

Executive Summary: Cycling & Pedestrian Connectivity (incl. Arts & Heritage)

*Prepared for the Stevenage Development Board
Full Business Cases are available on request*



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Executive Summary from Business Case Assurance Panel

Project Title

Cycling & Pedestrian Connectivity (Incl. Arts & Heritage Trail)

Assurance Panel Feedback

Assurance Panel discussion was held on the 10th February 2022 and a summary of comments is provided below.

Overall the panel discussion was very positive and supportive of the business case.

The Panel unanimously supported the business case, with the following minor amendments to be incorporated:

- Ensure that the existing cycleway is acknowledged as an asset, and agree an early audit to identify challenges and issues, to inform interventions
- Ensure that following engagement, interventions are prioritised in accordance with Regeneration and AMAT benefits
- Ensure that alongside delivery of quick wins, detailed proposals come back before the Board prior to spending on those elements being defrayed. This should not slow down the delivery of elements that are ready to go, to ensure a positive spend profile is maintained
- Ensure lighting, security and signage are picked up as potential network-wide areas to invest in
- Interactive installations that combine art and play have the potential to be very effective
- Be clear on what this funding can achieve; up to 5km of outputs, not enough funding to transform the whole network – targeted interventions that will get more people using active modes of travel and enjoying our heritage assets

Recommendations for Stevenage Development Board

To acknowledge and endorse the progression of this business case to Accountable Body processes.

To endorse the condition for SBC and HCC to work together on producing prioritised options appraisal with detailed cost plan of schemes within the next 12 months and brought back to board.

Overview

Project Title
Cycling & Pedestrian Connectivity (Incl. Arts & Heritage)
Project Location
Stevenage Town Centre and surrounding linkages
Partner/Co-Funding Organisations
HCC
Total Project Costs (£)
£7,000,000
Total Town's Fund Allocation (£)
£3,500,000
Other Public Sector Investment (£)
£3,500,000 (SBC £500,000 Other £3,000,000)
Total Third Sector Investment (£)
N/A
Total Private Sector Investment (£)
N/A

Project Description

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.

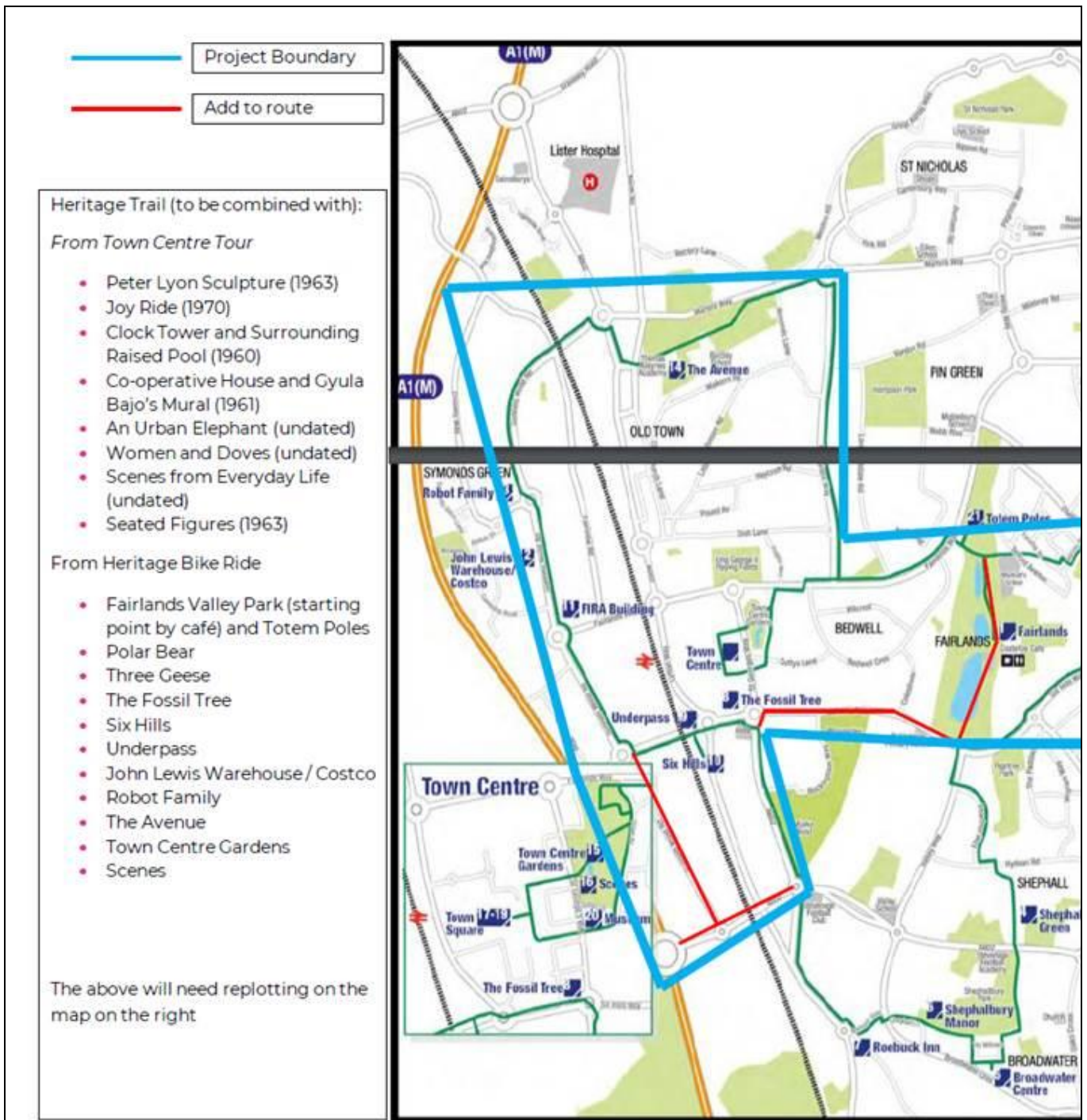
However, over the years parts of the network have become fragmented and disconnected with redevelopment and lack of investment and now this asset is viewed as underutilised. With this expansive network and significant improvement required, a phased strategy of improvements is required. Phase 1 covers 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, as well as identifying opportunities within the Stevenage Town Investment Plan to tackle areas where cycling and pedestrian connectivity are compromised.

The proposal

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 can be viewed in the map below.



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>

Key Purposes of the Project

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	√	
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		√

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, 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.

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 identity and character.

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.

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.

This is the next phase of improvements for the network and public realm spaces, however, completing a succinct area of the cycleway will highlight its potential and further match funding can be sought after for the remaining areas.

Configuration of the Project

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, which 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

Strategic Case

Indicate how this project meets the Town Investment Plan Vision (<i>tick</i>)		
	Reflecting and Re-Interpreting our New Town Heritage for future generations	✓
	Embracing Sustainable Travel to maximise the benefits of our strategic location and link our communities with jobs and leisure	✓
	Transforming our Town Centre as a key place of opportunity and integration for business, residents and visitors	✓
	Upskilling and providing opportunities for all our people to benefit from innovation & growth	
	Supercharging the growth of National and International Business Base	
Indicate which <i>challenge(s)</i> this project intends to meet (<i>tick</i>)		
	Challenge 1: Ageing Infrastructure – Urban Disconnections and a Brake on Growth	✓
	Challenge 2: Bridging the Skills Gap and Raising Aspirations	
	Challenge 3: Town Centre Transformation	✓
	Challenge 4: A Resident Population Being Left Behind	
	Challenge 5: Lack of Suitable Modern Space for Growth	
Indicate which <i>opportunity(ies)</i> this project supports (<i>tick</i>)		
	Opportunity 1: National and International Gateway for UK PLC	✓
	Opportunity 2: Innovation Hub, High Growth Potential and STEM City	
	Opportunity 3: The Untapped Potential of Stevenage People	
	Opportunity 4: Building Wealth and Reclaiming Expenditure	✓
	Opportunity 5: Reviving Stevenage’s Sustainable Travel Network	

Policy Alignment (List only, 2.3)	
National Policy	Local Policy
<ul style="list-style-type: none"> • The UK Government’s Build Back Better Plan for Growth • Department for Transport (DfT) Cycling and Walking Investment Strategy • Highways England Cycling Strategy 	<ul style="list-style-type: none"> • Hertfordshire Local Transport Plan (LTP3) 2011-2031 • Hertfordshire County Council Active Travel Strategy 2013 • Hertfordshire Health and Well Being Strategy • Hertfordshire LEP Strategic Economic Plan • Local Industrial Strategy Grand Challenges • Stevenage Local Plan 2019-2031 • Stevenage Central Framework • Healthy Stevenage Strategy • Stevenage Cycle Strategy • Stevenage Arts & Cultural Strategy
Expected Outputs/Outcomes (2.5.11)	
<u>Infrastructure Specific Outputs</u>	
Underpasses improved	22
Length of cycleway 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
<u>Standard Economic Outputs</u>	
Jobs created	15
Additional GVA generated per annum	£1,500,006
Additional annual high level skills qualifications attained	3
Wider Outcomes and Benefits (2.5.12)	

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 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.

Economic Case

Economic Benefits (3.3.1)

See table of outputs/outcomes above.

Basis of Infrastructure Specific Output Projections

- 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.
- 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.
- 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.
- 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.

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	431	230	595

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.

Value for Money Assessment	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

Non-quantified impacts and benefits are summarised below:

Project	Impact	Assessment of Benefits
Cycling & Pedestrian Connectivity (Incl. Arts & Heritage)	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

Place Based Analysis (3.6.1)

Target Area	Central Core, Stevenage Town Centre, SG1
External Dependencies	<ul style="list-style-type: none"> • 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	<i>See table of outputs/outcomes above.</i>
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	<ul style="list-style-type: none"> • Will help generate a small increase in town centre footfall and spending • Stronger attraction of well qualified home buyers to live and work in

target area or wider spatial area	<p>Stevenage.</p> <ul style="list-style-type: none"> • Increased investor confidence. • Acceleration of sales of new homes and transformation. • Generation of indirect employment.
Adverse effects on protected groups	None identified.
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</p>

cycling to work and for leisure journeys. Links to schools are particularly important.

Hertfordshire County Council Active Travel Strategy 2013

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 LEP Strategic Economic Plan

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.

Local Industrial Strategy Grand Challenges

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.

Local Policy Alignment

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.

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.

The Sustainable Travel Town and the LCWIP

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

	<p>the existing and planned walking and cycling network</p> <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 planning and delivering 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> <p>The 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.</p>
<p>Dependency on the successful delivery of other proposals</p>	<p>Continued house building and new offices in the town centre to assure a demand driver for additional walking and cycling trips.</p>
<p>Link of Benefits Estimated Link to Theory of Change and Strategic Case</p>	<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.

Financial Case

Funding Profile (4.2.6)

	Funding Profile	Total
	Town's Fund	£3,500,000
	SBC	£500,000
	Other Public Sector	£3,000,000
	Total	£7,000,000

Funding Schedule (4.2.7)

Source	22/23	23/24	24/25	25/26	Total
Town's Fund	£400,000	£1,000,000	£1,200,000	£900,000	£3,500,000
SBC	£0	£0	£0	£500,000	£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

Commercial Case

Delivery Model (5.2.4-6)

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

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.

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

Risks (5.2.11)

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	and 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.

Management Case

Next steps and project organisation

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.

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 Contract manager	Well-developed stakeholder engagement strategy, organisation and processes Devising high impact regeneration solutions Delivery through partnership and contract	Delivery Partnerships Expert and experienced highways and transport teams
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



1.1