

**INDEPENDENT REVIEW**



Project Title:	East Lancashire Strategic Cycleway Network	Scheme Promoter:	Lancashire County Council
Document Reviewed:	Strategic Outline Business Case	Permission Sought:	Full Approval
Date of Submission:	March 2015 & 27 May 2015	Date of Review:	28/05/2015
LEP Accountability Framework:	In line with LEP's Accountability Framework, a proportionate approach to the development of the Transport Business Case has been applied. Given the scheme is seeking a Local Growth Fund (LGF) contribution of less than £5m an Outline/Full Business Case will not be required, instead the scheme only requires a Strategic Outline Business Case to seek Full Approval.		
Scheme Description:	The East Lancashire Strategic Cycleway Network project proposes the creation of 4 new key cycling routes across East Lancashire. The routes are: 1. The Valley of Stone (Rossendale) 2. The National Cycle Route 6 (Rossendale and Hyndburn), 3. The Weavers Wheel (Blackburn with Darwen ); and 4. The Huncoat Greenway (Hyndburn).		

**SUMMARY SHEET**

Overall Score:	2	1	<b>Requirements fully met</b> - No issues of note with the submission, project to progress as scheduled.
Overall Comments:	<p>This review represents Atkins' independent scrutiny of the Strategic Outline Business Case (SOBC) for the East Lancashire Strategic Cycleway Network scheme. It does not represent a detailed validation of technical analyses. The scheme, which is being promoted by Lancashire County Council, is seeking Full Approval from the Lancashire Local Enterprise Partnership (LEP) and funding via the Local Growth Deal.</p> <p>Atkins is satisfied that the Strategic Outline Business Case submitted in March 2015 along with supplementary documentation submitted on 27 May 2015 demonstrates that the project has been developed to the expected standard with all requirements substantially met, and therefore recommend that the scheme be granted Full Approval.</p> <p>The Economic Case demonstrates that the combined package will provide high value for money with a benefit to cost ratio of 2.79 and also generate a potential £55k GVA uplift per annum. The following actions will need to be addressed in a timely manner to ensure the scheme is delivered to programme over the next 4-years, as each has the potential to impact on the scope and deliverability of the scheme:</p> <ul style="list-style-type: none"> <li>• progress all planning permissions and any compulsory purchase orders;</li> <li>• complete the detailed scheme design and costs estimates for all scheme sections; and</li> <li>• carry out a quantified assessment of each risk element.</li> </ul> <p>Both Lancashire County Council and Blackburn with Darwen Borough Council have a successful track record of delivering similar projects. The total funding cover for the scheme is £5.85m, with a majority (56%) local contribution from Lancashire County Council and Blackburn with Darwen Borough Council with the remaining £2.6m to be funded by the Lancashire Growth Deal. From a Growth Deal perspective such a high level of local contribution represents good value for money. Assurance is provided via the scheme promoters' Section 151 officers of their ability to fund the local contribution and any subsequent cost increases. 'Plan B' on-highway solution contingencies are in place to overcome any delivery risks, and if necessary limit any significant unforeseen overspend.</p>	2	<b>Requirements substantially met</b> - Minor issues exist with the submission. Project to progress and issues to be resolved.
		3	<b>Requirements partially met</b> - Medium issues exist with the submission. Project to progress and issues to be resolved urgently.
		4	<b>Requirements not met</b> - Critical issues exist with the submission. Project to be suspended whilst issues are resolved.

Case	Status	Atkins Comments
Strategic Case	2	<p>The strategic case presented is robust, providing a clear requirement for the scheme with strong opportunities to be gained from delivery, with strong links to both national and local policy.</p> <p>Health-related benefits are the biggest driver of the VfM assessment, with poor levels of health identified in East Lancashire compared to county and national average. A clear case for the scheme is presented at the local level directly linking the ability of the scheme to address the localised issues of health and obesity, the benefits of a cycle scheme over other solutions, and what the results could look like for East Lancashire following implementation.</p> <p>Planning permissions and any compulsory purchase orders should be sought where required at the earliest opportunity, as this may impact on the scope of the scheme, but recognising that the scheme is to be delivered over a 4-year programme.</p>
Economic Case	1	<p>The Economic Case demonstrates that the combined package will provide high value for money with a benefit to cost ratio of 2.79 and also generate a potential £55k GVA uplift per annum.</p> <p>A 30-year appraisal period is deemed appropriate for new off-highway infrastructure. Using local derived data, several sensitivity tests have been undertaken on the future levels of growth from the scheme, namely 15%, 30% and 60% (60% and 120% for Weaver's Wheel). Under each scenario the combined package remains high VfM. Noting that some scheme elements have progressed to detailed design an optimism bias uplift of 44% may be considered conservative.</p> <p>The accountability framework requires that "scheme promoters must ensure that the Senior Responsible Owner signs off each AST as true and accurate." A declaration letter from the Senior Responsible Owner (Mike Kirby) confirms this to be the case.</p>
Financial Case	2	<p>The total funding cover for the scheme is £5.85m, with a majority (56%) local contribution from Lancashire County Council and Blackburn with Darwen Borough Council with the remaining £2.6m to be funded by the Lancashire Growth Deal. From a Growth Deal perspective such a high level of local contribution represents good value for money. Assurance is provided via the scheme promoters' Section 151 officers of their ability to fund the local contribution and any subsequent cost increases.</p> <p>Since submission of the business case in March 2015 a further cost review/ value engineering exercise has been undertaken, and the programme reprofiled with an allowance for inflation of 2.5% per annum.</p> <p>Although no independent cost verification has been undertaken costs for the scheme will be based on the Framework schedule of rates which have been market tested for value for money. Both Lancashire County Council and Blackburn with Darwen Borough Council have a successful track record of delivering similar projects. Evidence has been provided to support the use of a 15% risk allowance to cover uncertainties regarding construction and land acquisition costs. 'Plan B' on-highway solution contingencies are in place to overcome any delivery risks, and if necessary limit any significant unforeseen overspend.</p>

<b>Commercial Case</b>	<b>2</b>	<p>Both Lancashire County Council and Blackburn with Darwen Borough Council have a track record of delivering similar projects. The procurement strategy is based on existing framework contracts and will in the main be delivered by LCC's in-house operational services and BwDBC's Highways Asset Management Integrated Service (HAMIS). The SOBC identifies that the costs for both will be based on the Framework schedule of rates which have been market tested for value for money. Works in areas remote from the adopted highway may be procured via a competitive tendering process.</p> <p>A detailed risk register and management plan is available for each section of the cycleway which identifies risk, their likely impact, potential mitigation and risk ownership. The Project Board should ensure that a quantified risk assessment is completed as a priority.</p> <p>A 4-year delivery programme enables lower risk sections of the scheme to be delivered early while further scheme development/ land acquisition takes place on other sections.</p> <p>Responsibilities with regard to risk are well defined both through the risk register and governance structure. Overall, there is a good case that the scheme is commercially viable.</p>
<b>Management Case</b>	<b>1</b>	<p>The submission gives a good account of its governance and assurance requirements. The roles and responsibilities set out are clear, and the project programme is well defined.</p> <p>A detailed monitoring and evaluation plan has been developed to accurately report the success of the scheme. Whilst the plan is comprehensive there does not appear to be any prioritisation of benefits in terms of the most significant impact.</p>

<b>Sign-Off</b>			
<b>Reviewer's Signature:</b>		<b>Date:</b>	<b>28/05/2015</b>

# INDEPENDENT REVIEW



Project Title:	East Lancashire Strategic Cycleway Network		
Permission Sought:	Full Approval	Date of Review:	28/05/2015

## STRATEGIC CASE

Overall Score	2	1	Requirements fully met - No issues of note with the submission.
Atkins Comments:	<p>The strategic case presented is robust, providing a clear requirement for the scheme with strong opportunities to be gained from delivery, with strong links to both national and local policy.</p> <p>Health-related benefits are the biggest driver of the VFM assessment, with poor levels of health identified in East Lancashire compared to county and national average. A clear case for the scheme is presented at the local level directly linking the ability of the scheme to address the localised issues of health and obesity, the benefits of a cycle scheme over other solutions, and what the results could look like for East Lancashire following implementation.</p> <p>Planning permissions and any compulsory purchase orders should be sought where required at the earliest opportunity, as this may impact on the scope of the scheme, but recognising that the scheme is to be delivered over a 4-year programme.</p> <p>Further consideration and detail to what constitutes scheme success would benefit the case and allow for simple assessment post-implementation.</p>	2	Requirements substantially met - Minor issues exist with the submission.
		3	Requirements partially met - Medium issues exist with the submission.
		4	Requirements not met - Critical issues exist with the submission.

Item	Status	Comments
1.1 Strategic Context	Requirements Fully Met	<p>The document provides a comprehensive assessment of the planned scheme and the links into wider programmes including the Connecting East Lancashire Programme and connectivity to the National Cycle Network. There is comprehensive reference to how the scheme aligns with national policy including the DfT Cycling Delivery Plan; "Healthy Lives, Healthy People" (tackling obesity) and localised policy including the Lancashire Strategic Economic Plan, Lancashire Local Transport Plan, Blackburn with Darwen Local Transport Plan and the East Lancashire Highways and Transport Masterplan.</p> <p>The document clearly presents how the scheme will provide opportunities for accessing employment and education, improve the health of local residents and contribute to the visitor economy.</p>
1.2 Challenge or Opportunity to be addressed	Requirements Fully Met	<p>The scheme logic map shows how the outcomes that the scheme will deliver relate to the core problems. Logic mapping is an essential part of the evaluation process. It provides a systematic and visual representation linking the key components of an intervention in order to produce a causal pathway.</p> <p>The document discusses the opportunities for the scheme, presenting evidence of poor life expectancy, low physical activity, and low levels of walking and cycling commuting, and how the scheme will address these issues. The challenges have also been considered including safety risk, perception and outlay costs for cycling and ways to mitigate these have been considered.</p> <p>Health-related benefits are the biggest driver of the VFM assessment, with poor levels of health identified in East Lancashire compared to county and national average. A clear case for the scheme is presented at the local level directly linking the ability of the scheme to address the localised issues of health and obesity, the benefits of a cycle scheme over other solutions, and what the results could look like for East Lancashire following implementation.</p>
1.3 Strategic Objectives	Requirements Substantially Met	<p>The document presents a number of objectives that are relevant to the scheme. In some cases the objectives presented are not in a measurable manner e.g. "create a significant increase in cycle use in East Lancashire." It is not clear of the level of expected increase and by when, therefore the success of this objective is hard to measure. However, reference to an increase of 10% per annum is presented in "Achieving success". Other objectives such as reducing air quality in the AQMA could be quantified.</p> <p>Overall the objectives would be bolstered if written in a SMART manner.</p>
1.4 Achieving Success	Requirements Substantially Met	<p>Not all of the objectives have been listed with a clear indication of what would quantify a success for the scheme, notably those relating to levels of health and air quality improvements.</p>
1.5 Delivery Constraints	Requirements Substantially Met	<p>A risk register for the scheme is provided. Obtaining planning approval for some sections of the route has been identified as a key risk. Failure to secure the necessary planning approvals could impact of the scope of the scheme.</p> <p>'Plan B' on-highway solution contingencies are in place to overcome any delivery risks.</p>
1.6 Stakeholders	Requirements Substantially Met	<p>The scheme promoters have demonstrated strong support for the scheme from a range of different stakeholder groups. There is a clear understanding of who the stakeholders are, and there is a comprehensive Communications Strategy and Action Plan. Whilst the action plan sets out that between January and June 2015 there will be a need to re-engage with key audiences, no evidence is presented on the status of this communication at the time of writing (May 2015).</p> <p>There has been close engagement with local art and community groups showing a positive wider community element to the scheme delivery.</p>
1.7 Strategic Assessment of Alternative Options	Requirements Partially Met	<p>Three options and a 'Do Nothing' scheme have been presented, however, Option 2 is a partial implementation of Option 4, and Option 3 is implementing Option 4 over a longer period of time. Whilst there is analysis presented of the numbers of employment and housing sites, leisure centres and schools within the catchment of the proposed Option 4 (preferred option), the Options do not clearly explain how the chosen locations of schemes were decided.</p> <p>A case for a fully integrated cycle network linking the whole of Lancashire could seemingly have been considered here.</p> <p>An exercise was undertaken in November 2014 regarding potential route options for individual sections, to provide an alternative if it was proving difficult to implement the preferred route within the scheduled timescales of the programme. The majority of the 'Plan B' routes would represent an 'on-highway' solution and implementing all of them would start to impact upon the quality of the overall network to be delivered.</p>

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Permission Sought:	Full Approval	Date of Review:	28/05/2015

## ECONOMIC CASE

Overall Score	1	1	Requirements fully met - No issues of note with the submission.
Atkins Comments:	<p>The Economic Case demonstrates that the combined package will provide high value for money with a benefit to cost ratio of 2.79 and also generate a potential £55k GVA uplift per annum.</p> <p>A 30-year appraisal period is deemed appropriate for new off-highway infrastructure. Using local derived data, several sensitivity tests have been undertaken on the future levels of growth from the scheme, namely 15%, 30% and 60% (60% and 120% for Weaver's Wheel). Under each scenario the combined package remains high VfM. Noting that some scheme elements have progressed to detailed design an optimism bias uplift of 44% may be considered conservative.</p> <p>The accountability framework requires that "scheme promoters must ensure that the Senior Responsible Owner signs off each AST as true and accurate." A declaration letter from the Senior Responsible Owner (Mike Kirby) confirms this to be the case.</p>	2	Requirements substantially met - Minor issues exist with the submission.
		3	Requirements partially met - Medium issues exist with the submission.
		4	Requirements not met - Critical issues exist with the submission.

Item	Status	Comments
2.1 Value for Money	Requirements Substantially Met	<p>The approach to assessment is based on WebTAG Unit A5-1 'Active Mode Appraisal' which is considered appropriate along with an additional Gross Value Added calculation which is not included in the BCR.</p> <p>The appraisal of the East Lancashire Strategic Cycle Network consists of four scheme elements, which are considered together as a combined package and separately. Whilst the combined package is shown to provide high VfM (BCR of 2.79), Huncoat Greenway on its own is shown to provide only a low VfM (BCR of 1.4).</p>
2.2 Economic Assumptions	Requirements Fully Met	<p>Economic assumptions reflect WebTAG guidance for the majority of elements. Price base year and discount rates have all been accurately applied.</p> <p>With reference to WebTAG Unit A5-1, a 30-year appraisal period is deemed appropriate for new off-highway infrastructure.</p> <p>Noting that some scheme elements have progressed to detailed design an optimism bias uplift of 44% may be considered overly robust.</p>
2.3 Sensitivity and Risk Profile	Requirements Fully Met	<p>WebTAG advises that the appraisal of cycling schemes can be highly sensitive to the forecasts and assumptions used and that to produce as robust an analysis as possible, sensitivity tests are undertaken on the core assumptions made.</p> <p>Using local derived data, several sensitivity tests have been undertaken on the future levels of growth for the preferred scheme, namely 15%, 30% and 60% (60% and 120% for Weaver's Wheel). A 0% decay rate is assumed in all cases, which does not seem unreasonable for new off-highway infrastructure. Under each scenario the combined package remains high VfM.</p>
2.4 Value for Money Statement	Requirements Fully Met	<p>Based on the listed economic assumptions, the scheme provides high VfM. There are additional GVA benefits of circa £55k per annum that have not been included in the benefit cost ratio (as per guidance) that show additional wider benefits from the scheme.</p> <p>The analysis has been proportionate based on the type and value of scheme. There are wider additional benefits such as regeneration impacts, and reduced severance that have not been quantified yet bolster the case for the scheme to be delivered.</p>
2.5 Appraisal Summary Table	Requirements Fully Met	<p>The AST is completed as required. The accountability framework requires that "scheme promoters must ensure that the Senior Responsible Owner signs off each AST as true and accurate." A declaration letter from the Senior Responsible Owner (Mike Kirby) confirms this to be the case.</p>

# INDEPENDENT REVIEW



Project Title:	East Lancashire Strategic Cycleway Network		
Permission Sought:	Full Approval	Date of Review:	28/05/2015

## FINANCIAL CASE

Overall Score	2	1	Requirements fully met - No issues of note with the submission.
Atkins Comments:	<p>The total funding cover for the scheme is £5.85m, with a majority (56%) local contribution from Lancashire County Council and Blackburn with Darwen Borough Council with the remaining £2.6m to be funded by the Lancashire Growth Deal. From a Growth Deal perspective such a high level of local contribution represents good value for money. Assurance is provided via the scheme promoters' Section 151 officers of their ability to fund the local contribution and any subsequent cost increases.</p> <p>Since submission of the business case in March 2015 a further cost review/ value engineering exercise has been undertaken, and the programme reprofiled with an allowance for inflation of 2.5% per annum.</p> <p>Although no independent cost verification has been undertaken costs for the scheme will be based on the Framework schedule of rates which have been market tested for value for money. Both Lancashire County Council and Blackburn with Darwen Borough Council have a successful track record of delivering similar projects. Evidence has been provided to support the use of a 15% risk allowance to cover uncertainties regarding construction and land acquisition costs. 'Plan B' on-highway solution contingencies are in place to overcome any delivery risks, and if necessary limit any significant unforeseen overspend.</p>	2	Requirements substantially met - Minor issues exist with the submission.
		3	Requirements partially met - Medium issues exist with the submission.
		4	Requirements not met - Critical issues exist with the submission.

Item	Status	Comments
3.1 Affordability Assessment	Requirements Fully Met	<p>The total funding cover for the scheme is £5.85m, with £2.6m to be funded by the Lancashire Growth Deal and the remaining £3.25m (56%) local contribution from Lancashire County Council and Blackburn with Darwen Borough Council. £3m funding will be provided by Lancashire County Council this was approved by the Cabinet Member for Highways and Transport in December 2014. £0.25m will be provided by Blackburn with Darwen Council as part of their Local Transport Plan allocation.</p> <p>From a Growth Deal perspective such a high level of local contribution represents good value for money.</p> <p>The accountability framework requires that "the scheme promoter's Section 151 officer must underwrite the promoter's ability to fund the local contribution and any subsequent cost increases". Letters confirming such have been received from both Blackburn with Darwen Borough Council and Lancashire County Council.</p>
3.2 Financial Costs	Requirements Fully Met	<p>Since submission of the business case in March 2015 a further cost review/ value engineering exercise has been undertaken, and the programme reprofiled with an allowance for inflation of 2.5% per annum.</p>
3.3 Financial Cost Allocation	Requirements Fully Met	No comments.
3.4 Financial Risk	Requirements Substantially Met	<p>A risk register has been provided and three key financial risks have been identified:</p> <ul style="list-style-type: none"> <li>Significant variation in works cost versus current cost estimates as detailed design work has yet to be completed</li> <li>Increase in costs of land agreements/acquisition as some private landowners have yet to be approached</li> <li>Extraordinary material/fuel price increases</li> </ul> <p>A detailed risk register and management plan is available for each section of the cycleway which identifies risk, their likely impact, potential mitigation and risk ownership.</p> <p>Although no independent cost verification has been undertaken costs for the scheme will be based on the Framework schedule of rates which have been market tested for value for money. Both Lancashire County Council and Blackburn with Darwen Borough Council have a successful track record of delivering similar projects, including Padiham Greenway, Preston Guild Wheel and the River Lune Millennium Park in Lancaster.</p> <p>Since submission of the business case in March 2015 a further cost review/ value engineering exercise has been undertaken, and the programme reprofiled with an allowance for inflation of 2.5% per annum. No funding shortfall is anticipated. Assurance is provided via the scheme promoters' Section 151 officers of their ability to fund the local contribution and any subsequent cost increases.</p>
3.5 Financial Risk Management	Requirements Substantially Met	<p>In the absence of a quantified risk assessment and detailed costs estimate for some sections of the scheme, a 15% risk allowance is assumed to cover uncertainties regarding construction and land acquisition costs. This is deemed appropriate on the basis that for schemes such as Padiham Greenway and Preston Guild Wheel the Council applied a 10% risk allowance and this has been validated by the outturn spend of similar schemes.</p> <p>The Council has developed a 4-year delivery programme that will enable lower risk sections of the scheme to be delivered early while further scheme development/ land acquisition takes place on other sections.</p> <p>'Plan B' on-highway solution contingencies are in place to overcome any delivery risks. This exercise has demonstrated that there are additional cost savings of up to circa £1.29m that can be generated to cover any uncertainty in the risk, and still deliver a workable East Lancashire Strategic Cycleway Network and medium VFM with a BCR of 1.8 (rising to high VFM under higher growth assumptions).</p>
3.6 Financial Accountability	Requirements Fully Met	Lancashire County Council will be responsible for the financial management of the project. A project board has been established to oversee the project and ensure diligent financial management is put in place.

# INDEPENDENT REVIEW



Project Title:	East Lancashire Strategic Cycleway Network		
Permission Sought:	Full Approval	Date of Review:	28/05/2015
<b>COMMERCIAL CASE</b>			

<b>Overall Score</b>	2	1	<b>Requirements fully met</b> - No issues of note with the submission.
<b>Atkins Comments:</b>	<p>Both Lancashire County Council and Blackburn with Darwen Borough Council have a track record of delivering similar projects. The procurement strategy is based on existing framework contracts and will in the main be delivered by LCC's in-house operational services and BwDBC's Highways Asset Management Integrated Service (HAMIS). The SOBC identifies that the costs for both will be based on the Framework schedule of rates which have been market tested for value for money. Works in areas remote from the adopted highway may be procured via a competitive tendering process.</p> <p>A detailed risk register and management plan is available for each section of the cycleway which identifies risk, their likely impact, potential mitigation and risk ownership. The Project Board should ensure that a quantified risk assessment is completed as a priority.</p> <p>A 4-year delivery programme enables lower risk sections of the scheme to be delivered early while further scheme development/ land acquisition takes place on other sections.</p> <p>Responsibilities with regard to risk are well defined both through the risk register and governance structure. Overall, there is a good case that the scheme is commercially viable.</p>	2	<b>Requirements substantially met</b> - Minor issues exist with the submission.
		3	<b>Requirements partially met</b> - Medium issues exist with the submission.
		4	<b>Requirements not met</b> - Critical issues exist with the submission.

Item	Status	Comments
<b>4.1 Commercial Viability</b>	Requirements Fully Met	There is a clear case presented for the viability of this scheme, and reference is made to existing practical experience encountered on other projects by both Lancashire County Council and Blackburn with Darwen Borough Council.
<b>4.2 Procurement Strategy</b>	Requirements Substantially Met	<p>The procurement strategy is based on existing framework contracts and will largely be delivered by LCC's in-house operational services and BwDBC's Highways Asset Management Integrated Service (HAMIS). The SOBC identifies that the costs for both will be based on the Framework schedule of rates which have been market tested for value for money. Some form of evidence to this effect should be provided.</p> <p>Works in areas remote from the adopted highway may be procured via a competitive tendering process in accordance with the authorities procurement rules and adhering to the OJEU thresholds published by the European Commission. Any works procured by this method will follow a pre-qualification and competitive tendering process.</p>
<b>4.3 Identification of Risk</b>	Requirements Substantially Met	<p>The main commercial risks for the scheme will remain with the promoting authorities. A detailed risk register and management plan is available for each section of the cycleway which identifies risk, their likely impact, potential mitigation and risk ownership. The Project Board should ensure that a quantified risk assessment is completed as a priority.</p> <p>A 4-year delivery programme enables lower risk sections of the scheme to be delivered early while further scheme development/ land acquisition takes place on other sections.</p>
<b>4.4 Risk Allocation</b>	Requirements Substantially Met	<p>Subject to a full QRA, risks will be allocated to either Lancashire County Council or Blackburn with Darwen Borough Council depending on location.</p> <p>Responsibilities with regard to risk are well defined both through the risk register and governance structure, where:</p> <ul style="list-style-type: none"> <li>The Project Board has overall responsibility risk associated with the delivery of the scheme and will meet on a quarterly basis.</li> <li>The Project Executive is responsible for managing and overseeing the Risk Management Strategy and where appropriate agreeing and undertaking actions to mitigate key risks.</li> <li>The Project Manager is responsible for maintaining and updating the Risk Register and undertaking actions to mitigate the risks that do not require escalation to the Project Executive.</li> </ul>
<b>4.5 Contract Management</b>	Requirements Fully Met	<p>The works will largely be undertaken in house and/or using known delivery partners (that have been in strategic partnership since 2001).</p> <p>Additional work will be appointed through NEC 'Option A' tender.</p>

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Permission Sought:	Full Approval	Date of Review:	28/05/2015

## MANAGEMENT CASE

Overall Score	1	1	Requirements fully met - No issues of note with the submission.
Atkins Comments:	<p>The submission gives a good account of its governance and assurance requirements. The roles and responsibilities set out are clear, and the project programme is well defined.</p> <p>A detailed monitoring and evaluation plan has been developed to accurately report the success of the scheme. Whilst the plan is comprehensive there does not appear to be any prioritisation of benefits in terms of the most significant impact.</p>	2	Requirements substantially met - Minor issues exist with the submission.
		3	Requirements partially met - Medium issues exist with the submission.
		4	Requirements not met - Critical issues exist with the submission.

Item	Status	Comments
5.1 Governance	Requirements Fully Met	The governance and assurance arrangements for the project are well defined with the management of the project is split up into three tiers consisting of the Growth Deal Programme Management, the Project Board and the Project Delivery Team. The structure is based on established and operating governance arrangements for schemes currently being delivered by LCC.
5.2 Go/No-Go and Decision Milestones	Requirements Fully Met	The key go/ no-go decision milestone is related to this independent scrutiny, and the submission for full approval for funding.
5.3 Project Programme	Requirements Substantially Met	A detailed project programme developed in Microsoft Project has been provided which highlights the interdependencies and all aspects of project delivery including approvals and scheme construction.
		<p>Since submission of the business case in March 2015 a further cost review/ value engineering exercise has been undertaken, and the programme reprofiled.</p> <p>Only a short two week period for each of the four elements has been identified for finalising land and legal agreements.</p>
5.4 Assurance and Approvals Plan	Requirements Fully Met	The document references the alignment with the Lancashire Enterprise Partnership's Assurance Framework, and this independent review of the business case forms a part of the assurance process.
5.5 Communications and Stakeholder Management	Requirements Fully Met	The scheme promoters have demonstrated strong support for the scheme from a range of different stakeholder groups. There is a clear understanding of who the stakeholders are, and there is a comprehensive Communications Strategy and Action Plan. Whilst the action plan sets out that between January and June 2015 there will be a need to re-engage with key audiences, no evidence is presented on the status of this communication at the time of writing (May 2015).
5.6 Programme/ Project Reporting	Requirements Substantially Met	Clear programme and project reporting processes are in place for the scheme. The Project Managers will report to the Project Board at quarterly meetings. During these meetings, key risks, programme management and the financial position of the project will be discussed. The Project Executive will be supported by the Project Manager at these meetings as appropriate. Any corrective actions or decisions will be agreed by the Project Board and cascaded to the Project Team via the Project Manager.
		No reports or documentation of project board meetings are evident.
5.7 Risk Management Strategy	Requirements Fully Met	A risk register allocating responsibility of risks has been provided. The risks relating to the delivery of the Lancashire Enterprise Partnership's investment programme will be managed according to the overall monitoring responsibilities set out in the Assurance Framework.
5.8 Monitoring and Evaluation	Requirements Substantially Met	The monitoring and evaluation plan is appropriate and proportionate to the package of works/ level of investment and links to the logic mapping which form an essential part of the evaluation process. Whilst the plan is comprehensive there does not appear to be any prioritisation of benefits in terms of the most significant impact. Indicative costs for monitoring and evaluation are provided which will be allocated from the Integrated Transport Block funding.
5.9 Project Management	Requirements Fully Met	The project will be managed in PRINCE 2.