertainties in these PVBs calculated based on the assumption that reductions in delays at the Meadfield junction would provide lead to overall journey time savings, a series of theoretical sensitivity tests have been run by reducing the delay benefits by 25%, 50% and 75%. Table 8 below presents the BCRs obtained using different values of delay benefits for the purpose of sensitivity testing. These tests indicate that if the actual delay benefits across the network are 75% less than the junction-specific delays modelled here, the scheme is still likely to offer a High value for money, with a BCR greater than 2. It should be noted that the applied approach does not include the scale of wider network journey time impacts could be from traffic redistribution.

Table 8 - Sensitivity testing results.
Analysis of monetised costs and benefits

	Core Scenario	Delay benefits reduced by 25%	Delay benefits reduced by 50%	Delay benefits reduced by 75%
Present Value of Benefits (PVB) *	£10,434,000	£7,825,000	£5,217,000	£2,608,000
Present Value of Costs (PVC) *	£1,127,000	£1,127,000	£1,127,000	£1,127,000
Net present value	£9,307,000	£6,698,000	£4,090,000	£1,481,000
BCR	9.3	6.9	4.6	2.3

*2010 market prices, discounted to 2010.

How will this scheme contribute to the natural capital of Thames Valley Berkshire?

A detailed appraisal of the environmental impacts of the scheme has not been undertaken as part of the economic analysis. Instead, a proportionate qualitative assessment was carried out in order to assess the environmental effects likely to arise as a result of the High Street/ Meadfield Road signalisation scheme in accordance with TAG Unit A3 – Environmental Impact Appraisal. This section provides a closer overview of how the scheme is expected to contribute to the natural capital of Thames Valley Berkshire.
In many urban areas, including Langley and Slough, a common source of air and noise pollution is stationary or slow-moving road traffic. The effects of traffic signal control strategies on vehicle emissions (noise and air pollutants) are well known in the technical literature . The rationale behind the claim of lowering emissions is that congestion causes vehicles to function at sub-optimal speeds and accelerations, leading to incomplete combustion and additional emissions of NOx, CO, etc . The scheme aims to reduce the start-stop nature from slow moving traffic associated with Meadfield Road and the High Street and the air pollution that often accompanies such movements (CO2, NOx and PM10). However, as the Hollow Hill Lane closure threatens to increase the volume of traffic using the High Street, higher air and noise pollution levels may be recorded. When aligned with the objectives of Slough's Low Emission Strategy and the above assumptions, the anticipated impact on air quality and noise pollution is therefore considered to be neutral. On the other hand, as the scheme is entirely located within an urban townscape, no impacts on the landscape and character of the surrounding area are expected. However, the overall impact on townscape is considered to be slightly positive as the improvement of pedestrians and cyclists' facilities is likely to enhance human interaction, contribute to the character of the townscape, and improve visual amenity.

The historic environment has been scoped out for further assessment as the potential for affecting the key historic environmental resources and assets is considered relatively low. A high-level environmental constraints appraisal has found that the route does not run through any sensitive areas in terms of biodiversity. Likewise, in terms of drainage and the water environment, an initial assessment has found that the impacts of construction and operation of the scheme will be negligible. As a result, it is expected that the impact on biodiversity and water environment will be neutral.
How will this scheme maximise social value for Thames Valley Berkshire?
A detailed social impact appraisal has not been undertaken for this scheme. In accordance with requirements set out in TAG unit A4-1, a proportionate approach to deliver a high-level social impact assessment has been used. Final results are presented in a seven-point scale of beneficial, neutral or adverse. Key points are as follows:

- Physical Activity, Journey Quality and Accidents have been previously assessed as wider outcomes to be achieved in TVB (see Page 19-20);
- Security, Access to services, Affordability, Severance, and Option and non-use values will be assessed in a qualitative manner based on professional judgement. Results will be presented in this section.

Security

Neutral – Transport interventions may impact the level of security for transport users. TAG unit A4-1 states that security concerns are greater on roads where motorists are required to

slow or stop their vehicle. The signalised junction layout allows queuing traffic to be better managed and controlled than the existing priority junction layouts. As a result, road users are expected to be less vulnerable to crime in such circumstances.
However, a more detailed analysis of recorded criminal acts and incidents of antisocial behaviour should be undertaken to support a final qualitative assessment. This analysis should be accompanied by a full appraisal of the different security indicators in line with TAG unit A4-1. As this assessment has not been undertaken due to the size and scope of the scheme, the impact on security is then considered to be Neutral. However, this is considered to be a conservative evaluation.

Access to services

Moderately positive – Accessibility benefits can be similar to transport user benefits as the changes in journey time and operating costs reduce the generalised cost associated with travel and hence make transport more affordable. Reduced journey times and operating costs also increase the range of services that can be accessed for the same cost. Modelling results have shown positive improvements to average journey time and queue lengths from the Do Minimum model scenario. As a result, accessibility is anticipated to increase to some extent. The overall impact on accessibility is appraised as a moderate positive benefit.
Personal Affordability
Slightly positive – Affordability of transportation is primarily a distributional issue as it can be a major barrier to the mobility of certain groups. As potential changes in the cost of travel have not been evaluated, the assessment presented in this section provides a 'light touch' qualitative consideration of affordability from a wider perspective. As signalisation is expected to reduce queueing along the route, leading to reduced vehicles idling, braking and accelerating, a reduction in vehicle operating costs is anticipated. In some cases, minor affordability disbenefits can be found, likely caused by increased vehicle speeds leading to increased fuel consumption. However, the decreased vehicle operating costs are expected to outweigh these affordability disbenefits. Therefore, the overall impact of the scheme to personal affordability is appraised as slight beneficial.

Community Severance
Slightly positive – Community severance is defined in TAG unit A4-1 as the separation of residents from facilities and services they use within their community caused by substantial changes in transport infrastructure, or by changes in traffic flows. No significant traffic volume change is expected as a result of the scheme. On the contrary, additional improvement for non-motorized users are being proposed (formal pedestrian crossings and advanced stop lines for cyclists). Improved walking and cycling conditions will have a positive impact on vulnerable groups such as older people, under 16s, no car households, people with disabilities, and ethnic minorities. Overall, it is likely that the effect of the scheme on severance will be slight beneficial.

Option and non-use values

Neutral – Option values and non-use values relate to the implementation or withdrawal of a public transport service. TAG Unit A4-1 requires that option values and non-use values are

assessed if the scheme being appraised includes measures that will substantially change the availability of transport services within the study area. As the scheme include no changes to any public transport routes or services provided in the area, no further appraisal is required for this indicator.

Apprenticeships

Neutral – The development phase (project management and design) of this scheme will not directly produce any apprenticeships. However, Slough Borough Council will work closely with the Slough Academy to promote any opportunities that arise for apprentices during this scheme. The Council will also look to consider the use of apprentices as a criterion when procuring construction services.

3. Deliverability and risks

How secure are the funding contributions from your own organisation and elsewhere?

The 20% local contribution will comprise of Slough Borough Council Capital Funds and are considered a reliable source of funding.

A further extension to the scheme, which will deliver highway widening along the length of the B470/ High Street from Langley Station to Elmhurst Road and the A4, is not proposed for funding within the current Growth Deal. However, Slough Borough Council is exploring additional sources of funding to support the completion of this additional scheme.

What are the key scheme milestones?

The key milestones of the proposed scheme are presented below:

Table 9 - Key project milestones for the High Street/ Meadfield Road junction signalisation scheme.

Date	Project Milestone
Pre-2020 (already completed)	Traffic Modelling of extended scheme High Street/ Meadfield Road junction design to demonstrate its suitability. Feasibility design of High Street/ Meadfield Road junction to ensure it ties into the improvements currently being delivered at Station Road/ High Street/ Langley Road under the original scheme.
January 2020 (already completed)	Feasibility, outline design and initial cost estimates
May/June 2020	Financial (LEP) approval
May – July 2020	Preliminary Design
July 2020	Public Information/ Engagement (date subject to Council Leader instruction)
August – November 2020	Detailed Design
September 2020	Update on the scheme cost
Late 2020	Mobilisation and Statutory consents
December 2020	Commencement of site works
Early 2021	Completion of site works

Slough Borough Council is confident that the proposed scheme can be successfully completed on time and in budget. The internal Council management structure has a wealth of experience in managing capital infrastructure improvements including close monitoring of project progress and cost. The proposed scheme mirrors a similar improvement at High Street/ Langley Road junction completed in March 2020. Detailed design for that scheme began in July/ August 2019 and therefore confidence can be gained in the outline

programme in Table 9, which broadly follows the same timescales. This successfully demonstrates Slough Borough Council's competency in managing transport infrastructure improvements.

As the necessary detail is unavailable at this stage, an update on the scheme costs will be provided by September 2020. Whilst this will not be based upon final detail design, the preliminary design will permit a more accurate assessment of base costs with a construction schedule. A quantified risk assessment can be conducted then to generate a more accurate assessment of the risk budget.

Construction works will be assigned to Slough Borough Council's Direct Service Organisation (DSO) (Contractors), as an extension to the original scheme works recently completed on site at the High Street/ Langley Road junction and the original Langley Station and Access Improvements scheme. Slough Borough Council will continue to use the procurement process already in place for the previous schemes which has proven to provide a high quality and efficient service. In addition, resources are readily available from the original scheme and are ready to be mobilised at short notice. Therefore, Slough Borough Council deems it appropriate not to engage in any new, competitive procurement process.
Both Public Engagement and commencement of site works will be undertaken with appropriate safety measures in line with the government advice on the COVID-19 pandemic. At time of writing this business case, Slough Borough Council remains confident that the pandemic will not affect the timeline of the proposed scheme.

What are the proposed arrangements for project management?

The Project Team in Slough Borough Council will be responsible for ensuring that the scheme follows the identified programme and will maintain overall responsibility for the delivery of the project. Each work stream will report quarterly to the Project Team on progress and expenditure. This method of governance has been effective for previous transport network improvements including the original Langley Station and Accessibility improvements and SMaRT Phase 1 and will be scaled appropriately for a scheme of this size. Responsibility for accurate, timely and appropriate communications within the project team rests with the SBC Project Manager, who will also ensure that the Project Board is kept up-to-date with programme developments. Project team meetings are held on a monthly basis with regular updates provided to the LEP Board via the Berkshire Strategic Transport (BSTF) forums (officers and members). Throughout the project, the risk register will be maintained and updated as necessary, with mitigation and contingency measures used as appropriate. Construction works will be assigned to SBC's DSO (Contractors), as an extension to the original scheme works recently completed on site at the High Street/ Langley Road junction. Contracts will likely mirror the structure of the High Street/ Langley Road scheme, which was successfully completed in March 2020.

What are the principal risks linked to the scheme's delivery, and what actions will be (or have been) taken to mitigate and manage these?

A summary of the key strategic risks identified during this study can be found in the table below. This will continue to be reviewed as the project develops. Mitigation actions have also been identified and described below.

Table 10 - Risk register for the High Street/ Meadfield Road signalisation scheme.

BERKSHIRE LOCAL TRANSPORT BODY (BLTB)

REPORT TO: BLTB **DATE:** 4 June 2020

CONTACT OFFICER: Josie Wragg, Chief Executive, Slough Borough Council, Lead Officer to the BLTB

Item 11: Financial Approval 2.38 Theale Railway Station Upgrade

Purpose of Report

1. To consider giving financial approval to scheme 2.38 Theale Railway Station Upgrade.

2. The Theale Station Upgrade Scheme is a joint project between GWR and West Berkshire Council which seeks to provide enhancements at Theale Station to improve sustainable transport interchange, increase Park and Rail capacity and enhance customer facilities. The scheme has been designed to be cognisant of the forecasted future growth in rail travel and in terms of the growth of population in the Theale and surrounding areas as a result of housing growth outlined in the West Berkshire Local Plan. It will also contribute to the transport strategy for the wider Reading urban area.

3. The design of the scheme reflects proposals for a new footbridge with lifts that is due to be delivered by Network Rail through the Department for Transport's "Access for All" fund. This will allow Theale Station to be fully accessible for all rail users for the first time.

Recommendation

4. You are recommended to give scheme 2.38 Theale Railway Station Upgrade conditional financial approval in the sum of £4,000,000 over the period 2020/21 on the terms of the funding agreement set out at paragraph 11 step 5 below. The conditional approval is recommended on the basis that the following conditions are met:

    1) Further analysis of the impact the scheme will have upon decongestion of the highway network, including the number of trips removed from corridors leading into urban areas with known congested networks, which is sufficient to determine that the decongestion benefits will be higher than those currently presented within the Economic Case;

    2) Full details of planning requirements for each individual scheme element, including when any necessary approvals or determinations will occur

    3) GRIP 4 Network Rail Approval in Principle, as necessary to deliver the project and

4) Formal funding commitment from First Group and Network Rail for the match-funding identified by GWR, with a more detailed understanding of what processes would be undertaken in the event of any cost overruns, should they arise.

These conditions should be met at the earliest feasible date but no later than 31st October 2020.

Other Implications

Financial

5. In January 2019 a re-prioritisation exercise was undertaken in advance of previously allocated Growth Deal Funds and returned to the Growth Deal "pot" for re-allocation. Scheme 2.38 Theale Railway Station Upgrade is funded from this reallocation. See Appendix 1.

6. This report recommends that West Berkshire Council be authorised to draw down the capital sum £4,000,000 from the Local Transport Body funding for this scheme, subject to usual capital grant letter conditions.

7. The funding agreement set out at paragraph 11 step 5 sets out the roles and responsibilities, reporting and auditing arrangements, timing and triggers for payments, contributions from other funders, consequences of delay, consequences of failure, claw back, and evaluation requirements at one and five years on.

Risk Management

8. The risk management arrangements already put in place by the Local Transport Body are as follows:
    - The Assurance Framework[1] has been drafted following DfT guidance and has been approved by the DfT for use in allocating capital funds for transport schemes
    - Hatch Regeneris have been appointed as Independent Assessors and have provided a full written report (see Appendix 2) on the full business case for the scheme
    - The funding agreement set out at paragraph 11, step 5 makes clear that the financial risk associated with implementation of the scheme rests with the scheme promoter.

Human Rights Act and Other Legal Implications

9. The scheme promoter is a local authority and they must act within the law. Slough Borough Council will provide legal support for the BLTB, should any questions arise.

Supporting Information

[1] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum

10. The scheme will be carried out by West Berkshire Council and Great Western Railway.

11. The full details of the scheme are available from the West Berkshire Council website[2]. A summary of the key points is given below:

Task	Timescale
Procurement	October 2020
Construction start	November 2020
Construction finish	December 2021

Activity	Funder	Cost (approx)
Local Growth Fund	Berkshire Local Transport Body	£4m
Private sector funding	GWR	£1.687m
Public Sector	West Berkshire Council	£0.45m
Access For All Fund	Network Rail, DfT	£4m
Total		**£10,137m**

12. The table below sets out the details of this scheme's compliance with steps1-5 of paragraph 14 of Assurance Framework[3].

Assurance Framework Check list	**2.38 Theale: Railway Station Upgrade**			
Step 1: Development of Scheme proposal; initial sifting, scoring and prioritisation leading to award of Programme Entry Status. (See paragraphs 11-13)	This scheme has been developed by West Berkshire Council working with Great Western Railway and Network Rail. The Theale Station scheme will deliver an improved sustainable transport interchange, increase Park and Rail capacity and enhanced customer facilities. The scheme was submitted and given 23.5 points and ranked joint 6th out of 16 schemes originally submitted.			
	Factor	**Raw score**	**Weighting**	**Weighted score**
	Strategy	3	1.5	4.5
	Deliverability	3	2	6
	Economic Impact	2	4	8

[2] http://info.westberks.gov.uk/sep
[3] http://www.thamesvalleyberkshire.co.uk/berkshire-strategic-transport-forum

Assurance Framework Check list	2.38 Theale: Railway Station Upgrade			
	TVB area coverage	2	1.5	3
	Environment	2	0.5	1
	Social	2	0.5	1
	Total	14		23.5
Step 2: Programme Entry: evolution of the scheme from outline proposal to full business case, external view on the business case, and independent assessment (See paragraphs 15 and 16)	Programme Entry status was given by the BLTB on 31 January 2019[4] (item 4 refers). See Appendix 1. The West Berkshire Council website[5] holds the latest details of the full business case, including the VfM statement certified by the senior responsible officer. Any comments or observations on the scheme received by either TVB LEP or West Berkshire Council have been fully considered during the development of the scheme. The report of the Independent Assessor is attached at Appendix 1. The Independent Assessor was asked to report as follows: • Completeness – has the promoter prepared a complete Full Business Case submission, when judged against the prevailing advice from the DfT • Accuracy – has the promoter performed the relevant calculations and assessments accurately and without error • Relevance – has the Full Business Case considered all relevant matters, including use of appropriate forecasting models and planning assumptions, and has it included any irrelevant considerations such unduly-optimistic assumptions or out of date modelling data • Value for Money – does the scheme promoter's Value for Money assessment comply with the prevailing DfT guidance • Evaluation arrangements – has the scheme promoter made provision for appropriate post-implementation evaluation of the scheme. • Remedies – where the independent assessment reveals a gap between the FBC supplied and the standard anticipated by the DfT guidance, then the advice for the LTB should include recommendations for remedial actions required – e.g., collection of further data, sensitivity tests on particular assumptions etc.			

[4] http://www.slough.gov.uk/moderngov/ieListDocuments.aspx?CId=601&MId=5677&Ver=4
[5] http://info.westberks.gov.uk/sep

Assurance Framework Check list	2.38 Theale: Railway Station Upgrade
Step 3: Conditional Approval	It is recommended to give scheme 2.38 Theale Railway Station Upgrade conditional financial approval in the sum of £4,000,000 over the period 2020/21 on the terms of the funding agreement set out at paragraph 11 step 5 below. The full Independent Assessor report is attached in Appendix 2. The conditions are: 1) Further analysis of the impact the scheme will have upon decongestion of the highway network, including the number of trips removed from corridors leading into urban areas with known congested networks, which is sufficient to determine that the decongestion benefits will be higher than those currently presented within the Economic Case; 2) Full details of planning requirements for each individual scheme element, including when any necessary approvals or determinations will occur 3) GRIP 4 Network Rail Approval in Principle, as necessary to deliver the project and 4) Formal funding commitment from First Group and Network Rail for the match-funding identified by GWR, with a more detailed understanding of what processes would be undertaken in the event of any cost overruns, should they arise. These conditions should be met at the earliest feasible date but no later than 31st October 2020.
Step 4: Recommendation of Financial Approval - High Value for Money - Support of the Independent assessor	The Independent Assessor states that the Benefits to Cost Ratio (BCR) for the scheme is 3.3:1. DfT has set thresholds of 2.00 (High VfM) and 4.00 (Very High VfM) and schemes with BCRs above these thresholds can described as having High or Very High Value for Money. The Independent Assessor report (see Appendix 2) recommends conditional financial approval for this scheme, per the conditions above.
Step 5: Formal Agreement	The capital grant of £4,000,000 is a maximum figure which cannot be increased, but may be reduced if savings are achieved during implementation. In the event that West Berkshire Council

Assurance Framework Check list	2.38 Theale: Railway Station Upgrade
- roles - responsibilities - reporting - auditing - timing and triggers for payments, - contributions from other funders, - consequences of delay, - consequences of failure, - claw back, - evaluation one and five years on	wishes to alter the profile of the grant payments, it must seek prior written permission from TVB LEP, having first raised the matter with the BLTB. The grant is made subject to the following: 1. Roles: TVB LEP is a part funder of the scheme. West Berkshire Council is the scheme promoter and is the relevant highway and planning authority. 2. Responsibilities: TVB LEP is responsible for allocating the capital finance in accordance with its Assurance Framework. West Berkshire Council is responsible for all aspects of the design, risk management, insurance, procurement, construction and implementation of the scheme, including its responsibilities as highway and planning authority, any other statutory duties, and any financial or other liabilities arising from the scheme. 3. Implementation: In addition to any reporting requirements within West Berkshire Council, the scheme promoter will use the proforma supplied by TVB LEP to make reports on progress of the implementation of the capital scheme to each meeting of the BLTB until the build is complete. In particular, West Berkshire Borough Council will report on any change in the size, scope or specification of the scheme; and on any substantial savings against the scheme budget whether achieved by such changes to the size, scope or specification of the scheme, or through procurement, or through the efficient implementation of the scheme. 4. Reporting: The scheme promoter must provide accurate, timely, verified and quality assured quarterly monitoring and forecast data, which relate to defined output and outcome indicators agreed between TVB LEP and government as a condition of the Growth Deal. This scheme will not be required to participate in an evaluation as set out in the Growth Deal Monitoring and Evaluation Plan. 5. Auditing: West Berkshire Council will keep financial records such that the expenditure on the scheme is readily identifiable, and if and when BEIS, DfT or other government department or the Accountable Body for TVB LEP requests access to financial or other records for the purposes of an audit of the accounts, West Berkshire Council will co-operate fully. 6. Timing and Triggers for payments: See the Claim Proforma at Appendix 1 of the Capital Grant Letter – available on request.

Assurance Framework Check list	2.38 Theale: Railway Station Upgrade
	7. Contributions from Other Funders: DfT/ Network Rail Access for All funding will contribute £4,000,000 in 2022/23. Additionally, GWR will contribute £1,687,000 in 2021/22 and West Berkshire Council will contribute £450k in 2020/21. In the event that the scheme experiences or it is anticipated that the scheme will experience a shortfall in these contributions, West Berkshire Council will be required to notify TVB LEP of these developments. The provisions of clauses 8, Consequences of Delay; 9, Consequences of Change to the Design or Specification of the Scheme; or 10, Consequences of Failure will then be applied. 8. Consequences of Delay: In the event that the scheme experiences minor delays to its overall Business Case programme (no more than 10 weeks), West Berkshire Council will report these delays and the reasons for them, and the proposed remedial action to the next available meeting of the BLTB. In the event that the scheme experiences major delays to its overall Business Case programme (11 weeks or longer) West Berkshire Council will be required to seek permission from TVB LEP to reschedule any payments that are due, or may be delayed in falling due because of the delay to the overall Business Case programme. 9. Consequences of Change to the Design or Specification of the Scheme: In the event that West Berkshire Council wishes to change the design or specification of the scheme such the scheme delivered will vary in any material aspect from the description given in the overall business case, West Berkshire Council will be required to seek prior written consent from TVB LEP. Failing this permission, no further monies will be paid to West Berkshire Council after the change becomes apparent to TVB LEP. In addition, consideration will be given to recovering any monies paid to West Berkshire Council in respect of this scheme. 10. Consequences of Failure: As soon as it becomes apparent to West Berkshire Council that it will not be possible to deliver the scheme by end of December 2021, written notice shall be given to the Accountable Body for TVB LEP. No further monies will be paid to West Berkshire Council after this point. In addition, consideration will be given to recovering any monies paid to West Berkshire Council in respect of this scheme.

Assurance Framework Check list	2.38 Theale: Railway Station Upgrade
	11. Claw back: If the overall scheme achieves savings against budget, these savings will be shared by TVB LEP and the other funders noted above in proportion to the amounts set out in the Financial Profile. The Accountable Body for TVB LEP reserves the right to claw back any amounts of grant that have been spent on purposes other than the scheme as approved and any repayments due as a consequence of changes to the design or specification of the scheme or scheme failure. 12. Evaluation One and Five Years On: West Berkshire Council will produce scheme evaluations One and Five years after practical completion that comply with DfT guidance. Other Conditions of Local Growth Funds: West Berkshire Council will acknowledge the financial contribution made to this scheme through Local Growth Funds and follow the "Growth Deal Identity Guidelines "[6] issued by government. It will also give due regard to the Public Services (Social Value) Act[7], particularly through the employment of apprentices across the scheme supply chain. Evaluation One and Five years on: West Berkshire Council will work with Hatch Regeneris to produce scheme evaluations One and Five years after practical completion.

Conclusion

13. This scheme will provide enhancements at Theale Station to improve sustainable transport interchange, increase Park and Rail capacity and enhance customer facilities. The scheme has been designed to be cognisant of the forecasted future growth in rail travel and in terms of the growth of population in the Theale and surrounding areas as a result of housing growth outlined in the West Berkshire Local Plan. It will also contribute to the transport strategy for the wider Reading urban area.

[6] http://www.thamesvalleyberkshire.co.uk/getfile/Public%20Documents/Strategic%20Economic%20Plan/Logos%20for%20branding/GROWTH%20DEAL%20IDENTITY%20GUIDELINES%20260618.pdf?inline-view=true

[7] https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources

Appendix 1 - Local Growth Deal list of prioritised schemes agreed in July 2018

	Weighting Factor	1.5	2	4	1.5	0.5	0.5			GD3	
	Factor	**SEP**	**Deliverable**	**Econ Impact**	**TVB area**	**Natural Capital**	**Social Value**	**Total Score**	**Rank**	**£m Bid for**	**Cumulative**
2.31	Slough: Stoke Road Area Regeneration	4.5	6	12	3	1	1.5	28	1=	7,650,000	Programme entry July 18
2.32	Maidenhead: Housing Sites Enabling Works	4.5	6	12	3	1	1.5	28	1=	4,660,000	Programme entry July 18
2.33	GWR: Maidenhead to Marlow Branch Line Upgrade	4.5	6	8	4.5	1	1.5	25.5	3	1,525,000	Programme entry July 18
2.35	**Reading: Reading West Station Upgrade**	**4.5**	**6**	**8**	**3**	**1**	**1.5**	**24**	**4=**	**3,100,000**	**3,100,000**
2.36	**Wokingham: Coppid Beech Park and Ride**	**4.5**	**6**	**8**	**3**	**1.5**	**1**	**24**	**4=**	**2,400,000**	**5,500,000**
2.37	**Bracknell: A322 A329 Corridor Improvements**	**4.5**	**6**	**8**	**3**	**0.5**	**1.5**	**23.5**	**6=**	**1,200,000**	**6,700,000**
2.38	**Theale: Theale Station Park and Rail Upgrade**	**4.5**	**6**	**8**	**3**	**1**	**1**	**23.5**	**6=**	**4,000,000**	**10,700,000**
2.39	**Wokingham: Coppid Beech northbound on-slip widening**	**4.5**	**6**	**8**	**3**	**0.5**	**1**	**23**	**8**	**2,322,431**	**13,022,431**
2.40	**Windsor: Town Centre Package**	**4.5**	**4**	**8**	**3**	**1**	**1**	**21.5**	**9**	**1,562,500**	**14,584,931**
2.41	***Slough: SMaRT Phase 3 A4 West Park and Ride***	***4.5***	***2***	***8***	***3***	***0.5***	***0.5***	***18.5***	***10***	***4,160,000***	***18,744,931***
	Wokingham: Barkham Bridge	3	4	8	1.5	0.5	1	18	11	4,235,641	
	Slough: A355 Route Enhancement Phase 2	4.5	2	8	1.5	0.5	0.5	17	12	3,600,000	
	Slough: Town Centre to M4 Junction 6 Link	3	2	8	1.5	0.5	1	16	13	9,600,000	
	Wokingham: Tan House Crossing	4.5	2	4	1.5	1	1	14	14	1,200,000	
	Slough: Chalvey Regeneration	3	2	4	3	0.5	0.5	13	15	28,000,000	
	Wokingham: California Crossroads	1.5	4	4	1.5	0.5	1	12.5	16	3,581,129	

Appendix 2

Thames Valley Berkshire Local Enterprise Partnership

Independent Assessment Summary Report: Theale Station Upgrade Scheme

Ref 2.38

May 2020

www.hatchregeneris.co.uk

Contents Page

Executive Summary

i. This technical note provides an independent assessment of the Theale Station Upgrade Scheme Business Case submission to the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP).

Scheme Summary

ii. The full business case submission sets out the case for investment in a range of enhancements at Theale Station to improve sustainable transport interchange, increase Park and Rail capacity and enhance customer facilities. In summary this includes:

- Modifications to enable the new station building to be compliant with current rail industry standards, thus allowing it to be brought into operational use;
- Amendments to the existing (unused) station building to bring it up to current standards (especially provision of accessible ticket window), provide an extra ticket vending machine and final works to make the building operational and bring it into use. The other facilities that will be made available by bringing the building into use are washroom facilities and retail space;
- Provision of new 100 space covered, secure cycle parking;
- Creation of new forecourt area, including taxi ranks and drop-off points, around new station building with new vehicular entry and exit points to/from Brunel Road;
- Provision of clearly marked and lit safe walking route between new station building and new “Access for All” footbridge;
- Expanding car park capacity by around 111 spaces through provision of additional car parking deck on existing car park;
- Provision of four electric vehicle charging points, plus passive provision for further points to allow easier retrofitting; and
- Enabling the station to become carbon neutral through energy efficient measures, such as provision of photovoltaic panels.

iii. In addition, improvements to the local footway and highway networks to ensure safe walking, cycling and vehicle access to the station from the local area are also proposed.

Review Findings

Conclusions

iv. The overall scheme is considered to align well with strategic priorities and will, in combination with opening up the existing, vacant ticket hall and integrating with the proposed Access for All bridge, deliver significant improvements to provision at Theale Railway Station, thus encouraging travel by sustainable modes.

v. The additional car park capacity will release some current constraints and enable more park and ride trips, albeit the extent to which this delivers highway decongestion benefits has not been well documented and requires further assessment work.

vi. The overall economic case for the package of measure is forecast to deliver high value for money, although a significant reason for this is the additional revenue generation that

will accrue to the DfT through the franchising process, as opposed to direct economic benefits within the LEP area. Many of these benefits (journey quality and physical activity) could potentially be delivered through a much smaller scheme, with a similar benefit to cost ratio.

vii. The financial case appears robust, with a reasonable contingency in place, albeit further confirmation of funding commitments is required, including in the event of cost overruns.

viii. The commercial and management cases are generally considered to be acceptable, although limited in detail in some areas. A range of risks to delivery remain, including permissions/approvals, as well as detailed design work.

ix. It is our conclusion that there appears to be a strong overarching case for the scheme, with good strategic alignment and high overall value for money from investment. The extent to which the additional car parking capacity will deliver direct benefit to the LEP area are not clearly demonstrated, but the overall scheme is considered to provide a good balance of measures that will encourage public transport and walking & cycling usage. There remain a number of areas of risk to delivery that need to be resolved.

Recommendations

x. We recommend the scheme for approval on the basis that the following conditions are met:

1) Further analysis of the impact the scheme will have upon decongestion of the highway network, including the number of trips removed from corridors leading into urban areas with known congested networks, which is sufficient to determine that the decongestion benefits will be higher than those currently presented within the Economic Case;

2) Full details of planning requirements for each individual scheme element, including when any necessary approvals or determinations will occur;

3) GRIP 4 Network Rail Approval in Principle, as necessary to deliver the project; and

4) Formal funding commitment from First Group and Network Rail for the match-funding identified by GWR, with a more detailed understanding of what processes would be undertaken in the event of any cost overruns, should they arise.

xi. These conditions should be met at the earliest feasible date but no later than 31st October 2020.

1. Introduction

1.1 This report provides an independent assessment of the Full Business Case (FBC) submitted by West Berkshire Council (WBC) and Great Western Railway (GWR) for a range of enhancements to Theale Station.

1.2 The report considers the evidence presented and whether it represents a robust case for the investment of Thames Valley Berkshire Local Enterprise Partnership (TVB LEP) growth deal funds.

1.3 The independent assessment has applied criteria from TVB LEP assurance framework and the requirements for transport scheme business cases set out within the Department for Transports (DfT) transport Appraisal Guidance (TAG).

Submitted Information

1.4 The independent assessment process for the Slough Stoke Road Corridor Improvements (Stoke Road) submission has been conducted on the following set of documentation submitted by SBC and their consultant team (Atkins):

Option Assessment Report (December 2019)

Appraisal Specification Report (December 2019)

Full Business Case Report (26th May 2020)

1.5 In addition to these formal documents, Hatch Regeneris have engaged with WBC and GWR between December 2019 and May 2020 to discuss the requirements of the final business case submission and comment upon the acceptability of the proposed appraisal approach and input assumptions and parameters.

Report Structure

1.6 This Independent Assessors Report responds to the formal submission of documentation, as well as the informal engagement process with WBC and GWR, to provide a review of information provided, assess it suitability and robustness against TVB LEPs assurance requirements, and provide recommendations in relation to the approval of LEP funding for the proposed scheme.

1.7 The report is structure as follows:

Section 2: Option Assessment Report – provides commentary upon the OAR and the process by which a preferred scheme option has been identified.

Section 3: Appraisal Specification Report – presents a high-level review of the ASR and the acceptability of the proposed appraisal approach to be adopted

Section 4: Full Business Case Submission – presents an initial summary of scheme elements included business case submission, alongside the details presented within each of the five 'cases' (Strategic, Economic, Financial, Commercial, Management). It also sets out the recommendations to the LEP Local Transport Body relating to the suitability of the scheme for funding.

2. Option Assessment Report

Overview

2.1 An OAR for the scheme, dated December 2019, has been reviewed. This sets out the background and context, the evidence of the problems identified, the impact of no change, the strategic policy context, and then subsequently identifies four objectives of the scheme:

3. Improve passenger interchange facilities and enhance the appearance of the station.

To enable the station to be a gateway for journeys to central Reading.

To provide a fully accessible station that allows ease of access for all rail users.

Deliver enhancements that minimise the carbon footbridge of the station.

3.1 It then sets out and assesses four options for enhanced provision at Theale Station:

Do Nothing: Assumes no work is undertaken other than that associated with the Network Rail "Access for All" project.

Do Minimum: basic work to bring the LSTF-provided ticket office in to use regardless of whether the "Access for All" project is delivered.

Do Medium: new station building brought into use with the necessary modifications to make it fully accessible, along with the NR "Access for All" project. The option also includes interchange improvement measures for all modes in the station car park

Do Enhanced: As DMed above, but also includes providing additional car parking capacity to enable the station to be promoted as a Park & Rail facility, including plug-in vehicle charging points and photovoltaic panels

3.2 Each scheme option is appraised in terms of:

How it complements the six infrastructure investment packages within the Strategic Economic Plan;

How they will deliver against the four established scheme objectives; and

How deliverable they are, with reference to:

Engineering Feasibility
Operational Feasibility
Complexity
Stakeholder Acceptance/Support:
Environmental Impact
Affordability
Timescales for Delivery

3.3 The OAR concludes that the Do Nothing option the poor level of facilities at the station would remain and if the Network Rail "Access for All" footbridge was delivered he station building will be badly-placed for passengers.

3.4 Do-Min option would see the new ticket office building come into use, although this would only be the basic connection works. The size of the scheme would also be insufficient to attract LEP support and funding, and therefore is likely to be dependent on either future local authority or rail industry funding.

3.5 Do-Med option, whilst delivering a range of enhancement, would also be insufficient to attract LEP support and funding.

3.6 Do-Enh option delivers a more substantial series of upgrades, meeting more strategic objectives.

3.7 The OAR concludes that Do Enhanced is the only option that scores sufficiently highly across all metrics to deliver the necessary benefits and secure LEP funding.

Review

3.8 The OAR represents a well set out document, providing a detailed understanding of the underlying issues at Theale Station and generating a specific set of relevant objectives.

3.9 It was noted to the WBC and GWR at the time that reference should have been made to the Berkshire Local Industrial Strategy and that the inclusion of maps and diagrams woud aid comprehension of the area and site.

3.10 There is a relatively diverse list of potential scheme elements presented; however, the actual variation within the four options is relatively limited, with common elements across all of them. It is unclear how the list of individual schemes was developed and if there was a longer-list of initial scheme options that may have been considered. None-the-less, the OAR provides evidence that some scheme optioneering has taken place.

3.11 The option appraisal framework appears comprehensive, considering both the likely performance of each option in supporting strategic and scheme specific objectives, as well as a wide-range of deliverability issues.

3.12 The scoring of the options in part reflects the relative number of elements that are included within each package. The Do Nothing and Do Minimum score poorly limited additional measures are included, whereas Do Enhanced scores well as it incorporates the most elements, with Do Medium option in between. As such, this somewhat undermines the value of the process and highlights that it would have been more productive to consider at least one other alternative package, of a similarly magnitude, to the Do Enhanced package.

3.13 Based upon the process undertaken, the Applicants conclusion that the Do Enhanced package is the preferred option is not without reasonable logic, notwithstanding the points raised in paragraph 2.12.

3.14 The final business case submission will need to clearly demonstrate that each element of package represents value for money for investment in themselves, as opposed to being included within a package to create a critical mass of impacts.

4. Appraisal Specification Report

Overview

4.1 The Appraisal Specification Report (ASR) was submitted for assessment and reviewed by Hatch Regeneris in December 2020. It provided:

A summary of the scheme location and description;

An overview of the objectives (as set out in the OAR) and desired outcomes;

The challenges and issues;

The proposed appraisal methodology in terms of the economic case, environmental impacts, social impacts, and Public Accounts; and

An Appraisal Specification Summary Table.

4.2 A telecom was held with WBC and GWR to discuss the broad approach.

Review

4.3 The ASR sets out a clear overview of the context and the issues surrounding the development of the scheme and identifies the type of impacts that will need to be assessed.

4.4 The approach to assessing scheme costs and benefits is consistent with Dft TAG requirements and appropriate assumptions and data source are to be applied.

4.5 The wider approach to assessing the environmental, social and public accounts impacts is consistent with TAG requirements. A range of assessments will be qualitative in nature. Whilst in principle this is acceptable, given the scale of the scheme, there will need to be clear evidence in the final business case that more detailed quantitative assessments of impacts are not required.

4.6 The applicant was also provided with the following specific comments:

A fuller explanation around the construction of the existing, but new, station building is required. The inference is that this was completed in 2014 but has remained un-used? This context should be fully set out within the FBC.

The scheme seeks to encourage sustainable travel in terms of i) reducing vehicle trips to local industrial areas adjacent to the station and ii) reducing vehicle trips for journeys into Central Reading. Whilst it is recognised that achieving both objectives would reduce overall vehicle trip kms at a regional level, at the same time there is limited discussion of local highway network impacts. The first objective will reduce local vehicle trips in the area, but the latter will increase vehicle trips to the station. The FBC should explore what the overall net impacts are for the local highway network. In addition, consideration should be given around what types of vehicles are encouraged to park at the station e.g. could a large proportion of the new spaces be reserved for electric vehicles?

More information is required to understand why a 100-space cycle hub been selected? In addition, what are the proposals for increasing car parking space and including electric vehicle provision?

Care should be taken that benefits associated with the new station building and the upcoming footbridge are kept isolated from this business case. If benefits have already been captured in a previous funding application for the station building

then these should not be double-counted. It is accepted that this will partly relate to your explanation of why the new station building has yet to open.

5. Full Business Case

Overview

5.1 The full business case submission sets out the case for investment in a range of enhancements at Theale Station to improve sustainable transport interchange, increase Park and Rail capacity and enhance customer facilities. In summary this includes:

Modifications to enable the new station building to be compliant with current rail industry standards, thus allowing it to be brought into operational use;

Amendments to the existing (unused) station building to bring it up to current standards (especially provision of accessible ticket window), provide an extra ticket vending machine and final works to make the building operational and bring it into use. The other facilities that will be made available by bringing the building into use are washroom facilities and retail space;

Provision of new 100 space covered, secure cycle parking;

Creation of new forecourt area, including taxi ranks and drop-off points, around new station building with new vehicular entry and exit points to/from Brunel Road;

Provision of clearly marked and lit safe walking route between new station building and new “Access for All” footbridge;

Expanding car park capacity by around 111 spaces through provision of additional car parking deck on existing car park;

Provision of four electric vehicle charging points, plus passive provision for further points to allow easier retrofitting; and

Enabling the station to become carbon neutral through energy efficient measures, such as provision of photovoltaic panels.

5.2 In addition, improvements to the local footway and highway networks to ensure safe walking, cycling and vehicle access to the station from the local area are also proposed.

Key Input Assumptions and Parameters

5.3 The overarching business case is considered particularly reliant upon the following key assumptions:

All scheme elements will be completed by the end of 2021, with a scheme opening year of 2022

30-year benefits appraisal period for station benefits, 20-year benefits appraisal period for cycle parking benefits

Demand cap: 20 years for rail users, with rail demand growth projections:

11.03% - 2017 to 2018
2.46% - 2018 to 2019
7.18% - 2019 to 2020
1.85% - 2020 to 2021
1.49% - 2021 to 2022
1.44% - 2022 to 2023
1.28% - 2023 to 2024
1.09% - 2024 to 2025

1.36% - 2025 to 2026
1.33% - 2026 to 2027
1.12% - 2027 to 2028
1.11% - 2028 to 2029
1.20% - 2029 to 2030
1.00% p.a. thereafter to 2040

Costs and benefits discounted to 2010 prices

Cost inflation: BCIS (April 2020 RICS)

Optimism Bias: 51%

Independent Assessor Comment

5.4 The appraisal periods set out are considered appropriate for the rail and cycle elements of the package.

5.5 The growth applied are local GWR forecasts for Theale Station. It should be noted that the forecasts for 2017/18 are substantially higher than outturn growth due to significant service disruption that occurred. The impact of COVID-19 will also significant disruption the 2020/21 figures; however, it is accepted that there is no specific reason to believe that growth profiles will not return to the projections over time, albeit there is limited evidence to support this position at this time.

5.6 The assumptions around discounting, cost inflation and optimism bias are all considered acceptable.

Strategic Case

5.7 The Strategic Case provides an overview of the purpose of the scheme to resolve the issue of the vacant ticket office and commitment from DfT/Network rail to complete the Access for All bridge at Theale station. An overview of the area is presented, followed by the key ***policy context*** for the scheme, referencing national, regional and local transport policy.

5.8 The ***drivers for change*** are established, presenting the key issues and opportunities for enhance access to rail provision from the station, including lack of step free access to platforms, car parking and cycle parking constraints, the unopened station ticket office and lack of passenger facilities, as well as the poor configuration of the station.

5.9 The need for additional car parking capacity is presented, along with forecast latest demand, within the context of current rail passenger demand at the station. The requirement for electric charging provision and disabled parking is also discussed. As part of the reconfiguration of the station it is stated that a new station forecourt with taxi and drop-off facilities.

5.10 The ***impact of no change*** is discussed presenting a scenario where the station would remain uncompliant for disabled passengers, would have constraints on car parking and cycle parking capacity, and would not maximise previous investment in the station.

5.11 Four ***scheme objectives*** are identified:

1) Improve passenger interchange facilities and enhance the appearance of the station

2) Enable the station to be a gateway for journeys to central Reading.

3) Provide a fully accessible station that allows ease of access for all rail users; and

4) Deliver enhancements that minimise the carbon footbridge of the station

5.12 The ***scope of the project*** is then presenting, outlining all of the key elements (as presented within Overview).

5.13 The **measures for success** are set out, relating to utilisation of cycle parking and car parking, short stay and drop-off activity, level of reporting crime, accident data, passenger satisfaction, and carbon performance and energy consumption of the station.

5.14 It is acknowledged that there are a range of **constraints,** but these are not specifically discussed, but instead cross-referenced with the risk register. Similarly, the ***interdependencies*** are also cross-referenced with risk; however, the co-ordination with the Access for All Bridge is noted as a key element, alongside necessary permissions / approvals.

5.15 A list of four key **stakeholders** (beyond WBC and GWR) are identified, including Network Rail, Reading Borough Council, Arlington Business Park and other local businesses, and Theale Parish Council.

5.16 A summary of the **options assessment** process conducted within the OAR is presented, with the OAR conclusion that the Do Enhanced options should be taken forward, despite being the most complex to deliver.

Independent Assessor Comment

5.17 The Strategic Case is considered to presents a comprehensive overview of the context, issues, and objectives for enhancements to Theale Station.

5.18 The policy context is well established, with a clear understanding of the priorities of national, regional and local bodies. From this there is reference to the importance of travel into Reading and the need for the station to act as a park and ride.

5.19 There is a clear and logical presentation of the overarching issues and opportunities in relation to ensuring the vacant ticket office can be brought into use and the reconfiguration of the station to align with the forthcoming Access for All bridge. Alongside this, there is clear evidence that current station car parking capacity has been reached and that there are a range of other limitations with the station provision, including lack of cycle provision.

5.20 There is limited discussion around the specific issues with access by pedestrians and cyclists to the station but it is recognised it is a key link and that the proposals will enhance safety along the route for vulnerable road users and encourage access to the station by pedestrians and cyclists.

5.21 The ability of the station to act as an effective park and ride ‘gateway’ into Reading is also highlighted as a key issue.

5.22 The impact of no change reinforces the lost opportunities that would occur in the absence of the scheme.

5.23 The ***scheme objectives*** are considered to be reasonably focussed, with a clear set of outputs and outcomes presented for each objective. The subsequent measures for success whilst all related to the objectives, are not specifically tied into each of the four objectives and, in some cases, it is not clear if they will provide a comprehensive assessment of the success of the scheme.

5.24 The ***scope of the project*** is considered to be clearly set out, with design drawings provided to support the necessary understanding of what is envisioned and showing that preliminary design work has been completed. Additional clarification was sought as to whether a lift will be required as part of the car park decking scheme. It is understood that a Diversity Impact Assessment is being undertaken that will determine any requirement and it will be the railway industry's requirement to fund and deliver.

5.25 The section on ***constraints and dependencies*** is relatively limited, although it is recognised that many of the issues are addressed within the risk register. The Access for All bridge is clearly a major interdependency for both the success of the scheme, as well as the delivery. Additional confirmation has been provided by WBC/GWR that this scheme is fully secured. Similarly, ensuring all permissions and approvals are granted represent another major set of dependencies. Network Rail approvals are not scheduled until October 2020. Whilst it is understood that the majority of the scheme can be delivered under Permitted Development, some prior approvals or planning permission may be required for some elements. Further information is required to verify any risks with these permissions.

5.26 The list of ***stakeholders*** appears logical but there is no understanding of the level of support amongst each party, or the engagement to date.

5.27 The options assessment process was reviewed with the submission of the OAR. At the time we considered it to be a relatively self-fulfilling process, as the project only examined options of different scale, as opposed to any alterative options of a similar scale.

5.28 Having reviewed the full business case submission, and considered the forecast impacts of the scheme, we have conducted a further assessment of the alternative scheme options. One alternative not directly considered within the business case is to deliver the station forecourt, and walking & cycling improvements, alongside the Access for All bridge. This option would enable the vacant ticket office to be brought into use and provide enhanced configuration of the station; however, it would not provide additional car parking provision and, indeed, would reduce car parking capacity by 22 spaces. This alternative scheme option is estimated to cost in the region of £1.5 million and would deliver similar quality and physical activity benefits as the full scheme. It would, however, reduce the ability of the scheme to meet stated Objective 2 of the scheme "to enable the station to be a gateway for journeys to central Reading" and reduce, rather than enhance, the opportunities for park and ride from the station.

5.29 In considering the relative merits of the different scheme options, one of the challenges is that the assessment of the decongestion benefits of the full scheme is considered to under-estimate the scale of the potential impact (see Economic Case). This affects the perception of the benefits that could be delivered by the enhanced car park capacity. It is recommended that further analysis of the decongestion benefits is undertaken to ensure the full benefits of the scheme are captured and that it fully meets local LEP objectives.

Economic Case

5.30 The Economic Case provides an assessment of demand, types of benefits, scheme costs, and provides an overall assessment of value for money.

5.31 The ***rail station demand*** apllies the assumed growth rates for Theale Station demonstrating significant growth up to 2040 , with over 730,000 entry/exists. It also sets out the top 10 passenger flows from the station.

5.32 The main ***scheme benefits*** from the scheme are identified as:

Car park revenue from increased car park demand

Rail farebox revenue from increased car park and cycle demand

Station facility enhancements including improved station building facilities, car park facilities, pedestrian routes across forecourt and improved cycle access routes to the station

Health and decongestion benefits of increased cycle parking

Non-user benefits including road decongestion, noise, greenhouse gas and accident savings

Commercial rental income

5.33 The approach adopted to quantifying each of these impacts is set out with the individual present value of benefits presented.

5.34 A separate modelling technical note is provided that sets out how the additional demand for car parking at Theale Station has been estimated. In addition, it provides evidence that additional car trips to the station will not negatively impact upon the local road network, in terms of creating congestion.

5.35 The ***total scheme costs*** are presented in terms of capital cost estimates and operating and maintenance costs.

5.36 The overall appraisal results are then presented demonstrating a ***benefit cost ratio*** of 3.3 to 1.

5.37 The main direct benefits of the scheme are identified as improvements to ***journey quality*** for rail passengers, including the opening of the station building, increased security/CCTV, and safer pedestrian routes across the station forecourt. Secondary benefits of the ***health impact*** derived through increased physical activity from uptake in cycling.

5.38 The increased car park and rail demand is also stated to generate ***incremental revenue*** for GWR as the station operator, with the majority of this will passing to DfT through the franchise mechanism, albeit some will be retained by GWR, sufficient to cover the incremental station operating and maintenance costs.

5.39 The ***Appraisal Summary Table*** incorporates an assessment of the environmental and social impacts of the scheme.

5.40 In terms of ***environmental impact***, the noise, air quality and greenhouse gases have been assessed using the Marginal External Costs approach, DfT's AMAT model. Townscape and water environment impacts are qualitatively assessed as having neutral impact. Landscape, historic environment, and biodiversity have been scoped out of the assessment.

5.41 In terms of ***social impact***, physical activity, journey quality, accidents have been calculated using the Marginal External Costs approach, DfT's AMAT model or TfL's ABC Tool. Reliability, security, access to services are qualitatively assessed as having slight beneficial impact. Affordability, severance, option and non-use values are assessed as having neutral impacts.

5.42 A ***distributional impacts*** screening exercise is also provided as an appendix.

5.43 A range of ***sensitivity tests*** are presented that cover the following scenarios:

Test 1: 50% reduction in the number of station users who experience benefits of station improvement

Test 2: Increase to 100 additional cycle users by 2029, reaching full capacity of infrastructure

Test 3: Increase appraisal period assumed in AMAT to 30-years

Test 4: Reduce the number of additional car park users in AM Peak by 25%

Test 5: Reduced optimism bias to 24% in line with value for standard building works

5.44 Tests 2 and 4 are forecast to result in revenue generation exceeding capital costs, generating a negative present value of costs. Test 3 generates a higher BCR of 4.2 to 1, whilst Test 1 and Test 4 generates BCR's of 1.9 and 1.2, respectively.

5.45 A final Value for Money Statement is presented that summarises the key findings of the economic assessment, concluding the scheme delivers 'high' value for money.

Independent Assessor Comment

5.46 The Economic Case is well formulated and presents information on the approach adopted, the tools utilised, and the forecast economic costs and benefits.

5.47 There is no additional assessment of alternative options, despite this being a recommendation of the review of the OAR.

5.48 The individual approaches adopted to assess benefits, whilst not all presented in detail, are considered appropriate and consistent with DfT TAG guidance.

5.49 It is noted that a significant proportion of the stated ***non-revenue benefits*** are generated from the ticket office facility improvement (42.5%). Furthermore, as a proportion of the overall present value of benefits, these benefit account for 87% of the value. The ticket office is an existing facility that we understand was developed using Local Sustainable Transport Funding, but that not been utilised due to unsuitable access arrangements (as set out within the Strategic Case). Whilst this scheme will enable the facility to finally open, it should be recognised that the benefit being captured within this business case may already been captured as part of the LSTF funding case. The extent to which the benefit can legitimately be claimed within this business case will relate to whether the ticket office is classified as a sunk cost (i.e. the costs spent are irretrievable). In broad terms, this is considered to be the case with this facility as it would be difficult to use the asset for anything other than a ticket office.

5.50 The review of the strategic modelling note provides assurance that that robust forecasting process has been undertaken to asses additional car parking demand. The core forecasts are presented for 2026, with 60% of the uplift assumed in 2022. Whilst this assumption is not evidenced, it does not appear to be unreasonable, albeit it is understood that current car parking utilisation may vary across weekdays, with some periods of spare capacity. This is reflected within the analysis of car park and farebox revenue which has applied an annualisation factor of 200, as opposed to the standard 253, to reflect the fact that car park occupancy levels may vary significantly across the week.

5.51 The assessment of the impact of additional trips upon the local highway network around the station is also considered robust and provides confidence that it will not impact upon the operational performance of the network.

5.52 The approach to forecasting future cycle parking demand is not clearly stated. It appears that the stated increase in cyclists at the station by 2029 is based of an assumption, as opposed to any direct forecasting. Similarly, whilst it is stated that 85% of the 100 spaces will be utilised by 2041, it is unclear on what basis this has been determined.

5.53 The level of forecast decongestion benefits from the scheme are very low. In theory, these will be derived from reduced car trips on congested parts of the network, as trips switch to using rail instead. Whilst this is referenced as a key strategic benefit, the evidence to support this position is not provided within the economic case, which reduces the strength of the strategic case for the car park decking element of the scheme.

5.54 The development of ***scheme costs*** is considered to be appropriate, with due consideration for all capital costs elements, as well on-going operational and maintenance costs. Cost inflation has been suitably applied. The application of 51% optimism bias is also considered appropriate and conservative.

5.55 Whilst the calculation of ***present value of costs*** (PVC) is not presented in detail, the additional car parking and rail farebox revenue generated significantly off-sets the capital costs, reducing the PVC to only 0.34 million (2010 prices)

5.56 The overall ***appraisal results*** are highly dependent upon the revenue generating elements of the scheme. The forecast revenue within the core scenario sufficiently reduces the PVC to enable a high benefit cost ratio to be produced, despite the relatively modest overall level of direct economic benefits generated.

5.57 As noted within the Strategic Case, it may be the case that an alternative ***scheme option***, without the proposed car park deck, and with a lower capital cost (circa. £1.5 million), could deliver significant local benefits within the LEP area, as well as retain a high overall benefit cost ratio.

5.58 The overall ***environmental assessment*** is generally considered appropriate, with the quantified assessment of noise, air quality and greenhouse gases applying standard processes. The stated neutral impact of the scheme upon townscape could be subject to debate, given the scheme involves adding a deck to the car park, which the applicant acknowledges will have a visual impact. Without fully knowing the context of the area it is difficult to be conclusive on whether there will be a negative impact, but we accept that this is only likely to be relatively slight in scale. The impact on water environment is also stated as being neutral on the basis that the scheme design will ensure appropriate surface drainage; however, this cannot currently be verified and it is understood that there is a culvert within the current car park that the design will need to accommodate appropriately.

5.59 The overall ***social impact*** assessment is generally considered appropriate, with the quantified assessment of physical activity, journey quality, and accidents applying standard processes. The stated slight beneficial impacts upon security, and access to services, are considered appropriate. The stated slight beneficial impact upon reliability is also reasonable, albeit it is understood that the scheme should have greater benefit to non-station users (highway) through decongestion on the network.

5.60 The ***Distributional Impact*** screening proforma is considered to have been completed appropriately. The direct and non-user benefits that will arise from the scheme will benefit all socio-economic groups and so should have a neutral impact. No negative environmental or social impacts have been identified, with the possible exception of the visual impact of the car park deck, but this is not anticipated to impact upon any sensitive receptors within the area. It is not clear whether the car park deck will have lift access for those with mobility impairment. If this is not the case then this could be interpreted as excluding some rail users from using this element of the facility.

5.61 The analysis provides a useful set of ***sensitivity tests*** that demonstrate the impact of a range of key input assumptions. Whilst in general these all show that the overall case for investment remains robust when applying alternative parameters, it does highlight the importance of high car park occupancy in achieving sufficient revenue to

off-set the capital costs of the scheme. Without high car park occupancy, the value for money of the scheme falls significantly. Based upon our reviews of the car park demand forecasting, we consider a robust approach has been undertaken. Whilst there is some uncertainty around the variability of car parking demand across the week, this has been adequately taken into account through the annualisation factors that have been applied.

5.62 The ***overall conclusion*** that the scheme delivers high value for money for money is considered robust, particularly as the scheme costs include a 51% uplift for optimism bias. The only point for consideration is whether a lower cost alternative, without the car park decking, would also deliver high value for money, and similar positive local benefits within the LEP area.

Financial Case

5.63 The Financial Case provides a detailed breakdown of the capital scheme costs and the estimated funding and cost profile.

5.64 The **total cost** of the scheme is £10.137 million, although this includes £4 million for the Access for All bridge that is not a core part of this submission. The **funding ask** from TVB LEP is also £4 million.

5.65 A breakdown of scheme cost elements is provided, as follows:

Additional Car Parking = £4,720,973

Station Forecourt Works (including safe walking route and new ticket office opening) = £944,904

Cycle hub = £249,262

Walking and Cycling Access (external to station layout) = £222,477

5.66 The scheme costs are also broken down by elements of the project that will be delivered by GWR (£5.915 million) and WBC (£222,477). Both elements are stated as including 20% contingency. It is stated, in the economic case, that allowance for inflation has been applied to reflect the individual years of construction and that operating and maintenance costs have been included.

5.67 The GWR costs include £2.942 million for substructure and superstructure work, along with £0.537 million for external works and £0.524 million for contractor preliminaries. Project/design fees and GWR directs account for £0.757 million.

5.68 The WBC costs are set out in detail, with a clear breakdown of all cost elements.

5.69 A profile of spend is presented, demonstrating that the majority of spend for the GWR and WBC elements will be in accounting years 2021/22, with the Access for All bridge scheduled for construction in 2022/23.

5.70 The Access for All bridge will be funding in totality by Network rail / DfT. The GWR/WBC work will be funded as follows:

GWR (private sector)	=	£1.687 million (27%)
WBC (public sector)	=	£0.450 million (7%)
LGF (public sector)	=	£4.00 million (65%)

5.71 The GWR is subject to DfT and First Group approvals, anticipate in June. The WBC funding is stated as secure.

5.72 The Access for All bridge is stated to have secured funding following the announced that DfT will deliver the scheme in the current Control Period.

5.73 The WBC funding is available in accounting year 2020/21, the same year with which the funding from the LEP is sought.

5.74 The GWR funding will be available in accounting year 2021/22, which the Network rail / DfT funding is scheduled for 2022/23.

5.75 In the event of cost overruns it is stated that "*the scheme promoters will work jointly to source additional funds so that the scheme will not be hindered and the benefits will still be delivered*". Furthermore it is state that additional funds will not be sought from the LEP although the LEP will remain fully informed of any such cost increases.

Independent Assessor Comment

5.76 The breakdown in cost estimates presented demonstrates how each of the main cost elements have been developed. This highlights the primary cost relates to the provision of additional car park spaces. Whilst a more transparent breakdown by scheme element could be provided, the level of detail presented, alongside the scale of individual costs, demonstrates a reasonable degree of robustness. Cost inflation is understood to have been adequately incorporated, as have operating and maintenance costs, albeit these are not included within the financial case and so cannot be verified.

5.77 The substructure and superstructure costs (which we assume to relate solely to the car park deck) would appear to be a robust assessment, in comparison to other schemes. The allowance for contractor preliminaries (which we assume includes utilities work) again appears to be a robust assessment. The external works are understood to relate to site clearance, preparatory groundworks, roads/paths/pavings/fixtures, external drainage and services.

5.78 The allowance for project/design fees and GWR directs again appears robust and represents a substantial percentage of the overall scheme costs.

5.79 The 20% contingency within the GWR costs applies to construction costs (i.e. excludes design and directs). Whilst this is considered to be a notable allowance, it is acknowledged that it has been applied as an industry average and so does not directly relate to any known specific risks on the site. The 20% contingency within the WBC costs has been applied to all costs, but again appears to be a generic proportion and not related to specific risks.

5.80 On the basis of the funding and spend profiles it is noted that the LEP allocation is being sought in advance of the majority of works being completed.

5.81 Whilst the business case submission states that "*There are not multiple funding streams coming together for this scheme so the availability of funding is quite straightforward.",* in practice there are still four funding sources for the overall project. It is, though, understood that three of the four are considered fully secure, with formal approval for the GWR funding still required.

5.82 There is no clear formal commitment for any organisation to cover the cost of potential overruns, albeit it is stated that the scheme promoters will seek to secure additional funding and will not request additional funds from the LEP. Given the issues surrounding the original build of the ticket hall at Theale, this lack of formal commitment for additional funding should be noted as a risk to the overall completion of the project. Pursuing a lower cost scheme, without the car park deck, would, potentially, reduce this risk.

Commercial Case

5.83 The Commercial Case outlines the procurement strategy, incorporating an output-based specification for the scheme, an overview of potential procurement options, and the preferred procurement routes, along with the contract management procedures.

5.84 The business case presents the outcomes required from the procurement strategy, but does not include an output-based specification for the project.

5.85 The procurement approaches adopted by WBC and GWR are set out separately.

5.86 The WBC approach to procuring the Walking and Cycling Access Improvements elements of the project outlines the internal council procedures that must be adopted

to ensure an optimum procurement strategy is delivered. This process considers how the scheme fits into a cost, risk and value matrix.

5.87 The project has been defined by WBC within the Low Risk/Medium Spend criteria. On this basis WBC conclude that collaborative early contractor involvement through an appropriate Framework is considered the most appropriate route and will deliver best value for money. On this basis the sourcing options, payment mechanisms, pricing framework and charging mechanisms are set out, alongside the approach to allocating risk.

5.88 The GWR element will follow their Procurement and Supplier Management Procedures, which are detailed within an appendix. It is stated that GWR operates a Property Consultants Framework and that specialist consultants or contractors required to support the successful delivery of the project shall be procured and appointed from this framework.

5.89 GWR will appoint the main construction contractors through competitive tender against a defined design and specification. Two separate options are presented for procurement of the main contractor, 'Design and Build' and 'Traditional Route'. The benefits and risks of each approach are set out, but no option has been selected at this stage.

5.90 It is stated that a Risk Management Plan will be developed for the full project and the process for completing this is outlined.

Independent Assessor Comment

5.91 The information presented under the heading 'Output-Based Specification' defines the required outcomes from the procurement process but does not set out a clear set of outputs for the scheme. This information is presented, in general terms, within the strategic case but it will be important to define in detail prior to the procurement process being undertaken.

5.92 The procurement strategy outlines the frameworks applied by WBC and GWR that govern their procurement. These demonstrate that robust, overarching processes are in place within both organisations.

5.93 Whilst the WBC section outlines the logic of how a procurement approach has been adopted, it does not specifically state the benefits of this approach. However, given the scale of the works, the proposed approach appears suitable and should deliver value for money.

5.94 Whilst GWR have an overarching mechanism in place for procuring contractors, it is clear, at this stage, there is no preferred option. Whilst two options are presented for the main contractor appointment, and the relative benefits risks presented, it is not stated how a decision will be made about which approach to adopt or when this will take place. It is subsequently understood that GWR are likely to pursue a Design and Build approach, with procurement in November 2020, post Network Rail GRIP4 approvals. It is again unclear how this decision to adopt this approach has been realised, but it is not considered unreasonable.

5.95 Whilst the approach to managing risk is set out, the lack of a current Risk Management Plan indicates that more work is required to be completed before it is fully understood how all risks will be managed. It is acknowledged, however, that the project does have a live risk register (see Management case).

Management Case

5.96 The Management Case presents information on how the proposal will be delivered and managed.

5.97 Examples are provided of where GWR and WBC haves ***experience*** in successfully delivering station enhancement projects and walking and cycling projects, respectively. This includes experience of developing and delivering schemes in accordance with Network Rail's Governance for Railway Investment Projects (GRIP).

5.98 ***Programme and project dependencies*** are set out in relation to necessary approvals, as well as the Access for All bridge being delivered by Network Rail. The GWR delivered elements of the project are assumed to be within railway Permitted Development and are able to be carried out under the Prior Approvals process. Approvals will be required from Network Rail.

5.99 The ***governance structure*** for the WBC and GWR elements is set out, with an overall diagram is presented. A Project Manager nominated from each organisation and they will report to specified Project Boards.

5.100 A ***project plan*** showing key milestones for development and delivery of the scheme is presented. Whilst the walking and cycling improvements will be completed by November 2020, the station works will not be complete until the end of 2021, with the Access for All bridge completed in November 2022.

5.101 Reference is made to WBC's Project Management Methodology, as part of their ***assurance and approval*** process. GWR projects are delivered in accordance with the GWR Project Charter and they deploy a five-stage project life cycle.

5.102 A process for ***communication & stakeholder management*** is set out with key objectives and a broad overview of the process.

5.103 Responsibilities for ***programme / project reporting*** are set out and the key ***workstreams for implementing the project*** are presented, highlighting key issues of coordination between the elements of the scheme and with the adjacent Access for All scheme, as well obtaining approvals.

5.104 The ***risk management*** section refers to the risk register that has been developed and presented as an appendix. The key risks identified are stated as:

Timing of adjacent footbridge works

Cost escalation through the design process

Buried services and utilities

The presence of a Thames Water culvert under the car park, and consideration of construction technique

Land negotiation relating to footway widening for walking / cycling improvements

Construction delays, particularly relating to uncertainty around Covid-19

5.105 The section on ***Evidence of Certainty of Development*** seeks to provide assurance around the delivery of each scheme element, including the Access for All bridge.

5.106 An overview of the process for ***contract management*** is set out for both WBC and GWR.

5.107 The approach to ***benefits realisation*** is set out, along with a ***Monitoring and Evaluation Programme*** with outputs and outcome indicators. A set of data sources to assess outcomes is also presented.

Independent Assessor Comment

5.108 The previous project examples demonstrate WBC and GWR's ability to deliver major station upgrade project, and walking and cycling measure, that incorporate all aspects of the proposed package of measures.

5.109 The ***project dependencies*** section recognises both the importance of approvals as well as the Access for All bridge in the delivery of the scheme. We note that it is not definitively stated that the GWR works can be conducted under railway permitted approvals. Other car park decking scheme within the LEP area have previously required planning permission, but we accept that land ownership circumstances may be different at Theale.

5.110 The ***governance structures*** presented, whilst relatively high level, are clear, with responsibilities outlined. Each organisation also have established ***assurance and approvals*** processes that appear robust, although limited detail is presented. The responsibilities for ***project reporting*** are also clear and the ***contract management*** processes appear acceptable.

5.111 The approach to ***communication and stakeholder management*** is sufficiently detailed to provide confidence that measures are in place to disseminate information to key stakeholders and the Public.

5.112 The ***project plan*** and ***implementation plan*** sets out key workstreams covering the majority of key delivery issues, albeit still at a relatively high level. It is noted that GRIP 4 Network Rail approval for the internals station works will not be until October 2020 and Prior Approvals Application will not be completed until February 2021. Whilst the phasing of the GWR works will be subject to the recommendations of the Principle Contractor, it is understood that the car park construction will be completed first, with the station forecourt element following. It is understood that there will be a 9-month period between the completion of the station forecourt work and opening of the ticket hall and the completion of the Access for All bridge. During this period short-term measures implemented to ensure a safe route for passenger to the existing pedestrian route over the railway tracks.

5.113 The ***risk management*** is focused around the Risk Register. This includes 15 items and appears to be relatively comprehensive, albeit it highlights a range of issues around design and delivery of the scheme, including permissions/approvals and site conditions. In some cases it is unclear how the proposed delivery timeframes make allowances for potential delays, and likewise, the extent to which cost contingencies will cover risks.

5.114 Whilst the ***Evidence of Certainty of Development*** provides useful information, it does not appear to be definitive about whether the station works can be committed under permitted development rights. This is a risk that needs to be resolved as early as feasible. There is a potential requirement for a small amount of land acquisition, although not critical to the scheme. It is understood that this land is under public ownership, and whilst enquires about the availability of the land are at an early stage, there would appear to be a reasonable opportunity to secure an agreement.

5.115 The ***benefits realisation*** process provides assurance that due consideration has been given to the need to maximise benefits from the scheme. The ***Monitoring and Evaluation Programme*** provides output and outcome indicators linked with specific elements of the scheme, as opposed to the actual stated objectives of the scheme. Whilst no specific metrics or targets are set out, there is a general discussion of data sources that will be used to assess impacts.

5.116 There is no discussion of ***contingency planning*** within the Management Case.

Summary and Conclusions

Summary

5.117 The review of the five cases has identified a series of points for further consideration. These are summarised below:

The Strategic Case demonstrates clear policy alignment overall and presents a strong case for intervention for certain elements of the scheme based upon the context of the currently vacant ticket office building and the complementary Access for All bridge that will now be completed. Ensuring that these elements can be properly integrated, through a wider reconfiguration of the station layout, as well as improved walking and cycling access to the station, will generate strategic benefits beyond the direct investment.

There are clear interdependencies between the proposed enhancements associated with this business case and the Access for All bridge that will be delivered by Network Rail. It is imperative that there can be full confidence that the Access for All bridge will be completed soon after the other station works are completed.

The proposals to expand the station car parks through decking, increases the complexity of the project, but can also be seen to align with policy to encourage public transport access to regional centres, such as Reading. This should provide benefits to both the park and ride users, but also to non-users (highways users) through decongestion benefits; however, the business case currently presents limited evidence that this will be the case and requires further assessment.

As part of the scheme option assessment process, there would have been merits in assessing a version of the scheme that focuses upon the station forecourt and walking and cycling measures alone, as this would have provided a useful comparative assessment to the full scheme proposals.

The Economic Case, in general terms, demonstrates that the overall scheme will deliver high value for money from investment. A key aspect of this is that the significant capital costs are off-set by increased revenue streams from car parking and the rail farebox that will, in the main, filter through to the DfT as part of the rail franchising process.

The key direct economic benefits that are derived from the scheme are through journey quality from releasing the benefits of the vacant ticket office and providing an enhanced station environment. Benefits through increased physical activity of individuals encouraged to cycle to the station are also important.

Decongestion benefits for the highway network are reported as very low, despite the increased park and ride capacity reducing car trips off the network. This requires further assessment.

Sensitivity tests demonstrate that the securing high occupancy of the expanded car parking facilities is critical for the overall scheme to deliver high value for money.

A reasonably robust Financial Case is presented with a breakdown of costs and risk contingencies, albeit these have been applied as a standard rate and not generated through a quantified risk register. The car park deck represents the largest element of scheme costs (77%).

The LGF funding allocation is, mainly, being sought in advance of works being completed. The GWR contribution is currently subject to final approvals; however, it is understood that the DfT/Network Rail funding for the Access for All bridge is fully secure, with a stated commitment to spend in Control Period 6 (up to 2024). The WBC contribution is also fully secured. At present, whilst both GWR and WBC will actively seek to cover any potential cost overruns that could occur on the scheme, there is not formal commitment, albeit no further funds from TVB LEP would be sought.

The Commercial Case provides reasonably detailed information, albeit there are clearly a number of elements of the scheme that are subject to development. As an example, GWR have not specifically presented a preferred procurement option.

The Management Case provides confidence that effective procedures will be in place to deliver the project with adequate governance and assurance processes. There clearly remain a number of risks to project delivery, including necessary permissions and approvals. It is also not clear how well known the ground conditions are for the car park decking scheme and the risks of cost escalations as a result.

Conclusions

5.118 The overall scheme is considered to align well with strategic priorities and will, in combination with opening up the existing, vacant ticket hall and integrating with the proposed Access for All bridge, deliver significant improvements to provision at Theale Railway Station, thus encouraging travel by sustainable modes.

5.119 The additional car park capacity will release some current constraints and enable more park and ride trips, albeit the extent to which this delivers highway decongestion benefits has not been well documented and requires further assessment work.

5.120 The overall economic case for the package of measure is forecast to deliver high value for money, although a significant reason for this is the additional revenue generation that will accrue to the DfT through the franchising process, as opposed to direct economic benefits within the LEP area. Many of these benefits (journey quality and physical activity) relate directly to the station forecourt, and walking and cycling measures, which represent a relatively small proportion of the scheme costs.

5.121 The financial case appears robust, with a reasonable contingency in place, albeit further confirmation of funding commitments is required, including in the event of cost overruns.

5.122 The commercial and management cases are generally considered to be acceptable, although limited in detail in some areas. A range of risks to delivery remain, including permissions/approvals, as well as detailed design work.

5.123 It is our conclusion that there appears to be a strong overarching case for the scheme, with good strategic alignment and high overall value for money from investment. The extent to which the additional car parking capacity will deliver direct benefit to the LEP area are not clearly demonstrated, but the overall scheme is considered to provide a good balance of measures that will encourage public transport and walking & cycling usage. There remain a number of areas of risk to delivery that need to be resolved

5.124 On this basis, we recommend the scheme for approval on the basis that the following conditions are met:

1) Further analysis of the impact the scheme will have upon decongestion of the highway network, including the number of trips removed from corridors leading into urban areas with known congested networks, which is sufficient to determine that the decongestion benefits will be higher than those currently presented within the Economic Case;

2) Full details of planning requirements for each individual scheme element, including when any necessary approvals or determinations will occur;

3) GRIP 4 Network Rail Approval in Principle, as necessary to deliver the project; and

4) Formal funding commitment from First Group and Network Rail for the match-funding identified by GWR, with a more detailed understanding of what processes would be undertaken in the event of any cost overruns, should they arise.

5.125 These conditions should be met at the earliest feasible date but no later than 31st October 2020.

Appendix 3

Theale Railway Station Upgrade Scheme

Executive Summary (May 2020)

West Berkshire Council

1. Executive Summary Introduction

1.1 This report sets out the business case for the Theale Railway Station Upgrade Scheme. This includes a series of enhancements to improve sustainable transport interchange, increase Park and Rail capacity and enhance customer facilities to help accommodate the forecast growth in rail travel. 1.2 The scheme will complement investment made by the wider Great Western electrification project and the proposed delivery by Network Rail of a new footbridge with the lifts via the "Access for All" initiative. The proposals are key to enabling Theale station to become a modern and attractive interchange that is able to meet the needs of all future rail passengers.

Strategic Case

1.2 The project is being jointly promoted by West Berkshire Council (WBC) as local transport authority and Great Western Railway Limited as the train operating company operating services under the Great Western franchise. 1.4 The Theale Station project takes into account GWR forecasts for growth in rail travel and expected growth in population arising from housing development in Theale and the surrounding area. It also complements investment already made by the Great Western Electrification project and the new "Access for All" footbridge with lifts, which is due to be completed at the station by the end of 2022 and is a key component of the wider plan for the station. It also builds on investment previously made through the delivery of a new station building as part of the Reading Area Local Sustainable Transport Fund project in 2014. The scheme is therefore an important component in the jigsaw of many projects coming together to make Theale station a modern and attractive transport interchange. 1.5 Theale station lies just to the south of and a five minute walk from the centre of Theale. It sits alongside several industrial estates and is a short walk from the Arlington Business Park. The station is also within a comfortable cycling distance of the Calcot area, which can access Theale via a footbridge crossing of the M4. 1.6 The project takes into account development policies favouring sustainable modes within the National Planning Policy Framework and supports the key elements and infrastructure programme within the Thames Valley Berkshire Local Enterprise Partnership's Strategic Economic Plan and new Berkshire Local Industrial Strategy. It has a strong fit with local planning and policy documents and GWR's corporate priorities. 1.7 An Options Assessment Report (OAR) has been prepared which sets out key objectives and the strategic appraisal framework that was applied to review the various options developed for the project.

1.3 The four objectives for the project are;
(i) Improve passenger interchange facilities and enhance the appearance of the station.
(ii) To enable the station to be gateway for journeys into central Reading.
(iii) To provide a fully accessible station that allows ease of access for all rail users.
(iv) Deliver enhancements that minimise the carbon footprint of the station.

1.4 The new station building delivered as part of the Reading LSTF project has remained dormant since its installation due to uncertainties surrounding the new Network Rail footbridge. Now that there are firm dates for the delivery of the new

bridge, this project will undertake the necessary works and modifications required to bring the new building into use in a timely manner. The new building will include a fully accessible ticket window, toilets, a waiting area and space for a retail unit. 1.9 The proposed interchange improvements will include the development of a forecourt area around the new station building which will provide a safe pedestrian route to the new footbridge, new secure and covered cycle parking, drop-off points and taxi ranks. New vehicle accesses will be provided on Brunel Road, with the upgrades at the station also being complemented by pedestrian and cycle improvements on Brunel Road and Station Road. The package of improvements will also enhance the public realm around the station by transforming the current rather drab feel to something more aesthetically appealing.

1.10 Another key component of the project will be to increase car parking capacity at the station by the provision of an upper deck. This will enable the station to accommodate the forecast passenger growth expected to occur and to allow the station to become a Park & Rail facility as envisaged in local transport strategies for the wider Reading area.

Economic Case

1.11 The Economic Case identifies and assesses the preferred option for the scheme against the Strategic Case objectives. It identifies the impacts of the preferred option and establishes the value for money in relation to securing a funding contribution as well as justifying the use of taxpayers' money in an efficient manner. The scheme benefits are presented as the Net Present Value (NPV – value of overall benefits) against scheme capital cost.

1.12 The proposed investment at the station, notably the additional car parking capacity, cycle parking and opening of the station ticket office is expected to provide direct benefits for station users, and indirect social benefits.

1.13 The assessment examines the benefits regarding improvement to station facilities, additional car and bicycle parking capacity with CCTV coverage, improved experience for station users with new station forecourt area with dedicated walking routes, and the commercial rental income through opening of the retail space within the new station building.

1.14 Additional car parking will be delivered through an upper deck on the existing car park. This assessment examines the impact on car park revenue arising from the additional 111 spaces being provided.

1.15 The results for the economic appraisal, consistent with DfT WebTAG demonstrate a Net Present Value (NPV) for the overall project of £1.12m and a Benefit to Cost Ratio (BCR) of 3.3:1, which is considered to be high.

Financial Case

1.16 Funding for the whole project will be provided through a number of sources in addition to the £4.0m provisionally allocated by the TVB LEP Local Growth Fund. Secured contributions amount to £6.137m, making an overall total of £10,137m for the wider investment scheme at Theale Station.

1.17 The secured contributions are a local private sector contribution from GWR and a local public sector contribution from WBC. The wider scheme costs also include an estimate of £4.0m for the new Network Rail "Access for All" footbridge with lifts.

Commercial Case

1.18 The Commercial Case is based on strategic outcomes and outputs against which alternative procurement options are assessed. The outcomes for the preferred procurement strategies must include achieving cost certainty, minimising future preparation costs, obtain contractor experience and input to the construction programme, and obtain contractor input to risk management and appraisal (including mitigation).
1.19 The main bulk of the improvements are confined within the station lease area and will be commissioned by GWR. Elements relating to improvements on the local highway and footway networks will be commissioned separately by WBC. The Commercial Case outlines the approaches of both WBC and GWR who will manage their elements according to their own corporate processes and rules. For both organisations, the relevant procurement strategy and procedures are outlined as well as preferred payment mechanisms and pricing frameworks.

Management Case

1.20 The Management Case has been developed to reflect the requirements outlined in the DfT's guidance. It examines the proposed project planning, governance structure, risk management, communications and stakeholder management, benefits realisation, contingency and assurance.
1.21 The governance model indicates that as co-promoters, both WBC and GWR will respectively identify a Project Manager to manage their elements of the project. The Project Managers will report to their own senior Project Boards, who in turn will provide oversight, scrutiny and guidance, plus authorising expenditure. Day to day running of the project will be overseen by a Project Team from WBC and GWR along with Network Rail as station landowner. 1.22 A project plan is also included which guides the project from the submission of this full business case and TVB LEP approval through to the construction and delivery of the main elements of the project. It contains key dates for the completion of the various elements of the project and is consistent with the agreed expenditure plan outlined in the Financial case.
1.23 WBC and GWR have demonstrable experience in developing and delivering projects related to their elements of the project. Both organisations have their own extensive project management methodologies to encompass all stages of project development.
1.24 A risk register for the project has been prepared by WBC and GWR, which contains an assessment for each identified risk with recommended mitigation measures. The register will be regularly reviewed throughout the duration of the project.
1.25 A robust monitoring and evaluation strategy has also been developed to accurately measure the success of the project, and to determine whether the main project objectives have been realised. Monitoring will collate data from a number of qualitative and quantitative sources and take place in three stages; immediately after construction, one-year post completion and five-year post completion.

Conclusion

1.26 The Business Case presents the assessment and appraisal for a proposal to upgrade passenger interchange and facilities at Theale station. This is to be achieved in two distinct elements; improvements to passenger interchange and facilities, and increase car parking capacity, led by Great Western Railway and the walking and cycling access improvements led by West Berkshire Council. These, plus the delivery of the Network Rail “Access for All” footbridge will make the station a modern and attractive interchange that is able to meet the needs of all future passengers.

The key elements of the proposal have undergone a series of assessments in line with Department for Transport WebTAG guidance to outline the strategic, economic, financial, commercial and management aspects of the projects. Assessment and sensitivity tests undertaken as part of the Economic Case demonstrate that the scheme can achieve a Benefit/Cost Ratio of 3.3:1, indicating a High value for money. Therefore, the scheme can be considered suitable for funding by Thames Valley Berkshire Local Enterprise Partnership.

BLTB Forward Plan 2020-2021

15th July 2020

Deadline for final reports:
2nd July
Agenda published:
7th July

- Election of Chair and Vice Chair
- Financial Approval: 2.29 Wokingham Winnersh Park and Ride - addendum 2 Urban Realm Improvements
- Financial Approval: 2.32 Maidenhead: Housing Sites Enabling Works Phase 1 - amendment
- Financial Approval: 2.40 Windsor: Town Centre Package
- Financial Approval: 2.44 Reading Buses: Completing the Connection
- Financial Approval: 2.46 Slough Langley High Street Improvement phase 2
- One-year-on Impact report for 2.09.2 Sustainable Transport: A4 Cycle (SBC)
- One-year-on Impact report for 2.22 Slough: Burnham Station Access Improvements
- Call for bids – phase 2 announcement
- BRRP: £100k scheme develop monies report
- BLTB approval of TfSE Proposal to Government
- Progress reports
- Forward Plan

12th November 2020

Deadline for final reports:
30th October
Agenda published:
4th November

- One-year-on Impact report for 2.10 Slough: A322 Improvements
- One-year-on Impact report for 2.11 and 2.12 Reading: Phase 1 & 2 South Reading MRT
- One-year-on Impact report for 2.15 Bracknell: Martins Heron roundabout
- Call for bids phase 2 - prioritised list for BLTB approval
- Transport for the South East – Annual Subscription Report Update
- Call for bids prioritised list for BLTB approval
- Progress reports
- Forward Plan

11th March 2021
Deadline for final reports: ***26th February*** ***Agenda published:*** ***3rd March*** • Progress reports • Forward Plan

2021 Meeting dates:
Thursday 11 March 2021
Thursday 15 July 2021
Thursday 11 November 2021