

Stage 2 – Cycling & Pedestrian Connectivity and Heritage Trail

Business Case template (optional) to be used by Towns as guidance for structuring their business cases

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INTRODUCTION

1. INTRODUCTION

1.1 Introduction

Cycling and pedestrian infrastructure is one of the most notable features of Stevenage's New Town architecture. The infrastructure was based on Dutch infrastructure and was incredible innovative and bold move to create connected completely segregated from the carriageways so town and cyclists can cross at major junctions and other convenient points through underpasses. The routes total 45km making Stevenage one of the best towns in the UK for travelling for bicycle and pedestrians.

However, over the years parts of the network have become fragmented and disconnected with redevelopment and lack of investment and now this asset is viewed as unsafe and is underutilised. With this expansive network and significant improvement required, a phased strategy of improvements is required. Phase 1 covers the majority of the town centre and is being delivery largely through the town centre redevelopment works. This project focusses on funding the design and delivery of Phase 2 and 3 phases.

Purpose of the Business Case

- This business case sets out the proposal for the Cycling & Pedestrian Connectivity and Heritage Trail. The proposal has two core elements; the first is to deliver a heritage and arts trail that creates a quality visitor attraction showcasing the incredible heritage assets and public art across the town, coupled with the installation of new art features to complete the trail. The second element is the delivery of enhanced pedestrian and cycling infrastructure that will link between new developments in the town centre and other growth schemes across with the network, whilst providing a cultural offer as well as an exciting cycling experience through enhancing place pride and identity through art, heritage, community activity and incorporating refreshed activation of key routes. This will achieve a multitude of aims – increasing accessibility and connectivity between places so that mobility is not a barrier to accessing opportunity, increasing levels of health and wellbeing through increased cycling and walking, improving the perception and experience of places across the town centre, and contributing towards climate change. This in turn will unlock direct and indirect local economic benefits.

This project builds on the work that current transport and regeneration schemes have been delivering with the aim of deliver the next phase of cycling and pedestrian improvements alongside these.

As per the Stevenage Town Investment Plan submission, the project covers the core central areas of the cycle ways which covers predominantly the town centre, employment region and the connections between these spaces and the residential area of the town.

Stevenage has the unique position of being the first town to be part of the Stevenage Sustainable Travel Town plan programme which forms part of Hertfordshire County Councils Local Transport Plan and aims to increase the number of people walking, cycling and using public transport. Further information on Sustainable Travel Towns programme can be viewed here: <https://www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/sustainable-travel-town-programme.aspx>

Background to Towns Fund and Stage 2 Process

- 1.1.2 In November 2019, Stevenage was included in the 101 places eligible to develop and submit a Town Investment Plan following an application to the Town Fund. This presented an opportunity for Stevenage to bid for up to £50 million capital funding to support and address key challenges facing the town.
- 1.1.3 Working closely with key public, private and third sector partnership the Stevenage Development Board was established and a Stevenage Town Investment Plan was created and submitted to MHCLG (now renamed DLUHC) in October 2020. In March 2021, the partnership was notified of its award of £37.5m of funding.
- 1.1.4 The investment plan was predicated on maximising the success of Stevenage-based businesses in the science and engineering sectors, regenerating the town centre, and delivering opportunities for local people including enhanced skills & training. Ten projects were submitted as part of the ask to central government, ranging across Transport and Active Travel infrastructure, Skills and Enterprise, Arts, Heritage and Cultural and Town Centre Regeneration.
- 1.1.5 Building on the Town Investment Plan, this document sets the strategic, economic and financial case for the project and the commercial arrangements for procuring its delivery and the processes and arrangements for the governance and management of the project.

Scheme Promoter and Accountable Body for the Project

- 1.1.6 The scheme promoter is a partnership between Hertfordshire County Council and Stevenage Borough Council. Stevenage Borough Council will also act as the accountable body.

1.2 Summary of the Scheme

- 1.2.1 The schemes being supported by the Town Fund will support the wide variety of interventions within the Town's Fund programme and wider regeneration activities taking place in the town. Specifically:
- this scheme embraces and celebrates heritage,
 - creates a true visitor attraction of cycleway and Stevenage's cultural offer
 - encourages health and well-being by providing attractive active travel options, and
 - directly supports modal shift to sustainable transport options, by improving linkages from new developments to employment spaces, residential wards and the town centre.

Below outlines how this scheme integrates with other Town's Fund and wider regeneration schemes. This highlights how integral reinvigorating our most unique New Town asset is to the whole programme.

Activity	Parallel Projects	This Project
Creation of new Bus Interchange	√	
Multi Storey Car Park & zero carbon support infrastructure	√	
Marshgate Biotech Office project	√	

Activity	Parallel Projects	This Project
Town Enterprise Centre	√	
Heritage Museum and New Leisure Space	√	
New Sports and Leisure Centre	√	
Residential and Commercial Development Plot B	√	
Residential Development Plot A	√	
Residential Development Plot K	√	
Creation of a Cycling and Pedestrian Heritage Trail		√
Improving the Walking and Cycling Connectivity Across the Town		√

- 1.2.2 There has been significant work in to understanding the physical requirements of the cycleway. Through strategies and studies, clear routes to improve or to be created have been highlighted. Key intervention could include reconnecting linkages, installing high quality cycle storage integrated within the transport hub, wayfinding and underpass improvements. But this project does not hope to simply provide standard physical infrastructure, this project seeks to reinvigorate the segregated cycle and pedestrian ways as both a transportation and cultural asset to the town improving perception and ultimately usage of this unique feature.
- 1.2.3 Embedded within the improvements will be new artwork installations and innovative design in to wayfinding, lighting and public realm, which will raise the current view of the cycleways and take pride in Stevenage's identify and character.
- 1.2.4 By creating a heritage and arts trail, which uses the segregated cycleways and pedestrian routes as the vehicle, means that visitors and residents will be connecting with the DNA of the New Town's architecture, masterplan, design and history, whilst being active and exploring the spaces Stevenage have to offer.
- 1.2.5 Some work has been underway by partners HCC and SBC cultural team, to begin co designing subway art with the community and professional artists for improved subway vibrancy and vitality. This co-operative approach will be the core value embedded in to the methodology for the delivery of this scheme.
- 1.2.6 This is the next phase of improvements for the network and public realm spaces, however, completing a succinct area of the cycleway will highlight it's potential and further match funding can be sought after for the remaining areas.
- 1.2.7 Key activities will involve:
- 1) Creation of a cycling and pedestrian Heritage trail as a visitor attraction to the town.

The project will take the high-level aspirations for the development of an attractive and exciting heritage and arts trail, that will draw together the wealth of heritage and public art assets that are already in place across the town, and couple this with new art installations, either close to or on the segregated cycle and pathways across the town. This project is intended to also draw those who use the trail, through some of the key assets of the town, from Old Town, Town Centre, through to Fairlands as a way not only to celebrate the town's heritage but the town as a destination, with an

abundance of leisure and green spaces to enjoy as part of this offer too. It is anticipated that there could be a few routes providing a variety of routes length for people to engage with any ability of walking or cycling.

Currently a heritage trail has been curated by the Cultural department, however this is simply in map form, and does not have any physical presence on the segregated cycle and pedestrian pathways. Furthermore, this project aspires to combine the Town Centre Heritage trail with the wider Heritage Bike Ride and allow this to be different route options. The next step would be to scope the physical presence in terms of design, wayfinding, finalising a route to ensure maximum impact and then scoping potential spaces for new art installations. The segregated cycle and pedestrian pathways are a New Town Asset that residents are immensely passionate about, and therefore it is key that user groups and the broader community are embedded within the design process of both the scheme and the art installations. Further detail on this can be seen in the Management case.

Due to the nature of the cycle and pedestrian pathways, there will be overlap between this element of the project and the improvements of the connectivity across the town.

Indicative map of what this may include can be viewed below. Link to the heritage trail is here: <https://www.stevenage.gov.uk/stevenage-museum/stevenage-heritage-bike-ride>

Below is an example from the BRCA2 cycle path, a wayfinding installation that encapsulates the scientific prestige of Cambridge.



2) Improving the walking and cycling connectivity across the town and providing appropriate 21st century facilities.

To support the creation of the visitor attraction trail and other developments in the towns fund programme, is the need for targeted new cycling and connectivity improvements. This element of the project, looks to include new public realm connections between core schemes within Town Fund's programme with other interchanging space and the rest the cycle network, providing new secure cycle storage at the station, piloting a hire scheme, refreshed subway design, and completing works outlined in the previous studies as integral to increase cycle and pedestrian usage.

This part of the project will draw upon the evidence from a number of strategies and studies that have been produced over the past few years in relation to the cycle ways as well as community engagement and consultation from core user groups of the network. In particular, the Sustainable Travel Town Action Plan, which highlights and prioritises some of the packages of work needed from the Local Walking and Cycling Infrastructure Plan, produced in 2017. This coupled with the emerging Town Centre Cycling Masterplan, provides the foundation for small, medium and large scale projects that are required within the town.

Collectively this creates a significant impact on the network, and a cohesive and accessible approach to movement through the town. This project covers the second and third phase of a five-phase programme to upgrade the whole network. Further match funding from future funding bids will be able to continue this progress.



Nelson Street Cycleway (Toronto) Statement route through the city

1.3 Business Case Structure and Content

1.3.1 The full rationale for the project, covering the context, challenges to be address objectives and approach to delivery, are set out below under the following headings.

- Strategic Case
- Economic Case
- Financial Case
- Commercial Case
- Management Case.

STRATEGIC CASE

2. STRATEGIC CASE

2.1 Introduction to the Strategic Case

2.1.1 This strategic case defines the scope of the project. It explains how the project will bring about the increase of cycle and pedestrian way usage as a key enabler for active transport, and a rejuvenated pride in the New Town's most unique asset.

2.2 Case for Change

Current Context, Challenges and Arrangements

Regeneration Challenges and Priorities

2.2.1 Stevenage Town Centre has become severely run down due to time expired buildings and infrastructure. a decaying appearance and a public realm and hospitality offer failing to attract people. Its shopping centre is losing business and major retailers have moved out, leaving an oversupply of older retail space that is no longer fit for purpose.

2.2.2 Stevenage New Town was originally designed to serve a population of 60,000 but the population is forecast to increase to just under 93,000 by 2035 – growth of 50% of that of the original new town, yet there has been no increase in the size of the town centre and growth of surrounding districts will have a significant influence on the town centre. Meanwhile the economy of Stevenage has grown beyond the regional and national average over the past 17 years principally through expansion of knowledge-based industries and with the presence of an impressive array of world class businesses in life sciences, agritech, IT, advanced engineering and high value manufacturing.

2.2.3 Current challenges that need to be addressed can be summarised as follows.

- Town centres will have an important role to play in the post-Covid world in supporting businesses and their workforces. They are now having to assume greater importance as employment and residential locations, focal points for community, social and recreation activity and as hubs for integrated transport.
- Culture, Leisure and Heritage spaces within the town have been reduced, and although there is a greater emphasis on their ability to create a place, currently Stevenage cannot support these aspirations with the facilities and infrastructure it holds.
- Connections across town from the residential to employment and other key spaces in the town have been either broken or weakened through development over the past few years- East to West connections in particular around the town centre for cycling and pedestrians do very little to permeate the ring road and encourage active transport.
- Lack of investment in to cycling and pedestrian routes have left subways and routes perceptions to be viewed as unsafe and unattractive ways of travelling, and distinctly a lack of identity and community ownership and pride in these spaces, have been underutilised.
- High car usage in and around Stevenage causes pressure on the traffic systems. The need to move to sustainable transport options in essential for not only local but global need to change travel behaviours to support sustainable aspirations for the county and borough.

- Although infrastructure and private sector investment are integral to the future of the town centre, the beating heart of rejuvenating the town centre as place must include creating Stevenage as a cultural destination and bring vibrancy and economic growth through activity; a core aspiration of this project.

Regeneration Proposals for the scheme

2.2.4 This project will bring about the key connections of these new development spaces across the town centre and the wider town, as well as placing Stevenage on the map as a key destination for safe cycling and walking, with a unique cultural experience that celebrates the heritage of the New Town and new installations, that symbolise the pioneering spirit of the post war era matching with Stevenage’s pioneering and innovative future as a global leader in STEM industries and business.

In so doing, this project supports the success of joining new developments with residential, employment and other key leisure and cultural destinations in the town, creating a cohesive visitor attraction not just for the residents of the town, but providing a regional attractor. It will continue to boost the catalytic regeneration projects and increase the vitality and appeal of the town as a place with strong unique character.

The Sustainable Travel Town and the LCWIP

2.2.5 The Stevenage LCWIP (“The Plan”) brings together existing evidence on potential improvements to the walking and cycling networks within Stevenage, and provides a consistent methodology to prioritise interventions aimed at:

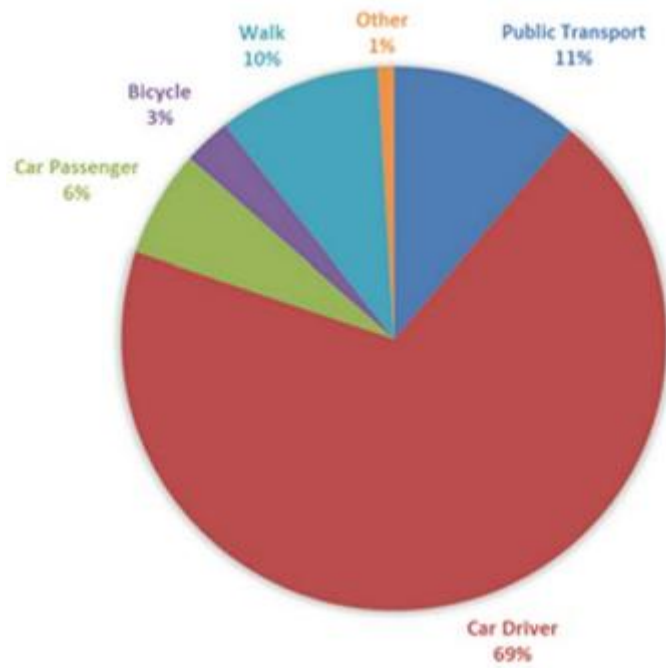
- Improving the cycling network to reduce the propensity to travel by private vehicle and increase active travel, by walking and cycling.
- Identifying and prioritising walking opportunities to increase the number of walking trips to local destinations.
- Ensuring that new development complements and connects to the existing and planned walking and cycling network.

2.2.6 The cycle network in Stevenage is established and comprehensive. It was installed as part of the development of the New Town, and offers a segregated, direct, network around the town. However, whilst the network is extensive, there are some gaps in provision. This is largely as a result of the decline in cycling, seen once cars became more popular, as emphasis shifted away from providing cycling facilities and some areas of the town were developed without adequate cycleway provision.

2.2.7 Existing travel patterns

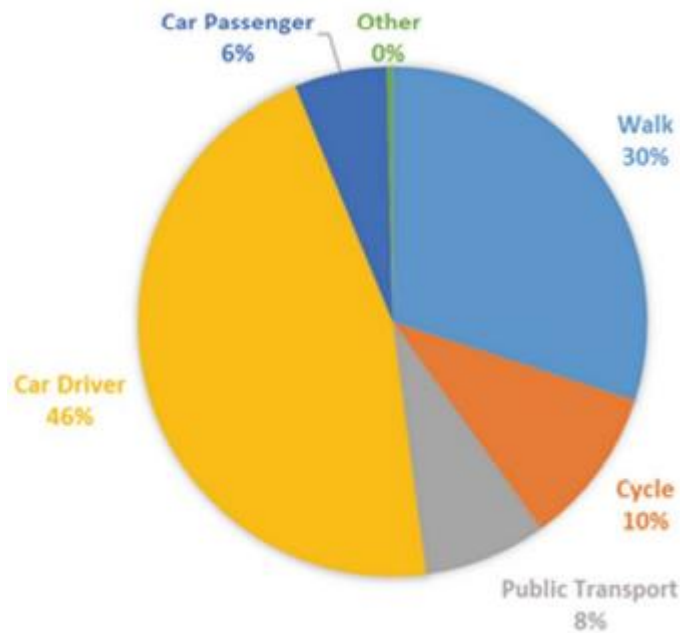
According to the latest available data, the mode split by bike (for travelling to work only) in Stevenage is around 3%, and walking is 10%.

Figure 1: Mode of Travel to Work for people working in Stevenage (2011 Census)



For journey to work trips under 3 miles in length, the cycle and walking mode share is higher, but over half of all journey to work trips are still being made by private car. With Stevenage’s extensive cycle network, it should be possible to make walking and cycling the dominant mode split for journeys of this length.

Figure 2: Mode of Travel for Journey to Work Trips under 3 miles (2011 Census)



2.2.8 The Sustainable Travel Town programme forms part of the county council's Local Transport Plan, and aims to increase the number of people walking, cycling and using public transport. The Outline Plan is the first stage in developing the programme of schemes that will be necessary to ensure success. Their purpose is to ensure that there are suitable measures that can be delivered, and that there is a high level of support from the key partners. The Outline Plan is the gateway to entering the full Sustainable Travel Towns programme. Once entry has been achieved, there will be full public engagement to refine the existing measures and to develop new ones, enabling the production of an Implementation Plan. The objectives are taken from Stevenage Borough Council's submission to the Sustainable Travel Town programme:

- Enabling the delivery of housing proposals within the Local Plan (May 2019) by providing a modal shift in vehicle-use.
- Enabling the delivery of town centre regeneration proposals within the Local Plan (May 2019) by providing a modal shift in vehicle use.
- Aiding the retention of significant national and international companies in the town by helping to maintain and improve the attraction of Stevenage as a location for businesses.
- Helping to achieve truly sustainable transport in the town and establish Stevenage as a leader in sustainable development.
- Helping to reinstate the town's original New Town design objectives and help to achieve a sense of place in Stevenage as an active community.
- Helping to reinstate the town's original New Town design objectives and help to achieve a sense of place in Stevenage as a healthy community.

A full scheme summary table can be viewed in Appendix 2.

Progress to Date in Delivering the Stevenage Central Framework

2.2.9 To transform the town, public sector intervention is needed to enable more opportunities to be brought forward for development. To this end, the Stevenage Central Framework published in 2015 identified the need for significant amounts of new employment space and residential development to make investment in upgraded retailing, food and beverage and other key town centre amenities viable and fit for the 21st century. In accordance with the Stevenage Central Framework, Marshgate and Queensway have been defined as a major opportunity area.

2.2.10 An early start has been made in delivering the objectives of the Stevenage Central Framework with a number of key building blocks already in place to accelerate transformation and new development:

- A dynamic development board, comprised of prominent business leaders, university and local authority representatives has been assembled. A proactive vision has been formulated. High powered regeneration solutions have been defined and are being initiated.
- A development agreement has been signed with Mace as a private sector development partner, enabling fast track approaches to be new development and construction.

- Construction of a new bus interchange on a new site alongside the station has been approved for funding and construction has now started. This has released a major development site which provides a major catalyst for transformation of the town centre.
- Approval for the creation of a Sustainable Transport Hub complementing the new bus station, comprising a new multi-story car park alongside the station, the provision of copious electrical charging and associated renewable energy infrastructure and a cycling hub.
- The Marshgate Biotech Office project has now been approved and has started on site.
- Advanced proposals and expected approval for a series of key catalytic projects brought about under the Town Fund including:
 - Stevenage Enterprise Centre
 - Gunnels Wood Road Infrastructure
 - Stevenage Technology and Innovation Centre
 - A National New Towns Heritage Centre and enhanced culture and leisure space
 - A new Sports & Leisure Hub
 - Improved Cycling Connectivity and Arts & Heritage Trail
- In addition to initiation by Stevenage Borough Council (SBC) of the SG1 and Queensway, a number of private sector developments have already been completed including Park Place, Vista Tower and Skyline.
- A number of redevelopment sites in the central core, northern and southern gateway major opportunity areas, pivotal to kick starting transformation, have been acquired. Preliminary enabling works are either underway or are scheduled.
- Development agreements have been signed or are at an advanced stage for new town centre housing development on Plots, A, B, K, F & G.

Evidence of Need

Challenges that Would be Addressed

2.2.11 If successfully developed, the Town Enterprise Centre will help to address the following challenge set out in the Town Investment Plan.

Challenge 1: Ageing Infrastructure – Urban Disconnections and a Brake on Growth. Investment in our town’s infrastructure has not kept pace with the growth of our population and economy. Our town’s facilities and infrastructure are all ageing at the same time; our transport infrastructure, station, shopping centre, sports centre and theatre are reaching the end of their realistic economic life. As Stevenage has continued to grow, these issues are becoming more pronounced. All growth scenarios show a deficit in infrastructure funding. The town centre is a prominent example of this, with areas of poor public realm, empty units that are not fit for purpose. Stevenage, once an exemplar of urban development, has remained largely unchanged. Without comprehensive regeneration and significant investment, the town centre will not be resilient to the future challenges that it faces and will fail to be a focal point or driver for future economic growth.

Challenge 3: Town Centre Transformation. The town centre has aged, retail is losing business due to dated floorspace, catchment leakage, high representation of lower value outlets, and an over-reliance on traditional retail, with limited diversification. Expansion of housing and employment space in the town centre are needed to create natural footfall and increase demand sustainably.

To address this, the Stevenage Central Framework adopted in 2015 sets out a £1bn programme to transform the town centre delivering over 3,600 new homes and 55,750 sqm of offices and other commercial space. To achieve this, Stevenage needs to create the conditions for investment in the town centre and whilst the early phases of our regeneration programme have begun to improve values in the town, development viability remains challenging without public sector intervention.

Future Needs

2.2.12 The purpose of the Stevenage Central Framework and subsequent Town Investment plan for Stevenage town centre is to create a town centre for the 21st century. To do this, Stevenage Borough Council is seeking to achieve lasting regeneration through the development of offices, homes and leisure amenities within the town centre which will attract a broad range of workers to live there and be encouraged to take up employment opportunities nearby.

2.2.13 To deliver on the aims of the Regeneration Framework, 3000 homes are due to be completed within the town centre. By 2030, the numbers of people living within the town centre will rise from 300 in 2015 to 7000. The aim is to create a sustainable community that avoids the need to travel long distances to work and to reduce use of the car for commuting, shopping and leisure visits as far as possible. With the infrastructure available, maximising its impact will be a key part of delivering this in conjunction with the other schemes in the regeneration programme.

2.2.14 In addition to sustainability objectives, the current pandemic has emphasised the need for more self-sufficiency in local areas. Ideally, most needs would be met within about 15 minutes' walk (a fundamental tenet of the original Stevenage development concept). In addition, there is a need to reduce dependence on crowded trains and buses, if possible, to reduce infection risks.

2.2.15 To make this work and to achieve the above aims all of the necessary elements need to be in place to attract well qualified residents to the town. Without a strong cultural offer Stevenage town centre will remain relatively unattractive to the types of workers the town needs to attract to work in such developments such as the new Bioscience Centre and the high-quality offices that will soon be developed in the town centre.

2.2.16 This project addresses this need. Along with new employment opportunities, a proposed new sports and leisure centre, an improved town centre environment and food and beverage outlets, the ability to move fluently between new spaces and key leisure and cultural sites will enhance the attraction to the town, whilst also providing a lifestyle and transport option that is safe, exciting and sustainable.

Opportunities

Major Project Drivers and Opportunities Addressed

2.2.17 This project will address 3 of the five major opportunities defined in the Town Investment Plan.

Opportunity 1: National & International Gateway for UK PLC. Stevenage can be a critical asset to UK PLC. Located 45 minutes from 3 airports, 19 minutes by train to the capital. A town centre that matches the profile of its international businesses and an arrival gateway befitting this status will help drive the hundreds of millions of investment that we know the town can deliver.

Opportunity 4: Building Wealth and Reclaiming Expenditure. The town centre can be a UK top 100 town. Our vision is to bring back what Stevenage once was - a destination town centre with a combined retail, office, leisure and residential offer that will meet the needs not only of our residents but attract visitors and encourage our great industries and businesses to use it.

2.3 Policy Alignment

National Policy Alignment

The UK Government's Build Back Better Plan for Growth

2.3.1 Following the UK Government's unprecedented economic package to minimise the adverse effects of the Covid-19 and the largest fall in annual GDP in 300 years, the Build Back Better plan takes a transformational approach, by building on three core pillars of growth.

- Infrastructure: stimulating short term activity and driving long term productivity through investment in cities, broadband and transport infrastructure with capital spending over £100 bn per year, whilst maintaining a focus on net zero growth.
- Skills and learning to support productivity growth through skills and training, whilst aligning post- 16 technical education with employer demand.
- Innovation: supporting and incentivising the development of the creative ideas and technologies that will shape the UK's future high growth and sustainable and a secure economy.

Department for Transport (DfT) Cycling and Walking Investment Strategy

2.3.2 The Strategy sets out the aim to double cycling activity by 2025 and each year reduce the rate of cyclists killed or seriously injured on English roads, as well as reverse the decline in walking that we have seen over the last few years. For that to happen, the Strategy's ambition is for cycling and walking to be the natural choice for shorter journeys in every urban and rural community in England. It highlights the wider positive impact that investing in cycling can the local economy, the environment and social benefits. This project would align to achieving these ambitions through funding and other programme the council and partners are leading such as the cycling campaigns and festivals.

Cycling and Walking Investment Strategy

2.3.3 The vision focuses on better safety, better mobility and better streets for cycling and walking. Interventions including improved public realm, streets and routes where cyclists and walking feel they belong and safe and community-based activities on such routes.

2.3.4 This project aims to directly address all of these themes, and with the segregated cycleways that Stevenage has and is connected to outside of the boundaries, this project will aim to produce all of these outcomes. The route aims to link with the forming transport interchange, improve the linkages to the town centre and key employment space, and future growth sites whilst celebrating the heritage of the unique planning design which was ahead of its time. HCC and the Council have worked closely in establishing a local response to this national strategy, in the form of the Local Cycling and Walking Infrastructure Plan.

Highways England

- 2.3.5 Highways England published a Cycling Strategy in January 2016 to support its aim to invest £100 million on cycling by 2021. Providing more attractive, safe, accessible and integrated cycling facilities will encourage cycling participation and remove some local motor vehicle journeys from the Strategic Road Network. In 2016 Highways England also published Cycle Traffic and the Strategic Road Network Interim Advice Note (IAN) 195/16; the IAN ensures that the needs of cyclists are accommodated in all future schemes and that infrastructure facilitates the convenient and safe movement of cyclists along or across the strategic road network.

Sub-regional Policy Alignment

Hertfordshire Local Transport Plan (LTP3) 2011 – 2031

- 2.3.3 This sets out a 20 year vision and strategy for developing transport in the county, providing the framework for transport's economic and social development. For example, exercise is recognised as essential for health and modes of transport such as walking and cycling offer the opportunity for healthy exercise; 'building new roads' has fallen to last place behind 'providing better walking and cycling access to schools' and 'improving pedestrian and cycling facilities' across the whole county. Hertfordshire requires new developments to include sustainable infrastructure including cycle and pedestrian routes, which should be funded by the developer. Cycling routes should be linked to those existing in towns to encourage cycling to work and for leisure journeys. Links to schools are particularly important.

Hertfordshire County Council Active Travel Strategy 2013

- 2.3.4 This sets out how the County Council and its partners will identify, deliver and promote interventions to increase the numbers of people walking and cycling in Hertfordshire and is a daughter document of Hertfordshire's Local Transport Plan (LTP3).

Hertfordshire Health and Well Being Strategy

- 2.3.5. This set a high-level set of priorities based on a life course approach looking at the four stages of life which are starting well, developing well, living well and ageing well. Many of the priorities are recognising the strategy is the same given the disparity of health inequalities in Stevenage when compared to the rest of Hertfordshire.

Hertfordshire LEP Strategic Economic Plan

- 2.3.6 The project addresses Priority 3 within the current Hertfordshire LEP Strategic Economic Plan.

Reinvigorating our places for the 21st-century. The strategy calls for high-density solutions, recognising particular opportunities, linked to railway hubs and transforming town centres into vibrant lively urban hubs underpinned by new models of living and working. The Stevenage Central Framework and this scheme align closely with this approach. This will be directly addressed by this project as it will help diversify the and bring more demand wealth creation into the town centre.

Local Industrial Strategy Grand Challenges

2.3.7 Grand Challenges for Hertfordshire highlights the importance of clean growth challenges. This project provides the conditions for improved access to recreational activities, and will be conducive to helping the increasing numbers of older people participate in culture and leisure activities and to stay active, productive and independent.

Local Policy Alignment

2.3.8 Stevenage Local Plan 2019-2031. This was adopted in 2019 following Examination in Public and sets the overall spatial vision for the borough and growth direction to 2031. In total 7,600 homes are planned, 3,000 of these targeted for a regenerated Town Centre. The Local Plan looks to provide at least 140,000 m² of new B-class employment floorspace, and is promoting new employment opportunities as a critical component of the town centre regeneration. This project directly reflects the Local Plan's ambitions.

2.3.9 Stevenage Central Framework. This was prepared in 2015 to set a direction of change for the regeneration of Stevenage Town Centre. Now supported by the Local Plan, the Framework sets out a strategy for accelerated employment and housing provision on a large scale in the town centre to meet the demands of significant population growth, and revitalised and enhanced and modernised amenities to service it.

Healthy Stevenage Strategy

2.3.10 The vision of the Healthy Stevenage Strategy is to reduce health and inequalities and improve the health and well-being of Stevenage residents. Its mission is to help all residents to be happy and healthy for as long as possible by providing high-quality services in partnership with other local bodies that are accessible by all.

2.3.11 Identified priorities are to enhance levels of physical activity, improve mental health and well-being, enhance older peoples' independence, to reduce obesity and smoking and to increase health promotion as informed by the public health outcomes framework and Stevenage health profile 2016.

Stevenage Cycle Strategy

2.3.12 The Cycling Strategy lists two headline objectives:

- more people cycling more often as a convenient, quick, healthy and sustainable form of transport for short journeys
- more people cycling more often as an activity that contributes positively to the primary shared local transport objectives

This is well aligned with the Investment Strategy and Stevenage Borough Council, through the implementation of the Cycle Strategy Action Plan, will continue to seek government funding for the investment in Cycling and keep abreast of new initiatives as they are launched.

Stevenage Arts & Cultural Strategy

2.3.13 Through this Strategy a developed, enhanced and sustainable cultural offer, complementing town centre regeneration, will substantially improve local quality of life and health; benefit businesses and the economy; engage children and young people; and attract visitors from the County, London and beyond to a thriving, busy and accessible creative environment. Within this strategy there is a plan to deliver a major public art programme and trail and link arts and heritage with sport to build on the town's substantial sporting and cycling heritage.

2.4 Vision and Objectives

Vision

2.4.1 The transformation of cycling connectivity between core spaces such as new developments in the Town Centre, the Old Town, the Town's employment areas and surrounding residential neighbourhoods incorporating enhanced arts and heritage features, repositioning Stevenage Town Centre it as an attractive and vibrant destination with strong appeal to incoming residents and workers and leisure visitors whilst providing a catalyst for significant new investment and regeneration.

2.4.2 Key outcomes sought are:

- Vastly improved appeal and safety of segregated cycleway pedestrian pathways higher numbers of users of the network.
- Increase in the number of people cycling or walking to work, which in turn will create a reduction in car usage in the central core and surrounding areas.
- Increase the know.
- Successful implementation of the improvements to the cycling and pedestrian connections aligned with the Sustainable Travel Town, LCWIP and Town Centre Cycling Masterplan.

SMART Objectives Related to the Project

- 1) To create a celebration of the heritage assets in the town creating a high-quality interactive arts and heritage cycling and walking trail; supporting the creation as Stevenage a destination town for both residents and leisure visitors.
- 2) To improve the image, appeal and connectivity of the segregated cycleways and provide appropriate cycling infrastructure to support and encourage active use of the cycleways.
- 3) To build a thriving and viable leisure and cultural offer not only in the town centre but across the town, connecting key cultural and leisure assets.
- 4) To remove a constraint to access key spaces across the town- specifically linking the town centre, with residential and business spaces through the central core area and other major growth and regeneration points in the town.

Measures of Success

2.4.2 Successes to be measured and the method of measurement each of element of the scheme are summarised below.

Project	Successes to be Measured	Method of Measurement
Creation of heritage and arts trail	Delivery on time and to budget	Tracking with project managers
	Improvement in perceptions amongst town centre visitors	Town centre visitor surveys
	Increase in use of heritage	Shopping surveys and regular findings from specialist retail data providers
Improved walking and cycling connectivity across the town	Significant increases in walking and cycling trips across all purposes of travel assault the active travel corridor	Before and after travel surveys along the route(s)
	Improved quality of life and will be amongst active travel corridor users	Surveys amongst existing and incoming population

2.5 The Proposed Investment

Options Considered

2.5.1 The Do nothing and do minimum options considered in the first instance to deliver the solutions to meet the above objectives were:

- a) Do nothing: No measures to improve the extent, links and functionality of the cycling network.
- b) Do minimum: Improve publicity of active travel benefits and options through a marketing campaign. Provide walking/cycling maps and improve signage for pedestrians only.

2.5.2 A full list of the options considered is set out in Section 3 along with the criteria adopted in shortlisting them.

Preferred Option

2.5.3 Improve the walking and cycling connectivity across the town by providing appropriate 21st century facilities and the creation of a cycling and pedestrian heritage trail as a visitor attraction, linking the town core spaces, new developments, the employment areas, the Old Town and surrounding residential neighbourhoods.

Project Risks, Constraints, and Interdependencies

2.5.4 Risks have been set out in the Register below, which is based on a 5x5 matrix indicating the exposure to risk, which is defined as the relationship between the likelihood of the risk occurring and its impact. Plotting the likelihood and Impact Scores assigned on the risk matrix will result in a risk level of between 1 and 25 and a colour code from Blue (insignificant) to Red (major) set out in the diagram below.

Risk matrix

		LIKELIHOOD				
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
IMPACT	Major (5)	5	10	15	20	25
	Significant (4)	4	8	12	16	20
	Moderate (3)	3	6	9	12	15
	Minor (2)	2	4	6	8	10
	Insignificant (1)	1	2	3	4	5

Stevenage Pedestrian & Cycling Connectivity and Heritage Trail: Project Risk Register

Risk Register L: Likelihood; I: Impact; T: Total

Ref.	Risk	Triggers	Consequences	Controls	Risk Score			Contingency	Responsible Person	Date: Added/ Updated
					L	I	T			
001	Covid-19 Outbreak and possible introduction of lockdown measures	Negative changes to working practices through social distancing. Uneconomical for construction supply train to operate. Added delays due to drop in output levels through covid	Shortfalls in manufacturing capacity causing price inflation. Project delay by significant social distancing measures. Negative Change in payment practices.	The need to implement practices to ensure safety. Client, consultants, and contractors work together to agree common solutions. Innovative approaches to procurement are in place. Allow for time extension in contracts. Monitor financial resilience of supply chains.	4	4	16 R	Scenario planning to assess the impact of the closedown and reduced output levels and advise clients accordingly to ensure timely completion. Bring in additional temporary labour. Review planning conditions and seek changes where possible to enable sites to operate in shifts over longer working hours. Manage cashflow.		
002	Construction labour shortages create delays	Conclusion of contracts with building contractors for public realm and site redevelopment EU restrictions (Brexit) on contractors and independent consultants	Delays to completion of both due to recruitment difficulties for contractors and consultants, Cost overruns	Appropriate and timely contractual arrangements	4	5	20 R	In development agreement ensure there is commitment to bring in additional temporary labour to ensure projects are completed on time.		

003	Labour shortages in freight transport and supply industries delay construction progress	Construction progress reports noting failure to progress on schedule. National shortfall in haulage capacity	Delays to completion of project due to shortages of materials and components . Cost overruns	Contractual arrangements	5	5	25 R	In development agreement incorporate commitment to build up advanced stocks of materials. Build in sufficient contingency time in delivery programme to address possible delays.		
004	Climate changes and weather conditions	Unusually harsh weather conditions. Impact of unusually harsh weather conditions on aspects of project	Bad weather retards progress of the construction programme or parts of the construction programme	Regular progress reviews. Timely communication	3	4	12 O	Build in sufficient slack in the programme to cover for unforeseen eventualities such as weather		
005	The construction cost exceeds the limit for the project or other issues arising during the design & development phase	Capital & revenue overspends. Inadequate project management. Failure to resolve conflicting priorities. Robust financial systems are not established.	Impact on capital programme. Revenue overspends. Requirements to make compensatory savings to balance budget. Increased legal fees. Reputational damage.	Client management relationship. Rigorous and well-informed project monitoring reports. Effective communication. Appointment of key personnel.	3	4	12 O	Appointment of a B&D contractor in a two-stage process with a caveat to end the contract after the first stage should the Council wish to make that decision (PCSA - Pre-Construction Service Agreement). A cost consultant will be involved from an early stage of the project to ensure contractor's proposals are realistic and within budget.		
006	Failure to achieve planning approval for Westgate adaptation	Notification of Council decision	Major delay to completion. and project interdependencies.	Planning approval has been expedited and is well advanced. Through consultation, scope of objections well understood.	1	5	5 Y	Close cooperation with Planning.		

007	Constrained nature of the site limits both the range of uses and how the building of the HUB is organised on site.	Funding restricted / stopped. Poor management decisions. Failures in contractor / partnership working. Poor project management. Poor planning	Project delays/overruns. Reputational damage. Cost overruns. Public dissatisfaction. Discouragement of future partnerships. Delay, impact on service delivery.	Regular meetings with designers / contractors. Effective procurement strategy. Post contract reviews. Regular and timely meetings with planning. Robust project management.	3	3	9 Y	Close cooperation with Planning.		
008	Failure to provide adequate cycle parking provision in the town centre and along the route of the active travel corridor.	Identified shortage of cycle parking add storage	Significant increase in walking and cycling trips within the town not realised leading to limited reductions in car usage and improved health levels	Enforcement measures to assure compliance with cycle parking standards	2	5	10 Y	Close cooperation with Planning.		
009	Failure of programmes for increasing receptiveness to consider new ways of travelling such as cycling	Active travel targets not being achieved	Inadequate levels of behaviour change necessary to change modal change in favour of active travel	Project planning to ensure that all elements for success are completed within the programme	2	5	10 Y	Establish a fully comprehensive marketing and communications programme to make people aware of the new active travel opportunities well in advance of completion of the project		

2.6 Description of the Project

Purpose and Key Elements of the Project

2.6.1 The project will take the high-level aspirations for the development of an attractive and exciting heritage and arts trail that will draw together the wealth of heritage and public art assets that are already in place across the town and couple this with new art installations, either close to or on the segregated cycle and pathways across the town. Also, to support the creation of the visitor attraction trail and other developments in the towns fund programme, is the need for targeted new cycling and connectivity improvements.

2.6.2 Key activities will involve:

1) Creation of a cycling and pedestrian heritage and arts trail

- It will be the creation of a key focal point for residents and visitor to the town and support that tourism and heritage market that makes Stevenage unique.
- Link together key leisure and heritage assets across the town with a coherent and exciting design.
- Co- design engagement sessions with the community.
- Activation of public spaces to become vibrant social spaces
- Installation of Wayfinding and where needed new lighting
- Embedding digital educational experience into the trail
- Installation of new cultural pieces along the trail
- Branding and publicity campaign tied in with user groups and other key community stakeholders.

2) Improving the connectivity across the town and providing appropriate 21st century facilities

- Review and align both Town's Fund projects and Cycling Masterplan plan with the Sustainable Travel Town pipeline of projects, and perform a scoping process with stakeholders to determine maximum improved connectivity impact across the segregated cycling and pedestrian routes.
- Design and procure technical experts.
- Complete improvements subways, lighting.
- Embedding arts and heritage where possible.

2.7 How the Project Addresses the Objectives and Vision

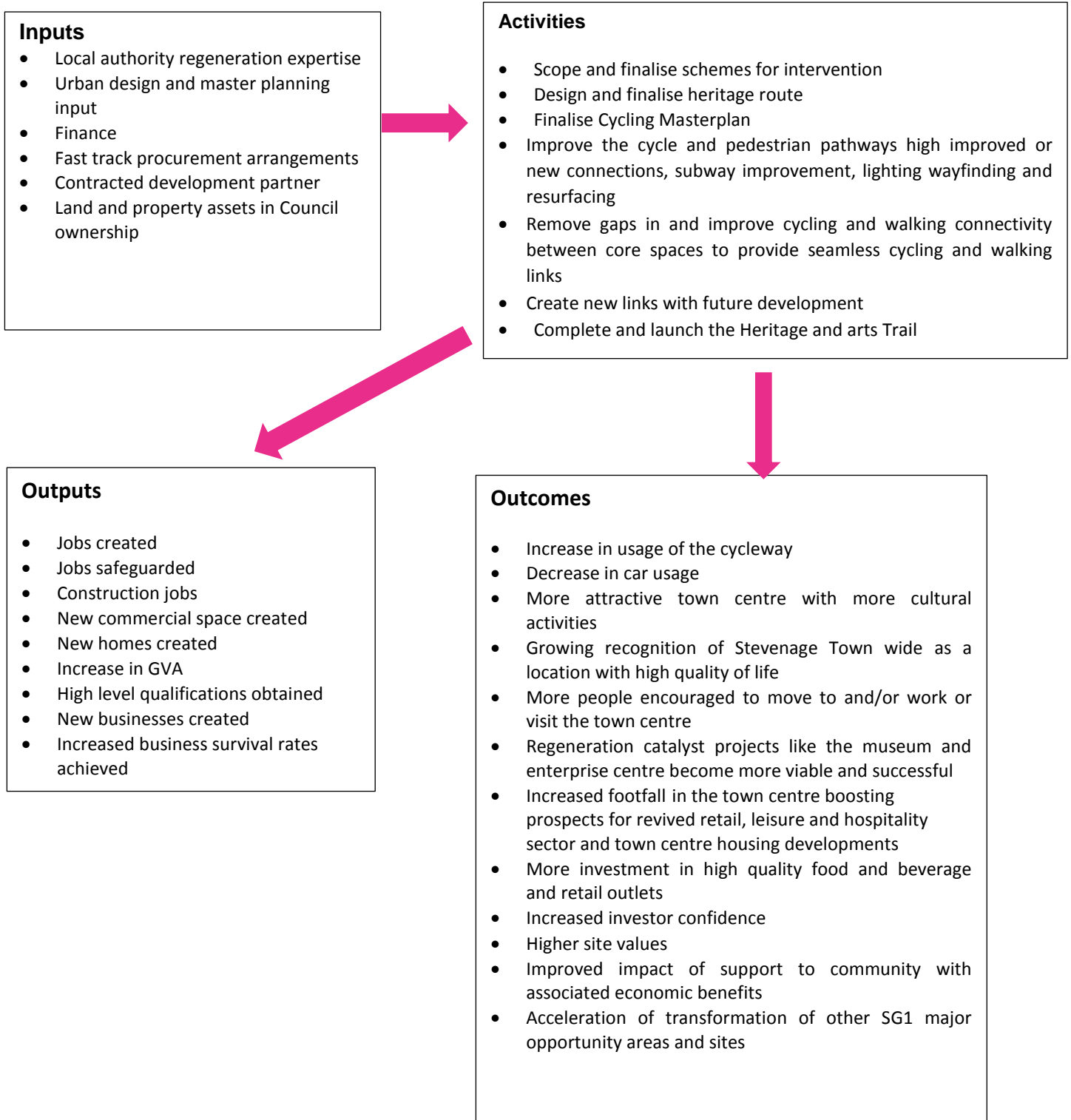
2.7.1 By building on an evidenced programme of required works, this project has the ability to not only provide success in delivering these schemes, but also has the opportunity to maximise the impact of such interventions by mapping them directly against regeneration, Town's Fund and other growth projects.

2.7.2 This project will reduce or remove the broken connectivity issues that currently exist, enhance and improve the segregated cycle and pedestrian ways and reduce the barriers to active transport for residents and visitors to the town.

- 2.7.3 This will be achieved by physical intervention such as new routes, additional public realm, wayfinding, lighting, subway improvement, cycle storage. Coupled with close collaborative working with public health and leisure teams to engage and encourage more residents to be active.
- 2.7.4 By alleviating issues with permeability to key areas in the central core a solid foundation will be created to then deliver the Heritage, Arts and Culture trail an ambition of the Cultural Strategy and a leisure and visitor attraction. The trail will be a key asset to drive tourism within the town, and will aim to link other key visitor attractions for an overall cohesive journey. As well as this, the trail will voyage through the history of its creation including art that has been embedded in its physical landscape and surrounding communities.
- 2.7.5 By leading people through key assets in the town, it will provide footfall to these spaces, whether that is educational, leisure and culture, or food and beverage and shopping with some of the key spaces within the town centre.
- 2.7.6 Overall, it will remove a major constraint to the regeneration of Stevenage as in the current situation the poor quality of the town centre and its environment is a major deterrent to investment by the private sector and to prospective home buyers and incoming employers.
- 2.7.7 The success of the regeneration catalyst projects such as the new museum and leisure space and the new housing and office developments currently planned or underway will thereby be assured. This scheme will boost investor confidence and accelerate investment commitments on other redevelopment sites.

2.8 Project Theory of Change

2.8.1 The following logic model explains the theory of change.



2.9 Expected Outputs and Outcomes

2.9.1 Quantified Outputs

Infrastructure Specific Outputs	
Underpasses improved	22
Length of cycleways improved	5km
Length of pedestrian footpaths improved	5km
Cultural assets within a heritage trail integrated	10
Increase in walking trips per day	987
Increase in cycling trips per day	595
Standard Economic Outputs	
Jobs Created	15
Commercial Floorspace Developed sqm	240
Indirect Jobs	6
Construction Jobs	51
Additional GVA Generated per Annum	£1,500,006
Additional Annual High Level Skills Qualifications Attained	3

2.9.2 Wider Outcomes and Benefits

Economic

- Improved visual quality and very high-quality public realm and cycling routes across the town will encourage more people to visit cultural and heritage assets and the town centre.
- This, plus an improved quality of life offer and prospects for wellbeing will attract a wider range of new residents to the area, providing a good choice of range workers to the advanced high value industries Stevenage is seeking to attract.
- This should and boost patronage of and investment in town centre retail and leisure businesses. The expanded demand will help assure long term commercial viability of the centre.
- The success of other project in close proximity such as the Town Enterprise Centre and the new museum and cultural centre and acceleration of the redevelopment of key housing sites in the town centre.
- Improved town centre environment. Stronger perception of Stevenage as a place to invest.

Environmental

- Enhanced scope for living and working in the town centre, thereby reducing the need to travel.
- More walking and cycling into the town centre and to other leisure and cultural assets leading to more active and healthier lifestyles.
- Bicycle riders are up to 5 times less exposed to air pollution than car drivers.
- Cycling is circa 7 times more space efficient than vehicular traffic. Vehicles use more space than bikes and deny it for other purposes.
- Bikes require less infrastructure and do much less damage to roads than cars.

- Vehicles spend over 80% of their time parked, so car parking also makes major demands on valuable town centre land that could be developed for other uses.
- Bike riders contribute to quieter and more attractive neighbourhoods with less traffic and improved safety.

Social

- Broadens scope for engaging more people in cultural activities through accessible active travel options.
- Reduced risk of obesity, high blood pressure, high cholesterol and diabetes, stress, anxiety and depression.
- Active travel to school can increase concentration by up to four hours.
- Bikes boost independence for people who do not drive.
- Bikes promote social, economic, age and ability equity.
- Bikes enable young people to be independent and develop healthy habits.
- The critical mass of more people riding make streets safer and more vibrant for everyone.
- Higher quality of life for residents as high quality infrastructure for cycling enhances the appeal of living in the town.

2.10 Stakeholders

2.12.1 Key stakeholders and their role or interest in the project are listed below.

Project	Stakeholders	Comment
Connectivity	Council regeneration team.	Impact on the success of parallel town centre regeneration initiatives.
	Local residents' groups.	Design proposals. Range of activities and facilities to be made accessible in the upgraded spaces.
	Local Businesses	Interest in improvement of connectivity with employment and key spaces across the town
Heritage Trail	Local, regional and national heritage groups	Heritage trail as an educational and visitor attraction

Strategy to Engage through Development, Delivery

2.12.2 In a wider context, stakeholders views have been captured through the Stevenage engagement programme, encompassing a number of mechanisms.

Local Residents

- A wide range of digital engagement utilising social media other related platforms
- A dedicated Visitor Centre in Town Square open to the public, where people could view, engage with and discuss the regeneration of the town.

- A ‘virtual visitor centre’, which contains all of the content in a digital platform on our dedicated website; this has enabled the Council to continue to reach residents of all ages and abilities during the pandemic.
- Stevenage residents’ survey

Currently engagement is focused on the consultation and promotion of the Council’s priority projects.

Business

- Business networking events, a number of project based consultations, such as the Local Plan, SG1, and the Bus Interchange and a number of roadshow events.

Other Stakeholders

- Regular consultation with public sector bodies such as Hertfordshire County Council, the LEP and relevant statutory bodies.
- Project specific consultation as part of the planning process.

2.12.3 The key themes that have emerged from residents, business and community groups are:

- Create inclusive accessible transport.
- Create great spaces to live in and socialise.
- Create a vibrant town centre offer that is a destination for all.
- Create aspiring communities and opportunities that create a lasting legacy. Events through to a wide range of digital engagement utilising social media other related platforms.

Summary of Approach to Communications with Stakeholders Including the Public

2.12.4 The Council’s stakeholder consultation and communication processes are well designed, extensive and far-reaching. Stakeholders’ views have been captured more widely through the Stevenage engagement programme, encompassing a number of mechanisms. These processes will operate in parallel with the stakeholder consultation process specific to the project as described above in order to fully inform the course and outcomes of the project.

ECONOMIC CASE

3. ECONOMIC CASE

3.1 Introduction

3.1.1 This economic case defines the benefits from the scheme identified and how they will have come about, the geographical scale of the benefits by way of a place-based analysis and how the how benefits estimated link to the theory of change and strategic case set out above. Quantified benefits have been calculated and an assessment made of non-quantifiable benefits. The economic case indicates which benefits have been monetised and how these will be generated year by year. Factors such as additionality, deadweight and displacement of benefits and double counting have been considered as have distributional impacts.

3.2 Approach to the Economic Case

Options Initially Considered

3.2.1 In the first instance, the following long list of options was considered for addressing the challenges, opportunities and constraints associated with enhancing economic growth, reducing the costs of traffic congestion and personal vehicle use, improving public health, quality of life and carbon emissions within and around the town centre.

- a) Do nothing: No measures to improve the extent, links and functionality of the cycling network.
- b) Do Minimum: Improve publicity of active travel benefits and options through a marketing campaign.
- c) Rely on solely good land use planning to reduce the need to travel.
- d) Allocate the funds to upgrading local bus services such as improved bus stops serving the town centre, subsidised bus services for certain user groups, more real time information, smaller shuttle buses and priority bus lanes and junctions at selected locations.
- e) Improve the walking and cycling connectivity across the town by providing appropriate 21st century facilities and the creation of a cycling and pedestrian heritage trail as a visitor attraction, linking the town core spaces, new developments, the employment areas, the Old Town and surrounding residential neighbourhoods.

- f) Upgrade the capacity of the road network to reduce congestion through more investment in roundabout capacity, grade separation or filter lanes and peak time traffic lights.
- g) Simply remove or reduce car parking capacity in the town centre.
- h) Alter signs to discourage through traffic close to the town centre.
- i) Focus on investment of cycle lanes on existing roads by widening them and through provision of roadside grade separation.
- j) Remove car parking and relocate cycle parking to the area immediately south of the rail station
- k) Focus resources on exclusively on increasing extensive provision of cycle storage only.
- l) Provide walking/cycling maps and improve signage for pedestrians only.

How Project Options Were Shortlisted

3.2.2 The following criteria have been adopted in shortlisting options. Projects must be able to:

- Address the stated objectives of and benefits sought from the project and those of associated strategic policies.
- Be delivered within a 36 month timescale.
- Significantly accelerate delivery of the Stevenage Central SG1 Regeneration Strategy.
- Significantly improve accessibility in an out of the Town Centre.
- Demonstrate a significant impact on the growth of high technology growth businesses Stevenage.

How Options were Shortlisted

3.2.3 Of these options:

- Relying on solely good land use planning to reduce the need to travel was rejected because in today's circumstances it already builds in the need for suitable infrastructure to enable increased levels of walking and cycling. Hertfordshire requires new developments to include sustainable infrastructure including cycle and pedestrian routes, which should be funded by the developer.
- Simply removing or reducing car parking capacity in the town centre was rejected as this would stifle economic growth and add to congestion in the environs of the town centre.
- Altering signs to discourage through traffic close to the town centre was rejected as this would likewise add to congestion in the environs of the town centre.

Shortlisted Options

3.2.4 The remaining options, which have been shortlisted are appraised as follows.

Option 1	Do nothing: No measures to improve the extent, links and functionality of the cycling network.
<i>Appraisal</i>	<i>This option does nothing to remove the problems of congestion, infrastructure maintenance costs, pollution and air quality and the need to promote active travel turn improve health.</i>
Option 2	Do Minimum: Improve publicity of active travel benefits and options through a marketing campaign. Provide walking/cycling maps and improve signage for pedestrians only.
<i>Appraisal</i>	<i>These will in any event be needed to change behaviour in favour of active travel but do not alone resolve the needs identified as improved practical conditions are needed to induce more take up and use of the available walking and cycling infrastructure.</i>
Option 3	Allocate the funds to upgrading local bus services such as improved bus stops serving the town centre, subsidised bus services for certain user groups, more real time information, smaller shuttle buses and priority bus lanes and junctions at selected locations.
<i>Appraisal</i>	<i>Again, more of these measures will be needed over time but they too little too reduce pollution and infrastructure costs and improve health benefits and are limited the extent to which they can and improve accessibility to residential areas compared with improved walking and cycling infrastructure.</i>
Option 4	Upgrade the capacity of the road network to reduce congestion through more investment in roundabout capacity, grade separation or filter lanes and peak time traffic lights
<i>Appraisal</i>	<i>This option is likely to exacerbate existing problems of congestion as it will attract more, not less traffic, increase pollution and problems with air quality and have no impact on reducing infrastructure maintenance costs.</i>
Option 5	Focus on investment in cycle lanes on existing roads by widening them and through provision of roadside grade separation.
<i>Appraisal</i>	<i>This option will be very expensive to implement and does not take advantage of the existing walking and cycling infrastructure which already in place which will attract far more additional users if upgraded given the superior environmental quality end accessibility to and from the town centre.</i>
Option 6	Improve the walking and cycling connectivity across the town by providing appropriate 21 st century facilities and the creation of a cycling and pedestrian heritage trail as a visitor attraction, linking the town core spaces, new developments, the employment areas, the Old Town and surrounding residential neighbourhoods.

<i>Appraisal</i>	<i>This option is likely to have high impact on inducing high levels of active travel both for existing and incoming residents. It will be cheaper to implement than other solutions and evolve lower ongoing maintenance costs whilst delivering significant health and environmental benefits.</i>
Option 7	Focus resources on exclusively on increasing extensive provision of cycle storage only.
<i>Appraisal</i>	<i>This option is already provided for through the issuing of cycle parking standards for each of the main land uses associated with new development in the town centre. Furthermore, this would only be one of a series of measures that would be necessary to increase levels of active travel in and around the town centre.</i>

Preferred Option

3.2.5 The proposed option is to improve the walking and cycling connectivity across the town by providing appropriate 21st century facilities and the creation of a cycling and pedestrian heritage trail as a visitor attraction, linking the town core spaces, new developments, the employment areas, the Old Town and surrounding residential neighbourhoods.

3.3 Economic Benefits

3.3.1 Quantified Benefits

Summary of Outputs

Infrastructure Specific Outputs	
Underpasses improved	22
Length of cycleways improved	5km
Length of pedestrian footpaths improved	5km
Cultural assets within a heritage trail integrated	10
Increase in walking trips per day	987
Increase in cycling trips per day	595
Standard Economic Outputs	
Jobs Created	15
Commercial Floorspace Developed sqm	240
Indirect Jobs	6
Construction Jobs	51
Additional GVA Generated per Annum	£1,500,006
Additional Annual High Level Skills Qualifications Attained	3

Basis of Infrastructure Specific Output Projections

3.3.2 Additional walking and cycling trips have been estimated for the numbers of the existing population in each age group. This has been based on assumed trip frequencies and mode share related to alternative trip purposes based on mode share data from the

Stevenage Cycling Strategy and the Hertfordshire Transport Plan and Active Travel Strategies.

- 3.3.3 Changes post intervention to modal share for each trip purpose have been applied based on the rationale indicated in order arrive at projections of additional walkers and cyclists using the upgraded infrastructure.
- 3.3.4 The same approach has been used to project additional trips from the incoming population. It has been estimated that 1500 new households will have been creating through residential development in the town centre generating an additional population of 3,600 by 2026.
- 3.3.5 In each case, the share of trips attributable to the upgraded part of the entire town wide active travel network has been applied, estimated as 20% and 100% of the existing and incoming population respectively. Detail on the values assumed and applied are set out in the table below.

<i>Purpose of Trip</i>	<i>Trips per Week</i>	<i>Av. Trips per Day</i>	<i>Age Groups Applicable</i>	<i>Walking Mode by Purpose%</i>	<i>Walking Mode by Purpose%</i>	<i>Baseline Evidence Source</i>	<i>Rationale for Assumed Impact After Intervention</i>
				<i>Before Intervention</i>	<i>After Intervention</i>		
WALKING							
Shop	2	0.29	25 to 79	11%	11%	Herts Active Travel Strategy	Limited scope for increase without transport
Work	4	0.57	25 to 64	8%	10%	Herts Active Travel Strategy	More people living close to place of work as more offices and homes in town centre
Recreation	2	0.29	5 to 79	13%	13%	HATS Av.mode share	Walking experience more appealing
Other Unspecified	5	0.71	20 to 79	13%	13%	HATS Av.mode share	Not known
Transport Connection	5	0.71	25 to 64	2%	2%	SUTC	More people living close to place of work as more offices and homes in town centre
Education	2.6	0.37	10 to 19	50%	50%	Herts Active Travel Strategy	No schools in town centre so impact limited
Return Home	5	0.71	20 to79	13%	15%	HATS Av.mode share	Higher safety standards
CYCLING							
Shop	2	0.29	25 to 79	2%	3%	HATS Av.mode share	Opportunities for greater use of freight bikes
Work	4	0.57	25 to 64	3%	6%	SUTC	More people living close to place of work; cycle parking easier; showers in new buildings
Recreation	2	0.29	5 to 79	2%	5%	HATS Av.mode share	Recreational bike rides become more appealing; more cycle hire
Other Unspecified	5	0.71	20 to 79	2%	2%	HATS Av.mode share	Not known
Transport Connection	5	0.71	25 to 64	2%	4%	SUTC	More cycle parking close to transport interchanges
Education	2.6	0.37	10 to 19	3%	4%	Herts Active Travel Strategy	Higher safety standards
Return Home	5	0.71	20 to79	0%	2%	Not known	More cycle parking close to transport interchanges; more cycle hire

3.3.6 This approach has generated the following projected increases in active travel.

Summary Active Travel Projections	Existing Population	Incoming Population	Total
Walking			
Additional Trips Per Day	215	773	987
Cycling			
Additional Trips Per Day	379	216	595

How Benefits Have Been Monetised

3.3.7 Benefits have been monetised as follows.

Increase in GVA from new jobs and Town Centre Spending

This has been derived by estimating the GVA per head for each of the new jobs to be created and by projecting additional spending in the town centre that would be generated as a result of the upgrades to the walking and cycling network, such as occasional F&B purchases, new bicycles and accessories and through cycle hire.

The projected increase in town centre spending on F&B has assumed that once in 8 trips additional walkers and cyclists, including tourists will stop for a refreshment and that on average each of the additional cyclists will spend about 25p pence per trip on food and beverage outlets in the town centre or adjacent to the route of the upgraded active movement corridor. In addition, it is assumed that a certain proportion of the incoming population will purchase bicycles and accessories for the first time and that a number of these will be replaced every 5 years leading to more demand for bicycles from within the town centre. Further expenditure will be generated from bicycle hire.

Economic Benefits from Walking and Cycling

Analysis from the AMAT toolkit will at a later stage be used to monetise and thereby value benefits from additional active travel related to mode shift, health, journey quality, government costs and income and private sector contribution. Data on numbers of existing walking and cycling trips and related infrastructure provision before and after the after the intervention will be entered into the AMAT toolkit to arrive at the monetised benefits.

Additionality, Deadweight, Displacement and Substitution of Benefits

3.3.8 These are explained as follows.

Additionality	Additionality affects that would not have been realised but for this project are an increase in the numbers of active travel trips reducing vehicle use, noise and pollution and raising the health of those participating.
Leakage	This project is about place specific site development which cannot take place elsewhere in the borough, so no leakage is anticipated as regards job creation or travel benefits.
Deadweight	The benefits from this project could not have happened anyway given identified market failures and the amount of investment needed to take the

	proposed scheme forward for development. The private sector could not accomplish the range of activities and benefits made possible offered by this council initiative.
Displacement	Aspects such as parking revenue will be displaced, but offset by the impact of the project benefits.
Substitution	The scheme will give rise to spending on bicycles and will substitute car use.

Assessment of Non-Quantified Benefits

3.3.9 Non-quantified impacts and benefits are summarised below.

Project	Impact	Assessment of Benefits
Cycling and Walking Heritage Trail	Substitution of the car	Less infrastructure and associated maintenance and cost required than cars Lower noise and pollution levels
	Walking and cycling reduce illness and improve health	Reduced risk of obesity, high blood pressure, high cholesterol and diabetes, stress, anxiety and depression and higher quality of life
	Improved safety as more people make use of active travel infrastructure	More young people can be independent and develop healthy habits
	Higher quality of life for residents as high quality infrastructure for cycling enhances the appeal of living in the town	Accelerated take up of new homes developed in the town centre stimulating ongoing housing demand and regeneration

Consideration of Distribution of Impacts

Employment and income

3.3.10 The project will not predominantly benefit not anyone particular group from the point of view of the improved infrastructure but as regards the job creation as a result of the projects it will be lower income occupations in activities such as retail and food and beverage who are most likely to benefit.

Geographical

3.3.11 Beneficiaries will be primarily current residents of Stevenage given that the route of the upgraded cycleways and walkways lie within the borough.

Protected Groups

3.3.12 No adverse impacts have been identified.

3.4 Economic Costs

Breakdown of Project Costs					
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HERITAGE TRAIL CYCLING AND WALKING	22/23	23/24	24/25	25/26	Total
<u>Development Costs</u>					
Design	£520,000				£520,000
Enabling Works		£1,755,000			£1,755,000
Construction			£2,100,000	£2,125,000	£4,225,000
Heritage Items and Urban Art				£500,000	£500,000
Grand Total	£520,000	£1,755,000	£2,100,000	£2,625,000	£7,000,000

3.5 Value for Money Assessment

3.5.1 A BCR has been calculated as shown below.

	Present Value
	30 Years
Cost	£6,322,342
Benefits	£22,078,538
Net Present Value: Benefits Less Cost	£15,756,196
BCR Calculation	3.49

3.5.2 As can be seen from the table above, the net cash flow taking account of economic benefits gives a net present value of £15,756,196 and benefit cost ratio of 3.49.

3.5.3 Appropriate measures are being applied to ensure that the construction works for the project can be delivered in the most cost-effective manner possible, without sacrificing the quality and functionality of the end product. To this end, the appointed contractors will be asked to assess scope for further savings from the supply chain, alternative configurations and materials with a view to optimise value for money. In addition, quotes for ongoing design and survey activity will be retendered should this be considered to have scope for further savings.

3.6 Place Based Analysis

3.6.1 Benefits related to the preferred option which are quantifiable and those wider in scope or non-quantifiable are set in the place-based analysis described below, taking account of local employment impacts.

Place Based Analysis											
Target Area	Central Core, Stevenage Town Centre, SG1										
External Dependencies	Adequate cycle parking provision along the route of the active travel corridor. Enforcement and adherence to minimum cycle parking standards for new developments within Stevenage Borough to meet planned uplift in cycling within the town. Success of behaviour change programmes in increasing receptiveness to consider new ways of travelling such as cycling.										
Benefits to the Target Area: Quantified.	<p>Summary of Outputs</p> <table border="1"> <thead> <tr> <th colspan="2">Infrastructure Specific Outputs</th> </tr> </thead> <tbody> <tr> <td>Underpasses improved</td> <td>22</td> </tr> <tr> <td>Length of cycleways improved</td> <td>5km</td> </tr> <tr> <td>Length of pedestrian footpaths improved</td> <td>5km</td> </tr> <tr> <td>Cultural assets within a heritage trail integrated</td> <td>10</td> </tr> </tbody> </table>	Infrastructure Specific Outputs		Underpasses improved	22	Length of cycleways improved	5km	Length of pedestrian footpaths improved	5km	Cultural assets within a heritage trail integrated	10
Infrastructure Specific Outputs											
Underpasses improved	22										
Length of cycleways improved	5km										
Length of pedestrian footpaths improved	5km										
Cultural assets within a heritage trail integrated	10										

Place Based Analysis			
Target Area	Central Core, Stevenage Town Centre, SG1		
	Increase in walking trips per day		987
	Increase in cycling trips per day		595
	Standard Economic Outputs		
	Jobs Created		15
	Commercial Floorspace Developed sqm		240
	Indirect Jobs		6
	Construction Jobs		51
	Additional GVA Generated per Annum		£1,500,006
	Additional Annual High Level Skills Qualifications Attained		3
Benefits to the Target Area: Qualitative.	<p><u>Health</u></p> <ul style="list-style-type: none"> Walking and cycling offer the opportunity for healthy exercise. Reduced risk of obesity, high blood pressure, high cholesterol and diabetes, stress, anxiety and depression. Active travel to school can increase concentration by up to four hours. <p><u>Environmental</u></p> <ul style="list-style-type: none"> Bicycle riders are up to 5 times less exposed to air pollution than car drivers. Cycling is circa 7 times more space efficient than vehicular traffic. Vehicles use more space than bikes and deny it for other purposes. Bikes require less infrastructure and do much less damage to roads than cars. Vehicles spend over 80% of their time parked, so car parking also makes major demands on valuable town centre land that could be developed for other uses. Bike riders contribute to quieter and more attractive neighbourhoods with less traffic and improved safety. <p><u>Social</u></p> <ul style="list-style-type: none"> Bikes boost independence for people who do not drive. Bikes promote social, economic, age and ability equity. Bikes enable young people to be independent and develop healthy habits. The critical mass of more people riding makes streets safer and more vibrant for everyone. Higher quality of life for residents as high quality infrastructure for cycling enhances the appeal of living in the town. 		
Possible collateral effects in the target area or wider spatial area.	<p>Will help generate a small increase in town centre footfall and spending</p> <p>Stronger attraction of well qualified home buyers to live and work in Stevenage.</p> <p>Increased investor confidence.</p> <p>Acceleration of sales of new homes and transformation.</p> <p>Generation of indirect employment.</p>		
Adverse effects on protected groups	None identified.		

Place Based Analysis	
Target Area	Central Core, Stevenage Town Centre, SG1
Different impacts by income group	Higher health and social benefits will impact on all income groups. However, jobs created will be for low-income groups in activities such as retail and hospitality.
Views of local stakeholders	Desire to create aspiring communities and opportunities that create a lasting legacy.
Alignment with wider public policy in the relevant area/s and the UK as a whole/s.	<p>National Policy Alignment</p> <p><i>Department for Transport (DfT) Cycling and Walking Investment Strategy</i></p> <p>The Strategy sets out the aim to double cycling activity by 2025 and each year reduce the rate of cyclists killed or seriously injured on English roads as well as reverse the decline in walking that we have seen over the last few years. For that to happen, the Strategy’s ambition is for cycling and walking to be the natural choice for shorter journeys in every urban and rural community in England.</p> <p><i>Highways England</i></p> <p>Highways England published a Cycling Strategy in January 2016 to support its aim to invest £100 million on cycling by 2021. Providing more attractive, safe, accessible and integrated cycling facilities will encourage cycling participation and remove some local motor vehicle journeys from the Strategic Road Network. In 2016 Highways England also published Cycle Traffic and the Strategic Road Network Interim Advice Note (IAN) 195/16; the IAN ensures that the needs of cyclists are accommodated in all future schemes and that infrastructure facilitates the convenient and safe movement of cyclists along or across the strategic road network.</p> <p>Sub-regional Policy Alignment</p> <p><i>Hertfordshire Local Transport Plan (LTP3) 2011 – 2031</i></p> <p>This sets out a 20 year vision and strategy for developing transport in the county, providing the framework for transport's economic and social development. For example exercise is recognised as essential for health and modes of transport such as walking and cycling offer the opportunity for healthy exercise; ‘building new roads’ has fallen to last place behind ‘providing better walking and cycling access to schools’ and ‘improving pedestrian and cycling facilities’ across the whole county. Hertfordshire requires new developments to include sustainable infrastructure including cycle and pedestrian routes, which should be funded by the developer. Cycling routes should be linked to those existing in towns to encourage cycling to work and for leisure journeys. Links to schools are particularly important.</p> <p><i>Hertfordshire County Council Active Travel Strategy 2013</i></p> <p>This sets out how the County Council and its partners will identify, deliver and promote interventions to increase the numbers of people walking and cycling in Hertfordshire and is a daughter document of Hertfordshire’s Local Transport Plan (LTP3).</p> <p><i>Hertfordshire LEP Strategic Economic Plan</i></p> <p>The project addresses Priority 3 within the current Hertfordshire LEP Strategic Economic Plan: Reinvigorating our places for the 21st-century. This will be directly addressed by this project as it will help diversify and bring more demand wealth creation into the town centre.</p> <p><i>Local Industrial Strategy Grand Challenges</i></p>

Place Based Analysis	
Target Area	Central Core, Stevenage Town Centre, SG1
	<p>This project provides the conditions for improved access to recreational activities and will be conducive to helping the increasing numbers of older people to stay active, productive and independent.</p> <p>Local Policy Alignment</p> <p>Stevenage Local Plan 2019-2031. This was adopted in 2019 following Examination in Public and sets the overall spatial vision for the borough and growth direction to 2031. In total 7,600 homes are planned, 3,000 of these targeted for a regenerated Town Centre. The Local Plan looks to provide at least 140,000 m2 of new B-class employment floorspace and is promoting new employment opportunities as a critical component of the town centre regeneration. This project directly reflects the Local Plan’s ambitions.</p> <p>Stevenage Central Framework. This was prepared in 2015 to set a direction of change for the regeneration of Stevenage Town Centre. Now supported by the Local Plan, the Framework sets out a strategy for accelerated employment and housing provision on a large scale in the town centre to meet the demands of significant population growth and revitalised and enhanced and modernised amenities to service it.</p> <p><i>The Sustainable Travel Town and the LCWIP</i></p> <p>The Stevenage LCWIP (“The Plan”) brings together existing evidence on potential improvements to the walking and cycling networks within Stevenage, and provides a consistent methodology to prioritise interventions aimed at:</p> <ul style="list-style-type: none"> • Improving the cycling network to reduce the propensity to travel by private vehicle and increase active travel, by walking and cycling • Identifying and prioritising walking opportunities to increase the number of walking trips to local destinations • Ensuring that new development complements and connects to the existing and planned walking and cycling network <p><i>Stevenage Cycle Strategy</i></p> <p>The Cycling Strategy lists two headline objectives:</p> <ul style="list-style-type: none"> • more people cycling more often as a convenient, quick, healthy and sustainable form of transport for short journeys • more people cycling more often as an activity that contributes positively to the primary shared local transport objectives <p>This is well aligned with the Investment Strategy and Stevenage Borough Council, through the implementation of the Cycle Strategy Action Plan, will continue to seek government funding for the investment in Cycling and keep abreast of new initiatives as they are launched.</p> <p><i>Other Local Strategies</i></p> <p>The Stevenage Cultural Strategy 2018 sets out a ten year Arts and Heritage Strategy for Stevenage. This includes to plan and deliver a major public art programme and trail, enhancing the town centre and Old Town public realm, parks and open spaces, and the extensive network of cycle paths in the Borough.</p>

Place Based Analysis	
Target Area	Central Core, Stevenage Town Centre, SG1
	The draft Healthy Stevenage Strategy 2018-2022 sets out strategic priorities including; to reduce obesity rates among children and adults; increase physical activity rates among children and adults by targeting the most inactive; support adults and children to achieve good mental health and well-being; provide high quality housing and developments in line with demand and population growth considering health and well-being through design; and regenerate Stevenage Town Centre creating more employment opportunities, providing an enhanced leisure and cultural offer and public spaces that facilitate health and well-being.
Dependency on the successful delivery of other proposals	Continued house building and new offices in the town centre to assure a demand driver for additional walking and cycling trips.
Link of Benefits Estimated Link to Theory of Change and Strategic Case	<ul style="list-style-type: none"> • The scheme will make Stevenage more attractive to well qualified workers. • More high quality and high value businesses will be attracted to Stevenage. • Recognition of Stevenage Town Centre as a high prestige business location. • Increased investor confidence. • Acceleration of transformation of other SG1 major opportunity areas and sites.

3.7 Summary of Preferred Option for Investment

Purpose of the Project

3.7.1 The project will take the high-level aspirations for the development of an attractive and exciting heritage and arts trail that will draw together the wealth of heritage and public art assets that are already in place across the town and couple this with new art installations, either close to or on the segregated cycle and pathways across the town. Also, to support the creation of the visitor attraction trail and other developments in the towns fund programme, is the need for targeted new cycling and connectivity improvements.

Key Elements of the Project

3.7.2 Key activities will involve:

1) Creation of a cycling and pedestrian heritage and arts trail

- It will be the creation of a key focal point for residents and visitor to the town, and support that tourism and heritage market that makes Stevenage unique.
- Link together key leisure and heritage assets across the town with a coherent and exciting design.
- Co- design engagement sessions with the community.
- Activation of public spaces to become vibrant social spaces
- Installation of Wayfinding and where needed new lighting.
- Embedding digital educational experience into the trail.
- Installation of new cultural pieces along the trail.
- Branding and publicity campaign tied in with user groups and other key community stakeholders.

2) Improving the connectivity across the town and providing appropriate 21st century facilities

- Review and align both Town's Fund projects and Cycling Masterplan plan with the Sustainable Travel Town pipeline of projects and perform a scoping process with stakeholders to determine maximum improved connectivity impact across the segregated cycling and pedestrian routes.
- Design and procure technical experts.
- Complete improvements subways, lighting
- Embedding arts and heritage where possible.

Key Benefits of the Project

3.7.3 Key benefits of the project are as follows.

- This project will reduce or remove the broken connectivity issues that currently exist, enhance and improve the segregated cycle and pedestrian ways and reduce the barriers to active transport for residents and visitors to the town.

- This will be achieved by physical intervention such as new routes, additional public realm, wayfinding, lighting, subway improvement, cycle storage. Coupled with close collaborative working with public health and leisure teams to engage and encourage more residents to be active.
- By alleviating issues with permeability to key areas in the central core a solid foundation will be created to then deliver the Heritage, Arts and Culture trail an ambition of the Cultural Strategy and a leisure and visitor attraction. The trail will be a key asset to drive tourism within the town, and will aim to link other key visitor attractions for an overall cohesive journey. As well as this, the trail will voyage through the history of its creation including art that has been embedded in its physical landscape and surrounding communities.
- By leading people through key assets in the town, it will provide footfall to these spaces, whether that is educational, leisure and culture, or food and beverage and shopping with some of the key spaces within the town centre.
- Overall, it will remove a major constraint to the regeneration of Stevenage as in the current situation the poor quality of the town centre and its environment is a major deterrent to investment by the private sector and to prospective home buyers and incoming employers.
- The success of the regeneration catalyst projects such as the new museum and leisure space and the new housing and office developments currently planned or underway will thereby be assured. This scheme will boost investor confidence and accelerate investment commitments on other redevelopment sites.

3.7.4 By building on an evidenced programme of required works, this project has the ability to not only provide success in delivering these schemes, but also has the opportunity to maximise the impact of such interventions by mapping them directly against regeneration, Town's Fund and other growth projects.

3.7.5 Many more people will visit this part of the town centre as a result. This will boost its image and improve footfall and spending in town centre in retail and food and beverage outlets, in turn making them more commercially viable and sustainable. Increased investment in and prosperity of existing and new commercial outlets, and the strong sense of place created will add to the general appeal of the town centre to prospective house buyers and employees considering relocating to Stevenage. The success of the regeneration catalyst projects such as the new museum and leisure space and the new housing and office developments currently planned or underway will thereby be assured. This scheme will boost investor confidence and accelerate investment commitments on other redevelopment sites.

FINANCIAL CASE

4. FINANCIAL CASE

4.1 Introduction

4.1.1 This section sets out the financial case for the project first describing the approach and funding options, details of the build-up of costs, proposed funding and an affordability assessment.

4.2 Approach to Financial Case

Funding Options Considered

4.2.1 Stevenage Borough Council has been investigating a range of funding opportunities to fund projects within the Regeneration programme and working across the organisation to create a centralised review of available funding opportunities and determine which projects are most appropriate. The financial impact on the council following COVID 19 will be significant, and it is anticipated that the capital programme will be affected. Having said that, the Council needs to be the initiator and owner of the project because of the business model being wider in scope from that of the private sector, as criteria such as widening participation in cultural pursuits is conducive to increasing the aspirations and cohesiveness of the population come into play particularly measures to engage with those on low incomes and in high areas of deprivation and who may be marginalised. For these reasons, the Council will be obliged to fund a major part of the cost of the scheme. However, were this project to be funded 100% by the Council, it would divert funds earmarked for other initiatives essential to accelerating the regeneration and renewal of the SG1 area, such as strategic site acquisitions and associated enabling works.

Other Public Sector Funding Options

4.2.2 Other funding options such as Future High Street, One Public Estate and Levelling Up funding are less aligned in terms of criteria and the urgency surrounding the scheme, though these were explored in conjunction with the Town Development Board. However, due to the volume of associated house building, there is scope for a major contribution to the project from Section 106 and the Community Infrastructure Levy.

Private Sector

4.2.3 The private sector is not typically oriented towards the creation of public realm spaces unless in the case of huge enterprises who have control of large swathes of development land. This is not the case here as the landowner is the Borough Council who are also the freeholder of the retail core. Public realm provision is the traditional role of the public sector, as the impacts and benefits involved are widespread and transcend those which would normally be of interest to private sector entities. For these reasons the project would not be attractive as an investment proposition for the private sector.

Town Fund

4.2.4 The Town Fund is an ideal option to be deployed where there is a funding gap, which presents a barrier to a project being able to move forward, and where a number of collateral benefits can

be identified as a consequence of being able to make up the funding as is the case with this project.

Preferred Funding Option

4.2.5 The Town Fund is considered to be an ideal option for this scheme as it makes up the required amount of resources to implement the scheme. This can realistically be expected to create the level of confidence needed to secure the investment and development commitment necessary for the Cycling & Pedestrian Connectivity and Heritage Trail to move forward.

Funding Profile and Scheduling

4.2.6 The funding profile is summarised as follows.

Funding Profile	Total
Private Sector	£0
SBC	£500,000
Town Fund	£3,500,000
Other Public Sector	£3,000,000
Total	£7,000,000

4.2.7 The table below shows the scheduling of the funding.

Funding Profile	22/23	23/24	24/25	25/26	Total
Private Sector	£0	£0	£0	£0	£0
SBC				£500,000	£500,000
Town Fund	£400,000	£1,000,000	£1,200,000	£900,000	£3,500,000
Other Public Sector	£120,000	£755,000	£900,000	£1,225,000	£3,000,000
Total	£520,000	£1,755,000	£2,100,000	£2,625,000	£7,000,000

4.3 Costs

4.3.1 The project costs are as set out below.

HERITAGE TRAIL CYCLING AND WALKING	22/23	23/24	24/25	25/26	Total
<u>Development Costs</u>					
Design	£520,000				£520,000
Enabling Works		£1,755,000			£1,755,000
Construction			£2,100,000	£2,125,000	£4,225,000
Heritage Items and Urban Art				£500,000	£500,000
Grand Total	£520,000	£1,755,000	£2,100,000	£2,625,000	£7,000,000

4.4 Funding and Revenues

4.4.1 Funding options considered are as described above. Sources and uses of funds are summarised below.

Funding Profile				22/23	23/24
Sources	Value	Uses	Value		
Private Sector	£0				
SBC	£500,000	Heritage and Urban Art	£500,000	£0	
	£500,000	Total	£500,000	£0	
Other Public Sector					
Other Public Sector	£120,000	Design	£120,000	£120,000	
Other Public Sector	£755,000	Enabling Works	£755,000		£755,000
Other Public Sector	£2,125,000	Construction	£2,125,000		
Sub Total Other Public Sector	£3,000,000	Total	£3,000,000	£120,000	£755,000
Town Fund	£6,000,000		£6,000,000		
Town Fund	£400,000	Design	£400,000	£400,000	
Town Fund	£1,000,000	Enabling Works	£1,000,000		£1,000,000
Town Fund	£2,100,000	Construction	£2,100,000	£0	
Sub Total Town Fund	£3,500,000	Total	£3,500,000	£400,000	£1,000,000
Grand Total	£7,000,000	Total	£7,000,000	£520,000	£1,755,000

4.5 Affordability Assessment

4.5.1 A BCR has been calculated as shown below.

	Present Value
	30 Years
Cost	£6,322,342
Benefits	£22,078,538
Net Present Value: Benefits Less Cost	£15,756,196
BCR Calculation	3.49

4.5.2 As can be seen from the table above, the net cash flow taking account of economic benefits gives a net present value of £22,078,538 and benefit cost ratio of 3.49.

4.5.3 It is proposed that the Town Fund provides £3,500,000 to the project.

COMMERCIAL CASE

5. COMMERCIAL CASE

5.1 Introduction

5.1.1. This section sets out the commercial case, describing the potential commercial options for delivery of the project model and supporting rationale, taking account of the existing commercial strategy of Stevenage Borough Council and on this basis the procurement strategy adopted, based on a review of possible options for the preferred procurement route. The proposed procurement process, including key milestones, and processes for assurance and approvals are then set out.

5.2 Commercial Deliverability

Potential Delivery Options

5.2.1 There are two delivery options.

1. Stevenage Borough Council and Hertfordshire County Council promoting a development with its own finances and management resources, working with a construction partner.
2. Attracting proposals from a developer.

5.2.2 The first option, where the Council would act as the developer is an acceptable use of its resources and expertise if it is able leverage investment from sources such as the Town Fund. In addition, HCC and SBC are the key landowners. The project relates entirely to the support of traditional public sector and voluntary and community sector activity.

5.2.3 Attracting proposals from developers is highly unlikely as these types of interventions have no or little revenue return. The private sector knowledge and expertise will be required particularly in relation to design and delivery of the improvements. Furthermore, in relation to the arts and heritage trail, utilising community and local artists to coproduce this trail to allow residents to shape the design and identity of the trail.

Proposed Delivery Model

5.2.4 The proposed delivery model is for the Council to take the lead as the developer, working with a construction partner.

Rationale for Proposed Delivery Model

5.2.5 These arrangements have a number of advantages. The Council needs to be the initiator and owner of the project because of the need to:

- a) take advantage of its position as landowner and thereby control over the assets involved.
- b) achieve this by offering improved facilities offered to maximise patronage and make the facilities accessible to those on low incomes and in high areas of deprivation.
- c) provide an important building block for the regeneration of the town centre.

- d) use its expertise and funding need to be deployed to stimulate leveraged investment and transformation.

5.2.6 For these reasons, the Council is best placed to initiate and deliver the scheme and fund a major part of the cost.

Existing Commercial Strategy

5.2.7 Stevenage Borough Council has a strong track record of delivering projects and are working collaboratively with construction partners to increase momentum to regenerate the town centre.

Evidence of Market to Deliver the Project

5.2.8 Stevenage Borough Council has a strong track record of delivering projects and are working collaboratively with partners to increase momentum to regenerate the town centre. Examples of such partners with whom the Council has previously worked are:

- In particular, in March 2019, the Council entered into a development agreement with the urban developer Mace to bring forward two of the Major Opportunity Areas (MOAs) of the Framework - Southgate Park and the Central Core – as well as acting as a catalyst to deliver major place shaping changes to the town centre.
- As stated in the Town Investment Plan, Reef are an urban regeneration specialist with a £4bn regeneration portfolio and expertise in enhancing communities and environments, providing design expertise and end-to-end management including programming, cost analysis, procurement, construction and leasing. In Stevenage, Reef have acquired the former M&S site in in partnership with SBC are delivering a £20m+ mixed-use regeneration scheme of 107 apartments, diversified leisure, retail and restaurant uses, and new commercial space. The scheme is on site now and nearing completion. . Reef are keen to do more in Stevenage particularly involving the life science sector.

Key Contractual Arrangements

5.2.9 There will be a need to tender process to ensure market value before entering into a delivery contract for the design and build related to the Cycling & Pedestrian Connectivity and Heritage Trail. A spec will be produced collaboratively by the project group before moving to the tender stage. In relation to new arts installations, an appropriate competitive tender process will also be required. The Council are in discussions with arts commissioners such as other council partners and Arts Council about how to best approach this to maximise the impact of the installations.

Delivery Arrangements

5.2.10 Therefore separate agreements will be needed will be set up for design and construction of the project. The responsibility for initiating and managing these agreements will lie with the project team which will include both Hertfordshire County Council and Stevenage Borough Council. As part of the next stage of the project, final contractual approach will be agreed alongside the scope and update costings

Risks

5.2.11 The identified risks are assessed as follows.

Risks	Likelihood	Mitigation
Renewed risk of Covid-19 outbreak and possible introduction of lockdown measures.	High	Scenario planning to assess the impact of the closedown and reduced output levels and advise clients accordingly to ensure timely completion. Bring in additional temporary labour. Review planning conditions and seek changes where possible to enable sites to operate in shifts over longer working hours. Manage cashflow.
Labour shortages in construction, freight transport and supply industries delay construction progress.	High	Include in development agreement with public realm contractors incorporate commitment to bring in additional temporary labour and stocks of materials to ensure projects are completed on time.
Climate changes and weather conditions retarding progress of the construction programme	Medium to High	Build in sufficient slack in the programme to cover for unforeseen eventualities such as weather.
The construction cost exceeds the limit for the project or other issues arising during the design & development phase.	Medium	A cost consultant will be involved from an early stage of the project to ensure contractor's proposals are realistic and within budget.

5.3 Procurement Strategy

Projects that will need to be Procured

5.3.1 There are three projects that needs to be procured:

- the design of cycling infrastructure improvements works
- the procurement for delivery of improvement works
- the procurement and installation of new art installations and heritage signage

Procurement Process, Milestones, Assurance and Approvals

5.3.2 Stevenage Borough Council follows public procurement procedures and complies with public procurement law (s35 Local Government Act 1972 plus current OJEU regulations). Information regarding this can be viewed on our website. This also outlines the corporate procurement strategy between 2016-2020. Stevenage Borough Council will perform the procurements of construction contractors.

Proposed Policies on Social Value, Sustainability, and Innovation

5.3.3 As part of this there have been recent improves to the procurement strategy of the council to ensure that maximise impact for social value, sustainability and innovation is embedded within tendering and contractor management processes. For these projects, this approach will be continued and monitored through the monitoring and evaluation process which can be viewed in the Management Case of this business case.

MANAGEMENT CASE

6. MANAGEMENT CASE

6.1 Introduction

- 6.1.1 This section sets out the approach and experience of SBC in delivering similar projects and sets out the proposed arrangements for Project Organisation and Governance. The approaches to oversight and approvals and to assurance and the assurance plan are then described.
- 6.1.2 The scope of the project and its key elements are then described along with the approach to specifying and managing requirements, the interfaces with third parties and related management approach and the approach to solution development, confirmation management and acceptance.
- 6.1.3 The structure of the project programme and principal stages and workstreams and related timescales are then described, making reference to interdependencies with rest of TIP and non-TIP projects.
- 6.1.4 The key milestones and key decision points, assurance, consents, approvals are then summarised. Constraints and assumptions are then summarised and the most likely forecast completion date stated.
- 6.1.5 This section also elucidates on the approaches to risk and opportunities management, project management, stakeholder engagement and benefits, monitoring and evaluation.

Evidence of Application on Similar Projects

- 6.1.6 Stevenage Borough Council has a strong track record of delivering projects and are working collaboratively with partners to increase momentum to regenerate the town centre. In particular, in March 2019, the Council entered into a development agreement with the urban developer Mace to bring forward two of the six Major Opportunity Areas (MOAs) of the Framework - Southgate Park and the Central Core – as well as acting as a catalyst to deliver major place shaping changes to the town centre.
- 6.1.6 In the last five years, SBC's Regeneration team have completed:
- 4 Public realm schemes totally 45,520 sqft (£3 million)
 - Refurbishment of disused 18,000 sqft of office space end retail space (£6 million)
 - Relocation of the CCTV control room, decant and vacant possession of office building (£2.4 million; and
 - The construction of a £9.6 million Bus Interchange including highway interventions and public realm (due for completion in Q4)
- 6.1.7 The accumulative impact of these projects has resulted in the Council having secured 2 developers bringing private development investment of over £500 million. The Council has a dedicated regeneration directorate to deliver a programme of projects with a current capital value in excess of £30 million. This team maintains strong working relationships with HCC in

their growth, education, highways and development capacity and with the LEP, who have experience of programme management of major schemes.

6.2 Project Organisation and Governance

6.2.1 There is a very well established two- tier governance system which is already overseeing the delivery of the programme of projects delivery regeneration in the town centre. The Town Development Board has been recently established after drawing the previous Stevenage First board to a close. This board operates a strategic steering group, which sets the vision and direction for the Town Investment Plan funding.

In term of the project delivery, there is a two tier governance structure in place at a programme level and project level within Stevenage Borough Council.

A key difference with this project, in relation to other Town’s Fund projects, it that this project will be delivered in partnership between Hertfordshire County Council (predominantly as highways experts and land owner) and Stevenage Borough Council (project management). For this project a joint working group will be established relating to the project, with standard government and project management approach which is aligned with the Town’s Fund processes and the two respective Council’s governance structures. As with all of the projects within the programme, the escalation of risks relating to budget, timescales and tolerance levels will be shared with the Regeneration Steering Group.

Key Participants, Accountabilities and Responsibilities

6.2.2 The key participants, accountabilities and responsibilities are summarised below.

Organisation	Functions	Key Roles	Capability	Competences and Resourcing
Stevenage Borough Council	Orchestration of regeneration strategy and projects Partner for the delivery of the project Co Contract Manager	Stakeholder consultation Project scoping Sourcing of funding Initiation of delivery partnerships Formalising approvals	Well-developed stakeholder engagement strategy, organisation and processes Devising high impact regeneration solutions Delivery through partnership and contract	Expert and experienced regeneration team Town Fund award and match funding for key projects Delivery partnerships
Hertfordshire County Council	Partner for the delivery of project Lead Contract Manager	Stakeholder consultation Project scoping Sourcing of funding Initiation of delivery partnerships Formalising approvals	Well-developed stakeholder engagement strategy, organisation and processes Devising high impact regeneration solutions Delivery through	Delivery Partnerships Expert and experienced highways and transport teams

		Contract manager	partnership and contract	
Stevenage Borough Council Accountable Body	To act as the Accountable Body ensuring robust processes are followed for the delivery of the project	Monitoring and Evaluation Assurance Financial security	Well-developed Council processes which will be adhered following the endorsement from the Development Board Capital Programme experience	Expert Finance Team with knowledge of capital schemes Shared learning with LEP

Project Delivery Organisation

6.2.3 The project delivery organisation is summarised below.

Organisation	Functions	Key Roles	Capability	Competences and Resourcing
Stevenage Borough Council	Orchestration of regeneration strategy and projects.	Stakeholder consultation. Project scoping . Sourcing of funding. Initiation of delivery partnerships. Formalising approvals.	Well-developed stakeholder engagement strategy, organisation and processes. Devising high impact regeneration solutions. Delivery through partnership and contract.	Expert and experienced regeneration team. Town Fund award and match funding for key projects. Scape procurement framework. Delivery partnerships.

Governance Arrangements for Oversight and Approvals

6.2.4 The Town Development Board will continue to monitor the progress of the programme of Town Investment Plan projects. The Board includes a number of local leaders from key sectors and businesses, including:

- a) companies such as Airbus, MBDA, Wine Society and Groundwork East;
- b) all tiers of local government and Hertfordshire LEP;
- c) community sector;
- d) education sector including North Hertfordshire College (FE) and the University of Hertfordshire;
- e) others such as the local NHS Trust.

6.2.5 Stevenage Borough Council (SBC) will be the accountable body. The Council has a dedicated regeneration directorate to deliver a programme of projects with a current capital value in excess of £60m. SBC will be supported by both the County Council and the LEP. The LEP has

considerable experience of major programme management (BEIS/MHCLG Getting Building Fund, Growth Deal and Growing Places funding). The LEP approves and monitors its projects using an Assurance Framework and this will be utilised for administering Town Deal.

6.2.6 As mentioned, the Regeneration Steering Group will monitor the performance of the scheme.

6.2.7 Project Governance at this stage:

With the establishment of the Sustainable Travel Town project group as collaboration between Hertfordshire County Council and Stevenage Borough Council, this is a key project space for interventions to report progress to. Work has been produced in establishing the work and collating the number of interventions and initiatives across the variety of strategies and project in Stevenage to create one succinct list of projects. With the creation of the emerging Town Centre Cycling Masterplan, there may be additional schemes to add to this long list. This group has all the key stakeholders relating to the segregated cycle and pedestrian routes and will be continue to be used in this way.

6.3 Assurance

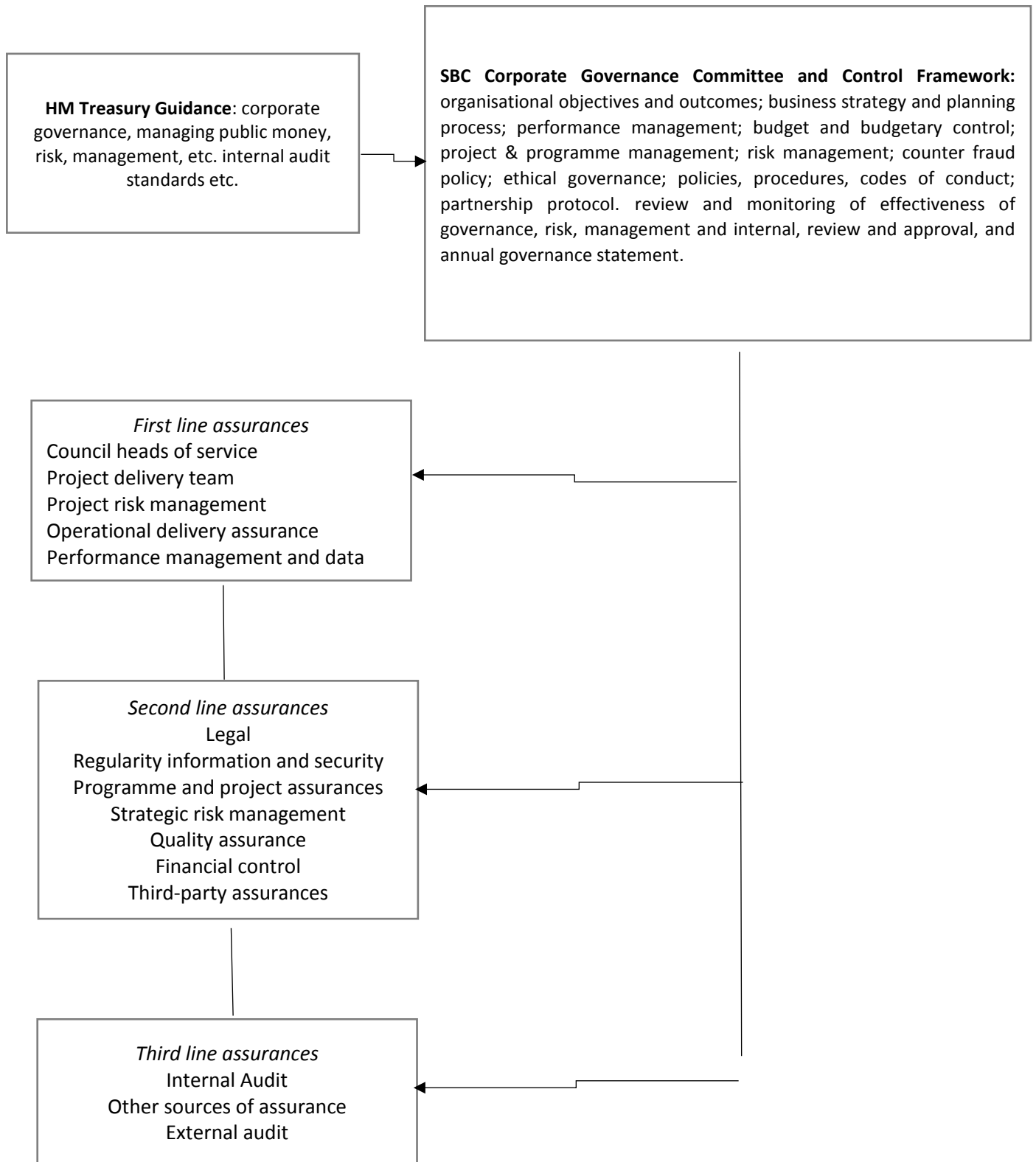
Approach to Assurance

6.3.1 All proposals and business cases will go through a transparent and robust application and scrutiny process, based on three simple principles:

- Robust interrogation to maximise value for money and ensure outputs and outcomes are deliverable and achievable.
- Streamlined and efficient process, utilising private sector partners, to ensure pace of delivery is maximised.
- Transparency and openness, with the process and framework published (without prejudice to commercial confidentiality).

Summary of Assurance Plans and Timing of Key Reviews and Links to Decision Points

6.3.2 The assurance process will proceed via the following framework.



Integrated Approvals and Assurance Plan

6.3.3 The approvals and assurance arrangements are illustrated in the table below.

Month		Project Delivery Team	Stevenage Development & Town Board		Independent Auditing
		Actions	Approvals	Oversight Actions	Investigations and assurances
Start	Complete				
		Walking and Cycling Network and Heritage Trail			
1	1	Prepare brief for building design team.	Approval of building design brief.		
1	2	Tender and select building design team.	Approval of selected design team.	Review of design team budget and work programme.	
3	3	Appoint design team.	Approval of outline design proposals.		
3	7	Undertake site surveys and specialist reports. Prepare outline design to RIBA stage 2 and consult stakeholders.			
8	12	Design up to RIBA stage 3 detailed planning application including supporting documentation and formal consultation	Approval of detailed design proposals.	Review and commentary on risk profile and combined project risks, mitigation proposals and actions.	Submission of comments on project design proposals.
8	12	Pre-construction works.			
8	12	Business plan for town centre animation activities and programme.	Approval of expenditure.	Assurance that support arrangements are in place and will deliver impacts required.	
8	12	Procurement and fit out of temporary planting, street trader infrastructure and performance space on the bus station apron.	Approval of expenditure.	Assurance that items to be procured deliver what is intended.	
12	15	Launch town centre animation activities.			
16	20	RIBA Stage 4 Technical design, discharge of planning conditions and construction information Retail Core Gateway.	Approval of technical design proposals.	Review and commentary on risk profile.	
22	24	Contractor shortlist and tender period for Cycling and Walking Network and Heritage Trail Works	Approval of tender brief		
24	24	Review tenders and appoint contractor for Cycling and Walking Network and Heritage Trail Works.	Approval of contractor appointment.		
25	36	RIBA Stage 5 for Cycling and Walking Network and Heritage Trail Works.	Approval of construction programme.		
25	36	Commission monthly project reports: progress, achievements, risk mitigation actions and expenditure for Cycling and Walking Network and Heritage Trail Works.	Approve stage gate construction completions.	Review monthly project reports. Stage gate assessments. Decisions and interventions in the event of serious delays or emerging major uncertainties.	Interim project audit.

Month		Project Delivery Team	Stevenage Development & Town Board		Independent Auditing
		Actions	Approvals	Oversight Actions	Investigations and assurances
				Commission interim project audit report. Directions in event of financial and other irregularities.	
36	36	Completion of Cycling and Walking Network and Heritage Trail development works		Verification and signoff of development completion.	
36	42	Completed Cycling and Walking Network and Heritage Trail opened to the public			

6.4 Scope Management

Summary of the Scope of the Project and its Key Elements

6.4.1 The scope of the project specification is driven by the Stevenage Central Framework produced in 2015, through which Stevenage Borough Council has set out to comprehensively regenerate the town centre through the transformation of its major opportunity areas.

6.4.2 The scope of the project will be as follows.

Creation of a cycling and pedestrian heritage and arts trail

- It will be the creation of a key focal point for residents and visitor to the town, and support that tourism and heritage market that makes Stevenage unique.
- Link together key leisure and heritage assets across the town with a coherent and exciting design.
- Co- design engagement sessions with the community
- Activation of public spaces to become vibrant social spaces and
- Installation of Wayfinding and where needed new lighting
- Embedding digital educational experience in to the trail
- Installation of new cultural pieces along the trail
- Branding and publicity campaign tied in with user groups and other key community stakeholders

Improving the connectivity across the town and providing appropriate 21st century facilities

- Review and align both Town's Fund projects and Cycling Masterplan plan with the Sustainable Travel Town pipeline of projects and perform a scoping process with stakeholders to determine maximum improved connectivity impact across the segregated cycling and pedestrian routes.
- Design and procure technical experts

- Complete improvements subways, lighting
- Embedding arts and heritage where possible.

Approach to Specifying, Approving and Managing Requirements

6.4.5 The Stevenage Central Framework also sets the parameters underlying the specification of requirements. This has set targets for the amounts of employment space and number of homes to be developed and jobs to be created. Sub-regional economic growth objectives, such as those set out in the Hertfordshire LEP strategic economic plan and Covid recovery plan have an influence on the scope of the project.

6.4.6 To achieve these aims and targets, the both Councils have identified the resources, processes and tools that need to come together in place to create the cycling and pedestrian connectivity improvement interventions and the activities required for the creation and delivery of an Arts and Heritage Trail.

Specifically:

- Final identification of the land and property on which the scheme will take place.
- A costed project plan and programme for scheme.
- Measures to secure the necessary planning approvals.
- Production of engagement and consultation plan
- Putting in place other relevant enabling measures affecting the relevant sites.

6.4.7 The responsibility for initiating and managing these processes will lie with the SBC Regeneration team. Key management tasks the HCC/SBC Regeneration team will be concerned with are:

a) Site Specific:

- Detailed design.
- Consultation with relevant third parties.
- Securing planning approval where appropriate
- Selection and appointment of a building contractor.
- Assuring satisfactory construction and fit out.
- Sign off.

b) Marshalling Resources:

- Assembling the necessary project managers and support functions to prepare for mobilisation

c) Integration:

- Ensuring the timely completion of the proposed scheme.
- Early procurement for design expertise
- Consultation with all relevant partners and residents

d) Project development and assurance

- Mechanisms to ensure the project is delivered on time and to budget i.e., through a tight project plan and construction agreement.
- Identification and management of risks.
- Assuring the performance of the contractor in delivering the required built product within the agreed timescale through effective monitoring.
- Monitoring and evaluation to ensure that the targeted outputs and outcomes are delivered.
- A detailed project plan specifying how the above will be brought together and implemented.

e) Approvals

- Approval for the project plan, design proposals, tender brief, contractor appointment, construction programme, stage gate construction completions, staff training plan and fit out will be sought from the Town Development Board who will also sign off project completion.

Interfaces with Third Parties and Management Approach

6.4.8 A number of key interfaces need to be managed:

- Monitoring of the contractor's progress to ensure that what has been promised through the construction contract is actually delivered.
- Consultation with the general public to assure support for emerging and final designs.

Approach to Solution Development, Confirmation Management and Acceptance

6.4.9 The solution for Cycling and Pedestrian Connectivity (including the Arts and Heritage Trail) has been extensively informed by Stevenage Central Framework, the Local Plan, and other transport related policy. The solution development process beyond this will comprise the following stages.

- i) Objective setting.
- ii) Consultation with the prospective users and local residents.
- iii) Issues identification – examination of how key outcomes are to be realised.
- iv) Specification of requirements that will inform the design briefs.
- v) Identification, investment appraisal and evaluation of solution options.
- vi) Selection of optimum solution.
- vii) Specification of the project.

- viii) Verification that the specification will deliver what is required.
- ix) Interim development of value-improving proposals
- x) Interim checks on the project to ensure that the right product is being built.

Confirmation Management and Acceptance

6.4.10 The confirmation management and acceptance process will cover the reviews and decisions to address:

- the relevance and appropriateness of the objectives
- whether the requirement reflects the objectives and addresses the issues identified
- whether the project specification will meet the preferred solution
- whether the final project outcome has met what was required.

6.5 Programme/Schedule Management

Summary Structure of the Programme

6.5.1 Key elements of the programme are:

Cycling connectivity improvements

- Initial engagement and consultation
- Review and appraisal action list of possible interventions
- Finalise scope of project and update Development Board
- Provide costings to inform budget for project in preparation for tender
- Tender for relevant contractor expertise for the delivery of the schemes

Arts and Heritage Trail

- Engage and consult with the community and businesses
- Review list of current heritage assets listed in the town (Heritage Trail)
- Procure arts for new installations

Summary Timescales

6.5.2 Main milestones are as summarised below.

Milestone	Timescale
Council Authority to proceed	Q1 2022/3
Option appraisal complete producing final scope of project and updated costings	Q1 2023/24
Consultation and engagement	Q4 2022/3
Procurement of design for interventions	Q1 2024/5
Construction Start	Q1 2024/5
Completion	Q4 2025/6

Interdependencies with the Rest of TIP and non-TIP Projects

6.5.3 The interdependencies are as follows.

Dependencies for Success of this Project

TIP

- Completion of the Multi Storey Car Park & zero carbon support infrastructure

Non TIP

- Completion of the new Bus Interchange on time

Projects Dependent on the Success of this Project

TIP

- Marshgate Biotech Office project
- Town Enterprise Centre
- Heritage Museum and New Leisure Space

Non TIP

- Residential and Commercial Development Plot B
- Residential Development Plots A, F, G & K
- Development of future office sites

Decision Points, Assurances, Approvals and Critical Paths

6.5.4 These are summarised as follows.

<p>Key Decision Points</p>	<ul style="list-style-type: none"> • Sign off of final business case. • Sign off of project designs final costings and delivery plan for public realm works. • Sign off of risk mitigation measures. • Authorisation of project start. • Commissioning of interim and final audits. • Sign off of project completion summarised as follows.
<p>Assurances</p>	<ul style="list-style-type: none"> • Integrated review of project risks and strategic risks, mitigation proposals and actions. • Assurance that infrastructure procured will deliver what was intended. • Review of monitoring reports. • Stage gate assessments. • Decisions and interventions in the event of serious delays or emerging major uncertainties. • Interim project audit. • Directions in event of financial and other irregularities if required. • Interventions in event of non-delivery of development agreement. • Sign off of independent audits.
<p>Consents & Approvals</p>	<ul style="list-style-type: none"> • Approval of final business case. • Approval of project designs, final costings and delivery plan for public realm works. • Approval of development agreement. • Approval for project start. • Local authority planning approval. • Sign off of project completion.

Critical Paths and Higher Risk Workstreams	<ul style="list-style-type: none"> • Interim arrangements for reallocated car parking capacity. • Completion of multi-storey car park. • Finalisation of land sale and development agreement.
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Summary of Schedule Hierarchy

Summary of Constraints, Assumptions, and Basis for Programme Durations

6.5.5 These are summarised below:

Issue	(Possible) Constraints	Assumptions	Basis for Programme Durations
Planning	Public dissatisfaction with proposals	Approval expected	Delays would affect project start
Site development scheme	Difficulty in receiving tenders due to resource constraints	Tenders will come through	Delays would affect project start
Site development scheme	Consultation with neighbouring uses may throw up objections	No major issues expected as project expected to benefit neighbouring uses	6 months for design and approval and 21 months for construction

Forecast Completion Date (within stated range)

6.5.6 The forecast completion date is between February and April 2025, target date being March 2026.

6.6 Risk and Opportunities Management

Summary of Risk Management Strategy

6.6.1 The risk management strategy is focused around maximising the popularity of the scheme amongst local residents, and managing the risks of labour shortages and supply chain disruption which could potentially cause delays and bring about cost overruns.

Summary of Processes and Tools

6.6.2 The Town Development Board takes responsibility for the assessment of the project risks and the measures necessary to mitigate them, working with the project delivery team and other sources of assurance such as the auditors.

6.6.3 The board has adopted an assurance plan that provides for an integrated review of project risks and strategic risks, mitigation proposals and actions. As part of this process the board will seek comments on risk profile and combined project risks, mitigation proposals and actions from the SBC audit team. The board will initiate interventions in the event of serious project delays, emerging major uncertainties (e.g. a climate change disaster), non-contract compliance or financial irregularities.

Summary of Risk Themes and Key Risks and Mitigations

6.6.4 The main risk areas relate to:

- Potential delays, due to changing weather conditions, labour shortages or supply chain issues.
- The design of the new complex proving to be unpopular
- Poor delivery performance by the building contractor
- Potential cost overruns.

6.6.5 Key mitigation measures will include:

- Timely commencement of consultation activity in order to identify and address major issues.
- Use of the construction contract to secure a commitment to tight delivery standards, to ensure availability of spare labour and measures to address unforeseen eventualities such as weather and shortages of materials.
- Involvement of a cost consultant will be involved from an early stage of the project to ensure contractor's proposals are realistic and within budget.
- Contractual provisions to manage unforeseen site conditions e.g. physical obstructions or physical conditions.

Approach to Opportunities Management and Realisation

6.6.6 The Town Development Board is attuned to the concept of opportunities management, since its core function is to find ways to maximise the social, community and economic benefits from the resources available within the town. The generation of ideas is a process that is proactively managed by the Council and the Development Board and addressed through the following processes:

- Proactive stakeholder consultation as a means of capturing useful ideas.
- Acquiring new ideas through partnership working.
- Developing options in response to changing circumstances e.g. climate change, disruptive innovation etc.
- Seeking optimum uses of under-utilised resources, such as sites with scope for redevelopment.
- Examining opportunities as a response to identified risks .
- An up-to-date comprehensive vision of where Stevenage wants to be, providing a framework in which ideas can be generated and opportunities identified, evaluated, scoped out and where appropriate taken forward.

6.6.7 These processes are built into the remits, work programme, meeting agendas of the Development Board and relevant Council delivery teams.

Assessment of Opportunities to Gain from Industry Productivity Initiatives

6.6.8 This is an integral part of the process described above as well as being tied into the solutions for the development process. For example:

- The potential use of new construction techniques are constantly considered when specifying tendered contracts.
- Exploiting opportunities brought about by climate change. For example, the provision of charging infrastructure and facilitating the adoption of electric bikes and scooters as an alternative to car use.
- The on-going adoption of digital technologies in all aspects of urban development and operations.

6.6.9 Assessment of these types of opportunity are embedded into the agendas of the Council and Development Board.

6.7 Project Management

Proposed Project Management Approach

6.7.1 The project delivery team will be assembled from key officers within the Stevenage Borough Council Regeneration division. This team will take responsibility for day-to-day project management of the scheme. This will include

6.7.2 The detailed implementation of the project will be set out in a comprehensive delivery plan. This will schedule all activities from project inception, through design, costing, approvals, construction activity through to completion and handover. It will build in necessary ongoing stakeholder liaison processes. The governance structures in place ensure there is responsibility for overall control of the scope and progress the project and for putting in place the necessary assurances.

Key Processes for Controlling Scope, Programme, Cost, Risk and HSE Assurance and Reporting

6.7.3 The final scope, scheduling and budget for the project will be worked up by the project delivery team then presented to the Development Board for consideration. The Development Board will then ensure that the project scope is in line with predefined regeneration objectives and the TIP and that the proposed implementation programme is realistically deliverable.

6.7.4 The Development Board will also review all risks and mitigation measures taking into account any views of the council's internal audit team. It will provide directions to the project delivery team for any additional measures that need to be put in place to minimise risks identified.

6.7.5 A number of the controls will be brought about through the contractual process, in particular provision for addressing possible causes of delay, health and safety assurance, quality control and tight and regular reporting.

Processes for Managing Key Interfaces, Consents, and Compliance

6.7.6 The project delivery team will act as the key vehicle for liaising with the parties such as neighbouring uses, the site developer and contractor for the public realm works. As mentioned

above the control mechanisms will be built into the contractual process for the developer and contractor and a regular process of monitoring will assure that contract compliance. And remedial actions where this is not achieved. The delivery team will also take responsibility for regular liaison with statutory authorities for planning and other consents required throughout the development process. A further dimension is the initial consultation and ongoing liaison with neighbouring uses so that the public realm proposals and any issues that are likely to arise during the implementation phase are dealt with in a satisfactory and cooperative manner.

Approach to Information Management

6.7.7 A designated member of the project delivery team will take responsibility for information management so that all aspects of the project and its progress and related issues arising are comprehensively recorded and reported upon where necessary. Regular monitoring reports will be submitted to the Development Board and relevant service heads within the Council.

Details for Managing Change

6.7.8 The risk register has identified a number of areas where there might be a need for managing change. These could include severe weather conditions, unexpected problems with site conditions or delays caused by labour shortages affecting the development and construction process.

6.7.9 It will be the responsibility of the Development Board to decide on alternative structures, processes, organisational and governance arrangements that may need to be put in place to address major changes of circumstances.

Arrangements for Managing Professional Service Contracts and Third-party Agreements

6.7.10 As mentioned above the contractual process would be a key tool in controlling the performance of the developers and contractors and related outcomes. The responsibility for managing these other agreements will lie with the project delivery team advised and supported by the Council's legal services team.

6.8 Stakeholder Engagement

Key Stakeholders, Interests and Power to Influence Delivery

6.8.1 Key stakeholders and their role or interest in the project are listed below.

Project	Stakeholders	Comment
	Council regeneration team.	Impact on the success of parallel town centre regeneration initiatives.
	Local residents' groups.	Design proposals. Range of activities and facilities to be made accessible in the upgraded spaces.

Strategy to Engage through Development, Delivery

6.8.2 In a wider context, stakeholders views have been captured through the Stevenage engagement programme, encompassing a number of mechanisms.

Local Residents

- A wide range of digital engagement utilising social media other related platforms
- A dedicated Visitor Centre in Town Square open to the public, where people could view, engage with and discuss the regeneration of the town.
- A 'virtual visitor centre', which contains all of the content in a digital platform on our dedicated website; this has enabled the Council to continue to reach residents of all ages and abilities during the pandemic.
- Stevenage residents' survey

Currently engagement is focused on the consultation and promotion of the Council's priority projects.

Business

- Business networking events, a number of project based consultations, such as the Local Plan, SG1, and the Bus Interchange and a number of roadshow events.

Other Stakeholders

- Regular consultation with public sector bodies such as Hertfordshire County Council, the LEP and relevant statutory bodies.
- Project specific consultation as part of the planning process.

6.8.3 The key themes that have emerged from residents, business and community groups are:

- Create inclusive accessible transport.
- Create great spaces to live in and socialise.
- Create a vibrant town centre offer that is a destination for all.
- Create aspiring communities and opportunities that create a lasting legacy. Events through to a wide range of digital engagement utilising social media other related platforms.

Summary of Approach to Communications with Stakeholders Including the Public

6.8.4 The Council's stakeholder consultation and communication processes are well designed, extensive and far-reaching. Stakeholders' views have been captured more widely through the Stevenage engagement programme, encompassing a number of mechanisms. These processes will operate in parallel with the stakeholder consultation process specific to the project as described above in order to fully inform the course and outcomes of the project.

6.9 Benefits, Monitoring and Evaluation

Summary of Benefits Register

6.9.1 Key benefits from the project are summarised as follows.

Health

- Walking and cycling offer the opportunity for healthy exercise.
- Reduced risk of obesity, high blood pressure, high cholesterol and diabetes, stress, anxiety and depression.
- Active travel to school can increase concentration by up to four hours.

Environmental

- Bicycle riders are up to 5 times less exposed to air pollution than car drivers.
- Cycling is circa 7 times more space efficient than vehicular traffic. Vehicles use more space than bikes and deny it for other purposes.
- Bikes require less infrastructure and do much less damage to roads than cars.
- Vehicles spend over 80% of their time parked, so car parking also makes major demands on valuable town centre land that could be developed for other uses.
- Bike riders contribute to quieter and more attractive neighbourhoods with less traffic and improved safety.

Social

- Bikes boost independence for people who do not drive.
- Bikes promote social, economic, age and ability equity.
- Bikes enable young people to be independent and develop healthy habits.
- The critical mass of more people riding make streets safer and more vibrant for everyone.
- Higher quality of life for residents as high quality infrastructure for cycling enhances the appeal of living in the town.

6.9.2 Quantified Outputs are as follows:

Infrastructure Specific Outputs	
Underpasses improved	22
Length of cycleways improved	5km
Length of pedestrian footpaths improved	5km
Cultural assets within a heritage trail integrated	10
Increase in walking trips per day	987
Increase in cycling trips per day	595
Standard Economic Outputs	
Jobs Created	15
Commercial Floorspace Developed sqm	240
Indirect Jobs	6
Construction Jobs	51
Additional GVA Generated per Annum	£1,500,006
Additional Annual High Level Skills Qualifications Attained	3

Approach to Developing a Benefits Realisation Plan and its Approval

- 6.9.3 The benefits realisation plan will focus primarily on assuring successful delivery of the following outcomes.
- i) Successful delivery of the interventions which improve connectivity with increased usage of the cycle and pedestrian network
 - ii) Successful delivery and launch of the Arts and Heritage trail
 - iii) Wide recognition of the quality of the scheme amongst local residents, prospective employers, investors and house buyers considering Stevenage.
- 6.9.4 The benefits realisation plan will define the mechanisms through which the benefits projected from these outcomes are fully met. Thus, the plan will demonstrate the positive impact it will have on establishing a positive perception of the cycleways and encouraging residents shift to walking and cycling. Establishing the Arts and Heritage trail will support the aspiration to enhance the image of Stevenage as a high-quality place to live and work and in which to invest

Arrangements for Tracking and Reporting Benefits Through Delivery

- 6.9.7 The tracking and reporting of benefits through delivery will be closely tied into the formative, interim and summative evaluation process described below. This will be based on defining what needs to be measured against each type of benefit and the method of doing so. Key mechanisms to be established in the regard will include:
- i) Recording update of cycleway and pedestrian network usage
 - ii) Surveys and focus groups amongst community, businesses and other stakeholders who use the cycle and pedestrian network
 - iii) Surveys amongst local residents.
- 6.9.8 These activities will be built into the benefits realisation plan and scheduled accordingly. The plan will then be presented to the town development board for review and approval.

High Level Strategy for Monitoring and Evaluating Benefits Realisation

- 6.9.9 Internally the project will be subject to continual evaluation and monitoring through the governance structures and arrangements outlined above. It is intended that key milestones are built into the programme to monitor the tracking of projected outputs and outcomes (e.g. at planning consent, start on site, completion).
- 6.9.10 In parallel, the evaluation will seek to clarify whether the project achieved what it set out to do and what benefits accrued from it from the points of view of a range of stakeholders. Points to be clarified in evaluation to discussions with stakeholders would be:

The Council

- Did the Town Fund help accelerate the development and help meet defined targets?
- Was the money spent wisely and could better value for money had been achieved?
- Has the centre been a catalyst in forming or strengthening partnerships leading to measurably higher levels participation in cultural and entertainment activities locally?

General Public

- How satisfied have users become with the upgraded spaces and new retail core gateway?
- What use has been made of the new capacity and of new activities made accessible as part of the new scheme?
- What else did external visitors do in the town centre and how much was spent on food and beverages and other activities there.
- Case studies on experiences of individuals from marginalised groups
- Examples of home buying and investment decisions that were influenced by the project coming forward.

Community and Voluntary Sector

- How the project impacted on individual quality of life and wellbeing.

Stevenage Planning and Regeneration Team:

- To what extent has the project helped to build momentum for wider regeneration in the town centre and beyond?
- How have other developments or improvement projects been encouraged as a result of this project?
- To what extent has footfall within the town centre increased since the completion of the project?
- What lessons can be drawn from the policies for stimulating new or enhanced animation and vibrancy within the town centre.

Building contractors

- How well was the project programme planned and implemented?
- Was the site preparation implemented adequately?
- How could the implementation process overall have been improved?

6.9.11 The evaluation will determine whether the outputs and non-quantified benefits projected from the project have been delivered. This will partly be evaluated by quantitative measures, monitoring the impact of the project in terms of outputs i.e., the number of residential units, floorspace and jobs that are created. Both core and non-core outputs will be monitored and evaluated by SBC.