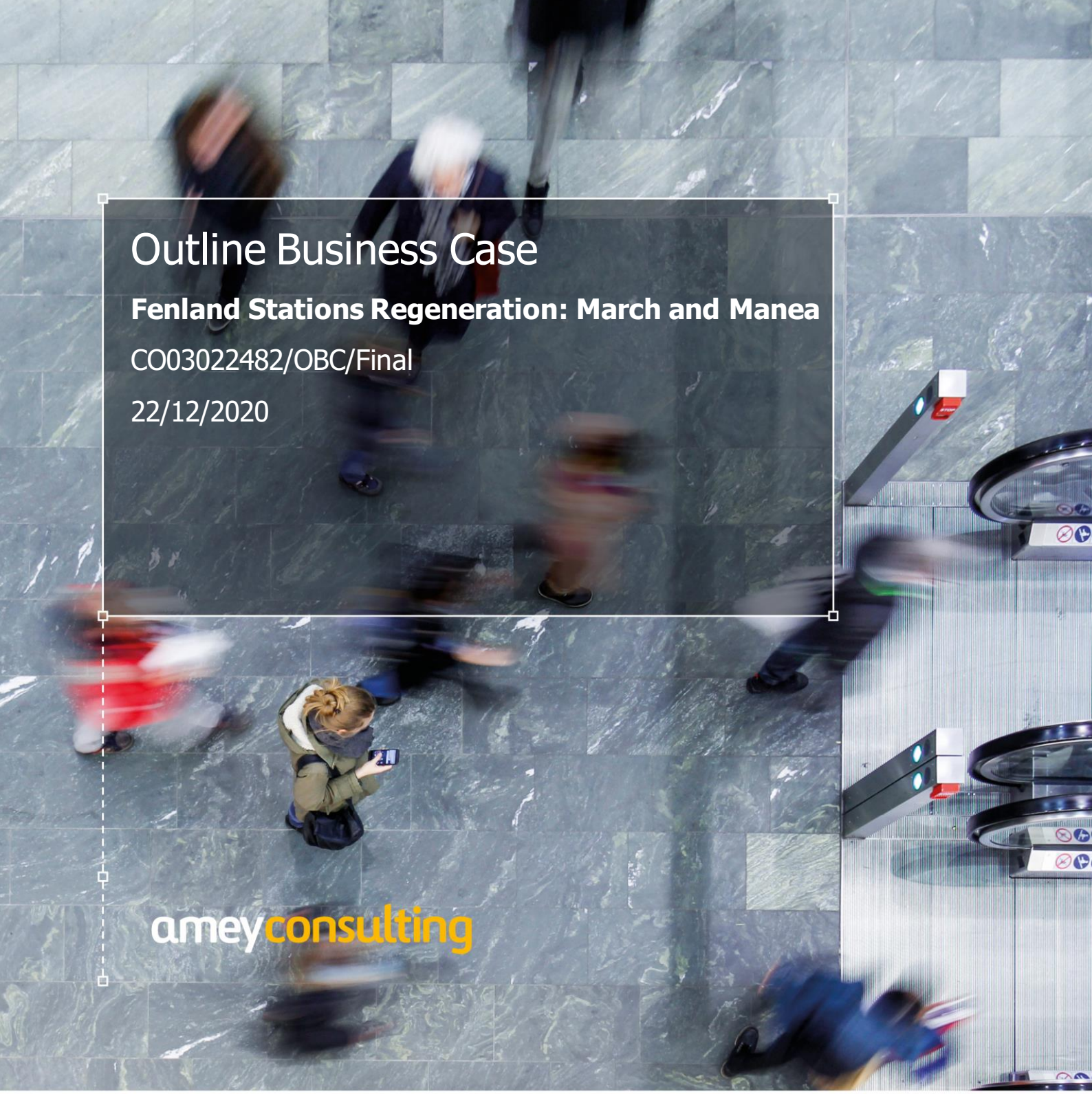

Outline Business Case

Fenland Stations Regeneration: March and Manea

CO03022482/OBC/Final

22/12/2020

ameyconsulting

Fenland
CAMBRIDGESHIRE
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1. Executive Summary

1.1. Introduction

1.1.1 This business case sets out proposals for investment in the Fenland communities, enabling them to take greater advantage of rail connectivity to access jobs, education and services and to encourage and enable sustainable growth in the area.

1.1.2 The modest proposed improvements in station facilities at Manea and March stations complement the bigger investment in improved rail services in the area, including capacity improvements at Ely North and Soham, increased services, new stations (eg Cambridge North and South) and more stops. Together these investments will provide significantly better rail provision, not only for Manea and March but also for the surrounding communities, including the 9,000 people living in Chatteris and those in the rural hinterlands, which have no direct rail service.

1.1.3 The provision of park and ride, a key element of the proposal, is especially important in meeting the needs of this wider community, complemented by easier ticketing, improved information and a more attractive, safer environment for station users. These two Fenland stations are inter-dependent, with users being able to choose between the stations for travel to a range of destinations. To reflect this, we have undertaken a combined business case which encompasses both stations, encompassing the needs of existing users, new users taking advantage of the increased parking and people looking to move into the area, for whom rail connectivity will be a key factor.

1.1.4 This is especially important post-Covid since there is a drive towards more distributed living in areas distant from the core economic growth areas, including those around Cambridge and Peterborough. This provides a real opportunity for the Fenland communities to attract new people to live in the area, and rail connectivity provides one of the key attractors. Failure to grasp this opportunity will lead to a continued decline for the Fenland communities, as well as an increased reliance on high levels of unsustainable car travel.

1.1.5 The scheme demonstrates good value for money with the benefit to cost ratio for the funding being asked of the CPCA being 3.26 without the current level of optimism bias which is 9% and 2.99 with it. The Net Present Value of the benefits is £4.84m without optimism bias and £4.65m with it.

1.2. Strategic Case

1.2.1 The Cambridgeshire and Peterborough Combined Authority's (CPCA) Business Plan includes £8.7 million in the 'costed but not yet committed' category for the Fenland Stations Regeneration Project (FSRP). This allocation is subject to confirmation of costs and benefits through the work being conducted by Fenland District Council (FDC), rail franchise operator Greater Anglia (GA) and Network Rail (NR), and completion of a successful business case.

1.2.1 Fenland communities are remote from the growing centres of employment and rely on good transport links to maintain their economic and social wellbeing. Highway links in the area are generally slow and unreliable, and the rail service provides a critical role in ensuring people can access jobs, education, training and key services such as healthcare.

1.2.2 The Fenland area has largely been bypassed by the economic success of the Greater Cambridge area to the south. There are significant areas of deep deprivation especially around Wisbech and north and east of March.

1.2.3 Both Manea and March railway stations serve a wide area, including substantial communities such as Chatteris and Wisbech, which have no railway stations of their own. Driving to a nearby station from these communities, and from the large surrounding rural areas, is very important.

1.2.4 The plans for housing growth in the Fenland communities are important in terms of providing adequate housing to the wider population and to the continued sustainability of the communities themselves. An important part of the offer, especially in meeting the needs of working families, is in terms of rail services and the access to jobs and services which this facilitates.

1.2.5 11,000 new homes and 9,000 local jobs are proposed for Wisbech, March, Whittlesey and Chatteris but without large, sustainable increases in transport capacity journey times are likely to increase significantly and become more unreliable.

1.2.6 Investment in the rail service, especially in terms of station facilities and parking, is crucially important. As well as the larger scale investments in the area (including the new Cambridge South station and capacity increases at Ely North Junction) and the services themselves (including frequency increases on the Peterborough to Ipswich service) the complementary interventions set out in the business case form an important part of the customer offer. Better waiting facilities, improved shelters, better information, ticketing equipment and parking facilities will all make the service more attractive to existing and new residents in the area.

1.2.7 The availability of the rail service and the improvements set out in the business case will also make a significant contribution towards lowering car-dependency. Although short journeys may be made to the stations, longer trips to destinations such as Peterborough and Cambridge will be reduced. Many local trips to the stations can be made by walking and cycling, helping to provide more sustainable, inclusive communities.

1.2.8 Fenland has a long and strong tradition of community involvement in its railway starting from before FDC, Cambridgeshire County Council (CCC) and Fenland Strategic Partnership (FSP) developed the 'Fenland Rail Development Strategy 2011 – 2031' (FRDS). This has provided a detailed framework for actions to promote and develop stations, train services and community involvement in the Hereward Line ever since. One of the outcomes of the FRDS was the Hereward Community Rail Partnership (CRP) which has since been heavily involved in rail proposals.

1.2.9 In recognition of these issues, the Mayor of the Cambridgeshire & Peterborough Combined Authority has identified the station improvements as a key priority and has allocated

resources from the Devolution Deal to ensure delivery. This will provide significant betterment for the communities and, as the longer-term rail improvements are brought in, there will be a sustained augmentation of these benefits.

1.2.10 The Fenland Stations Regeneration Project (FSRP) has two phases with the current transport business case being for Phase One only. The FSRP is one element of the wider railway improvements in the area.

1.2.11 The way proposals fit strategically at national, regional, local authority, local community and rail industry level.

1.2.12 The wider **objectives** are

- To enable improved access to jobs and services for the Fenland community by:
  - Influencing the rail industry to provide more services, including early morning and late evening services.
  - Influencing the rail industry to stop more trains from Fenland stations at Cambridge North.
  - Improving station facilities and access.
  - Working collaboratively with the Hereward Community Rail Partnership, local authorities, community groups and station users to facilitate continuous improvement in rail services, station facilities, information and access. The Hereward CRP has an ongoing programme to raise awareness of the railway and stations and to encourage their use.
- To accommodate housing growth in the area by
  - Improving rail services and station facilities
  - Improving access to the stations
  - Providing parking for cyclists and motorists
  - Complementing the wider masterplans and regeneration programmes for three towns – March, Wisbech and Chatteris.
- Improve levels of passenger service at Fenland rail stations by:
  - Providing improved waiting, ticketing, security and information services
  - Improving access to the rail station from the surrounding community
  - Improving car and cycle access and parking
  - Improving integration with bus and taxi services
- Accommodate and enable longer and more frequent train services at Fenland rail stations by:

- Lengthening short platforms to accommodate longer trains
- Supporting the wider rail investment, including the Ely capacity improvements which will enable the hourly Peterborough-Ipswich service.

1.2.13 The measures covered by this business case are:

Manea Station

- Provision of a station car park to provide car parking facilities, with the number determined in relation to land availability, cost effectiveness and design considerations;
- Design and provision of a new waiting shelter with a specification to match the location at an unstaffed station and to meet customer requirements for inclusive access, safety and comfort, as well as minimising ongoing cleaning and maintenance requirements, all on Platform 1;

March Station

- Redesign and reconstruction/renovation of the ticket office, waiting room, toilets and shop to improve their attractiveness, improve their functionality, address current dilapidation and reduce ongoing maintenance requirements (all on Platform 1);
- Provision of additional car parking spaces providing the optimum number of spaces possible within the available land, with due regard to safety, security and access, including access for people with limited mobility or other impairments.

1.3. Economic Case

1.3.1 The methodology for appraising the benefits is in two parts:

- Calculate the passenger demand that individual station facilities and 'exogenous' factors such as population growth could generate for a period into the future and;
- Calculate the societal benefits generated for and by the extra passenger demand. Some of these benefits are economic and can be monetised whilst social and environmental benefits are qualitatively presented.

1.3.2 The method for establishing passenger demand uses empirical evidence from elsewhere that has been gathered by the rail industry into the Rail Passenger Demand Forecasting Handbook (RPDFH).

1.3.3 Elasticities are applied to baseline ticket data to forecast the demand for facilities. Ticket data comes from the industry wide LENNON database - Latest Earnings Networked Nationally Overnight – and has been provided for 2017/18 which therefore forms the base year for forecasts.

1.3.4 Future year forecasts are based on how population is expected to grow as well as there being an element for growth related to the provision of new station facilities and increasing jobs and services in Greater Cambridge and Peterborough etc. Doubling of the

frequency of GA's service between Peterborough and Ipswich is anticipated to take place in 2029 after rail infrastructure improvements are made in the Ely area.

Demand element	**March** forecast no. of passengers (entries and exits)	**Manea** forecast no. of passengers (entries and exits
Year 2017/18 Actual no. of entry and exits as per Office of Road and Rail station data	**404,345**	**15,947**
2021/22 Business case forecast including growth from increased population and generated by new station facilities	**452,400**	**18,200**
2029/30 Further growth from 2021/22 plus rail service frequency improvements in 2029	**622,000**	**31,600**
2036/37 Continuing growth	**669,600**	**33,800**

1.3.5 'Present Value Benefits' (PVB) are calculated for each year. Note that the values presented below are for the Core Scenario, that is, they include the forecasted effected of the proposed station facilities and car parks as well as the impact that the increase in population and other background growth will have on passenger demand. They do not include the impact of increased rail services. This is because these are dependent on other factors such as the Ely improvement.

1.3.6 There are three parts to the PVBs:

- "Willingness to pay" (WTP) values for new station facilities;
- The value of improved safety and security resulting from increased and improved parking provision; and
- Marginal External Costs (MECS), which include monetised road traffic decongestion benefits, savings in road accidents and reductions in environmental externalities such as greenhouse gases.

1.3.7 Taking each in turn:

1.3.8 **WTP:** The monetary benefits of the new station facilities, in 2010 prices, adjusted for inflation and discounted for the 15 year appraisal period from 2021/22 to 2036/37 are:

- March: £49,195
- Manea: £6,191

1.3.9 **Car park safety and security**: The equivalent time savings related economic benefits in the core scenario are as follows:

- March: -£517,564 (At March the figure is negative because the £4 or £5 parking fee outweighs the monetary value of safety and security improvements.)
- Manea: £298,855

1.3.10 **MECS:** Shown in the table in £s millions for the 60 year period from 2021/22.

	Congestion	Infrastructure	Accidents	Local Air Quality	Noise	Greenhouse Gases	Indirect Taxation	TOTAL
MARCH	6.270	0.030	0.680	0.010	0.050	0.3100	-0.540	**6.790**
MANEA	0.329	0.001	0.038	0.008	0.002	0.0016	-0.037	**0.358**

1.3.11 The PVB for the two stations is £6.984m over the appraisal period.

	March	Manea	Total March + Manea
WTP value (2021/22 to 2036/37)	£0.049m	£0.006m	£0.055m
Equivalent time savings (2021/22 to 2081/82)	-£0.518m	£0.299m	-£0.219m
MECs (2021/22 to 2081/82)	£6.790m	£0.358m	£7.147m
Present Value Benefits Total	**£6.321m**	**£0.663m**	**£6.984m**

1.3.12 Present Value Costs (PVCs) showing 2020 prices, and 2010 prices to compare with the PVBs, are shown in the next table. The impact of 9% optimism bias - as recommended in DfT's TAG guidance for rail projects at this stage of their development - is also shown.

1.3.13 The cost of construction to the CPCA is £2,744,325 in 2020 prices. This excludes management and business case development costs, third party contributions such as funds towards cycle storage facilities that have been secured through the Rail Cycle Fund and developer contributions. Proposal development costs are included in the table.

1.3.14 Overall, the benefit to cost ratio (BCR) - calculated by dividing the PVB by the PVC - for the funding being asked of the CPCA is 3.26 without 9% optimism bias and 2.99 with it. (This is for both construction and development/management.) The Net Present Value of the benefits (PVC – PVB) is £4.84m without optimism bias and £4.65m with.

1.3.15 Stand-alone BCRs are 4.00 for March and 0.88 for Manea.

1.3.16 A much higher level of optimism bias (63%) would produce a 'minimum' BCR of 2.00 across both March and Manea. This is close to 64% which is the level recommended at Level 2 Pre-Feasibility Stage. This project is well beyond this stage.

1.3.17 For the BCR at March alone to fall to 2.00 would need optimism bias of 218%! Without a change in either the costs or benefits, optimism bias at Manea on its own would need to be negative for its BCR to reach 2.00.

Item	CPCA Construction and Management (2020 prices)	(2010 prices)	Plus Optimism bias	With optimism bias (2010)
March: Capital cost	£1,925,650	£1,319,665	9%	£1,438,434
March: Management and Business Case Development	£183,333	£130,067	9%	£141,773
MARCH Total	**£2,108,983**	**£1,449,732**	**9%**	**£1,580,207**
Manea: Capital cost	£818,675	£561,173	9%	£611,678
Manea: Management and Business Case Development	£183,334	£130,067	9%	£141,773
MANEA Total	**£1,002,009**	**£691,240**	**9%**	**£753,451**
TOTAL COST	**£3,110,992**	**£2,140,972**	**9%**	**£2,333,659**

PERCENTAGE OPTIMISM BIAS	MARCH	MANEA	TOTAL
9%	PVB = £6.321m PVC = £1,580m **BCR = 4.00**	PVB = £0.663m PVC = £0.753m **BCR = 0.88**	PVB = £6.984m PVC = £2.334m **BCR = 2.99**
63%			PVB = £6.984m PVC = £3.486m **BCR = 2.00**
218%	PVB = £6.321m PVC = £3.160m **BCR = 2.00**		

1.4. Value for Money Summary

1.4.1 The overall Core Scenario 'Benefit Cost Ratio' for the measures at March and Manea is medium to high.

1.4.2 The impact of more trains after 2029 will be to increase the BCR further.

1.4.3 GA will add considerable value to the initial capital investment having agreed to maintain and, if needs be, renew the station facilities within the lifetime of its franchise.

1.4.4 There is a wide range of benefits:

Economy – Economy and Regeneration

- The scheme will encourage and support development and housing in the area.
- The new facilities (especially the car parks) should support improved rail services which will, in turn, provide additional access to education, jobs and services elsewhere.
- The facilities will lead to a reduction in traffic congestion and accidents especially on the approaches to Cambridge and Peterborough.

Environmental – Emissions

- Reduced traffic will lead to a reduction in greenhouse gas emissions, noise and improvement in air quality.

Environmental – Landscape/Townscape

- The surroundings of the stations will be improved especially at March, which is a key gateway to Fenland.

Social – Security of users

- The improvements will be designed with personal security in mind and the increased usage will enhance this further.

1.4.5 The following table shows the main risks currently associated with the projects. (L = low, M = medium).

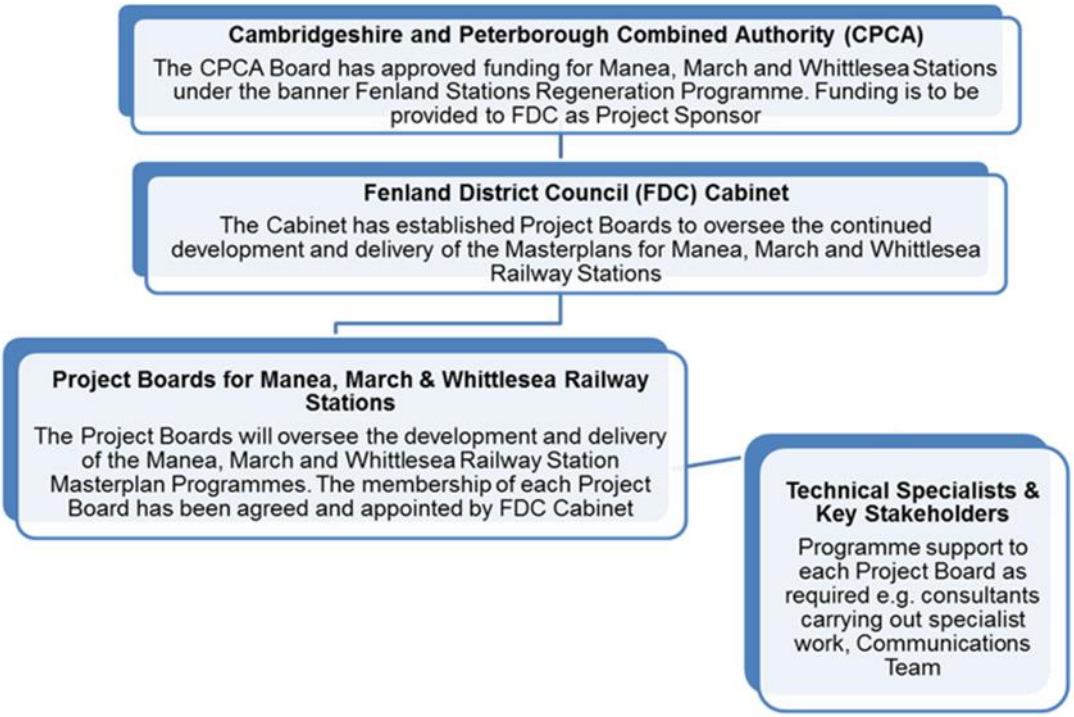
Potential Project Risk and comment	Risk Assessment	Estimated cost (October 2020)	Potential change in cost
Manea Station Car Park			
Negotiations with landowner fail. Unlikely as heads of terms and valuation have been agreed and FDC has an option to purchase.	L	£800,000	+/-20%
Ground surveys indicate difficult conditions for construction. Whilst currently a field, ground conditions (drainage) are often more costly to overcome in Fenland by dint of the low lying nature of the land	M		
Planning approval not given. Unlikely since negotiations with planning and highway authorities have been positive	L		
Manea Station Shelter			
Implemented	-	£60,0000	0%
March Station Extended Car Park			
Costs have still to be finalised. The extended car park will be managed by NCP on behalf of GA. Parking charges will be introduced in line with charges in the existing charges. Some drivers park on street to avoid paying to park now. The risk is that this will continue	M	£1,200,000	+/-30%
March Platform 1 Improvements			
Costs depend on which option the public choose for the scheme. It also depends on the results of the structural survey which has yet to be completed. Costs could be much less if the building is in good condition and the public choose the more limited scheme.	M	£718,750	+/- 30%

1.5. Management and other issues

1.5.1 FDC took the strategic decision at an early stage not to procure station facilities directly but to engage GA's station design and procurement expertise instead. This will be the case except for Manea car park which will be designed and built in house.

1.5.2 The outcome of procurement processes is always reported to the Project board for the relevant station. From a public accountability perspective the Project boards make decisions through elected representatives and the organisations who attend the board. The FDC Cabinet Member for transport is the Chairman of the Project board and would

have a casting vote if necessary.



1.5.3 The car park extension at March is at the point of detailed design and early contractor involvement. Procurement and build will follow, the latter completing by March 2021, followed by the launch and promotion.

1.5.4 For the March Station Platform 1 improvements:

- Survey work, public consultation and choice of the preferred option are complete
- Next comes the tender specification and appointment of a contractor;
- Construction is expected between January and June 2021;
- Launch will be in July 2021

1.5.5 The shelter programme for Manea is now complete including launch and promotion.

1.5.6 The programme for Manea Car Park is as follows:

- The planning application process is nearing completion;
- The land purchase process is underway and awaits the outcome of the planning process;
- Detailed design work is pending;
- Procurement of the contractor to build the site was due to take place in September 2020 with the build anticipated to be completed by April 2021;
- Launch, promotion and final completion in June 2021.

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ABBREVIATIONS

BRP	Benefits Realisation Plan
CA	(Cambridgeshire and Peterborough) Combined Authority
CCC	Cambridgeshire County Council
CPCA	Cambridgeshire and Peterborough Combined Authority
CP	Control Period
CPCA	Cambridgeshire and Peterborough Combined Authority
CPIER	Cambridgeshire and Peterborough Independent Economic Review
CRP	Community Rail Partnership
DfT	Department for Transport
FBC	Full Business Case
FDC	Fenland District Council
FOMRS	Friends of March Railway Station
FSP	Fenland Strategic Partnership
FSP TAG	Fenland Strategic Partnership, Transport and Access Group
FSRP	Fenland Stations Regeneration Project
FSRRS	Fenland Stations Rail Regeneration Strategy
GA	Greater Anglia
GRIP	Governance for Rail Investment Projects
LENNON	Latest Earnings Networked Nationally Overnight
LTP	Local Transport Plan
LTTS	Long Term Transport Strategy
MEP	Monitoring and Evaluation Plan
NR	NR
OBC	Outline Business Case
PCC	Peterborough City Council
PENRUG	Peterborough, Ely and Norwich Rail Users

(R)PDFH	(Rail) Passenger Demand Forecasting Handbook
SDO	Selective Door Operation or Selective Door Opening
SOBC	Strategic Outline Business Case
TOC	Train Operating Company
TDM	Transport Development Manager (Fenland District Council)
XC	Cross Country Trains

2. Introduction

2.1. Overview

2.1.1 This report provides the Outline Business Case (OBC) for improvements and regeneration to March and Manea stations on the railway line between Peterborough and Ely. The line is known locally as the Hereward Line.

2.1.2 Amey Consulting was asked by Skanska to develop the Strategic Outline Business Case (SOBC) and subsequent Outline Business Case (OBC) and possibly a Full Business Case (FBC). Skanska and Cambridgeshire County Council (CCC) are partners in Cambridgeshire Highways, the framework under which this business case has been procured. The client lead authority is Fenland District Council (FDC).

2.1.3 The SOBC provides the case for interventions which could further the aims and objectives of the relevant business plans of the sponsoring organisation. It should outline potential options and consider whether such interventions could ultimately be delivered with value for money.

2.1.4 The Cambridgeshire and Peterborough Combined Authority's (CPCA) Business Plan includes £8.7 million in the 'costed but not yet committed' category for the Fenland Stations Regeneration Project (FSRP).1 This allocation is subject to confirmation of costs and benefits through the work being conducted by FDC, rail franchise operator Greater Anglia (GA) and Network Rail (NR), and completion of a business case which meets the criteria set out in the Cambridge and Peterborough Devolution Assurance Framework2; the Treasury Green Book and Department for Transport (DfT) guidance on the preparation of Transport Business Cases3.

2.1.5 This OBC is the second of three phases when making major investment decisions:

- Phase One – The SOBC provides the underlying justification for the project,
- Phase Two – The Outline Business Case (OBC) identifies the preferred option for delivery from a shortlist and includes a detailed business case which is developed to a level where the project is capable of being given approval in principle;

[1] http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Business-Plan-2019-20-dps.pdf Page 27. £2.7m in 2019/20 and £3m in each of 2020/21 and 2021/2. Allocated under 'Costed but not yet committed' schemes.

[2] http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Assurance-Framework.pdf February 2017. The Assurance Framework aims to allocate public resources in accordance with the law and proper standards and in an efficient and effective way that delivers both the outcomes required and value for money.

[3] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/85930/dft-transport-business-case.pdf

- Phase Three – Full Business Case (FBC) which, if required, adds any further details of contractual and delivery arrangements along with confirmation of the costs and benefits.

2.1.6 Each phase should contain the Treasury's 'Five-case model':

- The Strategic Case – the case for change
- The Economic Case – value for money
- The Commercial Case – commercial viability
- The Financial Case – affordability
- The Management Case – achievability;

2.1.7 To quote NR: "As with all transport infrastructure investment, enhancements to the rail network will only be considered when a business case demonstrates that the proposed investment offers value for money…. Key factors for the promoter to consider include:

- *The benefits that the scheme will provide, for example increasing revenue by attracting new passengers to the railway;*
- *Any negative impacts of the scheme upon existing passengers and freight operators, both on the railway network and on other local transport infrastructure;*
- *The whole life cost of the scheme, including any ongoing subsidy that might be required, and potential funding sources. It is important to ascertain how this would fit into railway industry funding cycles and other infrastructure investment cycles (both rail industry and local transport investment streams).*

2.1.8 Without a positive business case a scheme will not be taken forward for consideration by railway industry stakeholders.[4]"

2.1.9 The FSRP has two phases and this transport business case is for Phase One only. Phase One includes various on-station improvements and new car parks at March, Manea and Whittlesea Stations. This OBC combines March and Manea stations. The business case for Whittlesea will be addressed later.

2.1.10 In Phase Two the focus will be on NR's contribution to improvements at Manea and Whittlesea. This will involve the preparation of designs and costs related to platform lengthening at both stations and a new pedestrian footbridge at Whittlesea. NR has completed a Governance for Rail Projects 3A (GRIP 3A) analysis but has yet to commit to GRIP4 work.

[4] Investment in Stations. A Guide for Promoters and Developers. December 2014. http://archive.nr.co.uk/browse%20documents/rus%20documents/route%20utilisation%20strategies/network/working%20group%202%20-%20stations/investmentinstations.pdf Page 6.

Fenland Stations Regeneration Project (FSRP)

2.1.11 The FSRP is an element of wider railway improvements in the area including new passenger trains, separate station facilities improvements that are being made by GA as part of its franchise commitments, proposals for service frequency improvements and new railway links such as Wisbech to March ('Wisbech Rail').

2.1.12 These proposals will increase rail use, a key objective for NR and the Train Operating Companies [TOCs] and they will result in a reduction in road traffic and congestion, contributing to the wider social, economic and environmental objectives of the CPCA and FDC.

2.1.13 Engagement of local communities in rail issues has increased significantly in recent years with strong support from the Hereward Community Rail Partnership (CRP), stations' Friends groups and individual Station Adopters. Wide stakeholder engagement has taken place for example with the Fenland Strategic Partnership Transport and Access Group (FSP TAG) and through regular public consultation exercises.

2.1.14 Significant progress has already been made by FDC and Hereward CRP working in partnership with CCC, NR and the TOCs. This OBC and subsequent stages of the business case describe this progress.

2.1.15 In summary:

- There is significant commitment to rail investment in the wider area, including the new Cambridge North Station, the proposed Soham and Cambridge South stations, the Ely Area Capacity Enhancement scheme (EACE) and long-term plans for East-West Rail to link Oxford and Cambridge via Bicester, Milton Keynes and Bedford.
- There is strategic regional support for improving rail services from Fenland stations to Peterborough and Greater Cambridge for the region to function as a single entity in the longer term;
- There is strong local support for service and station improvements as evidenced by an effective CRP which is supported day to day by FDC, and by stakeholder involvement through FSP TAG and wider public engagement.
- FDC, CCC and Fenland Strategic Partnership[5] (FSP) developed the 'Fenland Rail Development Strategy 2011 – 2031' (FRDS) which, for many years now, has provided a detailed framework of actions to promote and develop local stations, train services and community involvement in the Hereward Line;

[5] The Fenland Strategic Partnership (FSP) brings together all of the local agencies and organisations that are dedicated to improving the district and making life even better for Fenland residents and businesses. The FSP (Fenland Strategic Partnership) brings together local agencies and organisations to focus on projects that improve the quality of life for local people. The aim is to co-ordinate services across organisations, reduce duplication and focus on areas that are not being looked at by other organisations. https://www.fenland.gov.uk/fsp

- The regional Combined Authority (CA) has included £8.7 million for Fenland station projects in the 'costed but not yet committed' category of its Business Plan. Release is subject to a convincing case for investment;
- GA trains franchise holder Abellio will increase the frequency of trains stopping at March, Manea and Whittlesea on the Peterborough to Ipswich service from two hourly to hourly. This is dependent on the capacity improvements at Ely;
- The Cross-Country re-franchising process, which is currently on hold pending the findings of the Government's Rail Review,[6] provides the opportunity to increase the number of trains stopping at Fenland stations, especially March, on the Peterborough to Cambridge and Stansted Airport service.
- The CA has also committed to developing Wisbech Rail with trains one day running through to Cambridge. The FRDS also supports Wisbech Rail.
- Longer trains have been introduced on the Peterborough to Ipswich service replacing the 2-car units with 4-car ones. FDC and Hereward CRP, with funding from the CA, commissioned NR to develop GRIP 3A[7] proposals to provide platforms at Manea and Whittlesea that are long enough to stop four-car length trains. Currently, new trains require Selective Door Operation (SDO) because the platforms are too short for 4-car units.
- Masterplans have been developed for each station that are based on the FRDS.

2.2. Area Wide Context

2.2.1 Fenland is very flat! The area is dominated by extensive fields, drains and dykes which make it one of richest agricultural areas in Britain. These features are only interrupted by occasional large farms, the old market towns of Wisbech, March and Chatteris, and the city of Ely with its famous 'Cathedral in the Fens'. The Fenland economy has for years been built on the farming and food industries. The food industry is well established, and related processing, storage, packaging and distribution has become more sophisticated and diverse. The predominantly rural economy has also included a strong industrial tradition, including brick making, printing and engineering.

2.2.2 The fens, and specifically the local authority district of Fenland, lies north of Cambridge and east of Peterborough (see Figure 1 below). Wisbech (population 31,500 at the time of the 2011 Census) is the biggest town. Its residents tend to look towards King's Lynn for employment and services, as well as having employment within the town itself. March (22,300 in 2011) focuses more towards Peterborough, Ely and Huntingdon. The railway station in Whittlesey goes by the older name of Whittlesea.

[6] https://www.gov.uk/government/groups/rail-review

[7] GRIP means Governance for Rail Investment Projects. It is the management and control process developed by NR. GRIP3 is 'option selection' stage.

2.2.3 The Cambridgeshire and Peterborough Independent Economic Review8 (CPIER) noted in September 2018: *"It (the Cambridgeshire and Peterborough Combined Authority area – (see Figure 2)) is not one unified economy but three quite different ones. The south of the area is prosperous and attracts many international businesses to come and grow. Skills levels and wages are high. Secondly, to the north around Peterborough there is much industry and potential, however deprivation levels are higher, and many residents feel untouched by the economic success of the Greater Cambridge area. This is also true in the agricultural areas and market towns that make up the third area, broadly defined as the fens.*

2.2.4 *"In the Greater Cambridge economy, businesses have brought about revolutionary advances in a wide array of fields, transforming lives around the world. The impacts of business growth have not been entirely positive, however. Growth in employment has not been matched by corresponding house-building, or developments in infrastructure. Consequently, house prices have soared, and journey times have increased as congestion has intensified. This has meant that many have been forced to endure unpleasant commutes or been priced away from the city altogether due to the unaffordability of rents.*

2.2.5 *"In Peterborough, one of the UK's more successful New Towns, we see a very different picture…. It continues to be a magnet for engineering talent (but) has challenges of its own. It has a lower proportion of higher-level skills than elsewhere in the area, and educational and health outcomes in Peterborough are relatively poor.*

2.2.6 *"The fens are, however, in some ways the most challenged economically of the three. Many market towns have lost their former glory and struggle to attract or retain young people. The development of the knowledge economy, with its high premium on proximity and agglomeration, has left rural communities struggling to maintain distinctive high-value industries. Steep reductions in the price of agricultural output have led to consolidation among farming businesses. Much of the need for low cost labour has been met by migrants, leaving business with a challenge as Brexit looms."*

2.2.7 CPIER goes on to say that *"There is a clear worry that many of the market towns are in danger of stagnation, as economic activity drifts towards larger centres, and populations age, not being replaced at the bottom end by younger newcomers. Undoubtedly, there are economic trends which are not kind to small towns: decline of traditional industries and the rise of 'footloose' technological industries; the rising importance of the knowledge economy, with its emphasis on proximity to, and collaboration with, other workers from a wide spectrum of disciplines; an increasing preference among the young to live in urban environments; online shopping replacing the traditional high street; and a declining importance in arable land ownership for economic power since the industrial revolution.*

2.2.8 *"We must be realistic about the significant differences that exist, and ensure that each gets an approach tailored to its own needs… (However) we believe the complementary*

[8] http://www.cpier.org.uk/media/1672/cpier-report-151118-lowres.pdf Executive Summary.

strengths of these three areas need to be harnessed for the benefit of the whole, and that over time, we should seek to strengthen linkages between them."

2.2.9 *Planning for and investment in strategic transport infrastructure is prioritised appropriately so that growth and regeneration is properly serviced and the effects of congestion on productivity are addressed*."9

Some key facts
The wider region of Cambridge and Peterborough is one of the fastest growing parts of the UK.
Between 2001 and 2011 Peterborough's population grew by 17%, more than double the average for England.
Over 25,000 new homes and 20,000 new jobs are planned for Peterborough alone, between 2011 and 2031[10]. 72,000 homes are planned for Cambridgeshire in the same period.
In the same period travel demand is expected to grow by 28% in Cambridge and 30% in Peterborough.
40% of Fenland District workers travel out of the district for work.
Commuting times around Cambridge are more than one and half times the average.
In 2011 only 3.5% of journeys to work by Fenland residents were by public transport.

Table 1 Some key facts about the area

2.3. Regional Connectivity

2.3.1 The A1/A1(M) provides the main north/south trunk road to the west of Cambridge and Peterborough whilst the A47 connects west/east from the M1 at Leicester to Peterborough, Wisbech, King's Lynn and Norwich. The A14 connects to the A1(M) at Huntingdon and provides a high capacity link between Peterborough and Cambridge. Highways England and CPCA are currently considering options to improve the A47.

2.3.2 The Fenland road network is poor. March is on the single carriageway A141 which connects north to the A47 at Guyhirn for journeys to Wisbech and beyond, and southwards it passes through Chatteris and Huntingdon before connecting to the A1M via the A14. Whittlesey is located on the A605. In addition to the limited network of single carriageways, many routes are indirect. For example, the 'crow flies' distance from Manea to central Cambridge is 20 miles whilst by road it is 29 miles.

2.3.3 A journey by road from March to Cambridge is typical of poor connectivity in the area. Google Maps indicates that the 32 mile journey via Chatteris, the A142 and the A10 takes between 55 and 80 minutes in the off peak and 70 to 120 minutes in the peak (before the

[9] http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Combined-Authority-Spatial-Plan.pdf Page 14

[10] https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/Draft_Long_Term_Transport_Strategy%20%281%29.pdf?inline=true Page 1-2.

COVID-19 outbreak.) (Table 2). The combination of indirect road links and increasing congestion on the approaches to Cambridge meant that the average length of car commuter trips in the Cambridge area was already 20% greater than the national average in 2001.

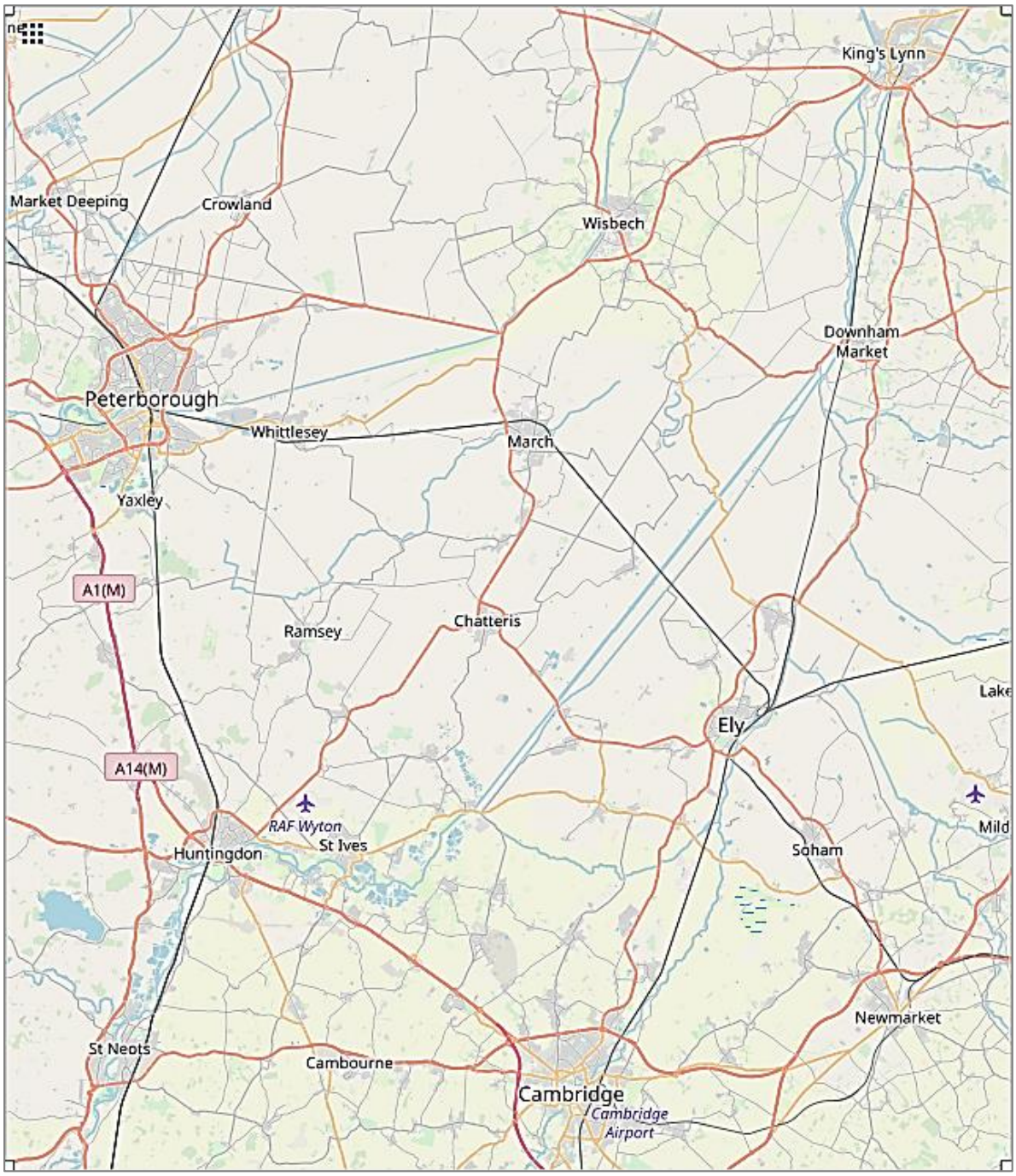


Figure 1 Fenland, Cambridge and Peterborough, also showing March, Whittlesey, Huntingdon, Wisbech and King's Lynn. (OpenStreetMap)

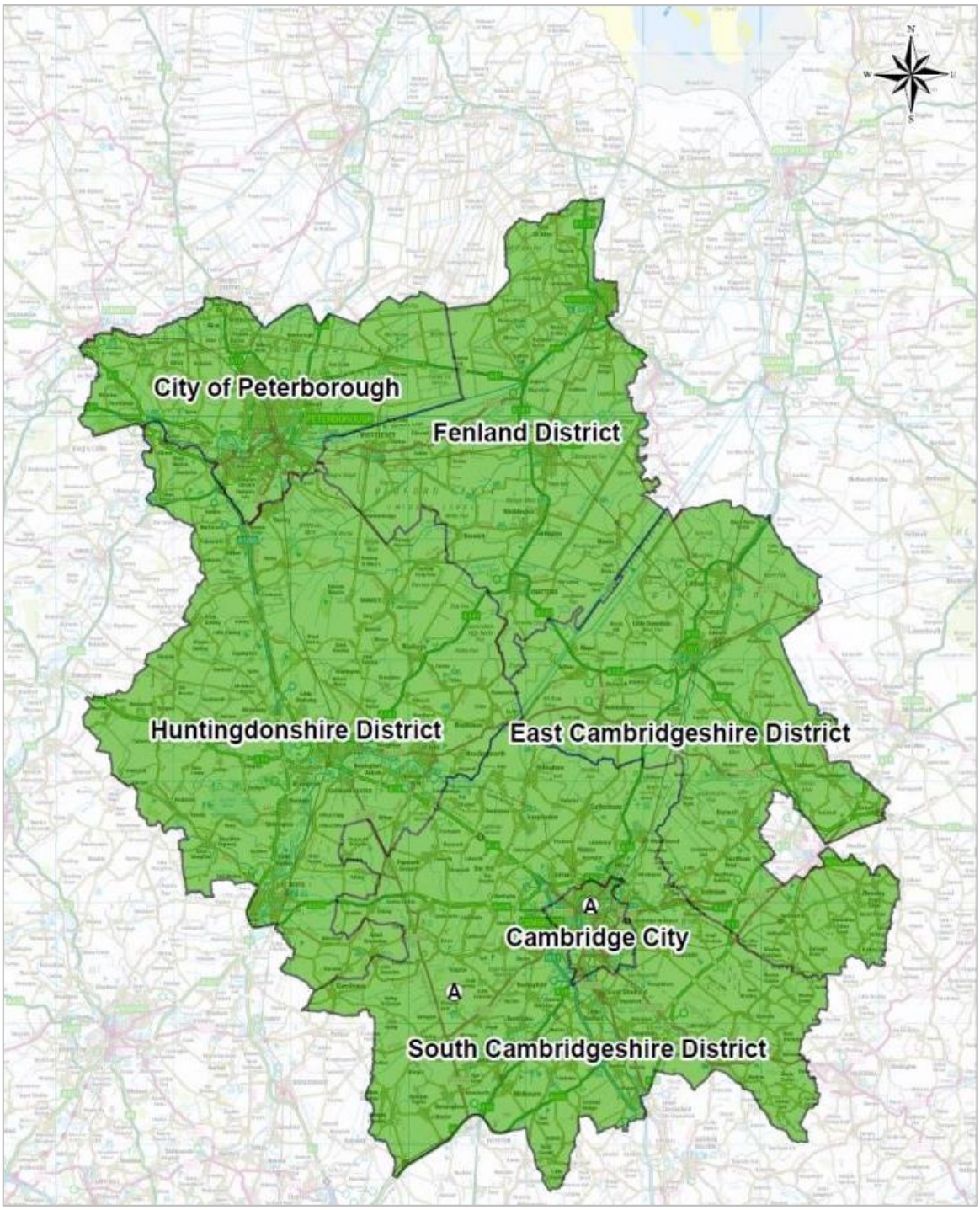


Figure 2 Cambridgeshire and Peterborough Combined Authority area and the six local authority areas within it (source: bidwells.co.uk)

2.3.4 March's development originally accelerated because of the railway. Passenger trains now call hourly at the town on the Birmingham – Leicester – Peterborough – March - Ely – Cambridge – Stansted Airport service operated by Cross Country Trains; and every two hours on the Peterborough – Ely – Newmarket – Bury St Edmunds – Ipswich local service provided by Greater Anglia. Express services provided by East Midlands Railway between Liverpool and Norwich also call at March eight times a day. (Appendix B)

2.3.5 Manea is served by the two hourly Peterborough to Ipswich trains and the Cross Country service stops a few times a day in each direction.

2.3.6 The journey time for through-trains between March and Cambridge is 35 minutes, considerably quicker than by road. March to Peterborough takes 15 minutes on non-stop services and it takes around 40 minutes from Manea to Cambridge by direct trains.

	Approx. miles	AM peak Journey time	PM peak Journey Time[11]	Depart 12 noon
March to Cambridge Business Park	29.5	55 mins to 1 hr 50 at 7.15am	55 mins to 1hr 30 at 4.45pm	45 mins to 1hr
March to central Cambridge	32.5	55 mins to 1hr 50 at 7.15am	1hr 5 to 1hr 50 at 4.45pm	55 mins to 1hr 20
March to central Peterborough	21.5	35 mins to 1hr 5 mins at 8am	40 mins to 1hr at 5pm	35 mins to 55 mins
Manea to central Cambridge	29	1hr to 2hrs at 7.30am	55 mins to 1hr 25 at 4.45pm	50 mins to 1hr 15mins

Table 2 Typical distances and midweek road journey times to major cities in the region

2.3.7 March Station is north of the town centre (Appendix A), a 15 minute walk from Broad Street (0.7 miles), 4 minutes by bike and 3 minutes by car.). The Manea, March and Wisbech bus service (number 56) stops outside the station. It currently has parking for about 50 vehicles though some drivers park on street nearby, possibly to avoid the £5 peak and £4 off peak parking fee.

2.3.8 The distance from the centre of Manea (Rose and Crown pub) to its station is 1.2 miles taking an average of 23 minutes to walk, 5 minutes to cycle and 3 minutes to drive. No bus services stop at the station, the nearest bus stop being 0.7 miles away on Stagecoach 56 service. This operates three times a day between Wisbech, March and Manea. There is no car park at the station at the moment.

[11] Time for reverse direction, that is, to March, Whittlesey or Manea

3. The Strategic Case

3.1. Introduction – The Strategic Imperative

3.1.1 The Fenland communities are remote from the growing centres of employment and rely on good transport links in order to maintain their economic and social wellbeing. Highway links in the area are generally slow and unreliable, and the rail service provides a critical role in ensuring people can access jobs, education, training and key services such as healthcare.

3.1.2 Both Manea and March railway stations serve a wide area including substantial communities such as Chatteris and Wisbech which have no railway stations of their own. Driving to a nearby station from these communities, and from the large surrounding rural areas, is very important.

3.1.3 The plans for housing growth in the Fenland communities are important in terms of providing adequate housing to the wider population and to the continued sustainability of the communities themselves. An important part of the offer, especially in meeting the needs of working families, is in terms of the rail service and the access to jobs and services which this facilitates.

3.1.4 Investment in the rail service, especially in terms of station facilities and parking, is crucially important. As well as larger scale investments in the area (including the new Cambridge South station and capacity increases at Ely North Junction) and services themselves (including frequency increases on the Peterborough to Ipswich service), the complementary interventions set out in this business case form an important part of the customer offer. Better waiting facilities, improved shelters, better information, ticketing equipment and parking facilities will all make the service more attractive to existing and new residents attracted to the area.

3.1.5 The availability of the rail service and the improvements set out will also make a significant contribution towards lowering car-dependency. Although short journeys may be made to the station, longer trips to destinations such as Peterborough and Cambridge will be reduced. Many local trips to the station can be made by walking and cycling, helping to provide more sustainable, inclusive communities.

3.1.6 In recognition of these issues, the Mayor of the Cambridgeshire & Peterborough Combined Authority has identified the station improvements as a key priority and has allocated resources from the Devolution Deal to ensure delivery. This will provide significant betterment for the communities and, as the longer-term rail improvements are brought in, there will be a sustained augmentation of these benefits.

3.2. Business Strategies

3.2.1 A RAG (Red, Amber and Green) analysis comparing the strategic fit of the FRSP with the aims of national, regional, local and community strategies and policies, along with some additional complementary documents, has been undertaken and is summarised in Table 3. It indicates that there is a strong positive fit with policies at all levels.

	Strong positive fit with policy
	Neutral/minimal +ve/-ve strategic fit with policy
	Strong negative fit with policy

3.3. Community links

3.3.1 Fenland has a long and strong tradition of community involvement in its local railway. Community plays a key part in this transport business case so it is important to introduce the strategic role it has played in the development of rail schemes in the area.

3.3.2 Against a background of decline of many rural towns, Fenland communities which benefit from rail services have a significant advantage. Rail connectivity provides the potential to access jobs and services outside the immediate area, without reliance on the car. Taking advantage of this requires investment in improvements and sound management to help benefit the communities served. This led to the introduction of the Hereward Community Rail Partnership [CRP].

3.3.3 Community Rail is a national initiative that aims to ensure that local rail lines remain relevant, with community rail organisations playing their part in attracting increased ridership. The DfT's 'Connecting Communities with the Railways: The Community Rail Development Strategy'12 wants community rail organisations to flourish as inclusive, independent, sustainable groups so they are well placed to deliver the key pillars of:

- Providing a voice for the community;
- Promoting sustainable, healthy and accessible travel;
- Supporting social and economic development.

3.3.4 GA committed to investing £3.5m in **Community Rail Partnerships (CRPs)** during the lifetime of its franchise from 2016 to 2025, including the local CRP: *"Our approach will embed rail into the heart of local communities by enabling, empowering, and engaging with existing Community Rail Partnerships to help them grow the rail market and make local lines and stations a stronger part of their local communities. This will be underpinned by an enhanced package of funding, technical and commercial support and a more professional approach to business planning.*

12 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756054/connecting-communities-with-the-railways-the-community-rail-development-strategy.pdf November 2018

Level	Aim/objective/policy	Strategic Fit of the FSRP
National		
National Planning Policy Framework (2012)	Build a strong, competitive economy	
	Ensure the vitality of town centres	
Transport Investment Strategy (2017)	Build a stronger, more balanced economy by enhancing productivity and responding to local growth priorities;	
	Support the creation of new housing.	
	Create a more reliable, less congested, and better-connected transport network that works for the users who rely on it;	
Creating Growth: Cutting carbon: Making Sustainable Local Transport Happen (2011)	Make alternatives to driving more attractive, transferring existing and new car trips onto public transport, walking and cycling, especially for short journeys.	
Regional		
CPCA 'What we do' page http://cambridgeshirepeterborough-ca.gov.uk/about-us/what-we-do/	Double the size of the local economy – 100,000 new homes, 90,000 new jobs and an increase in the CA area population from 850,000 to 1 million by 2050;	
	Deliver outstanding and much needed connectivity in terms of transport and digital links;	
	Improve quality of life by tackling areas suffering from deprivation;	
	Transform public service delivery so it is much more seamless and responsive to local needs;	
	Accelerate house building rates to meet local and UK need.	
CPCA's Strategic Spatial Framework. Towards a Sustainable Growth Strategy to 2050 (undated)	Support healthy, thriving and prosperous communities;	
	Give access to a good job within easy reach of home;	
	Be environmentally sustainable.	

	Address sub-regional issues in Fenland including: ▪ The narrow and relatively low economic base dominated by declining or slow growth sectors; ▪ Low economic participation and lower than average incomes; ▪ Underperforming market towns or local centres and lack of quality employment space; ▪ Relatively poor transport infrastructure;	
CPCA Local Transport Plan (2020)	Deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all	
	Reduce reliance on the car whilst recognising the importance of it for rural areas that have poor connectivity. Invest in a safer, more accessible, integrated, well-connected and sustainable transport system.	
	Improve connections between the poorer northern area of the CA with the Greater Cambridge area including through schemes such as Wisbech to March Rail.	
	Rail policies include: ▪ Develop a more reliable, integrated, passenger-friendly rail network; ▪ Facilitate improvements to railway stations to improve the experience of travelling by train; ▪ Explore options to expand the rail network to link to new settlement, corridors and growth areas; and ▪ Support frequency and journey time enhancements to rail and intercity rail links to improve connectivity and capacity.	
	Support integrated rural travel hubs, railway stations being ideal locations for this.	
	Support the funding of station enhancements to improve the quality of station and waiting facilities, platform lengthening at Manea and Whittlesea and access to, from and at stations.	
	Support for Ely Area Capacity Enhancements, Wisbech Rail, faster and more frequent rural services between Birmingham and Stanstead Airport and new stations.	
Local		
Fenland Local Development Plan (2014)	Pro-growth with 11,000 new homes and 7,200 new jobs between 2011 and 2031. Emerging local plan currently supports 11,500 new homes between 2019 and 2040	

	Major new housing developments planned for March, Wisbech and Chatteris	
	Policy LP15 promotes a sustainable transport network that improves accessibility for everyone by all modes of transport whilst also increasing the potential for alternatives to car travel	
Fenland Town Masterplans – 'Growing Fenland' (undated)	Boost jobs, infrastructure and growth with new transport initiatives to stimulate growth and create employment.	
	Support for a commuter shuttle from Chatteris to Manea and Ely stations.	
	A new park and ride scheme from Whittlesey town centre to Peterborough	
	Shuttle bus from Wisbech to March Station	
Local Rail Community		
See description below, also See https://www.fenland.gov.uk/herewardcrp	Hereward Community Rail Partnership: ▪ Promote local rail services and stations; ▪ Make small improvements to local stations; ▪ Help station adopter groups such as Friends of March Station; ▪ Enable local people to have their say about railways in their area; ▪ Regularly engage with train operating companies to identify improvements that could be made; ▪ Help achieve priorities in the FRDS and the Station Masterplans for March, Whittlesea and Manea.	
CRP/FDC: Fenland Rail Development Strategy (2011)	Establish a formal link between the planning process and rail development for the ongoing funding of rail development work; (e.g. Section 106 contributions) A bus service link from each station with a service level that reflects local demand; Appropriate facilities for bus passengers at railway stations; Platform extensions at Manea and Whittlesea to accommodate longer trains; Adequate parking arrangements at each station for cars, motorbikes and cycles; Ongoing support for the CRP, Station Groups and Adopters etc.; Ensure there is active delivery of the communication strategy and the components within the strategy;	

	Ensure there is wide spread communication about rail services and stations across Fenland District in a good range of locations that are not specific to the railway. In partnership with the CRP and the Rail Industry, look to improve the timing of connections on existing services to improve journey times; Have a minimum of hourly services from Whittlesea and two hourly from Manea; Increase the number of Norwich – Liverpool trains stopping at March; Ensure there are more trains to Stansted Airport and Birmingham New Street for longer periods of the day. Services to stop at March and Whittlesea. Ensure that March ticket office remains a staffed station; Work with train operators and other stakeholders in relation to car park charging. Electrification of the Peterborough – March – Ely line; Wisbech to March reopening; Direct services from Fenland to London; Rail connections from Chatteris including a shuttle service to Manea, March and Ely stations and increased train services from Manea.	
The Rail Industry		
NR Anglia, Strategic Business Plan 2019 – 2024	Provide a safe, high performing, efficient and sustainable railway; Grow capacity in the Anglia region to enable an uplift in passenger and freight volumes; Station improvements to reduce congestion, increase volumes and improve safety; 13% more trains calling at stations across East Anglia; The Ely Area Capacity Enhancement (EACE) scheme to enable additional freight and passenger train paths through the Ely area;	
Greater Anglia Train Operating Company	As a priority provide a safe, clean, punctual and reliable train service; Make it easier to buy tickets with the introduction of more facilities; Keep passengers informed about services, any planned changes and during disruptions.	

Table 3 Key aims, objectives and policies RAG assessment at National, Regional, Local and Community level

3.3.5 *"We also plan to work with local stakeholders to upgrade the valuable work and contribution of Station Adopters and to see more of them.*

3.3.6 *"We'll also work with CRPs and local stakeholders to maximise opportunities for third party funding for station improvements, especially to deliver wider social, economic, and environmental benefit.*

3.3.7 *"In addition to this investment, we will inject £750,000 into schemes that can improve the community and customer experience of our rail network through a Customer and Communities Improvement Fund.*

3.3.8 *"Greater Anglia also participates in a Station Adopter Scheme where members of the public can 'adopt a station' and help out with gardening projects, creative community art projects, taking part in station health checks or being the eyes and ears of their station."*[13]

3.3.9 Cross Country is also actively involved in CRPs and recently provided training to Hereward CRP's 'Transport Champions'. This was to help them " *think about the best way to frame their questions and the importance of listening so they can help people make informed decisions about choosing public transport*."[14]

3.3.10 **Hereward CRP** was launched in 2012 to focus on the railway line and stations between Peterborough and Ely[15]. It takes its name from the 11th Century Anglo-Saxon nobleman who led local resistance in Fenland to the Norman conquest.

3.3.11 The CRP's[16] aims are included in Table 3.

3.3.12 The organisation, supported day-to-day by FDC, has successfully lobbied for a number of partnership projects aimed at improving the passenger experience. March Station successes include:

- A lunchtime and additional evening and weekend stops on the Liverpool – Norwich service. This makes half day visits to places like Norwich possible from Fenland District without having to change trains
- An additional ticket machine on Platform 2 - this was achieved through lobbying as part of the DfT Anglia franchise competition
- Cycle parking on Platform 2 - this was also achieved through lobbying as part of the DfT Anglia franchise competition

3.3.13 Manea station successes have included:

- A two hourly railway service where there was previously a very limited service at either end of the day;

[13] https://www.greateranglia.co.uk/about-us/community-rail-partnerships

[14] https://www.crosscountrytrains.co.uk/community-news-feed/january-2019/hereward-crp-transport-champ

[15] https://www.fenland.gov.uk/herewardcrp

[16] https://herewardcrp.org/

- Customer information screens
- One ticket machine
- New help points/assistance

3.3.14 The CRP is championed by the **Fenland Strategic Partnership Transport and Access Group** (FSP TAG) and its day to day management is through FDC. A steering group oversees the management of the CRP which consists of local authorities and rail company representatives. The full partnership includes a wide variety of local organisations:

- Abellio Greater Anglia
- Cambridgeshire County Council
- Cross Country Trains
- East Midlands Trains
- Fenland District Council
- Friends of March Station
- Manea Parish Council
- Peterborough, Ely and Norwich Rail Users Group
- Street Pride groups
- Whittlesey Town Council

3.3.15 Lastly, the **Friends of March Railway Station** was formed in 2009 since which it has completed a number of projects ranging from painting of the footbridge and pillars to positioning track and laying new ballast. At the Abellio Greater Anglia Station Adopter Awards in 2014 the group won the Best Adopter Group category. In 2015, they won Best Adopter Group again but were also highly commended for their event to celebrate the 130th anniversary of the station held in September 2015. In October 2019 they were given a special award for 10 years of achievements.

3.3.16 Manea has a station adoption group. which has won awards at the Greater Anglia Station Adoption awards. In October 2020 one of the adopters received the judges special award for their outstanding contribution.

3.4. Rail Service Provision

3.4.1 The national rail network is divided into nine area networks called 'Routes'. The Route covering the Hereward Line is part of **NR Anglia**. Anglia's Strategic Business Plan 2019 – 2024[17] has the following purpose and vision respectively: " *We believe that everything we do is to connect city, town and country to improve the lives of people in Anglia"* and

[17] https://www.networkrail.co.uk/wp-content/uploads/2018/02/Anglia-Route-Strategic-Plan.pdf

"when we accomplish our vision, we imagine a world where we are delivering a safe, high performing railway with greater capacity and efficiency to power economic growth and make Anglia a place where people want to live, work and invest."

3.4.2 NR Anglia's objectives are included in Table 3 above.

3.4.3 NR's Strategic Plan does not include firm commitments to fund any schemes since its direction and funding comes mainly from other sources such as the Government, Train Operating Companies (TOCs), local and regional authorities. Anglia notes, for instance, that: "*The cross-country corridor, from Felixstowe to Ipswich, Ely, Peterborough and beyond, is key for both passenger and freight services, with enhancement priorities in the Ely area, Ely to Soham and at Haughley Junction. These are captured under the Felixstowe to the Midlands and North (F2N) work-stream (so) the inclusion of this item as it is as yet unconfirmed as a project.*[18]"

The rail industry Long Term Planning Process is the 30 year strategy for the rail network in Great Britain. It is comprised of three different elements which together define the future capability of the rail network: Market Studies forecast future rail demand and develop conditional outputs for future rail services based on stakeholders' views of how rail services can support delivery of the market's strategic goals. The London and South East[19] and Freight Market Studies[20] are relevant to the Hereward Line. Route Studies (for example, for Anglia Route) develop options for future services and for development of the rail network based on the conditional outputs and demand forecasts from the Market Studies. They assess those options against funders' appraisal criteria in each of NR's devolved Routes. Route Studies inform the development and delivery of timetables, infrastructure maintenance and renewals for the network. Cross Boundary analysis, where services cross Route boundaries as, for example, between Peterborough and Whittlesea, consider options for services that run across multiple routes to ensure that consistent assumptions are made about services.

Table 4 A brief explanation of NR's approach to investment strategy

EACE

3.4.4 The Ely Area Capacity Enhancement (EACE) Programme is a portfolio of work identified in response to the findings of NR's Anglia Route Study. The Anglia Route Study confirmed the need for an extensive infrastructure enhancement programme to upgrade the rail network in the Ely Area with the aim of facilitating increased freight services from Felixstowe, additional services between London Kings Cross and King's Lynn, increased regional services from Ipswich to Peterborough and Cambridge, Norwich to Cambridge and increased inter-regional services to and from the Midlands and beyond. The overall scheme aims to develop capacity for at least 11 trains per hour (tph) through the Ely area.

[18] Ibid. Page 44

[19] https://cdn.networkrail.co.uk/wp-content/uploads/2016/11/London-and-South-East-market-study-1.pdf

[20] https://cdn.networkrail.co.uk/wp-content/uploads/2016/11/Freight-Market-Study.pdf

3.4.5 The timescale for implementation of EACE and consequent improvements in train services is unclear. For forecasting purposes, the Economic Case assumes that it will be 2029 when additional train services will be introduced on the Hereward Line.

TOCs

3.4.6 Whilst NR owns and manages track and signalling infrastructure, three passenger Train Operating Companies and rail freight operators use the Hereward Line:

3.4.7 **Greater Anglia** (GA) is part of a wider transport group, Abellio Transport Holdings. The DfT awarded the franchise to GA to operate services until October 2025.

3.4.8 They operate the two-hourly interval service between Peterborough and Ipswich and intend to double this once infrastructure constraints including at Ely are resolved. Trains call at Whittlesea, March and Manea.

3.4.9 GA also manages each of the stations considered here. The freehold for the stations is held by NR.

3.4.10 The **Cross-Country** franchise is operated by Arriva. The franchise period was due to end in October 2019 but a review of the rail industry by the Government has led to this being delayed until 2020.

3.4.11 Cross Country operate the hourly Birmingham to Cambridge and Stansted Airport service calling at March. Some services also call at Whittlesea and Manea.

3.4.12 The service pattern post-refranchising has still to be established, though there is a strong rail industry expectation that the frequency between Birmingham and Stansted will double at some point during the next franchise period.

3.4.13 **East Midlands Railway** operate the express service between Liverpool and Norwich that calls at Peterborough and Ely with only a couple of stops a day at March. The franchise is operated by Abellio, the same company that operates the Greater Anglia franchise. The through service is expected to be terminated in 2022 when the Norwich portion will end at Nottingham.

3.4.14 **Intermodal rail freight** is also becoming an increasingly important user of the Hereward Line. By 2043 it is predicted that two freight trains per direction per off-peak hour will be required to satisfy demand for freight movement to and from Felixstowe[21].

3.5. Summary Issues and Problems Identified to Date

3.5.1 Within the context of the policy framework, the underlying problems and issues that have emerged are as follows:

[21] https://cdn.networkrail.co.uk/wp-content/uploads/2016/11/Freight-Market-Study.pdf Page 81

- Fenland has largely been bypassed by the economic success of the Greater Cambridge area to the south. There are significant areas of deep deprivation especially around Wisbech and north and east of March.
- The road network is relatively poor and indirect. Without investment in connectivity there is a significant risk that Fenland will continue to miss out on the benefits of growth in the south of the county.
- 20% of Fenland householders do not own a car so walking, cycling and public transport are important for ensuring that residents meet their daily needs. Nevertheless, whilst 40% of residents commute out of Fenland District to work, only 2.5% of all commuting is by public transport.
- 11,000 new homes and 9,000 local jobs are proposed for Wisbech, March, Whittlesey and Chatteris but without large, sustainable increases in transport capacity increases journey times are likely to increase significantly and become more unreliable.
- Fenland railway stations and the trains that serve them provide links from the surrounding communities to jobs and services in the sub-region. Capitalising on this, to achieve the goals of the CA to reduce economic and social disparity across the area requires modest investment in facilities linked to improvements to stations and the rail services themselves.
- Good progress has been made in the last 8 years with GA and NR having or intending to provide some new station facilities and train services, however, stations still lack some of the basic facilities original outlined in the FRDS and its accompanying station masterplans.

3.5.2 In summary, the issues that must be addressed and will therefore be used to help frame the scheme objectives below, are as follows:

Demand at Stations

- In the context of this business case March and Manea stations provide an essential service to the community.
- They provide access to jobs, services, recreation, training and education.
- Significant new housing is planned for all the communities, with a pro-growth Local Plan. This is set to continue with the emerging Local Plan 2019 – 2040.
- There is likely to be greater need to access jobs and services further afield from Fenland as employment changes and services become more concentrated.
- Local highway links, especially to Cambridge, are slow and unreliable which makes rail services more attractive.
- GA intends to introduce hourly Peterborough-Ipswich services (currently two-hourly). Frequency improvements are also being promoted by the CA and FDC on the Cross

Country Birmingham to Stansted service and Wisbech Rail will also serve March and Manea stations. This will stimulate additional demand.

Station Facilities

3.5.3 Whilst some improvements have already been made stations (especially Manea) are still relatively poorly equipped and unattractive.

3.5.4 Not all provide adequate parking either on or off street.

3.5.5 Longer trains do not fit on the Manea platforms, requiring selective door opening (SDO) or sequential door opening.

3.5.6 GA committed to some improvements at March and Manea in its franchise agreement. Many were highlighted in the FRDS and have already been implemented by GA.

3.5.7 *Table 5* summarises the various measures that have been implemented or are in the planning stage and are not covered by this business case.

Station	Scheme	Promoter/ Provider
MARCH	Platform 2: New customer information screens, improvements to the ticket office waiting room, new ticket machine and cycle parking.	GA
	Improved security including CCTV and new signage.	GA
MANEA	New ticket machine	GA
	Customer Information Screens	GA
	Cycle Parking	GA
	Platform extensions	NR

Table 5 Facilities that have either been provided at the stations or are in detailed planning by GA or NR.

3.6. Impact of no change

3.6.1 If rail service and station facilities improvements do not occur:

- The CA's aim to reduce economic and social disparity across Cambridgeshire and Peterborough is less likely to be achieved.
- Road congestion and long journey times will continue to increase. Rail infrastructure and service capacity increases are needed to provide an effective and more sustainable alternative to car journeys.
- Limited access will be available to people who use trains as their primary mode of transport, especially passengers with no car ownership.
- Without significant modal transfer to rail, wider objectives to reduce the share of transport's impact on climate change, emissions reduction, improved air quality and improved health will fail to materialise.

- Whilst the aim is to achieve more of a balance in homes and jobs, plans for 11,000 new dwellings in Fenland between 2011 and 2031 need to be supported by improved transport, including rail services.
- Longer trains cannot be accommodated at Manea without SDO.
- In future, when rail frequencies have increased, failure to provide adequate station car parking will suppress otherwise increasing rail use and fail to reduce longer car trips to Cambridge, Peterborough and elsewhere.
- Failure to provide adequate car parking could also increase long stay on-street parking in residential and other areas around stations.
- The benefits of integration between modes, for example, cycle to rail, bus to rail and community transport to rail, will not be realised without adequate, appropriate interchange facilities and services at railway stations.
- Failure to provide equal access for all to stations and trains is a breach of public duty under the Equality Act, 2010.
- A lack of good quality waiting areas, information and other station provision will reduce quality of service, undermine the drive to encourage more use of trains and jeopardise the potential to improve access to jobs and services in the wider area. This in turn will increase further the economic disparity between Fenland and wealthier parts of Cambridgeshire and the region.

3.7. Objectives

3.7.1 Objectives are what drive the direction of the business case. They are derived from the comprehensive narrative above, so they provide appropriate outcomes for public investment that is made to address the issues and problems that have been highlighted.

3.7.2 It is clear that railways are a vital, sustainable and increasingly inclusive means of providing physical connectivity to jobs and services. Improved provision on the Hereward Line has the potential to improve connections from the relatively underperforming Fenland area to the economically stronger Greater Cambridge and Peterborough areas and elsewhere, making it more feasible for residents to access a wider range of jobs and services. Also, whilst Fenland aims to become more self-sustaining in terms of homes, employment and services, it is inevitable that the high volume of residential growth planned for Fenland will require better links to neighbouring areas as roads become more congested and journey times less reliable. Increasingly, railways are seen as more effective way to help address the Climate Emergency.

3.7.3 The railway will need investment on several fronts. As demand increases extra capacity in the shape of longer and more frequent trains will be needed. However, extra trains will require more track capacity at places like Ely and, ideally, longer platforms at Manea. The latter issues have come under detailed investigation by NR who have identified options at GRIP3A stage. In addition, more car and cycle parking capacity at stations will be required

because without latent demand will either remain constrained or parking will spill over into neighbouring streets around stations.

3.7.4 Station improvements can also enhance the quality of the rail experience and encourage rail use. GA has recently introduced new facilities, but more could be done as explored below.

3.7.5 The drive towards rail improvements is strongly supported by the local community as evidenced by the highly successful Hereward CRP, various Friends groups and Station Adopters. There is also an effective and long-lived stakeholder group in the shape of the Fenland Strategic Partnership Transport and Access Group.

3.7.6 Democratically accountable Station Project boards provide oversight for the continued development and delivery of the local Station Masterplan Projects including the one for March and provide a forum for key issues to be considered and key decisions to be made. The Project boards are the vehicle by which the key strategic issues (including financial and legal) can be acknowledged, recorded and monitored.

3.7.7 As the key governing body, the role of the Project boards is further considered below. Their Terms of Reference can be read in Appendix C.

3.7.8 The Boards' objectives relate directly to implementation of FRDS objectives shown in *Table 3*. This and the narrative above helps to define the detailed objectives as follows.

- To enable improved access to jobs and services for the Fenland community by:
    - Influencing the rail industry to provide more services, including early morning and late evening services.
    - Influencing the rail industry to stop more trains from Fenland stations at Cambridge North.
    - Improving station facilities and access.
    - Working collaboratively with the Hereward Community Rail Partnership, local authorities, community groups and station users to facilitate continuous improvement in rail services, station facilities, information and access. The Hereward CRP has an ongoing programme to raise awareness of the railway and stations and to encourage their use.
- To accommodate housing growth in the area by
    - Improving rail services and station facilities
    - Improving access to the stations
    - Providing parking for cyclists and motorists
    - Complementing the wider masterplans and regeneration programmes for the three towns in the area
- Improve levels of passenger service at Fenland rail stations by:

- Providing improved waiting, ticketing, security and information services
- Improving access to railway stations from the surrounding community
- Improving car and cycle access and parking
- Improving integration with bus and taxi services

- Accommodate and enable longer and more frequent train services at Fenland rail stations by:
  - Lengthening short platforms to accommodate longer trains
  - Supporting the wider rail investment, including the Ely capacity improvements which will enable the hourly Peterborough-Ipswich service.

3.8. Critical Success Factors

Introduction

3.8.1 Critical Success Factors have been developed through stakeholder consultation and define what the project must deliver in order to be judged successful. The wider appraisal across the five business case areas below include strategic, financial, legal and legislative imperatives as set out in documents issued by DfT, HM Treasury, FDC and CPCA.

Strategic Case

3.8.2 In this case the CSFs relate to the strategic fit of the options and ensure they are consistent with relevant policies and strategies. These dictate that the options taken forward must:

- Be consistent with the strategic objectives for the project, in that they provide improved rail station facilities and access and cater for the planned improvement to rail services;
- Be consistent with the wider economic, social and spatial plans of the area, including supporting housing growth.

Economic Case

3.8.3 The core requirement of the Economic Case is to understand the expected value for money that the scheme is likely to deliver. In this respect, generic CSFs that could apply to any project are appropriate:

- Ensuring that any approach provides an adequate return on investment, as determined in this case by the Combined Authority and its Assurance Framework
- Maximises return on investment, striking a balance between the cost of delivery and the cost to the economy of non-delivery

Management Case

3.8.4 The core requirement of the Management Case is to set out how the scheme can be delivered in terms of management, governance, risk management, stakeholder involvement and the realisation of expected benefits. CSFs for this case include:

- Ensuring a sound approach to planning, delivery and risk management
- Ensuring that any management imperatives set by the rail sector (e.g. the GRIP process) are met
- Deliverable within the timescale during which funding is likely to be available

Financial Case

3.8.5 The Financial Case sets out the affordability of the scheme, based on available funds in relation to scheme costs. The CSFs set out below are considered appropriate for the scheme:

- Ensuring the scheme can be delivered within available budgets
- Can be delivered within the likely capital funding available
- Revenue liabilities for the preferred option are affordable with current budgets

Commercial Case

3.8.6 The Commercial Case establishes how the proposals could be procured. Relevant CSFs for this case are:

- Ensuring that any option can be procured, delivered and operated as required
- Ensure the scheme can be delivered using current engineering solutions
- Long-term operational and maintenance liabilities are considered acceptable
- Ensuring the scheme can be procured through feasible procurement routes
- Compliance with public sector procurement regulations (including those affecting investment in the rail sector) for grant funded elements

3.9. Causal Chain and Logic Map

3.9.1 To assist in the development of the scheme and its appraisal two diagrammatic representations of the project have been prepared:

- A Causal Chain which shows how the scheme will deliver change and how this relates to wider interventions and changes in the area (*Figure 3*); and
- A Logic Map which sets out the structure of the project as inputs, outputs, outcomes and wider impacts (*Figure 4*).

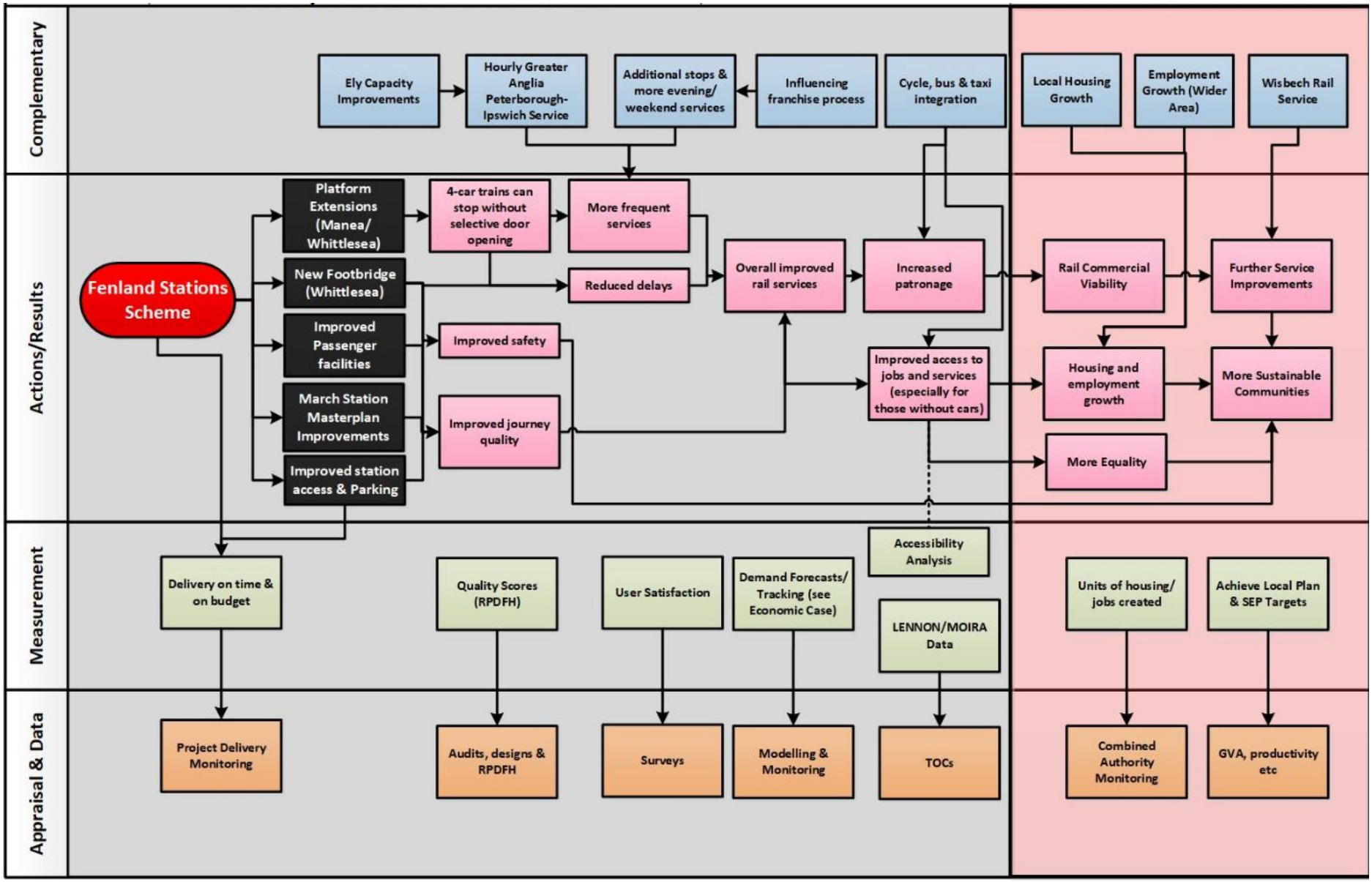


Figure 3 Causal Chain

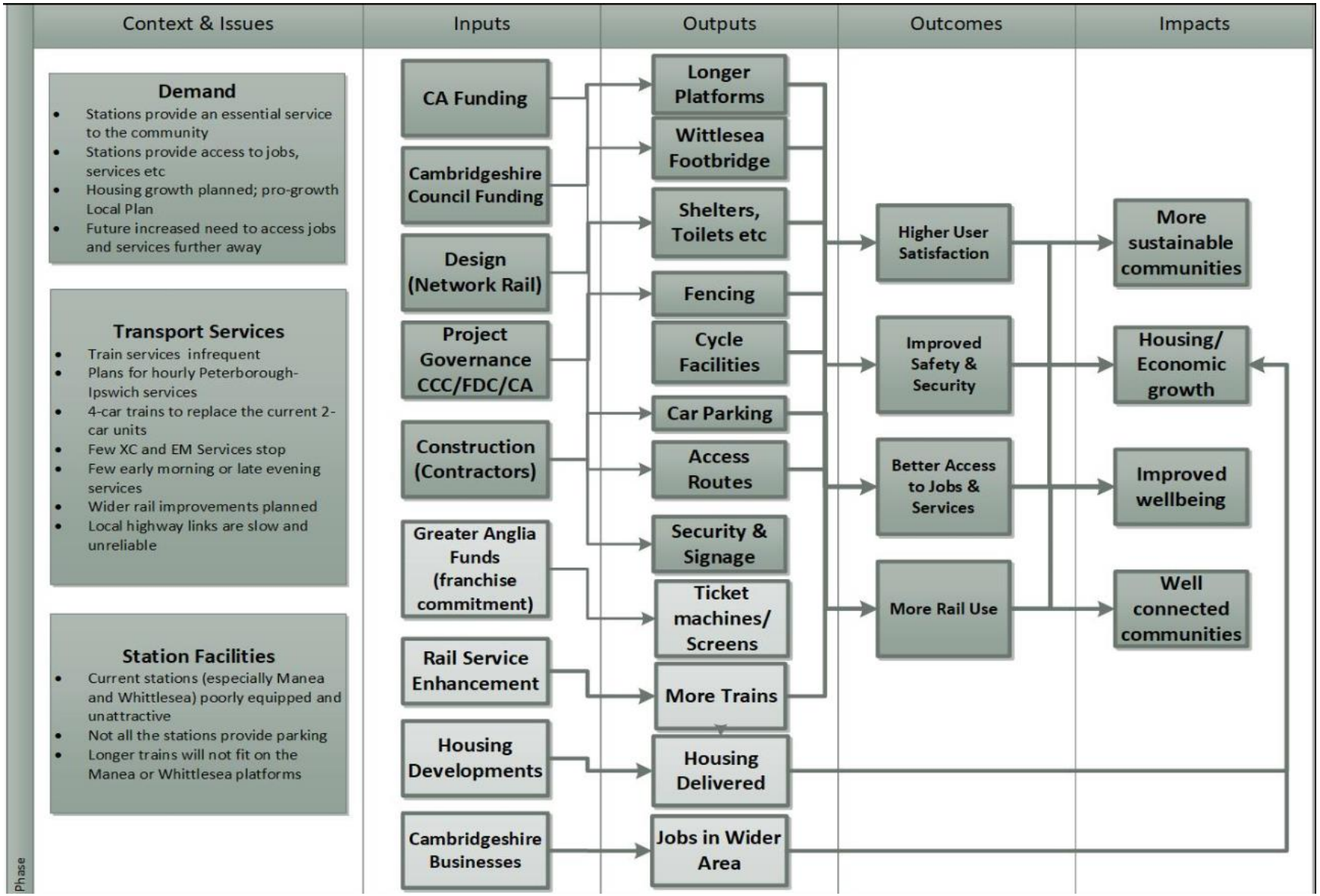


Figure 4 Logic Map

3.10. Alternative Options

3.10.1 Both the CPCA's LTP and FDC's Local Plan take a multi-modal approach to improving and increasing transport capacity as a response to the level of economic and housing growth that is planned for the Fenland area. The council's Infrastructure Development Plan includes measures to enhance road, cycle, pedestrian, rail, bus, travel management and car parking facilities.

3.10.2 For the Fenland area the LTP includes:

- Wisbech Rail Scheme – to improve connectivity to Cambridge as well as the rail network generally
- A47 Peterborough to King's Lynn improvement programme
- Localised road schemes such as junction improvements in Wisbech and King's Dyke level crossing in Whittlesey
- Continued support for key interurban bus routes;
- Continued support for demand responsive community transport/bus/taxi services;
- Rural travel hubs – to increase accessibility (especially by public transport) through increased integration
- Walking and cycling infrastructure
- The Fenland Stations Regeneration Programme (FSRP)
- Faster and more frequent train services

3.10.3 Rail is one component, one of the modal options to increase Fenland's future accessibility and capacity to accommodate its pro-growth strategy.

The generation and discounting of alternative options

3.10.4 The LTP is very clear about a multi-modal approach. No one measure or mode can satisfy the plan's wide-ranging objectives. The plan makes the case for rail improvements, just as it does for a wide range of other mode improvements. The impact of no one mode or measure can resolve the transport issues of the area and each has its own role to play.

3.10.5 An alternative to implementing rail improvements is not to implement them and to rely on other measures to deliver the Plan's objectives instead. The impacts of this as a policy option are considered in *Table 6* below. It shows that rail, including the measures in this business case, has a role to play in contributing to each LTP objective.

LTP Objective	Comment on the likely situation if rail improvements cited in the LTP and supported by the FRDS are not implemented
Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	Rail played a relatively minor role in terms of journeys to work recorded in the 2011 Census; however, its relative importance has grown since as rail demand has outstripped population growth. (Discussed in the Economic Case below). Going forward, Fenland will continue to see significant increases in population as a result of significant housing allocations in Wisbech, March, Chatteris and Whittlesey. A strategic aim is to increase jobs and services within Fenland, however the policy framework also recognises that out-commuting will continue to see large volumes of journeys to work in Peterborough, Ely and Kings Lynn. High house prices in and around Cambridge will also encourage more people to live further afield and commute, including living in new housing areas in Fenland where value for money is greater. Without rail service improvements future increases in out-commuting and other trip purposes are likely to lead to increasing road congestion especially on the approaches to Peterborough. Improved, high quality, frequent 'trunk' bus services from Wisbech, March and Whittlesey to Peterborough will absorb some of the increase in journeys but bus journey times relative to car and rail are likely to be slower. Wisbech and Kings Lynn are linked by a frequent bus service but both March and Chatteris are linked to Ely by an infrequent bus service. Without the proposed station car parks there will be a limit to the extent to which the existing and growing population will be able to connect to rail services. When additional trains start to operate in the future the pressure for parking will increase further. Off street parking at Manea is very limited and there is a risk that without off-street provision the streets around March, including within the town centre itself, could become overrun with parked cars by the increasing number of people parking and riding by train.
Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes by public transport, spreading the region's prosperity	Even though rail speeds are relatively low in Fenland, the distance that can be travelled and the opportunities that can be reached are greater within a shorter amount of time than the same journey by road. March to Cambridge by train takes about 30 minutes and March to Peterborough about 20 minutes. Although these journey times might not worsen in the absence of rail improvements specified in the LTP and

	FRDS, the result of the increasing population will see a decreasing proportion of travellers able to take advantage of relatively quick journeys by train unless they have regular and reliable access to parking at stations. As the LTP Policy Annex notes: "Improve the accessibility and connectivity of our public transport links to expand our labour market catchments'.[22]
Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	Without rail improvements the service from March to Stansted would continue at its basic hourly service rather than moving to two trains per hour. Similarly, trains to Cambridge would remain hourly. Without additional parking provision growing numbers of train travellers will be unable to access the network. Pressures will be increased further when service frequency enhancements do take place. Note also what the LTP Policy Annex says: 'Deliver sustainable transport connectivity to tourist destinations in rural areas such as the Cambridgeshire Fens'. As part of 'Delivering Sustainable transport connectivity to tourist destinations in rural areas' it will 'continue to work with NR to deliver enhancements to rural stations including building refurbishments and improved waiting facilities at March and Manea to encourage use of rail travel'.
Build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability	Without increased parking provision there is less likely to be modal change which means less likelihood of improving journey time reliability on the roads. Providing adequate access to the rail network also means that there is more choice of travel modes and therefore the transport system is made more resilient when incidents occur that reduce the capability of the road network to cope with the demands on it.
Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries	Rail travel is relatively safer than road. Providing greater access to the rail network through car parking can reduce road traffic and the potential for accidents.
Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	Appendix A of the LTP – the High Level Delivery Plan – notes that the key objective for the package called "Regeneration of Fenland railway stations – March, Manea and Whittlesea" is the promotion of social inclusion through the provision of a sustainable transport

[22] https://cambridgeshirepeterborough-ca.gov.uk/assets/Transport/20190520-CPCA-LTP-Policies-Annex-v4.0.pdf para. 2.21.

	network.[23] Access to opportunities elsewhere is important from an equality perspective.
Provide 'healthy streets' and high quality public realm that puts people first and promotes active lifestyles	Without station improvements, paragraph 11.139 of the LTP Policy Annex will not be fulfilled, namely that "ensuring rail stations act as attractive 'gateways' both to the rail network and the communities they serve, is key to encouraging people to travel by train, and presenting a positive image of our towns and cities. Stations should have modern facilities – waiting rooms, toilets and ticket offices… Stations should be accessible for all users, including those with a limiting long-term illness, impairment or disability, and connect to bike and public transport networks, with secure cycle storage and appropriate interchange and car parking facilities."
Ensure transport initiatives improve air quality across the region to exceed good practice standards	Without rail improvements it will be more difficult to encourage mode-shift from the private car and therefore improvements in air quality.
Deliver a transport network that protects and enhances our natural, historic and built environments	The LTP Policy Annex notes that some stations do not meet the expectations of passengers particularly in rural areas. In Fenland: "we will…. continue to work with the Department for Transport and NR to deliver enhancements to Fenland stations, including building refurbishments and improved waiting facilities at March and Manea." (para 11.141)
Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	Without rail improvements it will be more difficult to encourage mode-shift from the private car to more efficient and 'green' transport modes such as walking, cycling and public transport

Table 6 Impact on LTP objectives if rail improvements are not delivered

Stakeholder and Community Involvement in Option Development

3.10.6 The primary reason for FDC's involvement in rail work is because the community and stakeholders such as local businesses and local groups like 'The March Society' told the council that they wanted to see improvements to their local railway.

3.10.7 There is long history of local involvement in the consideration of alternative multi-modal options to meet the needs of the area. Stakeholders have been instrumental in identifying the problems and issues of the area and they have directly influenced the multi-modal approach that has come about through successive versions of local transport plans down to today's CA version of the plan. Appendix D provides a comprehensive account of the main community and stakeholder consultation exercises that have taken place over the past 12 years or so. The number of consultation opportunities would imply that anyone

[23] https://cambridgeshirepeterborough-ca.gov.uk/assets/Transport/Draft-LTP.pdf Page 196

that is interested in the future of Fenland has had ample opportunity to help shape its future.

3.10.8 Specifically on rail, comprehensive measures have been suggested by local people and stakeholders or they identified issues they wanted to address and the local authority and the CRP suggested proposals that they then commented on. Stakeholder input from the Fenland Transport and Access Group and the partners/stakeholders that eventually formed the CRP Steering Group have also had ongoing input. This input started from initial corporate surveys linked to FDC corporate planning around 2007/2008. This was then followed by various consultations asking the public what they thought about scheme ideas and projects. The council also included more open questions allowing respondents to suggest ideas. These consultations led to the formation of the FRDS and the CRP including its action plan.

3.10.9 The FRDS's three priorities are:

- More community involvement;
- Better stations; and
- Rail service improvements.

3.10.10 The aims and objectives of the FRDS are included in Table 3 above.

3.10.11 The Station Masterplans shown in Appendix A show the measures that were identified in the strategy. The Town and Parish Councils were involved in the masterplans, ensuring local input.

Option 1: Rail service improvements

3.10.12 The CRP and FDC successfully lobbied for additional train services and more capacity through longer, higher quality train sets. Other aspirations remain including EACE, doubling of the frequency of the Birmingham to Stansted Airport service, Wisbech Rail, stopping Fenland trains at Cambridge North station, earlier and later trains to Stansted, Cambridge and Peterborough, implementation of GA's commitment to double the Peterborough to Ipswich service.

3.10.13 The CRP and FDC continue to lobby hard for these measures but implementation is not within their easy grasp. The Government, NR, Office of Rail and Road and the CPCA are responsible for developing these types of measures which in turn puts the reasons for including rail capacity and service improvements in this particular OBC out of reach. The option of including rail service improvements is therefore formally eliminated from this business case at this point.

Option 2: Station improvements (1)

3.10.14 Under its franchising commitments GA has or is in the process of introducing several improvements at March and Manea thanks in no small part to the efforts of the CRP. There is more to do though:

3.10.15 At March:

- Heritage – attention is required to the dilapidated buildings and brickwork. **(November 2020 update: This scheme has been abandoned for now as a result of a recent structural survey indicating that the cost of repairs means that the scheme is unlikely to be value for money.)**
- Facilities in Platform 1 buildings including a rejuvenated ticket office waiting room, toilets and shop;
- Additional car parking is required to alleviate on-street parking in the area and to provide additional capacity for demand generated through future rail improvements. **(November 2020 update: The proposal to introduce more car parking on the north side of the station, accessed from Station Road and using NR land west of the Braza Club has been put on hold.)** There are about 80 spaces in the unmarked car park on the south side of the station. The existing area will be marked out to provide an additional 15 spaces including some 'accessible spaces'. A further 58 spaces will be provided on adjacent land currently housing portacabins making about 150 spaces in total (Figure 5).
- Additional parking provision for 25 cycles.

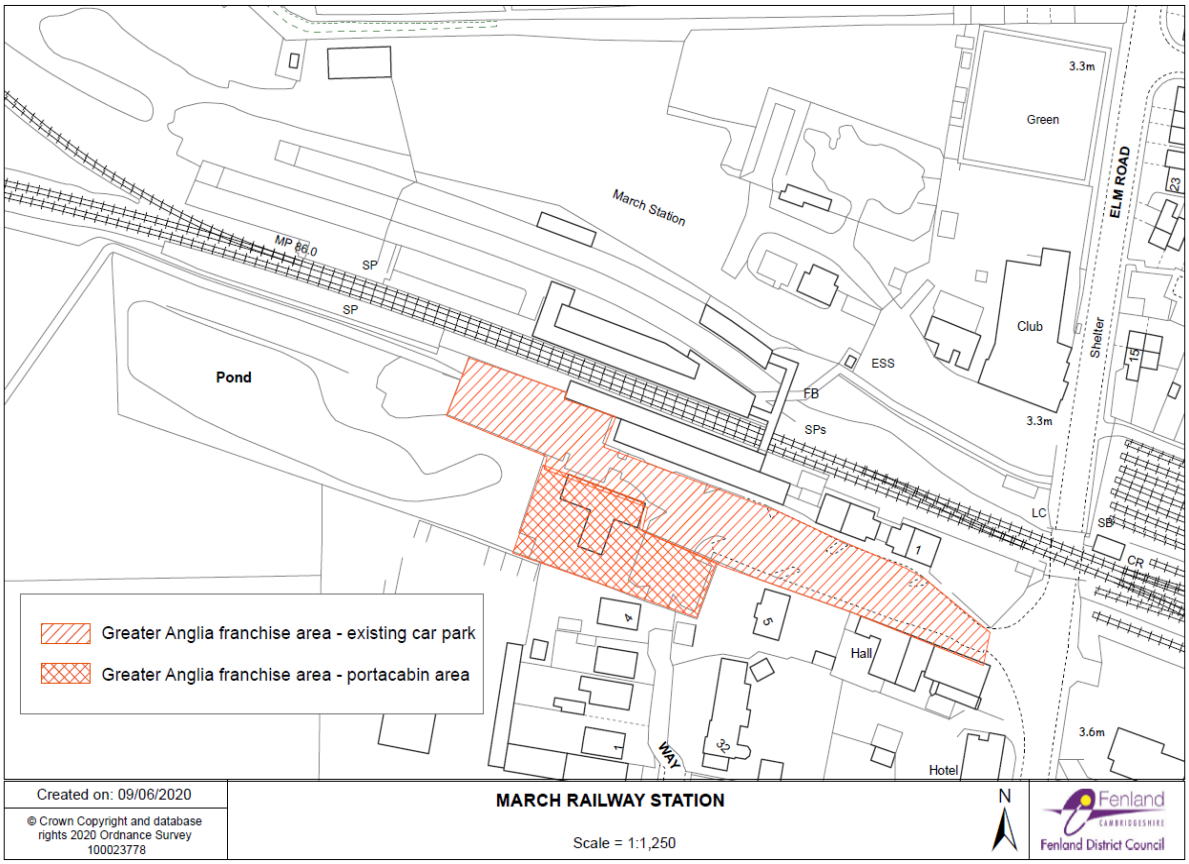


Figure 5 Existing car park and the existing Portacabin area that will be convert to car parking.

3.10.16 At Manea:

- There is currently no off-street car parking;
- An additional waiting shelter is required on Platform 2;
- Additional cycle parking is required (despite GA having recently introduced some parking spaces, which regularly get full); **(Update November 2020: This is not now included in the business case.)**
- There is no bus or taxi waiting area **(Update November 2020: This is not included.)**

Option 3: Station Improvements (2)

3.10.17 In addition to the station improvements above, the platforms at Manea need to be extended so that longer trains can stop and not have to use SDO.

3.10.18 NR have been developing the case for platform lengthening at Manea through the GRIP process.

3.10.19 Given the stage reached (GRIP3A) and the potential cost of the options chosen, it is not considered appropriate to take forward these NR managed measures in this OBC. As the measures are complementary and remain important to implement, they remain a scheme objective as discussed above. Retaining an objective can effectively act as hook into further development of the business case in the short to medium term.

3.11. The Scope of this Business Case

3.11.1 Schemes that will be taken forward are listed above under Option 2.

3.12. Strategic Risks and Constraints

3.12.1 Risks:

- If the measures are not delivered there will be an impact on delivery of the wider objectives, as outlined in Table 6 above.
- Capital cost escalation: Costs have still to be confirmed.
- Funding: The CA has allocated £8.7 million to 'costed but not yet committed' element of its capital programme. There is the risk that this could be diverted elsewhere.
- Programme delays;
- Reputational risk to FDC, CA and/or GA if things go awry such as costs or programme delays;
- The Economic Case is predicated on rail demand growing as a result of population increase in Fenland and a continuation of 'background' demand growth as a result of factors such as increasing jobs and services elsewhere in the region. The impact of

COVID 19 could be to slow this growth if travel patterns prior to the pandemic are not sustained into the future.

- Similarly, the Economic Case is partly built on demand that will be generated by the increase in GA services between Peterborough and Ipswich as well as increasing Cross Country services between Birmingham and Stansted Airport. The frequency improvements may not occur if:
  - Demand for rail remains low after COVID 19;
  - Track capacity is not increased through EACE;
  - The Cross Country increase is not incorporated into the refranchising process or other process that that takes over from the franchising system
- Planning and highways consents: These are required for the car park at Manea.

3.12.2 In addition, the delivery of successful station improvements relies on a number of factors which present their own risks and constraints:

- NR as stations' owner;
- GA as leaseholder and operator ('Station Facility Owner'[24]);

3.12.3 Investments in existing stations must "*be value for money, fit with industry plans, have an affordable whole life cost, and minimise disruption to the operational railway*"[25]. Hereward Line station improvements are more likely to meet these criteria when local and regional/ national rail objectives are met over the same section of track, for example, provided a regional objective to reduce journey times between cities can fit with a local objective to increase the number of stopping services.

3.13. Interdependencies

3.13.1 The Causal Chain diagram (Figure 3) gives an indication of interdependencies. Others include the following:

- Station improvements require the agreement of GA as leaseholder;
- The economic case depends on GA paying for the ongoing costs of maintenance and renewal of facilities within the lifetime of its franchise. This in turn depends on GA meeting its own internal business case on a scheme by scheme basis.
- The value for money of station improvements is correlated with the current and proposed number of trains that stop at the station and the consequent increase in station usage;

[24] https://cdn.networkrail.co.uk/wp-content/uploads/2017/01/Investment-in-Stations-2017.pdf Page 9

[25] Ibid. Page 3

- Value for money calculations are also dependent on population and other patronage growth;
- Higher train frequencies (Peterborough – Ipswich; Birmingham – Stansted; Wisbech Rail to Cambridge) require extra track capacity elsewhere on the network.

3.14. Measuring Performance

3.14.1 The principals of a Monitoring and Evaluation Plan (MEP) are included within the Management Case below. At OBC stage the MEP provides a comprehensive approach to the measurement of scheme inputs, outputs, outcomes and impacts. The MEP sets out how different issues will be managed, by which organisation and when, as well as the various data sources that will be used to carry out the measurements.

4. Economic Case

4.1. Introduction

4.1.1 Value for money is a critical element of the decision-making process for any proposal that involves the use of public resources. Achieving value for money can be described as using public resources in a way that creates and maximises public value[26]. Demonstrating value for money is the role of the Economic Case.

4.1.2 Public value is defined as the total well-being of the UK public as a whole. In a transport context, this covers all the economic (e.g. travel time, vehicle costs, tax revenues); social (e.g. health, safety, accessibility); and environmental (e.g. noise, air quality, landscape) impacts of a proposal.

4.1.3 The appraisal approach focuses on how different parts of the package will provide synergy, building up the benefits and demonstrating how the station proposals can leverage the rail service improvements. The aim will be to demonstrate the significant economic and social benefits at a 'package' level, identifying in the Economic Case the contribution made by the station components.

4.1.4 The station demand modelling and the scheme costings required to quantify and monetise the economic impacts have been undertaken in demand assessments by Amey Consulting with University of Southampton and GA respectively.

4.1.5 Cost investigations have taken account of local conditions and precedents from elsewhere. The remaining cost variances shown in the Financial Case will be eliminated through ongoing detailed investigations.

4.2. Critical Success Factors

4.2.1 The core requirement of the Economic Case is to understand the expected value for money that the scheme is likely to deliver. In this respect, generic CSFs that could apply to any project are appropriate:

- Ensuring that any approach provides an adequate return on investment, as determined in this case by the Combined Authority and its Assurance Framework
- Maximises return on investment, striking a balance between the cost of delivery and the cost to the economy of non-delivery

26 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/630704/value-for-money-framework.pdf

4.3. Proposed Appraisal Methodology

4.3.1 The methodology for appraising the benefits that will derive from the station improvements is broadly in two parts:

- Calculate the passenger demand that individual station facilities and 'exogenous' factors such as population growth could generate for a period into the future and;
- Calculate the societal benefits generated for and by the extra passenger demand. Some of these benefits are economic and can be monetised whilst social and environmental benefits are qualitatively presented.

4.3.2 The method for establishing passenger demand uses empirical evidence from elsewhere that has been gathered by the rail industry into the Rail Passenger Demand Forecasting Handbook (RPDFH). The RPDFH contains 'elasticities of demand' for a wide range of things that can have an impact on passenger demand, from new station facilities to increasing train service frequency and the impact of interchange.

4.3.3 It is important to note that the RPDFH has its limitations in calculating demand for station facilities. Elasticities are only valid for new facilities and cannot be used to derive demands that result from varying degrees of improvement such as replacing one old waiting shelter for new. Similarly, in respect of car parking, it is important to consider whether or not genuinely new parking space are provided or if parking is simply transferring from on-street to a new off-street facility.

4.3.4 One other note: Passenger demands deriving from several new and different types of facility should not be aggregated because in practice there are decreasing economies of scale with an increasing number of new facilities provided. In other words, the greater the number of new facilities provided at any one time, relatively less will be the resulting growth in new demand.

4.3.5 Elasticities are applied to baseline data to forecast the demand for facilities. In this case baseline data is in the form of ticket information that has been supplied by GA. Ticket data comes from the industry wide LENNON database - Latest Earnings Networked Nationally Overnight – and has been provided for 2017/18. This year will therefore provide the base year for forecasts.

4.3.6 Having identified future demands, economics can then be calculated. Economic benefits will be derived and monetised from several sources described in the following sections:

4.3.7 Newly provided station facilities encourage more people to use the railway, they 'induce' new passenger demand. The numbers generated this way are usually quite small, perhaps amounting to an additional 1 to 2% at most, however this percentage could be considerably larger for a new car park where previously there was little or no on or off street parking provision in the area. Factors such as train frequency and journey time also have an important bearing.

4.3.8 New facilities also have a benefit to existing as well as future station users that are generated by population and employment growth in the area. In Fenland's case significant employment growth in the Greater Cambridge area to the south will attract local residents

to new employment opportunities further afield. Proposed future increases in train service frequency will also increase demand for station facilities that are introduced now.

4.3.9 A monetary value can be attributed to passengers' use of new station facilities. These values come from sophisticated 'Willingness to Pay' (WTP) surveys that aim to identify the maximum price at or below which a consumer will definitely 'buy' one unit of a product, in this case the average value that passengers put on different station facilities. Values are contextualised to the average price of a train journey so, not surprisingly, the value on individual station facilities tends to be quite small, perhaps only a few pence per journey. Nevertheless, when aggregated across all passengers over the appraisal period values become more meaningful and valuable.

4.3.10 The WTP values used in the appraisal are taken from Transport for London's 'Business Case Development Manual' published in May 2013. It is customary to apply only half of the WTP value to demand that has been 'induced' by the facility and the full value for all other users.

4.3.11 The second significant area of benefits that can be monetised are Marginal External Costs (MECs). A proportion of the new journeys made by train will be by people who would otherwise drive. As a result, there can be savings in road traffic congestion, accidents, road maintenance costs, air and noise pollution. The more and longer the car journeys that would otherwise be made, the greater the savings. The government recognises this potential and the DfT has published Transport Appraisal Guidance (TAG) to help practitioners calculate MECs without having to consider lots of different factors relating to the unique circumstances of their scheme[27]. A relatively simple calculation of the anticipated reduction in car vehicle kilometres is all that is required.

4.3.12 MECs can be applied to different sources of rail demand including induced demand for station facilities and increased demand resulting from population and jobs and services growth as well as train frequency improvements.

4.3.13 Aggregate induced demand for several facilities is disaggregated by the proportion of train tickets to each UK destination from each of the relevant origin stations in Fenland. The distance by road from each Fenland station to each of the rail destinations is then identified using Google Maps and the resulting kilometres multiplied by the proportioned demand generated by the new facilities. The calculation gives total road kilometres to all destinations by all new demand from each station. However not all new demand would be by single occupancy car users as some would be as a car passenger and others as a local bus or longer distance coach user. Typically, in non-London Inter Urban areas, 30% of new rail demand is by rail travellers who would have otherwise driven instead. A simple

[27] TAG Unit 5.4 'Marginal External Costs', May 2020. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/888379/tag-unit-a5-4-marginal-external-costs.pdf. In the appraisal values for 'England' are used in the core scenario but a sensitivity test uses different values available in TAG for the East Anglia region only. England values are used in the core because rail trips attracted from the road network are to destinations over much of the south of the country, from Birmingham to the west of Fenland to London to the south and Norwich to the east.

assumption then is that 30% of the total road kilometres that would have been driven in the absence of new station facilities can be taken as a proxy for the car kilometre reduction needed in the MEC calculations.[28]

4.3.14 An outcome of projected population and background growth, as well as future train frequency improvements is that demand from Fenland stations is expected to increase significantly for years to come. Within the FRSP each station will get new or expanded car parking provision. The consequence of not providing these car parks would be to suppress rail growth and, in many cases, the only alternative would be to drive to the end destination. This would increase congestion, accidents, road wear and tear, air and noise pollution. Consequently, use of the additional parking provision results in MECs which can also be taken into account as an economic benefit to society.

4.3.15 The third area of economic benefit also relates to the new car parks. Quality off-street parking has a higher value to users compared to on-street parking. Quality parking implies a safer, securer environment both for the vehicle and people using it. In the same way that WTP values are used to value on-station facilities, a 5 to 10 minutes saving is typically used in rail appraisals as a proxy for the value of an improved car park. Time can be converted to a cost using 'Value of Time' (VOT) figures from TAG.

4.3.16 This 'saving' has the potential not to be realised if there is an 'economic cost' of using the car park, for example, when parking charges are introduced. In this case, the additional parking at March will be a charge-for facility and it is understood that the cost will be £5 per day (£4 after the morning peak). A charge can disincentivise use of the facilities as is noticeable at the moment, with some rail users parking on-street instead of using the existing car park.

Other considerations

4.3.17 Most station facilities have a limited life before needing to be replaced. Except for the car parks – which can be expected to last longer than, for example, a ticket machine or a cycle parking facility – the economic appraisal period that is used is 15 years, whereas that used for the car parks is 60 years.

4.3.18 Secondly, a conservative view of future benefits has been taken. Passenger growth as a result of local population and background growth is assumed to be zero after 2036/37. WTP values are also assumed to be zero after 2036/37.

4.3.19 Thirdly, journey purpose is important because it affects the Values of Time (VOT) used in the appraisal. The VOT for a rail commuter, someone travelling on business and 'other' rail user purposes has been extracted from the TAG databook[29] and local data from TEMPro

[28] TAG Databook Unit A5.4.5. Part of the demand for an extra 100 rail passenger kms comes from 30 road car vehicle kms that are saved. To simplify things road distances are assumed to be the same as rail distances.

[29] Version 1.13.1. Unit 1.3.1. (Values in Version 1.14 are used in the COVID19 sensitivity test).

has been used to identify the split of rail journey purposes[30]. This split indicates that commuter rail travel accounts for 20% of rail journeys, travel on business (6%) and other purposes (74%). The 'Market Price VOT' in 2020 is used for commuter and 'other' purposes, and Factor (sometimes called Resource) Price is used for business trips. The values are £11.12, £5.07 and £27.39 respectively. Applying the percentage volumes of each trip purpose in TEMPro to the respective VOT produces an average VOT of £7.61 per hour in 2020. The VOT is then adjusted for each year of the appraisal in line with values in TAG Unit A.1.3.2.

4.4. Rail Passenger Demand

4.4.1 Figure 6 show how demand has increased since 2010/11 at the three stations in Fenland. The number of annual entries and exits at March has increased significantly from about 300,000 to 400,000 in seven years. The percentage increase at Manea is more marked – 260% - since additional trains were introduced in 2013/14; whilst at Whittlesea, demand has increased more than 7% year on year.

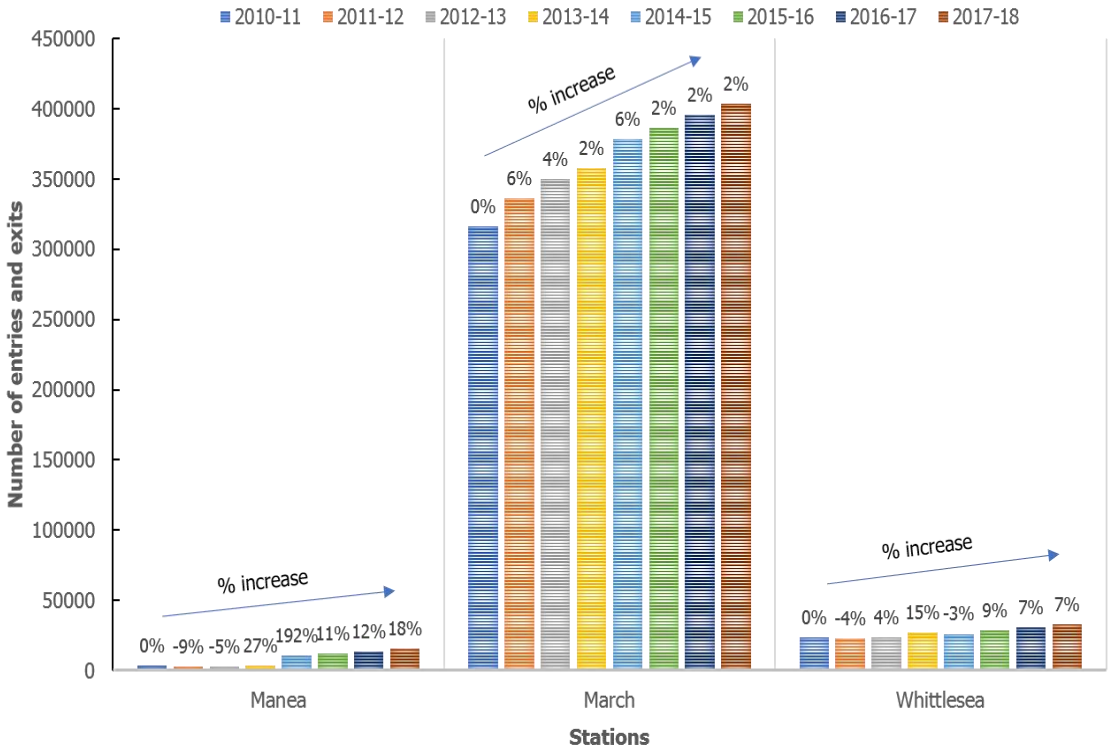


Figure 6 Entries and exits at stations on Hereward Line, 2010 to 2018. Source: Office of Rail and Road[31]

[30] TEMPro version 7.2. Journey purpose data taken for FDC area as a whole including trip productions and attractions, home based and non home based trips, using the 2020 forecast. Education journeys classed as 'Other' trips, not 'Commuter' trips, for VOT purposes.

[31] https://orr.gov.uk/statistics/published-stats/station-usage-estimates

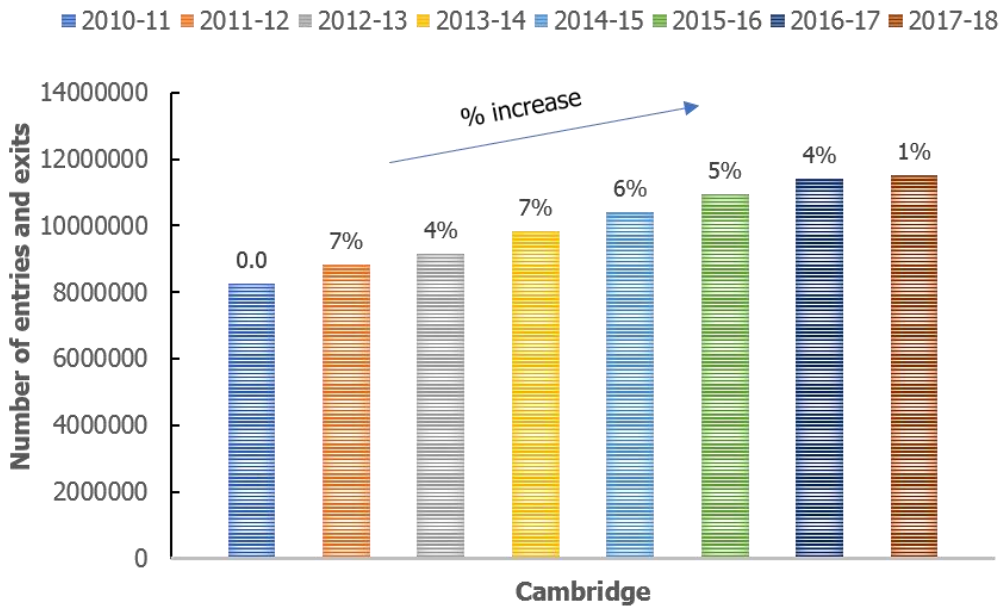


Figure 7 Entries and exits at Cambridge station. 2010 to 2018. Source: Office of Rail and Road.

4.4.2 Cambridge is provided to give regional context since many Fenland trips start or end in the city. Here year on year demand has increased by an average of 5% with over 11 million entries and exits in 2017/18 (Figure 7).

4.4.3 Annual entries and exits from ORR station use data in 2017/18 were:

- March = 403,972 passengers;
- Manea = 15,894 passengers;

4.4.4 Rail industry ticket sale journey data from LENNON shows similar figures, indicating a sound match to the ORR data:

- March = 404,345;
- Manea = 15,947;

4.4.5 Looking more closely at the LENNON data:

- All single and return journeys, season and other tickets: ***From+to*** March were 319,169. Note that return tickets count as two journeys;
- Single and return journeys, season and other tickets: ***From+to*** Manea 13,675;
- Singles, returns and seasons that start elsewhere and go to March station were: ***To+from*** March 85,176.
- Singles, returns and seasons that start elsewhere and go to Manea were: ***To+from*** Manea 2,272.

- There are many 'fewer than 100' from+to journeys at March. To simplify the modelling these are removed and factored back in at the end. Excluding <100 journeys leaves 301,790.
- There are many 'fewer than 10' from+to journeys at Manea. To simplify the modelling these are removed and factored back in at the end. Excluding <10 journeys leaves 12,214.
- It is assumed that half of the total of the LENNON journeys are outward journeys and half are returns. This is applied to journeys that start at Fenland (**from+to**) as well as those that start elsewhere (**to+from**). On this basis March (for example) would have 202,173 outward and 202,172 return journeys a year.

4.5. Options Appraised

4.5.1 The measures that are appraised for both March and Manea are discussed in the Strategic Case above.

4.6. The Impact of Local Population Growth

4.6.1 As discussed in the Strategic Case the local development plan includes ambitious housing growth with 11,000 new dwellings in the period 2011 to 2031 and the recent Local Housing Needs survey dictating that 11,500 dwellings will be required between 2019 and 2040.

4.6.2 Cambridgeshire Insight is a shared research knowledge base for the Cambridgeshire and Peterborough area. It allows users an easy way to access and share information and research for deeper insights about the local area. Table 7 shows 2018 based population growth forecasts by Fenland wards. Overall population is expected to increase by 15%, however, there are sharply contrasting differences between wards with, for example, Chatteris Wenneye growing by 144% and Wisbech Waterlees Village shrinking by 8%.

4.6.3 With such significant differences between wards it is important to distribute population related increases in rail demand to the appropriate railway station origins:

- In the 'do minimum' it is assumed that the proportion of rail journeys to different railway station destinations will not change in the future.
- Some wards are closer to non-Fenland stations, for example, Peterborough, Huntingdon, Kings Lynn, Downham Market or Ely.
- Origin station choice also depends on the end destination. For example, someone travelling to London has the choice of several rail routes from Fenland as well as several stations; furthermore, non-Fenland stations in the area offer direct services to London whereas travelling from March involves interchanging at Peterborough, Ely or Cambridge.

4.6.4 A generalised cost 'origin station choice' model was built to determine the distribution of additional population related journeys from each ward to March, Manea and Whittlesea

stations. This took account of the whole journey to the destination station to ensure that appropriate weight was given to factors like interchange and service frequency. The three lowest generalised cost journeys from each ward to each potential origin station were taken forward and others discarded. The demand per ward was then distributed amongst the three possible origin stations on the basis of the total generalised cost of travel to the final destination.

Cambridgeshire County Council's 2018-Based Population Forecasts by Fenland district ward
FENLAND

Ward	2018	2021	2026	2031	2036	% change 2018 to 2036
Chatteris Birch	2,860	2,840	2,920	3,010	3,040	6
Chatteris Slade Lode	3,010	3,030	2,920	2,830	2,830	-6
Chatteris The Mills	2,780	2,810	2,940	2,890	2,900	4
Chatteris Wenneye	2,350	2,410	3,960	5,220	5,740	144
March East	7,800	7,750	7,720	7,660	7,660	-2
March North	7,990	8,030	8,050	7,910	7,850	-2
March West	7,510	7,770	9,450	11,940	12,640	68
Whittlesey Bassenhally	5,300	5,890	6,830	6,890	6,810	28
Whittlesey Lattersey	2,750	2,850	3,120	3,120	3,160	15
Whittlesey St. Andrews	2,590	2,600	2,680	2,690	2,760	7
Whittlesey Stonald	2,940	3,010	3,110	3,050	3,050	4
Wisbech Clarkson	2,690	2,800	3,040	3,240	3,250	21
Wisbech Kirkgate	2,450	2,530	2,600	2,770	2,800	14
Wisbech Medworth	2,830	2,800	3,040	3,000	3,000	6
Wisbech Octavia Hill	5,730	5,710	5,970	5,820	5,770	1
Wisbech Peckover	2,460	2,460	2,440	2,990	3,690	50
Wisbech Staithe	2,510	2,490	3,060	3,650	3,870	54
Wisbech Waterlees Village	5,780	5,670	5,520	5,370	5,300	-8
Benwick, Coates and Eastrea	4,640	4,660	4,830	4,720	4,690	1
Doddington and Wimblington	4,580	4,750	5,090	5,040	5,030	10
Elm and Christchurch	4,940	5,050	5,290	5,200	5,190	5
Manea	2,650	2,860	3,040	2,990	2,980	12
Parson Drove and Wisbech St. Mary	5,320	5,460	5,740	5,640	5,570	5
Roman Bank	6,820	6,870	7,370	7,320	7,310	7
Total	**101,260**	**103,090**	**110,740**	**114,960**	**116,900**	**15**

Table 7 Population Projections for Fenland wards

4.6.5 The impact of applying this process is shown in terms of additional population growth related journeys:

Station	2021-22	2029-30	2036-37
March	5%	12%	15%
Manea	6%	16%	21%

Table 8 Forecast Station Patronage Growth as a result of Population Growth relative to 2017/18

- Proposed population increase at both Wisbech and March have an impact on demand at March Station. (Note that not all Wisbech demand goes to March though a significant amount is forecast to use Kings Lynn and Downham Market too.)
- The biggest increase is at Manea and is largely because of proposed growth in the population of nearby Chatteris.

4.7. The Impact of Background Growth

4.7.1 It is difficult to forecast background growth because it is dependent on a wide range of exogenous factors such as the strength of the regional economy, growth of jobs and services, road traffic volumes and conditions. A way around this is to look at what happened in the past and simply project this into the future.

4.7.2 Rail demand growth has been strong as shown in the introduction above. Some of this growth has been because of population increase and some because of rail service improvement. The large increase in demand at Manea in 2014/15 for example, reflects the increase in the number of trains stopping there after December 2013 timetable changes. These underlying factors must be unpicked.

4.7.3 Ignoring the period before 2014/15, in the years to 2018/19 the population of Fenland as a whole increased by about 5% whereas the average growth in rail demand across the three stations was about 9%. As there were no significant endogenous changes in that period it is reasonable to assume that background factors accounted for 4% of the demand growth, or around 1% per annum. 1% a year background growth is therefore assumed for the forecasting period of the assessment, up to 2036/37.

4.7.4 Table 9 shows the combined impact of population and background growth on demand relative to 2017/18.

Station	2021-22	2029-30	2036-37
March	9%	24%	33%
Manea	10%	38%	40%

Table 9 Forecast Station Patronage Growth as a result of Population and Background Growth relative to 2017/18

4.8. Demand Resulting from New Station Facilities

4.8.1 It is assumed that all new station facilities will be implemented during 2021/22. The demand generated by facilities is assumed to remain constant after the first year.

4.8.2 Prior to implementation of station facilities, the base year + population + background growth by 2021/22 is anticipated to be:

- March = 340,920
- Manea = 15,254

March Station

4.8.3 March will see improvements to several facilities including the ticket office waiting room, café/retail outlet and toilets on Platform 1. Because these are not new facilities it is not possible to use the RPDFH to forecast how much additional demand these improvements are likely to create; in fact, as renovations they are unlikely to generate additional demand *in their own right*.

4.8.4 The proposed car park is also unlikely to generate additional demand *in its own right.* It will probably be used by drivers who currently park on street and, in future, by trips related to population and background growth and rail frequency enhancements.

4.8.5 There is, however, thought to be considerable latent demand for cycle parking since previous new facilities have tended to fill up as soon as they have been provided. An additional 25 cycle parking spaces are assumed therefore generating around 3000 extra return rail journeys per year, adding 0.9% to total demand.

Manea Station

4.8.6 GA has recently introduced a new ticket machine, help point and information screens. Using RPDFH elasticities these could add around 3% to rail demand.

4.8.7 The new car park and waiting shelter could add about 1.5% to demand. (240 journeys per year.)

Do Something Plus scenario: Additional rail services from 2029

4.8.8 Additional train services are unlikely to be implemented before 2029, after EACE has been completed. It is assumed that frequencies of both the Peterborough to Ipswich and Birmingham to Stansted services will be doubled. Alternatively, proposed Wisbech – March services could be extended to Cambridge.

4.8.9 New service related demand is assumed to remain constant after the initial injection of demand in 2029.

4.8.10 Base year + population + background growth + station facilities demand by 2029/30 is expected to be about:

- March = 464,000
- Manea = 24,200

Demand by 2036/37

4.8.11 Population and background growth are assumed to continue until 2036/37. The effect of this is to increase the numbers as follows:

- March = 500,000
- Manea = 25,900

Factoring up to account for ALL trips.

4.8.12 The demands above are baseline modelled demands. As discussed earlier this is demand for outward and return journeys starting at Fenland stations, and only for destinations where there are more than 100 outward plus return journeys a year starting at March and 10 at Manea.

4.8.13 The effect of factoring up for journeys starting elsewhere (*to+from* Fenland) and *from+to* journeys fewer than 100 (10 at Manea) is as follows:

Demand element	Note	March (2017/18)	Manea
From+to Fenland stations & >100 journeys (>10 Manea)	A	301,790	12,214
100% journeys from + to Fenland stations.	B	319,165	13,675
100% to+from Fenland stations	C	85,176	2,272
Therefore: 100% journeys from+to and to+from Fenland stations	**D**	**404,345**	**15,947**
YEAR - 2021/22			
From+to Fenland stations & >100 journeys (>10 Manea) +population+ background growth	E	334,500	13,459
Station facilities	F	3160	478
Therefore: 100% journeys from+to and to+from Fenland stations	**((E+F)/A)*D**	**452,400**	**18,200**
YEAR – 2029/30			
From+to Fenland stations & >100 journeys (>10 Manea) +population+ background growth + station facilities	G	383,200	17,687
Rail services improvements	H	81,000	6,512
Therefore: 100% journeys from+to and to+from Fenland stations	**((G+H)/A)*D**	**622,000**	**31,600**
YEAR – 2036/37			
From+to Fenland stations & >100 journeys (>10 Manea) +population+ background growth	I	499,780	25,913
Therefore: 100% journeys from+to and to+from Fenland stations	**(I/A)*D**	**669,600**	**33,800**

Table 10 Factoring up from modelled demand to all forecast demand

4.9. Economics

Valuing new station facilities using WTP values

4.9.1 Evidence of the monetary values that passengers put on station facilities can be found in Transport for London's 'Business Case Development Manual 2013'. This is known as 'Willingness to Pay' (WTP). Sources of the values used in this appraisal are shown in Table 11.

4.9.2 Table 12 lists the measures that will be provided at each of station and the value used (in £s per passenger). So, for example, the value of proposed improvements at March is about 26 pence per journey.

4.9.3 The 'rule of half' (i.e. half of the values in the table) has been applied to cycle parking.

Facility Improvement	WTP value used (pence/ pax)	Source: Business Case Development Manual, TfL, May 2013
New Station Entrance	5.6	Multi -modal Stated Preference Survey - Rail Improvements Station Environment -Condition of station exterior
Ticket Machine	6.73	Multi -modal Stated Preference Survey - Rail Improvements Crossrail - Ticket machines
Help Point	7.16	Multi -modal Stated Preference Survey - Rail Improvements Station Security - Help points
CCTV	12.88	Multi -modal Stated Preference Survey - Rail Improvements Station Security - Surveillance cameras
Information Screen	14.83	Multi -modal Stated Preference Survey - Rail Improvements Platform Facilities - Next Train Information
Waiting Shelter	5.07	Multi -modal Stated Preference Survey - Rail Improvements Platform Facilities - Protection from weather
Cycle Parking	19.55	Multi-modal Stated Preference Survey: Cycling Improvements Cycle Parking provided
Lighting and Footpath scheme	1.03	Multi-modal Stated Preference Survey: Walking Improvements Good, bright and even lighting after dark
Toilet Improvements	0.771	Non - MSS/ SIS Surveys - Customer Toilets, L2
Retail Improvements	0.232	Non - MSS/ SIS Surveys - Retail Outlets, L2
Canopy Improvements	0.334	Non - MSS/ SIS Surveys - Platform Canopy, L2
Bus and Taxi Areas	1.639	Non-MSS/ SIS Surveys - Integrated bus connections, L1 (0.975)
		Non-MSS/ SIS Surveys - Taxis at the station, L1 (0.664)

*MSS: Mystery Shopper Survey; SIS: Staff and Information Survey. Year 2013 values shown.

Table 11 Willingness to pay values used in the appraisal

4.9.4 The monetary benefit of the new facilities, in 2010 prices, adjusted for inflation, for the 15 year appraisal period from 2021/22 to 2036/37 is:

- March: £49,195
- Manea: £6,191

4.9.5 These values include passengers that are making return journeys having made an outward journey to Fenland and the <100 and <10 journeys per year not modelled at March and Manea respectively.

Improvement	Manea	March
Shelters	0.0481	
Waiting room (shelter used as proxy)		0.0481
Toilets refurbishment		0.0073
Retail		0.0220
Cycle parking		0.1854
TOTAL	**0.0481**	**0.2628**

Table 12 Station facilities proposed for each of the Fenland stations and the value (£) per journey of those facilities where values are available. (£s value in 2010 prices)

New car parking provision – Equivalent time savings

4.9.6 There will be economic value to users of the new car parks that comes from the perception of improved security and reduced distance to walk to the stations.

4.9.7 There is no clearly defined guidance about this, however it is not unreasonable to assume an equivalent time saving that can be converted to a cost using the VOT.

4.9.8 Attractive parking provision is the key to securing future increases in rail demand that are forecast as a result of population growth, background growth and rail frequency improvements. Without car parking this growth may not materialise and consequently there is economic value from these sources of demand.

4.9.9 The VOT for local rail travellers, calculated above, is an average of £7.61 per hour (2020 value). If every existing and future car driver and passenger saves the equivalent of 5 minutes in security improvements, and another (average of) 5 minutes in parking closer to the station platform, the cost saving is £1.27 per rail passenger journey. The saving is only applied to outward journeys. A sensitivity test considers the impact of a 5 minutes equivalent saving instead of 10.

4.9.10 At March the parking fee will be higher than the costed benefit of the time saving. Parking at Manea will be free. The charge at March is per vehicle, so the economic cost only applies, in effect, to the driver. TAG suggests that car occupancy averages 1.57 persons therefore calculations are adjusted for this.

4.9.11 The formula used to calculate the economic time savings at March is:

> (Forecast outward rail demand * percentage of rail users that arrive at the station as a car driver or passenger * 10 minutes time saving * VOT) minus (forecast outbound rail demand * percentage car drivers only * £5 cost to park).

4.9.12 That for Manea is:

> (Forecast outward rail demand * percentage of rail users that arrive at the station as a car driver or passenger * 10 minutes time saving * VOT)

4.9.13 The formula is applied to annual demand over 60 years starting in 2021/22.

4.9.14 The March formula is only applied to proposed parking spaces, not the existing ones. The accompanying model that has been built to calculate the benefits takes this into account. In 2020 about half the existing spaces are regularly filled, that is, roughly 35 at one time. Some of these 'turnover' during the day, that is, they are used by a second vehicle because the first does not park the whole of the day. In the core scenario this turnover rate is assumed to 25%, that is, one in four of the 35 spaces is regularly filled are used twice a day. (A sensitivity test considers the impact if the rate was one third.)

4.9.15 The March model fills up the remaining half of the existing car park spaces before it starts to use the new spaces. It also continues to take account of turnover.

4.9.16 The rate at which the existing and then new spaces fill up depends on a number of factors:

- The rate at which rail demand is expected to grow as a result of population and background growth and the impact of future rail service frequencies; and
- The percentage of the growth that translates into 'car driver' rather than 'car driver and passengers'.

4.9.17 Because unused existing spaces are filled first it could take a number of years before new spaces start to be used in the model. The biggest influence on this will be the growth of population in the surrounding towns, especially in Wisbech and Chatteris. Both towns are obviously too far away to walk to March Station and have (relatively) unattractive bus services so most new rail users an increasing proportion are expected to drive to and park at the station.

4.9.18 Considering current car park use - and considering those that park on street nearby - it is estimated that only 11% of rail passengers access March Station as a car driver. Increasing population elsewhere (including on the south side of the town, beyond walking distance of the station) could double this proportion by 2036. This doubling is reflected by the model and a linear increase between 11% and 22% is assumed for the years between 2020 and 2036. (A sensitivity test considers a lesser growth rate, at 16.5% by 2036.)

4.9.19 The resulting equivalent time savings related economic benefit in the core scenario are as follows:

- March: -£517,564

4.9.20 The value is negative because the £5 parking cost (£4 off peak) outweighs the equivalent time savings for car drivers and passengers.

4.9.21 The calculations for Manea are simpler since there is no existing provision. The equivalent time savings related economic benefits are as follows:

- Manea: £298,855.

New car parking provision - 'Marginal External Costs' (MECs)

4.9.22 Additional benefits come from the reduction in car kilometres because travellers go by train instead of road. An increase in car kilometre reduction arises because of year on year increases in population and background growth.

4.9.23 Table 13 gives the MECs for the core scenario. Totals are in £millions discounted over the 60 year period from 2021/22 to 2081/82, in 2010 prices.

	Congestion	Infrastructure	Accidents	Local Air Quality	Noise	Greenhouse Gases	Indirect Taxation	TOTAL
MARCH	6.270	0.030	0.680	0.010	0.050	0.310	-0.540	**6.790**
MANEA	0.329	0.001	0.038	0.008	0.002	0.002	-0.037	**0.358**
TOTAL	6.600	0.031	0.718	0.018	0.052	0.312	-0.577	**7.147**

Table 13 MECs (£ millions)

4.9.24 The value of MECS is proportional to the volume of traffic removed from the roads, which in turn is proportional to car user demand. If car user demand is half that forecast the MECs will be half of those shown in the table.

4.10. Other Assumptions and Sundry Items

4.10.1 Costs were revised in October 2020 and as measures are expected to be completed by summer 2021 cost inflation has not been applied.

4.10.2 TAG Databook version 1.13.1 has been used except in the case of the Covid test where version 1.14 is used. Market price adjustment has been applied with all benefits and costs rebased to 2010 prices.

4.10.3 GDP deflation rates given in TAG Databook 1.13.1 have been applied throughout except in the Covid sensitivity test where 1.14 rates are used instead.

4.10.4 Resulting maintenance, operational and renewal costs and revenues have not been calculated since these will become private sector rather than public account items.

4.10.5 An annualisation factor of 300 days per year has been used to reflect the relatively high proportion of non-work and non-business related rail trips forecast by Tempro for the Fenland area.

4.10.6 Baseline ticket data comes from LENNON as described above. The data does not provide any indication of spread by time period or journey purpose. TEMPro indicates that 20% of rail journeys are likely to be commuter trips, 6% are business trips and 74% are other journeys

4.10.7 The spread of benefits is heavily weighted towards the Marginal Economic Cost element with the majority being decongestion benefits to those who continue to travel by road. The biggest direct benefits are in car park safety and security though the monetary value of these is outweighed by the cost of parking in the case of March. 'Willingness to pay' for on-station improvements results in a small monetary benefit for existing and forecast rail users

4.11. Summary of Present Value Benefits (PVB)

4.11.1 March has Present Value Benefits (PVB) of around £6.3m and Manea has £0.66m as shown in Table 14. Total benefits are £6.98m

	March	Manea	Total March + Manea
WTP value (2021/22 to 2036/37)	£0.049m	£0.006m	£0.055m
Equivalent time savings (2021/22 to 2081/82)	-£0.518m	£0.299m	-£0.219m
MECs (2021/22 to 2081/82)	£6.790m	£0.358m	£7.147m
Present Value Benefits Total	**£6.321m**	**£0.663m**	**£6.984m**

Table 14 Summary of Present Value Benefits (£millions)

4.12. Costs

4.12.1 The Financial Case below gives a breakdown of the costs. Table 15 shows the costs the CPCA is being asked to finance and excludes third party contributions. The total ask in real prices (2020) is £3.11m including preparation and management. In 2010 prices (for comparison with the PVBs) the total ask is £2.14m.

4.12.2 There is still an element of doubt over the cost estimates and they are therefore treated as Project Level 4 costs with 9% optimism bias as per TAG Rail Appraisal Unit A5-3. The CPCA 'ask with optimism bias' figures are the ones used as the Present Value Costs (PVCs) below.

Item	CPCA Construction and Management (2020 prices)	(2010 prices)	Plus Optimism bias	With optimism bias (2010)
March: Capital cost	£1,925,650	£1,319,665	9%	£1,438,434
March: Management and Business Case Development	£183,333	£130,067	9%	£141,773
MARCH Total	**£2,108,983**	**£1,449,732**	**9%**	**£1,580,207**
Manea: Capital cost	£818,675	£561,173	9%	£611,678
Manea: Management and Business Case Development	£183,334	£130,067	9%	£141,773
MANEA Total	**£1,002,009**	**£691,240**	**9%**	**£753,451**
TOTAL COST	**£3,110,992**	**£2,140,972**	**9%**	**£2,333,659**

Table 15 Requirements on CPCA funding

4.13. Cost/Benefit Calculations

4.13.1 Overall, the benefit to cost ratio (BCR) - calculated by dividing the PVB by the PVC - for the funding being asked of the CPCA is 3.26 without 9% optimism bias and 2.99 with. The Net Present Value of the benefits (PVC – PVB) is £4.84m without optimism bias and £4.65m with.

PERCENTAGE OPTIMISM BIAS	MARCH	MANEA	TOTAL
9%	PVB = £6.321m PVC = £1,580m **BCR = 4.00**	PVB = £0.663m PVC = £0.753m **BCR = 0.88**	PVB = £6.984m PVC = £2.334m **BCR = 2.99**
63%			PVB = £6.984m PVC = £3.486m **BCR = 2.00**
218%	PVB = £6.321m PVC = £3.160m **BCR = 2.00**		

Table 16 PVBs, PVCs and BCRs for different levels of Optimism Bias

4.13.2 Stand-alone BCRs are 4.00 for March and 0.88 for Manea.

4.13.3 63% optimism bias would have resulted in a BCR of 2.00 across both March and Manea. This is close to 64%, the level recommended at Level 2 'Pre-Feasibility Stage'. This project is now well beyond this stage.

4.13.4 For the BCR at March alone to fall to 2.00 would require optimism bias at 218%! Without a change in either the costs or benefits optimism bias at Manea on its own would need to be negative for its BCR to reach 2.00.

4.14. March Sensitivity Tests

Table 17 provides the results of sensitivity tests on variables in the March model:

- '% Car driver (2036)' is the percentage of rail passenger journeys by those who are likely to drive to the station in 2036. In 2020 the figure is considered to be about 11% based on use of the existing car park which is typically 50% full, as well as the number of drivers who park a vehicle on street, considered to be about a dozen or so cars a day. The 11% is expected to grow to 22% by 2036 because the increase in the population of Fenland will be in areas that are more than walking distance from the station, including those development areas on the southern edge of March.
- 'Car park turnover' in the core assumes that a quarter of the 50% of spaces used in a typical day are used by two vehicles. The effect is to increase '%car driver'.
- 'Car park value' reflects the value that car drivers and passengers put on the safety and security aspects of a new car park. In the core this is assumed to 10 minutes which is converted to a £s value by multiplying by the average VOT for Fenland rail users.
- 'Car occupancy' affects the number that benefit from car park safety and security. The higher the occupancy rate, the bigger the benefit. The core scenario figure of 1.57 is the 'average car' figure taken from TAG databook table A1.3.3.
- 'GA Services' reflects whether or not the commitment to double the Greater Anglia service between Peterborough and Ipswich takes place in 2029. Note that GA Service is not included in the core scenario and the BCR is still above 2.0.
- 'GA + XC Services' includes the Greater Anglia increase and doubling of the Cross Country service to half hourly.
- 'VOT (£/hour) reflects the average value of time for rail passengers in Fenland as discussed above. The sensitivity test reflects the VOT using TAG version 1.14 values which have been published as the DfT's interim response to the COVID-19 situation. The test also includes the change in the GDP deflator in version 1.14.
- The 'East Anglia MECS' test shows the effect of using TAG databook East Anglia region only Marginal Economic Costs of changes in congestion, accident rates etc. The core scenario uses all 'England MECS' because trips attracted to rail from car are to destinations all over the country and are not concentrated in the East Anglia region. For example, there are significant numbers of rail journeys to London and the South East, the West Midlands, and the north.
- 'PVB' is the Present Value Benefit of the core scenario and tests and BCR is the resulting benefit cost ratio.

4.14.1 The main results are as follows:

- PVB and BCR are both sensitive to the proportion of rail passengers assumed to use the car park. Tests 1 and 2 indicate that the BCR goes above 2.0 when more than 20% of rail passengers access the station as car drivers by 2036.
- Future rail service improvements have the biggest impact. This is because frequency improvements have high elasticities of demand compared to, say, station improvements.
- Demand is also sensitive to the MECS used. 'East Anglia MECS' produces a much lower BCR because congestion and other factors are relatively small in comparison with the metropolitan areas, London and the South East.

  At current levels of Optimism Bias and Quantified Risk (39%) discussed in the Financial Case, the BCR drops to 2.90.

4.15. Manea Sensitivity Tests

Table 18 provides the results of sensitivity tests on variables in the demand model:

- 'Population and Background Growth'. The model includes growth of 38% by 2029/30 and 40% by 2036/37 relative to 2017/18. The recent release of the ORR's station usage data for 2018/19 shows that passenger use of Manea Station grew by 20% in one year, from 15,894 entries and exits in 2017/18 to 18,950 the next. Notwithstanding the impact of Covid19 on passenger numbers, 20% increase in one year suggests that 40% growth in the model to 2036/37 is pessimistic. Of course, it is not known how sustainable this level of growth would have been without Covid19, however the first sensitivity test considers a doubling of growth from 40% to 80% in population and background related demand by 2036.
- GA Services' reflects whether or not the commitment to double the Greater Anglia service between Peterborough and Ipswich takes place in 2029.
- 'Car park value' reflects the value that car drivers and passengers put on the safety and security aspects of a new car park. In the core scenario this is assumed to be 10 minutes which is converted to a £s value by multiplying by the average VOT for Fenland rail users.
- 'Car occupancy' affects the number that benefit from car park safety and security. The higher the occupancy rate, the bigger the benefit. The core scenario figure of 1.57 is the 'average car' figure taken from TAG databook table A1.3.3.
- 'VOT (£/hour) reflects the average value of time for rail passengers in Fenland as discussed above. This sensitivity test reflects a VOT using TAG version 1.14 values. The test also includes the change in the GDP deflator.
- 'PVB' is the Present Value Benefit of the core scenario and tests, and BCR the resulting cost benefit ratio.

4.15.1 The main results are as follows:

- Doubling the population and background growth to 80% by 2036/37 increases the BCR to 1.57.
- Future rail service improvements have the biggest impact taking the BCR to 2.39 in the core scenario. This is because frequency improvement has a high elasticity of demand compared to, say, station improvements.
- At current levels of Optimism Bias and Quantified Risk (29%), the BCR drops to 0.68.

Scenario	% car driver (2036)	Car park turnover	Car park value (minutes)	Car occupancy	GA service	GA+XC service	VOT (£/hour)	East Anglia MECS	PVB	BCR
CORE	22%	1.25	10	1.57	N	N	7.61	N	6.32	4.00
1	**16.5%**	1.25	10	1.57	N	N	7.61	N	1.37	0.87
2	**19.75%**	1.25	10	1.57	N	N	7.61	N	4.31	1.25
3	22%	**1.33**	10	1.57	N	N	7.61	N	5.43	3.44
4	22%	1.25	**5**	1.57	N	N	7.61	N	5.98	3.78
5	22%	1.25	10	**1.25**	N	N	7.61	N	6.17	3.91
6	22%	1.25	10	1.57	**Y**	N	7.61	N	8.10	5.13
7	22%	1.25	10	1.57	**Y**	**Y**	7.61	N	10.26	6.49
8 (for Covid19)	22%	1.25	10	1.57	N	N	**6.59**	N	6.27	3.97
9	22%	1.25	10	1.57	N	N	7.61	**Y**	3.42	2.16
10	Applying current level of Optimism Bias (9%) to the PVC								6.32	2.72
11	Applying current level of Optimism Bias (9%) and Quantified Risk (30%) to the PVC								6.32	2.90

Table 17 March Sensitivity tests

Scenario	Population and background growth	Car park value (minutes)	Car occupancy	GA service	VOT (£/hour)	PVB	BCR
CORE	40%	10	1.57	N	7.61	0.663	0.88
1	**80%**	10	1.57	N	7.61	1.180	1.57
2	40%	10	1.57	**Y**	7.61	1.800	2.39
3	40%	**5**	1.57	N	7.61	0.590	0.78
4	40%	10	**1.25**	N	7.61	0.678	0.90
5 (for Covid19)	40%	10	1.57	N	**6.59**	0.636	0.85
Applying current level of Optimism Bias (9%) to the CORE PVC						0.663	0.80
Applying current level of Optimism Bias (9%) and Quantified Risk (20%) to the CORE PVC						0.663	0.68

Table 18 Sensitivity tests

4.16. Other Benefits and Costs

Wider Economic Impacts

4.16.1 Small scale on-station facilities such as additional ticket machines and improved waiting shelters add to the quality of the rail journey but are not likely to generate measurable wider economic impacts for the local or regional economy.

4.16.2 Regeneration at March Station will add to journey quality but also, as a gateway for travellers coming to or passing through the area, could promote outsider business and tourism interest. In time this interest could add economic value to wider-town initiatives such as those being promoted by the March masterplan, 'Growing Fenland'.

4.16.3 The extra parking spaces will provide a significant boost to the area's fortunes by increasing accessibility to train services and therefore to jobs and services further afield. The opportunity to be able park at the station will release the potential for significant rail related growth from population and background growth.

4.16.4 There is no off-street parking and on-street space is very limited at Manea at the moment so the opportunity to park at the station in future could release the potential for significant rail related growth resulting from population and background growth. The latest data from the ORR shows that demand at Manea increased by 20% in one year to 2018/19 suggesting that the method used to forecast population and background growth is likely to underpredict the increase of 40% by 2036/37 compared to 2017/18. (Notwithstanding the impacts of Covid19). The 80% sensitivity test which results in a BCR of 1.57 may be nearer the likely increase. The additional train services that are expected to come about after EACE is complete will further boost this. (Peterborough – Ipswich, Wisbech Rail and possibly more Birmingham – Stansted trains.) Even if it is assumed that population and background growth is 40% by 2036/37 (say, as a result of Covid19) the BCR with additional GA services is a respectable 2.39. Providing Manea car park means that the station will be ready for the increase in train services in the future.

4.16.5 A comprehensive economic profile of the Fenland area published in 2013 highlighted one of its weaknesses as "poor accessibility of jobs by public transport and high levels of traffic congestion that impact on business productivity". One opportunity that was identified was the "significant workless population that could potentially make a positive contribution to the economy, given the right opportunities and skills".[32]

4.16.6 The proposed car parks and other rail related enhancements will contribute to addressing the regional economic imbalance identified in the CPIER report quoted in The Strategic Case. Easier access to public transport to Cambridge and Peterborough will help encourage improved educational and skills attainment of younger people of Fenland. The 2013 report said that current basic and intermediate skills levels were very poor and very few residents were qualified to degree level.

[32] http://cambridgeshire.wpengine.com/wp-content/uploads/2017/08/Local-Economic-Assessment-Technical-Document-Fenland.pdf

4.16.7 Higher educational attainment will, in turn, lead to higher earning potential. In 2013, fewer than 2% of workers were employed in the hi-tech industries that are now one of dominant employment sectors in the Greater Cambridge area. Average Fenland wages were 25% lower as workers were dependent on relatively low value manufacturing, processing and construction.

4.16.8 In addition, aggressive pro-housing growth will increase the opportunity for those working elsewhere to live in Fenland and commute to the likes of the Cambridge or Peterborough. The house price to earnings ratio in Cambridge was 12:1 in 2019 compared to 7:1 in Fenland[33]. Higher paid workers moving to Fenland have the potential for greater disposable income, drive up local spending and thereby help achieve economic parity with the rest of the region. For this opportunity to arise, improved rail provision, including the introduction of easy and convenient car parking at stations in the sub-region must be provided as part of a bigger package of rail improvements.

Environmental Benefits

4.16.9 The station schemes produce Marginal External Cost savings as a result of there being fewer vehicles on the road. These monetary savings in air quality, noise and greenhouse gases are shown above.

4.16.10 Improved on-station facilities at March will add to journey quality.

Social Benefits

4.16.11 The car parks will improve access to the railway for a whole range of journey purposes including access to jobs and services in the regional centres.

4.16.12 The new car parks should also enhance perceptions over security both in terms of personal security and the security of vehicles.

4.16.13 The MEC savings including accident savings as shown above.

4.16.14 **Public Accounts**

4.16.15 The funding requirement on the CPCA is approximately £3.11m including development costs though capital costs are still unconfirmed.

4.16.16 Secured third party contributions (discussed in the Financial Case) amount to £103,424.

4.16.17 Public funding is only required for the capital (investment) stage. The TOC has agreed to cover all ongoing costs of station maintenance and renewal through the lifetime of its franchise.

4.16.18 There is a negative impact on indirect taxes. The main impact is from car users transferring to rail requiring less fuel and therefore contributing less to central government

[33] https://www.fenlandforbusiness.co.uk/invest-in-fenland/the-fenland-economy

in VAT. There is no VAT on train travel. The value of this change can be seen in the MECs above.

4.16.19 There is a small positive impact on road infrastructure. Fewer vehicles mean that road wear and tear is reduced thereby reducing the need for renewals. The value of this can also be seen in the MECs.

4.17. Value for Money Statement

4.17.1 The Benefit Cost Ratio including development costs for both stations is 2.99 with an NPV of £4.65m at 9% Optimism Bias.

4.17.2 GA will add considerable value to the initial capital investment having agreed to maintain and, if needs be, renew the station facilities within the lifetime of its franchise.

4.17.3 There is a wide range of benefits:

- Economy – Economy and Regeneration
- The scheme will encourage and support development and housing in the area.
- The new facilities (especially the car parks) will support improved rail services which will, in turn, provide additional access to education, jobs and services elsewhere.
- The facilities will lead to a reduction in traffic congestion and accidents especially on the approaches to Cambridge and Peterborough.
- Environmental – Emissions
- Reduced traffic will lead to a reduction in greenhouse gas emissions, noise and improvement in air quality.
- Environmental – Landscape/Townscape

  The surroundings of the stations will be improved especially at Match which is a key gateway to Fenland.

- Social – Security of users

  The improvements will be designed with personal security in mind and the increased usage will enhance this further

Appraisal Summary Table

Date produced:	12th October 2020	Contact:

Name of scheme:	Fenland Stations Regeneration Project – March and Manea stations combined	Name	Wendy Otter
Description of scheme:	March: Extension to existing station car park, renovations to the waiting room/ticket office, toilets and retail unit on Platform 1 and contribution to cycle parking facilities. Manea: New car park and waiting shelter.	Organisation	Fenland District Council
		Role	Transport Development Manager

Impacts		Summary of key impacts	Assessment					
			Quantitative			Qualitative	Monetary £(NPV)	Distributional 7-pt scale/ vulnerable grp
Economy	Business users & transport providers	Tempro forecasts suggest that business use is by a relatively small percentage (6%) of rail passengers in Fenland. MECS for all users amount to £5.07 Greater Anglia TOC will benefit from additional parking revenue and modelling indicates that improved station facilities will generate a small amount of additional demand.	Value of journey time changes (£)			Moderate benefit	£6.60 million (decongestion benefit)	
			Net journey time changes (£)					
			0 to 2min	2 to 5min	> 5min			
			NA	NA	NA			
	Reliability impact on Business users	Additional car parking will ensure that business users can more reliably get a parking space at the station as future demand increases.				Slight benefit		
	Regeneration	Improvements/enhancements to facilities on Platform 1	Willingness to Pay value 2020 to 2036 shown on right			Slight benefit	£0.055 million	
	Wider Impacts	Additional car parking spaces will guarantee access to the railway for the increasing population of Fenland to access increasing jobs and services elsewhere including Peterborough and the Greater Cambridge area. Additional spaces will also allow access				Moderate benefit		

		when rail service frequencies increase and stimulate further demand				
Environmental	Noise	Reduced road traffic.	Value of noise MECs shown on right		Slight benefit	£0.05 million	
	Air Quality	Reduced road traffic	Value of air quality MECs shown on right		Slight benefit	£0.02 million	
	Greenhouse gases	Reduced road traffic	Change in non-traded carbon over 60y (CO2e)		Slight benefit	£0.31 million	
			Change in traded carbon over 60y (CO2e)				
	Landscape	No impact			Neutral		
	Townscape	Platform 1 improvements will help give a more favourable view of the town as a whole			Slight benefit		
	Historic Environment	Improvement to interior of buildings on Platform 1			Slight improvement		
	Biodiversity	No impact			Neutral		
	Water Environment	No impact			Neutral		
Social	Commuting and Other users	Additional car parking will ensure that commuters and others can more get a parking space at the station as future demand increases.	**Value of journey time changes (£)**		Moderate benefit	See £6.60m decongestion benefit above	
			Net journey time changes (£)				
			0 to 2min	2 to 5min	> 5min			
	Reliability impact on Commuting and Other users	Additional car parking will ensure that commuters and others can more reliably get a parking space at the station as future demand increases.			Slight benefit		
	Physical activity	Cycle spaces will encourage more physical activity. Area around March is ideal for cycling. Previous provision has proved very successful.			Moderate benefit		
	Journey quality	Improved facilities on Platform 1			Slight benefit		
	Accidents	Reduced traffic accidents	Value of accidents MECs on right		Slight benefit	£0.72 million	
	Security	Secure and safe of street car parking provision to cater for additional future demand	Value of safety/security aspects of off-street parking provision, counterbalanced by parking fee at March		Slight disbenefit	-£0.22 million	
	Access to services	Additional car parking will help ensure access to the station by car who are travelling to access services elsewhere.			Slight benefit		
	Affordability	Schemes earmarked within CA's budgets pending business case	>£15m earmarked for Fenland Stations Regeneration pending business case				

	Severance	Not applicable		Neutral		
	Option and non-use values	Non use value considered to relate mainly to value of decongestion benefits since non users will benefit from quicker journey times		Slight benefit		
Public Accounts	Cost to Broad Transport Budget	Schemes earmarked within CA's budgets pending successful business case. Minor third party contribution, to cycle facilities.	2020 value including third party public sector contributions.		£3.11 million	
	Indirect Tax Revenues	Reduced tax revenues resulting from loss of fuel duty, VAT on fuel etc.	Value of Indirect Taxes MECs on right (2020 value)	Slight adverse	-£0.57 million	

Table 19 Appraisal Summary Table

5. Financial Case

5.1. Introduction

5.1.1 The Financial Case concentrates on the affordability of the proposal, its funding arrangements and technical accounting issues. It presents the financial profile of the different options and the impacts of the proposed deal on funders' budgets and accounts.

5.2. Critical Success Factors

5.2.1 The CSFs set out below are considered appropriate for the scheme:

- Ensuring the scheme can be delivered within available budgets;
- Can be delivered within the likely capital funding available;
- Compliance with public sector procurement regulations (including those affecting investment in the rail sector) for grant funded elements.

5.3. Cost Estimates

5.3.1 The cost of the various parts of the preferred package of measures to be implemented at each station is shown in Table 20. (Costs at October 2020) This amounts to £3,214,416. Note, however, that these costs are not final and that final costs could differ as discussed in the risk section below.

5.3.2 Third party contributions amount to £103,424 so therefore the CPCA ask is £3,110,991.

5.3.3 Project and programme management costs cover:

- FDC officer time;
- GA's management, design and contract management.
- There is also an element for post implementation monitoring and evaluation.

5.3.4 Business case development costs include an allowance for SOBC, OBC and FBC production by consultants, and management by FDC officers.

5.3.5 Third party contributions are shown in Table 21.

5.3.6 Section 106 development contributions have been discharged and the funds rest with FDC so there is minimal-to-no risk that they will not be available at the appropriate time.

5.3.7 GA successfully applied to the DfT's Cycle Rail Fund 2019-20 and was awarded £62,100 for the introduction of an additional 50 bike parking spaces at March Station.

Station	Item	Estimated cost	Third party contributions	CPCA ask
March	Extension of the car park adjacent to Platform 1	£1,200,000	-	£1,200,000
	Additional cycle parking on Platforms 1 and 2	£69,000	£62,100	£6,900
	Ticket office waiting room, toilets and café/retail outlet improvements on Platform 1	£718,750	-	£718,750
	Management and Business Case Development	£183,333		£183,333
	COST	**£2,171,083**	**£62,100**	**£2,108,983**
Manea	New car park	£800,000	£30,000	£770,000
	Waiting Shelter	£60,000	£11,324	£48,675
	Management and Business Case Development	£183,333		£183,333
	COST	**£1,043,334**	**£41,324**	**£1,002,009**
	TOTAL COST	**£3,214,416**	**£103,424**	**£3,110,991**

Table 20 Cost estimates (October 2020) for station improvement elements

Station	Item	Third party contributions	Source
March	Additional cycle parking on Platforms 1 and 2	£62,100	DfT 'Cycle Rail Fund'
Manea	New car park	£30,000	Section 106
	Waiting Shelter	£11,324	Section 106
	TOTAL COST	£103,424	

Table 21 Third Party Contributions

5.3.8 Neither CPCA nor FDC are required to fund post implementation management, maintenance and renewals costs of any of the items. GA has accounted for these for the lifetime of its franchise (to 2025) within its own internal business case procedures.

5.3.9 Inflation has not been applied to costs since the latest costings are from October 2020 and all construction is expected to be completed by summer 2021.

5.3.10 The CA has allocated a total of £8.7m to FRSP in the 'costed but not yet committed' part of its Business Plan. Only a portion of this is required for March and Manea stations. The mitigation if partial or no funding approval is given by the CPCA Board is to pause the project in order to secure funding from elsewhere.

5.3.11 There are no known funding constraints other than the potential to not get full or only partial funding from the CA.

5.3.12 Sunk costs to date relate to FDC and CA officer time and consultants' work on the business case.

5.3.13 FDC pays investment (capital) and management costs to GA after individual schemes have been implemented. Payments are NOT staged throughout the scheme development process thereby reducing the risk to FDC of non-completion of work whilst increasing the incentive to GA to complete. The funding profile reflects this arrangement with peaks when the Platform 1 and extended car park works are completed as per the programme shown in the Management Case.

5.3.14 FDC claims funding from CPCA every three months. CPCA require copies of invoices and timesheets etc to claim funding. The funding profile for officer management time is therefore relatively flat.

5.3.15 Operation, maintenance and renewal costs of the proposed facilities and the resulting change in passenger revenues to GA have not been calculated since these will become private sector costs and benefits. The requirement is for the initial capital cost and for value for money to be calculated for these investment costs only.

5.4. Independent Cost Verification

5.4.1 Legal agreements are currently in draft between CPCA and FDC and between FDC and GA. These include cost management processes which are discussed in the Management Case.

5.4.2 Budget and projected costs are regularly scrutinised by the station project boards, representation and governance by which is discussed in the Commercial Case.

5.4.3 GA will procure all necessary contractual works at March Station and FDC will undertake works on the Manea car park on behalf of the respective project board. GA has robust procurement processes which include a tender process to appoint external contractors. Tender costs are scrutinised by the company's procurement and asset management teams in addition to the GA team who progress scheme development on a day to day basis. GA is a member of and reports directly to the station project boards. The project boards scrutinise and have the final say over the tender offers that come forward through the GA procurement process.

5.5. Risk Assessment

5.5.1 Simple Quantified Risk Assessment (QRA) has been used with the level of risk that is considered to apply to a number of the individual schemes. An assessment of the risk of individual scheme costs has been given as low likelihood of change (L), medium (M) or high (H) in Table 22 below.

Project Risk	Risk Assessment	Estimate cost (February 2020)	Potential change in cost
March Station Extended Car Park			
Costs have still to be finalised. The extended car park will be managed by NCP on behalf of GA. Parking charges will be introduced in line with charges in the existing charges. Some drivers park on street to avoid paying to park at the moment. The risk is that this will continue	M	£1,200,000	+/-30%
March Platform 1 Improvements			
Costs depend on which option the public choose for the scheme. It also depends on the results of the structural survey which has yet to be completed. Costs could be much less if the building is in good condition and the public choose the more limited scheme.	M	£718,750	+/- 30%

Table 22 Estimated costs and percentage cost range (February 2020)

5.6. Funding Strategy

5.6.1 FDC pays investment (capital) and management costs to GA after individual schemes have been implemented. In other words, payments are not staged throughout the scheme development process thereby reducing the risk to FDC and increasing incentives on GA to complete the investment.

5.6.2 FDC claims funding from CPCA every three months though as the intensity of work and amount of spend increases this is likely to become monthly. CPCA require copies of invoices and timesheets etc to claim funding.

6. Commercial Case

6.1. Introduction

6.1.1 The Commercial Case provides evidence on the commercial viability of a proposal and the procurement strategy that will be used to engage the market and procure the necessary services for delivery. It should clearly set out the financial implications of the proposed procurement strategy. It will present evidence on risk allocation and transfer, contract timescales and implementation timescale as well as details of the capability and skills of the team delivering the project and any personnel implications arising from the proposal.

6.2. Critical Success Factors

6.2.1 The Commercial Case establishes how the proposal could be procured. Relevant CSFs for this case are:

- Ensuring that any option can be procured, delivered and operated as required
- Ensuring the scheme can be delivered using current engineering solutions
- Long-term operational and maintenance liabilities are considered acceptable
- Ensuring the scheme can be procured through feasible procurement routes
- Compliance with public sector procurement regulations (including those affecting investment in the rail sector) for grant funded elements

6.3. Output Based Specification

6.3.1 FDC provided GA with Project Remit Specifications. One example can be found in Appendix B.

6.3.2 In summary, the requirements are as follows:

March Station

- Renovation of the existing buildings and brickwork in order to improve the attractiveness of the station, reduce ongoing maintenance requirements and make the most of the heritage aspects of the station;
- Redesign and reconstruction/renovation of the ticket office, waiting room, toilets and shop to improve their attractiveness, improve their functionality, address current dilapidation and reduce ongoing maintenance requirements, all on Platform 1;

Manea Station

- Provision of a station car park to provide parking facilities, with the number of spaces to be determined in relation to land availability, cost effectiveness and design considerations;

- Design and provision of a new waiting shelter with a specification to match the location at an unstaffed station and to meet customer requirements for inclusive access, safety and comfort, as well as minimising ongoing cleaning and maintenance requirements;

6.4. Procurement Strategy and Sourcing Options

6.4.1 FDC took the strategic decision at an early stage not to procure station facilities directly but to engage GA's station design and procurement expertise instead. It considered five options before alighting on this decision. Procurement is still scrutinised by the project boards and officers including specialist officers such as legal and procurement in FDC.

6.4.2 Latterly, FDC decided to design and build the new car park at Manea in-house since the land that is adjacent to the station and on which the car park will be built is not within GA's leasehold.

6.4.3 Procurement processes are key aspects of a legal agreement that is being considered between FDC and GA.

Greater Anglia

6.4.4 FDC considered five options before alighting on the procurement strategy. These are considered in detail in Table 23 below.

6.4.5 The options included using:

- FDC's Engineering Team
- CCC Highways/CCC Highway Contract
- Open tender competition/private sector consultancy
- NR
- GA

6.4.6 The reasons for choosing the GA option for March Station were as follows:

- GA, as the current holder of the local railway franchise, has an agreement/ 99 year lease to manage the stations and their assets;
- GA therefore has knowledge of the stations and experience of delivering this type of project;
- As GA is the station operator there will be no requirement for additional approvals/sign off;
- GA will formally adopt the final schemes as their assets. It is therefore in their interest to reduce risks during the design and build stages;
- There is a strong correlation between the facilities that are available at railway stations and customer demand for those stations. As GA operates many of the railway services that stop at March Station there is an added incentive for them to deliver well on station

schemes. FDC surveys and consultation responses have shown that customers want improved facilities and that poor or non-existent facilities are a barrier to use of services

- GA has a staff presence locally at March, Ely and Cambridge. They support local working and meet with the community and stakeholders.
- FDC already had a good working relationship with GA through the Hereward CRP.
- FDC has requested that GA obtain at least three quotes or complete a full tender exercise depending on the spend involved.

6.4.7 FDC also understands the requirement for it to ensure that value for public money is achieved by working in close partnership with GA. It recognises the risk that one day GA may not have enough capacity to deliver the schemes though this is considered to be low.

6.4.8 In summary, this is the preferred delivery option for March because working in partnership with an organisation that already manages the assets and their contractors significantly reduces the risk and more easily ensures project approval.

GA Procurement Procedures

6.4.9 GA undertakes a procurement process for all expenditure above £10,000 on any item or category unless a framework agreement or an authorised contract is in place. Where a suitable contract is not in place, GA Procurement division will normally advise the delivery team whether a tender exercise is required.

6.4.10 Assuming a tender process is required, and subject to provision of a signed Project Remit Specification and internal business case sign offs, the procurement team will issue an Invitation to Tender to qualified suppliers.

6.4.11 Those tenders are scored by the procurement team using an evaluation matrix which includes comments to explain the reasons behind the scoring. Procurement and the GA Quantity Surveyor make a recommendation from the commercial proposal and agree with the project manager on the final shortlist.

6.4.12 At final presentations, shortlisted suppliers are asked to address any clarifications and assumptions, with any pricing challenges made by the end of the meeting. Final scoring is reviewed by Asset Management following supplier presentations and recommendations made to the Head of Projects.

6.4.13 If accepted, Procurement advises the preferred supplier and provides feedback to non-selected suppliers.

6.4.14 The above indicates that GA have good, rigorous processes in place to test the market.

Option	Pros	Cons	Outcome
FDC Engineering Team	In house resource can walk across the office for collaborative working More flexibility in respect of additional tasks/changes to programme Uses local expertise The team already has a successful record of delivery of car park/bus projects	Limited experience and knowledge of railway projects FDC capital programme has significant projects within the next couple of years so this will impact on the engineering resource available All projects will require railway industry sign of and approval Additional cost for railway industry sign off and approval Possible issues with cost/delay/programme if the rail industry does not approve the scheme	This is not the preferred delivery option. Key concern is the need for railway approval and sign off. Key risk is possible extra cost and time delay in obtaining railway approval. The inexperience of FDC staff delivering railway projects may make this a greater risk. FDC staff can support on these projects and will assist with concept work
Cambs CC Highways/ Cambs CC Highway Contract	FDC regularly works in partnership with CCC. We have a good working relationship with CCC colleagues Uses local expertise CCC colleagues have more experience with delivering larger projects CCC colleagues have experience of delivering railway projects – e.g. Cambridge Station and Cambridge North Station CCC allows FDC access to use their highways contract The current highways contractor also has considerable expertise of delivering railway projects and larger projects	CCC currently has a large work programme of its own and there may not be resource available for our work The CCC Highways contract is due to renewal and a tender process is ongoing. This creates uncertainty around what the contract will be and therefore the potential to deliver the work All projects will require railway industry sign of and approval Additional cost for railway industry sign off and approval Possible issues with cost/delay/programme if the rail industry does not approve the scheme	This is not the preferred delivery option. Key concern is the need for railway approval and sign off. Key risk is possible extra cost and time delay in obtaining railway approval. There are examples where obtaining such approvals has led to significant delay and extra cost.
Open Tender completion/ private sector consultancy	A full open competition to understand the market available and to get the best possible private sector expertise at a good price	All projects will require railway industry sign of and approval	This is not the preferred delivery option.

Option	Pros	Cons	Outcome
	Private sector organisations have the ability to draw on a range of technical expertise from different disciplines Private sector organisations will typically have substantial expertise of delivering this type of project and therefore a proven track record Private sectors organisations already have contracts with the railway industry and therefore have good working relationships with railway industry colleagues and key contacts.	Additional cost for railway industry sign off and approval Possible issues with cost/delay/programme if the rail industry does not approve the scheme Ongoing work with railway industry colleagues/organisations that are railway approved suppliers does not guarantee that a project will obtain railway industry approval May not involve local expertise	The key concern of needing railway industry approval and sign off is significant. Being a railway industry approved suppliers does not guarantee support for each individual project. Key risk is possible extra cost and time delay in obtaining railway approval.
Railway Industry option – Network Rail	Network Rail manages railway infrastructure. Their core business therefore is delivery of projects such as our station projects As Network Rail manage railway infrastructure and are therefore part of the railway industry reducing the need for additional formal sign off Network Rail have their own internal staff who are able to deliver the project Network Rail also have approved contractors who could undertake the work Network Rail has staff locally at Whittlesea Station to manage the level crossing Network Rail does have some technical staff locally at Ely, Peterborough and Cambridge. These staff do have good knowledge of our local stations.	Engagement with Network Rail is intermittent. Key Stakeholders and the public are frustrated about the lack of Network Rail attendance at Community Rail Partnership (CRP) events. Network Rail will need to work in partnership with Greater Anglia and seek their agreement to adopt the complete projects as their assets. Should this not happen there a risk Local perception that Network Rail cost estimates and project costs are high The staff availability for Network Rail to deliver these projects. They may not have enough capacity.	This is not the preferred delivery option. A risk if Greater Anglia did not adopt the scheme as their asset upon its completion. As the final scheme is on Greater Anglia land it is difficult to see how an alternative owner of the asset could be achieved. Public perception given local frustration about the limited CRP engagement from Network Rail and perceptions regarding cost
Railway Industry option – Greater Anglia	Greater Anglia as the current holder of the Anglia railway franchise have an agreement/99 year lease to manage the stations and their assets	The need to ensure that value for money is achieved by working in partnership with a private company	This is the preferred delivery option.

Option	Pros	Cons	Outcome
	Greater Anglia therefore already has the knowledge of the stations and experience of delivering this type of project As Greater Anglia are the station operator there will not be any need for additional approvals/sign off Greater Anglia will formally adopt the final schemes as their assets. Risk is reduced here as they will be responsible for the scheme delivery There is a strong relationship between the facilities that are available at railway stations and customer use of those stations. As Greater Anglia operates railway services at our local stations there is an added incentive for them to deliver these schemes. FDC Survey and consultation responses show that customer want improved facilities at stations and that poor or non-existent facilities are a barrier to use of services Greater Anglia have a staff presence locally at March, Ely and Cambridge. They support local working and meet with the community and stakeholders FDC already has a good working relationship with Greater Anglia through the Hereward Community Rail Partnership	The staff availability for Greater Anglia to deliver these projects. They may not have enough capacity.	Working in partnership with the organisation that manages the assets and their contractors significantly reduces the risk and more easily ensures project approval. Any delivery agreement will include "safeguards" to ensure that value for money is achieved. E.g. tender procurement with railway industry approved suppliers

Table 23 Procurement options considered by FDC at the start of the process.

Stations' Project Boards

6.4.15 The outcome of the procurement process is always reported to the project board for the relevant station. From a public accountability perspective, the project board makes decisions through the elected representatives and the organisations who attend the Board. FDC Cabinet Member for Transport is the Chairman of the project boards and would have a casting vote should this be necessary. (More on governance in the Management Case below.)

6.5. Payment and Charging Mechanisms and Pricing Framework

6.5.1 FDC pays investment (capital) and management costs to GA after individual measures have been implemented. Payments are not staged throughout the scheme development process thereby reducing the risk to FDC of non-completion of work whilst increasing the incentive to GA to complete. The funding profile will reflect this arrangement with peaks when the Platform 1 and extended car park works are completed as per the programme shown in the Management Case.

6.5.2 FDC claims funding from CPCA every three months for the periods January to March, April to June, July to September and October to December. CPCA require copies of invoices and timesheets etc to claim funding. The funding profile for officer management time is relatively flat through the year.

6.5.3 The CA has allocated a total of £8.7m to FRSP in the 'costed but not yet committed' part of its Business Plan. Only a portion of this is required for March Station. The mitigation if partial or no funding approval is given is to pause the project in order to secure funding from elsewhere.

6.5.4 There are no known funding constraints other than the potential to not get full or only partial funding from the CA. The third party contributions have been secured.

6.5.5 Sunk costs to date relate to FDC and CA officer time and consultants' work on the business case.

6.5.6 Operation, maintenance and renewal costs of the proposed facilities and the resulting change in passenger revenues to GA have not been calculated since these will become private sector costs and benefits. The requirement is for the initial capital cost and for value for money to be calculated for these investment costs only.

6.6. Risk Allocation and Transfer

6.6.1 The overall approach to managing risk is defined in more detail in the Management Case.

6.6.2 Putting in place a robust Delivery Agreement (which is currently at draft status) and passing responsibility to GA to design, procure and construct most facilities reduces risk to both FDC and CPCA and helps achieve value for public money. The outcome of procurement exercises are scrutinised by the stations' project boards which in turn report to FDC committee and the CA.

6.6.3 There are no post implementation revenue risks because GA has agreed to manage, maintain and, if needs be, renew the assets.

6.7. Contract Length and Management

6.7.1 The Delivery Agreement will be in place for the length of time required to implement the schemes in the project as shown on the latest programme.

6.7.2 GA will individually sub-contract construction of the schemes in the project for as long as is agreed between the sub-contractor and GA, and in turn by the project boards.

7. Management Case

7.1. Introduction

7.1.1 The Management Case assesses whether a proposal is deliverable. It tests the project planning, governance structure, risk management, communications and stakeholder management, benefits realisation and assurance.

7.1.2 The Management Case should set out a clear and agreed understanding of what needs to be done, why, when and how, with measures in place to identify and manage any risks. It includes a plan to ensure that the benefits set out in the Economic Case are realised and includes measures to assess and evaluate this. The project and programme should have a risk management plan proportionate to its scale.

7.2. Critical Success Factors

7.2.1 CSFs for this case include:

- Ensuring a sound approach to planning, delivery and risk management
- Ensuring that any management imperatives set by the rail sector are met
- Deliverable within the timescale during which funding is likely to be available

7.3. Overall Approach to Project Management

7.3.1 FDC officers are providing overall management of the project and programme. They are working closely with the GA project delivery team.

7.3.2 A draft legal agreement between GA and FDC is currently in preparation.

7.3.3 FDC officers are specifically responsible for:

- Regular liaison with the CPCA's Programme Officer who in turn reports to the CPCA;
- Providing secretariat support to the project boards;
- Providing the link between the project boards and FDC Cabinet;
- Preparing the way for and submitting plans for planning consent including liaison with the highway authority in respect of access to the highway at Manea;
- Negotiations with non-NR landowners including private land at Manea;
- Efficacious use of Section 106 Developer Contributions;
- Wider stakeholder management, that is, stakeholders not involved in the project boards.
- Public consultation on overall plans and scheme designs.
- Management of the Benefits Realisation Plan and Monitoring and Evaluation Plan discussed below.

7.3.4 GA is providing individual scheme management for the design and construction of most schemes. The GA team is specifically responsible for:

- Developing its own internal scheme business cases focused on its post implementation management, maintenance and renewal of schemes;
- Successfully submitting a bid to the DfT's Cycle Rail Scheme and subsequent implementation of cycle facilities at March Station;
- Procuring consultants and contractors to undertake surveys (e.g. geotechnical, ecological) and the design and build of schemes to the satisfaction of its own internal processes and procedures and those of FDC and CPCA.
- Has been nominated by FDC as the Principal Designer and Principal Contractor for March.
- Post implementation, overseeing the management of the car park at March which they will sub-contract to NCP.

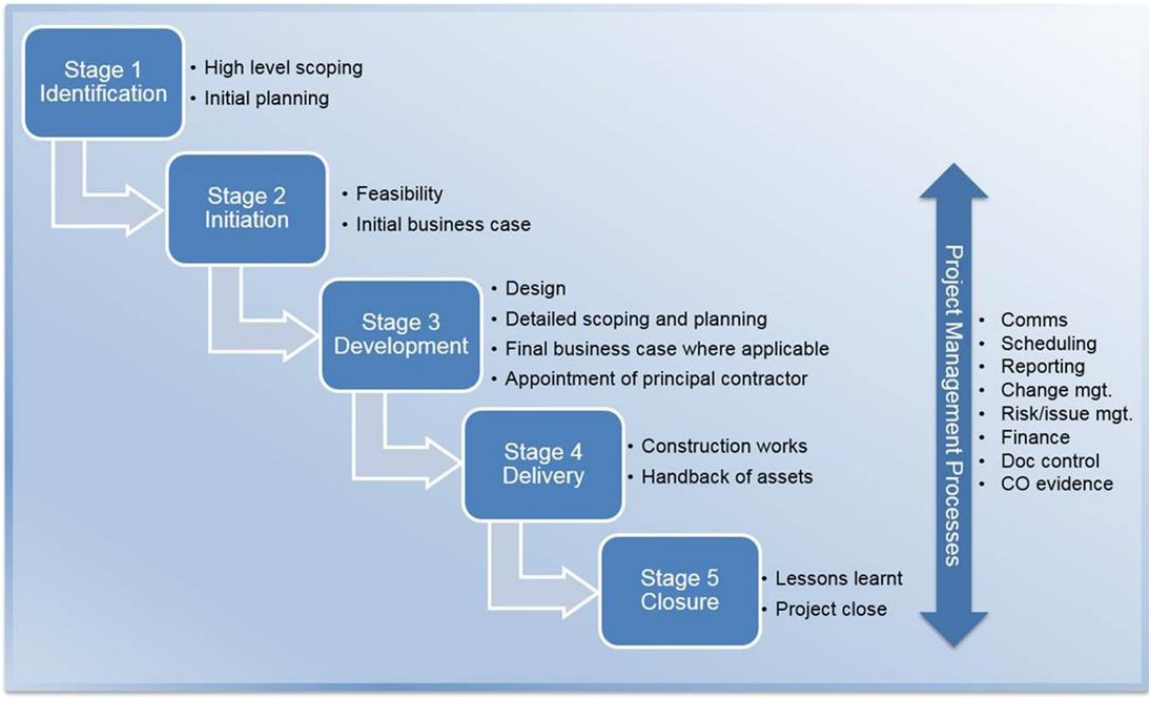


Figure 8 The GRIP 'Lite' process used by GA

7.4. Evidence of Similar Projects

7.4.1 Whilst FDC Procurement has extensive experience of contacting and sub-contracting projects this is the first time the council has commissioned GA in the role of Principal Designer and Principal Contractor. GA has extensive experience of managing station projects including on-station facilities and new car parks. It has robust procurement processes in place, the outcomes of which will be open to scrutiny by the station boards.

7.5. Project Governance, Organisation, Structure and Roles

7.5.1 FDC is responsible for delivering the FSRP mainly through GA, its delivery agent. FDC's officers provide day-to-day project and programme management and collaborate and negotiate with a range of partners and stakeholders to get the project delivered.

7.5.2 The scheme concept and ownership are the responsibility of FDC having taken into account the views of a wide range of stakeholders and the public during and in the period after the formation of the FSRDS in 2011-12. FDC officers and councillors have invested significant effort over the years not least through the efforts of the CRP.

7.5.3 This section details the project's governing structure. Many within the structure are key partners as well as stakeholders. The project boards' Terms of Reference can be found in Appendix C. Stakeholder management is discussed separately below. The governing structure ensures strong accountability and scrutiny to ensure that measures that will be delivered will be with good value for public money.

7.5.4 Figure 9 provides an overview of the governance structure.

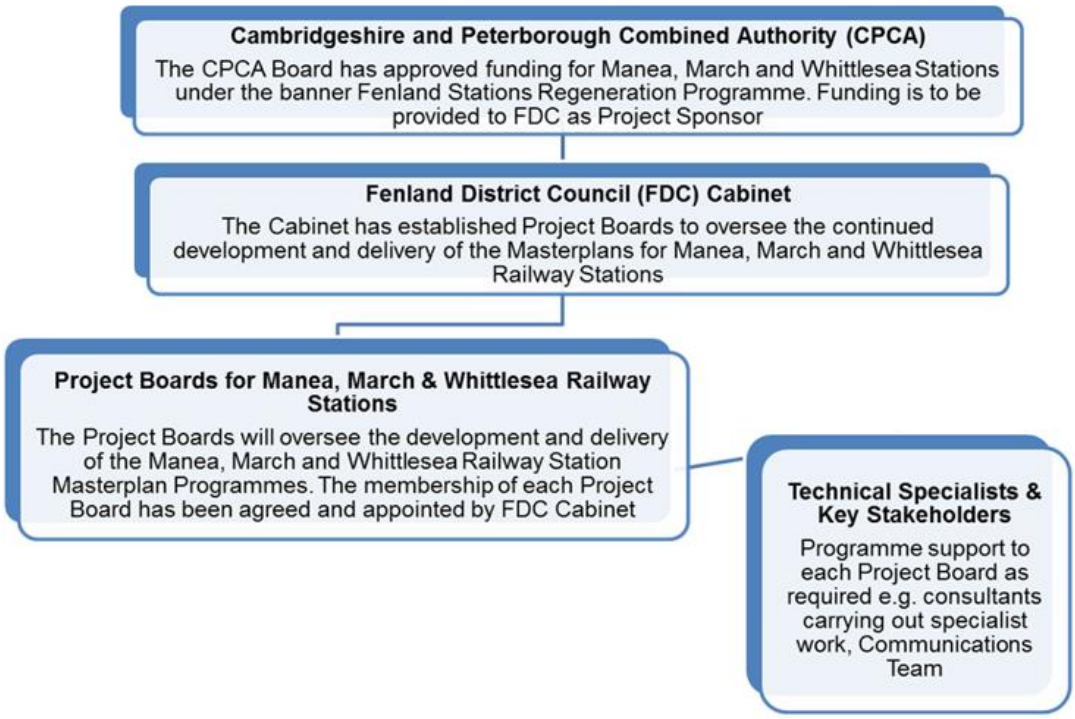


Figure 9 Project governance structure

7.5.5 Key decisions are made by the station project boards which include the following members:

- The Mayor of Cambridgeshire & Peterborough;
- The Policy Adviser to the Mayor of Cambridgeshire and Peterborough;

- Cambridgeshire and Peterborough Combined Authority – Head of Transport (Vice-Chairman);
- Cambridgeshire and Peterborough Combined Authority – Transport Programme Manager;
- Fenland District Council – Cabinet Member for Transport (Chairman);
- Greater Anglia Asset Relationship Manager; and
- Hereward Community Rail Partnership Chairman.

7.5.6 In addition, the following representatives attend their respective Project boards:

- Fenland District Councillor for March;
- March Town Councillor;
- Fenland District Councillor for Manea Ward;
- Manea Parish Councillor;

7.5.7 The project boards were first constituted in October 2018 and meet at least every two months. FDC officers provide the secretariat.

7.5.8 Each board is supported by a station scheme delivery team which include the following representatives:

- Cambridgeshire and Peterborough Combined Authority – Transport Programme Manager;
- Fenland District Council Transport Development Manager – lead officer for station master plan work;
- Other staff in CPCA and FDC – advisers, procurement, programme management, legal, engineers, planning, finance etc as necessary;
- Greater Anglia Assets Relationship Manager;
- Greater Anglia Project Managers – an individual project manager is appointed for each specific project in the programme;
- Greater Anglia – operational team/Station Managers and staff for March
- Greater Anglia design consultants and contractors – various organisations appointed by GA to deliver schemes;
- Other consultants appointed by either GA/FDC/CPCA – development of evidence, technical work, business cases etc;
- Network Rail – scheme sponsors/surveyors – land transfer/level crossings/asset protection.

7.5.9 Delivery teams meet as and when required to take forward the project in line with the project boards' requirements.

7.5.10 The project boards' work is reported to FDC's Cabinet and CA Board.

7.5.11 In addition, GA has its own internal business case procedure which it must go through to ensure the viability of schemes it intends to invest in both at a capital level but also, importantly for this scheme, for ongoing revenue, maintenance and renewal costs.

Availability and suitability of resources

7.5.12 FDC's Transport Development Manager (TDM) provides overall project and programme management. She provides the links to the CPCA via its Transport Programme Manager, reports to the station boards, meets with GA's 'Relationship Manager – Asset Management' both formally and informally on average three times a week to progress the details of the schemes, reports to FDC's Cabinet Member for Transport and liaises with the CRP. She also has high level contacts within NR.

7.5.13 On average, FDC's TDM spends 55% of her time on the FSRP. She is supported by a Senior Transport Officer who is available to spend 20%.

7.5.14 The TDM is highly experienced in Fenland rail issues having been involved for at least 10 years. She has a proven track record in taking ideas from concept stage to implementation with the policies and strategies in place to roll out ideas beyond pilot programmes. Her specialities include transport policy and strategy, procurement, project management, partnership working, negotiation, project planning and management. She was instrumental in putting together the FRDS and the setting up the CRP.

7.5.15 The TDM and GA's Relationship Manager – Asset Management have a close working relationship. The Relationship Manager manages the process of organising specialist consultants and contractors required to deliver the schemes in the programme as well as providing internal business cases for GA's management. He, like FDC's TDM, is available to report directly to the stations' project boards. Fenland stations are one of a number of projects within the GA franchise that the Relationship Manager is responsible for managing the development and implementation of.

7.6. Programme / Project Plan

7.6.1 Project plans for the individual station schemes are included below. Regular day to day discussion takes place between FDC officers and GA representatives to monitor delivery of the project. Regular progress meetings will be held as the scheme develops, with progress reports prepared in advance for review with the client.

7.6.2 The individual scheme programmes shown below are extracted from the master programme held by FDC. For brevity and to fit onto the pages below in a readable format, only the period from July 2020 onwards is shown and only the last week in each month is shown. (The master programme is broken down into weekly columns. This explains why tasks that are shorter than one month and are not programmed to take place in part or wholly within the last week of the month do not appear as coloured bars.)

7.6.3 The programmes also show percentage progress at August 2020; whether they are 'scheduled', 'underway', 'completed' or 'milestones'; the expected start date and number of weeks to complete.

7.6.4 The programme for the extension to the existing car park at March is shown in Table 24 .

- The project is at the point of detailed design and early contractor involvement;
- Procurement and build will follow, the latter completing by March 2021, followed by launch and promotion.

ID	Task Name	Category	Progress	Start date	No. of weeks	29/06/2020	27/07/2020	31/08/2020	28/09/2020	26/10/2020	30/11/2020	28/12/2020	25/01/2021	22/02/2021	29/03/2021	26/04/2021	31/05/2021	28/06/2021	26/07/2021
	March Existing car park - This scheme has now been extended to include the Portcabin Area																		
	Client Remit and Approach to GA	**Completed**	**100%**	**04/11/2019**	4														
	Completed GA Client Remit Doc	**Completed**	**100%**	**25/11/2019**	1														
	GA Business Case Approval	**Completed**	**100%**	**02/12/2019**	2														
	GA Procurement and contractor apppointment	**Completed**	**100%**	**09/12/2019**	6														
	Initial High level concept drawing	**Completed**	**100%**	**06/01/2020**	4														
	Feasability including outline design/options/safety/agreement from partners etc	**Completed**	**100%**	**06/01/2020**	15														
	Feasibility technical work - ecology, drainage, topographical survey work	**Completed**	**100%**	**06/01/2020**	29														
	Confirmation of preferred option	**Completed**	**100%**	**20/07/2020**	1														
	Collaborative Planning Workshop and review - project plan, timescales and funding	**Underway**	**10%**	**03/08/2020**	1														
	Early contractor engagement	**Scheduled**	**0%**	**06/07/2020**	12														
	Detailed design	**Scheduled**	**0%**	**20/05/2020**	15														
	Tender specification and procurement	**Scheduled**	**0%**	**03/08/2020**	12														
	Appoint contractor	**Milestone**	**0%**	**26/10/2020**	1														
	Contractor Mobilisation	**Scheduled**	**0%**	**26/10/2020**	4														
	Construction	**Scheduled**	**0%**	**23/11/2020**	19														
	Completion of construction	**Scheduled**	**0%**	**31/03/2021**	1														
	Launch event and promotion	**Scheduled**	**0%**	**01/04/2021**	2														
	Completion	**Scheduled**	**0%**	**10/04/2021**	1														

Table 24 Programme for extension of the existing car park at March Station

7.6.5 Table 25 is for March Station Platform 1 redesign

- Survey work, public consultation and choice of the preferred option are complete
- Next comes the tender specification and appointment of the contractor;
- Construction is expected between January and June 2021;
- Launch will be in July 2021.

ID	Task Name	Category	Progress	Start date	No. of weeks	29/06/2020	27/07/2020	31/08/2020	28/09/2020	26/10/2020	30/11/2020	28/12/2020	25/01/2021	22/02/2021	29/03/2021	26/04/2021	31/05/2021	28/06/2021	26/07/2021
	March station platform 1 re-design																		
	Agree revised scope/specification for the prc	**Completed**	**100%**	**17/06/2019**	15														
	Client remit and approach to GA	**Completed**	**100%**	**04/11/2019**	4														
	Complete GA Client Remit	**Completed**	**100%**	**25/11/2019**	1														
	GA Scheme business case and approval	**Completed**	**100%**	**02/12/2019**	2														
	Tenders specification and requirements for a structural survey	**Completed**	**100%**	**02/12/2019**	3														
	Appoint contractor to complete survey and feasibilty work	**Completed**	**100%**	**13/01/2020**	1														
	Survey work	**Completed**	**100%**	**13/01/2020**	20														
	structural survey work	**Completed**	**100%**	**01/06/2020**	8														
	Tenders and specification to complete design options	**Completed**	**100%**	**09/12/2019**	5														
	Appoint contractor to complete design options	**Completed**	**100%**	**13/01/2020**	1														
	Technical work, option development and outline design	**Underway**	**100%**	**13/01/2020**	20														
	Public consultation including prep and results report	**Completed**	**100%**	**13/04/2020**	12														
	Confirmation of preferred option	**Completed**	**100%**	**27/07/2020**	2														
	Collaborative Planning Workshop - review of Project Plan, timescales, funding	**Underway**	**10%**	**03/08/2020**	1														
	Tender specification development and procurement complete	**Scheduled**	**0%**	**28/09/2020**	12														
	Appoint contractor	**Milestone**	**0%**	**21/12/2020**	1														
	Appoint contractor and mobilisation	**Scheduled**	**0%**	**21/12/2020**	4														
	Detailed design	**Scheduled**	**0%**		4														
	Construction / building work	**Scheduled**	**0%**	**18/01/2021**	23														
	Completion of building work	**Scheduled**	**0%**	**28/06/2021**	1														
	Launch event and promotion	**Scheduled**	**0%**	**05/07/2021**	2														
	Overall completion	**Scheduled**	**0%**	**16/07/2021**	1														

Table 25 Programme for Platform 1 regeneration at March Station

7.6.6 Table 26 indicates that the shelter programme for Manea (and Whittlesea) is now complete including launch and promotion.

ID	Task Name	Category	Progress	Start date	No. of weeks	29/06/2020	27/07/2020	31/08/2020	28/09/2020	26/10/2020	30/11/2020	28/12/2020	25/01/2021	22/02/2021	29/03/2021	26/04/2021	31/05/2021	28/06/2021	26/07/2021
	Shelters at Manea & Whittlesea																		
	Inception, Business Case, Procurement	**Completed**	**100%**	**10/06/2019**	3														
	Feasibility Study	**Completed**	**100%**	**08/07/2019**	3														
	Consultation	**Completed**	**100%**	**08/07/2019**	12														
	Procurement	**Completed**	**100%**	**23/09/2019**	6														
	Detailed Design and Surveys	**Completed**	**100%**	**23/09/2019**	1														
	Mobilisation and delivery of bespoke materials	**Completed**	**100%**	**16/09/2019**	18														
	Ground work and Civils	**Completed**	**100%**	**06/01/2020**	5														
	Install	**Completed**	**100%**	**23/03/2020**	3														
	Launch & Promotiion	**Underway**	**100%**	**20/04/2020**	2														

Table 26 Programme for Shelters at Manea and Whittlesea

7.6.7 Table 27 is the programme for Manea Car Park.

- The planning application process is nearing completion;
- The land purchase process is underway and awaits the outcome of the planning process;
- Detailed design work is pending;
- Procurement of the contractor to build the site is due to take place in September 2020 with the build anticipated to be completed by April 2021;
- Launch, promotion and final completion in June 2021.

Project management and programme processes

7.6.8 FDC does not use a formally recognised process-based method of project management such as PRINCE-2.

7.6.9 The work programme is managed using Microsoft Excel, extracts of which are shown as images in Tables 24 to 27.

7.6.10 Formal agendas and minutes of meetings for the stations' Project boards and CRP meetings are produced and kept by FDC officers in their role as secretariat.

7.6.11 FDC uses CA forms and documentation to report to the CA. An extract of an example can be seen in Appendix F.

7.6.12 GA has its own in-house project management processes to ensure efficacious delivery of contracted services.

ID	Task Name	Category	Progress	Start date	No. of weeks	29/06/2020	27/07/2020	31/08/2020	28/09/2020	26/10/2020	30/11/2020	28/12/2020	25/01/2021	22/02/2021	29/03/2021	26/04/2021	31/05/2021	28/06/2021	26/07/2021
0	***Manea Station Car Park option - Private land owner site***																		
	Meet with Private landowner	**Completed**	**100%**	**10/06/2019**	3														
	Technical work and concept design work to support the planning app	**Completed**	**100%**	**02/09/2019**	35														
	Negotiation / legal / land purchase - agreement in principal, land valuation and access for surveys	**Completed**	**100%**	**01/07/2019**	53														
	Concept design and safety work	**Completed**	**100%**	**02/12/2019**	12														
	Seek technical advise pre planning application	**Completed**	**100%**	**19/08/2019**	25														
	Confirmation of final car park option site	**Completed**	**100%**	**30/03/2020**	1														
	Submit full Planning Application	**Completed**	**100%**	**09/03/2020**	4														
	Planning Application validated	**Completed**	**100%**	**13/04/2020**	9														
	Planning Application validation	**Milestone**	**100%**	**13/04/2020**	3														
	Planning Application review and assessment	**Underway**	**80%**	**13/04/2020**	21														
	Submit revised information for the second consultation	**Underway**	**90%**	**06/07/2020**	4														
	Application to FDC Planning Committee	**Milestone**	**0%**	**24/08/2020**	1														
	Planning Application Approved	**Milestone**	**0%**	**02/09/2020**	1														
	Legal/Land Purchase -FDC Governance process, legal, heads of terms, purchase - subject to planning app approval	**Underway**	**30%**	**23/05/2020**	24														
	Legal/lease of purchased land for car park operation - FDC Governance Process, Manea PC Governance process, heads of terms, legal etc - Subject to Planning	**Underway**	**20%**	**23/05/2020**	32														
	Additional Ecology Surveys/technical work	**Completed**	**100%**	**06/04/2020**	10														
	GA development of tender specification for the project	**Completed**	**100%**	**02/03/2020**	3														
	GA Procurement of Design Team	**Completed**	**100%**	**02/03/2020**	8														
	Appoint Design Team	**Completed**	**100%**	**20/04/2020**	1														
	Mobilisation	**Completed**	**100%**	**20/04/2020**	2														
	Ground investigation work	**Completed**	**100%**	**06/07/2020**	2														
	Finalise drainage strategy	**Underway**	**30%**	**06/07/2020**	6														
	Completion and finalisation of all technical/feasibility work	**Underway**	**50%**	**03/08/2020**	1														
	Outline design work	**Underway**	**20%**	**06/07/2020**	4														
	Final outline design	**Milestone**	**0%**	**10/08/2020**	1														
	Detailed Design work/Form 001 design	**Scheduled**	**0%**	**10/08/2020**	6														
	Detailed Design Complete/Final Design	**Scheduled**	**0%**	**14/09/2020**	1														
	Prepare procurement and tender documents	**Scheduled**	**0%**	**20/09/2020**	9														
	Procurement of contractor to build the scheme	**Scheduled**	**0%**	**14/09/2020**	3														
	Contractor appointment	**Milestone**	**0%**	**12/10/2020**	1														
	Contractor mobilisation	**Scheduled**	**0%**	**12/10/2020**	2														
	Construction - assumes 6 months build	**Scheduled**	**0%**	**26/10/2020**	27														
	Completion of construction	**Milestone**	**0%**	**26/04/2021**	1														
	Launch event	**Scheduled**	**0%**	**07/06/2021**	2														
	Completion	**Scheduled**	**0%**	**21/06/2021**	1														

Table 27 Programme for Manea Station Car Park

7.7. Assurance and Approvals Plan

7.7.1 At a practical delivery level, GA will be responsible for project assurance and approvals and therefore this will be managed in accordance with their standard processes and guidance.

7.7.2 In relation to the approvals for the project to go ahead, this lies with the CA and is governed by its Assurance Framework.

7.7.3 FDC will require assurance and approvals, including in the latter case those encompassing financial liabilities under Section 151 (Local Government Act 1972).

7.8. Contract Management

7.8.1 Outline arrangements for contract management will be developed through discussions with the various organisations involved.

7.9. Communication and Stakeholder Engagement

Communication with the Public

7.9.1 The main form of communication with the public has been through public consultation exercises. Appendix D provides a compendium of consultation exercises that have taken place since 2007.

7.9.2 A large exercise took place in 2011/12 during development of the FSRRS. Many potential measures were added to the final strategy as a result of public comment. Table 28 indicates the willingness of the council to listen to and then take on board the views of the public during the development of the strategy, something that continues to this day with public consultation on individual schemes in the FSRP.

6. Wider Strategy Objectives

In addition to the 3 priorities above, through the public consultation, local residents and stakeholders clearly told us that there are other objectives that you would like to see in the Fenland Rail Development Strategy.

This section will set out the additional objectives and provide some clarity about how the strategy will approach these objectives.

The additional objectives as raised through the consultation are as follows:

Objective Number	Objective
A	Electrification of the Peterborough – March – Ely Rail line
B	Direct Services to London from Fenland
C	Wisbech to March Line
D	Rail Connections from Chatteris

Table 28 Example of how public consultation has been taken into account in the FRRS

7.9.3 Public consultation exercises on the individual schemes with the FSRP are organised by FDC on behalf of the CRP. They follow the requirements of FDC's Consultation Strategy[34]. Figure 10 shows an example extracted from the council's website (6th May 2020) of the invitation to members of the public to undertake a survey about the facilities for Platform 1 at March.

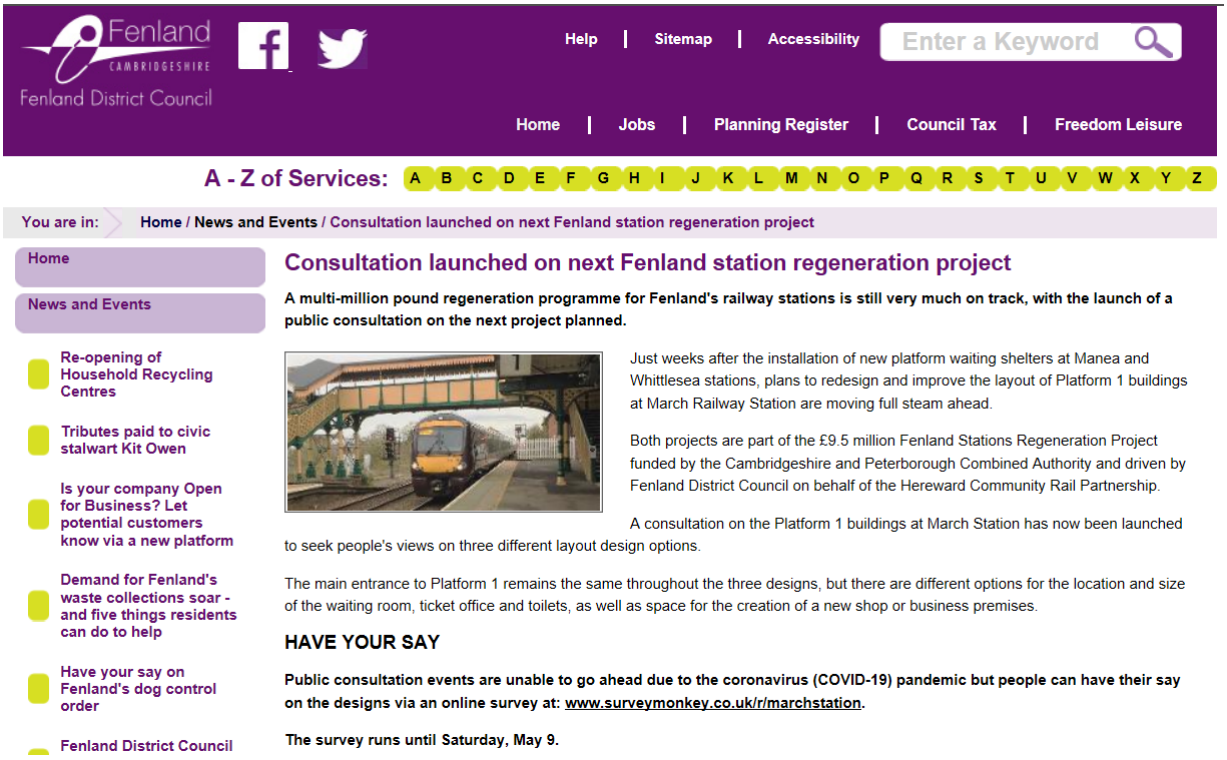


Figure 10 Example of public consultation

7.9.4 The programmes for individual FSRP schemes include a launch and publicity phase. Local newspapers etc. have shown a keen willingness to profile schemes.

7.9.5 Engagement through the design and build process as well as launch publicity on completion are important ways to ensure that the Benefits Realisation Plan (BRP) discussed below, is realised.

Stakeholder Management

7.9.6 The Strategic Case introduced the key stakeholders. Some are integral to the delivery of schemes through the stations' project boards whilst others (for example, the Transport Action Group and Friends of March Station) have an influencing role in terms of conveying the views of the public to key stakeholders and onwards into the project.

7.9.7 Stakeholders can be categorised in terms of their interest in the project (Table 29) and how they are engaged with and consulted through the design and delivery process (Table 30).

[34] https://www.fenland.gov.uk/media/14622/Consultation-Strategy/pdf/Consultation_Strategy_2017_-_2020.pdf

Category	Detail
Beneficiary	Stakeholders which will receive some direct or indirect benefit from the scheme.
Affected	Stakeholders which are directly affected by the scheme in terms of its construction or operation
Interest	Stakeholders with some interest in the scheme though not affected directly by its construction or operation
Statutory	Stakeholders with a statutory interest in the scheme, its construction, operation or wider impacts
Funding	Stakeholders involved in the funding of the construction or operation of the scheme

Table 29 Stakeholder levels of interest

Category	Detail
Intensive consultation	Stakeholders who are directly affected by the scheme and whose agreement is required in order for the scheme to progress. Consultation throughout the design and implementation.
Consultation	Stakeholders who are affected by the scheme and can contribute to the success of its design, construction or operation. Consultation at key stages
Information	Stakeholders with some interest in the scheme or its use. Information to be provided at appropriate stages

Table 30 Stakeholder levels of consultation

7.9.8 Table 31 shows the ways in which individual stakeholders are embraced by the project.

Stakeholder(s)	**Communication/Method of Involvement**	**Category of Stakeholder**	**Level involvement**
The Mayor of Cambridge and Peterborough, the Mayor's policy adviser, CA's Head of Transport (Vice Chairman), CA's Transport Development Manager	CA Board Project boards Sign off on investment (capital) funding	Funding	Intensive Consultation
FDC Cabinet Member for Transport, FDC Transport Development Manager and other relevant officers	FDC Cabinet Project boards including FDC officers providing secretariat support	Affected (through enfranchised population)	Intensive Consultation

Stakeholder(s)	Communication/Method of Involvement	Category of Stakeholder	Level involvement
	CRP including FDC officers providing secretariat support Day to day project and programme management including regular email and phone contact with GA representatives in particular		
GA 'Asset Relationship Manager' and other staff	Project boards CRP Day to day scheme delivery	Statutory and Affected. Funding in respect of post implementation	Intensive Consultation
CRP Chairman	Project boards Conduit to CRP members	Interested	Intensive Consultation
FDC Councillors for March,	Respective Project board	Affected (through enfranchised population)	Intensive Consultation
Town/Parish Councillors for March,	Respective Project board Members of the CRP	Affected (through enfranchised population)	Intensive Consultation
CRP members (not already listed above) include: NR CCC Cross Country Trains East Midlands Railways Friends of March Station Peterborough – Ely – Norwich Rail Users Group (PENRUG)	Members of the CRP (NR also involved in the day to day detail of the projects as required) (CCC involved as highway authority)	Interested (NR also Statutory and Affected) (CCC as Affected)	Consultation
Station Adopters	Ad hoc as required	Affected	Information
Transport and Access Group	Ad hoc as required	Interested	Information
Affected Landowners	Ad hoc as required	Affected	Consultation
Others e.g.: transport operators (bus and taxi), local businesses, Chamber of Commerce	Ad hoc as required	Most likely to be 'Interested'	Information and consultation if required
Relevant utility companies	Ad hoc as required	Statutory	Consultation

Stakeholder(s)	Communication/Method of Involvement	Category of Stakeholder	Level involvement
Members of the public	Ad hoc as required	Beneficiaries	Information

Table 31 Category of stakeholder and their level of involvement

7.10. Programme and Project Reporting

7.10.1 The programme is updated on a regular basis by FDC.

7.10.2 Progress is reported by FDC officers to the project boards on a bi-monthly basis. By extension, progress is reported to the CA Board by its Programme Manager and to FDC Cabinet by its Member for Transport.

7.10.3 FDC also report progress to the CRP quarterly.

7.11. Risk Management Strategy

7.11.1 An active approach towards risk management is taken by the project team, linked to the normal processes and procedures of FDC and its partners. An extract from the Project Risk Register can be seen in Appendix E.

Purpose and Approach

7.11.2 The Risk Management Strategy is designed to identify the risks associated with implementation of schemes with the FSRP; to mitigate these as far as possible and to put in place risk pricing and contingency mechanisms to address remaining risks.

Risk Management Procedure

7.11.3 The overarching responsibility for risk management in terms of delivery lies with FDC and is based on their normal corporate management standards. An additional level of risk management lies with GA as nominated Principal Designer and Principal Contractor. The processes are applied as follows:

Identifying risks

7.11.4 Risks have been identified through the design process and informed by stakeholder engagement. Risks are identified as 'generic' (i.e. relating to the project as a whole) or 'specific' (applicable only to one or more of the sub-schemes). (See Table 32 below).

Assessing risks

7.11.5 Impact and likelihood of risks is identified by the Project Manager and GA representatives and is done through the risk workshops using a matrix which identifies impact (high, medium, low) and likelihood both without and with mitigation. Risks assessed as remaining 'high' or 'medium' following mitigation on the basis of this combined ranking are retailed within the Risk Register and will be actively managed throughout and following implementation of the scheme.

Project Risk (Key: High = High risk of the event occurring; M = Medium risk; L = Low risk; U = unknown)	Assessment	Possible Alternative(s)/ Mitigation	Revised Assessment
March Station Extended Car Park			
The new car park will be managed by NCP on behalf of GA. Parking charges will be introduced in line with charges in the existing car park. Some drivers park on street to avoid paying to park at the moment.	M	This may continue without on-street parking restrictions that do not cover a large enough radius around the station	L
March Platform 1 Improvements			
Costs depend on which option the public choose for the scheme. It also depends on the results of the structural survey which has not yet been completed. Costs could be much less if the building is in good condition and the public choose the more limited scheme.	M	-	
Manea Station Car Park			
Negotiations with land owner fail. Unlikely as heads of terms and valuation have been agreed and FDC has an option to purchase.	L	-	
Ground surveys indicate difficult conditions for construction. Whilst currently a field, ground conditions (drainage) are often more costly to overcome in Fenland by dint of the low lying nature of the land	M	Await surveys. Increase funding.	L
Planning approval not given. Unlikely since negotiations with planning and highway authorities have been positive	L		
Generic Risks	Assessment	Possible Alternative(s)/ Mitigation	Revised Assessment
Funding – as can be seen from the project risks some individual project costs are highly likely to increase as more information becomes available.	H	Increased funding	U
Changes to the system of rail franchising, for example as a result of the Williams Review, which affects the role of GA in supporting publicly funded investment in schemes such as these. Very unlikely within the short term to medium term implementation of FSRP schemes.	L	-	-
Withdrawal of funding as a result of central and local government redirecting limited public monies to what it feels are other priority areas in the wake of the Covid-19 pandemic. Currently unknown but possible.	U	-	-

Table 32 Risks at May 2020

7.11.6 Where such remaining risks are quantifiable, they are subject to QRA and taken into account in the costs of the scheme. (See the Financial Case above.)

7.11.7 Unquantified costs (e.g. political risks to funding) are managed on a non-quantified basis as part of the overall project panagement arrangements.

Planning Risk Action

7.11.8 Risks will be continually reviewed as the project progresses, using the project team identified above to monitor and recommend actions to the project board.

Implementing Mitigation Actions

7.11.9 Actions to be taken to address risks identified through the above approach will be the responsibility of the project team and relevant project manager (overall manager or sub-scheme manager as appropriate)

Communication of Risks and Attendant Actions

7.11.10 Communication of risks will be managed through the governance structure set out above and additional communication with stakeholders will be determined by the project board.

Records

7.11.11 Recording of risks (and maintenance of the recording) is through the Risk Register which is maintained by the FDC Project Manager.

Reporting

7.11.12 Risk management reporting, based on the updated Risk Register, is through the governance structure detailed above.

Timing of Risk Management Activities

7.11.13 Risk management is undertaken as part of the general project management activity. Reports on risk are a standing component of reports to the project boards.

Roles and Responsibilities

7.11.14 The Project Manager is responsible for identifying and reviewing risks and incorporating these into the Risk Register and reports to the project boards.

7.11.15 The project boards are responsible for reviewing reports from Project Manager and reviewing the Risk Register to identify and report any issues requiring action.

7.11.16 The project boards are responsible for authorising any actions outside of the Project Managers' remits, including onward communication to stakeholders.

Risk Budget

7.11.17 The risk budget relating to the scheme delivery is included with the Financial Case.

Contingency Plans

7.11.18 The project boards are responsible for developing, initiating and managing any contingency plans to address risks which the risk management process identifies as requiring such action.

7.12. Powers and Consents

7.12.1 Relevant planning and other consents required are shown in Table 33.

Consent	Description	Responsibilities
Funding	Capital Programme funding approval from CPCA	Fenland District Council (as Scheme Sponsor)
Planning	Planning consent for construction of the car parks etc. at Manea station	Fenland District Council (as Scheme Sponsor and Planning Authority)
Funding	Capital Programme funding approval from CPCA	Fenland District Council (as Scheme Sponsor)
Highway connections	Highway authority approval of access design	Fenland District Council (as Scheme Sponsor), Cambridgeshire County Council (Highway Authority)
Environmental Permits and Drainage Consents (if required)	Environment Agency and LLFA consents to discharge runoff from highways to Main River	Fenland District Council (as Scheme Sponsor)

Table 33 - Planning Powers and Consents

7.13. Statutory Undertakers

7.13.1 Where necessary, statutory undertakers are engaged as early as possible in the design process so that potential risks to programme and cost can be minimised.

7.14. Benefits Realisation Plan (BRP)

7.14.1 The benefits stemming from the scheme itself are relatively straightforward. They relate to the provision of improved facilities for rail users, providing in turn journey quality benefits. When combined with future train service improvements, this will entail a significant overall improvement in the rail services available to these communities. This is shown in the Causal Chain in Figure 3 and the Logic Map in Figure 4.

7.14.2 Whilst the realisation of the direct benefits stems only from the FSRP itself, the benefits from the train service improvements are not within the gift of the project itself. Achieving these complementary and synergistic benefits requires the actions of the train operators and NR in terms of infrastructure capacity increases as at Ely. Further benefits linked to housing delivery and employment access are reliant on developers and businesses.

7.14.3 The BRP provides details of how the benefits process will be applied to the scheme. It describes the tasks, resources, time frame and approach to each step of the framework.

Benefits Management – Seven Phase Approach

7.14.4 In defining and preparing the BRP, we have used a seven-stage approach which is integrated with the development of the Business Case as a whole and with the Monitoring and Evaluation Plan (MEP) which is discussed below.

Business Case Benefits Reconciliation

7.14.5 Within this part of the process, the following steps have been taken:

- Definition of scheme objectives: the benefits which stem from these and how these link to stakeholder requirements (as set out in the Strategic Case);
- Categorisation of scheme inputs, deliverables, benefits and impacts as inputs, outputs, outcomes and wider impacts, as set out in the Logic Map in Figure 4;
- Reconciliation of scheme benefits with the development of the Business Case and the five cases, especially the Economic Case and the modelling being undertaken to quantify the benefits;

7.14.6 The outcome of this reconciliation process is discussed in the detailed inputs, outputs, outcomes and wider impacts in the MEP below.

7.14.7 The key category in relation to benefits is the 'outcome' level – i.e. what the scheme achieves in itself, along with 'wider impacts' which reflect the enabling role in relation to economic development (primarily housing and employment growth).

7.15. Benefits Activity Plan

Outcome Benefits

7.15.1 See Table 34 below.

Wider Impacts and Complementary Actions

7.15.2 The wider impacts which are supported or enabled by the scheme cannot be delivered, measured or reported in isolation. They are part of wider programmes linked to the

development plans for the area, the broad strategic growth strategy across the CPCA area and interventions contained within sustainable travel and wellbeing strategies. The benefits stemming from these can only be achieved through partnership working. Table 35 indicates how such benefits can be realised.

Baseline Measures

7.15.3 These are detailed within the MEP, encompassing input, output, outcome and wider impacts elements

Benefits and Wider Change

7.15.4 The delivery of station improvements in themselves will not trigger significant economic or social change. What is critically important is the relationship between the council, community groups, the CRP, the CA and GA, together with wider involvement of businesses, schools, developers and the wider community. This will be governed by the local authority, CA and the strategic plans they develop and implement.

Go Live Activities

7.15.5 The nature of rail station improvements indicates that in general, customers are tolerant of inconvenience when they understand that this is part of a positive change. Clear communication before, during and after the change is essential. Once implemented, user satisfaction will improve and patronage will rise over time. This will continue as train services improve and traffic grows. This will be reviewed as set out in the MEP.

Benefit	Rationale	Five Case Model Categories	Link to MEP	Person/organisation responsible for bringing forward the benefits	When?
Higher User Satisfaction	The provision of the new facilities is expected to provide a measurable improvement in satisfaction. However, this will be improved further through the implementation of improved train services, requiring co-ordination of the two aspects	Reflected in the Economic Case as part of the Cost Benefit calculation	This will be measured before and after the implementation of the scheme.	Benefits from the new station facilities – Stations Project boards together with FDC as project manager and the CA as funders. FDC also has a role to play in ensuring satisfaction will be high through ongoing consultation with stakeholders/the public and the CRP as schemes are developed and implemented. Improved train services – CA and FDC with GA in respect of the train service quality and frequency etc and NR in respect of infrastructure improvements such as EACE.	Ongoing as schemes develop. Launch and promotion of each scheme by FDC, CA and GA will be important to maximise passenger demand and therefore benefits. Ongoing dialogue between the parties
Improved Safety and Security	The scheme is expected to improve both perceived and actual safety and security for station users	Reflected in the Economic Case as part of the Cost Benefit calculation	This will be measured before and after the implementation of the scheme.	As above for benefits from new station facilities	As above
Better Access to Jobs and Services	The provision of the new facilities is expected to provide measurable improvements in accessibility. However, this is only in relation to the 'journey quality aspects for the scheme itself. This will be improved	Outlined but not quantified in the Economic Case and detailed in the Strategic Case	These changes will be measured using GIS-based Accessibility mapping tools	As above. Accessibility mapping through FDC.	As above

Benefit	Rationale	Five Case Model Categories	Link to MEP	Person/organisation responsible for bringing forward the benefits	When?
	further through the implementation of improved train services, enabling Accessibility Mapping tools to demonstrate the combined improvement				
More Rail Use	The scheme in itself is expected to generate more rail use in its own right but this will be much greater in concert with the train service improvements.	Reflected in the Economic Case	Will be measured through TOC LENNON/MOIRA data	As above	As above

Table 34 - Benefits Framework

Benefit	Rationale	Five Case Model Categories	Link to MEP	Complementary Actions to Achieve Benefits & Other Factors	Person/organisation responsible for bringing forward the benefits	When?
More sustainable communities	The availability of good train services, complemented by rail station improvements, will encourage people to seek employment and services in the wider area, improving the local economy, whilst also encouraging the use of environmentally	Part of Strategic Case. Not directly taken into account in the BCR calculations in the Economic Case but contributes to the Final VfM Category	This will not be measured directly as part of the scheme monitoring but would be tracked as part of the wider network efficiency monitoring	Other local highway schemes Strategic highway schemes Public transport investment Growth (jobs and housing) Sustainable travel plans Cycle network development	Implementation of station improvements and train services and infrastructure as per Table 29. FDC and CA through the land use and transport policy framework by concentrating growth in towns and cities in the region that are linked by improving rail services.	As above Over the longer term through successive versions of the land use and transport policy framework

Benefit	Rationale	Five Case Model Categories	Link to MEP	Complementary Actions to Achieve Benefits & Other Factors	Person/organisation responsible for bringing forward the benefits	When?
	sustainable travel modes					
Housing and economic growth	The scheme is designed to make travel more attractive and subsequently to make housing developments more attractive, as well as encouraging engagement in wider area jobs and services.	Part of Strategic Case. Not directly taken into account in the BCR calculations in the Economic Case but contributes to the Final VfM Category	This will not be measured directly as part of the scheme monitoring but would be tracked as part of the Fenland Council monitoring (Local Plan)	Developments in the area Planning consents granted	As above	As above
Improved wellbeing	Improved travel opportunities will improve access to jobs, services (including healthcare) and social opportunities – providing a contribution towards wellbeing employment. Achieved as part of a wider programme of land use change and ongoing development	Part of Strategic Case. Not directly taken into account in the BCR calculations in the Economic Case but contributes to the Final VfM Category	This will not be measured directly as part of the scheme monitoring but would be tracked as part of the wider monitoring by the local authorities	All social, economic (including education and training), environmental and healthcare initiatives	As above	As above
Well-connected communities	Increased rail services will significantly	Part of Strategic Case. Not directly taken	This will be measured and reported through	Integration, including bus, taxi and cycle, as well	As above	As above

Benefit	Rationale	Five Case Model Categories	Link to MEP	Complementary Actions to Achieve Benefits & Other Factors	Person/organisation responsible for bringing forward the benefits	When?
	improve the range of destinations, and therefore opportunities, available to residents.	into account in the BCR calculations in the Economic Case but contributes to the Final VfM Category	GIS-based Accessibility mapping	as walking routes to the stations		

Table 35 - Wider Impacts and Complementary Actions

7.16. Monitoring and Evaluation (MEP)

7.16.1 The Draft Monitoring and Evaluation Plan (MEP) sets out the approach to measuring the effectiveness of the FSRP, encompassing input, output, outcome and wider impacts levels.

7.16.2 The MEP will be completed at a later stage including.

- Inputs: Information on scheme spend, including: grant spend; leveraged funding
- Anticipated risks and mitigation
- Outputs and Outcomes: Appropriate type and scale of the scheme including: planned/anticipated output value and proposed approach for monitoring and proposed method of collecting baseline information
- Impacts: scope, type and scale.

Item	Stage	Data Collection Timing	Rationale	Detail and Sources	Comments
Funding	Input	Throughout the design and delivery process	Measures the acquisition and spending of funds versus the plan for this	Sourced from financial reports	
Design	Input	Throughout design process	Measures the design process against milestones	Provided by GA's Project Manager, based on progress meetings	
Procurement & Construction	Input	Throughout procurement process	Measures the effectiveness of the procurement process against plan and standards	Sourced from project reports, tender documents, updates from the GA Project Manager	Includes review of GA's procurement process and its use of suppliers by FDC's Procurement Manager
Governance	Input	Throughout design, delivery & post implementation processes	Measures the effectiveness of governance procedures	Provided by the CPCA Board, FDC Cabinet and the Manea, Whittlesea and March station Project boards as well as FDC/CPCA and GA's procedures and records	

Item	Stage	Data Collection Timing	Rationale	Detail and Sources	Comments
Scheme delivery	Output	Throughout design process	Measures the delivery of the project against the plan	Delivery of the various components at the three stations' components (in relation to features, budget and timescale) against programme Gantt Chart and regular reporting to FDC/CPCA	
Complementary delivery (rail service)	Output	At baseline, 1 & 5 years after implementation	Measures the delivery of planned service improvements	Monitoring and liaison of rail sector by FDC	
Complementary delivery (housing)	Output	At baseline, 1 & 5 years after implementation	Measures the delivery of homes versus Local Plan	Local Plan monitoring by FDC	
Complementary delivery (economy)	Output	At baseline, 1 & 5 years after implementation	Measures the wider economy (key context)	CPCA and FDC's Economic Growth Team routine monitoring	
Higher user satisfaction	Outcome	During design process and after implementation (1 year & 5 years)	Measures how the scheme provides improved connectivity and increases usage	Reactions of Hereward CRP and station adopters to new measures	
Improved safety and security	Outcome	Before and after implementation (1 year & 5 years)	Measures the changes in traffic brought about by the scheme, as well as measuring highway network performance	Based on traffic surveys, including volume, journey times and delays. Includes buses and general traffic	

Item	Stage	Data Collection Timing	Rationale	Detail and Sources	Comments
Better access to jobs and services	Outcome	Before and after implementation (1 year & 5 years)	Measures the access (by rail) to key destinations for employment and services	Accessibility analysis (GIS)	
More rail use	Outcome	At appraisal, before and after implementation (1 year & 5 years)	Measures overall impact of scheme and complementary service improvements	At appraisal stage, using demand models	Could combine with analysis of modal share
				Post-implementation LENNON/MOIRA data from TOCs	Could combine with analysis of modal share
More sustainable communities	Impact	Before and after implementation (1 year & 5 years)	Measures the sustainability of communities in terms of socio-economic data	FDC monitoring of inflows, outflows, IMD data etc; CCC routine monitoring and data from Cambridgeshire Insight website; and FDC's Sustainable Communities Forum members' insights and data	Requires agreement with FDC and partners. Will be affected by other factors (e.g. Brexit)
Housing and economic growth	Impact	Before and after implementation (1 year & 5 years)	Measures the economic performance of the three communities versus wider economy and benchmark communities	Subset of monitoring data from FDC, CCC, CA. Use of Census data for baselines; CCC monitoring and Cambridgeshire Insights website	Requires agreement with FDC and partners. Will be affected by other factors (e.g. Brexit)
Improved wellbeing	Impact	Before and after implementation (1 year & 5 years)	Measures the wellbeing of the three communities versus wider economy and benchmark communities	Subset of monitoring data from FDC, CCC, CA. Use of Census data for baselines; CCC monitoring and Cambridgeshire Insights website	Requires agreement with FDC and partners. Will be affected by other factors (e.g. Brexit)

Item	Stage	Data Collection Timing	Rationale	Detail and Sources	Comments
Well-connected communities	Impact	Before and after implementation (1 year & 5 years)	Measures how the scheme and the complementary interventions improve accessibility	Accessibility analysis (GIS) and monitoring by CCC's Public Health Team.	All modes

Table 36 Proposed Monitoring and Evaluation Plan (MEP)

7.17. Contract Management

7.17.1 To be developed and finalised, enabling procurement of contractors to take place.

8. Conclusions and Next Steps

8.1.1 The Fenland Stations Regeneration Project (FSRP) is the product of the Fenland Rail Regeneration Strategy (FRRS) that was developed nearly a decade ago.

8.1.2 The FSRP has been promoted by the local community through the Hereward Community Rail Partnership (CRP) and supported by Fenland District Council (FDC). The CRP has been at pains to involve the wider community in the implementation of the FSRP through extensive public consultation.

8.1.3 Considerable improvements in rail provision have been made over the years.

8.1.4 These improvements have helped connect substantial housing development in Fenland with high levels of growth in jobs and services in the Greater Cambridge area. Whilst the Cambridge and Peterborough Combined Authority's strategy is to even-up social and economic disparities within the sub-regional areas it also recognises that substantial improvement in connectivity (especially to the big cities) will be required in the future.

8.1.5 The current phase of rail improvements will see the regeneration of station facilities at March, Manea and Whittlesea. Each station will also see significant increases in car parking capacity. Parking capacity will be crucial to attract more demand to rail especially given that many of the areas where population growth is proposed are some distance from the stations.

8.1.6 The measures that are being considered at this time in this OBC could be complemented in future by Network Rail's proposals to extend the platforms at Manea and Whittlesea and introduction of a footbridge at Whittlesea.

8.1.7 Whilst costs have still to be confirmed the combined monetised, economic benefits for March and Manea outweigh the estimated costs by some margin. The schemes in this OBC have good value for public money especially given that Greater Anglia (GA) has agreed to maintain and, if required, renew the measures within the lifetime of its franchise.

8.1.8 This OBC has shown how the measures will help reduce traffic congestion, accidents and environmental impacts of journeys that would otherwise be made by car.

8.1.9 The council has put rigorous processes for scheme delivery in place. It has recognised that GA is best placed to deliver the measures that are on designated railway land and it has developed a governance structure in the form of station project boards that will ensure public accountability and scrutiny.

8.1.10 The council will continue to monitor risks as the various aspects as the FSRP evolve. It will also keep the Benefits Realisation Plan and develop a full Monitoring and Evaluation Plan.

8.1.11 Finally, Fenland District Council recognise that as cost estimates evolve there may be a requirement to update this OBC. Alternatively, it may be appropriate to next move towards Full Business Case preparation. This could be at a collective scheme level (as in this document) or possibly an individual scheme level.

Appendix A. **Station Locations and Masterplans**

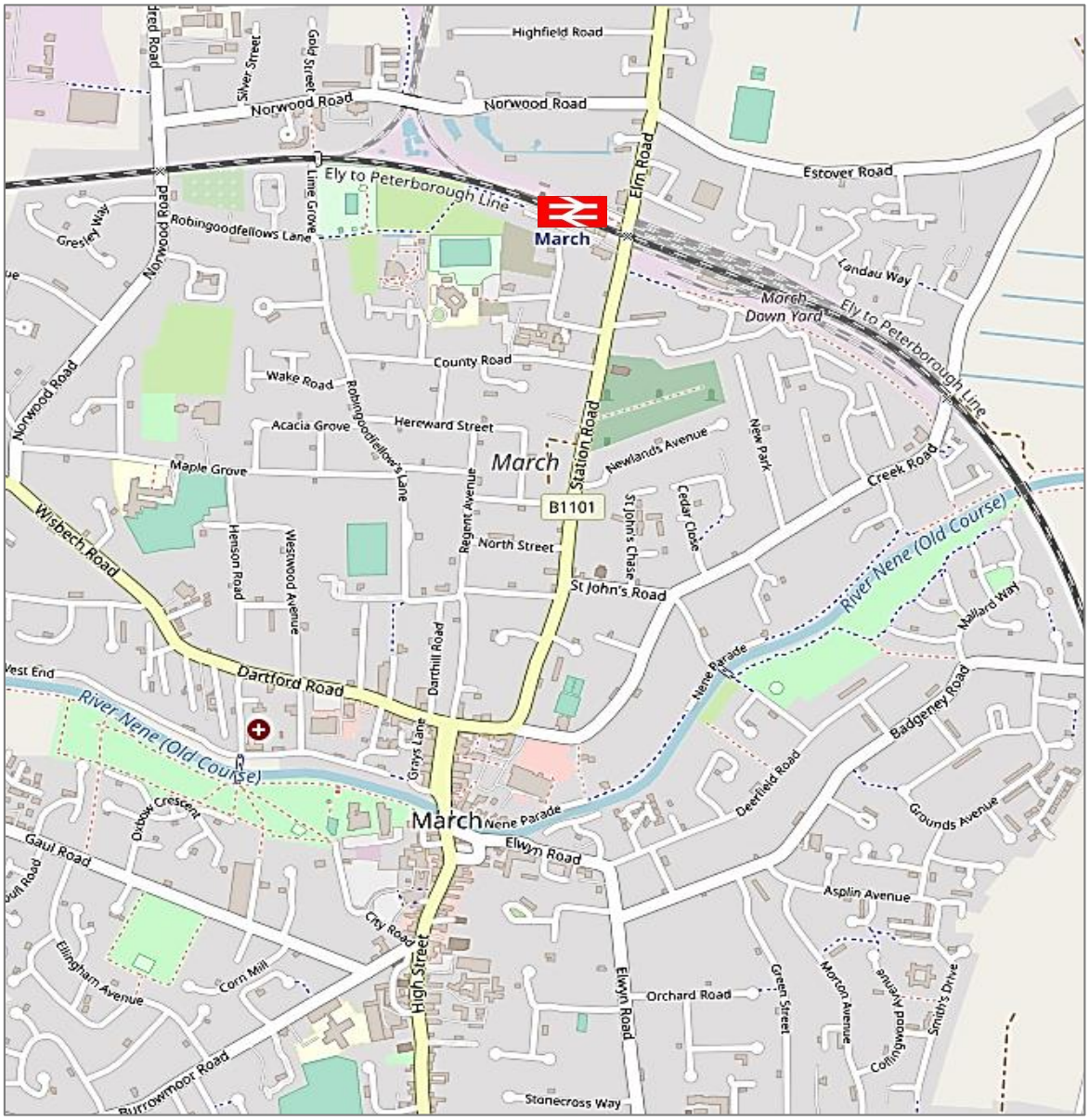


Figure 11 March, showing March Station north of the town (OpenStreetMap)

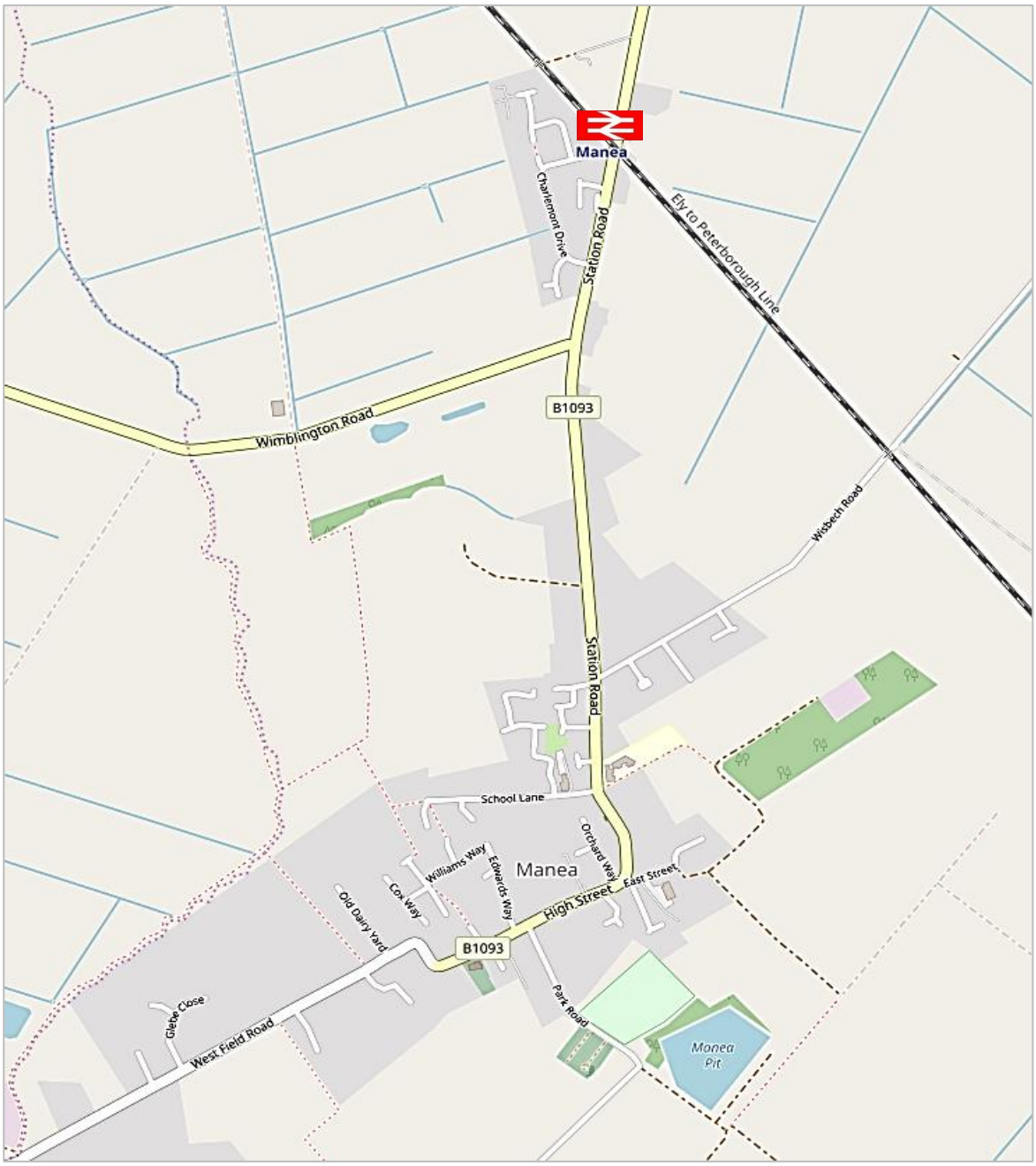


Figure 12 Manea, showing its station north of the village (OpenStreetMap)

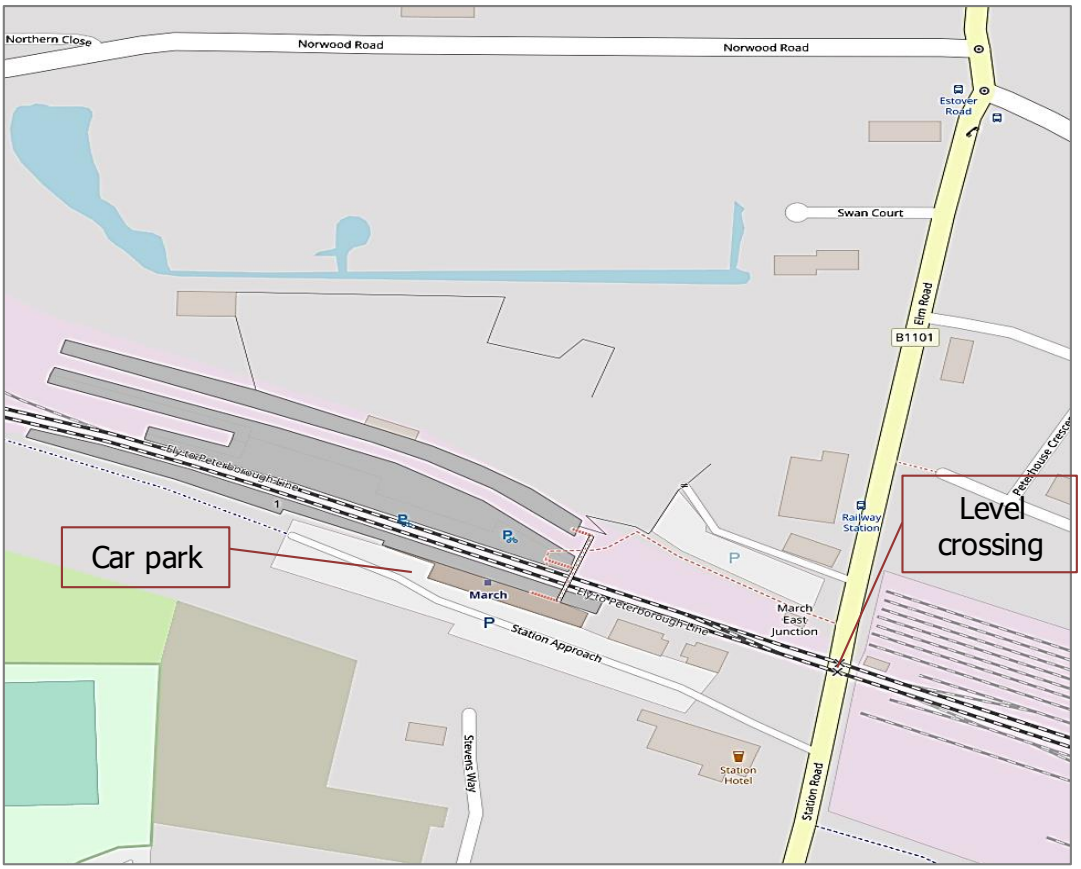


Figure 13 March station showing its car park and the level crossing to the east. Bus stops can be seen to the top right (OpenStreetMap)

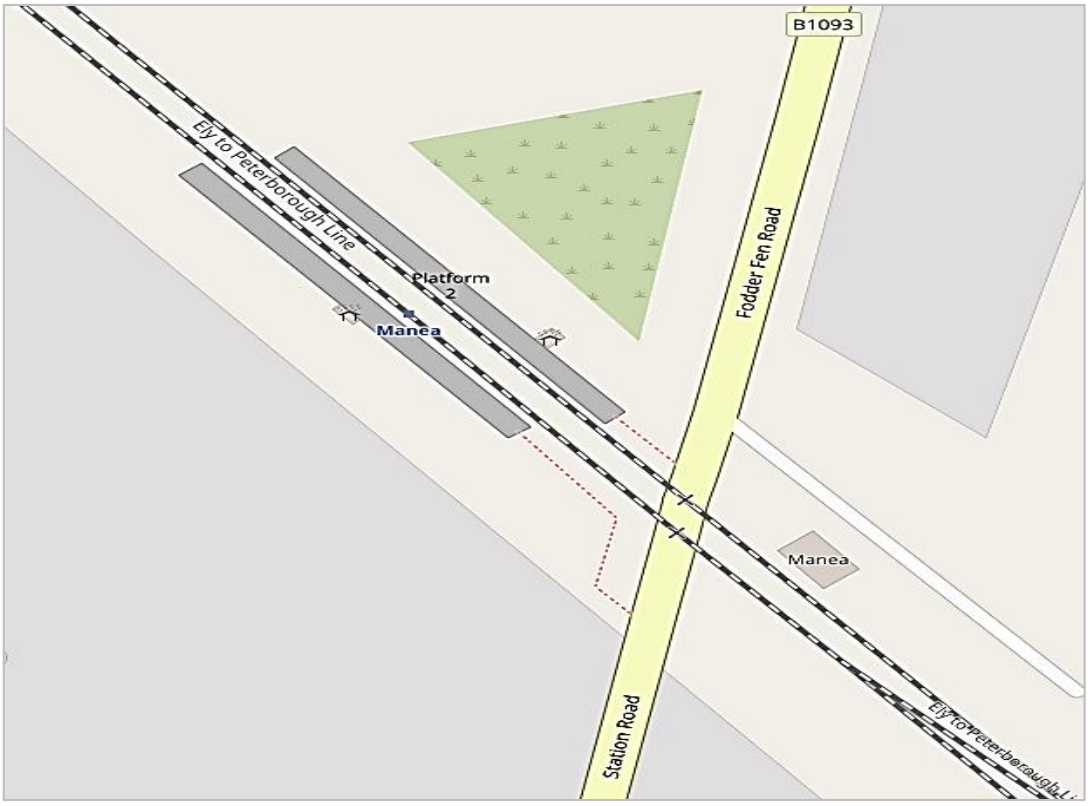


*Figure **Error! No text of specified style in document.**.1 Manea station and its level crossing (OpenStreetMap*

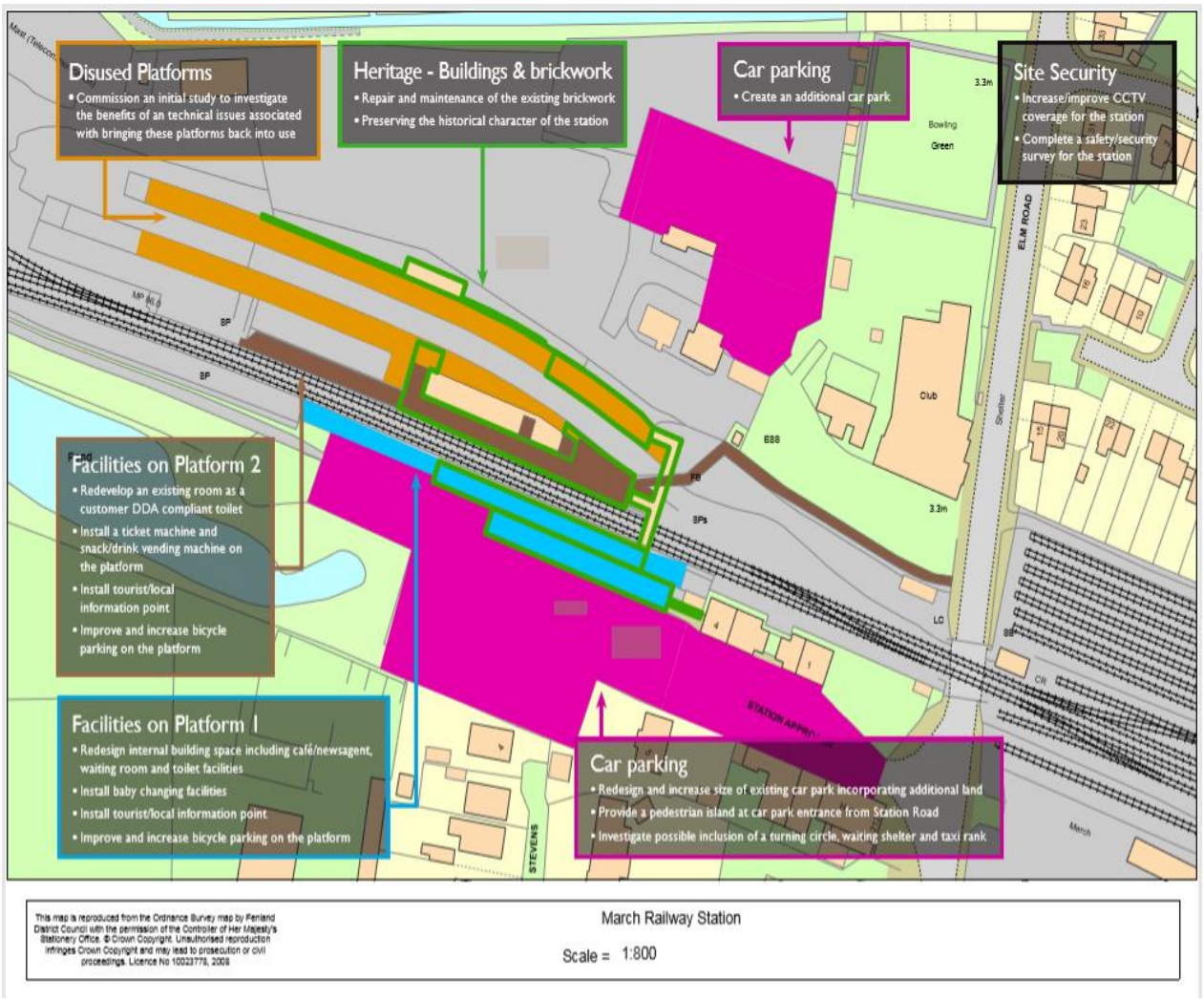


Figure 14 March Railway Station Masterplan, 2016 (Not to Scale indicated).[35]

[35] https://www.fenland.gov.uk/article/11972/March-Station-Masterplan

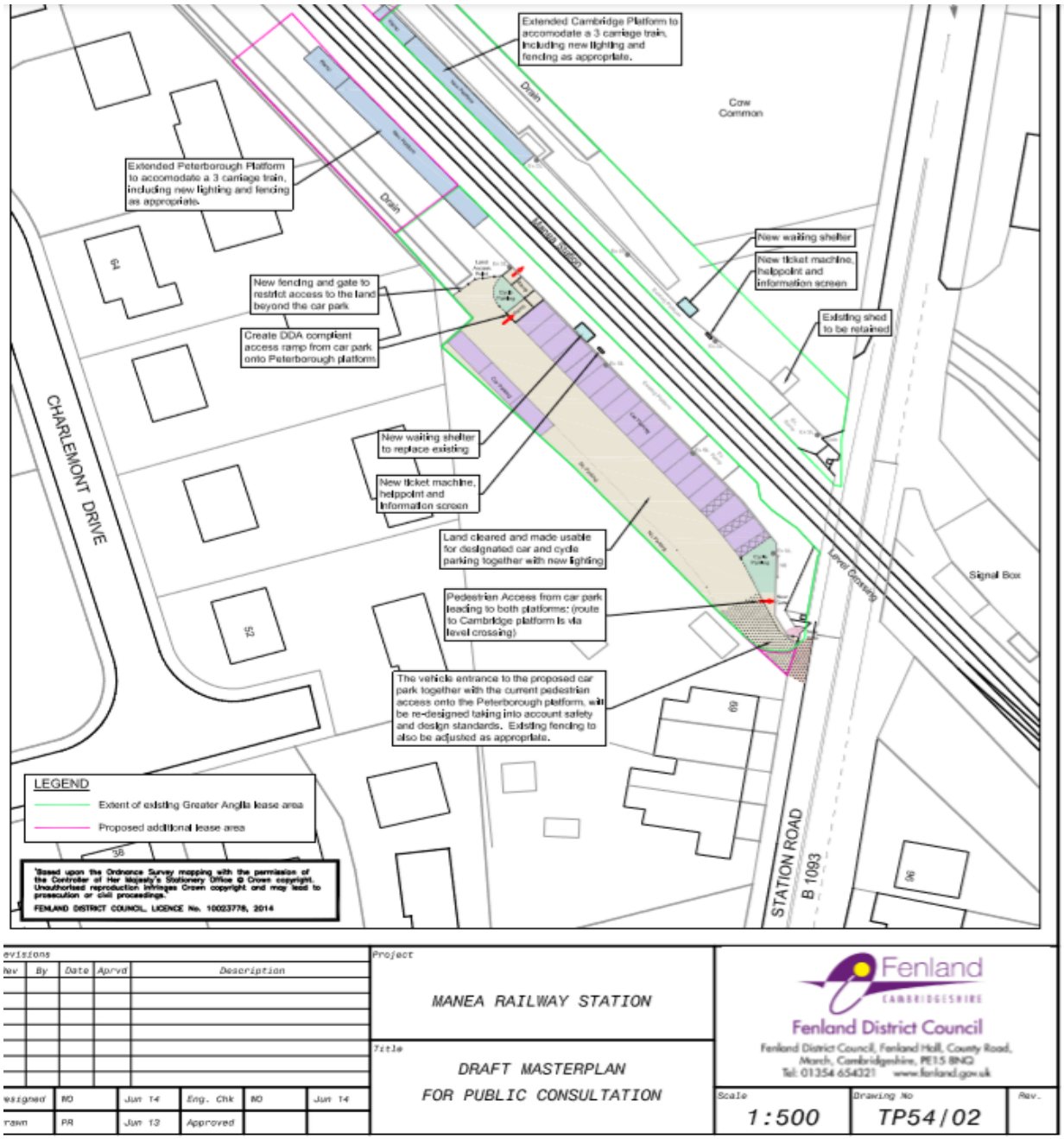


Figure 15 Manea Station Masterplan (not to scale indicated)

Appendix B. **Example Specification**

Consultancy Services Remit

[Project Reference Number] [March Station existing Car Park refurbishment and a new additional car park behind platform 2]

[Author]

[Title]

[Date]

[Document Version Number]

CONTENTS

0. DOCUMENT CONTROL

This document is based on Consultancy Service Remit Template v5.2

CHANGE RECORD

Version	Summary of Change	Author	Date

REVIEW RECORD

Version	Reviewers (Titles)	Date

APPROVAL RECORD

Version	Approver	Title	Approval (Signature/Email)	Date
		Head of Development / Head of Delivery (delete as appropriate)		
		Designated Project Engineer		

Guidance text in red should be removed before this document is approved

1. PROJECT DESCRIPTION

Briefly describe the background of the project and the station(s)/depot(s) affected, and state its the objectives. Note that this should refer to the entire project, not the specific requirements of the remit; these will be described elsewhere in this document.

The March Station Masterplan was adopted by Fenland District Council & the Hereward Community Rail Partnership (CRP) in January 2017. The masterplan includes a range of proposals to improve and regenerate March Station. Funding has been secured through the Cambridgeshire and Peterborough Combined Authority (CPCA) to deliver this masterplan. One of the proposals is to provide a new car park for the station. Due to railway car park regulations this will also include an upgrade to the existing March Railway Station car park.

2. PROJECT RESPONSIBILITIES

Project Role	Name	Title
Sponsor		
Development Manager / Delivery Manager (delete as appropriate)		
Designated Project Engineer		
Project Engineer		
Add others where relevant		

3. LOCATION INFORMATION

Provide information about the location(s) where the project is taking place. Sources of information are listed below the table. State "N/A" for anything that does not apply.

Station category	Choose an item.	**OS grid reference**	
ELR		**Mileage**	
Address			
Lines serviced			
Main stations serviced			
Footfall (entries and exits)		**during year (20xx-xx)**	
Ticket Office opening hours	**Monday – Friday**		
	Saturday		
	Sunday		
Are there any listed building on the site?	Yes ☐ No ☐	**Details of any listed buildings**	
List Entry Number (for listed buildings)		**Is listed building planning consent required?**	Yes ☐ No ☐

Located in a conservation area?	Yes ☐ No ☐	**Planning permission required?**	Yes ☐ No ☐
Station change required?	Yes ☐ No ☐	**Dispensation required?**	Yes ☐ No ☐
Minor modification required?	Yes ☐ No ☐	**Step-free access between platforms?**	Yes ☐ No ☐
Is the station manned or unmanned?	Manned ☐ Unmanned ☐	**If unmanned, name of hub station**	
Other facilities on the site relevant to the project	Other facilities on the station that are relevant to the project, such as waiting rooms, car parks (free or chargeable), retail units or toilets		
Any other relevant location information?	Any other location information that would assist a contractor to fulfil the requirements of this remit. This could include lease plans, maps or aerial views. If necessary, these can be put below this table.		

Information sources:

OS grid reference, ELR, Mileage – http://www.railwaycodes.org.uk/stations/station0.shtm

Footfall (entries and exits), during year (20xx-xx) – http://orr.gov.uk/statistics/published-stats/station-usage-estimates, "Station usage 20xx-xx data" link.

4. PROJECT REQUIREMENTS

a. WORK SCOPE

Describe in detail the work to be carried out. Ensure that the description includes only the scope required under this remit; do not include works to be done as part of the wider project unless this is needed to provide context.

Make use of any additional material as needed, such as diagrams, plans, photographs or reports. These can be added as appendices if desired and referenced in this section.

Split into sub sections as required.

The aim of this project is to:

Develop the existing and new car par projects for March railway station to outline design standard.

The objectives of this project are to:

- provide initial concepts (a maximum of 3 ideas) for a new car park,
- provide one idea to bring the existing car park up to modern day standards for railway car parking
- produce outline designs on preferred approaches
- Consensus with the client, the funder and the funders Project board, all landowners and key stakeholders will need to be achieved at both concept and outline design stages. Time for such discussion, attendance at meetings and changes to designs should be included within any scope of works.
- Site visits will also be included to the Network Rail Land and the Braza Club Site to assist with the design work

Following the above stages future work on this project will be as follows:

- Procurement and early contractor engagement
- Detailed design
- Construction
- Handover and completion

Another strand of this project that will need to run alongside both of the above stages relates to land and either the purchase or lease of land from the Braza Club and Network Rail. At present no specific discussions/negotiation have taken place in respect of the land although in principle it is understood by all parties that such discussions/agreement will be needed.

In respect of delivering this project there are a number of relevant issues that all parties need to be aware of and these are as follows:

A. Existing March Station Car Park

The existing station car park has been operational for a considerable period of time. It does not meet current railway standards for car parks and an upgrade is required to facilitate the new car park scheme. This project is not expected to be a complete upgrade of the existing car park but a proposal which ensures the car park meets current railway car parking standards. It is expected that this will require the removal of a small number of existing spaces.

Greater Anglia currently has a porta cabin building in the existing car park area. There has been some discussion in the past that this building would be removed. Should this be the case then there is potential for some spaces to be located in this area. The status of this building needs to be clarified so that its existence or removal can be included within any design work for this area

B. Proposed new Car Park for March Railway Station

The March Station Masterplan process confirmed the requirement for additional car parking for March Station. It is not possible to extend the existing car park as there is no available land. This proposal is to design a new car park, an access road into the car park along with associate highway requirements along Station Road in March.

B1 Network Rail

Network Rail currently own substantial land behind the existing disused platforms at March Station. The land is accessed through the car park of the Braza Club. Fenland District Council has worked with Network Rail to secure business and technical clearance for a large area of NR Land by the side of the station platforms and close to the Braza Club. It is this land that is intended to become the new car park area. Please see appendix One showing the business and technical clearance map and appendix 2 detailing the NR conditions in respect of the car park. Should conditions should be considered and taken account of in respect of any design options shared with stakeholders and landowners.

B2 The Braza Club

The Braza Club is a very active and well used sports and social club in March whose building and car park front station road. The club also maintains the pedestrian access from Station Road to platform 2 of the station which runs parallel to the southern part of the Braza Club land. Network Rail has a right of access over the Braza Club car park to their land.

The March Station Project board (this is the Governance board required by the project funder) has secured an agreement with the Braza Club for an access road across their land between the club house and the current bowling green. This access will facilitate a road from Station Road to the Network Rail land.

It is not possible to implement a new car parking scheme for March Station without moving the current access to the Braza Club and the Network Rail land. The access is very close to the level crossing and there are a number of issues/accidents as a result of this. It is therefore a Network Rail requirement that the access has to move from its current location. Fenland District Council has completed extensive scoping work to find a suitable new access for the car park and this is the only suitable location. The current access to the Braza Club and the Network Rail land will need to be removed as part of any scheme design.

To facilitate the access road, the Braza Club will need to move some of their existing buildings/storage facilities and they will loose some of their current car park facilities. Any scheme designs will need to ensure that the Braza club are provided with new car parking spaces as part of the design.

The Braza Club proposals to remove their existing storage facilities and to relocate them are the subject of planning application F/YR19/0854/F. At the time of writing this application is "live". The papers and further details can be viewed on public access from Fenland District Council website at:

https://www.fenland.gov.uk/publicaccess/

B3 The Friends of March Railway Station

The Friends of March Railway Station (FOMRS) were formed 10 years ago and one of their key projects to date has been to renovate rooms on the disused part of March Railway Station and bring these rooms back into use. The Friends hold a number of successful open days each year where the public can view all their hard work. They also let out the rooms to community groups.

The Friends receive lots of interest about the use of the community rooms. One of the key barriers to achieving greater use of the community rooms is that the Friends of March do not have any car parking spaces. An important component of all the station master planning work is to ensure that our stations are future proofed and that there is an ongoing legacy. Greater use of the stations is an important part of this legacy. The car park design therefore needs to accommodate some car parking spaces for the community rooms. The exact number is to be determined but an initial suggestion is 10 spaces. The designers should assume that the Friends will manage these car parking spaces themselves going forward.

B4 – Local Highway Authority

Cambridgeshire County Council as the Local Highway Authority (LHA) has also expressed a concern about the current access to the Braza Club and the Network Rail land. There are highway safety issues associated with this location. In initial discussions they have stated that in principle they would prefer the proposed new access to its current location. It is though essential that the scheme design incorporates all the requirements of the LHA.

Peter House Cresent and Swan Court are two streets very close by the proposed new access on the Braza Club land. The relationship between all 3 accesses will need to be carefully considered in any scheme design. The LHA have raised some concerns about the proximity to Peter House Cresent in earlier discussions.

Station Road in March (B1101) is a key route into and out of March offering direct access to nearby villages and an alternative route to Wisbech. Many local people use the alternative route to avoid the A141 and A47. Station Road is busy in the local context.

Between the level crossing and along the Braza Club land there is a bus stop and large numbers of parked cars. The cars are typically there because commuters are unwilling to pay the parking charges in the existing railway station car park. The busy nature of the road combined with all the parked cars, the buses and the level crossing is a local issue for which a solution needs to be found. It should be assumed that cars will not allowed to park in this areas of Station Road. Discussion will be needed on this element of the scheme with FDC Engineers and the LHA as there will be interfaces on this with other projects. FDC for example is currently working on a wider strategy and approach for parking.

b. Environmental Requirements

Energy Use

Where a consideration of energy use is a requirement of this remit, the following wording below is suggested. Otherwise this section can be deleted.

Where any element that effects energy use, or energy using equipment is modified the objective is to achieve a reduction in consumption of 2.5% per year of the design life compared to the current consumption (e.g. if the design life of an electrical installation is 20 years, the designed solution should use 50% of the energy of the current installation).

A detailed statement of the anticipated energy consumption for each significant energy system (minimum of heating and lighting) will be provided, along with a comparison to the current consumption levels.

Building Research Establishment Environmental Assessment (BREEAM)

For all new build, refurbishment or fit out projects with a capital cost over £250,000 in value, and where the bulk of the work affects a building, Greater Anglia are required to achieve at least a BREEAM "Excellent" rating at design stage. The consultant shall use best endeavours to ensure that the deliverables are consistent with this requirement.

Site Waste Management

Greater Anglia will require a minimum of 90% of all waste from this project to be recycled, and that no waste will be sent directly to landfill. The consultant will use best endeavours to ensure that the deliverables are consistent with this requirement.

c. Deliverables

List the specific deliverables that are to be supplied under this remit. For each deliverable, the following should be described:

- Any template that should be used, or specific sections or information that must be included
- Any requirements for Greater Anglia review and/or approval of the deliverable
- Any quality standards to which the consultant must adhere
- The format in which the deliverable should be provided, such as DWG file, Microsoft Word document, paper hard copy, etc. If required, software versions should be stated.
- The method of delivery, such as via email or CD. Relevant addresses (postal or email) should be provided.

Where the deliverables include drawing, consider using the following wording:

The hard copies of the drawings shall be submitted within individual plastic pocket-style insert within the ring binders. Drawings scale (1:1) of the installation and arrangements on re-writable CD-ROM, created using AutoCAD Lt2013, or AutoCAD release 2013, later versions of AutoCAD may be used with prior agreement. The disc(s) shall be installed within a purpose made ring binder disc pocket.

Drawings shall be saved as unlocked .DWG (suitable for future editing). Note that 'XRef' drawings shall not be submitted. Ensure that all drawings are 'purged' before compression, zipping or sending. Drawings issued should be clearly marked "As Built" with revision ZO1 - with all previous design and construction revisions removed. All drawing tense and drawing notes to be updated to reflect As Built status.

Always include the following paragraph:

Greater Anglia shall have ownership rights to all data generated from all surveys and designs, including the right to a free copy of all data for archive and security purposes.

d. KEY DATES

State any milestone dates that the consultant must achieve, for example:

Target date for commencement of work

Deadline for completion of specific deliverables

Deadline for completion of all deliverables as specified above

5. GENERAL REQUIREMENTS

a. SAFETY

The consultant must comply with the following sections of the Greater Anglia Management System Safety Manual:

Section 18.2 “Management of Contractors on Engineering Depots” (for depot projects)

Section 18.4 “Control of Contractors for Major Works and Renewals”

Section 18.7 “Application of the Construction (Design & Management) Regulations 2015 to AGA Construction Works”

For any intrusive works, consultants will be required to take on Principal Contractor responsibilities, and a Construction Phase Plan and Work Package Plan will be required.

b. PROPERTY ACCESS

For access to Greater Anglia property, the consultant shall notify the Greater Anglia Development Manager / Delivery Manager (delete as appropriate) so that access can be arranged. If any areas remain inaccessible, then this should be highlighted to the Development Manager / Delivery Manager (delete as appropriate) so that any necessary actions can be taken.

c. WELFARE

State what welfare facilities are available for consultants’ use, and whether they will need to make any of their own arrangements. Bear in mind that many unmanned (and some manned) stations have no public facilities at all even during operational hours.

5.5 INCLUSIVE DESIGN

Any design shall be implemented in accordance with the CABE Principles of Inclusive Design. There are five principles:

Inclusive design places people at the heart of the design process.

Inclusive design acknowledges diversity and difference.

Inclusive design offers choice where a single design solution cannot accommodate all users.

Inclusive design provides for flexibility in use.

Inclusive design provides buildings and environments that are convenient and enjoyable to use for everyone.

Further details can be found at http://www.designcouncil.org.uk/sites/default/files/asset/document/the-principles-of-inclusive-design.pdf

5.6 APPLICATION OF STANDARDS

The following are mandatory requirements:

- European and National Legislation
- Railway Group Standards

- Network Rail Company Standards
- Network Rail Asset and Environment Policies
- The requirements of this document
- The requirements of applicable temporary non-compliances pending standard change for Group and Company Standards

The following are not mandatory but should be used. They become mandatory requirements if quoted in this document:

- ORR principles and guidance
- Network Rail Guidance Notes
- British Standards
- European Standards
- Other: Industry Standards, Instructions, Guidance, and Codes of Practice that is relevant.

A list of standards is included within the contract. (check that this is the case; if it is not, remove this sentence)

Where standards refer to other updated or superseded standards the current version of the referenced standard shall apply. Conflicts between applicable standards shall be reported immediately.

Proposals that provide a business benefit by developing alternatives to standards should be developed as a non-compliant option where the implications of the deviation to standards are explained. Proposed deviations should be agreed before work takes place to consider them further. It is not necessary to make formal applications for deviations to standards at tender stage of the project, but proposed deviations should be explained clearly so that the risks and benefits are explained.

5.7 PRE-CONSTRUCTION INFORMATION

The following table should be used to list all documents and surveys that are relevant to this project. Complete the following table, adding, amending or deleting individual items as required.

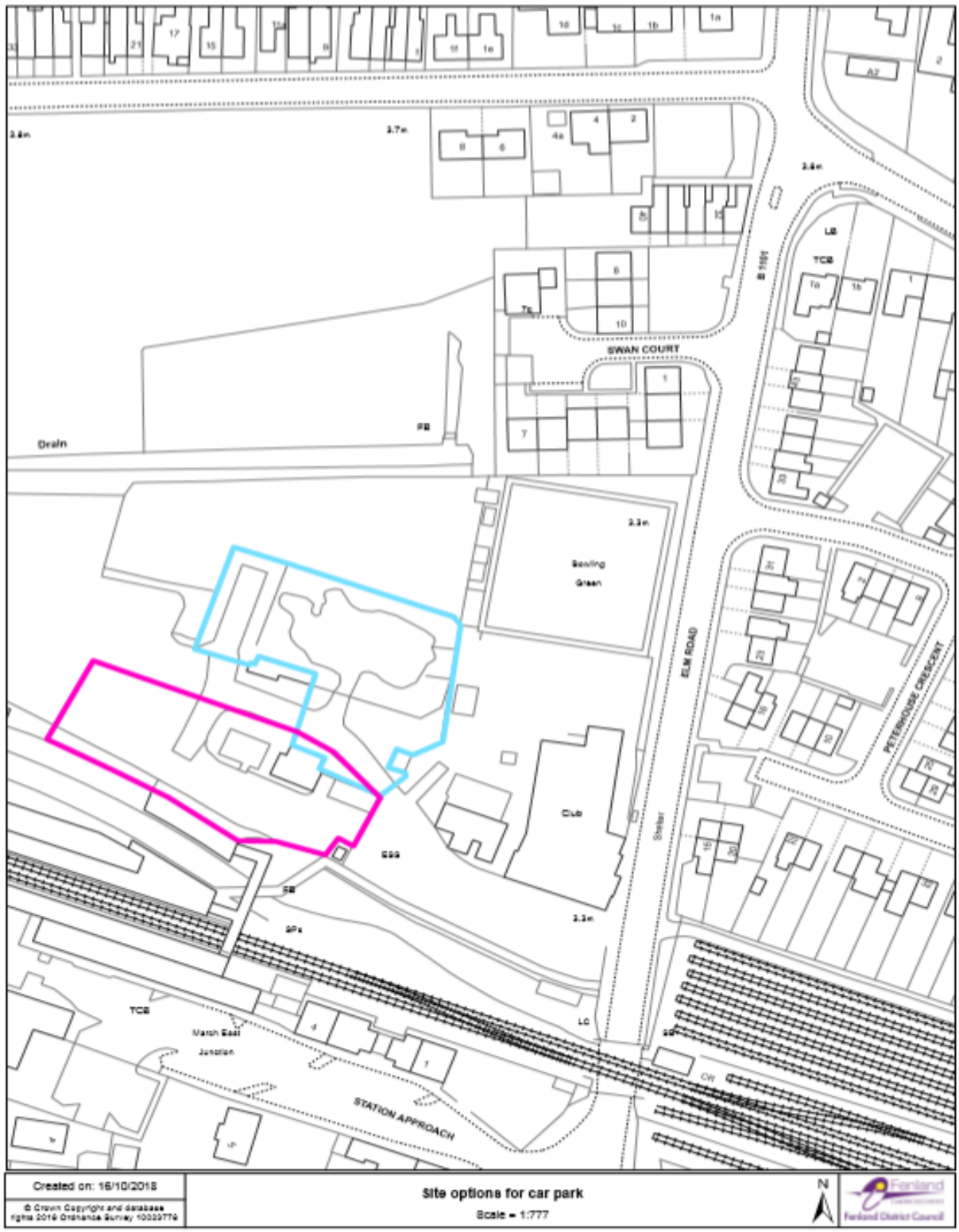
In the "Provided By" column, state whether the survey report will be provided to the consultant by GA (in which case state "GA") or whether the consultant is to carry out the survey as part of this remit (in which case, state "Consultant").

If the survey is to be carried out by the consultant, make sure that the survey is listed in the Deliverables section of this document.

Type of Survey	Provided By (GA or Consultant)
Previous Health and Safety File	GA
Topographical	
Utility	
Manhole	
Duct Route Proving	
Lux Levels	
Electrical Installation	
Fire Alarm	
Gauging	
Lead Paint	
Lighting Columns	
Load Test	

Type of Survey	Provided By (GA or Consultant)
Environmental	
Asbestos Demolition	
Electrical Tag and Trace	
Ground Investigation	
Structural	

APPENDIX A – NR LAND BUSINESS AND TECHNICAL CLEARANCE AREA



APPENDIX B – NR TECHNICAL CLEARANCE CONDITIONS

1. LEASE CONDITIONS

PART 1 GENERIC CONDITIONS ADDITIONAL TO CONDITIONS WITHIN THE LEASES

Approval in Principle is granted on the basis that the lease will include all standard clauses and conditions.

1.1 The Promoter will agree arrangements for the transfer of land with Maintenance. Responsibility will remain with the Maintenance Delivery Unit until the formal transfer takes place.

1.2 Following approval of this Technical Clearance proposal and prior to the land being used, the Promoter is responsible for a detailed services survey to locate the position of both operational and utility services. Any utility services identified shall be brought to the attention of the Tenant who shall satisfy themselves on the accuracy and any omissions. Should the survey identify Network Rail services, the Promoter shall refer to the Senior Asset Protection Engineer (SAPE). The SAPE will ascertain and specify what measures, including possible re-location and costs, along with any other asset protection measures are required.

1.3 Prior to any development/construction or alterations to the site by an external body, further site specific safety requirements, engineering technical approval and detailed conditions will need to be sought from Network Rails Route Asset Protection Engineer, please contact *AssetProtectionAnglia@networkrail.co.uk*. All costs incurred by Network Rail in giving approvals and any site safety supervision are chargeable to the Tenant. Furthermore, through communication with the Anglia Asset Protection Team (Anglia ASPRO), an Asset Protection Agreement (APA) must be put in place and signed by the Outside Party prior to commencing work on site. There must also be a representative from Anglia Asset Protection Team to oversee and facilitate the scheme.

PART 2 - SITE SPECIFIC CONDITIONS FOR INCLUSION IN THE LEGAL DOCUMENTATION

2.1 Access
Network Rail is to reserve the full right and liberty to enter upon the property (within reasonable notice except in an
emergency), with or without workmen, agents and contractors for the purposes of examining, maintaining, repairing, renewing or reinstating any structures or infrastructure on their adjoining or neighbouring land which cannot be reasonably undertaken from within Network Rails retained land. This includes a right to establish temporary site compounds for project works (if required and where possible) and to require temporary removal of any of the Tenants assets from the site to enable these works to take place. Subject to consultation with the Tenant, Network Rail shall retain the right to install (free of cost) equipment that is required for the operation of the infrastructure on the lease area. Any operational railway costs incurred by Network Rail as a direct result of a failure to gain access may result in a claim against the Tenant.

2.2 Drawings
The Tenant shall submit fully detailed drawings (one electronic and two hard copies) of any physical alterations/development within the lease site for the Senior Asset Protection Engineers written approval prior to any work commencing. All costs incurred by Network Rail in giving such approvals and any site safety supervision are to be reimbursed by the Tenant.

2.3 Railway Boundary Requirements

The Network Rail operational boundary shall be located between the points indicated on the submitted plan.

2.4 Fencing
The Network Rail boundary fence located within the lease area shall be the responsibility of the Tenant. Where applicable, the Tenant shall erect suitable fencing along the Network Rail operational boundary in accordance with Network Rail standards - NR/L2/TRK/5100 and NR/BS/LI/322. The Tenant shall also ensure the lease area and any potential access from the lease area to retained Network Rail land is kept secure against unauthorised access.

2.5 Construction
The Tenant (and any successor in title) shall not construct any structure within 3 metres of the railway boundary fence or railway infrastructure, depending on which is closer without prior written approval from the Network Rail Senior Asset Protection Engineer. This clearance is to ensure that construction can proceed without affecting the operation of the railway. It also ensures that construction and any subsequent maintenance can proceed without the need to enter onto Network Rail property or for Network Rail property to be used as a means of access.
Except with the written agreement of the Network Rail Engineer, no surcharging of cutting slopes, retaining structures, embankments or deep continuous excavations (such as for foundations), or any general lowering or raising of ground levels or water tables is to take place adjacent to the railway boundary.

Any cranes, scaffolding, or other plant used within the site are to be positioned and work such that in the event of failure, they will not move or fall within 4 metres of any Network Rail infrastructure. Cranes are not to oversail Network Rail property.

All costs incurred by Network Rail in giving approvals/acceptance shall be reimbursed by the Tenant. All costs incurred by Network Rail for works including but not limited to safety supervision (protection of the railway infrastructure), track possessions and current isolations shall be borne by the Outside Party. All proposals must comply with all relevant standards. This should not be limited to Network Rail Standards and British
Standards.

2.6 Overhead Line Electrification Equipment
Where the site is adjacent to the operational railway with overhead electrification at 25kV and within the close proximity of the sale land or development, Network Rail accept no responsibility for any electrical interference or emissions of electromagnetic fields (EMF) due to the railway equipment. The EMFs produced from the railway at 7m would be significantly below any buildings limit as set out by the UK or EU. EMFs reduce at an exponential rate over distance, so the measured values would drop significantly at 7 meters. The Licensee shall consider the effects of EMFs on any development proposals for the site.

The Licensee shall allow minimum of 3 metres from the nearest railway OLE infrastructures for the electrification clearance and an addition of 1 metre to undertake construction works; and ensure that the effect of the overhead line electrification equipment is considered in the construction planning.
Where the Overhead Line supports are proposed for relocation/removal, a full assessment report will be required for the E&P RAMs approval. Any proposed OLE infrastructure will require full detailed design in compliance with Network Rail acceptance process and relevant standards; this shall include but not be limited to possession planning, OLE design reviews and asset update requirements.

2.7 Noise and Vibration

The Licensee shall be aware of the adjacent operational railway and take into consideration the associated effects of noise and vibration that may emanate from the passage of trains and the operation of infrastructure equipment.
Network Rail reserves the right to alter any aspect of its operational infrastructure without providing notice to the neighbouring land owners and Licensee. The Licensee shall be aware of the possibility that trains may stop at signals adjacent to the site or development and that the majority of railway maintenance works are undertaken at night.

2.8 Drainage
All drainages from the lease area shall be directed away from Network Rails retained land/structures into suitable drainage systems and details of which are to be approved by Network Rail. Rights shall be reserved for Network Rail to discharge both surface and foul water into any new or existing drainage system within the lease area.

The Licensee shall not engage in any Network Rail drainage asset which could in either the short term or long term affect the operational railway. Nor shall they undertake any works which shall prevent, exclude or hinder Network Rail or its successor from gaining access to any Network Rail drainage for undertaking any physical works associated with the management of drainage, including but not limited to maintenance, refurbishment and renewal works for whatsoever reason as it considers necessary. The Licensee shall be responsible for the removal and disposal of any and all vegetation and any litter from open drainage systems.

2.9 Support of Assets
Network Rail retains a right of support of infrastructure from the lease site.

2.10 Termination
On termination of the lease the Tenant shall remove, including lifting and shifting of all buildings, supports/foundations, plant, equipment and infrastructure and reinstate the land to the satisfaction of the Maintenance Delivery Unit Manager. Responsibility shall remain with Commercial Property until arrangements for the formal hand back of land are agreed and implemented with the Maintenance Delivery Unit.

PART 3 OTHER SITE-SPECIFIC REQUIREMENTS

Conditions as advised specifically by a Stage 2 (Technical) Consultee. The Promoter should seek guidance from Legal
Services, for confirmation of wording, on the basis that such requirements may need to be incorporated into the legal
document.

3.1 On behalf of Maintenance Protection Co-ordinator (MPC):
Below is the list of maintenance requirements to be delivered by the project/council/AGA at their expense:

a) Access/egress to Station road from trackside to be moved further away from Level Crossing to improve crossing safety especially with the increase in traffic in the area

b) Access for Network Rail from Station Road to trackside with HGV lorry (85ft) to be maintained at all times with the access point meeting our current standards

c) Fencing around the area to meet our current NR standards to prevent Trespassing and Vandalism to railway
property/infrastructure

d) AMP T-22 Walkouts to take place & any issues to be addressed prior to project commencing

e) All Documentation to be handed over to the depot within the AMP timescales & all databases/files to be updated according to Network Rail Maintenance Standards before T+ 4 weeks

f) All Lineside neighbours to be notified in accordance with Community Relations/Maintenance Processes prior to project commencing

g) Access to all our infrastructure & equipment to maintain/renew/enhance or replace at all times

h) All materials etc to be secure at all times whilst on site - in accordance with maintenance standards & good practice guides

i) All redundant buildings to be demolished or secured in accordance to NR standards need to check if listed

j) All rubbish to be removed from site immediately

k) All arising Community Relations Complaints to be resolved immediately upon notification by project, to the satisfaction of Maintenance Protection Coordinator/Community Relations team

l) Any vegetation work required to be undertaken by project prior to work commencing, in line with Maintenance specification as well as meeting the projects needs if applicable

m) Any vegetation to be managed on a regular basis to prevent risk to the railway & any issues raised by the railway to be dealt with in 48hours including reduction in height, treatment for invasive weeds etc

n) All Complaints from Network Rail must be dealt with within 48 hours of notification including post works notification including, drainage, pests, fly tipping, graffiti, crime, litter, vegetation, invasive weeds etc

o) Adequate site security to be installed to prevent risk of T&V to the railway

p) No additional water/drainage to enter onto NR Property
The above conditions are general requirements only and are based on the information received by the Anglia Route Asset Protection Team. Network Rail Asset Protection Team may specify further safety and engineering conditions as necessary. The Asset Protection Team can be contacted by writing to AssetProtectionAnglia@networkrail.co.uk.

Appendix C. Project Boards' Terms of Reference

Manea, March & Whittlesea Railway Stations - Project Boards

Terms of Reference

1. Background - What is the Manea, March and Whittlesea Stations Project?

Introduction
FDC and our partners have been working with the railway industry, other project partners and the public on a programme to make significant improvements to our local railway at Manea, March and Whittlesea Stations.

To date high level masterplans have been produced for each station setting out a range of small, medium and large scale improvements. Scoping and feasibility study work has been undertaken (and in some cases is ongoing) to establish the key issues, some S106 funding has also been achieved. Improvements as part of the current Greater Anglia Railway Franchise (2016 – 2025/26) include projects such as customer information screens and ticket machines. Significant funding is however needed for the fully delivery and implementation of the projects.

Fenland Rail Development Strategy 2011 – 2031
The current programme started with this strategy being adopted by FDC Cabinet in April 2012. This ensured a strong policy context from which to deliver railway improvements. The Strategy is aligned to the Fenland Local Plan (adopted May 2014) and is a 20 year programme with 3 priorities – More Community Involvement, Better Stations and Rail Service Improvements. The programme relating to station improvements forms the Better Stations priority.

Further information about the strategy can be found from the following page on FDC website:
http://www.fenland.gov.uk/article/3489/Fenland-Rail-Development-Strategy

Cambridgeshire and Peterborough Combined Authority (CPCA)

The devolution deal agreed with Central Government in 2017 gave the Mayor and the Cambridgeshire and Peterborough Combined Authority power over certain transport functions, with the combined authority taking over the role of the Local Transport Authority from Cambridgeshire County Council and Peterborough City Council. One of the key responsibilities of the Local Transport Authority is the development of a new Local Transport Plan. The plan will provide a means to deliver sustainable growth across the area, supporting the Mayor's bold plans for housing and economic development and addressing historic deficits in transport investment.

The CPCA has given the Manea, March and Whittlesea Masterplanning works the title - Fenland Stations Regeneration Programme. Based on all the work completed by 2017, the railway station masterplanning programmes were considered to be a priority. This followed a sifting and prioritisation exercise of all transport schemes in progress throughout the CPCA area. Approvals at CPCA Board meetings have since ensured that significant funding is available as follows:

- CPCA Board – 25 October 2017 - Priority transport schemes paper - £500,000 was allocated to Fenland Stations Regeneration to progress design work.

- CPCA Board – 28 March 2018 - Transport Delivery 2018/19 paper - £2.5million allocated to Fenland Stations Regeneration to progress design work.
- CPCA Board – 30 January 2019 - 2019/20 Budget and Medium term financial plan 2019 - 2023 - £2.7million for 2019/20, £3million for 2020/21 and £3milion for 2021/22 has been allocated to Fenland Stations Regeneration to complete the design work and implement the programme.

£9.5million is currently available in total from the CPCA for the Fenland Stations Regeneration Programme. You will notice that the funding amounts listed above are greater than £9.5million. Re-profiling of work programmes and budgets takes place every 12 months in accordance with work programmes, business plans and budget setting. Papers submitted to the CPCA Board in respect of the Fenland Stations Regeneration Programme take account of re-profiling and illustrate the current financial position at the time of each Board meeting.

2. Manea, March and Whittlesea Stations Project boards

Objective:
The Project boards will provide oversight for the continued development and delivery of the Manea, March and Whittlesea Stations Masterplan Projects, and provide a forum for key issues to be considered and key decisions to be made. It is the vehicle by which the key strategic issues (including financial and legal) can be acknowledged, recorded and monitored.

Responsibilities:
The responsibilities of the Project boards relate to the design, delivery and implementation of the schemes within the Manea, March and Whittlesea Station Masterplans, they include but are not limited to the following:

- Approval of the Project Brief including its specific aims.
- The project programme from its inception to its conclusion
- Discuss and agree action regarding specific project constraints
- Review and approval of the procurement strategy
- To receive progress reports from the project team, review & confirm achievements at each major project milestone (or end of stage) and approve commencement of the next stage
- Provide direction and support to help resolve key project risks and issues
- To provide input and representation to the defined projects for their respective organisations
- To provide advice on local issues
- To provide their respective organisations' positions on all elements of the project
- To agree community engagement and public consultation strategy.
- Authorise project closure and send project closure notification

Membership:

The core membership of each of the 3 Project boards will be as follows:
FDC Cabinet Member – Portfolio holder for Transport (Chairperson)
Greater Anglia - 1 member
Hereward Community Rail Partnership (CRP) – 1 member which is expected to be the Chairperson
Network Rail – 1 member – other officers to attend as required to service meetings

Local Councillor Representatives will then be members of the appropriate Project board as follows:

Manea Project board
FDC Councillor for Manea – 1 member
Manea Parish Council – 1 member

March Project board
FDC Councillor for March – 1 member
March Town Council – 1 member

Whittlesea project board
FDC Councillor for Whittlesea – 1 member
Whittlesea Town Council – 1 member

A vice-chairperson should be elected from the membership of the group at the first Project board meeting. This vice-chairperson is expected to deputise for the Chairperson.

It should be noted that only members listed above table or their nominated substitutes will have voting powers.

It is envisaged that the Project boards may also make recommendations to Fenland District Council's Cabinet, which would in turn make recommendations to the CPCA Board, the ultimate decision making body regarding funding. Please refer to Appendix 1 of these terms of reference paper to see further details of the Manea, March and Whittlesea Project boards Governance Structure.

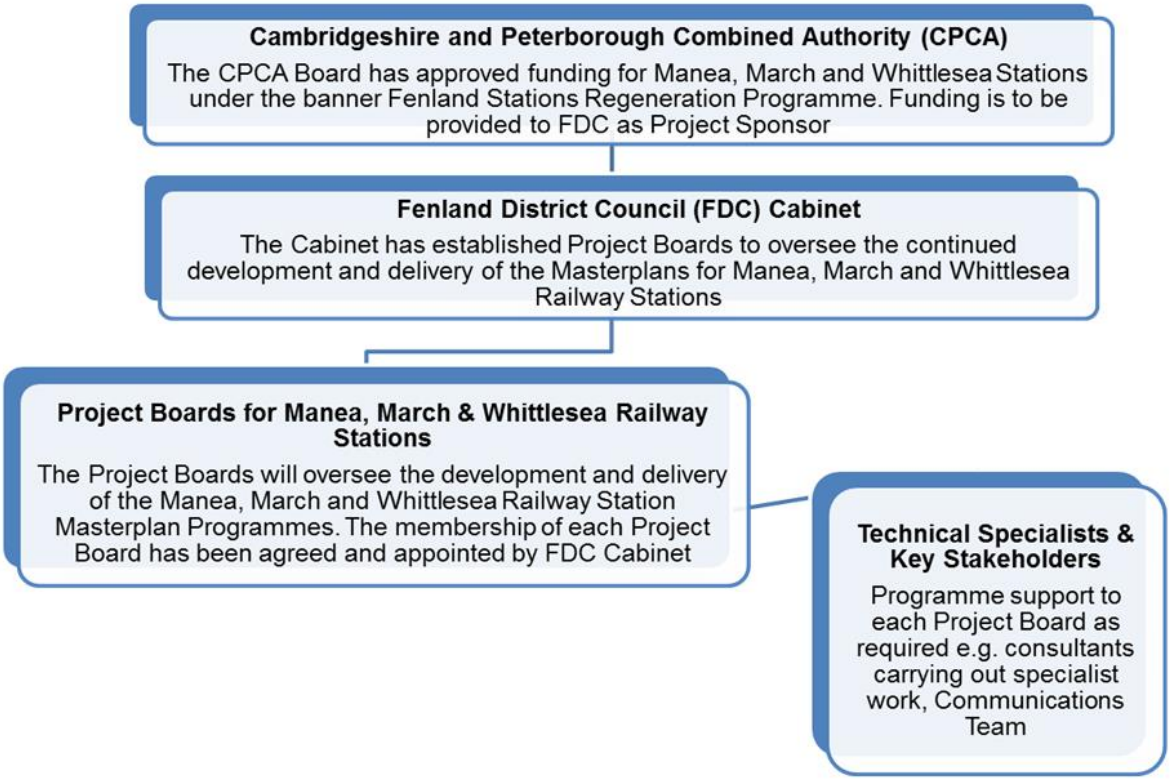
Officer and Project Support Staff:
The Project board will be supported by officers from Fenland District Council and Cambridgeshire and Peterborough (CPCA) Combined Authority. Additional officer support will be brought into meetings as required. E.g. communications officer or specialist consultant.

Meetings
The Project boards will meet or hold a meeting or conference call at least every 3 months and at other times as necessary and at key stages of the project.

Each party may substitute attendees on an occasional basis; however substitutes should be briefed and empowered with the same authority as the usual attendee.

Communications
A Manea, March and Whittlesea Stations project boards Communications Strategy will also support this terms of reference document. This Strategy sets out protocols for communication in respect of the Manea, March and Whittlesea Stations Project boards. Members have a role to adhere to the communications strategy to enable effective implementation of the programme.

Appendix 1 – Manea, March and Whittlesea Railway Station Masterplans Programme - Governance Structure



Appendix D. Stakeholder and Community Consultation

Due to the transport infrastructure deficit across all modes of transport, there has been continuous engagement over the last 10 years with the public and key stakeholders. The table below sets out key events or consultations aimed at raising awareness and seeking the views of key stakeholders and the public:

Event/Consultation	Year of consultation	Modes of Transport covered	Notes
Transport Issues in Fenland	2007	All modes	This document covered all modes of transport. It set out a baseline of transport information and monitoring data, along with views and information from the public. A consultation was held on this document to support the then emerging Local Plan (known as an LDF at that time). From this, proposals were developed across all modes of travel given the deficits.
Cambridgeshire Local Transport Plan	2006/07	All modes	This Local Transport Plan set out a multi-modal framework. It included policies around Market Town Transport strategies allow such proposals to come forward for Fenland.
Fenland Overview & Scrutiny Panel – Access to Services Review	2009	Public transport, walking and cycling	Fenland Overview and Scrutiny Committee conducted an Access to Services review. This work included calls for evidence, meetings with key stakeholders and discussion with the public.
Chatteris Market Town Transport Strategy	2009	All modes	There were two consultation sessions one for objectives/approach and a second on the draft strategy and schemes. Here is a link to the final strategy document which was adopted in 2010: https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/market-town-transport-strategies To support this Market Town Transport Strategy some independent market research was undertaken. This research was undertaken by MRUK and includes 550 interviews.
March Market Town Transport Strategy	2012	All modes	There were two consultation sessions one of objectives/approach and a second on the draft strategy and schemes. Here is a link to the final strategy document which was adopted in 2013: https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/market-town-transport-strategies

Whittlesey Market Town Transport Strategy	2011	All modes	There were two consultation sessions one of objectives/approach and a second on the draft strategy and schemes. Here is a link to the final strategy document which was adopted in 2012. https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/market-town-transport-strategies
Wisbech Market Town Transport Strategy	2013	All modes	There were two consultation sessions one of objectives/approach and a second on the draft strategy and schemes. Here is a link to the final strategy document that was adopted in 2014: https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/market-town-transport-strategies
Access to Health Care research	2010/2011	All modes	This project was led by the Fenland Transport and Access Group. The research included around 3,000 questionnaires being completed at GP Surgeries and Wisbech/Doddington Community hospitals.
Cambridgeshire Local Transport Plan 3	2012/2013	All modes	This consultation included a range of events in each of the Market Towns to enable face to face discussion with officers. Questionnaires were also available on-line. Here is a link to the final document adopted in 2013 https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/local-transport-plan
Hereward Community Rail Partnership – Full Partnership meetings	2013 - 2019	Mostly railways but some walking, cycling and bus issues	These are twice yearly public and stakeholder meetings.
sea Station Masterplan	2012/2013	Railways	Here is a link to the Whittlesea Station high level masterplan adopted in 2013: https://www.fenland.gov.uk/article/15122/Railway-Station-Masterplans
Fenland Local Plan – integrated transport policy. Policy LP15	2012/2014	All modes	Here is a link to the Fenland Local Plan adopted in May 2014. This includes policy LP15 on transport. https://www.fenland.gov.uk/core-strategy
Manea Station Masterplan	2013/2014	Railways	Here is a link to the Manea Station high level masterplan adopted in 2014:

			https://www.fenland.gov.uk/article/15122/Railway-Station-Masterplans
March Station Masterplan	2016/2017	Railways	Here is a link to the March Station high level masterplan adopted in 2017: https://www.fenland.gov.uk/article/15122/Railway-Station-Masterplans
Travel Choices Project – survey days and events	2015/2016	All Modes	Events and survey days in Wisbech but which included people from across Fenland. Just under 5,000 surveys were completed across the events and personalised travel plan areas.
Wisbech Access Strategy	2017	All Modes	This project consists of technical and feasibility study work, traffic modelling and outline scheme designs. The project aims to address transport issues around Wisbech linked to the Fenland Local Plan, growth and regeneration. A link to all the study information is as follows: https://www.fenland.gov.uk/wisbechaccess
Focus Groups (Adults)	2018/2019	All Modes	A series of Focus Groups were held with members of the public. Each Focus Group consisted of a two-hour meeting with up to 12 people. There was one theme for each meeting – railways, Walking and Cycling, roads and traffic management and buses.
Focus Group (Young people)	2019	All Modes	Two Focus Group sessions were held with Youth Ambassadors in March. One session focused on walking, cycling and roads. The second session on buses and railways.
Hereward CRP Promotion Days	2019	Mostly railways but some walking, cycling and bus issues	Events on trains and stands at railway stations XX events during 2019. Xx people were spoken to or handed transport information.
March Area Transport Study 2019/20	2020	All Modes	This project consists of technical and feasibility study work, traffic modelling and outline scheme designs. The project aims to address transport issues around March linked to the Fenland Local Plan, growth and regeneration. A link to all the study information on the County Council website is below. Due to COVID19 an on-line consultation was held in Spring 2020. Face to Face events are still considered necessary and will be held when we are able to do so.

			https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-funding-bids-and-studies/march-transport-study
Fenland Transport Strategy – stakeholder events		All Modes	Events with Town and Parish Council representatives, Fenland Transport and Access Group and Hereward CRP.
A47 Guyhirn roundabout	2017	Roads	This is a Highways England project and consultation, aimed at making improvements to the A47/A141 roundabout. Further information about the project can be found on Highways England website as follows: https://highwaysengland.co.uk/projects/a47-guyhirn-junction/
Cambridgeshire and Peterborough Local Transport Plan	2019/2020	All modes	This consultation included a range of events in each of the Market Towns during 2019 to enable face to face discussion with officers. Questionnaires were also available on-line. https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/ltp/

Appendix E. **Example Project Risk Register (Version August 2020)**

Risk ID	Date Identified	Risk Event	Risk Type	Date Last Review	Mitigation Plan	Action Owner	Likelihood (1-5)	Impact (1-5)	RAG score (likelihood x impact)	Risk Owner
2	-	March Heritage/Canopy Project - NR do not re-engage. There have been some difficulties re-engaging NR with this project. This does now seem to be moving forward with NR strategic planning and a second delivery team	Reputational	Jul-20	Please refer to the canopy risks above. This remains a risk due to the project not going forward. Discussions with Network Rail are needed and an approach to informing the public is required. It is unclear as to whether Network Rail will re-engage.	Wendy	4	3	12	Wendy
29	Jul-20	March Platform 1 building - technical risks around drainage, electrics and the structural work which is putting pressure on the timescale for the programme.	Reputational	Aug-20	Work is ongoing to challenge the programme.	Wendy, Mehmet and Greater Anglia	4	2	8	Wendy
30	Jul-20	March Station existing car park refurbishment and extension - cost higher than the estimate. Whilst this can be accommodated within the budget. The cost needs challenging.	Financial	Aug-20	Work is ongoing to challenge the cost and programme.	Wendy, Mehmet and Greater Anglia	4	2	8	
31	Jul-20	March Station existing car park refurbishment and extension - current delivery programme beyond March 2021 deadline.	Reputational	Aug-20	Work is ongoing to challenge the programme	Wendy, Mehmet and	4	2	8	

		The timescales do need challenging.				Greater Anglia				
5	Jan-19	March Car Park - People who use the station and park on the street. There is currently high levels of parking on Station Road, this is mostly commuters who are unwilling to pay parking charges at the station. This parking will be further displaced as a result of this scheme. Assuming that these customers are still unwilling to pay for parking this could impact upon residential streets.	Reputational	Aug-20	Please refer to risk 1 above. As this project is not now going ahead, following the July 2020 Project board meeting, it will be removed from the next update. Status is green as the project is not now going ahead.	Wendy	2	2	4	Wendy
15	Jan-19	All 3 Stations - Securing all the budget to deliver the whole Fenland Stns Regeneration Programme - £9.5million was approved by the CA Board in October 2017. The working budget for the project has always been £10-£15 million. With more confirmed costs now £15million will be required. Securing an additional £6million is essential for the full delivery of the programme.	Budget Risk	Aug-20	See also risk 2 below. CPCA and FDC have agreed joint approach and the platform extensions and ped bridge will now be delivered as a phase 2. Additional funding to be secured as part of a phase two. Following completion of all the feasibility and outline design work, new cost estimates would see the whole programme go significantly over budget. The cost estimates also do not meet the CPCA assurance framework. Work is ongoing to challenge the timescales and costs which will be complete in September	Wendy	2	3	6	Wendy

					2020. The RAG rating has gone from green to amber to reflect the uncertainty whilst the revised programmes are being developed.					
23	Jan-19	March Platform 1 building - public support and perception for the scheme/options - This is a big scheme that will transform the operational area of the station and customer facilities. Ensuring we have public support is essential.	Reputational	Jun-20	A second consultation took place during April and May 2020. The purpose of which was for the public to choose the preferred scheme. There has always been strong support for this project since the masterplan was introduced in 2016 and this consultation was well supported.	Wendy	2	1	2	Wendy
27	Jan-19	March Platform 1 building - partner support not forthcoming - Key partners such as Greater Anglia might not support the project or the approach. This is considered very unlikely through given current joint working and	Reputational	Aug-20	There is full partner support for this project. The train company as a key partner are now delivering the project on behalf of FDC/CPCA.	Wendy	1	1	1	Wendy

		discussions to date about this project.								

Appendix F. Example of FDC Input to CA Project Forms

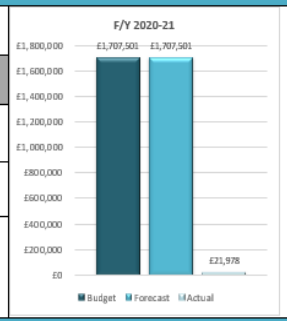
Date	Aug-20

CPCA - Project Highlight Report

Project Name	Regeneration of Fenland Railway Stations			Previous Status	Green	Current Status	Amber –
Project Number	TRANS041	Project Stage	OBC	Project description	The Fenland Stations Regeneration Programme contains a range of short, medium and long term projects, designed to improve Manea, March and Whittlesea Stations. A high level station masterplan has been produced for each station with a range of projects. These are station improvements that are part of a wider Fenland Rail Development Strategy (2011-2031) including railway service improvements and more local community involvement with the railways. More local involvement is being delivered through the Hereward Community Rail Partnership.		
Project Manager	Mehmet Ahmet	Director	Paul Raynes				
Project Start Date	01 April 2018	Cost Benefit Ratio/VfM number (last reviewed)	In progress - being developed as part of business case work	Project update and rationale for current status	The RAG rating has changed from green to amber. Additional information has been submitted by Greater Anglia and their consultants following all the outline design and feasibilty stage work. This information is in respect of moving forward to detailed design and construction. It includes designs, revise programmes and revised costs. This information is currently being assessed and challenged. Until such work has been completed uncertainty remains. It is expected that this will be resolved in due course and that a future RAG rating will be green once all issues have been clarified and the uncertainty is removed.		
Agreed Completion Date	31 December 2023	Forecast Completion Date	31 July 2021				

Financials

Financial Year 2020/21	Actual spend – year to date	£21,978
	Year to date	Full year
Budget (Approved to spend)	£304,682	£1,707,501
Forecast	£304,682	£1,707,501
Financial commentary	Still waiting for supplier information for spend. Re-baslined and reflected in forecast and costed programme.	



Monitoring and Evaluation

Key outputs/ deliverables	• Manea Stn - 1 new waiting shelter, a station car park and the platforms lengthened and upgraded from 2 car to 4 car • March Stn - repaired canopy (removed at special meeting), more cycle parking, refurbished existing car park, new car park, redesigned platform 1 building with new ticket office, shop, waiting facilities, toilets etc • Whittlesea Stn - 2 new waiting shelters, new ticket machine, new car park, stn entrance, lighting and footpath. Taxi and bus facilities. Platforms lengthened from 2 car to 4 car and a pedestrian bridge between the two platforms.
Expected impacts (Delete point if not applicable)	• GVA: • Housing: 11,000 new homes to 2031 • Employment: 7,000 new jobs - 85 hectares of new employment land. • Other Metrics:

This Period Activities

Key activities and actions completed in August 2020 are as follows:

Manea Station - Car Park project - The planning application and all supporting information is now complete, the officer report is also complete. The application will be determined at FDC Planning Committee on 2 September 2020. Operation issues, lighting matters and access to be agreed through conditions. GA contractors have completed all the feasibility study work. They have provided an outline design, revised programme and revised costs for the scheme. These are currently being reviewed and challenged. The legal agreement for the land purchase is ongoing with good progress being made.

March Station - additional cycle parking, Canopy/Heritage project, Existing Car Park/Station Approach, additional car park and Platform 1 building project - the new cycle parking for March Station has been installed

Next Period Activities

Key activities and actions for September 2020 are as follows:

Manea Station - Car Park project - Planning application to Committee for determination. Finalisation of a revised programme, design and cost for the car park scheme. This will then be reviewed and finalised at the September Project Board meeting. Development of the procurement for the detailed design and build.

March Station - existing Car Park/Station Approach and Platform 1 building -Finalisation of a revised programme, design and cost for the car park scheme. This will then be reviewed and finalised at the September Project Board meeting. Development of the procurement for the detailed design and build. Completion of the

Project Milestone Progress (Key Milestones/Tasks)

Task #	Milestones/tasks	Milestone/task risk	Original agreed start date	Original agreed end date	Revised end date (If different)	% Progress (0 to 100)	RAG status
1	Funding and work programme for 2018/19 has been completed with CA approval and sign off. Specifically to confirm the approach and also the staff resources needed to deliver the whole programme.	Complete	01/04/2018	31/07/2018		100	Green