



Cheshire and Warrington Local Transport Body

Draft Assurance Framework FINAL DRAFT Feb 2013

Part One – Purpose, Structure and Operating Principles

1. Name

1.1 Cheshire and Warrington Local Transport Body.

2. Geography

2.1 The geographical boundary of the Cheshire and Warrington Local Transport Body (CWLTB) is consistent with the geography of the Cheshire and Warrington Local Enterprise Partnership (CWLEP). This covers the administrative areas of the three unitary local authorities, these being,

- Cheshire East Council (CEC);
- Cheshire West and Chester Council (CWACC); and
- Warrington Borough Council (WBC).

3. Strategic Objectives

3.1 The overarching objective for CWLTB is to ensure that transport investment and improvements support the ambitions of the CWLEP, the emerging Growth Conversation and the constituent local authorities whilst considering the environmental, health and social well-being of the sub-region.

3.2 To achieve this CWLTB will need to develop an Integrated Investment Framework for capital investment within the sub region to enable the development and ensure the delivery of the infrastructure programme.

3.3 CWLEP has identified six strategic objectives that are critical to delivering its ambition, of which Infrastructure and Connectivity is the primary responsibility of the CWLTB. This strategic objective is underpinned by a number of priorities:

- Provide an excellent location to do business;
- Provide an excellent location to live and work; and
- Ensure fully functioning sustainable transport infrastructure

3.4 The CWLTB will establish a clear, evidence-based set of transport investment priorities ready to deliver over the next spending period. The transport priorities will support the delivery of sustainable economic growth whilst contributing to wider social and environmental objectives.

3.5 The priorities will reflect projects that are deliverable in the short-medium term to take advantage of early investment funds being made available. The CWLTB recognises the urgent need for investment in a level of feasibility and appraisal work to understand project risks and deliverability issues. This will ensure that the CWLTB Programme is able to demonstrate confidence to government that these projects could be implemented without undue delay when the funding becomes available.

3.6 Initial estimates indicate a £1.5billion investment in a programme of transport improvements is required over a 20 to 30 year period to deliver our aspirations for economic growth and meet the ambitions set out in the Growth Conversation. This is matched by an equivalent funding envelope that will need to be developed in detail to support a Transport Investment Fund for the sub-region that will facilitate delivery of the identified transport investment priorities. The Fund will be developed to reflect schemes within the Highways Agency (HA) and Network Rail's (NR) investment programmes. Where projects are fully funded they will be included in the prioritisation process. Where projects are not fully funded or interventions have been identified for cost/benefit assessment prior to the HA or NR bid process, projects will be brought to CWLTB to identify scheme benefits in support of wider CWLTB aspirations for growth and improved connectivity and at a sub-regional level, to allow for a collaborative approach in presenting schemes for funding.

3.7 Improving connectivity is critical to deliver GVA and jobs growth in the sub region by providing better conditions for existing business and enabling new strategic investment sites to come forward. But this applies also to neighbouring areas that will influence our economy. As such, CWLTB will develop a good understanding of the role played by other national transport infrastructure and services beyond the sub-region that has a direct influence on the economy of the sub-region. This includes from Greater Manchester, Merseyside, Wales and North Midlands and our motorways and trunk roads, Manchester Airport, Liverpool Airport, the Port of Liverpool our railways, including the proposed HS2, Northern Hub and Devolution plans. Investment and development at these important transport gateways should be supported where it can be seen to benefit the sub-region.

4. Membership

4.1 The Membership of CWLTB is set out below:

<p>Membership of Cheshire and Warrington Local Transport Body</p> <p>Chair – Non voting</p> <p>Councillor Michael Jones – CWLEP Lead on Infrastructure and Connectivity / Leader of CEC (Chair – casting vote only)</p>
<p>Voting Members</p> <p>Councillor Jamie Macrae – Portfolio Holder for Prosperity and Economic Regeneration, CEC</p> <p>Councillor Herbert Manley – Executive Member for Prosperity (Regeneration), CWACC</p> <p>Councillor Linda Dirir – Executive Member for Highways, Transportation and Climate Change, WBC</p> <p>Pete Waterman – CWLEP Lead on Transport, Cheshire and Warrington Local Enterprise Partnership</p>
<p>Advisers</p> <p>Highways Agency – Ruth Moynihan, Asset Development Manager North West</p> <p>Network Rail – Richard Eccles, Director of Network Planning</p> <p>Department for Transport – Richard Perry, Deputy Head of Northern Engagement Team</p>
<p>Associate Membership – CWLTB will invite other parties to meetings in a non-voting capacity as appropriate. This may include representatives from,</p> <ul style="list-style-type: none">• Neighbouring LTBs / Local Enterprise Partnerships / Local Authorities;• Neighbouring Integrated Transport Authorities;• Welsh Assembly Government / Taith;• Train and bus operating companies;• Local Ports and Airports; and• Business and Community Sectors.

4.2 **Membership Review** – Membership of CWLTB will be confirmed on an annual basis at its first meeting in public from 1 July of each year as this would synchronise with the political calendar cycle of the constituent local authorities.

4.3 Opportunities to consider extending the membership of CWLTB will also be considered as part of the annual review. Further, membership can be reviewed at any meeting in public of the CWLTB at the request of the constituent local authorities and the CWLEP.

4.4 **Assuring democratic accountability** – The democratic accountability of CWLTB is assured as elected members with voting rights form the majority of the group with voting rights and cannot be out-voted by non-elected members. Maintaining this balance of accountability will be maintained when considering potential new membership of the CWLTB. This Local Assurance Framework will also have been approved by the Cabinets of the 3 constituent local authorities and endorsed by the Department for Transport (DfT) as an acceptable basis by which the CWLTB manages its business.

5. Conflicts of Interest

5.1 It is central to the ethos of CWLTB that the Body acts in the interests of the area as a whole and not according to the sectoral geographical interests of individual member organisations. In arriving at its decisions the CWLTB will consider the views of all interested parties. If any vote taken by the CWLTB were split 2:2, then the decision would be deferred. If after this deferment the decision is still split 2:2, it will be the votes of the 3 local authority elected members that would then count and enable a decision to be reached.

5.2 Voting rights will only apply to one vote for each of the three constituent local authorities and one vote for the CWLEP. This will maintain a balance of interests and avoid a perceived bias towards any of the elected member's host organisations. Further, the nature of voting will also ensure that there is adequate separation between an individual local authority scheme promoter and the decision making process.

5.3 In line with the procedures of the constituent local authorities, CWLTB will manage conflicts of interests in accordance with existing protocols and codes of conduct that apply to local councillors. At this stage it is proposed to adopt that followed by CEC (the CWLTB Accountable Body). Details will be made available on the Council's website and non CEC voting members of the CWLTB will have to state in writing their willingness to adhere to this code.

5.4 In order to guarantee transparency, the Accountable Body on behalf of the CWLTB will publish a register of its member's interest(s). This will be accessible via the CWLTB website. This will be updated to include any interests outside their respective local authority area but within the boundary of CWLTB. Current registers of interest are already available to the public via existing Council websites and will be linked together on the CWLTB website.

6. Gifts and Hospitality

6.1 Members and Officers of the three constituent local authorities are already covered by standards and codes of conduct relating to the acceptance and declaration of gifts and hospitality.

6.2 The CWLTB will adopt and follow the model code of conduct for CEC in line with this authority's role as the Accountable Body. The voting member from the CWLEP will need to agree in writing to follow this code.

7. Status and Role of Accountable Body

7.1 The CWLTB will initially operate as an informal partnership established and operating within a remit agreed within the Local Assurance Framework between the constituent local authorities and the CWLEP.

7.2 The Accountable Body role and that of the Annual Audit will be to ensure that the CWLTB fulfils the requirements of the Assurance Framework and maintain appropriate democratic control and accountability to maintain effective governance and public scrutiny. If the remit of the CWLTB were extended it may become a constituted body for the sub region, with powers in areas of transport policy and to receive and spend funds.

7.3 The Accountable Body for CWLTB is CEC.

7.4 The primary role of CEC, acting as the Accountable Body, will be to hold the devolved major scheme funding and make payments to the partner delivery bodies. It will also account for these funds in such a way that they are separately identifiable from the Accountable Body's own funds, and provide financial statements to the CWLTB as required.

7.5 In approving this Local Assurance Framework the local authorities are agreeing to use the funds in accordance with a CWLTB decision.

7.6 To summarise, CEC, acting as the Accountable Body will be responsible for the following activities.

- Ensuring that the decisions and activities of this LTB conform with legal requirements with regard to equalities, environmental, EU issues etc;
- Ensuring (through their Section 151 Officer) that the funds are used appropriately;
- Ensuring that this LTB assurance framework, as approved by DfT, is being adhered to;
- Maintaining the official record this LTB's proceedings and holding all this LTB's documents; and

- The decisions of this LTB in approving schemes (for example, if subjected to legal challenge).

7.7 Legal agreements / mechanisms

To expedite its operational readiness, the CWLTB is configured in terms of legal status as an informal partnership as envisaged in the DfT Guidance for LTB's at paragraph 13. The partnership is legally underpinned by CEC as the Accountable Body. Its role and function is as detailed in section 7.1 to 7.6 above and in 12.3 below.

The relationship of a promoting authority in respect of a particular scheme will be documented in formal legal agreements with CEC, for and on behalf of CWLTB and as the Accountable Body and therefore the disburser of grant. These arrangements are identified in more detail at section 25 below.

Legal responsibility for the consequences of CWLTB decisions within partner members will be accepted and carried through as necessary by the exercise of delegated officer powers and authority on behalf of that member, all in accordance with their respective constitutions or standing orders or equivalent.

Alternatively, legal responsibility for the consequences of CWLTB decisions will be accepted by the exercise of the appropriate executive decision-making procedures operative within those member bodies.

The members undertake to each other to provide documentation of their decisions or substantiation of their decision-making processes if so reasonably required by the CEC on its own behalf or on behalf of any member.

The members within the partnership likewise undertake to each other to participate and collaborate in full co-operation and within the spirit and principles and requirements of this Framework in order to achieve its Strategic objectives and purposes.

8. Local audit and scrutiny

8.1 CWACC will be responsible for local audit and scrutiny of the CWLTB activity and business. A specific resource has been identified and allocated to this role. The first Audit review will take place in December 2014 and will be shared with the Accountable Body and reported to the CWLTB.

9. Purpose

9.1 CWLTB proposes to fulfil a number of roles and functions over and above making decisions on devolved local authority major funds and support the Cheshire and Warrington growth agenda. Its role is set out below.

1. Strategic transport policy and a single high level Transport, Connectivity and Infrastructure Plan, covering all forms of transport;
2. Develop the transport and economic evidence base linked to land use and economic plans to support the development of transport priorities;
3. Develop a programme of strategic transport investment based on the evidence;
4. Work with the Local Authorities, the CWLEP and Government to develop a pooled 'Transport Investment Fund', including LTP, CIL, devolved Majors and Growing Places funds for example;
5. Work with Economic Development teams to identify other funding sources, including private sector funding contributions and investments;
6. Manage the programme of transport projects and their development and implementation in accordance with this Assurance Framework, ensuring the programme delivers value for money;
7. Develop Memoranda of Understanding with key Agencies: Highways Agency, Network Rail, Airports, Freight and Logistics Organisations, Train Operating Companies to influence and support policy, priorities and investment;
8. Identify funding routes and lead on the development of funding bids LSTF, RGF, ERDF etc to support programme and deliver ambition;
9. Engage with local authorities in relation to its strategic projects and transport priorities, related strategic development control issues, Local Plans and regeneration proposals;
10. Engage with Government on consultations, innovative solutions and pilots; and
11. Engage with and influence neighbouring transport authorities.

10. Support and Administration Arrangements

10.1 A joint Local Transport Body Lead Officer Group has been established to provide the necessary officer level transport strategy, policy and scheme development capacity required to undertake CWLTB business. The Officer Group consists of:

- Andrew Ross, Strategic Highways and Infrastructure Manager, CEC;
- Chris Hindle, Head of Planning & Transport, CWACC; and
- David Boyer, Assistant Director - Transportation, Engineering and Operations, WBC

10.3 Whenever and wherever appropriate, the Lead Officer Group will be supported by a team of officers from the constituent local authorities directly responsible for those functional areas of the CWLTB business. In addition to this, independent consultants will provide specialist input. CWLTB has appointed consultants to assist with scheme prioritisation and the development of an investment programme. . The consultant support is jointly funded by the three constituent local authorities and the CWLEP and is overseen by the CWLTB Lead Officer Group.

10.4 It is expected that consultants will also be used to provide the independent and impartial scrutiny of the emerging business cases that CWLTB will act to review and consider. Again this work will be managed by the Lead Officer Group.

10.5 Administrative support will be shared between the local authorities with the lead role provided by CEC as the Accountable Body.

11. Working Arrangements and Meeting Frequency

11.1 All working arrangements and decisions relating to the role and function of CWLTB will be made at the formal meetings.

11.2 It is intended that meetings will be held on a bi-monthly basis while the CWLTB is established and sets out its initial priorities and determining the composition of the programme.

11.3 The frequency of meetings beyond the summer 2013 will be confirmed but will be at least quarterly and this will cover decisions relating to making individual scheme investments such as managing the on-going programme, and addressing issues including slippage, cost increases etc. As public meetings (of a joint committee) they will be formally advertised alongside other council business. This will be done by CEC as the Accountable Body. Venues for meetings will be rotated between the three local authorities.

11.4 Where appropriate, some business will be delegated and undertaken by smaller sub-groups of the CWLTB or to officer working groups.

12. Transparency and Local Engagement

12.1 In line with the formal requirements and expectations placed on local authorities to provide transparency and openness (as set out in the Local Government Transparency Code), all necessary CWLTB business will be made available to the public.

12.2 In common with the publication of Council business, a CWLTB website will be established and used to publish agendas, minutes, scheme business cases, evaluation and appraisal reports, and supporting technical material (so long as content is not considered to be commercially sensitive or confidential in nature). In addition, all information will be made available on request in other formats in line with existing Council policies.

12.3 It is noted that CWLTB is a non-statutory body and, as such, is not subject to the Freedom of Information Act 2005 or the Environmental Impact Regulations 2004. However, CEC as the Accountable Body will be responsible for holding all formal CWLTB records and will be the focal point for statutory information requests and these will be handled in accordance with legislative requirements. It is acknowledged however that information relating to non-CWLTB schemes may be requested direct from the promoting organisations.

12.4 Opportunities for stakeholder and public engagement is an important element of the work that will be undertaken by CWLTB. Stakeholders and the wider community will be able to provide meaningful input.

12.5 Depending on the specific activity this may incorporate formal written consultation, representative working groups, ongoing market research and questionnaires. When preparing Local Transport Plans, DfT guidance set out a list of statutory and suggested consultees. This will form the basis of a CWLTB stakeholder database for future engagement activities. It is set out as an Appendix below.

13. Complaints and Whistleblowing

13.1 Our Councils have procedures in place to deal with and respond to complaints from stakeholders, members of the public, internal whistleblowers, in cases where it is alleged a Council is acting in breach of the law or failing to safeguard public funds. CWLTB will follow the existing procedures of CEC in its role as the Accountable Body, in accordance to this Assurance Framework.

14. Monitoring and Review

14.1 This Assurance Framework is considered to be a live document. It will be reviewed and updated on a periodic basis to reflect any changes to national / local circumstances and / or requirements.

PART 2: CWLTB PRIORITISATION

15. Major Scheme Eligibility Criteria

15.1 The CWLTB will only consider funding schemes that have a defined scope. These could be ‘traditional’ major schemes or fully defined packages of measures that when combined, align with delivery of the CWLTB strategic objectives and offer the added value of a major scheme. Loosely defined or unspecific schemes will not be considered for funding.

15.2 To ensure against the possibility of funding being spread too thinly to be effective, the minimum scheme cost threshold that will be considered eligible for LTB funding is £2.5 million. This threshold has been set to take account of the differences in Integrated Transport Block funding between the local authorities. A simple criteria based on the scheme cost threshold will avoid any ambiguity as to what constitutes a major scheme eligible for consideration of CWLTB funding.

15.3 A prioritisation methodology has been developed for scheme prioritisation based on best practice and reflecting local circumstances. The methodology will be published on the CWLTB website as part of the reporting cycle of Joint Committee reporting.

LTB Contribution

15.4 The funding contribution to major schemes from the CWLTB will be capped at two thirds of the total scheme cost. There will be a mandatory requirement for the promoting authority to fund at least one third of the total scheme cost and any cost increases incurred after Final Approval will be borne in full by the promoting authority.

15.5 The CWLTB funding will only contribute towards the capital cost of the scheme. This will include Land Acquisition costs and Part 1 Land Compensation Costs, but will exclude the cost of scheme development as well as the cost of the agreed post-scheme monitoring and evaluation programme.

16. Identification of an Initial List of Candidate Schemes

16.1 Each promoting local authority will determine whether existing major schemes which form part of the Long Term Infrastructure Plans are to be put forward for funding. Such schemes will be assessed alongside all other schemes using criteria designed to address the problems and challenges faced by the CWLTB area. We will encourage the promoting authorities to consider as wide a range of options as possible including all modes, infrastructure, regulation, pricing and other ways of influencing behaviour. Non-LTB schemes will be subject to the cost/benefit and wider scheme impact assessment processes within the respective organisations. CWLTB will collaborate with these organisations during project assessment where local or sub-regional benefits are likely.

16.2 The expectation is that all authorities will have considered the wider objectives against which they and the CWLTB is delivering, the problems and challenges faced in achieving these objectives, and whether the proposed transport solutions address these. “Off the shelf” or “legacy” schemes will not necessarily meet these wider objectives.

16.3 Working with key stakeholders and Local Authorities a mechanism will be developed to propose major schemes for consideration under future prioritisations. It is recognised that there will be a need to manage stakeholder expectations through regular dialogue.

Eligibility Assessment

16.4 Each scheme put forward by the constituent local authorities will be assessed to see whether it meets the eligibility criteria. Those that pass will then proceed to the next stage. Those that do not, will be eliminated from the prioritisation process. Non-LTB projects will sit outside the eligibility assessment unless a contribution is sought from the Fund where there is a funding shortfall or where a collaborative approach to funding offers increased benefits.

16.5 The eligibility criteria for local authority schemes will include some or all of the following:

- Purpose – transport scheme
- Scope – have a defined scope that can be subject to a meaningful appraisal
- Cost - £2.5m total minimum scheme cost
- Local contribution – minimum of one third of the total scheme cost
- Strategic impact – major schemes must contribute to at least one of the CWLEP’s strategic objectives as outlined in Part 1, Section 3 with the ultimate objective of supporting / delivering GVA and jobs growth
- Contribution – must contribute to CWLTB/CWLEP policy objectives
- Funding – all other potential sources of funding investigated. As with RFA, CWLTB funding should be a call of last resort

16.6 This initial sift will identify any ‘showstoppers’ which are likely to prevent an option progressing at a subsequent stage in the process. We will discard options that:

- Would clearly fail to meet the objectives identified for intervention;
- Do not fit with existing local, sub-regional and national programmes and priorities, and do not fit with wider government priorities (e.g. for housing);
- Would be unlikely to pass key viability and acceptability criteria (or represent significant risk) in that they are unlikely to be deliverable either in a particular economic, environmental, geographical or social

context or not considered to be technically sound, financially affordable, and acceptable to stakeholders and the public.

Collation of Available Information

16.7 Each promoting authority will be required to identify and develop major schemes that solve the transport related problems in that locality and deliver against the wider objectives of the CWLTB area. For each eligible scheme, the promoting authority will be asked to complete a proforma to collate and summarise the available information in a consistent form. It is particularly important to be clear on the problems that the scheme is trying to address and the “intervention logic” behind the proposed solution. The information therefore needs to provide a convincing narrative that there is a basic case for investment, describing the scheme objectives and specific outcomes

16.8 Once the proforma has been submitted and reviewed by the CWLTB, the promoting authority will meet with the independent consultants undertaking the prioritisation in order to establish a full understanding of the scheme and to ascertain whether gaps in information can be filled before it is assessed for funding. This discussion will also ascertain the level of commitment from the promoting authority to the required investment in developing the scheme and its business case to Full Approval.

16.9 To ensure consistency, a standardised approach has been developed. This will ensure consistent treatment of variables such as construction inflation, application of Optimism Bias, and allowance for Risk in the derivation of outturn costs. It may be the case that before assessment takes place data submitted by scheme promoters will need to be manipulated to ensure consistency.

Data Validation

16.10 At this stage, a degree of data validation will be undertaken to understand the quality and robustness of the data underpinning the supplied scheme information and to ensure that the proposed scheme is evidence based and has clear objectives. Depending upon the stage of scheme development, this data validation will be via a brief review of any available scheme appraisal and assessment documents, within the context that a more developed scheme will have a more robust set of data.

16.11 Further checks and balances will be implemented, where required, to verify the data supplied by the promoting authority. For example, cost consultants / quantity surveyors could be asked to provide an independent view on whether the proposals broadly align with the quoted scheme costs. There is an expectation that the promoting authorities will have undertaken their own scheme prioritisation prior to putting the schemes forward to CWLTB and the details of this assessment will also be requested.

16.12 This approach will provide a robust list of schemes for assessment.

17. Methodology for Developing a Prioritised List of Schemes

17.1 The prioritisation methodology will involve making use of the DfT's strategic assessment tool, EAST (Early Assessment and Sifting Tool), adapted to reflect local circumstances.

Early Assessment and Sifting Tool (EAST)

17.2 The DfT's strategic assessment tool (EAST) will be applied to this initial long list of local authority schemes to determine which should be considered for prioritisation. Schemes will be at different stages of development and it is vital to ensure that assessment of the scheme, and not the quality of the data, takes place. EAST would be used in part to assess the strategic fit, the economic case, and the management aspects of schemes submitted for prioritisation by Local Authorities.

17.3 Those schemes that do not contribute towards the CWLTBs and CWLEPs strategic objectives will be eliminated from the prioritisation process.

17.4 The strategic case for schemes in EAST will be considered in relation to fit with CWLEP and CWLTB strategic priorities and objectives outlined in Part 1, Section 3 of this document. This will ensure that assessment criteria are aligned to the strategic priorities of CWLTB and are not able to be retro-fitted to individual existing schemes.

17.5 The EAST assessment will enable the CWLTB to take a view on whether the submitted schemes are the most appropriate in addressing the identified problems and meeting the strategic objectives of CWLTB. Evidence will be sought from the scheme promoters to demonstrate that the full range of options have been considered before selecting a particular scheme for submission to CWLTB.

17.6 This will leave a short list of major schemes to undergo a more detailed appraisal for prioritisation in the CWLTB's initial 10 year programme. Highways Agency and Network Rail schemes will be included in the prioritisation as submitted by these organisations as they will have undergone initial assessment within the respective organisations.

Prioritisation Assessment

17.7 Our prioritisation methodology is based on three basic overarching criteria:

- Contribution to policy objectives – both local and wider CWLTB including environmental and social / distributional impacts;
- Value for money – benefit cost ratio plus a qualitative assessment of other factors which is critical particularly when a BCR is not available; and

- Deliverability – including the promoting authority’s commitment to develop the scheme to Full Approval and the affordability of the scheme within the CWLTB’s 4 year programme.

17.8 Schemes passing the sifting test against the strategic objectives will be assessed further through a prioritisation framework based on a detailed scorecard approach using Multi Criteria Analysis to allocate points to each scheme. The approach used for the North West RFA prioritisation has been adapted for use by the CWLTB. Various sub-criteria will be applied beneath the three over arching prioritisation criteria to measure the schemes’ performance against specific issues such as key delivery risks and stakeholder views. Each scheme will be scored using a 7-point scale against each sub-criteria. A weighting will be applied to the sub-criteria based on its importance to the CWLTB but then the overall assessment will be based on an equal weighting of each of the three over-arching criteria. All schemes will be subject to the same weighting for consistency and to ensure a robust assessment.

Assessment of Value for Money

17.9 Value for money is traditionally assessed using a benefit cost ratio (BCR). But with schemes at different stages of development this may not be possible, so qualitative assessment techniques such as potential wider economic benefits may need to be used as an alternative. As a general rule, schemes will be required to meet a minimum value for money threshold through demonstrating a BCR of over 2.0. The traditional BCR calculation does not capture all monetised costs and benefits of transport schemes. Therefore, other monetised and non-monetised benefits also need to be considered in coming to an overall judgement of the likely value for money of any particular scheme. Therefore in exceptional cases, the CWLTB will consider schemes with a BCR of less than 2.0 but which can demonstrate significant additional monetised or non-monetised benefits or innovations that are important in relation to delivering the stated strategic objectives. At this stage of the prioritisation process, it is expected that a qualitative assessment of such additional benefits will be made through evidence of problems, scheme objectives, and expected outcomes. Further quantitative evidence will be required for such schemes to progress to Programme Entry.

17.10 Whilst setting out the specific Value for Money criteria that will be used by CWLTB, it is recognised that many scheme will not have a full WebTAG assessment at this stage. In these circumstances we will undertake a subjective view of the likely order of scheme BCR based on the costs of the scheme and the expected benefits that the scheme will deliver coupled with experience of similar schemes. This judgement will be made by the specialist consultants, in discussion with CWLTB and LTA officers, utilising their experience of scheme development and likely scheme performance. This approach will ensure that otherwise good schemes that have good deliverability are not discounted at this stage simply because of lack of evidence on value for money.

17.11 Where such schemes are prioritised, the CWLTB will require commitment from the promoting authority that the necessary resource and investment will be made available to develop the scheme to the required level of detail prior to approval for Programme Entry.

Assessment of Deliverability

17.12 Schemes that pass the policy and value for money tests will then be subject to a deliverability test. Deliverability within the funding period is a key priority for CWLTB, given that the DfT capital funding has to be spent within the 2015 to 2019 period although the local contribution may go beyond this. The deliverability assessment will be important in understanding when a scheme could be ready for implementation. This will consider the current level of scheme development, the need for further development and requirement for completion of statutory processes and any other delivery risks along with the level of commitment from the promoting authority to continue to invest in scheme development to full approval stage. Schemes that have little prospect of being ready for construction within a funding round will be relegated for consideration in the next funding round.

17.13 A key element of the deliverability test will be the affordability of the scheme within the CWLTB budget for 2015-19. This will also include an understanding of whether there is any commitment to third party funding contributions towards the scheme. Scoring will positively reflect larger Local Authority or third party funding contributions. An example of the prioritisation tool that will be used is included at Appendix C. The final policy criteria will be agreed by the CWLTB Board before application to schemes.

Rigour of Assessment

17.14 Rigour of the prioritisation will be ensured through sensitivity testing of the weighting applied to the various scoring criteria to check that there is no significant change in priority ranking as a result. The results will be open to external scrutiny and challenge, providing another layer of reassurance.

Non-LTB Schemes

17.15 Within the prioritisation process, the CWLTB will also consider non-CWLTB schemes that are important to the strategic objectives of the CWLTB and CWLEP. These schemes could be in adjacent LTB areas, on the strategic highway network or rail schemes. The CWLTB prioritisation will highlight these as priorities and the CWLTB will liaise with the relevant LTB (for local authority schemes) and consider whether it wishes to contribute any funding towards these schemes. Any contribution to HA schemes will operate within current DfT and HA policy and Treasury guidance.

17.16 Where rail or strategic highway schemes are identified, the CWLTB will hold early discussion with the Highways Agency, North and Mid-Wales Trunk Road Agency or Network Rail so that their views on scheme priority can be

taken into account. Where any rail schemes impact on train services, the Train Operating Company and DfT (rail) will also be consulted.

18. Programming and Further Business Case Development

18.1 The priority schemes will be allocated to a short, medium and longer term programme – based on a combination of deliverability and value for money. The programme periods are likely to be 2015-19, 2019-23 and beyond 2023 in the interest of effective long term planning. The aim is to start investment as soon as possible into the new Comprehensive Spending Review (CSR) period. To achieve this, the programme will start in 2013/14 and identify those early priority schemes and the level of commitment to project development costs to be funded by the promoting Local Authority. Each scheme will be subject to an appropriate level of further work – Outline and (if necessary) Full Business Cases – using WebTAG in a proportionate way based on size of scheme, significance of impacts and prevalence of risks. Further re-runs of the prioritisation process may be necessary if the further business case work changes our assumptions about contribution to objectives, value for money and deliverability.

18.2 Programming will include contingency plans with an element of over and under programming by one third against the planning assumption to take account of potential changes to scheme development and delivery schedules and funding availability.

“Eliminated” Schemes

18.3 Schemes which are eliminated from consideration for major scheme funding will not necessarily be abandoned; all schemes considered will form part of the Cheshire and Warrington Long Term Infrastructure Plan. It may be more appropriate to deliver these schemes from other sources of funding. Also, if circumstances change (for example additional planned development potentially changes the rationale for a scheme) then previously withdrawn schemes could be re-examined and included in future iterations of the prioritisation assessment.

PART 3: CWLTB PROGRAMME MANAGEMENT AND INVESTMENT DECISIONS

19. Scheme Assessment and Approval

Major Scheme Business Case

19.1 Our nominated responsible officer for business case scrutiny and for making recommendations to the CWLTB is the Strategic Highways and Infrastructure Manager, CEC. Through the Accountable Body, this officer will have the delegated authority to procure and appoint external independent experts to appraise Major Scheme Business Cases (MSBC) submitted by authorities for funding to the CWLTB.

19.2 In order to have the required expertise for business case scrutiny without the CWLTB having to develop this capability and capacity in-house at considerable cost, we will establish a consultant panel whereby a minimum of two independent specialist consultants are appointed to a Business Case Scrutiny framework for a set period. This will ensure separation between the scheme promoters and their term consultants and the appraisal team and the decision makers. The framework will be procured through the normal public sector competitive procurement route or through existing national, regional or local public sector framework contracts.

19.3 For significant sized schemes consultants from the scrutiny framework would be engaged to provide early advice to the promoting authority in relation to the proportional appraisal requirements for any particular scheme. This will through a scoping meeting to provide early guidance to the promoting authority on the requirements of the business case submission. This will help focus effort and investment to facilitate efficiency in the development of the scheme business case.

Approval Process

19.4 The CWLTB will apply a two stage approval process, based broadly on the DfT's Programme Entry (PE) and Full Approval (FA) stages. As with the DfT process, we will scrutinise the strategic and economic case for a scheme for PE approval, and scrutinise the delivery case, and assess whether legal powers, third party consents, contracted costs are in place for FA approval. At each stage of approval, PE and FA, a full Benefit Cost Ratio (BCR) supported by evidence of any wider economic benefits, will need to be provided by the scheme promoter as part of the MSBC. It is noted that schemes promoted by the HA or NR undergo a different approval process.

19.5 The PE approval will provide the promoting authority with an expectation of LTB funding for a scheme and thus enable promoters to embark on seeking statutory approvals. Dependent upon the stage of scheme development, the initial prioritisation within the CWLTB programme may be sufficient for this.

19.6 For a major scheme to gain PE status and be granted funding with FA status the requirement will be a satisfactory appraisal of an MSBC including a general requirement of a minimum BCR threshold of 2.0 to demonstrate high value for money. In exceptional cases, the CWLTB will consider schemes with a BCR of less than 2.0 but which can demonstrate significant additional monetised or non-monetised benefits that are important in relation to the stated strategic objectives. The following categories of additional benefits will be considered by CWLTB for schemes that fail to meet the standard value for money test:

1. Wider economic benefits, which when combined with the traditional BCR result in an amended proxy BCR of over 4.0
2. Schemes which are critical in unlocking or enabling significant land development for employment uses or housing, culminating in growth in GVA and jobs. For such schemes, a significant private sector contribution to overall scheme costs would be sought by CWLTB
3. Schemes that help address social inequality through improved access to work and services for deprived communities

19.7 We will request scheme promoters to apply a proportionate approach to developing MSBCs and our independent experts will be asked to assess submissions on a proportionate basis. For example, the MSBC for a £10 million scheme will be expected to include more detail than that for a £2.5 million scheme. The MSBC will be required to follow WebTAG and where appropriate, the DfT's Small Scheme Appraisal Guidance which is to be updated in summer 2013.

19.8 In the event of changes to a major scheme, for example in scope and / or cost, during the approvals process the CWLTB will establish a transparent process whereby the revised scheme will be resubmitted to the CWLTB for it to consider whether it will continue to provide on-going support for the scheme as an CWLTB priority.

19.9 Once a scheme has been approved for funding, a formal contract between the CWLTB (via the Accountable Body) and LTA will be signed. This will detail the respective responsibilities for each body, their commitment, reporting and monitoring requirements, and the sanction available to the CWLTB in the event of non-delivery.

20. Policy on Dealing with Scheme Changes

20.1 The CWLTB's programme of prioritised major schemes will need to be managed effectively to ensure the devolved budget delivers both the CWLTB transport priorities and value for money. We will put in place a transparent methodology to actively programme manage the devolved budget to respond to changed circumstances including scheme slippage, and changes to scheme scope and / or costs.

20.2 We will develop a protocol for managing changes to scheme cost and / or scope. Following Programme Entry approval, the promoting Local

Authority will be required fund any increases to scheme costs from its own resources. If it is unable to fund the cost increase it will be required to resubmit the scheme to the CWLTB to ascertain whether the scheme will continue to be supported as a priority and be funded. The protocol will describe a transparent method by which schemes subject to changes in costs will need to be resubmitted to the next CWLTB in order to determine if they:

- Remain an CWLTB priority, particularly in relation to changes in scope; and
- Whether the revised scheme cost will be funded.

20.3 Where the cost of a scheme changes, the stipulation that the CWLTB will not fund more than two thirds of the total scheme cost, with the promoter funding the remaining one third will continue to apply.

20.4 The range of options available to CWLTB will include:

- Continue to support the scheme, with revised costs, as a CWLTB priority in a reprogrammed prioritisation; or
- Continue to support the scheme as an CWLTB priority, but the scheme cost increase to be fully funded by the scheme promoter; or
- Continue to support the scheme as a CWLTB priority, but with the CWLTB contribution to the scheme cost increase capped; or
- Do not support the scheme as a CWLTB priority.

20.5 The CWLTB will not make any contribution to increased scheme costs following Full Approval. All cost increases after Full Approval will have to be borne by the promoting authority.

21. The Transport Business Case

21.1 Both development of the MSBC by the LTA and its appraisal by independent experts will be based on the key principles of the Transport Business Case guidance (2012). This will ensure scheme assessment is based on current best practice and on the five cases approach:

- The strategic case;
- The economic case;
- The commercial case;
- The financial case; and
- The management case.

21.2 Each MSBC will be required to provide a clear statement of scheme objectives and specific outcomes it is intended to deliver. The MSBC submission for FA will be expected to be more thorough than that for PE which may be in the form of an outline business case.

21.3 For some schemes, particularly those with a BCR of less than 2.0, CWLTB may require information in addition to that required by the DfT's

Business Case guidance. Where this is the case, promoters will be informed of the specific requirements for additional information and given details of how this information will be assessed and used in taking a decision on scheme funding.

22. Value for Money

22.1 The requirement for MSBCs is that appraisal and analysis will need to apply the approach set out in WebTAG, and central case assessments will be based on NTEM. The independent scrutiny of MSBCs at PE and FA stage will require an assessment to confirm WebTAG has been followed in all cases.

22.2 A condition of approval at both PE and FA stages is the requirement for the scheme to satisfy the value for money criteria. At the basic level, this will require schemes to demonstrate a BCR of at least 2.0 or be supported by evidence of significant additional non-monetised benefits, such as innovations that delivers GVA and jobs growth, not captured through the traditional transport benefit assessments. However, it is recognised that during the prioritisation process different schemes will be at different stages of development and a BCR value may not have been calculated. In all cases it will be a requirement for each scheme, whatever its level of development, to be accompanied by an Appraisal Summary Table (AST) as a statement to confirm a scheme offers high value for money.

22.3 Whilst the general value for money requirement will be the demonstration that the scheme provides a minimum BCR of 2.0, there is a need to recognise that there may be schemes which, whilst not able to demonstrate a high BCR through the traditional transport assessment, may provide significant additional benefits and fit well with the strategic objectives of CWLTB. In these exceptional cases, the CWLTB will consider schemes with a BCR of less than 2.0 but which can demonstrate significant additional monetised or non-monetised benefits that are important in relation to the stated strategic objectives. The following categories of additional benefits will be considered by CWLTB for schemes that fail to meet the standard value for money test:

1. Wider economic benefits, which when combined with the traditional BCR result in an amended proxy BCR of over 4.0
2. Schemes which are critical in unlocking or enabling significant land development for employment uses or housing, culminating in growth in GVA and jobs. For such schemes, a significant private sector contribution to overall scheme costs would be sought by CWLTB
3. Schemes that help address social inequality through improved access to work and services for deprived communities

22.4 Each AST will be required to be signed by the nominated responsible officer, on the advice of independent external experts, to confirm it is of sufficiently high value for money and that it is a true and accurate statement, before the scheme is considered by the CWLTB.

22.5 One of the scrutiny framework consultants will be appointed to review the scheme business case and supporting analyses. This will ensure complete separation from the promoting authority and provide independent expert opinion to CWLTB. Where necessary, the consultants, through CWLTB will be able to require further analysis and information from promoters to enable full and proper consideration of the scheme to ensure that the appraisal as well as the underpinning data and assumptions are sufficiently robust and fit for purpose.

22.6 Quality assurance of the independent assessment of MSBCs will be ensured through the independent assessors providing a formal report to the CWLTB containing a standard proforma to show the key criteria considered in the assessment and the outcome of the assessment. This will also ensure a consistent approach across different major schemes.

22.7 A standard format value for money statement will be prepared by the CWLTB's responsible officer following assessment of the scheme economic case at each approval stage.

23. Monitoring and Evaluation

23.1 CWLTB will establish a requirement for promoting local authorities to put in place an agreed programme of scheme monitoring and evaluation in line with current DfT guidance on the evaluation of major schemes. Outline scheme monitoring and evaluation plans will be required as part of the MSBC submissions for Programme Entry with firm proposals required for Full Approval along with a firm commitment to fund the monitoring and evaluation programme. This requirement will not extend to non-CWLTB schemes, where the scheme promoters will have their own processes for post opening monitoring and evaluation.

23.2 Scheme promoters will be required to produce a One Year After and a Four Year After monitoring and evaluation report to the CWLTB. The format of the report will be determined in due course, but the current expectation is that the LTA will need to report against the five cases, and update the AST to show both 'before' and 'after' outcomes.

23.3 The One Year After and Four Year After monitoring and evaluation reports will be appraised on behalf of CWLTB by one of the retained experts as part of the overall programme management in order to maintain separation between scheme promoters and CWLTB decision makers. The results of this evaluation will be published on the CWLTB website and will feed into lessons learnt for CWLTB and will inform future considerations for similar schemes.

24. External Views on Business Cases

24.1 To increase transparency the CWLTB will publish MSBCs and monitoring and evaluation reports on the CWLTB's website and require promoters to publish these documents on their websites and this should be

publicised through the authority's normal communications channels. Publication of MSBCs, and related publicity, will allow for public and stakeholder comment to be submitted and considered in the scheme approval process.

24.2 The consultation period for external comments will typically be 6 – 12 weeks, but would be proportionate to the scope and cost of the proposed intervention.

25. Release of funding, cost control, and approval conditions

25.1 Funding contributions to major schemes from the CWLTB will be capped at two thirds of the total scheme cost, meaning the promoting authority will be required to fund at least one third of the total scheme cost. Any cost increases incurred after Final Approval will be entirely the responsibility of the promoting authority. Acceptance of these principles for each scheme will need to be demonstrated by the promoting authority to the CWLTB before funding is released.

25.2 The eligible scheme capital cost will include the following fixed at the level agreed at Final Approval:

- Construction cost (including the cost of any utilities diversions);
- Land acquisition cost; and
- Part 1 Land compensation costs

25.3 The CWLTB will not fund any element of the following scheme costs:

- Scheme development costs
- Monitoring and evaluation costs
- Cost increases following Final Approval

25.4 The promoting authority's Section 151 officer will be required to provide a signed commitment to funding the LTA's share of total costs before a final funding commitment is made by CWLTB. Upon Full Approval, CWLTB will enter into a legal agreement with the promoting LTA for the delivery of the scheme. This agreement will include clauses for reporting on scheme progress and the effective use of CWLTB funds. It will also include clauses giving CWLTB the right to recover any funds that are not being used solely for the effective delivery of the approved scheme.

25.5 Release of funding for an approved scheme will be based closely on the current DfT approach. Costs can only be claimed quarterly in arrears and will need to be accompanied by a signed statement by a the promoting authority's S151 Officer to confirm the costs have been incurred and that delivery is progressing on the basis of the agreement between the CWLTB and LTA signed at FA. Funds will not be released unless the CWLTB is satisfied that the funds are being spent on capital costs for the approved scheme.

25.6 To assist in this process each constituent authority shall make available to the Accountable Body the latest procedures rules for approvals.

25.7 In cases where the scheme promoter is also the Accountable Body for CWLTB (CEC), a mechanism will be developed through which CWLTB gives approval to the LTA to use the funds. This will ensure that the LTAs status as the accountable body gives it no more favourable a position than that of the other two LTAs within the CWLTB area.

Audit

25.8 CWLTB will establish a local audit process to satisfy itself that the funding is being spent solely for the purpose for which it was approved. The audit function will be carried out by CWACC. This will be performed in liaison with CEC's S151 Officer in respect of the Accountable Body role. Prior to Final Approval, scheme promoters will be required to put in place a process that maintains robust records and audit trails. The promoters will also be required to ensure that they have mechanisms in place to undertake fair and effective procurement of scheme construction, and to safeguard funds against error, fraud or bribery.

25.9 The DfT funding will be accounted for by CEC and details disclosed at year end as per the IFRS (International Financial Reporting Standards) requirements.

25.10 The DfT funding will be ringfenced, treated as a restricted fund and only used for CWLTB purposes. It will be monitored by relevant CEC budget managers in conjunction with finance personnel. However, it will not be reported as part of CEC's capital programme.

25.11 The Council incurring expenditure on a CWLTB approved scheme shall keep all invoices and receipts and accounts and any other relevant documents relating to the expenditure, for a period of at least six years following receipt of any funding to which they relate. CWLTB (via the Accountable Body) shall have the right to review the accounts and records that relate to the expenditure of the funding and shall have the right to take copies of such accounts and records.

25.12 The Council incurring expenditure on a CWLTB approved scheme shall be required to permit any person authorised by CWLTB (via the Accountable Body) such reasonable access to its employees, agents, premises, facilities and records, for the purpose of discussing, monitoring and evaluating the recipient's fulfilment of the conditions of this assurance framework and shall, if so required, provide appropriate oral or written explanations from them.

25.13 The Council incurring expenditure on a CWLTB approved scheme shall provide the CWLTB with a final report on completion of a scheme to confirm that the Project has been successfully and properly completed.

25.14 Should the Council incurring expenditure on a CWLTB approved scheme be subject to financial or other difficulties which are capable of having a material impact on its effective delivery of the project or compliance with this Agreement it will notify CWLTB as soon as possible so that, if possible, the CWLTB will have an opportunity to provide assistance in resolving the problem or to take action to protect the funding.

25.15 Any payments made by CEC to other authorities as part of a claim shall be repaid promptly if any money is transferred incorrectly. This includes (without limitation) situations where either an incorrect sum of money has been paid or where monies have been paid in error before all conditions attached to the funding have been complied with by the recipient.

25.16 Each authority shall adhere to its relevant Finance and Procedure rules when incurring expenditure relating to CWLTB schemes.

25.17 Summarised financial reports will be presented to the CWLTB by the Accountable Body on a quarterly basis. All authorities will need to provide the financial information required to facilitate this process.

25.18 CEC's Section 151 Officer will approve each quarterly payment to other authorities and this approval will be based on two key factors. Firstly, confirmation that the expenditure is linked to conditions as set out and agreed by CWLTB. Secondly that clear financial information has been provided to the satisfaction of finance staff at CEC.

Sanction

25.19 Although it is the responsibility of LTAs to deliver major schemes, the CWLTB as a significant funder of major schemes will retain the right to apply sanctions in the event the LTA fails to deliver the scheme effectively.

25.20 A protocol will be developed and applied where there is evidence of ineffective project delivery. The protocol for determining whether the CWLTB should continue to support a scheme will consider the following:

- Can the scheme still be delivered within the approved funding?
- If scheme costs increase, can the promoting Local Authority commit to providing the additional funding?
- What is the impact of the cost increase on the scheme's value for money, reflected by its BCR?
- Can the delay in scheme delivery be accommodated within the current Investment Plan?

25.21 Sanctions will apply where schemes fall outside the protocol and the CWLTB will consider whether to continue to support such a scheme. The sanctions will include arrangements for cessation of CWLTB funding for the scheme, claw back of CWLTB funding, etc.

25.22 The above procedures will enable CWLTB to detect any misuse of major scheme funds. Where any misuse is established, CWLTB will invoke the appropriate clauses from the funding agreement to recover misused funds.

25.23 Any instances where the sanction has been applied will be included in CWLTB's annual audit report to the DfT together with details of the remedial action taken.

26. Programme and Risk Management

26.1 The management of the prioritised programme of major schemes and devolved funding will be based on a proportional application of PRINCE2 project management principles.

26.2 CWLTB will put in place a transparent methodology to actively programme manage the devolved budget to respond to changed circumstances including scheme slippage, and changes to scheme scope and / or costs. This methodology will include:

- Development of a protocol to manage requests for increase in scheme costs;
- Development of a related protocol for bringing forward innovative new schemes for consideration of CWLTB prioritisation and funding; and
- Development of a template for the supply of relevant and appropriate information by scheme promoters on a quarterly basis.

26.3 Scheme promoters will be required to present information on scheme progress in a quarterly monitoring report (QMR) on a consistent basis to allow for comparison across schemes. For each scheme there will also be a requirement to include a quantified risk assessment.

26.4 Progress of the major scheme programme will be reported to the quarterly meetings of the CWLTB through the submission of a Programme Quarterly Monitoring Report. This report will collate QMR information provided by scheme promoters showing progress against milestones / deliverables, and highlights key risks. Information will be presented using a RAG rating to clearly identify which schemes in the programme are at risk of not meeting their programme objectives and that need urgent attention.

26.5 The formal contract signed between CWLTB and the promoting authority at the time of full approval will include a clear onus on the scheme promoter to raise at the earliest opportunity any likely delay to scheme programme and not wait for the submission of the next quarterly report.

Appendix A – Proposed Stakeholders and Consultees

Statutory Consultees in Local Transport Act

- Bus operators
- Highways Agency
- Lower tier authorities (in the case of upper tier authorities)
- Metropolitan districts (in the case of ITAs)
- Passenger Transport Executives (PTEs)
- Public transport users group
- Rail operators (i.e. Network Rail and Train Operating Companies)

The Act also requires local transport authorities to consult such others as they consider appropriate. This might include the following, although this is not an exhaustive list:

- Airports and Ports
- Community and voluntary sector
- Community Rail Partnerships
- Crime and Disorder Reduction partnerships
- County Sport and Physical Activity Partnerships (CPSAPs)
- Disabled person groups
- Environmental NGOs
- Freight Transport Association
- Integrated Youth Support Services
- Jobcentre Plus
- Local Access Forums
- Local businesses and business groups
 - Chambers of Commerce
 - Economic partnerships
 - Emergency partnerships
 - Trade Associations (e.g. British Retail Consortium, Road Haulage Association)
- Local Education Authority and universities.
- Local and Regional Play Partnerships
- National Parks and Park Authorities
- Neighbouring authorities (including across national borders)
- Parish and Town Councils
- Planning authorities
- Primary Care Trusts, as well as including NHS and private hospitals
- Representatives of older people
- Representatives of children and young people
- Representatives of women's groups

- Rural Community Councils
- Statutory environmental bodies – Natural England, Environment Agency and English Heritage
- Taxi and private hire vehicle companies and organisations
- Tourist Board
- Youth Forums
- Youth Opportunity Fund panels

Appendix B – Glossary

Abbreviation	Explanation
BCR	Benefit : Cost Ratio
CIL	Community Infrastructure Levy
CSR	Comprehensive Spending Review
CWLEP	Cheshire and Warrington Local Enterprise Partnership
CWLTB	Cheshire and Warrington Local Transport Body
DfT	Department for Transport
EAST	Early Assessment and Sifting Tool
FA	Full Approval
GVA	Gross Value Added
HA	Highways Agency
HS2	High Speed 2
LTBOG	Local Transport Body Officers Group
LSTF	Local Sustainable Transport Fund
LTA	Local Transport Authority
LTB	Local Transport Body
LTP	Local Transport Plan
MSBC	Major Scheme Business Case
NR	Network Rail
NTEM	National Trip End Model
PE	Programme Entry
QMR	Quarterly Monitoring Report
RAG	Red Amber Green
RFA	Regional Funding Allocation
RGF	Regional Growth Fund
WebTAG	DfT's website based Transport Analysis Guidance

Appendix C – Example Prioritisation Tool

Scoring Criteria	Policy Objectives (33%)			Value for Money (33%)				Deliverability (33%)				
	Policy 1	Policy 2	Policy 3	BCR	Wider Economic Benefits	Third Party Funding	Synergy with other schemes	State of readiness	Deliverable within the investment programme	Affordability	Public acceptability	Other risk to delivery
1	Large adverse impact	Large adverse impact	Large adverse impact	Poor < 1	Low: Unlikely to deliver any significant benefits	Nil	Conflicts	Poor: Conceptual/ Proposed for investigation	Unlikely to be deliverable	> £25m	Local opposition to Scheme	High risk
2	Moderate adverse impact	Moderate adverse impact	Moderate adverse impact	Low 1.0 to 1.5								
3	Slight adverse impact	Slight adverse impact	Slight adverse impact	Medium 1.5 to 2.0								
4	Neutral	Neutral	Neutral	High 2.0 to 4.0	Medium: Potential to deliver moderate benefits	Low < 30%	No impact	Medium: Business case	Likely to be deliverable	£10 to £15m	Neutral	Neutral
5	Slight positive impact	Slight positive impact	Slight positive impact		High: Likely to deliver significant benefits	Medium 30% to 50%	Beneficial			High: Committed	Highly likely to be deliverable	£7.5 to £10m
6	Moderate positive impact	Moderate positive impact	Moderate positive impact		Very High > 4.0	High > 50%		£5 to £7.5m				
7	Large positive impact	Large positive impact	Large positive impact						£2.5 to £5m			
Weighting	40%	30%	30%	35%	35%	20%	10%	30%	30%	20%	10%	10%