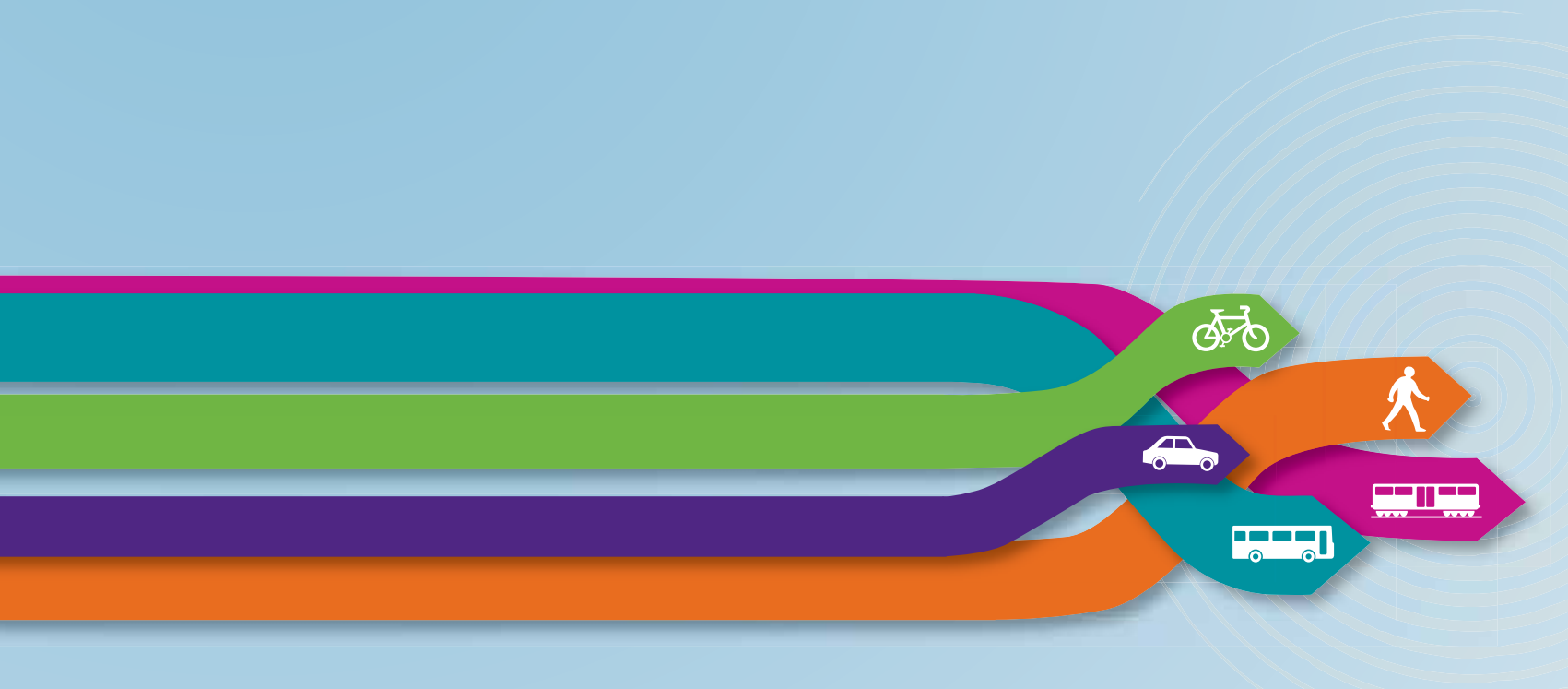




Worcester Transport Strategy

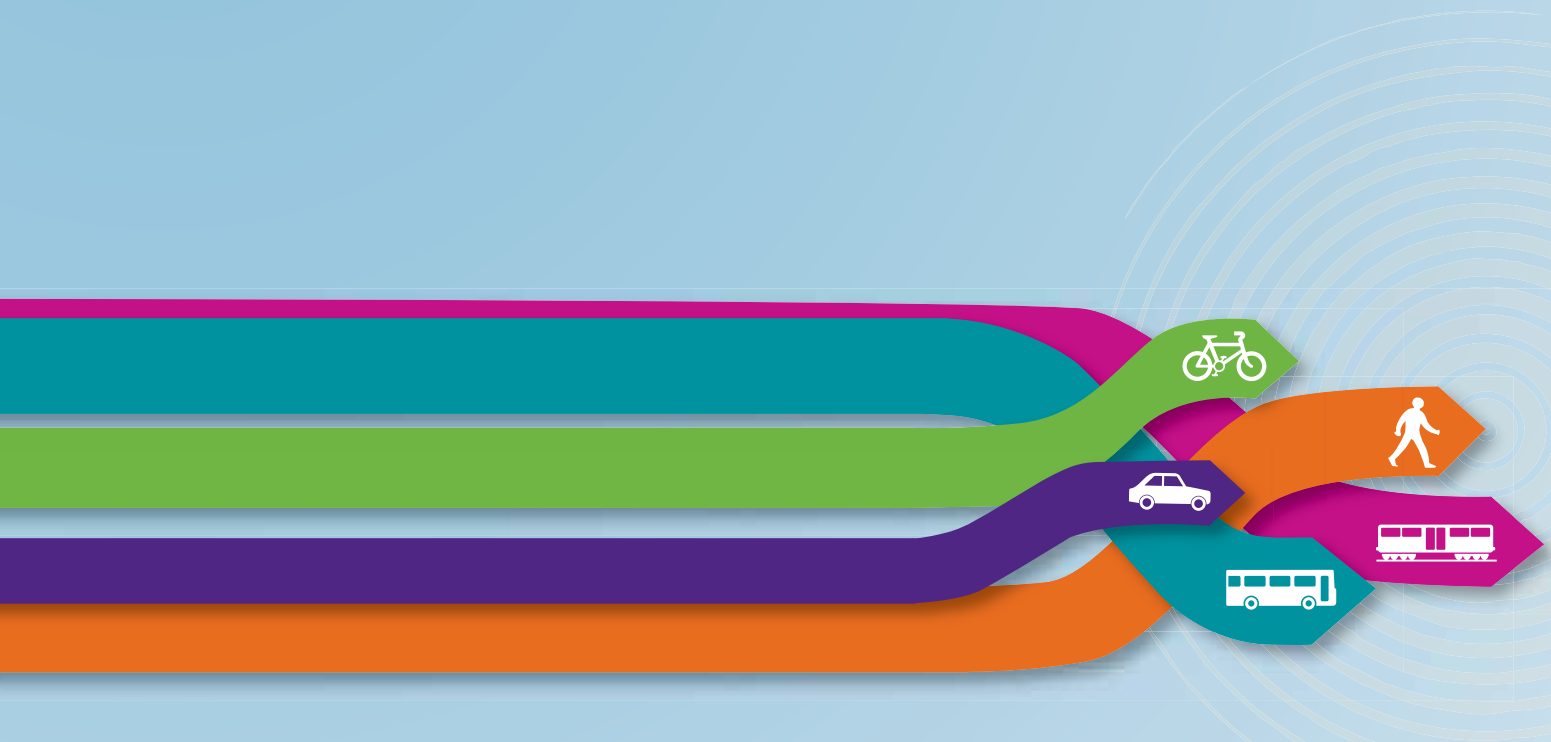
Local Authority Major Schemes Best and Final Funding Bid

September 2011





Scheme Cost Summary & Senior Responsible Owner / Section 151 Officer Declarations



**LOCAL AUTHORITY MAJOR SCHEMES
BEST AND FINAL FUNDING BID
SEPTEMBER 2011**

Scheme Name	Worcester Transport Strategy
Local Authority	Worcestershire County Council

SCHEME COST SUMMARY (£m)

	Scheme As Previously Configured (from section 1.4)	Revised Scheme (from section 4.4)
LA contribution, excluding Part 1 Claims	£4.38m	£4.12m
Third Party Contribution	£0.00m	£0.79m
DfT Funding Contribution	£46.00m	£14.65m
Total	£50.38m	£19.55m


CONTACT DETAILS FOR FURTHER ENQUIRIES

Lead Contact: Position: Tel: E-mail:	Steve Harrison Transport Policy and Strategy Team Leader 01905 766 179 sharrison@worcestershire.gov.uk
Alternative Contact: Position: Tel: E-mail:	Peter Blake Head of Integrated Transport 01905 766 844 pblake@worcestershire.gov.uk

NOTE: Bids should be received by the Department by Noon on 9th September 2011.


SENIOR RESPONSIBLE OWNER DECLARATION

As Senior Responsible Owner for [scheme name] I hereby submit this Best and Final Funding Bid to DfT on behalf of Worcestershire County Council and confirm that I have the necessary authority to do so.

Name: Peter Blake	Signed:  7/9/11
Position: Head of Integrated Transport	

SECTION 151 OFFICER DECLARATION

As Section 151 Officer for [name of authority] I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that [insert authority name] has the intention and the means to deliver this scheme on the basis of its proposed funding contribution at section 4.3 (a) above, as well as meeting any ongoing revenue requirements on the understanding that no further increase in DfT funding will be considered beyond the maximum contribution requested at 4.3 (c) (including if third party contributions should no longer be available).

Name: Patrick Birch <i>PATRICK BIRCH</i> <i>DIRECTOR OF RESOURCES</i>	Signed:  <i>7th September 2011.</i>
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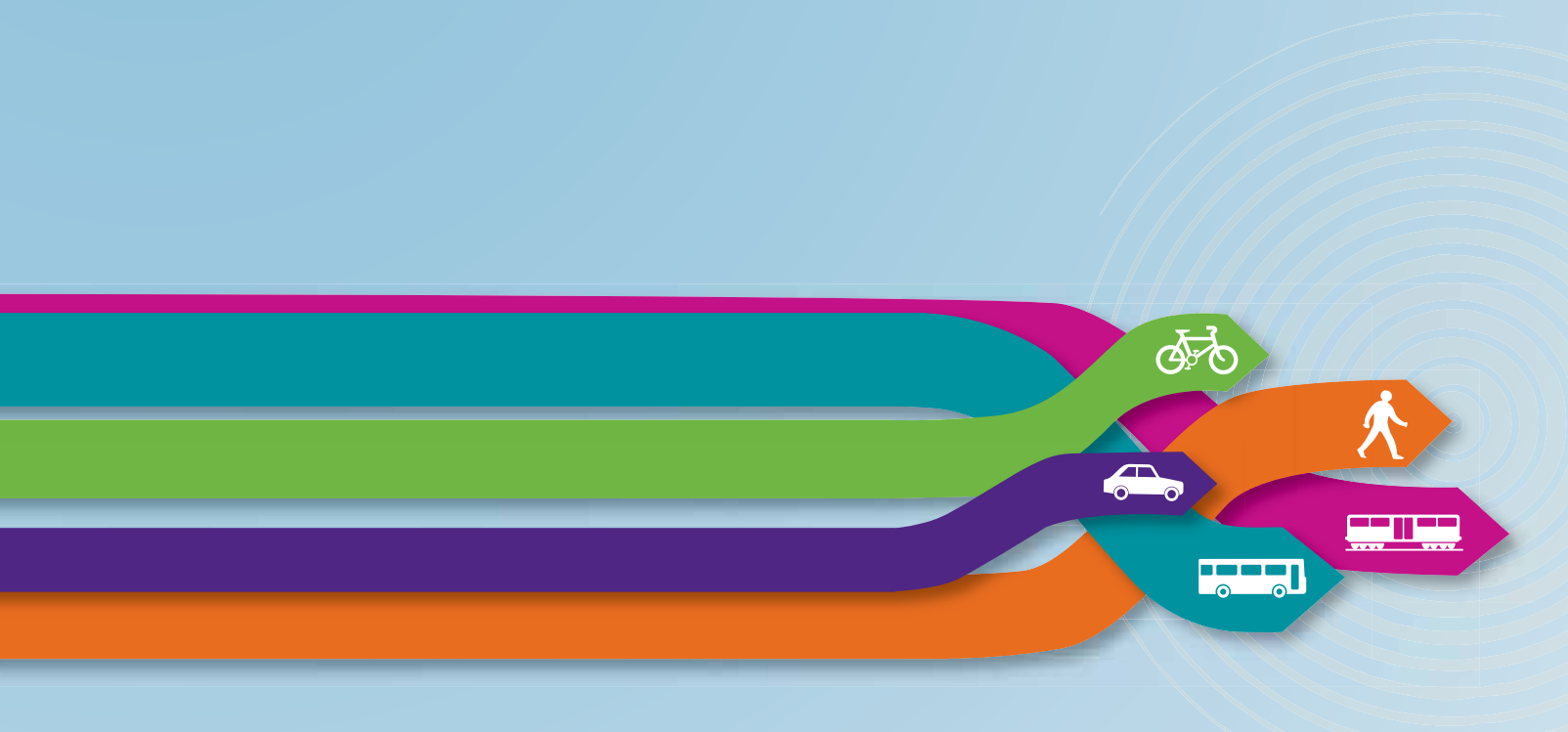
Please Note: The promoting authority should ensure that a copy of this BAFB form and all supporting information is available on its website by 5pm on 12 September 2011.

Please detail the appropriate location where these documents can be located. The Department may provide a link to these pages from its own website.

www.[Insert as appropriate]



Section 1: The Scheme as Previously Configured



SECTION 1: THE SCHEME AS PREVIOUSLY CONFIGURED

i.e. BEFORE 10 JUNE 2010

This section should EITHER describe the scheme as approved at Programme Entry OR as submitted in a business case bid for Programme Entry OR on the latest design on which the last QMR submitted to the Department was based.

Note: this information should be consistent with what was included in previous EoI with any differences explained.

Date of Programme Entry or PE Bid or last QMR Submission <i>(where applicable)</i>	April 2010
Estimated total scheme cost <i>(inclusive of eligible preparatory costs)</i>	£50.38m
DfT contribution	£46.00m
Local Authority Contribution <i>(excluding the costs of any Part 1 Claims that you may have included at this time)</i>	£4.38m
Third party contribution	£0.00m

1.1 Brief description of the scheme as previously configured *This should clearly state the scope of the scheme and describe all of its key components.*

The Major Scheme Business Case (MSBC) for Phase 1 of the Worcester Transport Strategy (WTS) was submitted in April 2010. The WTS MSBC is a multi-modal package of measures that Worcestershire County Council is seeking to implement with funding support from the Department for Transport (DfT). The WTS MSBC incorporates appraisal based on DfT Transport Analysis Guidance (WebTAG).

The City of Worcester is Worcestershire's principal economic hub and retail centre. It is also a growing university city that is seeking to achieve sustainable economic growth and improve the quality of life for residents, workers, businesses and visitors alike. It is important that the city fulfils its role as a catalyst for economic recovery and growth across Worcester, Worcestershire and the West Midlands. Local stakeholders, including the business community agree that:

Key to achieving this goal is the provision of a transport network capable of supporting and accommodating sustainable economic recovery and growth.

Without investment in transport infrastructure and services (across all modes of transport), Worcester's ability to grow and remain a key centre for economic growth will be significantly constrained.

The WTS MSBC Preferred Package focuses on delivering the first phase of the overall WTS. It focuses on maximising the efficiency of the current multi-modal transport network, increasing transport choice and making better use of existing assets. The WTS MSBC Preferred Package will deliver an integrated and balanced network of transport infrastructure and services that supports the economy (by reducing congestion and travel costs), reduces the impact of transport on sensitive environments (particularly in the City Centre) and improves quality of life. The WTS MSBC represents a comprehensive, strategic approach towards the development of Worcester and its hinterland's transport network across all modes of transport.

The WTS MSBC Preferred Package provides an integrated package approach which maximises benefits to users (i.e. the whole is greater than the sum of parts) through: larger time savings; increased accessibility and reliability; provision of more transport choice and a better travel experience. The composition of the MSBC package submitted in April 2010 is summarised in Table 1.1, below:

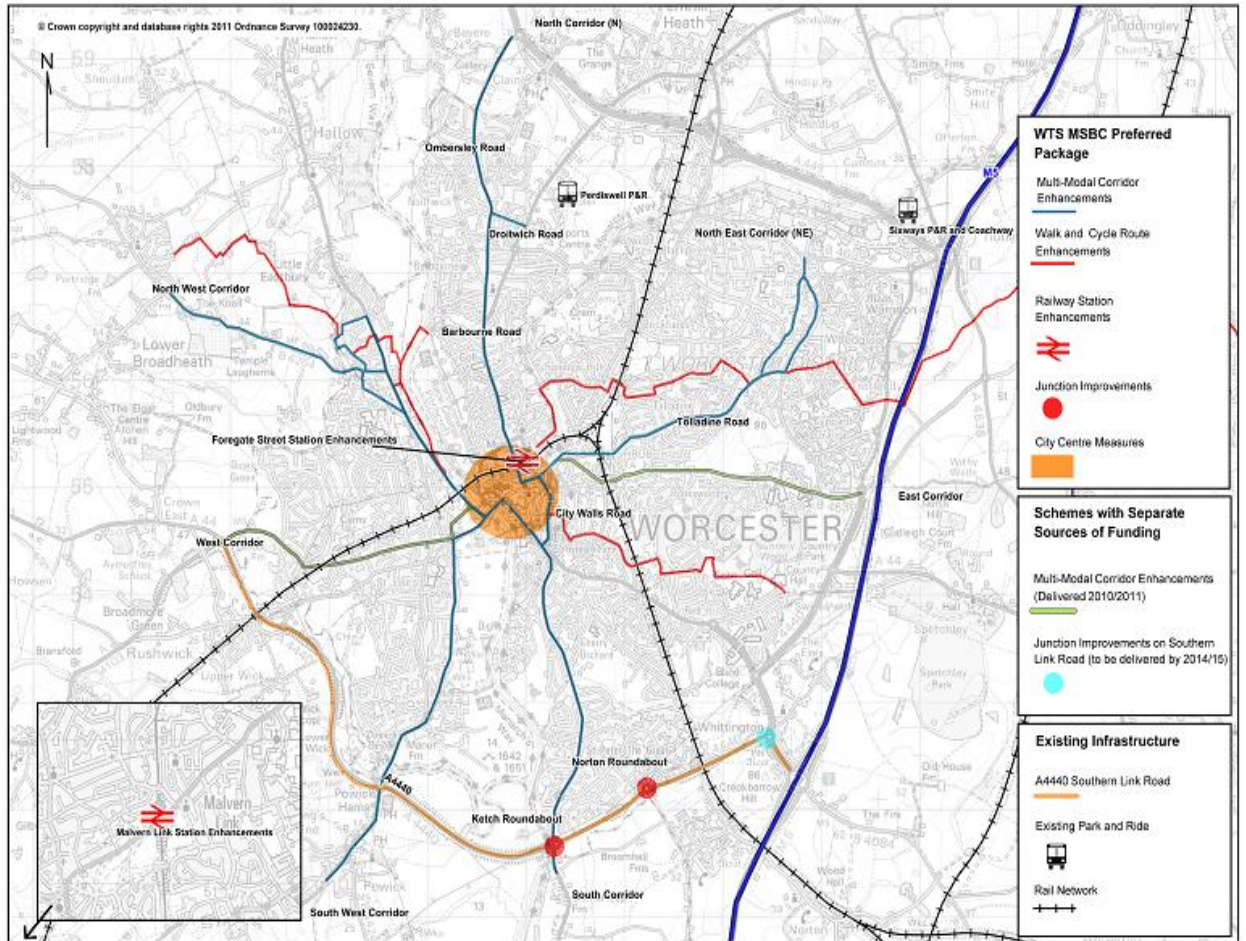
Note: Full details of the schemes are provided in supporting documents "Worcester Transport Strategy, Major Scheme Business Case Submission", April 2010 and "Preliminary Appraisal Report, February 2010" (see Annex 4: SD1).

Table 1.1: Components of the WTS Preferred Package

Scheme Type	Description of Proposals
Southern Link Road Junction Upgrades	2 key junctions on the A4440 Southern Link Road will be upgraded, including a major upgrade at Ketch Roundabout (A4440/A38 junction). The A4440 provides a critical link between South Worcestershire and the M5 (Junction 7), bypassing Worcester City Centre. This road suffers from significant congestion problems, resulting in delays to businesses and users and encouraging routing via Worcester City Centre of traffic that would otherwise bypass the city, with consequent adverse impacts on transport costs, the city economy and the environment. The proposed measures have been designed to reduce congestion, increase reliability and support improvements to walk, cycle and public transport in the city centre.
Rail Station Improvements	2 rail station enhancements, including access to and from stations and passenger facilities. Worcester Foregate Street Station and interchange is located close to the City Centre and is the busiest station in Worcestershire. Facilities for passengers are poor however, which discourages use of rail. The station will receive extensive renovation in terms of passenger facilities and information and including improved facilities for those accessing the station on foot, by cycle and bus. Malvern Link station provides an important access point for rail trips from Malvern Hills District to Worcester, the West Midlands and beyond and as such has an important role in reducing traffic. The quality of interchange facilities at the station is poor, however. The station will receive a major upgrade to improve cycle and bus-rail interchange and rail based park & ride.
Multi-Modal Improvement Corridors	Radial routes to/from Worcester City Centre suffer from congestion and have poor quality facilities for walk, cycle and public transport users and operators. This imposes costs on the economy and environment and constrains economic growth. 5 radial corridors to the city centre will receive investment to improve connectivity, safety, accessibility, journey times, reliability and the public realm in general. The scheme includes upgraded traffic signals, changes to on-street parking, walk infrastructure improvements, cycle priority measures and measures to improve local public transport including priority measures, passenger facilities improvements and information enhancements. In combination, these measures will improve traffic flow and increase travel choice for journeys to/from/within the city.
Intelligent Transport Systems Measures	Measures include: A Real Time Information System (RTIS) for local public transport users and Variable Message Signing (VMS) on the local road network. The RTIS will increase user confidence in the local public transport, improve operational performance and encourage modal shift with consequent benefits in terms of congestion and emissions. 140 buses will be equipped with RTIS equipment, The 63 most heavily used bus stops in the city will be equipped with at-stop RTIS equipment (with RTIS available at all other stops though mobile phone technology) and 10 traffic signal controlled junction along the 5 corridors will be equipped with RTIS-based bus priority measures. The VMS will increase the efficiency of the local road network and help to reduce congestion. Six roadside VMS displays will be linked to city centre car parks to provide motorists with early information on parking availability and route options. These will augment the existing six VMS signs to provide a comprehensive system of managing traffic access to city centre car parks and also relaying additional information to road users (e.g. accidents and short notice road closures)
Walk and Cycle Schemes	3 walk and cycle routes linking suburban areas with employment, leisure, retail, health and education facilities and services in and adjacent to the City Centre.
Smarter Choices Measures	Drawing on the success of the Worcester Sustainable Travel Town Pilot Project, various schemes to reduce the need to travel by car through improved information and awareness of the benefits offered by sustainable modes together with targeted marketing.

A plan illustrating the WTS Preferred Package is provided as Figure 1.1, below.

Figure 1.1: WTS Preferred Package: Overview of Schemes



1.2 What are/were the primary objectives of the scheme?

Please limit this to the primary objectives (ideally no more than 3) the problems to which this scheme is the solution. If the primary objectives have changed please explain why. Do not include secondary objectives i.e. things to which the scheme will contribute.

In line with local and national policies, the following three objectives form the primary objectives for the WTS

- Maximising the efficiency of the existing transport network and improving journey times and reliability, thereby supporting the economy
- Reducing carbon emissions
- Enabling greater participation in the local community

These objectives have been identified in partnership with key local stakeholders and are consistent with adopted local policies and priorities, including those set out in the:

- Worcestershire Economic Strategy
- Adopted LTP3
- Worcestershire Sustainable Community Strategy
- Emerging Local Development Frameworks

Chapter 2 of the “Worcester Transport Strategy, Major Scheme Business Case Submission”, April 2010 explains the full objectives, problems and strategy of the overall transport strategy for Worcester. This document is provided as a supporting document to this BAFFB form.

The WTS Preferred Package supports the delivery of agreed policy led outcomes. In particular it seeks to:

- **Maximise the efficiency of the existing transport network and improve journey times and journey reliability (Supporting the Economy)**, through measures designed to reduce congestion and journey times and increase journey time reliability, thereby:
 - Helping to reduce transport costs for businesses, transport users and operators
 - Increasing competitiveness, through reducing journey time uncertainty
 - Improving access to markets, enabling businesses to better access their customers
 - Improving access between jobs and workers, supporting business growth
 - Supporting sustainable growth, by addressing constraints on network performance and increasing travel choice
- **Reduce Carbon Emissions**, through measures designed to:
 - Improve the performance, attractiveness and user perception of walk, cycle, rail and bus transport modes making them a more realistic alternative to the car for journeys to/from the congested city centre and along key inter-urban corridors
 - Reduce the volume of through traffic operating via the congested city centre and its currently designated Air Quality Management Areas and borderline AQMA areas
 - Reduce dependence on the car for journeys to/from/within Worcester
 - Deliver mode shift to efficient modes of transport
 - Deliver health benefits
- **Enable Greater Participation in the Local Community**, through:
 - Enhancing travel choice to, and connectivity between, key residential; employment; health; retail; leisure and education facilities
 - Improving labour market connectivity across all transport modes
 - Improving transport related safety and security across all transport modes thereby supporting an increase in real travel choice
 - Improving quality of life for residents

These primary objectives remain in place and also underpin the Best and Final Funding Bid (BAFFB) which is set out in Section 2.

The links between the WTS outcomes and their support for the delivery of policies is strong as Table 1.2, below, illustrates.

Table 1.2: WTS Outcomes and Policy Objectives

Worcester Transport Strategy Desired Outcome	Policy Objectives		
	Support The Economy (Maximising the efficiency of the existing transport)	Reduce Carbon Emissions	Enable Greater Participation in the Local Community
Deliver an integrated and balanced network of transport infrastructure and services which supports the delivery of National, and Local Government policies on sustainable economic growth, climate change and sustainable transport.	✓	✓	✓
Support the local economy, long term job creation and retention and support growth of the areas high technology industry through: reducing congestion and transport costs; increasing reliability; and reducing journey times.	✓		✓
Consolidate and expand the City's role as one of the nation's premier cathedral cities, providing a focus for tourism and investment by improving access/from/within the City and enhancing the public realm.	✓		✓
Provide transport improvements which make a positive contribution to local air quality, road safety, accessibility and traffic congestion.	✓	✓	✓
Create balanced and sustainable communities in which people can live and work by delivering improved accessibility.		✓	✓
Deliver a better quality of life for the City's residents, businesses and visitors through significantly improved and sustainable accessibility to services, employment, labour markets, facilities and opportunities in a manner which enhances the health of the individual and vitality of the area.	✓	✓	✓
Support the delivery of sustainable growth in employment and housing in 'self contained communities' in Worcester.	✓		✓

1.3 Please describe the process by which this scheme came to be the preferred option for meeting those objectives including reasons why alternatives were not progressed.

This may simply be an extract from what has already been described in previous Major Scheme Business Cases. However please take the opportunity to expand on that previous material as necessary.

The composition of the WTS has been driven by a set of 'desired outcomes' (economic growth, increased accessibility, reduced congestion, reduced carbon emissions and more sustainable travel) which, in turn, have been derived from the following policies, analyses and information:

- The socio-economic goals, which are supported in part or delivered in full by Worcester's transport network and services, as set out in:
 - Worcestershire County Council, Worcestershire Partnership and City of Worcester policies, strategies and visions, including the Worcestershire Economic Strategy, the third Local Transport Plan (LTP3) and the Worcestershire Sustainable Community Strategy;
 - The Draft South Worcestershire Development Plan (SWDP);
- A detailed assessment of current transport problems and issues and their longer term impacts on the

economy and environment;

- Baseline research completed on current and forecast travel patterns and support for change in the City of Worcester and surrounding area;
- The outcomes and findings of previous transport studies that have assessed detailed options for inclusion in the transport package for the Worcester area;
- The results and achievements recorded in delivering new transport schemes implemented in Worcestershire and elsewhere;
- Public desire (identified through a number of surveys) to improve the quality of transport infrastructure and services in the city (and the county as a whole) across all modes of transport;
- The findings of the public and stakeholder consultation process completed on WTS, with a particular focus on WTS MSBC Preferred Package;
- Best practice from planned and implemented projects in Worcestershire and elsewhere, incorporating evidence from comparable cities to Worcester, including the composition of schemes within the package and the phasing of the overall packages; and
- The requirements of Major Scheme Business Case submission guidance defined by the Department for Transport in WebTAG (DfT's Transport Appraisal Guidance) and including the demonstration of a deliverable and value for money package of measures which maximises the performance of the existing network and which shows a strong package effect.

In developing the wider WTS and both the WTS MSBC Preferred Package and subsequent BAFFB Preferred Package, Worcestershire County Council has examined and appraised a range of transport schemes. These have been reported upon in a number of documents, including the Preliminary Appraisal Report (see Annex 4, Supporting Document SD5), which examined previous appraisals of various schemes and assessed their performance for inclusion in an integrated package. The schemes were assessed in terms of:

- Value for Money – Benefits to Cost Ratio (BCR);
- Linkages to other schemes;
- Delivery Issues;
- Scheme Risks;
- Key Impacts – Positive and Negative (including the environment);
- Stakeholder and Public Support;
- Links to RSS Targets; and
- Policy Compliance.

On the basis of this assessment the WTS MSBC Preferred Package was identified as offering the best combination of measures providing high value for money and excellent alignment with agreed policies and outcomes. A Lower Cost Alternative (LCA) to the WTS Preferred Package was developed as part of the WTS MSBC submission. The WTS MSBC Preferred Package presented in the MSBC document submitted in April 2010 represented Phase 1 of the WTS.

The Preferred Package was compatible in terms of types of schemes, timescales for delivery and funding requirements (i.e. within the previously announced West Midlands Regional Funding Allocation (RFA) for the Worcestershire County Council, with schemes that have been previously successful in achieving funding. Bringing together the problems, desired outcomes and growth requirements, it has been recognised that a wide-ranging package of multi-modal transport measures was required to address these issues.

1.4 What was the last total estimated cost of the scheme as previously configured including where changed since the award of Programme Entry?

Please provide the latest cost of the scheme with a summary and where, appropriate, an explanation of the key changes from the previous cost breakdown. Please use this section to identify any cost savings that you have already made since the award of Programme Entry. Figures should be outturn costs. Please adjust to exclude the costs of any Part 1 Claims that you may have included at this time.

The original WTS MSBC Preferred Package was submitted for Programme Entry in April 2010. As such it has yet to achieve Programme Entry and has been “replaced” by the WTS BAFFB Package (which will be seeking Programme Entry in December 2011). The values in the table below are from the WTS MSBC submission of April 2010. The values exclude part 1 claims assumed in the MSBC of £0.4m at 2002 prices and values, hence the presentation is consistent with the requirements of BAFFB.

£m	Pre 2011/12	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total	%
LA contribution	£0.4m	£0.6m	£1.0m	£1.5m	£0.8m	£0.6m	£0.0m	£0.0m	£0.0m	£4.7m	9%
Third Party contribution	£0.0m	£0.0m	£0.0m	£0.0m	£0.0m	£0.0m	£0.0m	£0.0m	£0.0m	£0.0m	0%
DfT funding requested	£0.5m	£0.8m	£8.7m	£17.1m	£10.6m	£8.3m	£0.0m	£0.0m	£0.0m	£46.0m	91%
TOTAL	£0.8m	£1.3m	£9.7m	£18.6m	£11.4m	£8.9m	£0.0m	£0.0m	£0.0m	£50.7m	100%

1.5 Please describe any developments (such as housing) linked with the scheme as described above and explain any changes impacting on these developments (eg policy changes such as housing allocations, changes to redevelopment plans)?

This should explain any links that the planned scheme had to major developments and provide details of changes to these plans such as through changes in policy relating to housing, changes to developer plans etc

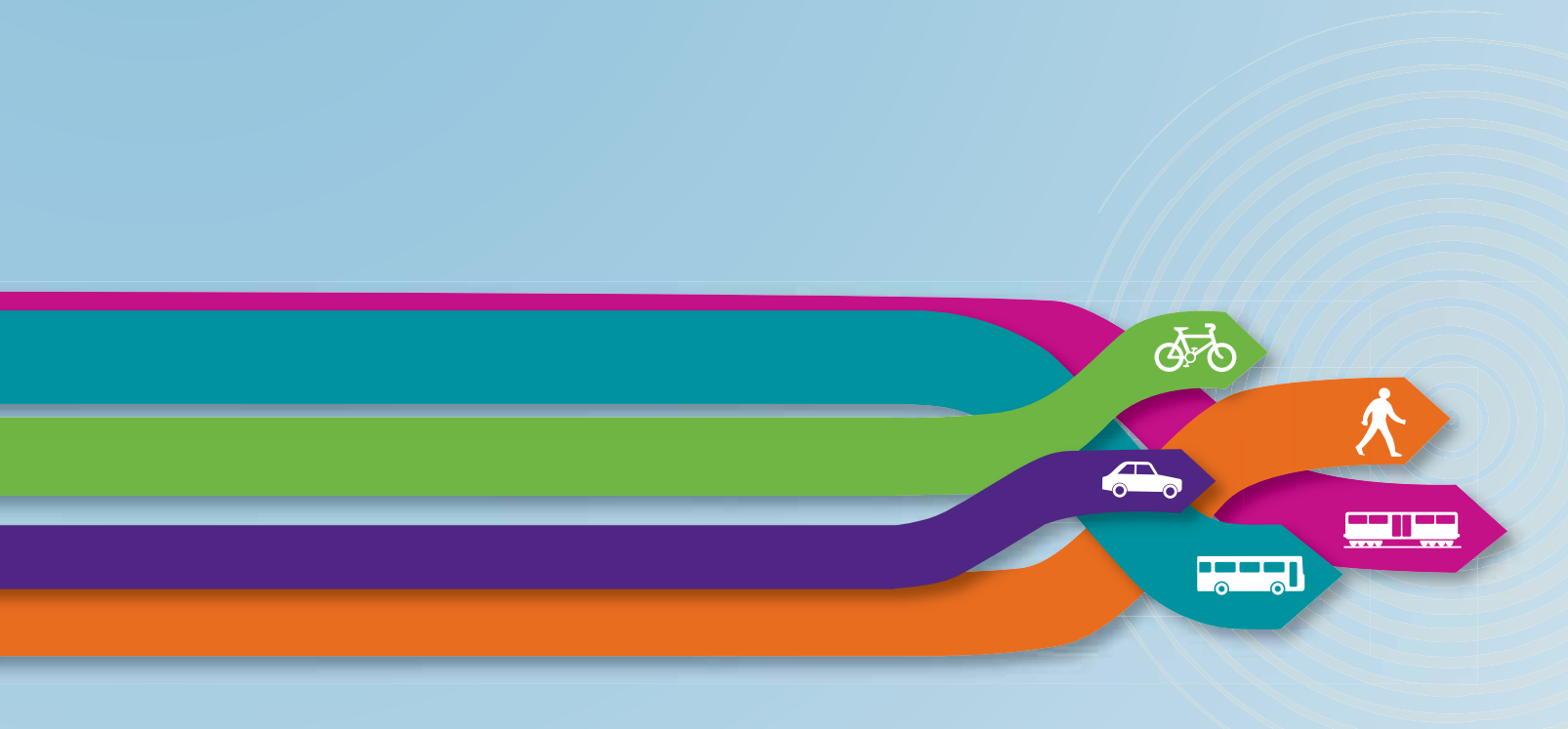
The WTSMSBC Preferred Package is not associated with specific housing and commercial developments. The investment is required to address existing problems on the transport network in Worcester. It is not intended that this first phase of the WTS will facilitate significant additional growth.

New developments will, however, benefit from the investment in the transport network and will be expected to contribute toward the costs of the Preferred Package and also the additional (to the WTS MSBC) elements of the wider WTS required to support and deliver sustainable growth and improved economic performance. This is recognised in the letters of support for the WTS Preferred Package received from private sector developers, the LEP and Chamber of Commerce. This highlights the recognition amongst the private sector of the need for them to contribute toward this first stage of the Worcester Transport Strategy in support of their land use development proposals and aspirations.

The appraisal of the WTSMSB has taken account of existing and forecast land use developments (with forecast development categorised as "pessimistic", "core" or "optimistic, consistent with WebTAG guidance). The land use assumptions have been agreed with the appropriate planning authorities across South Worcestershire.



Section 2: Revised Scheme Proposal



SECTION 2: REVISED SCHEME PROPOSAL

This section should describe the changes you are proposing to make for the purposes of your Best and Final Funding Bid.

2.1 Are you proposing any changes of scope from the scheme as described in Section 1? *If yes, please describe in detail the changes you are proposing. Please also attach explanatory maps, diagrams etc. as appropriate.*

BAFFB Package – The Affordable Lower Cost Alternative

Why have we considered a change in scope?

Worcestershire County Council is very aware of the current economic climate and the associated constraints on public spending, particularly during the spending review period. Recognising these financial pressures and the ongoing need to deliver a fit for purpose transport network for Worcester, we have identified a revised lower cost package of measures known as the ‘BAFFB Package’.

The BAFFB Package is based on the optimum balance of interventions and funding availability whilst retaining the fundamental principles of the original WTS MSBC Preferred Package and outcomes being sought. The BAFFB Package is the result of considering which of the WTS MSBC Preferred Package measures represent the best value for money and present the greatest opportunity to realise benefit, whilst recognising the limitations on funding at this time. We have resisted reducing the quality of the individual package elements as to do so would undermine the ability to realise the full benefits that can be achieved in meeting the objectives of the WTS. With funding now secured through third parties, this has also influenced the scope of the final scheme.

The BAFFB Package will ensure that Worcestershire County Council will continue to deliver measures to the quality required to make a real difference in transport network performance and travel behaviour with associated benefits to the economy, environment and quality of life. It is important to note that the elements of the scheme that are not represented in this BAFFB Package are still part of the long term WTS and will be implemented over time, as funding allows.

The rationale for identifying the BAFFB Package has been based on the following criteria:

- Consideration of WTS MSBC Preferred Package measures that would be difficult to deliver in the revised funding window;
- Consideration of the responses from the public and key stakeholder consultation, in particular those elements of the WTS MSBC Preferred Package with the greatest support (recognising that 83% of respondents were in favour of the Preferred Package);
- Recognising that there may be some changes to the delivery timescales of planned housing and commercial developments; and
- Finding alternative ways of delivering the outcomes (particularly related to behavioural change) being sought through existing Worcestershire County Council initiatives and alternative funding sources

What are the components of the BAFFB Package?

The schemes included within the BAFFB Package and whose appraisal is reported in this document, are summarised in Table 2.1 and Figure 2.1, below.

Note: Full details of the schemes are provided in Annex 4: Supporting Documents SD1 “Worcester Transport Strategy, Major Scheme Business Case Submission”, April 2010 and SD6 “Preliminary Appraisal Report, February 2010”.

Table 2.1: WTS BAFFB Package: Overview of Schemes

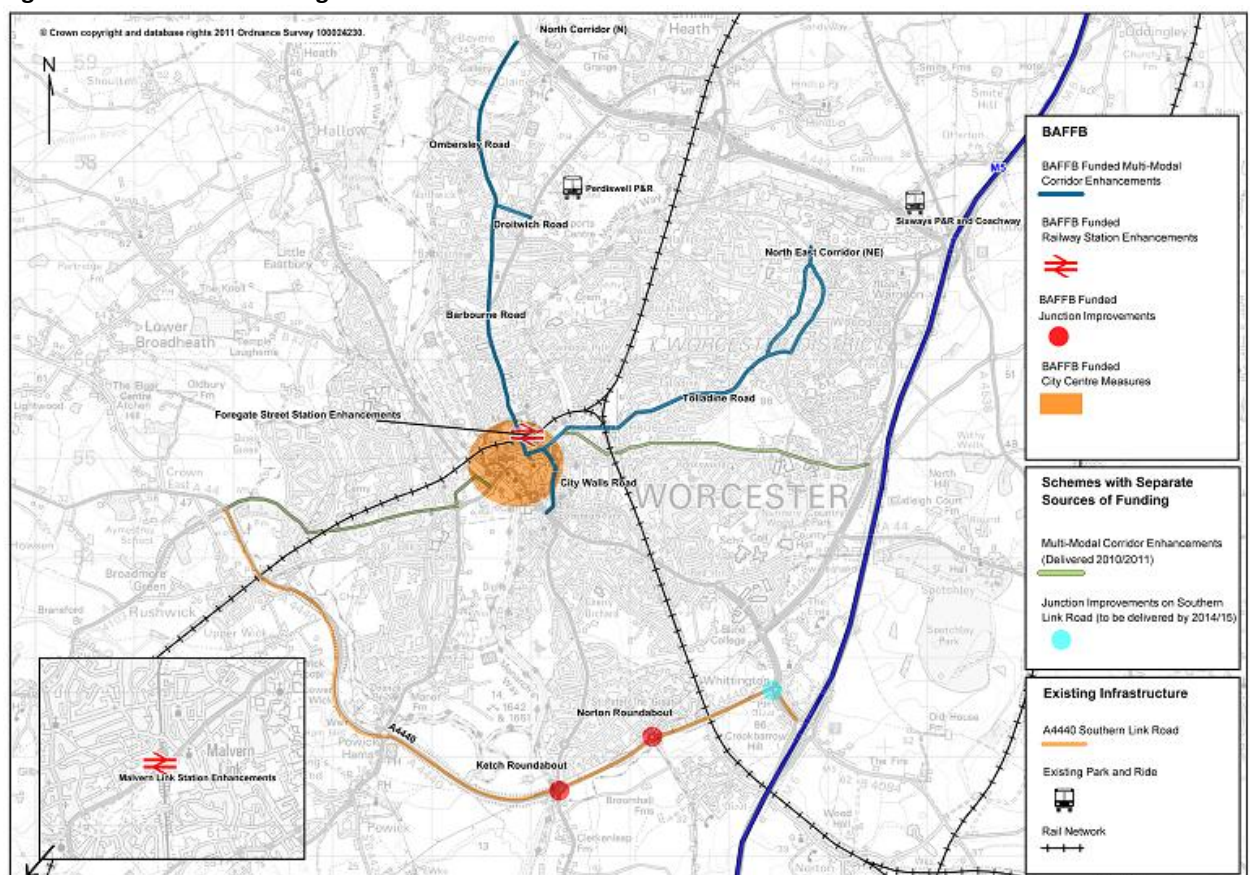
Scheme Type	Description of Proposals
<p>Southern Link Road Junction Upgrades</p>	<p>Improvements to the operation of 2 junctions on the A4440 Southern Link Road, a congested and strategically important section of highway. These measures will reduce congestion (reducing transport costs for businesses and road users), increase reliability and support improvements to the city centre network. The two junctions for upgrade are:</p> <ul style="list-style-type: none"> • Ketch Roundabout: Enlargement with entry and exit widening on the A4440 Broomhall Way to deal with existing severe congestion problems and to be compatible with potential future dualling of the A4440. The new roundabout will include improvements for pedestrians and cyclists with new crossing and shared use facilities. • Norton Roundabout: Capacity improvements, particularly along the A4440 Crookbarrow Way approach to improve the operation of the junction.
<p>Rail Station Improvements</p>	<p>The BAFFB package will see work undertaken at Worcester Foregate Street and Malvern Link stations. Foregate Street is the main station for Worcester and the busiest in the county, while Malvern Link station provides an important access point for rail trips from Malvern Hills District to Worcester, the West Midlands and beyond. The proposed schemes improve access to and from the stations, and facilities for passengers.</p> <p>Worcester Foregate Street: Extensive renovation of the station to provide the following:</p> <ul style="list-style-type: none"> • Enhanced lighting and CCTV (Secure Station Status); • Expanded and secure cycle and motorcycle parking; • Renovation of ticket hall, station concourse, retail facilities and waiting rooms to modern standards; • Expansion and refurbishment of toilets, disabled toilet at ground level; • Entrance hall upgrades, including: better lighting, décor, automatic doors, seating and improved signing; and • Improvements to pedestrian walk links to/from adjacent bus stops <p>Malvern Link: Extensive renovation of the station to provide the following:</p> <ul style="list-style-type: none"> • Down side platform ticket office & waiting room refurbishment, enlargement, replacement of cladding, replacement of glazing, provision of Unisex toilet, new "heritage" canopies (with passive provision for a new retail outlet); • Replacement of down side platform cycle storage with modern, secure facility; • Up side platform waiting room refurbishment, replacement of cladding, replacement of glazing, new "heritage" canopies; • Additional CCTV cameras (including coverage of cycle parking); • Resurfacing and signing of walk and cycle routes between Worcester Road and down-side station entrance; • Resurfacing and signing of car park; and • Improved bus – rail interchange facilities. <p>Support from Network Rail, London Midland (stations operator) and user groups has been forthcoming to progress these schemes.</p>
<p>Multi-Modal Improvement Corridors</p>	<p>The key corridors being enhanced as part of the BAFFB package are listed below. Both of these corridors are busy general traffic and public transport routes, which currently experience unreliability in terms of journey times:</p> <p>North East (NE) Corridor: Woodgreen Drive/Middle Hollow Drive/Tolladine Road – City Centre.</p> <ul style="list-style-type: none"> • Tolladine Road Link: An improved link between Tolladine Road and Woodgreen Drive, to enhance access between Shires Business Park/Worcester Bosch/Sixways and Worcester City Centre. • B4638 Woodgreen Drive: Hastings Drive – Berkeley Way: Kerb realignment along Woodgreen Drive between Hastings Drive and Berkeley Way in order to accommodate

	<p>measures for general traffic, public transport, cyclists and pedestrians, improving access between residential and employment areas (Warndon Villages/Shires Business Park/Worcester Bosch) and key destinations such as Worcester City Centre/Worcestershire Royal Hospital/Worcester Shrub Hill and Foregate Street Stations</p> <ul style="list-style-type: none"> • Tolladine Road: Cherwell Close to Balliol Road: Kerb realignment along Tolladine Road as part of the proposals to improve multi-modal access to key destinations in and across Worcester City Centre. • Tolladine Road Junction Improvements: Modifications to the layout to be undertaken at Tolladine Road/Middle Hollow Drive junction and Tolladine Road/Windermere Drive junction to improve access between Tolladine Road and residential and employment areas (Warndon Villages/Shires Business Park/Worcester Bosch) • Tolladine Road parking: Will be subject to TRO proposals that will seek to change waiting / loading restrictions in order to improve traffic flow. <p>North Corridor (N): A449 Ombersley Road/Barbourne Road – City Walls Road.</p> <ul style="list-style-type: none"> • Ombersley Road: Will be subject to TRO proposals that will seek to change waiting / loading restrictions in order to address recurrent impedance to two-way traffic flow. • City Walls Road: Improvements to this important link, with measures to improve traffic flows, reduce severance for pedestrians trying to access the city and to improve conditions for general traffic, public transport and cyclists. Two new pedestrian facilities will be introduced along key desire lines. • City Walls Road to Lowesmoor: Major improvements to the urban realm in this area, including better quality materials, major improvements to pedestrian routes from Lowesmoor and Shrub Hill to the city centre. Measures to improve conditions for cyclists and public transport along City Walls Road and St Nicholas Street will be implemented, enhancing access by these modes to the core of the city. • Lowesmoor: Transport measures designed to support Lowesmoor becoming a neighbourhood street with bespoke shops. New on-street parking is introduced between City Walls Road and Pheasant Street, with two large pedestrian crossings to be introduced at key desire lines. Enhanced conditions for buses and cyclists to also be provided. <p>The implementation of the BAFFB package will also deliver enhancements to a total of 37 bus stops along the two multi-modal improvement corridors. The number of stops in each corridor is listed below:</p> <ul style="list-style-type: none"> • North East (NE) - Woodgreen Drive / Tolladine Road – 21 stops; and • North (N) - Ombersley Road / City Walls Road – 16 stops.
<p>Intelligent Transport Systems Measures</p>	<p>In order to maximise the efficiency of the existing transport network within and on the approaches to Worcester City it is proposed to increase the prevalence of ITS measures through the provision of variable message parking signing and real time information for public transport users and operators. Details of each scheme are explained below:</p> <p>Variable Message Signing</p> <ul style="list-style-type: none"> • A total of 7 Car Park Guidance Variable Message Signs (VMS) strategically located to reduce traffic in the city centre by informing drivers of available parking capacity; • A total of 15 car park counters (at 6 car parks) that will interact with the VMS provision; • An enhanced UTMC central system will also provide the monitoring and control functions for the parking guidance system; and • The measures will reduce city centre car park search times and distances, with consequent benefits in terms of congestion and emissions. <p>Real Time Information</p> <ul style="list-style-type: none"> • A central control system, including main real time information (RTI) server, to be remotely hosted by the supplier at a secure data centre, and the system software packages normally

run over the internet;

- Communications system infrastructure: Digital mobile phone-based general package radio service (GPRS);
- On-bus equipment: Primarily being the computer that links GPS tracking, communication system, and the on-bus electronic ticket machine (ETM). In total 170 buses will be fitted with the equipment;
- At-stop displays: Normally fitted to bus shelters, but can be free-standing if required. A total of 30 stops have been identified for such displays;
- RTI via other media, including SMS, internet website, with large interchange type displays for Worcester Foregate Street Station and the Crowngate Bus Station;
- Enhanced control of traffic signal junctions; with late running buses getting priority rather than all buses. Four junctions have been identified in the corridors for such measures, one being in the north corridor and three in the north-east corridor; and
- Other data connections including to UTC/UTMC for sharing of information and handling central traffic signal priority requests.

Figure2.1: WTS BAFFB Package: Overview of Schemes



The consultation process identified strong support for these measures. Approximately 83% of Worcester City residents supported the WTS MSBC Preferred Package, with the percentage of respondents supporting or strongly supporting the individual measures included in the WTS BAFFB Package as follows:

- Rail Station Improvements - 87%
- Local highway improvements - 83%
- Multi-Modal Corridor improvements - 77%
- Intelligent Transport Systems - 75%

In addition, the consultation identified strong support (82%) for measures which encourage use of sustainable modes (defined in the consultation as walk, cycle, rail and bus modes). This emphasises the support for measures such as the multi-modal corridors, rail station improvements and real time information which will improve the

quality of service and information for sustainable transport users.

What schemes have been omitted from the BAFFB Package?

The WTS MSBC Preferred Package schemes omitted from the BAFFB Package and the rationale underpinning their omission are as follows:

South, South West and North West Multi-Modal Corridors:

- Potential for private sector contributions higher at later phase.
- Malvern Link station enhancements improves public transport offer on the South West corridor in the short term.
- Removal from the package reduces risk level without undermining value for money.

Walk & Cycle Schemes:

- Potential for private sector contributions higher at later phase.
- Removal from the package reduces risk level without undermining value for money.
- The North & North East Multi-Modal Corridor schemes include walk & cycle measures.
- The Diglis Walk & Cycle Bridge over the River Severn has been delivered in 2010/11, meaning that in the short term priority can be given to other schemes.

Smarter Choices:

- Potential to introduce some Smarter Choices measures through the development control and associated travel plan process.

2.2 What, if any, additional changes of scope have you ruled out for the purposes of your Best and Final Funding Bid? Please give reasons.

The EOI Package (and the subsequent BAFFB Package) was developed to address funding constraints and to significantly reduce the costs of the bid and the contribution being sought from the DfT. In view of the significant reduction in comparison with the WTS MSBC package and the funding being sought from the DfT, no major alternatives have been considered since the EOI submission. The scheme set out in the EOI has significant public and key stakeholder support and included significant reductions to the size of the package set out the MSBC submission of April 2010.

In comparison with the January 2011 EOI submission however, the DfT contribution has been further reduced by £3.6m (to £14.6m) due to a combination of securing third party funding and an increase in local contributions.

We have resisted reducing the quality of the individual package elements as to do so would undermine the ability to realise the full benefits that can be achieved in meeting the objectives of the WTS. With funding now secured through third parties, this has also influenced the scope of the final scheme.

2.3 Whether or not you are proposing a change of scope, please identify any savings that have been made to the total cost of the scheme, for example through value engineering.

Please provide details with a summary and explanation of the further savings beyond those already identified at 2.1 above or, if no scope changes are proposed, with reference to the cost breakdown provided in the latest cost estimate at 1.4 above.

The WTS BAFFB Package results in a significant reduction in costs in comparison with the WTS MSBC Preferred and LCA Packages. The cost estimates have been refined through a number of methods, including early contractor involvement, risk management workshops and peer review of unit costs. Worcestershire County Council is confident that this approach has resulted in cost estimates that are as robust as feasible at this stage in the development of the scheme. The appraisal of the BAFFB Package has shown that value for money can be maintained and in fact improved in comparison with the WTS MSBC package.

In terms of funding:

- The BAFFB package reduces the DfT contribution comparison with both the WTS MSBC Of April 2010 and the January 2011, EOI submission
- The DfT contribution is now £14.6m:

- A reduction of £3.6m in comparison with the January EOI
- A reduction of £31.4m in comparison with the WTS MSBC Preferred Package
- The cost of the BAFFB package has been reduced by £30.8m in comparison with the WTS MSBC Preferred Package
- Local and third party contributions have increased to £4.9m, from the £1.5m in the January EOI submission

Table 2: Package Costs – MSBC v EOI Packages

Source £m's	MSBC Package	EOI Package	Saving
DfT Contribution	£46.0	£18.2	-£27.8
Third Party	£0.0	£0.0	£0.0
Local Contribution	£4.4	£1.5	-£2.9
Total Cost	£50.4	£19.7	-£30.7
Percentage DFT *	91%	92%	1%

Note: Out-turn costs, including preparation, supervision, QRA, excluding OB and P1 Claims (£m's). Values exceed 90% as previous bid included Part 1 claims in Local Contribution.

Table 3: Package Costs – MSBC v BAFFB Packages

Source £m's	MSBC Package	BAFFB Package	Saving
DfT Contribution	£46.0	£14.6	-£31.4
Third Party	£0.0	£0.8	£0.8
Local Contribution	£4.4	£4.1	-£0.3
Total Cost	£50.4	£19.6	-£30.8
Percentage DFT *	91%	75%	-16%

Note: Out-turn costs, including post Programme Entry preparation, supervision, QRA, excluding OB and P1 Claims (£m's). * Values exceed 90% as previous bid included Part 1 claims in Local Contribution.

2.4 Please provide separate details of any further changes you are proposing to the scheme from that submitted in January 2011.

There has been no change in the scope of the package submitted in the Expression of Interest in January 2011. The ALCA – Affordable Lower Cost Alternative package included in the Expression of Interest, is made up of the same schemes as this BAFFB package.

2.5 What is your latest assessment of the cost, feasibility and value for money of any alternatives to the proposed scheme?

This should include any previous options subsequently discarded and / or those proposed by third parties. Please explain why this / these options have not been progressed. Please detail any elements that have been included in your proposed scheme. Please make reference to any material differences with the preferred scheme in costs or benefits such as carbon impacts.

In developing the wider WTS and both the WTSMSB Preferred Package and subsequent BAFFB Preferred Package Worcestershire County Council has examined and appraised a range of transport schemes. Full details of the schemes are provided in supporting documents Annex 4: SD1, "Worcester Transport Strategy, Major Scheme Business Case Submission", April 2010 and SD6, "Preliminary Appraisal Report, February 2010".

The Preliminary Appraisal Report examined previous appraisals of various schemes and assessed their performance for inclusion in an integrated package. The schemes were assessed in terms of:

- Value for Money – Benefits to Cost Ratio (BCR);
- Linkages to other schemes;
- Delivery Issues;
- Scheme Risks;
- Key Impacts – Positive and Negative (including the environment);
- Stakeholder and Public Support;
- Links to RSS Targets; and

- Policy Compliance.

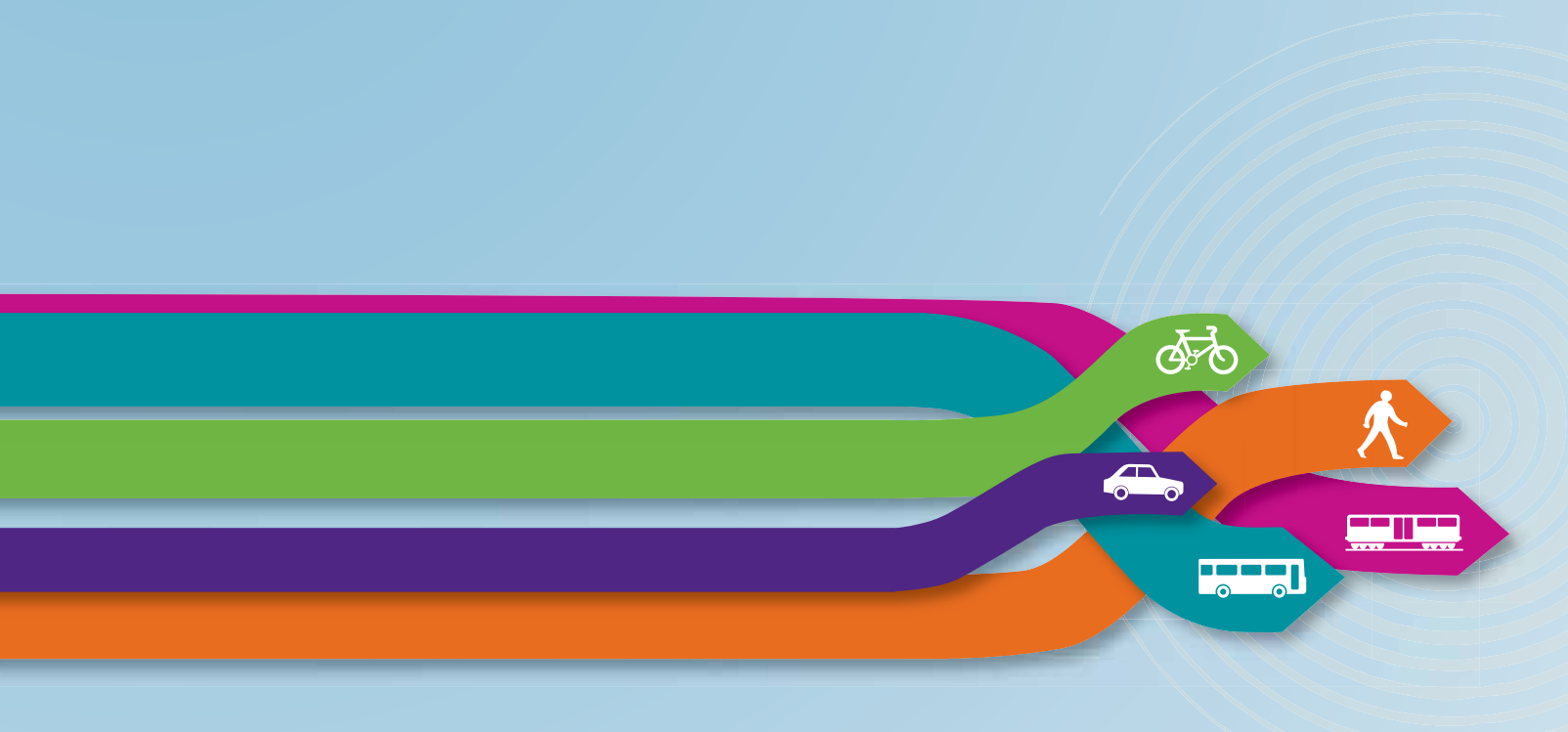
On the basis of this assessment the WTS MSBC preferred package was identified as offering the best combination of measures providing high value for money and excellent alignment with agreed policies and outcomes.

A Lower Cost Alternative (LCA) to the WTS Preferred Package was developed as part of the WTS MSBC submission. This highlighted that the LCA represented poorer value for money than the WTS Preferred Package (a BCR of 3.85 in comparison with 4.34).

The BAFFB Preferred Package has a BCR of 6.34, and shows significantly better value as it includes a package of measures with high individual value for money cases, and there is stronger package effects (as a percentage of overall benefits) between the schemes within the BAFFB package.



Section 3: Impact of Changes Proposed and Delivery of the Scheme



SECTION 3: IMPACT OF CHANGES PROPOSED AND DELIVERY OF THE SCHEME

This section should describe the impact of the changes you are proposing in Section 2 above compared to the previously configured scheme as described in Section 1

3.1 What impact, if any, would the proposed changes have upon achievement of your primary objectives? *This should refer to the scheme as identified in section 2.1*

Table 3.1 shows how the BAFFB Preferred Package will deliver the desired outcomes of WTS. This shows the clear link between the package of measures and the delivery of benefits which are closely aligned with the agreed primary objectives for the WTS. The Appraisal Summary Table for the BAFFB Package is provided in **Annex 1: Summary of Scheme Changes**.

Table 3.1: Achievement of Stated Objectives

Objective	BAFFB Package: Support for Achievement of Objectives
<p>Support The Economy (incl. Maximising the efficiency of the existing transport network) Through measures designed to:</p> <ul style="list-style-type: none"> • Maximise the efficiency of the existing transport network and services • Reduce congestion and transport costs • Increase journey time reliability • Reduce journey times, especially by sustainable transport modes • Improve access to markets, enabling businesses to better access their customers • Improve access between jobs and workers, supporting business growth • Support growth, by addressing constraints on network performance. 	<ol style="list-style-type: none"> 1. Reduction in journey times and increased reliability on the local road network, in particular the strategically important A4440 road, linking Herefordshire, South West Worcestershire (Malvern Hills District and the west of Worcester City) with the Strategic Highway Network. 2. Reduction in network-wide traffic delays (£95.1m of journey time benefits, £3.5m reduction in vehicle operating costs) 3. Mode shift to public transport (rail and bus) for journeys to/from/within Worcester, thereby delivering decongestion benefits. (9.3% increase in public transport use, compared with 23.1% and 20.9% for the MSBC Preferred and LCA packages – The BAFFB package includes only 40% of bus schemes included in the larger packages) 4. Improvements to city centre public realm and rail station facilities increasing the attractiveness of Worcester as a destination, benefiting the local economy
<p>Reduce Carbon Emissions, through measures designed to:</p> <ul style="list-style-type: none"> • Improve the performance, attractiveness and user perception of sustainable transport modes • Reduce dependence on the car for journeys to/from/within Worcester • Deliver mode shift to public transport, cycle and walk modes of transport • Reduce the volume of through traffic operating via the congested city centre and associated AQMA's • Deliver health benefits. 	<ol style="list-style-type: none"> 1. Reduction in public transport journey times and costs, and increased reliability. (£13.6m of service reliability benefits) 2. Improvement in public transport accessibility (£33.3m of journey time benefits to local bus users and £35.3m to rail users) 3. A decrease in car use in the city (0.5m fewer car trips per annum). 4. Mode shift to public transport for journeys to/from/ within Worcester (9.3% increase in public transport use) 5. Reduction in need for public sector subsidy for local bus services. (£0.7m per annum reduction in total for bus and rail) 6. Improved facilities for cyclists and pedestrians along the multi-modal corridors and in Worcester City Centre. 7. Reduction in carbon emissions, estimated at £2m over the lifetime of the scheme.

<p>Enable Greater Participation in the Local Community, through measures designed to:</p> <ul style="list-style-type: none"> • Increase travel choice • Improve labour market connectivity across all transport modes • Improve connectivity between key residential, employment, health, retail, leisure and education facilities 	<ol style="list-style-type: none"> 1. Shorter and more reliable journey times on the road and bus networks (£95.1m of journey time benefits to highway network users) 2. Improvement in public transport accessibility (Employment opportunity increases by 9.7% on average over all groups. Most significant improvement is seen in areas where high concentrations of lowest IMD and income.
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3.2 Please provide a short description of your assessment of the value for money of the revised scheme including your estimate of the Benefit Cost Ratio. *This should cover both monetised and non-monetised costs and benefits and should briefly explain the reasons for significant changes since your most recent Business Case submitted to the Department. The full assessment, as set out in the Value For Money guidance should be provided as an Appendix. Valuation of any dependent development should be reported here, separately from the central value for money evidence and supporting evidence, and a full description of the approach taken should be included in the Appendix.*

The Value for Money Report is provided in Annex 3.

Table 3.2 shows the changes in BCR from the MSBC to EOI, and then BAFFB package. The main reason for the changes at BAFFB are the use of latest WebTAG economic assumptions, revised forecasting, inclusion of WEBs and reliability benefits, treatment of indirect tax, and the new funding profile.

Table 3.2: Change in BCR Values and Assumptions

Package	Benefits PVB £000's 2002 prices and values	Costs PVC £000's 2002 prices and values	BCR / Comments on Changes
MSBC	£232.94	£53.62	4.34
EOI	£102.88	£21.96	4.69
Change from MSBC	-£130.06	-£31.67	
BAFFB	£151.87	£23.95	6.34
Change from EOI	£48.98	£2.00	

Note: All values shown with Indirect Tax treated as benefits to ensure consistency in presentation.

Eight sensitivity tests have been carried out against the BAFFB package for Worcester Transport Strategy. The headline results of these tests are presented in the Table 3.3.

Table 3.3: Sensitivity Tests on BAFFB Package

Sensitivity Test	PVB	PVC	BCR	VFM
BAFFB package	£151.87	£23.95	6.34	Very High
1. Optimistic Growth	£171.81	£23.63	7.27	Very High
2. Pessimistic Growth	£102.75	£23.77	4.32	Very High
3. Increased Capital Costs	£151.87	£25.78	5.89	Very High
4. Exclude WEBs and Reliability	£118.47	£23.95	4.95	Very High
5. Lower Inflation	£151.87	£21.50	7.06	Very High
6. Higher Inflation	£151.87	£26.75	5.68	Very High
7. Worst Case Scenario	£80.15	£28.40	2.82	High
8. Best Case Scenario	£171.81	£21.18	8.11	Very High

Four decremental tests have been carried out against the BAFFB package for Worcester Transport Strategy. The headline results of these tests are presented in Table 8, and show three mode package are “very high”

value for money with BCR values all exceeding 4.0, and the ITS package having a “high” BCR of 2.11. The overall package effects show an increase of 11.3% of having a package over the individual schemes. This compares to 16.0% for the full MSBC package.

Table 3.4: Decremental Tests on BAFFB Package

Sensitivity Test	PVB	PVC	BCR	VFM
BAFFB package	£151.87	£23.95	6.34	Very High
DT1 – Multi-Modal Corridors	£33.36	£7.70	4.33	Very High
DT2 – ITS	£17.48	£8.30	2.11	High
DT3 – Rail	£12.77	£0.94	13.64	Very High
DT4 – SLR Junctions	£71.07	£7.02	10.12	Very High
Sum of Tests	£134.68	£23.95	5.62	Very High
Package Effects	-11.3%	0.0%		

The transport models were used to test the dependency of the proposed developments on the implementation of the transport package. Without the proposed developments, resulting in lower demand growth in the City, the benefits of the package would reduce by £37.9m, or 25% of the benefits

Economy: The package will deliver business benefits of £75.7m and a “very high” BCR of 6.34. The wider economic benefits of the scheme are strong. The BAFFB package delivers an enhanced transport network able to accommodate increased travel demand to/from/within/across Worcester City that will, in turn, generate agglomeration and labour supply benefits to the main centre in the County. Over 90% of scheme benefits fall in the West Midlands region, so this will help reduce the GDP gap with the rest of the UK.

Environmental: The package shows strong benefits for air quality, noise and emissions (linked to Air Quality Management Areas - AQMAs), plus increased accessibility, reliability and connectivity, resulting in wider economic benefits to the city and the region. The package will also provide increased journey reliability notably to bus passengers, reduced severance and increased security for all travellers. There are slight adverse environmental impacts, however many will be mitigated as schemes are progressed to the detailed design stage.

Social: The package will deliver consumer and other benefits of £77.4m. Other benefits, such as accident, noise and air quality. Accessibility benefits to key services, including jobs in the City Centre and health services at the hospital result, with strong benefits to vulnerable groups such low IMD areas.

3.3 What impact, if any, would the proposed changes have on the statutory orders or permissions required or the timetable for obtaining these?

For example would fresh planning consent need to be sought?

The BAFFB does not require fresh planning consents.

3.4 What are the procurement arrangements for the revised scheme and what, if any, changes have been made from the arrangements or timetable proposed for the original scheme? For example would any retendering be required? Have you supplied details of your procurement strategy and arrangements to the Department?

Procurement

Worcestershire County Council has an integrated team for delivery of transport projects, comprising officers, consultancy services and contractors. The Council has extensive in house procurement expertise, with a depth of knowledge and experience in various contract types.

Design and construction for this project will be procured through a number of parallel frameworks, comparable with the current framework structure. Most frameworks follow the conventional procurement route (design, tender, build).

The main works frameworks to deliver the BAFFB Package are as follows:

- Medium Schemes Framework – Scheme Cost £0 – £12m;

- Small Schemes Framework – Scheme Cost <£2m;
- Intelligent Transport Systems and Electrical Contract.

The Medium Schemes Framework (MSF1) has been set up by the Midlands Highway Alliance (includes the Highways Agency and local authorities). This framework will cover works for the majority of schemes, including Ketch & Norton Roundabouts and multi-modal corridor measures in the BAFFB Package. The four suppliers will be invited to tender for works through ‘mini-competition’. In 2012 post Full Approval award. Worcestershire County Council will procure smaller elements of the BAFFB Package through MSF1 or proposes to set up a new contract with a single supplier. Example schemes include bus-rail interchange at Malvern Link.

The Traffic Signal and Intelligent Transport Systems (ITS) contract is currently being set up by Worcestershire County Council. This contract with a single supplier will be used to procure the Real Time Information System, Variable Message Signing (VMS) on approaches to the city centre and traffic signal upgrades for selective vehicle detection (SVD) on the multi-modal corridors.

3.5 Please describe the internal / external expertise & skills that will be assigned to the project to allow for its effective delivery. This should detail who / what roles will have overall responsibility for the project and what other skills will be available.

Project Management

The project management for the Worcester Transport Strategy has been based on PRINCE2 principles and the Project Management Handbook for Local Authorities, Version 5: Programme, Project and Change Management. It also considers the Office of Government Commerce (OGC) guidelines for delivering projects. It has been specifically tailored to meet the requirements of the BAFFB Package. The Project Management Plan summarises the following key areas:

- Project Organisation and Responsibilities - involved parties and their roles;
- Presentation of Project – deliverables, division into work units and time plan;
- Project Planning and Control – technical approval, progress measurement and monitoring; and
- Communications Plan – meetings, decisions & action logs, highlight reports and open issues log.

Specific attention has been given to Governance, to provide a clearly defined structure for the role of the cabinet, project board and project team.

Delivery Experience

The quality of local authorities’ project management and delivery arrangements are considered to be key factors in delivering successful Major Schemes. Worcestershire County Council has extensive experience in implementing large scale transport schemes across Worcestershire. A range of transport infrastructure improvement schemes complementary to the WTS have or are being implemented throughout the County. Schemes implemented include the following:

- Powick Roundabout & Bridge Improvements (western end of Southern Link Road) funded through LTP2 and Section 106, implemented in 2007/8;
- Multi-Modal Corridor enhancement schemes along two key radial corridors in Worcester (both implemented in 2010/11):
 - Newtown Road Corridor, funded through LTP2 & Section 106
 - Bromyard Road Corridor funded through Communities Infrastructure Funding Round 2 (CIF2)
- Diglis walk/cycle bridge across River Severn (with funding from Sustrans), implemented in 2010/11; Walk & cycle schemes, implemented as part of Worcestershire’s Safer Routes to School programme;
- Intelligent Transport Systems (ITS) scheme – Variable Message Signing (VMS) implemented on key approaches to the City;
- Evesham High Street, a £2 million traffic management and urban realm enhancement scheme implemented in 2009/10;

- Pershore High Street, urban realm enhancement and accident remedial scheme delivered in 2008.
- Perdiswell Park and Ride, implemented in 2001 with multi-modal enhancement measures along the Droitwich Road/Barbourne Road radial corridor into Worcester City centre;
- Sixways Park and Ride, delivered in Winter 2009/2010;
- Stourport Bridge refurbishment, which received an ICE West Midlands Heritage award in 2008
- Chadbury-Twyford Link Road, a £2.5 million scheme completed in 2004;

3.6 Please supply a note setting out the governance arrangements for the scheme. *This should also link roles and responsibilities with accountability and arrangements for Reviews as appropriate.*

Governance Structure

Worcestershire County Council cabinet has ultimate authority for the Worcester Transport Strategy project. The cabinet comprises Adrian Hardman, the Leader of the Council, John Smith OBE, portfolio holder with cabinet responsibility for Transport and Highways, Simon Geraghty, portfolio holder with cabinet responsibility for Economy and Infrastructure and a number of other cabinet members.

The cabinet meets on a monthly basis. Cabinet reports and recommendations are presented at cabinet meetings. The cabinet has the overall responsibility for project approvals.

The Senior Responsible Owner (SRO) is Peter Blake, Head of Integrated Transport, who leads the project management and delivery teams and provides the interface with the executive team. The Project Owner is Steve Harrison, Policy & Strategy Team Leader. He has responsibility for the management of the project. The Project Board comprises officers with responsibility for delivery of the Worcester Transport Strategy. To date, officers from a wide delivery team have been involved in a number of elements of the project including the risk workshop, package sifting and public consultation. The Project Board will meet at key milestones during the project, tying in with their role in procurement, design and financial approval in the next phase of the project.

Table 3.6: Worcestershire County Council Project Board

Name	Title	Responsibility
Peter Blake	Head of Integrated Transport	Senior Responsible Owner
Steve Harrison	Transport Policy & Strategy Manager	Project Owner
Patrick Birch	Finance Advisor	Section 151 Finance Officer
Michele Jones	Consultation Officer	Stakeholder & Public Consultation
Nick Yarwood	Commercial Manager	Procurement and Delivery
Alan Moore	Legal Advisor	Legal Issues

As the project progresses through its life cycle, the Project Board members' input will depend on the project stage. This includes project procurement post Programme Entry and financial sign-off at DfT approval stages. The consultancy team responsible for the Programme Entry submission will be retained to prepare the technical work for the Conditional/Full Approval stages. Worcestershire County Council intends to commission consultancy services to support project delivery as required.

3.7 What is the estimated start and completion date of the scheme as now proposed, taking into account any of the impacts described above?

For the purposes of this question assume that decisions on BAFB will be made in December 2011 and that no DfT funding will be available before 2012/13. Please complete the list of milestones below adding any additional ones where appropriate and setting out separate start and completion dates where there are separate elements in the schemes. Please enter "n/a" if not applicable rather than deleting lines.

Milestone	Expected Completion Date
Approval of BAFB from DfT	Dec 2011
Statutory Orders published	n/a
Public Inquiry Starts	n/a
Confirmation of Orders	Jan 2013
Complete Procurement (include separate elements if appropriate)	Jan 2013
Submit Full Approval application to DfT	Oct 2012
Work Starts on Site	Nov 2012
Any significant intermediate milestones (please specify)	Completion dates of schemes: Southern Link Road junctions – Dec 2013, Rail stations – March 2014, Multi-Modal Corridors – Jan 2015 and ITS – March 2015
Work Completed	March 2015
Opening / commencement of operations (including phases of opening as appropriate)	April 2015

3.8 What are the key risks to the delivery to this timetable, aside from the availability or otherwise of DfT funding?

Please list the biggest risks (ideally no more than three) that have a potentially significant impact on the timing of the scheme. For each risk please describe its likelihood, quantify the potential time delay, and explain how you are mitigating the risk including how risks are transferred as part of your procurement strategy?

Worcestershire County Council has taken a systematic approach to responding to risk, and this has been continually reviewed during the project including for this BAFFB submission. The response has included tolerating, treating or transferring the risk or terminating the activity which gave rise to the risk. Project risk has been assessed and managed throughout the course of the project by the Project Board. Risk assessment uses the required four-step process, as set out in WebTAG unit 3.5.9.

The Risk Register was used to prepare the Quantified Risk Assessment (QRA) for the project. The QRA assesses the financial impact of the risks identified. The mean expected risk value has been estimated as £2.7m (2009 prices). The biggest identified risks (other than funding) which could significantly impact on the timing of the scheme, based on the most recent QRA update for BAFFB September 2010 completed since the April 2010 submission, are:

- **Traffic Regulation Orders, delay in publication of orders:**
 - Likelihood: 65% probability
 - Potential impact on programme: Most Likely 26 weeks
 - QRA: £42,250
 - Residual Risk: QRA allows for additional consultancy project management beyond programmed end date
 - Mitigation: Statutory processes planned in advance of construction (preventative control). Risk borne by Worcestershire County Council.
- **Utilities Encountered During Construction:**
 - Likelihood: 15% probability
 - Potential impact on programme: Difficulties with utility services could delay the scheme implementation by up to a year.
 - QRA: £1,000,000

- Residual Risk: Risk relates to unmapped utilities encountered during construction, typically brand new or redundant facilities.
- Mitigation: Details of utilities present in the areas of the proposed schemes have been obtained from the Statutory Undertakers (Preventative control). Costs associated with protection or diversion works have been incorporated in the scheme cost. Risk borne by Worcestershire County Council.
- **Additional Biodiversity Mitigation Measures:**
 - Likelihood: 20% probability
 - Potential impact on programme: up to a year
 - QRA: £82,000
 - Residual Risk: Scheme costs allow for biodiversity mitigation, such as habitat creation/enhancement/relocation. Costs for risk element relate to detailed mitigation and protected species licences.
 - Mitigation: Undertake further ecological surveys prior to construction works (detective control). Risk borne by Worcestershire County Council.

The scheme is considered to have sufficient flexibility within the package programme to minimise risks associated with project delay. The project is highly deliverable with minimum risk to delivery to timescale.

3.9 Please indicate the level of allowance you have made within your own budgets to cover the cost of scheme evaluation including your initial estimates of the costs of:

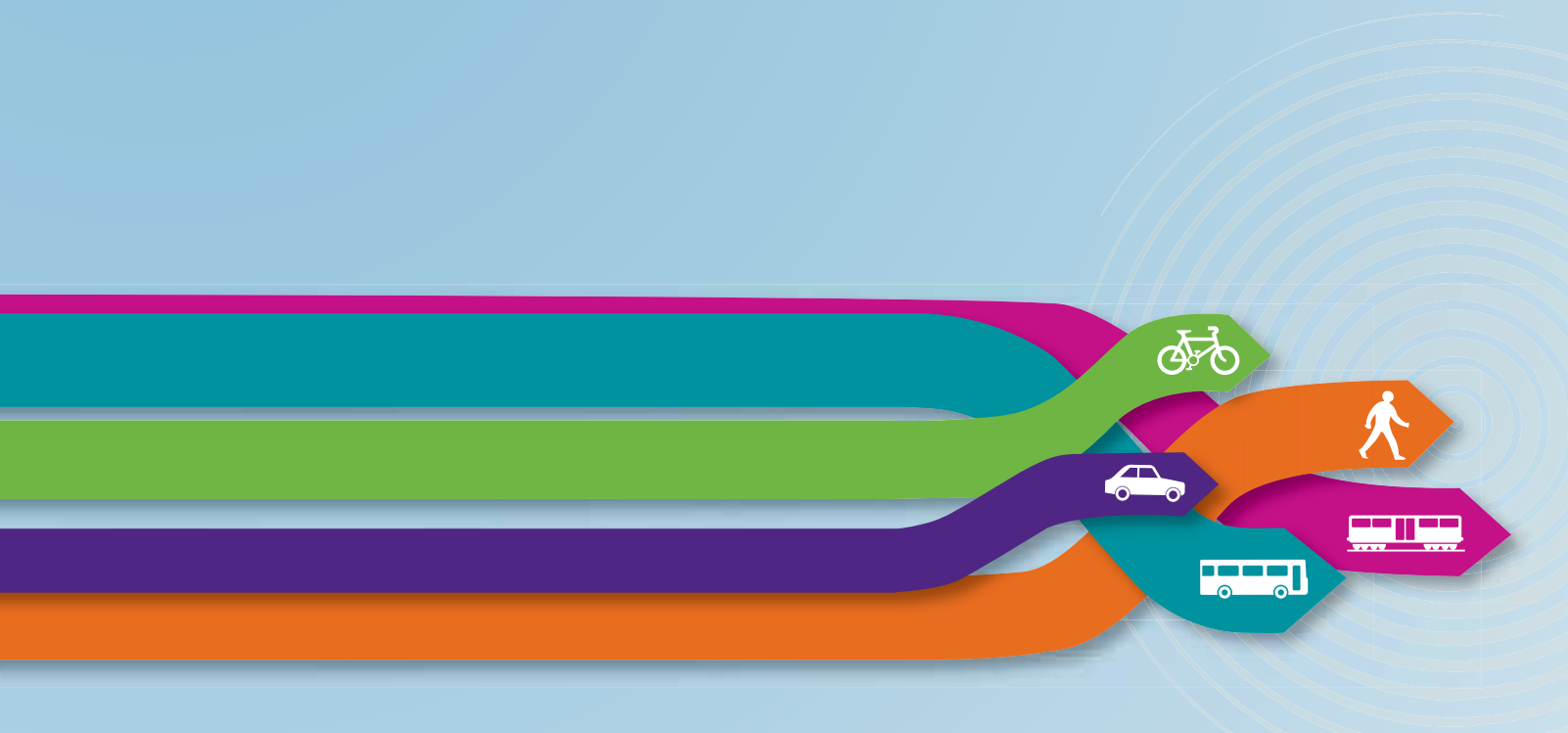
- a) **full scheme impact evaluation**
- b) **pre and post scheme opening monitoring reports**

Please note that funding for scheme evaluation and monitoring will not be available from DfT

Costs have been included for evaluation of the package, as defined in Annex 3, Appendix H - Governance and Procurement Plan, Section 2.7 of the Value for Money Report. A total of £80,000 is assumed with 25% of costs in 2012 (up to 4 years before opening), 25% in 2016 (opening year) and 50% of costs in 2018-2021 (between 2 and 5 years after opening). The cost represents 0.50% of package costs (in 2009 prices excluding QRA and OB). The plan reflects the requirements of the recent BAFFB guidance. The costs are included in the local funding contribution.



Section 4: Funding for Revised Scheme Proposal



SECTION 4: FUNDING FOR REVISED SCHEME PROPOSAL

This section is to detail the cost, revenues and funding requirements for your revised proposal as described in Section 2 above. Please quote all amounts in £m to three decimal points (i.e. to the nearest £1000)

4.1 What is your estimate of the total outturn cost of the revised scheme? After taking into account all the proposed changes described in Section 2 above. Do not include any pre-Programme Entry costs. Please provide a breakdown of the total cost, split between different elements of the scheme and separately identify preliminaries, project management, risk and inflation. Please also provide your full cost breakdown as an annex

£19.554m

This cost excludes pre-Programme Entry costs and forecast part 1 claims. A breakdown of costs is provided below. The full costs tables by scheme are provided in Annex 3, Appendix D.

Cost	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Total
2009 Costs							
Capital Costs	£0.000	£0.000	£2.022	£2.959	£6.807	£0.000	£11.789
QRA	£0.000	£0.060	£0.760	£0.859	£1.094	£0.000	£2.774
OB	£0.000	£0.211	£2.090	£1.718	£4.280	£0.000	£8.300
Preparation	£0.000	£0.310	£1.241	£0.000	£0.000	£0.000	£1.551
TOTAL	£0.000	£0.581	£6.114	£5.537	£12.182	£0.000	£24.414
Out-turn Costs							
Capital Costs	£0.000	£0.000	£2.321	£3.556	£8.565	£0.000	£14.442
QRA	£0.000	£0.066	£0.873	£1.033	£1.376	£0.000	£3.347
OB	£0.000	£0.232	£2.399	£2.065	£5.385	£0.000	£10.080
Preparation	£0.000	£0.340	£1.424	£0.000	£0.000	£0.000	£1.765
TOTAL	£0.000	£0.637	£7.017	£6.654	£15.326	£0.000	£29.634
Total Excluding OB							
TOTAL	£0.000	£0.406	£4.618	£4.589	£9.941	£0.000	£19.554
DfT Contribution	£0.000	£0.000	£3.552	£3.138	£7.959	£0.000	£14.649
3rd Party Contribution	£0.000	£0.125	£0.309	£0.350	£0.000	£0.000	£0.785
Local Contribution	£0.000	£0.281	£0.757	£1.101	£1.982	£0.000	£4.120
Total Costs by Mode							
Multi-Modal Improvement Corridors							
Capital Costs	£0.000	£0.000	£0.000	£0.000	£6.908	£0.000	£6.908
QRA	£0.000	£0.031	£0.096	£0.000	£1.226	£0.000	£1.353
OB	£0.000	£0.089	£0.280	£0.000	£3.579	£0.000	£3.948
Preparation	£0.000	£0.172	£0.540	£0.000	£0.000	£0.000	£0.712
TOTAL	£0.000	£0.292	£0.916	£0.000	£11.713	£0.000	£12.921
Intelligent Transport Systems (ITS)							
Capital Costs	£0.000	£0.000	£0.175	£0.000	£1.657	£0.000	£1.832
QRA	£0.000	£0.009	£0.045	£0.000	£0.149	£0.000	£0.203
OB	£0.000	£0.114	£0.550	£0.000	£1.806	£0.000	£2.470
Preparation	£0.000	£0.105	£0.330	£0.000	£0.000	£0.000	£0.435
TOTAL	£0.000	£0.229	£1.100	£0.000	£3.611	£0.000	£4.940
Rail Station Improvements							
Capital Costs	£0.000	£0.000	£0.487	£0.590	£0.000	£0.000	£1.077
QRA	£0.000	£0.003	£0.064	£0.066	£0.000	£0.000	£0.133
OB	£0.000	£0.016	£0.327	£0.334	£0.000	£0.000	£0.677
Preparation	£0.000	£0.029	£0.090	£0.000	£0.000	£0.000	£0.119
TOTAL	£0.000	£0.048	£0.969	£0.989	£0.000	£0.000	£2.006
Southern Link Road Junction Upgrades							
Capital Costs	£0.000	£0.000	£1.742	£3.637	£0.000	£0.000	£5.379
QRA	£0.000	£0.040	£0.602	£1.018	£0.000	£0.000	£1.660
OB	£0.000	£0.080	£1.228	£2.048	£0.000	£0.000	£3.356
Preparation	£0.000	£0.142	£0.447	£0.000	£0.000	£0.000	£0.589
TOTAL	£0.000	£0.262	£4.020	£6.703	£0.000	£0.000	£10.984

<p>4.2 Please state what inflation assumptions you are using.</p> <p><i>Inflation rates for different categories (e.g. general inflation, construction cost, operating cost) should be separately identified.</i></p>	<p>It is assumed that the real construction cost increase is 2.0% p.a. until 2021 and 0% after this time. For operating costs, it is assumed that the real cost increase are the same as capital costs. Overall, inflation is assumed at 4.7%pa, with RPI at 2.7%.</p>
<p>4.3 Please provide a breakdown of the proposed funding sources for the scheme</p>	
<p>(a) Local Authority contribution</p> <p>This needs to cover the difference between the total cost of the scheme as stated above and the total of the requested DfT and agreed third party contributions. It should include the LA costs incurred or expected to be incurred after Programme Entry excluding ineligible preparatory costs as defined by previous guidance. Where a local authority is promoting more than one scheme, please detail the level of contribution required if all schemes are successful as part of this funding process. Please do not include the cost of any Part 1 Claims.</p>	<p>Worcestershire County Council are submitting two BAFFB, one a maintenance scheme bid (the Evesham Abbey Bridge Major Maintenance Scheme) and one for new/enhanced transport infrastructure (the Worcester Transport Strategy). The local contribution for both BAFFB's totals to £8.12m, split £4.0m for the Evesham Abbey Bridge Major Maintenance Scheme BAFFB and £4.12m for the Worcester Transport Strategy BAFFB. Worcestershire County Council will be able to fund the local contribution, plus the annual operating, maintenance and renewal costs. Note that the authority is seeking, and will continue to seek, private sector contributions toward transport infrastructure and services as part of the planning process.</p>
<p>(b) Agreed third party contributions</p> <p>Please name each contributor on a separate line and provide evidence of agreement (e.g. a letter from the funder outlining the degree of commitment, timing for release of funds and any other conditions etc). Note: you will be required to underwrite all third party contributions should these not materialise.</p>	<p>London Midland (train operating company) has committed to contributing £0.25m of their station improvement funds toward the Foregate Street Station elements of the package. Other 3rd party Section 106 contributions totalling £0.535m have been secured for the BAFFB package. Total 3rd party contribution is, therefore, £0.785m. Additional contributions are being and will be continue to be sought from land use developers through the planning process.</p>
<p>(c) DfT funding requested</p> <p>You are reminded that, as set out In the document "Investment in Local Major Transport Schemes" the risk layer cost sharing mechanism is being discontinued and the figure you enter here will, if accepted, be the maximum funding that DfT will provide for the scheme. If you wish eligible preparatory costs (as defined by previous guidance) to be paid these will need to be consolidated within this funding request.</p>	<p>The capital, operating, maintenance and renewals costs for the different elements of the BAFFB package are summarised in tables below. The cost of the BAFFB package in comparison to those submitted packages is summarised, below.</p>

Package	Total Cost	DfT Funding	Local and Third Party Contribution	Reduction in DfT Funding (c/f WTS Preferred Package)
MSBC Preferred Package	£50.4m	£46.0	£4.4	N/A
Affordable Lower Cost Alternative (as in EOI)	£19.7m	£18.2	£1.5	-£27.8 (60% saving)
BAFFB Package	£19.6m	£14.6m	£4.9m	-£31.4m (68% saving)

- BAFFB:
 - Cost is £19.554m (outturn costs excluding optimism bias, part 1 claims and pre-programme entry preparation costs)
 - DfT funding = £14.6m (75% of costs)
 - A reduction of £31.4m to the DfT in comparison with the WTS MSBC submitted in April 2010
 - A reduction of £3.6m to the DfT in comparison with the EOI submitted in January 2011
 - A local and third party contribution of £4.9m, a £3.4m increase in comparison with the EOI submitted in January 2011
 - Worcestershire County Council has the ability to underwrite the third party funding if necessary

The costs exclude Part 1 Claims of £0.6m (£0.72m outturn) and pre-programme entry costs of £0.125m (net change from WTS MSBC to BAFFB submission). Pre-PE costs were excluded from the WTS MSBC submission. Evaluation costs at a total of £80,000 are included in the on-going costs of the scheme.

4.4 What is the estimated funding profile.

Assume that no DfT funding will be available before 2012/13. Please specify the third party contributor(s) and list each one (if more than one) on a separate line. Please assume that the DfT and LA contributions will be in the same proportion in each year from 2012/13 and provide an explanation if this is not the case. Although the total level of DfT funding will be fixed, profiles across years may be subject to further discussion and agreement. Please do not include the cost of any Part 1 Claims.

The funding profile set out in Section 4.1 assumes no DfT funding prior to 2012/13. The detailed funding profile for 3rd Party contributions is set out in Table 4.1, below.

Table 4.1: Third Party Funding Profile

3rd Party	Funding Contribution (£m)						Totals
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Severn Street Worcester Porcelain	£0.000	£0.000	£0.050	£0.118	£0.000	£0.000	£0.168
Elgar Retail park, Blackpole	£0.000	£0.000	£0.000	£0.000	£0.018	£0.000	£0.018
Jaguar House, Castle Street	£0.000	£0.000	£0.000	£0.005	£0.000	£0.000	£0.005
Cranham Drive	£0.000	£0.000	£0.000	£0.000	£0.005	£0.000	£0.005
Sanctuary Housing, Castle Street	£0.000	£0.000	£0.000	£0.045	£0.000	£0.000	£0.045
ASDA	£0.000	£0.000	£0.075	£0.215	£0.000	£0.000	£0.290
Whittington	£0.000	£0.000	£0.004	£0.000	£0.000	£0.000	£0.004
London Midland	£0.000	£0.125	£0.125	£0.000	£0.000	£0.000	£0.250
Totals	£0.000	£0.125	£0.254	£0.383	£0.023	£0.000	£0.785

The proposed profile of DfT and Worcestershire County Council contributions are set out in Table 4.2, below.

Table 4.2: DfT and Worcestershire CC Funding Profile

Contributor	% of Contributor Funding Contribution by Year						Totals ^a
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
DfT	0.0%	0.0%	24.2%	21.4%	54.3%	0.0%	100.00% ^a
Local Contribution (WCC Only)	0.0%	6.8%	18.4%	26.7%	48.1%	0.0%	100.00% ^a

The profile has been developed to align with the delivery programme and reflects known constraints on DfT funding availability, in particular in the financial year 2013/14. It also takes account of Worcestershire County Council funding availability. However, Worcestershire County Council is willing to discuss with the DfT options to amend the funding profile if there are opportunities available.

4.5 If any DfT funding were available in 2011/12 would you be in a position to reach Full Approval and begin claiming such funding and if so how would your funding profile change?

(If appropriate please set out a funding profile similar to that in section 4.4)

Worcestershire County Council is willing to discuss with the DfT options to amend the funding profile if there are opportunities available. Some elements of the BAFFB package could be delivered in the short term.

4.6 Please indicate the level of flexibility with regard to the phasing of the local contribution of the bid (including the third party contribution), should the DfT have a need to vary the phasing of its own contribution for budgetary reasons.

Please detail the level of change in DfT support per funding year you could accommodate within the project and from which sources any change would be made up.

The proposed profile of contributions has been developed to both meet the requirements of the delivery programme, known constraints on DfT spending set out in the letter of 3rd August 2011 and the availability of 3rd Party funding.

There is some flexibility in terms of the phasing of the local contribution of the bid. This may enable local contributions to be reallocated to 2013/14. This could enable the DfT's requested contribution for 2013/14 to be reallocated to 2012/13 and/or 2014/15.

Worcestershire County Council is willing to discuss with the DfT phasing and contribution re-profiling opportunities.

4.7 Please set out the efforts you have undertaken to obtain (additional) third party funding and, where appropriate, why it is not available.

Worcestershire County Council has been and is continuing to work with private sector stakeholders and planning authorities to identify and agree financial contributions toward the Worcester Transport Strategy, where this is shown to support business. A good example of this is the contribution of £0.25m by London Midland toward the costs of the enhancements to Foregate Street Station. A further £0.534m has been secured through Section 106 contributions toward the BAFFB package, from a range of organisations.

The Worcestershire LTP3 sets out in detail the need for land use developers to identify in full the impact of generated travel demand on the performance of the transport network and to identify and fund (where appropriate) the infrastructure and service enhancements needed to mitigate adverse impacts and support sustainable growth. Planning authority officers have been closely involved in this process and are fully supportive of the need to secure appropriate 3rd party contributions toward the costs of delivering the various

elements of the WTS (including the BAFFB package) that support sustainable growth in Worcester and its hinterland.

4.8 Please supply details of likely revenue generated, any ongoing revenue liability associated with the operation of the scheme (other than routine maintenance) and how you intend to fund it. If revenues fall short of those forecast (especially in the early years after implementation) how will these be funded? *(This is of particular relevance to public transport schemes but could apply to package schemes.)*

The improvements to rail stations and the implementation of the public transport elements of the key corridor schemes will ensure greater use of these modes and will generate more revenue to the operators (estimate to be £0.7m pa), with 42% to bus operators and 58% to rail operators. The current bus network in Worcester is primarily operated on a commercial basis and it is expected that the BAFFB package will strengthen its financial viability. First Group (the dominant local bus operator) have confirmed, in writing, their strong support for the measures proposed and have indicated that they will provide them with the opportunity to further invest in the local public transport network.

In terms of the rail network, the BAFFB package will increase demand and revenue and this will work toward reducing the future costs of rail franchises. This is reflected in London Midland's commitment toward the scheme (including providing a contribution of £0.25m).

4.9 Please detail any other funding information you think to be of relevance to the bid

(For example other costs or revenue risks etc being taken by the local authority or other parties but not included within the funding table above.)

The sections above set out the local commitment by Worcestershire County Council and its partners to the BAFFB. The local contribution (both local authority and private sector) has increased significantly (by £3.4m) in comparison with the EOI submitted in January 2011. First Group have also indicated a willingness to invest in the local public transport network in response to the investment in infrastructure (noting that the benefits of the BAFFB are not dependent upon further enhancement of this network). This investment will be at First Group's risk.

4.10 Please explain how the Local Authority contribution will be funded.

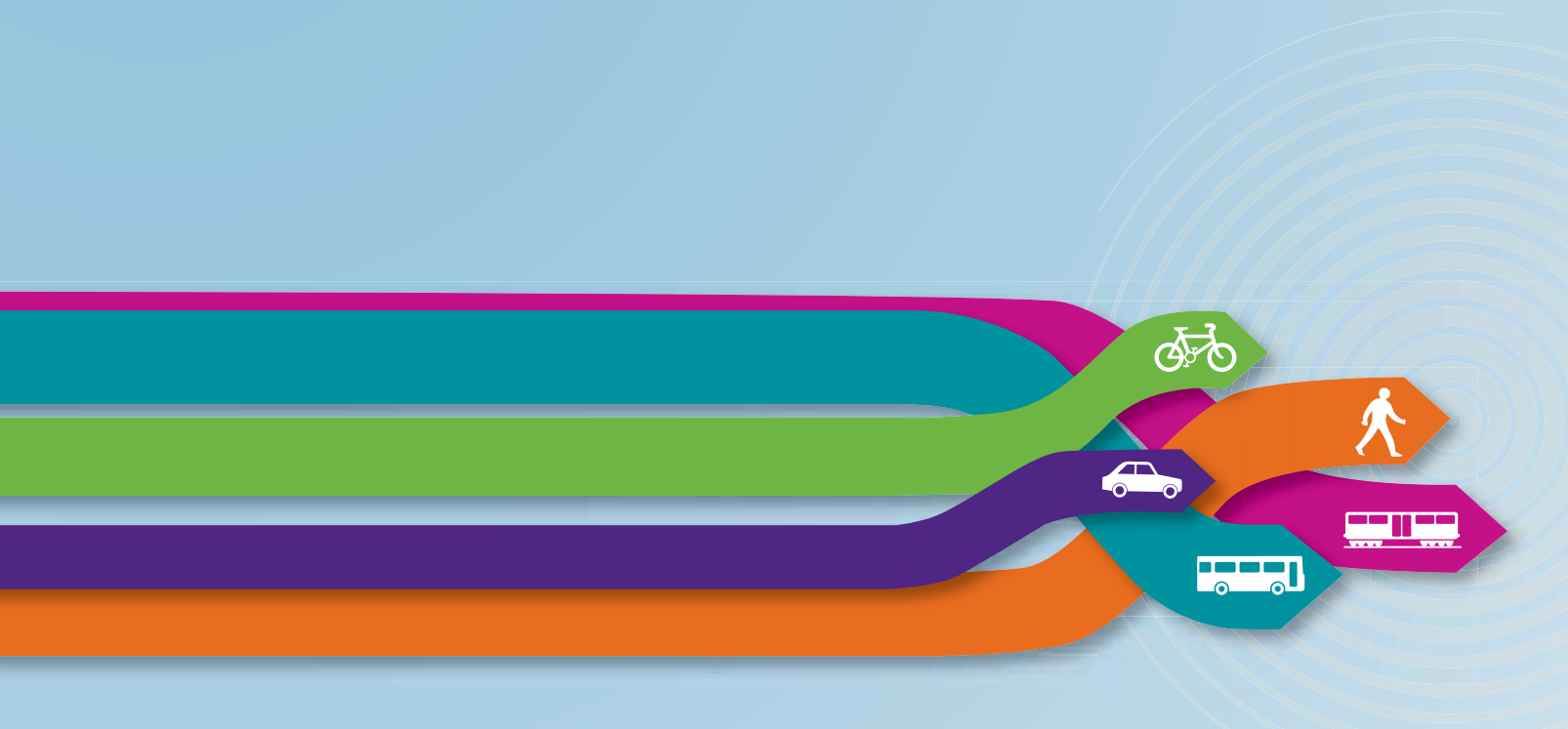
Explain where local contributions are dependent on a particular source of income and contingency plans if that income is not forthcoming. Please also include any contingency plans for meeting third party costs that fail to materialise.

The third party Section 106 contributions included within this BAFFB, represent legally agreed contributions toward transport infrastructure. The BAFFB does not include potential (unsigned) Section 106 contributions toward the Worcester Transport Strategy (although these will continue to be sought as developments are progressed through the planning process).

In terms of the Worcestershire County Council contribution this will come from the Worcestershire LTP3 IT Block for the relevant years. This reflects the importance the council places on improving the performance of the Worcester transport network such that it supports and does not inhibit economic growth.



Section 5: Stakeholder Management



SECTION 5: STAKEHOLDER MANAGEMENT

5.1 Consultation

Please provide a brief overview of the consultation you have undertaken to date with

- (a) the public,*
- (b) statutory environmental bodies and*
- (c) other stakeholders;*

*This should include dates detailing when consultation was carried out
Please also summarise any further consultation you plan to undertake.*

A number of consultation/information exercises have been undertaken as part of the development and refinement of the Worcester Transport Strategy and the associated Worcester Transport Strategy Major Scheme Bid. Worcestershire County Council has engaged with stakeholders and the public through consultation for a range of studies, including, the Sustainable Travel Town (Choose How You Move) research and more recently as part of the development of the third Local Transport Plan (LTP3). A summary of these consultations is provided in the Major Scheme Business Case Submission, Worcester Transport Strategy Consultation Report (Annex 3, Appendix G).

The outcomes from these consultations have informed the overall strategy for Worcester by identifying objectives, problems, opportunities and constraints. They have highlighted potential solutions and have helped define the broad package composition.

Specifically for the MSB Programme Entry submission, Worcestershire County Council developed a specific comprehensive Consultation Plan to ensure key stakeholders and the public were effectively engaged and to build support for the proposals. These proposals not only included the package of measures contained within Phase 1 of the Worcester Transport Strategy but also presented the vision for future phases of the Strategy. The consultation was undertaken over a three month period from December 2009 and focused on proposed schemes within the overall package. The objective of the consultation was to engage with stakeholders where direct input or support is required for the scheme to succeed, confirm the level of support for the package and determine preferred schemes.

Methods employed include meetings, press releases, letters, newsletters, presentations and an informative, up-to-the-minute website:

www.worcestershire.gov.uk/wts

The findings show strong public support for the Worcester Transport Strategy, with approximately 80% supporting the package. Full details are shown in the Major Scheme Business Case Submission, Worcester Transport Strategy Consultation Report (Annex 3, Appendix G).

A Communications Plan has been established to continue the dialogue with major stakeholders and the public post Programme Entry submission up to investment benefits realisation. This has started to be implemented. The proposed nature and frequency of communication with stakeholders varies depending on their role and further details can be seen in the Consultation Review and Communications Plan (Annex 3, Appendix G).

Note: This plan will evolve as the schemes progress through the delivery stages.

Subsequent 'bespoke' consultation exercises will be undertaken once funding has been secured. A Consultation and Communications Plan will be written to outline the full details of each activity.

5.2 Letters of support

Please append any letters of support explaining strategic importance of scheme especially from the Local Enterprise Partnership and business groups.

These should detail, where possible, the particular outcomes they believe the scheme will deliver. Where a LEP includes more than one scheme it will be important that they differentiate between schemes, and prioritise if possible.

Support for the package of measures contained within the WTSMSBs is clearly demonstrated by the support letters submitted with this application. These include letters of support from the Worcestershire LEP and Chamber of Commerce. Please see Annex 2 for copies of the letters.

5.3 Opposition

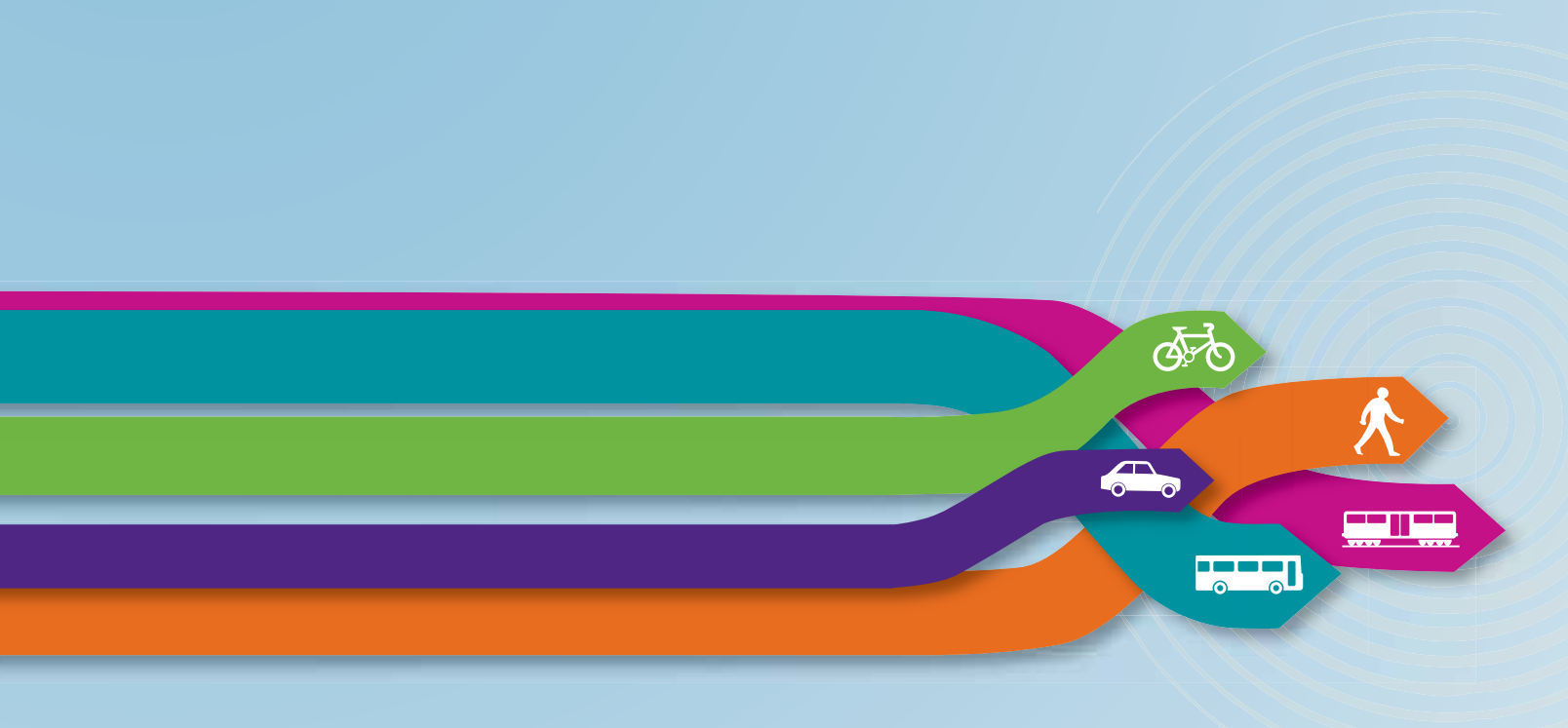
Please describe any significant opposition to the proposed scheme, the reasons for this opposition and how you are dealing with their concerns?

Please describe any mitigation measures you have included in your plans in response to these concerns.

There is no significant opposition to the BAFFB Package. The letters of support (Section 5.2) confirm that key stakeholders are fully supportive of the BAFFB. Furthermore, all main political and interested parties are engaged on a regular basis to ensure that they are aware of the latest developments with the WTS. Similarly, the public consultation demonstrates that the proposals are widely accepted.



Section 6: Additional Information



SECTION 6: ADDITIONAL INFORMATION

6.1 Please add any additional information that is relevant to your Best and Final Funding Bid that is not covered elsewhere in the form.

Annex 1: Summary of Scheme Changes

Annex 2: Letters of Support

Annex 3: Value for Money Report & Appendices:

- Appendix A – Scheme Drawings
- Appendix B – Work Programme
- Appendix C – Risk Register
- Appendix D – Cost Estimates
- Appendix E - Appraisal Worksheets
- Appendix F – Social and Accessibility Analysis
- Appendix G - Consultation Report and Communication Plan
- Appendix H – Governance and Procurement Plan

Annex 4: Supporting Documents:

- SD1 - WTS MSBC Submission, Main Document Only (April 2010)
- SD2 - Preliminary Appraisal Report (February 2010)
- SD3 - Report of Surveys (April 2010)
- SD4 - Assignment Model LMVR (April 2010)
- SD5 - Demand Model Report, (April 2010)
- SD6 - Local Authority Major Schemes Pre-Qualification Pool Expression of Interest (January 2011)
- SD7 - Technical Note – WTS Modelling and Appraisal Plan (April 2011)
- SD8 - Traffic Demand Forecasting Report (June 2011)
- SD9 - Technical Note – Response to RAG Issues (July 2011)
- SD10 - Technical Note – Update on BAFFB Appraisal (July 2011)

6.2 Please provide details of any other information that has been submitted to the Department since January 2011 that forms part of your submission *(This should include name of the document and date of submission.)*

Document Title	Date Submitted	Location on Promoter Website
Technical Note – WTS Modelling and Appraisal Plan	28 April 2011	www.worcestershire.gov.uk/wts
Technical Note – Response to RAG Issues	24 July 2011	www.worcestershire.gov.uk/wts
Technical Note – Update on BAFFB Appraisal	26 July 2011	www.worcestershire.gov.uk/wts

Notes:

BAFB Form and Link to the 5 Case Model

The following section provided to bidders to detail which elements of the form relate to the 5 cases used in decision making.

Case	Elements of the BAFB Form
Strategic Case	1.1, 1.2, 1.3, 1.5, 2.1,2.2, 2.4, 2.5, 3.1, 3.2, 5.1, 5.2, 5.3 (and Annexes 2, 3 and 4)
Financial Case	1.4, 2.2, 2.3, 2.4, Section 4 (and Annex 3)
Economic Case	3.2 (and Annexes 3 and 4)
Management Case	3.3, 3.5, 3.6, 3.7, 3.8, 5.1, 5.3 (and Annexes 2, 3 and 4)
Commercial Case	3.4, 3.5,3.7,3.8 (and Annex 3)