



A51 Tarvin-Chester Improvements Scheme

Full Business Case Independent Review

Cheshire West and Chester Council

July 2019

Quality information

Prepared by



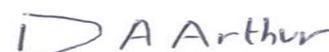
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Revision History

Revision	Revision date	Details	Authorised	Name	Position
1	04/01/19	V1	DA	David Arthur	Regional Director
2	05/03/19	V2	DA	David Arthur	Regional Director
3	07/03/19	V3	DA	David Arthur	Regional Director
4	11/03/19	V4	DA	David Arthur	Regional Director
5	26/07/19	V5	TCM	Tom Marsden	Associate Director

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1. Summary

AECOM has been commissioned by Cheshire West and Chester (CWaC) Council to undertake an independent review of the Full Business Case (FBC) for the proposed A51 – Tarvin Chester Improvements scheme. The review is a requirement of the Cheshire and Warrington Enterprise Partnership (C&W LEP) for the release of monies devolved to the LEP under the Local Growth Fund.

The proposed A51 Tarvin-Chester Improvements scheme is being promoted by CWaC and the FBC has been prepared by consultants Mott MacDonald. The review of the business case documentation has been undertaken based on a RAG appraisal template, which has been adopted by the C&W LEP as part of their Growth Programme Assurance and Accountability Framework. The RAG appraisal criteria are outlined within the summary sheet below and the following chapters assess the information supplied in relation to the five transport cases.

Three iterations of the FBC have been reviewed by AECOM. The first iteration was reviewed in January 2019 – at this point the local funding contribution required had not been confirmed by CWaC Council. Since this time the components of the scheme have been reviewed and amended with respect to the funding available. A second iteration (reviewed in March 2019) was based on the revised scheme specification and was submitted to the C&W LEP for Full Approval. A further iteration of the Business Case was undertaken at the request of CWaC in July 2019 following receipt of additional information relating to the Financial Case.

Table 1: Scheme Details

Project Title	A51 Tarvin-Chester Improvements Scheme
Scheme Promoter	Cheshire West and Chester Council
Document Reviewed	Full Business Case
Permission Sought	Full Approval
Date of Submission	July 2019 (Third iteration)
Date of Review	26/07/2019
Scheme Description	<p>Series of highway improvements along the A51 corridor including:</p> <ul style="list-style-type: none"> • Amendments to the central island at Tarvin Roundabout and additional carriageway markings added to the A54 approach; • Signal and line marking changes at Stamford Bridge to provide 2 lanes straight ahead for eastbound traffic; • Provision of an extra westbound lane through the Stamford Bridge junction, with a long merge for westbound traffic exiting the junction; • A new bridge will be constructed immediately adjacent to the existing bridge such that the two bridges are linked giving the appearance of a single structure. A kerbed island will be in place between the two bridges; and • Removal of some of the existing right turn movements at the Hare Lane/Littleton Lane junction to reduce rear end shunts, additional delay and ‘rat running’.

Table 2: Summary Sheet

Overall Score		Requirements substantially met
Overall AECOM Comments	<p>Following preparation of the first iteration of the FBC, the components of the scheme have been reviewed with respect to the available funding. The revised version of the FBC received in March 2019 was based on the updated scheme specification - a number of components have been removed/amended – this includes:</p> <ul style="list-style-type: none"> • The removal of the left turn lane at Tarvin Roundabout from the A51 South to the A51 West; • Removal of the proposed modifications to the westbound approach to the A55 and eastbound merge on the A51 at the A51/ A55 junction; and • Reduction of proposed lane widths and southern verge width for works to be undertaken at Stamford Bridge. <p>The remainder of the scheme components were unmodified for the submission.</p> <p>The Strategic Case and Economic Case largely meet the identified requirements, with the outstanding issues identified being relatively minor. The overall approach taken to the assessment work is considered to be proportionate to the size of the scheme. It should however be noted that although the value for money of the scheme has slightly increased following the change in scope, it is still significantly lower than that reported at the OBC stage.</p> <p>With regard to the Financial Case, following the OBC stage the total costs for the scheme increased from £5,398,839 to an estimated £8,569,447 (Q4 2018 prices) in the first iteration of the FBC. Following preparation of the first iteration of the FBC, CWaC Council determined that it was not able to cover the funding gap. This resulted in a requirement to de-scope the scheme in line with the available budget. Following this process, the estimated scheme costs have reduced to £7,029,726, with CWaC sourcing the additional amount (over the OBC cost) from various other funding sources, including Section 106, Local Transport Plan Integrated Transport Block and Community Infrastructure Funding. It should be noted that the cost does not present the final target cost as the FBC is being submitted prior to the detailed design work - CWaC Council proposes to review the costs as part of this process. The third iteration of the business case now provides appropriate Cabinet approval of the funding for the full scheme (Appendix W).</p> <p>The Commercial Case identifies a range of potential procurement options for the delivery of the scheme. From these it identifies that CWaC has chosen to deliver the scheme through the SCAPE Civil Engineering & Infrastructure Construction Framework for construction. Balfour Beatty will be the scheme contractors with continued consultancy support from Mott MacDonald who will assist with detailed design work.</p> <p>The Management Case sets out the high level governance arrangements to oversee the delivery of the project. This includes the strategic governance for the C&W LEP and for the project itself. A work programme has been provided and the statutory powers and consents required to deliver the project are identified. An approach to risk management is set out and key risks emerging from the QRA are identified, including mitigation measures. In terms of outstanding issues, a number statutory powers and consents are still required, including land acquisition, Traffic Regulation Orders (TROs) and environmental permits. The need to secure these final approvals is a residual risk to delivery of the scheme. It should be noted that public consultation has not been undertaken to date and this would normally have been completed at the FBC stage. Consultation was due to take place in January 2019, but as a result of the changes to the scheme, it is now planned to take place from August 19. It would also have been beneficial for the Stakeholder and Communications Plan to include strategies for communication and engagement during the construction period.</p>	
Benefit to Cost Ratio (BCR)	<p>When the Present Value Benefits (PVB) of £11.99m over the standard appraisal period of 60 years, is taken together with the present value of scheme costs (PVC) of £5.38m, the initial BCR is calculated as 2.2, which is adjusted to 2.3 after allowing for reliability and accident benefits. According to Department for Transport guidance, the BCR of 2.1 represents 'high' value for Money. This has reduced from a BCR of 3.2 reported at the</p>	

	OBC stage following an increase in the scheme costs. It should be noted that the revised BCR is just above the DfT threshold for high value for money (a BCR of 2 or above).
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Table 3: Assessment Scale

	Requirements fully met - No issues of note with the submission.
	Requirements substantially met - Minor issues exist with the submission.
	Requirements partially met - Medium issues exist with the submission.
	Requirements not met - Critical issues exist with the submission.

2. Strategic Case

Table 3: Strategic Case Review Summary

Overall Score		Requirements fully met
AECOM Comments	<p>The Strategic Case includes a review of the existing policies and evidence that supports the case for change. It considers the scheme within the wider policy-fit alongside its ability to overcome existing problems identified in the area. 4 key objectives have been identified for the scheme and the intended outcomes are clearly expressed through a logic map.</p> <p>A comprehensive option assessment process has been undertaken from a long list of 17 options to short list of 4 options and then to a preferred scheme option. The assessment shows how the options align with the objectives of the scheme and how they address the issues identified. Evidence of the process is found within the Options Appraisal Report (Appendix A).</p> <p>Outstanding issues</p> <p>With regard to constraints, there are some parcels of land required that are still to be acquired. The FBC highlights that CWaC are progressing negotiations with relevant parties. This issue does not impact on the overall score of the Strategic Case, but is considered further in the Management Case.</p>	

Assessment Scale

	Requirements fully met - No issues of note with the submission.
	Requirements substantially met - Minor issues exist with the submission.
	Requirements partially met - Medium issues exist with the submission.
	Requirements not met - Critical issues exist with the submission.

Table 4: Strategic Case Review

Ref	Item	Status	Comments
S1	Is there a clear description of the components of the scheme and how it fits with the aims and objectives of the LEP, Local Authorities and DfT?	Requirements fully met.	<p>The Business Case provides a clear and thorough description of each component of the scheme in section 3.3 (The Scheme) of the Option Appraisal and Preferred Option chapter.</p> <p>Prior to the final submission of the FBC the scheme required further changes due to funding constraints that were realised after submitting the business case for peer review in December 2018. As a result, the scope of some scheme components have been reduced in order to decrease the overall scheme costs. Following these changes, the scheme will deliver the following improvements to the A51 corridor:</p> <ul style="list-style-type: none"> • Amendments to the central island at Tarvin Roundabout and additional carriageway markings added to the A54 approach; • Signal and line marking changes at Stamford Bridge to provide 2 lanes straight ahead for eastbound traffic; • Provision of an extra westbound lane through the Stamford Bridge junction, with a long merge for westbound traffic exiting the junction; • A new bridge will be constructed immediately adjacent to the existing bridge such that the two bridges are linked giving the appearance of a single structure. A kerbed island will be in place between the two bridges; and • Removal of some of the existing right turn movements at the Hare Lane/Littleton Lane junction to reduce rear end shunts, additional delay and ‘rat running’. <p>The scope of the project is illustrated through concept designs in Figure 41 to Figure 45. A key change in the scope since the OBC is the inclusion of a new bridge over the River Gowy. Previously the scheme proposed an extension to the existing bridge however a number of issues surrounding resilience and lifespan of the existing structure were identified. It was therefore concluded that a new linked bridge would provide better network resilience. Detailed drawings of the proposed link bridge are provided in Figure 45.</p> <p>Section 2.13 (Policy Review) details how the scheme fits with the aims and objectives of local, regional, sub-national and national policy. Call out boxes draw attention to how the scheme will contribute towards DfT’s objectives, as set out in the Transport Investment Strategy – for example the scheme will assist in terms of creating a more reliable and less congested transport network. It also considers the policy fit with Transport for the North’s draft Strategic Transport Plan. The policy review also considers the contribution towards the Cheshire and Warrington Strategic Economic Plan and Growth Plan by supporting Chester (which is identified as a key location for growth), together with support for major</p>

Ref	Item	Status	Comments
			growth areas in Crewe, the Atlantic Gateway and Cheshire Science Corridor. At the local authority level, the contribution of the scheme in relation to the Cheshire West and Chester Local Plan, Local Transport Plan 2 and the Chester One City Plan is also considered.
S2	Have the problem(s) the scheme will be addressing been clearly identified – including evidence of the extent of the problem(s), specific barriers / challenges, and how the scheme will overcome them (including the scale of impact)	Requirements fully met.	<p>The Strategic Case provides a detailed ‘Problems and Opportunities’ section. This includes a range of evidence including consideration of the strategic socio-economic conditions (including population growth, employment, deprivation, education and skills), transport highways network and traffic conditions (including road safety) and land use and development considerations. At the conclusion of each section, the key issues and opportunities are summarised, together with a further summary presented at section 2.11 (Review of Problems and Opportunities). These are linked to the emerging scheme objectives to demonstrate how the anticipated outcomes are linked.</p> <p>As part of the option assessment process, both qualitative and quantitative assessments of the options have been undertaken, including use of Mott MacDonald’s in house Investment Sifting and Evaluation Tool, ARCADY3 and LINSIG3 to assess the extent to which the scheme will overcome the problems identified.</p> <p>It would have been beneficial if the text relating to problems and opportunities had been more concise to articulate the most pertinent issues more clearly as some of the information and supporting analysis has a limited impact on the case for change and scheme objectives. Re-structuring of the chapter would have also made it easier to navigate the Strategic Case.</p>
S3	Has the impact of not progressing the scheme been set out, including supporting evidence? Is there adequate rationale to support why the scheme is needed now?	Requirements fully met.	Section 3.5 (Impacts of Scheme Not Being Delivered) identifies the impact of the scheme not progressing, including increased congestion on this section of the corridor, impacting on the attractiveness of the area for future investment and reduced access to opportunities to residents. In the absence of specific interventions the report would have benefited from elaborating on the road safety and air quality issues that are referenced.
S4	Are there a clearly defined set of objectives for the scheme to address the problem(s) identified?	Requirements fully met.	<p>Section 2.12 (Scheme Objectives) sets out the four objectives for the scheme including:</p> <ul style="list-style-type: none"> • Economic Growth: To achieve improved accessibility to facilitate economic growth and job creation; • Strategic Connectivity: To deliver transport network improvements that deliver enhanced connectivity between Chester, Tarvin and key regional centres such as Crewe, Northwich, Winsford and Manchester Airport; • Local Connectivity: To reduce levels of highway congestion and secure enhanced local connectivity

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			<p>and encourage and facilitate transport between Chester and Tarvin, current and future housing sites, employment an mixed-use developments; and</p> <ul style="list-style-type: none"> • Wider Social Impacts: To ensure local residents enjoy a good quality of life and that the area between Tarvin and Chester remains an attractive plan to live work and play. <p>The objectives have been identified in response to the key problems and opportunities set out in the Strategic Case, and are aligned to the policy analysis set out in section 2.13. The objectives have been used to guide the development of the scheme components. The objectives are supported by a number of sub-objectives.</p> <p>The Benefit Realisation Plan and Monitoring and Evaluation Report provides further detail to ensure the objectives are in line with the SMART framework setting out the objectives against the outcomes, the proposed methodology for measuring the performance indicators, and the timing following completion of the scheme.</p>		
S5	Are the expected outcomes clear - How will it be possible to know when the objectives have been met, and what will 'success' actually mean?	Requirements fully met.	<p>Successful delivery of the scheme will be monitored against the objectives/sub-objectives. The Benefits Realisation Plan and Monitoring and Evaluation Report (Appendix J) clearly sets out the outcomes and what will constitute success for the project, an example is provided below:</p>		
			<table border="1"> <tr> <td> <p>Sub-objective: Reduce the number of rear-ending accidents occurring at junctions along the A51 corridor between Chester and Tarvin, by increasing capacity and improving junction operation</p> </td> <td> <p>Outcome: Enhanced highways safety along the A51 corridor with fewer road traffic collisions occurring</p> </td> <td> <p>Performance Indicator: Decrease in the annual number of road traffic collisions and incidents occurring along the A51 corridor</p> </td> <td> <p>Methodology: ATC counter; and analysis of highways incident data</p> </td> <td> <p>Timing: Prior to or during delivery to assess baseline data and 1 year / post completion</p> </td> </tr> </table>	<p>Sub-objective: Reduce the number of rear-ending accidents occurring at junctions along the A51 corridor between Chester and Tarvin, by increasing capacity and improving junction operation</p>	<p>Outcome: Enhanced highways safety along the A51 corridor with fewer road traffic collisions occurring</p>
<p>Sub-objective: Reduce the number of rear-ending accidents occurring at junctions along the A51 corridor between Chester and Tarvin, by increasing capacity and improving junction operation</p>	<p>Outcome: Enhanced highways safety along the A51 corridor with fewer road traffic collisions occurring</p>	<p>Performance Indicator: Decrease in the annual number of road traffic collisions and incidents occurring along the A51 corridor</p>	<p>Methodology: ATC counter; and analysis of highways incident data</p>	<p>Timing: Prior to or during delivery to assess baseline data and 1 year / post completion</p>	
S6	Are there any remaining high level internal/external constraints or other factors that present a material risk to the delivery of this scheme?	Requirements substantially met	<p>Risks, constraints and dependencies are set out in section 2.14 of the Strategic Case. Risks have been identified across a number of themes including strategic, funding and infrastructure; while constraints primarily relate to environmental and land acquisition implications.</p> <p>Since the OBC a Flood Risk Statement (Appendix P) has been completed and included in the FBC. Within the statement it is concluded that there is a low flood risk due to the raised level of the A51. The impact of the scheme on the flood zone is also shown to be negligible. Evidence of engagement with the Environmental Agency regarding ecological mitigations is also included on page 10 of Appendix S. It is therefore considered this issue has been addressed since the OBC. It should however be noted that</p>		

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			<p>consent will be required for the increased highway surface water discharge into the River Gowy.</p> <p>With regards to land, there are some parcels of land required that are still be to be acquired. The FBC highlights that Cheshire West and Chester Council are progressing negotiations with relevant land owners and illustrations of land that will require negotiation are provided in Figure 37 and 38. The potential requirement for a Compulsory Purchase Orders in the absence of reaching an agreement with the landowner is also acknowledged – allowance for this has been accommodated in the programme shown in Appendix N.</p>
S7	Have any inter-dependencies which may affect the success of the scheme been identified?	Requirements fully met.	Under 2.14.3 (Dependencies) the report acknowledges that the development of the A51 Tarvin Road capacity improvement scheme is not dependent on any other transport or regeneration scheme. Following consultation with Highways England and local Parish Councils, no other dependencies or influences were identified.
S8	Are any links with other schemes clear?	Requirements fully met.	The Strategic Case highlights that the scheme is on an important strategic route providing connectivity to a number of key upcoming developments in Chester. Whilst there is potential for the A51 corridor improvements to support nearby housing development and economic growth opportunities, there are no specific planning conditions linked to the scheme.
S9	Have the main stakeholder groups and their contribution to the project been clearly defined? This should include any potential constraints or conflicts between stakeholder groups.	Requirements fully met.	The key stakeholder groups and their project input/role responsibilities with reference to the scheme are set out in Table 27 within the FBC report. The key stakeholders include Highways England, Parish Councils, Ward Members, bus operators, cycling groups, emergency services, utility companies, Chester Growth Partnership, North Wales local authorities, Cheshire East Council, local residents and landowners. No conflicts between stakeholder groups have been identified within the FBC.
S10	Is there a robust assessment of different scheme options, including the reasons for any options being discounted?	Requirements substantially met	<p>Chapter 3 (Option Appraisal and Preferred Option) sets out a robust assessment of options. This is supported by an appended option assessment report (OAR) (Appendix A). A long list of 17 scheme options was assessed including Do nothing, Do Minimum, Do Something and high cost scenarios. These are reported in detail in section 5.2 of the OAR.</p> <p>Mott MacDonald used their in-house Investment Sifting and Evaluation Tool to assess the long list of options. This included the identification of sub-criteria under each of the objectives which were used to assess the options, in addition to assessment criteria relating to deliverability. This facilitated a comparison and ranking of all design options. The initial assessment led to four options being taken forward for a more detailed level of assessment in terms of costs the wider economic benefits they can produce and quantitatively determines how junctions will operate in the future with regard to queue</p>

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			<p>lengths and delays to journey times. This included assessment using junction models including ARCADY and LINSIG. As there was no differentiation regarding the performance of options in terms of wider economic benefits, the preferred option (Do Something 3) was taken forward to the Economic and Financial Case based on the traffic modelling assessment.</p> <p>The rationale for the preferred option and why other options have been discounted is presented both in the main FBC and supporting OAR. Supporting rationale to identify the rationale for the change to the scheme components between the first and the second iteration of the FBC following the de-scoping of the scheme in order to meet the available budget has been provided in section 3.2.2. This includes explanation of the descoping exercise, which included representatives from CW&C, Balfour Beatty and Mott MacDonald. High level analysis was conducted using estimates of time savings to provide indicative economic benefits, with the results shown in Table 36. Whilst the FBC reports scores of the preferred against the objectives overall, the section would also be strengthened by including a narrative/summary of its performance against each individual scheme objective.</p>
S11	Have details of stakeholder and public consultation been provided?	Requirements fully met.	<p>The policy review section highlights that the scheme was identified following public consultation on the Chester Transport Strategy in 2014, which highlighted a series of pinch points. Further work was undertaken on these pinch points in February 2016 which later led to the development of this scheme.</p> <p>Table 27 identifies key stakeholders and their roles. This includes Highways England, Christleton Parish Council, Littleton Parish Council, Guilden Sutton Parish Council, and Tarvin Parish Council. Table 28 (Details of Stakeholder Engagement Meetings) provides the details of meetings held with the Parishes regarding scheme plans and progress so far. The outcomes from these meetings and engagement are outlined in Table 29 (Key Outcomes of Stakeholder Consultation), including details of how the scheme has been adapted to address the issues identified.</p> <p>While consultation with key stakeholders such as landowners and Highways England has been ongoing throughout the development of the FBC, no public consultation has been carried out. This is a result of timescales and changes to the scheme since the OBC stage. It was also considered that before public consultation can take place the finalised scheme and funding arrangements need to be confirmed.</p> <p>The Stakeholder Communications Plan (Appendix S) provides an overview of external engagement and communications to date. This includes information on the stakeholders contacted, the purpose and date of engagement, the communication method, land mobilisation, ecology mitigations, the relevant contact and any attachments shared. This includes engagement with Highways England, Land Owners, Tenants, Natural England and the Environment Agency. The report identifies that there are no conflicts between stakeholders.</p> <p>The next steps for consultation are also provided within the FBC. This includes a number of drop-in</p>

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			sessions in March 2019 that will be advertised by press releases, letters and information leaflets. Further details of the sessions are included within Appendix S. A timeline for Stakeholder and 3rd Party Engagement is also included within the work programme (Appendix N).

3. Economic Case

Table 5: Economic Case Review Summary

Overall Score	Requirements substantially met
AECOM Comments	<p>The Economic Case has demonstrated that the scheme represents high value for money, with an initial BCR of 2.2. When adjusted for the inclusion of journey time reliability benefits, the BCR increases to 2.3. The adjusted BCR has increased from 2.1 in the first iteration of the FBC to 2.3 in the second iteration following the change to the scheme specification in order to bring the costs within the available budget. The BCR reduced from 3.2 at the OBC stage following an increase to the scheme costs – it should be noted that the revised BCR is just above the threshold for high value for money. Three sensitivity tests are included, which identify the impact on the BCR following a 25% increase to the scheme costs (Test 1), a reduction to the benefits of 25% (Test 2) and an increase to the costs of 25% and a reduction of the benefits of 25% (Test 3) against the adjusted BCR. Tests 1 and 2 result in a BCR of 1.9 and 1.8 ('medium' value for money), whilst Test 3 results in a BCR of 1.4 ('low' value for money). Whilst Test 3 is an unlikely scenario, the risk of the value for money of the scheme dropping from 'high' to 'medium' should be noted.</p> <p>The approach to deriving the BCR is in line with appropriate guidance and is represented by a proportionate approach to demand forecasting and economic appraisal.</p> <p>Outstanding issues</p> <ul style="list-style-type: none"> • The Distributional Impacts Appraisal (DIA) could be more robust, including assessments of noise, air quality and accidents. • The additional maintenance costs were not included in the economic appraisal – this is not considered to be a major issue given that the costs are relatively low.

Assessment Scale

	Requirements fully met - No issues of note with the submission.
	Requirements substantially met - Minor issues exist with the submission.
	Requirements partially met - Medium issues exist with the submission.
	Requirements not met - Critical issues exist with the submission.

Table 6: Economic Case Review

Ref	Item	Status	Comments
E1	Has a Value for Money Statement been provided, including a BCR?	Requirements fully met	<p>The Value for Money (VfM) of the scheme presented within the Economic Case reports an initial BCR of 2.2, which equates to high Value for Money, according to the DfT's WebTAG guidance. This also meets the C&W LEP Growth Programme Assurance and Accountability Framework expectation that schemes have a BCR of over 2. When adjusted to include journey time reliability benefits, the BCR increases to 2.3, which is the adjusted core BCR. Following the reduction of scope for the scheme following the increase in the scheme cost, the adjusted BCR remains below the BCR of 3.2 which was reported at the OBC stage. It should be noted that the revised BCR is just above the threshold for high value for money, as defined by the DfT.</p> <p>A VfM Statement is included within the main Economic Case and includes TEE, PA and AMCB tables. This is reported in more detail within Appendix E Economic Appraisal Report.</p>
E2	Are there any key assumptions relating to how the BCR has been derived?	Requirements fully met	<p>The approach to calculating the BCR is standard with assumptions in line with WebTAG guidance - User Time benefits are the largest overall benefit, derived from SATURN and TUBA appraisal. Appendix C and D provide an overview of the modelling approach - which considers the assumptions which have greatest impact on the overall BCR - additional benefits, including reliability impacts are discussed.</p>
E3	Is the basis for the calculation of the Present Value of Benefits (PVB) sufficiently robust?	Requirements fully met	<p>The generation of the Present Value of Benefits, has been prepared following a standard approach. This involves outputs from demand forecasting, which input into a TUBA appraisal. TUBA has been undertaken in line with appropriate guidance and demonstrates the core appraisal benefits. Additional benefits, such as reliability benefits have also been captured.</p>
E4	Is the basis for the calculation of the Present Value of Cost (PVC) sufficiently robust?	Requirements substantially met	<p>Table 36 shows that the base scheme costs, prior to including QRA and Optimism bias, are £5,808,086 at 2018 prices. QRA is estimated at £ 1,167,640 and Optimism Bias is £ 210,892 (an adjustment of 3% has been provided in line with WebTAG guidance for the FBC stage). The QRA allowance has increased significantly from the OBC stage, where the allowance was £633,183. The Economic Case does not incorporate any costs for maintenance and renewals. The Financial Case identifies that maintenance costs are estimated to be an additional £35,000 over 20 years and will be covered by the council's own maintenance budget. Whilst the scale of the additional costs is relatively small, technically the costs should be included within the economic appraisal.</p>
E5	Has an appropriate level of optimism bias been applied?	Requirements fully met	<p>An optimism bias adjustment of 3% has been applied within the appraisal, in line with cost development to Stage 3 - the 3% has been applied to the scheme costs including QRA, in line with WebTAG guidance (A1.2). Whilst the costs do not represent the finalised contracted cost, a 3%</p>

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			adjustment can be justified given the size of the QRA allowance, which has increased significantly from the OBC stage.
E6	Has an appropriate level of risk cost been included?	Requirements fully met	A Quantified Risk Assessment (QRA) has been undertaken for the scheme, this has placed a risk value of £1,167,640. This represents around 20.1% of the base cost and has increased from 14% at the OBC stage.
E7	Is the traffic modelling and forecasting approach / tools sufficiently robust? Has relevant supporting documentation been provided to substantiate that modelling undertaken is fit for purpose?	Requirements fully met	<p>Base model update – The SATURN base model has been updated to represent 2017 conditions. The focus of the update has been within the study area of the A51 corridor. Appendix C provides a comprehensive record of the updates to the model. The model updates seem reasonable and the resultant calibration and validation results are acceptable.</p> <p>Forecasting Modelling - A forecasting report has been provided (Appendix D), which documents the development of the future year model scenarios, and the scheme testing. This included the derivation of 2020 and 2030 forecast years. Future year models have included relevant committed developments within the study area, of which housing developments are particularly significant. Growth has been constrained to the current version of TEMPro (v7.2), across Cheshire West and Chester.</p>
E8	Have all other modelling assumptions been made clear?	Requirements fully met	Modelling assumptions have been documented within the supporting Appendices - the modelling approach and assumptions are reasonable and in line with a proportionate approach. It should be noted however that the first modelling year does not reflect the scheme opening year defined within the business case document – correcting this is not likely to a significant impact on the appraisal.
E10	Are TUBA outputs robust?	Requirements fully met	<p>TUBA output files are provided within Appendix B of the Economic Appraisal Report. This provides details of the full report, including a documentation of TUBA warning records. TUBA has been run through an appropriate version 1.9.9. The sectoring of TUBA benefits is also provided within Appendix C of this document.</p> <p>The sectored benefits shows key benefits between the study area and the wider area. A small level of disbenefits were identified - these typically cover minor movements within the corridor and represent circa 1% reduction in total benefits and seem realistic given the proposed measures.</p> <p>TUBA presents outputs in terms of user time, vehicle operating costs, indirect tax, greenhouse gases and scheme Investment costs.</p>
E11	Have all relevant options been modelled / appraised?	Requirements substantially	The assessment of options in the Economic Case is limited to the preferred option – at the OBC stage it would normally be expected that a short list of options would be included in the economic

Ref	Item	Status	Comments
		met	appraisal. It is however understood that it was agreed with the LEP that the appraisal could be limited to the preferred option given the relatively small scale of the scheme. Following the assessment of the long list of options, the four shortlisted options were assessed using junction models (ARCADY and LINSIG) – results from these assessments were used to determine the preferred option selected.
E12	Have appropriate sensitivity tests been undertaken?	Requirements fully met	Three sensitivity tests are included, which identify the impact on the BCR following a 25% increase to the scheme costs (Test 1), a reduction to the benefits of 25% and an increase to the costs of 25% and a reduction of the benefits of 25% (Test 3) against the adjusted BCR. Tests 1 and 2 result in a BCR of 1.9 and 1.8 (medium value for money), whilst Test 3 results in a BCR of 1.4 (low value for money).
E13	Has a completed AST been provided (with supporting worksheets where relevant)?	Requirements fully met	A completed Appraisal Summary Table (AST) is provided within Appendix O. A summary of the AST is provided in Table 49 within the Economic Case of the FBC.
E14	Are forecast housing, jobs and GVA impacts provided robust / realistic?	Requirements fully met	The scheme is not expected to directly unlock particular housing or development sites for employment i.e. through a planning condition that requires the implementation of the scheme. It is however anticipated that the scheme will help contribute towards housing sites coming forward for development. The Land Use and Economic Development Assessment Report (Appendix F) includes an assessment of the GVA benefits that would result from the construction of additional housing, assuming a 5% to 10% level of attribution from the scheme. There is not specific evidence to support the selection of the 5% to 10% attribution value, but it appears to be a relatively conservative assumption. This assessment identified the scheme has the potential to provide 10 to 20 jobs and £433,800 to £864,500 GVA benefits relating to construction. It has been clarified since the OBC stage that the value is for the construction period only. A potential of £171,840 to £343,680 in council tax is also seen as attributed to the road improvement scheme, however these will only be generated once new homes are occupied.
E15	Has dependent development been accounted for?	Requirements fully met	The development of the A51 Tarvin Road Capacity Improvements scheme is not dependent on any other transport or regeneration schemes. Following consultation with key stakeholders such as Highways England and local Parish Councils, there are also no dependencies or influences were identified and all were supportive of the improvements identified within this scheme.
E16	Have all (relevant) Environmental & Social Impacts been adequately assessed?	Requirements fully met	A Social Impact Appraisal has been carried out for the preferred option. A summary of the SIA analysis is provided in Table 47. This provides a qualitative assessment of the key environmental and social impacts. The assessment shows that the scheme is expected to result in beneficial impacts in

Ref	Item	Status	Comments
			terms of journey quality, accidents and severance reduction. The assessment covers both the construction and operational phase.
E17	Have Distributional Impacts been assessed in a robust manner?	Requirements substantially met	A DIA has been carried out for the preferred option (a proportionate assessment has been carried out). A summary of the DIA is included in Table 48. The DIA assesses the distribution of social groups within the scheme impact area – including completion of GIS mapping and WebTAG tables for social group and amenities indicators and IMD income domain distribution. It is noted that many of the sub impacts were either 'not possible to assess', or 'not appraised'. It was noted at the OBC stage that assessments of noise, air quality and accidents would be provided at the Full Business Case stage, but this assessment has not been included. Overall, the DIA could be more robust given the gaps in the assessment, but this is not considered to be a major issue given the scale and type of the intervention.

4. Financial Case

Table 7: Financial Case Review Summary

Overall Score	Requirements substantially met
AECOM Comments	<p>Following the OBC submission, the scheme costs increased from £5,398,839 to an estimated £8,569,447 (Q4 2018 prices), which include construction costs, risks, statutory undertakers work and land acquisition costs. As identified earlier in this report, prior to the final submission of the FBC there was a requirement to de-scope elements of the scheme to bring the total cost within the available budget. Following the changes to the scheme components, the total cost of the scheme is now £7,029,726 (Q4 2018 prices), which includes construction costs, risks, statutory undertakers works and land acquisition costs. This also includes the application of inflation at £264,102. These costs have been prepared by Balfour Beatty. The costs have increased from the original OBC costs, owing to a number of factors including the decision to construct a new bridge, an increase to the QRA and increases to statutory undertakers costs. It should be noted that the cost does not present the final target cost as CWaC Council proposes to review the costs as part of the detailed design work.</p> <p>At the time of the second business case iteration, CWaC were in the process of sourcing the additional funding requirement over the OBC cost (around £1.59m) from various other funding sources, including Section 106, Local Transport Plan Integrated Transport Block and Community Infrastructure Funding. The third iteration (received July 2019) now reports confirmation of funding sources for the complete £7,029,726 scheme cost (evidence from CWaC Cabinet is provided – Appendix W).</p> <p>Outstanding issues</p> <ul style="list-style-type: none"> The current cost does not represent the final target cost (as would normally be expected at the FBC stage) – the detailed design process is still be completed and CWaC proposes that value engineering work will be undertaken as part of this. Evidence of appropriate S151 Officer sign-off has not been provided (however it is noted that this has been obtained given the CWaC approvals for LGF grant funding conditions and Cabinet paper submissions).

Assessment Scale

	Requirements fully met - No issues of note with the submission.
	Requirements substantially met - Minor issues exist with the submission.
	Requirements partially met - Medium issues exist with the submission.
	Requirements not met - Critical issues exist with the submission.

Table 8: Financial Case Review

Ref	Item	Status	Comments
F1	Is the expected whole life cost of the scheme robust, including the base cost and risk allowance in outturn prices drawn from industry forecasts?	Requirements fully met.	<p>Since the OBC stage the total costs for the scheme had risen from £5,398,839 to an estimated £8,569,447. However, prior to the final submission of the FBC the scheme required further changes due to funding constraints that were realised after submitting the business case for peer review in December 2018. Following a change of scope, some scheme components have been reduced in order to decrease the overall scheme costs. The costs of the scheme is now £7,029,726, which includes construction costs, risks, statutory undertakers works and land acquisition costs. Within these costs, £1,167,640 has been included for risk and £264,102 for inflation. The scheme costs have been prepared by Balfour Beatty.</p> <p>The reasons for an increase of costs by approximately £1.63m since the submission of the OBC are given in 5.2.1, with significant changes relating to:</p> <ul style="list-style-type: none"> • the proposals for the new linked bridge over the River Gowy; • extending surfacing of cycleways; • footways and carriageways; • costs relating to ecology works and mitigation measures; • statutory undertakes; • an allowance for full replacement of street lighting; • additional drainage works; and • increase in risk allowance and higher costs associated with procurement due to the use of the SCAPE framework. <p>Section 5.5 identifies that a potential CPO process for the scheme could add an additional £50,000 to £112,000 the scheme costs. The upper cost level has been included in the overall scheme cost analysis. The work programme (Appendix N) allows time for the CPO process.</p>
F2	Has a cost profile been provided showing year on year costs, and breakdown by cost type and parties on whom they fall?	Requirements fully met.	<p>A cost profile for the scheme is provided in Table 55 (Funding Breakdown), which splits the total costs by year and by funding source (i.e. LGF, Local contribution and Section 106). This is further broken down in the Scheme Costs Report (Appendix L). At the OBC stage it was agreed that of the total cost (£5,398,839), £3,617,222 (67%) is to be funded by the LEP, with £1,741,000 (32.2%) from CWaC and £40,617 (0.8%) from a Section 106 developer contribution. As the scheme estimate is now £7,029,726, CWaC will fund the additional</p>

Ref	Item	Status	Comments
			<p>amount required (approximately £1,630,887) from various funding sources such as Community Infrastructure Levy (CIL), Section 106 and the LTP capital programme.</p> <p>An increased budget of £242,832 has been identified for monitoring and evaluation – this will take place at one and four years past completion so this budget should be distributed (excluding baseline costs) across 2021/22 and 2024/2025. This covers both pre-construction and post construction activities. Of the total budget for monitoring and evaluation, £54,000 relates to post construction.</p>
F3	Have details of key financial risks been provided and is the risk cost allowance robust?	Requirements fully met.	A QRA has been undertaken by Balfour Beatty which calculated risk to be £1,167,640 or approximately 16.6% of the total scheme costs. Further commentary relating to funding risks (financial) are reported in section 7.8 (Risk Management and Mitigation) of the Management Case. The QRA is included in Appendix K – this includes a risk register which sets out the key risks and proposed mitigation measures.
F4	Are funding sources to cover the full scheme cost clearly set out?	Requirements fully met.	<p>Funding sources to cover the full scheme costs of £7,029,726 are set out in section 5.6 (Funding Arrangements), which includes a breakdown of scheme funding in Table 55. Within the table, a breakdown of agreed funding from the OBC stage and the additional funding agreed for the FBC stage are provided. C&W LEP is set to provide 52% via the Local Growth Fund (£3,663,000), with the remainder to be provided by CWaC funding and section 106/CIL contributions. The following components make up the scheme funding requirement:</p> <ul style="list-style-type: none"> • £3,663,000 from LEP LGF (as per conditional offer) • £1,741,000 CWaC LGF (matched agreed in 2016) • £40,617 Third Party (s106) • £730,000 CW&C LTP ITB • £359,383 Littleton Lane / Hare Lane Saighton Camp S106 • £495,726 CIL Ask <p>An updated Appendix V is still required.</p>
F5	Is there sufficient evidence to support third party / alternative funding contributions?	Requirements fully met.	It is understood that the Section 106 contribution from the Saighton Camp Housing Development has already been secured from the developer – it is recommended that evidence of this should be provided. With regard to the contribution from CWaC Council, a number of cabinet papers are attached at Appendix M and Appendix W. A paper entitled ‘Bid for Local Growth Fund 3 and Local Transport Majors’ (July 2016) provides approval for the submission

Ref	Item	Status	Comments
			<p>of the Local Growth Fund 3 (LGF) funding bid via the C&W LEP. It also approved the use of Council funding as match to draw down the LGF 3 monies and ring fence the identified funding for delivery of the proposed schemes. The A51 scheme is listed as a forming part of the bid and the local contribution required is identified based on the original budget allocation (£3,686,000 from the C&W LEP, plus £1,741,000 from CWaC).</p> <p>Appendix W presents evidence of the approval for additional local funding required to meet the increase in the scheme costs. This relates to the extra £1,630,887 secured by CWaC through various sources (identified above).</p>
F6	Have the impacts of third party / alternative funding not coming forward been considered?	Requirement fully met	<p>The FBC submission does not include the impact of the funding not coming forward from the C&W LEP. However there is a high level of certainty about the contribution by C&W LEP subject to successful submission of the OBC to the P&I Committee.</p> <p>The FBC identifies that CWaC will cover any further additional costs the scheme may encounter to ensure its completion. Appendix W provides appropriate evidence for funding cover up to the identified scheme costs, as well as noting to comply with the relevant conditions of the C&W LEP grant offer, that CWaC will be liable for any cost overruns over the agreed maximum grant contribution from the C&W LEP.</p>
F7	Has the long-term financial sustainability of the scheme been demonstrated, including robust plans to ensure the affordability of any ongoing costs for operation, maintenance and major capital renewals?	Requirements fully met.	<p>Under section 5.3, Maintenance costs are estimated to be £35,000 over 20 years and will be covered by the Council's own maintenance budget. These costs have been prepared by CWaC Council. It has been clarified since the OBC stage that these costs do not form part of the total scheme cost.</p>
F8	Has evidence of appropriate S151 Officer sign-off been provided?	Requirements substantially met	<p>As part of the CWaC internal approvals process, the Section 151 is required to endorse Cabinet papers and submit the LGF submission. A number of CWaC Council cabinet papers are attached within Appendix M and W to highlight that the council agree to ring fence monies for the local contribution match funding as part of submission to Local Growth Fund for their schemes. Appendix M provides details of Executive Board papers highlighting that the council acknowledge the requirement for local contribution match funding as part of the submission to</p>

Ref	Item	Status	Comments
			the Local Growth Fund for their schemes. The Section 151 officer signed the submission to the C&W LEP. The paper to Full Council in July 2016 (provided in Appendix M) would not have been able to proceed had the Section 151 officer not been supportive of the bid (see section 5.6). Appendix W presents evidence regarding the additional funding required to meet the increase in the scheme cost from the OBC to FBC stage. Evidence of signature is not provided but understood to be available.

5. Commercial Case

Table 9: Commercial Case Review Summary

Overall Score		Requirements fully met
AECOM Comments	The Commercial Case identifies that CWAC has chosen to deliver the scheme through the SCAPE Civil Engineering & Infrastructure Construction Framework for construction. Balfour Beatty will be the scheme contractors with continued consultancy support from Mott MacDonald who will assist with detailed designs.	

Assessment Scale

	Requirements fully met - No issues of note with the submission.
	Requirements substantially met - Minor issues exist with the submission.
	Requirements partially met - Medium issues exist with the submission.
	Requirements not met - Critical issues exist with the submission.

Table 10: Commercial Case Review

Ref	Item	Status	Comments
C1	Has a robust procurement strategy been clearly set out?	Requirements fully met	<p>Within the Commercial Case a number of options for the procurement of the scheme were considered, with consideration given to various advantages and disadvantages when determining the most appropriate method to deliver the scheme. Evidence of the assessment of procurement options are included in Table 54, which includes an outline of the advantages of each approach and the reasons why options were discounted.</p> <p>It has been agreed that the scheme will be delivered using the SCAPE National Civil Engineering and Infrastructure Framework (2015). Balfour Beatty is the current appointee to the civil engineering framework lot. Balfour Beatty is the current appointee to the civil engineering framework lot. Justification regarding why SCAPE has been selected is included. The framework was considered to provide a strong balance of risk control and cost certainty, therefore providing good value for money overall. The mechanisms to be applied within the SCAPE framework are provided in Figure 47.</p>
C2	Has consideration of different procurement options been demonstrated, including justification for selection of the preferred option?	Requirements fully met	<p>Section 6.4.1 (Procurement Options) relates to the procurement options assessed for the scheme. These are summarised in Table 54 and includes a description of each option considered, the advantages and reasons why each option was discounted. The report identifies that a SCAPE framework has been agreed for the delivery of this scheme, and includes justification for the selection of this procurement option.</p>
C3	Have the proposed payment mechanisms / pricing framework been identified?	Requirements fully met	<p>The Commercial Case identifies that payment mechanisms to the Principal Contractor will be set out in the contract schedule. It has been agreed within the FBC that payments will be made via NEC3 contract. The SCAPE Framework's contract value for the delivery of the scheme will be contained in the contract between CWaC and Balfour Beatty. Balfour Beatty will be paid monthly and in return detailed invoices in accordance with the terms and conditions of the contract are submitted each month. Funding provided by Cheshire and Warrington LEP will be filtered through to CWaC who would then pay Balfour Beatty. Section 6.6 (Pricing and Charging Mechanism) outlines the SCAPE framework's two main payment areas: Contractor and their agent payments and SCAPE Procure Management Team payments. The fee for using the SCAPE framework is set at 0.5% of the total contract value (0.25% at Project Order; 0.25% at Delivery Agreement). The Council, once satisfied, will pay the contractor for the agreed services. The Council will reserve the right to withhold final payments, until an agreed period to allow for a maintenance period/defects correction period to be reviewed, after which final retention monies will be released.</p>
C4	Have the procurement timescales been set out, and are they	Requirements	<p>The timescales for the commencement of Stage 3 (Pre-Construction) and Stage 4 (Construction) are</p>

Ref	Item	Status	Comments
	realistic?	fully met	set out in Table 58 within the Management Case. Details regarding timescales for signing off the contract are set out in the work programme, which is included in Appendix N.
C5	Have details of the proposed risk transfer / allocation been provided?	Requirements fully met	Risks have been recorded as part of the QRA (Appendix K), which includes individual ownership of risks. The key risks have also been summarised within the Management Case in Table 59 and also include ownership of risk. It is identified that CWaC will be responsible for risks associated with land, planning and consultation related issues.
C6	Have details of contract management been provided, including contract timescales?	Requirements fully met	Section 6.6.1 provides an overview of the contract management. The Project Board including the Commissioning Lead and Strategy Lead will primarily manage the contracts with Balfour Beatty under the SCAPE framework - the Project Delivery Manager will directly manage the day to day activities of the Construction Team. The Senior Responsible Officer for the scheme is Charlie Seward, Strategic Director. The Project Delivery Manager will provide continuity from scheme development, through to detailed design, construction and final account settlement. CWAC as the planning authority will monitor the construction works to ensure any specified conditions are adhered to by the contractor. Timescales of the contract have been provided in the work programme in Appendix N.
C7	Has evidence of relevant approval been provided from Head of Procurement?	Requirements fully met	A letter from the Senior Commercial Manager (Procurement, Finance and Performance) at CWaC is appended to the FBC which provides approval to use the SCAPE framework for the scheme.

6. Management Case

Table 11: Management Case Review Summary

Overall Score		Requirements substantially met.
AECOM Comments	<p>The Management Case sets out the high level governance arrangements to oversee the delivery of the project. This includes the strategic governance for the C&W LEP and for the project itself. A work programme has been provided and the statutory powers and consents required to deliver the project are identified. An approach to risk management is set out and key risks emerging from the QRA are identified, including mitigation measures. Proposals for the monitoring and evaluation of the scheme are defined.</p> <p>Outstanding issues</p> <p>There are a number of outstanding issues, which would normally be expected to have been resolved by the FBC stage. This includes:</p> <ul style="list-style-type: none"> • A number statutory powers and consents are still required, including land acquisition, Traffic Regulation Orders (TROs) and environmental permits. • Public consultation has not been undertaken to date, but is due to take place from May 2019. • It would also have been beneficial for the Stakeholder and Communications Plan to include strategies for communication and engagement during the construction period. 	

Assessment Scale

	Requirements fully met - No issues of note with the submission.
	Requirements substantially met - Minor issues exist with the submission.
	Requirements partially met - Medium issues exist with the submission.
	Requirements not met - Critical issues exist with the submission.

Table 12: Management Case Review

Ref	Item	Status	Comments
M1	Has the proposed governance / organisational structure been provided? Does it provide a robust means of overseeing project delivery with appropriate skills / experience?	Requirements fully met.	<p>The Management Case sets out the high level governance arrangements for the delivery of the scheme. This includes a Project Board, Delivery Team and Client Team, with named personnel assigned to key roles e.g. Senior Responsible Officer, Director of Finance, Commissioning Lead, and Strategy Lead. The key responsibilities relating to each of the key positions is set out in Table 55 and Table 56. The Project Manager for the scheme is Sue Begley and personnel have been assigned to key supporting roles, including Chief Structural Engineer, Principal Engineer, and Street Lighting and Signal Control. A range of support services role have also been allocated including those relating to environment, procurement, communications and marketing and estates.</p> <p>Balfour Beatty and Mott MacDonald have been procured to support CWaC with the business case, design elements and construction of the scheme – structure charts for these roles are also provided</p>
M2	Does the project programme demonstrate realistic delivery timescales? Does it provide an appropriate level of detail? Have critical path items and dependencies been clearly identified?	Requirements fully met.	<p>Table 58 (Key Project Milestones) sets out the key milestones for the scheme and the expected delivery timescale for each. This is supported by more detailed work plan in Appendix N developed by Balfour Beatty. This includes a detailed breakdown of the key activities under stages and the programme includes linkages and dependencies between tasks.</p>
M3	Have required statutory powers and consents been obtained? Are there any conditions to the powers, consents or funding and do they pose any additional risks? Is a plan in place to demonstrate how these conditions will be met?	Requirements partially met.	<p>Land acquisition will be required in order to carry out improvements at the A51/Barrow Lane Junction and Tarvin Roundabout. Currently CWaC are in discussions with two landowners regarding the purchase of land required for the farmland to the south of the A51 Tarvin Road at the Barrow Lane junction. CWaC has also agreed a price to purchase and acquire land for existing farmland to the west of the A51 northbound approach to Tarvin Roundabout to accommodate carriageway widening. It should be noted however that these negotiations are still to reach a conclusion and as such represent a risk to the delivery of the scheme at this stage.</p> <p>In addition, the following Traffic Regulation Orders are still required for the scheme:</p> <ul style="list-style-type: none"> • Right turn ban from Littleton Lane onto the A51 Tarvin Road; • Right turn ban from the A51 Tarvin Road into Hare Lane; and • Relocation of existing 50mph speed limit to the eastern approach of the Barrow Lane signal controlled junction. <p>Consent from the Environment Agency for the adjustment of the structure over the River Gowy and for the increased highway surface water discharge into the river is also still required. As the above</p>

Ref	Item	Status	Comments
			<p>consents for all the above have not been agreed it is not possible to comment on any conditions attached.</p> <p>It is understood that planning permission for the scheme is not required – this assumption is stated in section 6.7.4 of the FBC.</p>
M4	Have details of the reporting, assurance and approval process been provided (including gateways in scheme development / delivery)?	Requirements fully met.	The scheme is being progressed in line with the LEP Growth Programme Assurance and Accountability Framework, which applies to all schemes funded through the Local Growth Fund programme. Table 58 sets out milestones in terms of approvals going forward, with clear timescales provided. Information is provided relating to the monthly reporting to the LEP on progress in delivering the scheme, in addition to monitoring and evaluation requirements, which is a requirement of the LEP's Assurance Framework.
M5	Has evidence of scheme delivery been provided, to demonstrate that the delivery body has the capability and means to successfully implement the scheme?	Requirements fully met.	The Management Case sets out a selection of case studies of other projects delivered or in the process of being delivered by CWaC council – this includes Northwich Town Centre Gyatory and Leicester Street Roundabout, which was completed in September 2016 and the Chester Bus Interchange scheme, which opened in June 2017. It should be clarified that the A556 Gadbrook Park Junction upgrade scheme has secured funding through the National Productivity Investment Fund but is still in the development stage.
M6	Has a Risk Management Strategy been provided, setting out how risks have been identified, their likely impact, appropriate mitigation, and how the risks will be managed (and by whom)?	Requirements fully met.	A general approach to the management of risk is set out in section 7.8.1. This includes a summary of the key risks that were identified from the QRA, in addition to the consequences and proposed mitigation measures. Respective owners of each key risk are identified for the key risks identified in Table 59 and the QRA (Appendix K) prepared by Balfour Beatty.
M7	Does the Risk Register cover all foreseeable risks with no obvious omissions? Are suitable mitigation measures proposed? Is the Risk Register updated on a regular basis?	Requirements fully met.	The risk register prepared by Balfour Beatty includes most of the general risks both pre-construction and during the construction period that could be expected to occur for a project of this type. Balfour Beatty will remain the owners of the risk register and will be responsible for updating the risks and impacts on a regular basis throughout scheme delivery process.
M8	Is an appropriate time-based plan in place for proactive communications and media enquiries?	Requirements substantially met.	The Management Case sets out the work undertaken to date in relation to stakeholder consultation. The Stakeholder Communications Plan (Appendix S) includes an external engagement and communications register which provides a record of engagement undertaken with stakeholders to date. This demonstrates engagement with landowners, the Environment Agency and Natural

Ref	Item	Status	Comments
			<p>England. Prior to the final submission of the FBC the scheme it was identified that two public exhibition events were expected to take place in January 2019 at the Guilden Sutton Rugby Club and Tarvin Parish Hall. However, as a result of further changes to the scheme due to funding constraints, this public consultation has not taken place. Within the FBC it is expected that public consultation will now take place in May 2019 in the form of drop-in events that will be advertised by press releases, letters and information leaflets. Further details on this consultation are provided in the Stakeholder Communications Plan (Appendix S).</p> <p>Further public exhibition events and press releases are still expected to take place in Autumn 2019 and will provide significantly more detail, including ways to mitigate impacts during the construction period.</p> <p>It should be noted that it would normally be expected that public consultation would have been completed prior to the FBC stage. It would have been beneficial if the Stakeholder and Communications Plan had included details of how communication and engagement would be handled during the construction period.</p>
M9	Is there a clear intervention logic for how the outcomes will be achieved? (e.g. logic map)	Requirements fully met.	The Management Case includes a logic map which shows how the outputs of the scheme are expected to lead to specific outcomes on the A51 corridor and impacts across the wider area. The logic map is also included in the Benefit Realisation and Monitoring and Evaluation Plan to align the outcomes with future reporting requirements.
M10	Has a Monitoring & Evaluation Plan been provided that identifies proposed data / performance indicators to monitor against the scheme objectives?	Requirements fully met.	<p>A Monitoring and Evaluation Plan has been developed with reference to the DfT guidance and is included as Appendix J to the business case. The plan proposes monitoring at the baseline stage and 1 and 4 years after opening. For each objective, the plan identifies a set of performance indicators. Consideration should also be given to whether data regarding jobs and business start ups will be of value given the likely difficulty of attributing impacts to the scheme.</p> <p>In the Financial Case a budget of £242,832 has been allocated to deliver work associated with the Monitoring and Evaluation Plan.</p>
M11	Are there clear proposals to undertake evaluation of the overall effectiveness of the scheme?	Requirements fully met.	In addition to the impact of the scheme in relation to the objectives, the Monitoring and Evaluation plan includes proposals to monitor the success of the scheme in relation to budget, timescales and specification.

