

COAST TO CAPITAL LOCAL GROWTH FUND BUSINESS CASE

Project Title:	Fiveways Croydon
Lead delivery organisation:	Transport for London
Lead contact name:	Natalie Rex (Senior Sponsor)
Version No:	V0.1
Issue Date:	

This document provides a template for a Business Case (BC) in support of Coast to Capital's investment in a project to be funded through the Local Growth Fund.

The main purpose of the BC is to put forward the case for change and the preferred way forward identified in an internal Strategic Outline Case (SOC); which establishes the option which optimises value for money; outlines the deal and assesses affordability; and demonstrates that the proposed scheme is deliverable.

In practice, you will find this entails updating the strategic case; undertaking investment appraisal within the economic case; and completing the commercial, financial and management cases, with supporting benefits and risk registers.

Please note that this template is for guidance purposes only and should be completed in accordance with any guidance issued by Coast to Capital and the guidelines laid down in HM Treasury's Green Book which can be found at

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf

The OBC should cover the 5 cases – the Strategic case, the Economic case, the Commercial case, the Financial case and the Management case.

Business cases should be robust and well evidenced documents as the Business Case will be evaluated based upon content if called to present.

Coast to Capital Disclaimer

There shall be no expectation of grant payment unless and until a funding agreement is signed by both parties. All the Applicant's costs and charges incurred as a result of making this application shall be for the Applicant's account and cannot be claimed as part of the project except where feasibility funding has been prior awarded.

1. Executive Summary

1.1) Overview of the project including what opportunity or barrier the investment will unlock:

The Fiveways project proposes improvements at the intersection of two key strategic routes for south London. Currently, traffic congestion is high, bus passengers frequently experience delays during peaks, and there is poor provision for cyclists and pedestrians.

The planned growth and redevelopment of the Croydon Opportunity Area (7,300 homes and 8,000 jobs) will increase journeys in the area, exacerbating the current problems at Fiveways Croydon. In 2013, London Borough Croydon (LBC) also set out their aspiration to develop Waddon (where the Fiveways junction is) as a local centre.

The project unlocks capacity at the Fiveways junction by simplifying its operation to accommodate new journeys arising from the forecast growth. The project seeks specifically to unlock potential for active travel. For example the bridge design adds two 2m cycle lanes where no provision currently exists and introduces a 180m long bus lane on Stafford Road to improve journey times and reliability for 3,000 passengers travelling westbound each day on the 154 and 157 routes. Pedestrian movements are also simplified throughout, as part of ambitious urban realm improvements, making the streets more accessible and people-friendly, supporting the development of Waddon as a local centre.

Proposals include:

- Improvements to the street environment, particularly at Fiveways Corner, through the creation of new public space with places to sit and dwell, and tree planting to provide greening and shade
- New widened footways on Waddon Station Bridge and Fiveways Corner
- Upgraded and simplified pedestrian crossings including Toucan crossings at Fiveways Corner
- Creation of an east-west cycle route to improve cycling links across the A23

The project supports the delivery of Healthy Streets by improving alternatives to car use and creating more accessible and people-friendly streets to encourage more walking and cycling.

1.2) Please choose the theme in which the LGF funding will invest in directly (The project can only fit into one theme so please choose the most appropriate).

Investment in capital expenditure items that promote digital transformation and digital infrastructure

New Innovation and start up business creation

Facilities to provide teaching and research facilities and/or skills based training in digital and innovation areas, across further and higher education sectors in close proximity to the M23, A23 corridor

Increased capacity in sustainable transport and 'key' arterial routes where there are 'bottlenecks', together with flood resilience and digital infrastructure investment

Investment in capital projects where there is a demonstrable case that such investment will generate proportionate foreign direct investment and international trade

Regeneration and housing infrastructure projects that increase capacity and footfall and unlock new employment space

Capital investment to increase high value tourism to the Coast to Capital region

1.3) The fit with Coast to Capital Strategic Economic Plan, the Industrial Strategy Response and Business Plan 17/18

The current Strategic Economic Plan (2014) established 6 strategic priorities to deliver the growth ambitions for the region. *Successful growth locations and transport infrastructure* were one of the 6 priorities identified, with the stated aim of *bringing forward a major investment programme in transport infrastructure to unlock growth in jobs, homes, and employment space*.

The A23 is a strategic corridor for the region, with the M23 Northern Corridor linking Gatwick with Croydon and London. It is recognised by C2C as a critical bottleneck creating significant disruption to the road network.

C2C's response to the Industrial Strategy sets out the complex issues around productivity in the region and identifies the infrastructure investment needed in the region. The current rewrite of the C2C Strategic Economic Plan which responds to the Green Paper, has begun to identify a range of actions needed to address the issues holding back the region. It cites the *lack of resilience on the transport network, both road and rail, as being close to capacity and vulnerable to disruption and congestion*. It states the crucial link between transport and productivity and identifies the M23 Northern Corridor as one of five priorities for investment. Engagement has begun between C2C and Highways England around the need for investment into this section of the road network also.

Croydon has been identified in the London Plan as an Opportunity Area, and has Growth Zone status which will accelerate opportunities by providing critical infrastructure to the area. The planned A23 Fiveways junction improvements will bring about capacity improvements required to enable the Westfield Hammerson development in the Growth Zone. The realisation of this planned investment in the Growth Zone will contribute significantly to the wider strategic objectives of C2C regards skills, business, investment, housing, employment space and culture and destination management.

Lastly, the A23 Fiveways project fulfils two objectives of the C2C Business Plan 17/18.

- Theme 3 – Upgrading Infrastructure that “*Our future growth relies on excellent connectivity within and outside our region, including access to markets, knowledge and talent in London and abroad*”. The business plan objective commits to developing the road and rail network for super connectivity inside and outside the region. One of three actions delivering upon this objective is to advocate for, and deliver investment to overcome bottlenecks in strategic locations, including the M23 corridor.
- Theme 6 – Regeneration, Business Space and Housing Coast to Capital will develop work to support this, and to attract increased public and private investment the housing and business space needed for our economy to grow.

1.4) Expected Total Project Cost and source of funding. Please also complete the funding breakdown tab on the supporting spreadsheet. Matched funding must be at least the required percentage of the total project costs. This is 15% for transport projects and 50% for all others. (Please name the source of match funding).

	Amount	% of Total Cost
Total Project Cost	83.7m	100%
Applicant own funds	15m	17.9%
Other public funds	63.7m	76.2%
Private sector funds	0m	0%
Funding requested from Coast to Capital LEP	5m	5.9%

1.5) Expected tangible core outputs/outcomes: Please also complete the outputs tab of the supporting spreadsheet		
Output/outcome	Metric	Number to be delivered
Employment- created and/or safeguarded	No.	
Businesses assisted- financial and non- financial	No.	
Skills- new learners and/or apprentices	No.	
New housing unit completions	Units	
New floor space constructed/refurbished- learning	Sq mtr	
New floor space constructed/Refurbished- Commercial	Sq mtr	
Length of new roads/cycle ways	km	44080m2 (currently 36200m2)
Improvement to journey times	Minutes per mile	
Carbon reduction	Tonnes of CO2	

1.6) Main risks and issues the project will need to manage? Please also submit a full risk register as an annex to this document

The main risks and issues which we have to manage are as follows:
 Funding – Project currently has a funding gap, team seeking to reduce this gap through value engineering CPO – risk that CPO will be challenged and Judicial Review could follow
 Planning – Project requires planning permission from LB Croydon as new road bridge is not adjoining the existing highway, thus is not permitted development.
 EIA – Environmental Impact Assessment may be required to support the scheme, this is a large piece of work and could delay the project.

Commented [N1]: Note this is the figure for the scheme entirety – haven't managed to get the measurement for cycle lanes yet – let me know if urgently required?

Commented [N2]: Happy for the modelling data published for consultation to be pulled from the website for this – not had a chance to get on to this - sorry

Commented [N3]: We can provide a copy of the risk register in due course.

DOCUMENT STATUS

REVISION HISTORY

Revision Date	Version No.	Summary of changes	Author/editor

DOCUMENT AUTHOR

Name	Title	Organisation	E-mail address	Telephone

DOCUMENT OWNER

Name	Title	Organisation	E-mail address	Telephone

DISTRIBUTION LIST

2. The Strategic Case

2.1) Describe the compelling case for change.

The Fiveways project proposes improvements at the intersection of two key strategic routes for south London. Currently, traffic congestion is high, bus passengers frequently experience delays during peaks, and there is poor provision for cyclists and pedestrians.

The planned growth and redevelopment of the Croydon Opportunity Area (7,300 homes and 8,000 jobs) will increase journeys in the area, exacerbating the current problems at Fiveways Croydon. In 2013, London Borough Croydon (LBC) also set out their aspiration to develop Waddon (where the Fiveways junction is) as a local centre.

The project unlocks capacity at the Fiveways junction by simplifying its operation to accommodate new journeys arising from the forecast growth. The project seeks specifically to unlock potential for active travel. For example the bridge design adds two 2m cycle lanes where no provision currently exists and introduces a 180m long bus lane on Stafford Road to improve journey times and reliability for 3,000 passengers travelling westbound each day on the 154 and 157 routes. Pedestrian movements are also simplified throughout, as part of ambitious urban realm improvements, making the streets more accessible and people-friendly, supporting the development of Waddon as a local centre.

Proposals include:

- Improvements to the street environment, particularly at Fiveways Corner, through the creation of new public space with places to sit and dwell, and tree planting to provide greening and shade
- New widened footways on Waddon Station Bridge and Fiveways Corner
- Upgraded and simplified pedestrian crossings including Toucan crossings at Fiveways Corner
- Creation of an east-west cycle route to improve cycling links across the A23

The project supports the delivery of Healthy Streets by improving alternatives to car use and creating more accessible and people-friendly streets to encourage more walking and cycling.

2.2) Investment Objectives- detail the specific objectives to achieve the anticipated outcomes.

- To increase traffic capacity along the A23 and A232 strategic traffic corridors to improve current journey time reliability and network resilience, and provision for future traffic growth.
- Upgrade of public realm and the pedestrian environment throughout the Fiveways area.
- To enhance the 'place' function of the area and support the aspiration of the London Borough of Croydon (LBC) for Waddon to develop as a local centre.
- To provide enhanced cycling facilities on the network to link with existing and proposed cycle routes.

2.3) Stakeholder Engagement carried out.

TfL and LB Croydon have partnered to complete two rounds of public consultation on the project. In 2015, we consulted on two broad principles for the scheme; proposal 1, for a new flyover linking Croydon Road to Duppas Hill Road, and proposal 2, which sought to widen the existing bridge over Waddon Station. Around 900 responses were received, with 87% of respondents supporting the principle of a road modernisation scheme at Fiveways. Following review of the detailed responses from local postcodes, proposal 2 was selected as the preferred option of TfL and LB Croydon. Work to develop the bridge and highway proposals to concept design level has been completed over the past 18 months, leading to the launch of a second round of public consultation on the more detailed proposals, which launched on 10 July 2017 and closes on 18 September 2017. Engagement with key local stakeholders (for example directly affected landowners) has been undertaken early in the consultation, discussions have been positive and indicate that the majority of the affected residential and business owners/occupiers are supportive of the scheme in principal. We will continue to work with

these people as the project progresses. The early analysis of responses received thus far shows that a strong level of support remains for the scheme. Some changes to the design proposal will be considered following the close of the consultation.

2.4) List the key stakeholders and their interest areas.

Stakeholder	Interest area
Will Norman	Walking & Cycling Commissioner, GLA, ensuring delivery of Healthy Streets agenda
London Borough of Croydon	Delivery Partner
Local Ward Councillors	Realising the best outcome for the area
Skoda/Porcelanosa/Bradley Court	Directly Affected Landowners – properties required as part of CPO
Westfield	Aligning delivery programmes
Croydon Cycling Forum	Key cycling stakeholder
Croydon Mobility Forum	

2.5) What are the strategic issues, risks and constraints that may impact successful delivery of the project?

Strategic Alignment – The scheme sits within the Healthy Streets Portfolio, there has been some challenge over the project fit with this.

Funding – The project has a funding gap, we will need to bring this down through value engineering, and seek funding from third parties where appropriate.

2.6) Project Dependencies

Croydon Growth Zone funding drawdown to secure £20m contribution from LB Croydon

Westfield Croydon – to justify growth projections and need to do the scheme.

Healthy Streets Strategic Alignment – Project has been challenged more recently on alignment with the wider Healthy Streets Portfolio it sits under. Project proceeding will be strongly influenced by ability to demonstrate this to management team.

2.7) Project disruption

The option proposed to be taken forward is the least disruptive in terms of traffic impact during construction, of all considered. Building the bridge further to the west, on land acquired as part of a CPO means that we can in effect build the new structure offline, whilst keeping the traffic moving on the existing bridge. We can then switch traffic over onto the new bridge once it is ready to open, in a single move.

Construction phase plans and modelling are not available as yet, but will be developed in the coming months to support the submission of a planning application to Lb Croydon to support the scheme.

3. The Economic Case

3.1) Please describe the options that have been considered in selecting the project proposal, completing both box 1 and 2.

Box 1:

Option Name:	Description:	Total cost:	Amount requested:	Core outputs (see 1.6)
Do nothing, minimum or status quo	The do nothing scenario was not considered acceptable to either TfL or LBC. Based on forecast future growth, we know that the existing road network will not be able to cope, therefore increasing capacity must be explored.	£0.83m journey time disbenefit per annum	£0	
Proposed option	Proposal 2.	£83.7m *note	£5m	

	Widening the A23 over the railway by Waddon station and widening Epsom Road to accommodate two-way traffic, removing the need for A232 eastbound traffic to use Fiveways Corner.	that this cost estimate is based on a concept level design with a greater understanding of likely cost than proposal 1.		
Alternative options:	Proposal 1. A road, cycle and pedestrian bridge connecting the A232 between Croydon Road and Duppas Hill Road providing a direct route for east and west A232 traffic	£78.8m *note that this cost estimate is based on a feasibility level design with a lesser understanding of the likely cost than proposal 2.	£0	

Box 2:

Option Name:	Advantages:	Disadvantages:
Do nothing, minimum or status quo	<ul style="list-style-type: none"> ✓ Lower short term cost to TfL ✓ No changes to local land uses 	<ul style="list-style-type: none"> x Increase in journey times and congestion x Only 12% of consultation respondents supported doing nothing at Fiveways x The urban realm at Waddon would remain poor and hinder the development of a Waddon local centre
Proposed option Proposal 2. Widening the A23 where it crosses the railway by Waddon station, and widening the western end of Epsom Road and converting it to allow two-way traffic	<ul style="list-style-type: none"> Delivers motor vehicle journey time benefits <input type="checkbox"/> Delivers bus journey time benefits <input type="checkbox"/> Improvements to pedestrian crossings <input type="checkbox"/> Less complex and faster journeys for pedestrians <input type="checkbox"/> Both proposals would give better access to Waddon Station <input type="checkbox"/> Improved east-west cycle link across A23 <input type="checkbox"/> Opportunity to improve urban realm and local centre <input type="checkbox"/> Strong consultation support for an improvement at Fiveways <input type="checkbox"/> Provides better pedestrian and cycle connectivity into 	<ul style="list-style-type: none"> x Does not improve cycle facilities on Duppas Hill x Requires residential and commercial land acquisition x Less popular overall during consultation x Traffic impacts during construction will need to be managed x Has a higher capital cost

	<p>existing road network</p> <ul style="list-style-type: none"> <input type="checkbox"/> More in scale with the local area <input type="checkbox"/> Upgrades an existing asset that would otherwise require replacement in 2023 	
<p>Alternative options: Proposal 1. A road, cycle and pedestrian bridge connecting the A232 between Croydon Road and Duppas Hill Road</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Delivers motor vehicle journey time benefits <input type="checkbox"/> Delivers bus journey time benefits <input type="checkbox"/> Improvements to pedestrian crossings <input type="checkbox"/> Less complex and faster journeys for pedestrians <input type="checkbox"/> Both proposals would give better access to Waddon Station <input type="checkbox"/> Improved east-west cycle link across A23 <input type="checkbox"/> Opportunity to improve urban realm and local centre <input type="checkbox"/> Strong consultation support for an improvement at Fiveways <p>Delivers greater journey time benefits</p> <ul style="list-style-type: none"> ✓ More strongly supported during the public consultation ✓ Lower capital cost to deliver 	<ul style="list-style-type: none"> × Does not improve cycle links across the existing A23 bridge × Involves construction of a new bridge which will have a visual impact × Takes part of Duppas Hill Park × Less support from immediately adjacent local residents × Introduces a new asset requiring maintenance

3.2) The preferred option

The Do Nothing scenario is not considered acceptable to TfL or LBC. Planned growth in Croydon is predicted to increase the volume of traffic, resulting in monetised journey time dis-benefits of £0.83m per annum and a poorer environment for cyclists and pedestrians. Furthermore, 82 per cent of respondents to the public consultation supported a scheme at Fiveways.

Proposal 2. Widening the A23 where it crosses the railway by Waddon station, and widening the western end of Epsom Road and converting it to allow two-way traffic

Both Proposal 1 and Proposal 2 offered advantages and disadvantages which were taken into account during the option selection process. Both proposals have been fully considered by TfL and Croydon Council.

On 14 December 2015, the Croydon Council Cabinet agreed Proposal 2 as its preferred design proposal for the A23/A232 intersection. The report to the Cabinet recommended Proposal 2, concluding that it is the stronger in terms of effects on 'place' whilst still predicted to deliver required vehicle 'movement' benefits. The Cabinet meeting minutes can be found at:

www.croydon.gov.uk/meetings

Following careful consideration of the consultation results alongside Croydon Council's preference and further design and feasibility work, TfL selected an updated Proposal 2 with a new junction layout at Fiveways Corner as its preferred option. TfL's preferred option would deliver benefits for all road users, avoid taking public open space, enable the transformation of Fiveways Corner and upgrade an existing asset (the bridge over the railway) which will require intervention in the future regardless.

TfL have and will continue to work in partnership with Croydon Council to progress the preferred option. The preferred option is currently out for detailed public consultation (10 July – 18 September), following which time the results will be analysed and a decision will be made as to how the scheme will proceed.

3.3) Issues with preferred option.

Questions have been asked around the strategic alignment of the scheme with the draft Mayors Transport Strategy, the project team continue to work with Croydon Council and the GLA to demonstrate this.

The preferred option requires third party land (residential and commercial) to deliver the full benefits of the scheme, a CPO will therefore be required. There is a possibility that a Public Enquiry could take place.

The scheme requires planning permission and potentially an Environmental Impact Assessment, owing to the net positive impact on air quality, and net negative impact on noise in the area.

The scheme has a significant interface with Network Rail assets and infrastructure, for which works approvals are required from Network Rail prior to commencement of works on site.

3.4) What are the top 5 risks of this option?

- Statutory undertaker cost increases
- Network Rail delay in approvals
- Unknown ground conditions
- Land/property & CPO cost increases
- Planning & Environmental requirements

Please complete the boxes below, answering only those relevant for the theme of your project, referring to the guidance available. Please also complete the outputs tab of the supporting excel spreadsheet.

3.5) Economic impact

The scheme is expected to have a positive economic impact on the area. The scheme will help to support the development of Waddon as a local centre, assisting with a wider masterplanning exercise currently taking place in the area. The scheme will also support the wider growth proposed across Croydon more widely.

3.6) Environmental impact

Whilst it is expected that the scheme will have a relatively minor impact on the environment, an Environmental Impact Assessment may be required owing to the net positive impact on air quality, and net negative impact on noise in the area. The scheme will also result in a change to the vista in some areas which will impact some residents, conceptual level designs for the new bridge finishes will need to be understood and provided for comment when a planning application to support the scheme is submitted to LB Croydon in 2018.

3.7) Social Impact

The scheme will deliver significant social benefits in the Waddon area. The scheme will deliver significant journey time benefits to road users (approx. £2.7m per annum), ambience benefits through the improvements to pedestrian crossings, cycling facilities and public realm (approx. £450k per annum), and road safety improvements through the provision of improved facilities for pedestrians, cyclists and a more legible road layout (approx. £450k per annum).

3.8) The number of people and businesses positively impacted by the intervention?

Whilst this summary paper has outlined that some adverse impacts on some residents and businesses which we will need to acquire via CPO, for the vast majority of residents and businesses in Waddon we would expect the scheme to represent a positive outcome. The improvements to journey times, and

Commented [N4]: Hard to quantify this exactly but I can try!

realignment of the A232 traffic reducing pressure on the Fiveways Corner junction will allow us to transform the area. More widely, focusing on the wider Croydon Town Centre regeneration, the scheme will help to benefit the wider community, easing pressure on the road network.

3.9) Follow on Investment

None

Commented [N5]: Can Croydon comment on this in context of Growth Zone?

3.10) Skills projects only- Impact on Skills Provision

3.11) Business and enterprise projects only- Impact on business growth

Commented [RL6]: Yes – growth team will assist here

3.12) Infrastructure and Regeneration and Housing projects only- Physical and aesthetical impact- Does the project make a positive and lasting contribution to the physical, human and cultural environment?

The scheme will lead to greening and improved public realm in the area

3.13) If your project results in service and other improvements then please provide baseline data below.

Metric	Baseline		What the intervention will achieve	
	Figure	Year	Figure	By when

4. The Commercial Case

4.1) Please provide details of your envisaged procurement route.

Procurement for the detailed design and build of the project is currently proposed via TfL's new CPF (Civils Project Framework) Contract. This LoHAC (London Highways Alliance Contract) has previously been used to deliver some Major Projects however was never intended to be used for this purpose. The CPF has been designed with a focus on the delivery of Major Projects and seeks to deliver best value for money to TfL and LB Croydon.

4.2) Involvement of private development partners.

LB Croydon is providing £20m third party funding to the project from Growth Zone funding and S106 opportunities where they arise. No other private development partners are involved in the delivery of the project.

4.3) Procurement plan and timescales.

Procurement strategy approval – Winter 2017
 Invitation to tender for Detailed Design and Build – Winter 2018
 Contract Award - Spring 2019
 Detailed Design – Spring 2019 to Winter 2020
 Build – Spring 2021 to Summer 2023 (new public highway layout operational late 2022)

4.4) How will the project contribute towards social value?

The project will help to deliver TfL and LB Croydon's aspirations to transform Fiveways and create a new local centre in Waddon. The scheme will deliver significant public realm improvements which will change the look and feel of the area, particularly at Fiveways itself. The scheme is expected to deliver improvements to air quality by virtue of the greening proposed, as well as through the futureproofing of the A23 for forecast growth and the road network being less congested.

4.5) State Aid Compliance.

The scheme is state aid compliant as funding is sourced from TfL and spent on an infrastructure project benefiting the public.

Commented [RL7]: Growth Zone team can help with this

5. The Financial Case

5.1) what is the estimated total project cost and the amount of LGF being applied for? Please complete the funding breakdown tab in the supporting excel spreadsheet.

Year	Total project cost	LGF
previous	2,784,888	0
17/18	1,718,237	250,000
18/19	757,104	757,104
19/20	23,060,476	3,992,869
20/21	10,668,274	0
21/22	15,417,913	0
22/23	15,668,283	0
23/24	10,213,383	0
Total	80,288,557	5,000,000

Commented [RL8]: This section will probably need some discussion whilst I'm away- possibly the trickiest part - I'd prefer to keep things simple and just have the £5m funding contribute towards the project delivery costs, say in 2020/21 but understand that there is a need to spend some funding in 17/18 that could make things a little messy.

Commented [N9]: I'd suggest backending the £5m funding from the bid here – we'll need to release the other £20m from Croydon in the years before where we have the bigger total spend.

5.2) Please set out the project expenditure items – No rounding up please

Please state the date of this estimate- September 2017

Projects costs (delete as appropriate)	Total cost (£)	LGF (£)	Match funding (£)
Land Acquisition	18,234,034	0	
Planning and Feasibility studies	663,833	250,000	413,833
Concept design (project management, consultancy, surveys)	4,516,288	757,104	3,759,184
Detailed design (project management, consultancy, surveys)	4,413,101	0	
Construction, inc-materials, equipment and labour	42,728,019	3,992,869	38,735,150
Close out costs	383,732	0	
Risk*	9,349,550	0	
VAT	n/a	0	
Total Gross Cost	80,288,557	5,000,000	75,288,557

Please ensure the matched funding and LGF amount to the total costs and that the LGF requested does not exceed the percentage allowed for the type of project ie. 85% for transport and 50% for all other projects.

5.3) Net Present Value cash flow analysis.

Options	NPV
Do nothing, minimum or status quo	£0 as not viable
Proposed option (Proposal 2)	£84,582,505 *note based on a concept level design
Alternative option (Proposal 1)	£69,465,000 *note based on a feasibility level design

Please detail your project assumptions and discount rate used-

5.4) Value for money

The BCR does not demonstrate the full picture of the benefits and value for money that the scheme can deliver as it is not possible for us to quantify the full cycling and health benefits which can be realised. The

preferred option (proposal 2) maximises the strategic objectives of improving safety, encouraging active travel and improving the public realm. This option is strongly supported by LB Croydon and the local community and therefore represents the optimum solution for delivery at this location.

5.5) VAT status

Croydon Council is VAT exempt as a public body but can reclaim VAT on costs that relate to non-business activities as per the VAT Act 1994 and VAT Notice 749 (HM Revenue and Customs)

5.6) Financial Sustainability

The scheme is funded by TfL's Healthy Streets Portfolio, and LB Croydon who are contributing £20m towards its delivery, The project represents the best value for money of all options explored in respect to the capital cost to deliver and whole life cost to maintain. The project team will continue to value engineer the proposed solution throughout the project lifecycle to further reduce the cost to deliver where possible.

6. The Management Case

6.1) In which financial year do you expect your project to commence? 2013

6.2) In which financial year do you expect your project to complete? 2023

6.3) Please set out the key milestones related to the project.

Milestone	Start date	Completion date
Public Consultation (detailed)	July 2017	September 2017
Planning Application submitted and determined	Spring/Summer 2018	Summer 2018
CPO	Late 2018/early 2019	Mid/late 2020
Construction Start on Site	Summer 2020	
Construction Substantially Complete	Late 2022/2023	

Commented [N10]: Wasn't sure if this meant start on site which is 2021/22 – I've put the start of the conception of the project.

6.4) Project management arrangements

The project is managed by Transport for London, working in partnership with the London Borough of Croydon. Key decisions are made at the periodic Project Board in the first instance, which is attended by LBC. Where required, decision making is escalated to the Healthy Streets Programme/Portfolio Board and LB Croydon's Cabinet to ensure that all parties are fully briefed and can continue to support the development of the project.

6.5) Key project roles and responsibilities

The Project Sponsor is responsible for defining the project governance, securing funding from the business and third parties to deliver the scheme, developing the business case, defining and ensuring that the benefits of the scheme are delivered on the network.

The Project Manager is responsible for managing the development of the design from feasibility design to delivery on the network, undertaking site investigation works, developing a plan for the construction of the scheme and ultimately managing the works on site.. Additionally, the Project Manager is responsible for the development of robust cost estimates for the scheme and the management of risk.

The London Borough of Croydon are responsible for ensuring that the project delivers the best outcome for Waddon and Croydon more widely.

6.6) Governance, oversight and accountability

Covered by section 6.4

6.7) Communications and stakeholder management

Stakeholder relationships are led and managed in the first instance by Transport for London and supported by the LB Croydon. The Consultation Strategy and Stakeholder Engagement Plan have been drafted and reviewed with input from both parties. Public consultation on the scheme has been jointly branded and staffed by both TfL and LB Croydon.

6.8) Benefits management

A Benefits Management Strategy has been produced by Transport for London, which has had input and review from the London Borough of Croydon. This is a dynamic and changing document which is continuously reviewed throughout the project lifecycle to ensure that the desired benefits are not lost as the design evolves.

A full benefits realisation exercise will be completed following delivery of the scheme to ensure that the final benefits are understood.

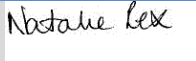
6.9) Project evaluation

Scheme proposals have been appraised with consideration for their strategic fit with the Mayors Transport Strategy, Healthy Streets agenda and Croydon's local plan. The sponsor has also appraised the quantifiable and non quantifiable benefits of all options for delivery to ensure that the option taken forward represents the best overall solution.

Recommendation/ Declaration

Recommendation- please state clearly the recommended action this business case supports.

This business case recommends that Proposal 2 (widening of the bridge over Waddon Station) is taken forwards for further design, with a view to delivery on the network. The project team would ask Coast to Capital to review the proposals and consider a £5m contribution towards the scheme, which is strongly aligned to the objective to deliver "increased capacity in sustainable transport and 'key' arterial routes where there are 'bottlenecks'".

Declaration:	I certify that the information provided in this Business Case is complete and correct at the time of submission.
Signature:	
Print Name:	Natalie Rex
Title:	Senior Sponsor, Fiveways
Date:	08/09/2017

Before submitting your Business Case ensure you have all the required supporting documentation:

- One electronic copy of the business case template, signed and dated
- Excel Spreadsheet (both tabs completed)
- Full risk register
- Any other Supporting documents and evidence required (e.g. letter of support from Area Partnership)
- Written evidence to the satisfaction of the Coast to Capital Accountable Body from a practicing solicitor / Counsel that the project is compliant with the EU state aid rules.
- VAT external advice if applicable.