


Agenda Item No:	8	
Committee:	Cabinet	
Date:	9 Dec 2021	
Report Title:	March Area Transport Study OBC Report	

1 Purpose / Summary

To report the outcome of the March Area Transport Study Outline Business Case and note the approval to proceed to Full Business Case stage.

2 Key issues

March Area Transport Study

- The aim of the March Area Transport study is to identify potential transport interventions in March to address existing capacity and safety problems whilst mitigating for future growth in the demand for travel resulting from increases in housing and employment opportunities identified in the Fenland Local Plan that was adopted in May 2014.
- The Cambridgeshire and Peterborough Combined Authority (CPCA) approved funding in October 2017 (£100k) and March 2018 (£1million) for the March Area Transport Study, formally known as the March Junctions Package. The funding is for feasibility study and option testing work.
- The study has examined a wide range of options developed from officer led workshops and subsequently reviewed by the appointed Member Steering Group (MSG). These options were assessed using bespoke transport models at a higher strategic and more detailed operational level. Study outcomes are detailed in the Options Assessment Report that was reported to Cabinet in March 2020.
- Public consultation was held between 15 May and 28 June 2020 which was online only due to the Covid-19 pandemic. Results showed strong public support for the options presented in the OAR.
- The MATS Outline Business Case (Executive Summary attached in Appendix B) was completed in September 2021 and built upon the Strategic Outline Business Case submitted in October 2020.
- The OBC makes the case for constructing the package of March improvement schemes and demonstrates that there is a strategic need for change, the package offers value for money, is commercially viable, is financially affordable and is deliverable.
- The package includes MATS Broad Street scheme which is closely aligned with a pedestrianisation scheme for Broad Street that is being delivered as part of March's successful Future High Street Fund (FHSF) bid. The Broad Street FHSF scheme is currently at concept design stage but work needs to progress quickly in order to meet the challenging timescales for completing construction by April 2024. The MATS Broad Street scheme is inextricably linked to the FHSF Broad Street scheme, so construction of the two schemes needs to happen simultaneously.

- The March Minor Schemes approved for delivery at the September 2020 H&T committee and FDC Cabinet included nine schemes, detailed in Appendix A. Seven of these schemes have been completed with the remaining two, Upwell Road/Cavalry Drive speed reduction measures and Norwood Rd traffic calming earmarked for completion by February 2022.
- The MATS Pedestrian and Walking Strategy document that was produced in May 2020 is now being assessed to determine which of the 91 interventions identified by the strategy can be progressed through to preliminary design. This work is due to be completed in January 2022 and will result in a set of preliminary designs for sifted schemes. This work is being aligned with the Fenland Cycling, Walking and Mobility Aid Strategy (Version 1) adopted by FDC Cabinet in September 2021.

Recommendations

It is recommended that Cabinet:

- Note and comment on the conclusions of the March Area Transport Study Outline Business Case.
- Note progress on delivery of the March Minor Schemes approved at the September 2020 Cabinet.
- Note the programme and costs for Full Business Case and detailed design of the March package of schemes, providing funding is made available by CPCA Board and a suitable funding agreement between CCC and CPCA is agreed.

Wards Affected	All March Wards
Forward Plan Reference	
Portfolio Holder(s)	Cllr Chris Seaton, Portfolio Holder for Transport
Report Originator(s)	Belinda Pedler, Senior Transport Officer
Contact Officer(s)	Wendy Otter, Transport Development Manager Belinda Pedler, Senior Transport Officer

Background Paper(s)

March Area Transport Study background paper and appendix

The following March Area Transport Study Outline Business Case document is available on the County Council website from the link below:

<https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-funding-bids-and-studies/march-transport-study>

The following March Area Transport Study documents are also available on the County Council website from the link:

Existing Conditions and Data Collection Report

Sustainable Travel Report

SATURN Model Validation Report

VISSIM Model Validation Report

Forecasting Report

Options Assessment Report

1 Background

- 1.1 The original March Area Transport Study (2011) and the March Market Town Transport Strategy (2013) identified a number of transport interventions that were needed to address existing congestion problems and provide capacity for housing and employment growth identified in the currently adopted Fenland Local Plan for March. Although these pinch points were identified in previous studies, no schemes were devised to address the problems.
- 1.2 The Cambridgeshire and Peterborough Combined Authority (CPCA) presented a paper at its March 2018 board meeting that set out spending on transport during the period 2018-20. The March Junctions Improvement Package was one of the transport schemes identified in the pipeline of schemes and was allocated £100k in October 2017 and a further £1m in March 2018 for a feasibility study with responsibility for leading and delivering the study delegated to Cambridgeshire County Council (CCC). CCC subsequently appointed Skanska (now Milestone Infrastructure) as its consultant support for the study through its Highways Services Contract and the study was renamed as the March Area Transport Study (MATS).
- 1.3 In addition, following approval from Economy and Environment (E&E) Committee in July 2018, a Member Steering Group (MSG) was established to ensure Local Member involvement throughout the study. This MSG has met eighteen times to date and has guided the study throughout its development.
- 1.4 The study has examined a wide range of options developed from officer led workshops and subsequently reviewed by the MSG. These options were assessed using bespoke transport models at a higher strategic and more detailed operational level. Study outcomes are detailed in the Options Assessment Report that was reported at the March 2020 Economy and Environment Committee. Approval to proceed to Public Consultation with the options identified was also granted at the March 2020 committee meeting.
- 1.5 Consultation was held between 15 May and 28 June 2020 which was online only due to the Covid-19 pandemic. Results showed strong public support for the options presented in the OAR and a Strategic Outline Business Case (SOBC) was submitted in October 2020.
- 1.6 Approval to move to Outline Business Case (OBC) stage was granted at the September 2020 Highways and Transport committee after £1.0m funding to enable that was approved and released at the CPCA Transport and Infrastructure committee and Board meetings in August 2020. The September 2020 committee also approved the construction of a number of minor schemes in March and these are outlined in Appendix A. These were also supported and approved by FDC Cabinet.
- 1.7 CPCA remain keen to press ahead with the study and presented findings from the OBC at the Transport and Infrastructure committee meeting on 8 November 2021, recommending proceeding to Full Business Case and requesting release of £1.5m funding to enable that. This recommendation was approved.

2 Main Issues

Outline Business Case

- 1.1 The MATS Outline Business Case (Executive Summary attached in Appendix B) was completed in September 2021 and built upon the Strategic Outline Business Case submitted in October 2020. The OBC is based on the Department for Transport's The

Transport Business Model (2013) guidance as it follows the three phase approach for making major investment decisions;

- Phase 1 Strategic Outline Business Case,
- Phase 2 Outline Business Case, and
- Phase 3 Full Business Case (FBC).

1.2 This approach is also followed by the CPCA.

1.3 The OBC has been developed following HM Treasury's Five Case Model; the strategic, economic, financial, commercial and management cases. The OBC makes the case for constructing the package of March improvement schemes and demonstrates that there is a strategic need for change, the package offers value for money, is commercially viable, is financially affordable and is deliverable.

1.4 The package of March improvement schemes covered by the OBC is:

- A141/Peas Hill roundabout capacity improvement, in conjunction with a developer funded and delivered roundabout at the junction of A141/Hostmoor Avenue
- A141/Twenty Foot Road junction, introduction of traffic signals
- Broad Street/Dartford Road/Station Road junction, replacement of traffic signals with a mini roundabout and converting Broad Street to a single lane in each direction.
- Development of a Northern Link Road between Hundred Road/Melbourne Road in the south and Longhill Road to the north
- High Street/St Peters Road upgrade to existing traffic signals.

1.5 It is important to note that the OBC considers the above schemes as a package. Furthermore, the Broad Street scheme above is closely aligned with a pedestrianisation scheme for Broad Street that is being delivered as part of March's successful Future High Street Fund (FHSF) bid. The Broad Street FHSF scheme is currently at concept design stage but work needs to progress quickly in order to meet the challenging timescales for completing construction by April 2024. The MATS Broad Street scheme is inextricably linked to the FHSF Broad Street scheme, so construction of the two schemes needs to happen simultaneously.

1.6 Four of the schemes reported in the OBC have completed the preliminary design stage. Preliminary design for the Northern Link Road continues due to protracted negotiations over the past year with Network Rail over access to their land to complete required surveys. This is reflected in the programme reported later in this report.

1.7 The Economic Case of the OBC demonstrates that the March package offers high value for money with a central growth scenario benefit to cost ratio (BCR) of 2.9. Under low growth assumptions the BCR is 1.6, while high growth assumptions increase the BCR to 4.6. Note that the impacts of Covid-19 and Brexit have not been assessed at this stage in the absence of any guidance from DfT. This would be considered during the next stage of the study when guidance is forthcoming.

1.8 The Financial Case demonstrates that the recommended package of schemes is financially affordable. The scheme costs used in the assessment include base investment cost, risk adjusted base cost, inflated risk adjusted cost (outturn cost), and inflated risk adjusted cost including whole life costs in line with guidance. For the March improvement schemes package, the inflated risk adjusted cost, including whole life costs over the 60-year assessment period, is estimated at this stage at £30m and the outturn cost required to deliver the package is estimated at £29m. These scheme costs have been peer

reviewed by CCC colleagues in Project Delivery who were involved in calculating the costs during development of the OBC and the costs will be reviewed as the detailed design of the schemes develop during the FBC stage. During the FBC stage any changes in inflation between now and then will be accounted for in the revised scheme costs.

- 1.9 Potential funding sources for the schemes include the Transforming Cities Fund, the Levelling Up Fund, the CPCA Single Investment Fund and Section 106 developer contributions and this will be explored further during the next stage of the study.
- 1.10 The Commercial Case demonstrates that the package of schemes is commercially viable. Routes to procurement available include the Eastern Highways Alliance Framework 3, Standalone – ‘Find a Tender’ service; the existing Cambridgeshire Highways Services Contract; and the Cambridgeshire and Peterborough Joint Professional Services Framework. The preferred procurement strategy and sourcing options will be developed during the FBC stage.
- 1.11 The Management Case demonstrates that the package of schemes is deliverable. CCC has delivered similar projects in recent years including the Wisbech Access Strategy, Kings Dyke level crossing replacement and the Ely Southern Bypass. Appendix C shows the proposed structure for delivering the package of schemes during the next stage of the study and the delivery timetable is presented later in this report. The assurance and approvals plan in the OBC states that the CPCA will manage the MATS in accordance with its existing assurance and approvals processes, as detailed in the CPCA Assurance Framework and Ten Point Guide. As part of the CPCA Assurance Framework process, an Independent Technical Evaluation (ITE) of each business case, including this OBC, will be undertaken at each stage of the project. As part of the risk management strategy, Project and Construction Risk Registers have been prepared for the study.
- 1.12 The identified approach to communication and stakeholder engagement in the OBC requires the provision of regular updates to stakeholders, engagement with stakeholders, and ensuring that information is shared using appropriate methods of communication. To date, regular Members’ Steering Group (MSG) meetings have been held throughout the development of the MATS. An online MATS consultation event was held between May 2020 and June 2020, and a public consultation exercise regarding the March Future High Street Fund proposals ran in May 2020. Further consultation on the MATS schemes is proposed during the next stage of the study.
- 1.13 The overall conclusion of the OBC is that there is a compelling case for the CPCA to progress the recommended package of MATS improvement schemes to detailed design and an FBC. The schemes proposed as part of the improvement measures meet the objectives identified, and the benefits clearly outweigh the costs and offer high value for money. With good governance and good project management, the risks can clearly be managed.

MATS Minor Schemes

- 1.14 The package of minor schemes approved for delivery at the September 2020 H&T committee and FDC Cabinet included nine schemes, detailed in Appendix A.
- 1.15 Of these schemes seven have been completed with the remaining two, Upwell Road/Cavalry Drive speed reduction measures and Norwood Rd traffic calming earmarked for completion by February 2022.
- 1.16 Furthermore, the Pedestrian and Walking Strategy document that was produced in May 2020 is now being assessed to determine which of the 91 interventions identified by the strategy can be progressed through to preliminary design. This work is due to be completed in January 2022 and will result in a set of preliminary designs for sifted

schemes. This work is being aligned closely with the Fenland Cycling, Walking and Mobility Aid Strategy (Version 1) adopted by FDC Cabinet in September 2021.

Programme and costs for Full Business Case

- 1.17 The OBC outlines a delivery programme for the next stage of the study as shown in Table 1 below. Appendix D outlines an indicative delivery programme through to construction for the schemes.

Table 1: MATS Full Business Case and Detailed Design Programme	
Activity	Duration
Independent Technical Examination of OBC CCC, FDC & CPCA committees seeking approval to move to FBC & detailed design	Nov 21 – Jan 22
MATS Full Business Case & detailed design (for all schemes except Northern Link Road. Northern Link Road to be completed to end of preliminary design) Stakeholder consultation	Feb 22 – Dec 22
Independent Technical Examination of FBC CCC, FDC & CPCA committees seeking approval for FBC	Jan 23 – Mar 23

- 1.18 Estimated costs for producing a Full Business Case and detailed design of the individual MATS schemes are:

- Consultant costs = £830k
- CCC costs = £671k
- Total = £1.501m

- 1.19 Release of these funds was requested at the November 2021 CPCA Transport and Infrastructure committee and Board meetings. If this funding is not released CCC will not proceed with this work and there will be no financial burden on the council.

3 Effect on corporate objectives

3.1 Communities

The following bullet points set out details of implications identified by officers:

- MATS will improve access in the study area which will assist with providing better links to employment, health and education.
- MATS has considered the use of sustainable forms of transport which have health benefits. Funding for the delivery of pedestrian and cycling improvement schemes identified by MATS is being sought from CPCA.
- MATS Minor Schemes have identified key locations on St Peters Rd and Station Road for the installation of zebra crossings enabling safer crossing of busy main roads for school and nursery age children.

3.2 Environment

The following bullet points set out details of implications identified by officers:

- The transport schemes identified in the MATS are aimed at reducing vehicle delays and congestion thereby reducing emissions from idling engines
- The walking and cycling strategy developed as one of the minor schemes aims to promote walking and cycling across the town which will encourage reduction in vehicle use. Funding for these schemes is being sought from CPCA.
- The aspiration to improve public realm on Broad Street could further encourage non-car use with associated benefits in air quality.

3.3 Economy

The following bullet points set out details of implications identified by officers:

- The primary focus of MATS is to enable growth in the study area. This is both housing and employment growth which would be to the benefit of all local residents.
- Additional aims are to reduce congestion and improve safety across the area which will result in economic benefits.

4 Community impact

4.1 Resource Implications

The MATS project was delegated to the CCC Transport Strategy and Funding team with support from FDC by the CPCA and this arrangement is set to continue. The costs for the next stages of the MATS work is set out in section 2.18 and 2.19 above.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The following bullet points set out details of significant implications identified by officers:

- For the OBC stage of MATS Skanska (now Milestone Infrastructure) were procured for design and business case work through the Highways Services Contract because of their high-quality work on the previous stage of the study. This was in line with CCC procurement practises.
- For the FBC stage, colleagues in Project Delivery have recently undertaken a mini competition assessment of Milestone, Atkins and WSP proposals for the work. Milestone are available via the Highways Services contract, with Atkins and WSP available via the recently established Joint Professional Services contract.
- On the basis of this assessment, Atkins will be offered the FBC and detailed design work for MATS. This is in line with CCC procurement practice.

4.3 Statutory, Legal and Risk Implications

The following bullet points set out details of significant implications identified by officers:

- MATS FBC work will be commissioned providing a suitable Grant Funding Agreement can be set up between CPCA and CCC
- MATS will be managed robustly using risk registers and other mechanisms within the Joint Professional Services Contract.

4.4 Equality and Diversity Implications

The following bullet points set out details of significant implications identified by officers:

- An Equality Impact Assessment has been undertaken. The Screening indicated that no potential negative impact has been identified at this stage, see Appendix E. Further equality impact assessment will be undertaken at the Full Business Case stage.

4.5 Engagement and Communications Implications

The following bullet points set out details of significant implications identified by officers:

- An online only consultation was conducted between 15 May and 28 June 2020 led by the CPCA Communications team and supported by CCC Communications officers. Local Members were also involved in the consultation, via the Local Member Steering Group.
- Results of this consultation were reported at the September 2020 H&T committee meeting and are supported by the MATS Consultation report; “Future March: Summary of Consultation Findings”.
- The majority of respondents to the consultation were in favour of the MATS schemes, with the following percentages of respondents either ‘supporting’ or ‘strongly supporting’ each proposed scheme:
 - A141/Peas Hill roundabout capacity improvement – 62%
 - Developer funded and delivered roundabout at the junction of A141/Hostmoor Avenue – 76%
 - A141/Twenty Foot Road junction, introduction of traffic signals – 64%
 - Broad St/Dartford Rd/Station Rd junction, replacement of traffic signals with a mini roundabout and high quality public space – 57%
 - Development of a Northern Link Road between Hundred Rd/Melbourne Rd in the south and Longhill Rd to the north – 71%
 - High Street/St Peters Rd upgrade to existing traffic signals – 54%.
 - Further consultation is planned during the next stage of the study.

4.6 Localism and Local Member Involvement

The following bullet points set out details of implications identified by officers:

- Local Members have been involved in MATS via regular Local Member Steering Group meetings. March Town Council Members also sit on the MSG.

4.7 Public Health Implications

The following bullet points set out details of implications identified by officers:

- MATS will improve access in the study area which will assist with providing better links to employment, health and education.
- MATS has considered the use of sustainable forms of transport which have health benefits. Funding for the delivery of pedestrian and cycling improvement schemes identified by MATS is being sought from CPCA

Appendix A - March Area Transport Study Minor Schemes

Minor Scheme	Description	Construction Completion Date
QW1A – Station Rd	Improve safety for pedestrians. Provide a zebra crossing	Apr 2021
QW2 – Upwell Rd/Cavalry Drive	Introduce gateway feature with speed reduction measures at edge of town, introduce 40mph speed limit buffer and revise deflections on Cavalry Dr roundabout	Est Jan 2022
QW11-13 March-wide Walking/Cycling Strategy document production	March-wide walking and cycling facility audit and produce improvement delivery plan	May 2020
QW15 – St Peter’s Rd	Improve safety for school children. Provide a zebra crossing	Dec 2020
QW16 – March-wide HGV Signage	Improve signage for HGV drivers to reduce poor route choice	Mar 2021
QW20 – Traffic signals on B1101	Re-validate signal timings on B1101 between St Peters Rd and Station Rd	May 19
QW21 – Norwood Ave	Complete footway on southern side of Norwood Ave	Sep 2021
QW22 – Norwood Rd	Introduce traffic calming on three sections of Norwood Rd	Est Feb 2022
QW23 – Hundred Rd	Complete footway on eastern side of Hundred Rd including build out feature	Sep 2021
QW11-13 – March-wide Walking/Cycling strategy scheme sifting	Sift the 91 potential interventions identified in the strategy to determine which should be progressed to preliminary design	Jan 2022

Appendix B – March Area Transport Study Outline Business Case Executive Summary

Executive Summary

Introduction

This Outline Business Case (OBC) makes a compelling case for a package of March Area Transport Study (MATS) Improvement Schemes that: addresses the case for change, offers value for money, is commercially viable, is financially affordable, and is deliverable.

The recommended package of MATS Improvement Schemes will address existing capacity and safety problems, while mitigating for future growth in travel demand resulting from housing and employment growth identified in the Fenland Local Plan (2014). In addition, the recommended package of schemes includes improvements to Broad Street, which seek to facilitate regeneration funded by the Future High Streets Fund (FHSF), and the wider regeneration of March town centre.

This OBC is set out in compliance with the Department for Transport's (DfT's) The Transport Business Cases (2013) guidance and HM Treasury's (HMT's) Five Case Model.

Strategic Case

The Strategic Case demonstrates how the recommended package of MATS Improvement Schemes fits with wider public policy objectives and provides the case (or need) for change.

The recommended package of MATS Improvement Schemes strongly aligns with the vision and objectives of national, regional, and local bodies, including the DfT, the Cambridgeshire and Peterborough Combined Authority (CPCA), Fenland District Council (FDC), and March Town Council (MTC).

The Strategic Case identifies a clear need for change and the impacts of not progressing. The need for change can be summarised as follows:

- The need for regeneration in March town centre
- The need to address existing traffic congestion and safety issues
- The need to facilitate housing and employment growth across March
- The need to improve local environmental conditions.

The need for change is being driven internally, by local growth aspirations and support from local authority bodies, and externally, by the requirement to redesign Broad Street to facilitate regeneration funded by the FHSF.

Twelve scheme objectives, which remain unchanged since the SOBC, will be used to measure the success of the recommended package of MATS Improvement Schemes. These objectives reflect the themes identified in the need for change, and are as follows:

1.1 Regeneration of March Town Centre

- Deliver a transport scheme for Broad Street that is compatible with the FHSF scheme
- Ensure a transport scheme for Broad Street is aligned with FHSF Core Objectives to renew and reshape town centres, improve user experience and drive growth
- Maximise public realm within Broad Street
- Enhance pedestrian safety and accessibility around the town centre

1.2 Address Existing Traffic Congestion and Safety Issues

- Address existing congestion issues within the town centre (Broad Street area)
- Address existing congestion issues along the A141 around Peas Hill roundabout
- Improve pedestrian level of service around Broad Street
- Improve safety along the A141 at Peas Hill Roundabout and the Twenty Foot Road Junction

1.3 Facilitate Housing and Employment Growth

- Support Local Plan development proposals
- Ensure sustainable access to proposed Local Plan development

1.4 Improve Local Environmental Conditions

- Improve air quality conditions around Broad Street
- Facilitate the enhancement of heritage assets around Broad Street.

Finally, the options identification and appraisal work that has been undertaken to date is explained within the Strategic Case. Ultimately, the Strategic Case identifies Package 3a as the recommended package of MATS Improvement Schemes to be progressed for further analysis in the subsequent cases of this OBC. Package 3a comprises the following MATS Improvement Schemes:

- A141 / Peas Hill Roundabout (60m ICD), in conjunction with the development of a developer funded roundabout at Hostmoor Avenue
- A141 / Twenty Foot Road Signals.
- Broad Street / Dartford Road / Station Road Mini Roundabout, with one lane in each direction on Broad Street
- Development of a Northern Industrial Link Road (NILR)
- High Street / St Peter's Road Traffic Signal Improvements.

Economic Case

The Economic Case demonstrates that the recommended package of MATS Improvement Schemes offers value for money.

Package 3a has an initial BCR of 2.828 based on transport user benefits alone. The addition of road safety benefits increases the BCR to 2.862, indicating that the monetised transport user benefits outweigh the initial scheme cost estimates and provide High Value for Money (VfM).

Sensitivity testing has been undertaken to determine whether Package 3a could still achieve VfM if the expected road traffic growth differs from current predictions. Three growth scenarios were tested: Low Growth, Central Growth, and High Growth. The results from the sensitivity testing indicate that:

- Package 3a has a BCR of 1.578 in the Low Growth Scenario, which represents Medium VfM
- Package 3a has a BCR of 2.862 in the Central Growth Scenario, which represents High VfM
- Package 3a has a BCR of 4.575 in the High Growth Scenario, which represents Very High VfM.

Financial Case

The Financial Case demonstrates that the recommended package of MATS Improvement Schemes is financially affordable.

The scheme costs considered in the Financial Case include base investment cost, risk adjusted base cost, inflated risk adjusted cost (outturn cost), and inflated risk adjusted cost including whole life costs. For Package 3a, the inflated risk adjusted cost including whole life costs over the 60-year assessment period, is £30,155,090 and the outturn cost required to deliver it is £28,952,030. A full 60-year schedule (2021-81) showing how the costs have been calculated is included in Appendix D of this OBC.

Potential funding sources identified for the construction of the recommended package of MATS Improvement Schemes include the Transforming Cities Fund (TCF), the Levelling Up Fund, the CPCA Single Investment Fund, and S106 Developer Contributions.

Commercial Case

The Commercial Case demonstrates that the recommended package of MATS Improvement Schemes is commercially viable.

The output-based specification identifies the five recommended MATS Improvement Schemes (included in Package 3a) as the key outputs to be delivered through the chosen procurement route. The success of these outputs will be measured using the scheme objectives, as detailed in the Benefits Realisation Plan and Monitoring and Evaluation sections of the Management Case.

Possible routes to procurement include: Eastern Highways Alliance Framework 3; Standalone – ‘Find a Tender’ service; the existing Cambridgeshire Highways Services Contract; and the Cambridgeshire and Peterborough Joint Professional Services Framework. The scheme promotor will need to confirm the procurement strategy as the MATS enters the Full Business Case (FBC) stage.

Possible sourcing options include: a traditional arrangement; a single-stage design and build contract; a two-stage design and build contract; early contractor involvement (ECI); and a private finance initiative (PFI). The scheme promotor will need to confirm its choice of contractor as the MATS enters the FBC stage.

The remaining sections of the Commercial Case consider possible payment mechanisms, pricing framework and charging mechanisms, risk allocation and transfer, contract length, and contract management issues. As above, this information will need to be confirmed by the scheme promotor as the MATS enters the FBC stage.

Management Case

The Management Case demonstrates that the recommended package of MATS Improvement Schemes is deliverable.

Evidence of the delivery of similar projects, which supports the recommended project approach, includes the Wisbech Access Study (WAS), Ely Southern Bypass, and King’s Dyke.

The Management Case provides information relating to the governance, organisation structure, and roles, and describes the key roles, lines of accountability and how they are resourced. The CPCA is the organisation that is ultimately responsible for the delivery of the MATS Improvement Schemes, with Cambridgeshire County Council (CCC) nominated as the delivery partner, with delegated authority.

The Management Case includes a project plan with delivery milestones, ranging from the completion of MATS Stage 1 (May 2020 – September 2020) to the construction of the NILR (January 2027 – December 2027). It is important to note that the delivery of the Broad Street

scheme has been prioritised to align with the construction programme for the FHSF scheme, to meet the requirements of the FHSF.

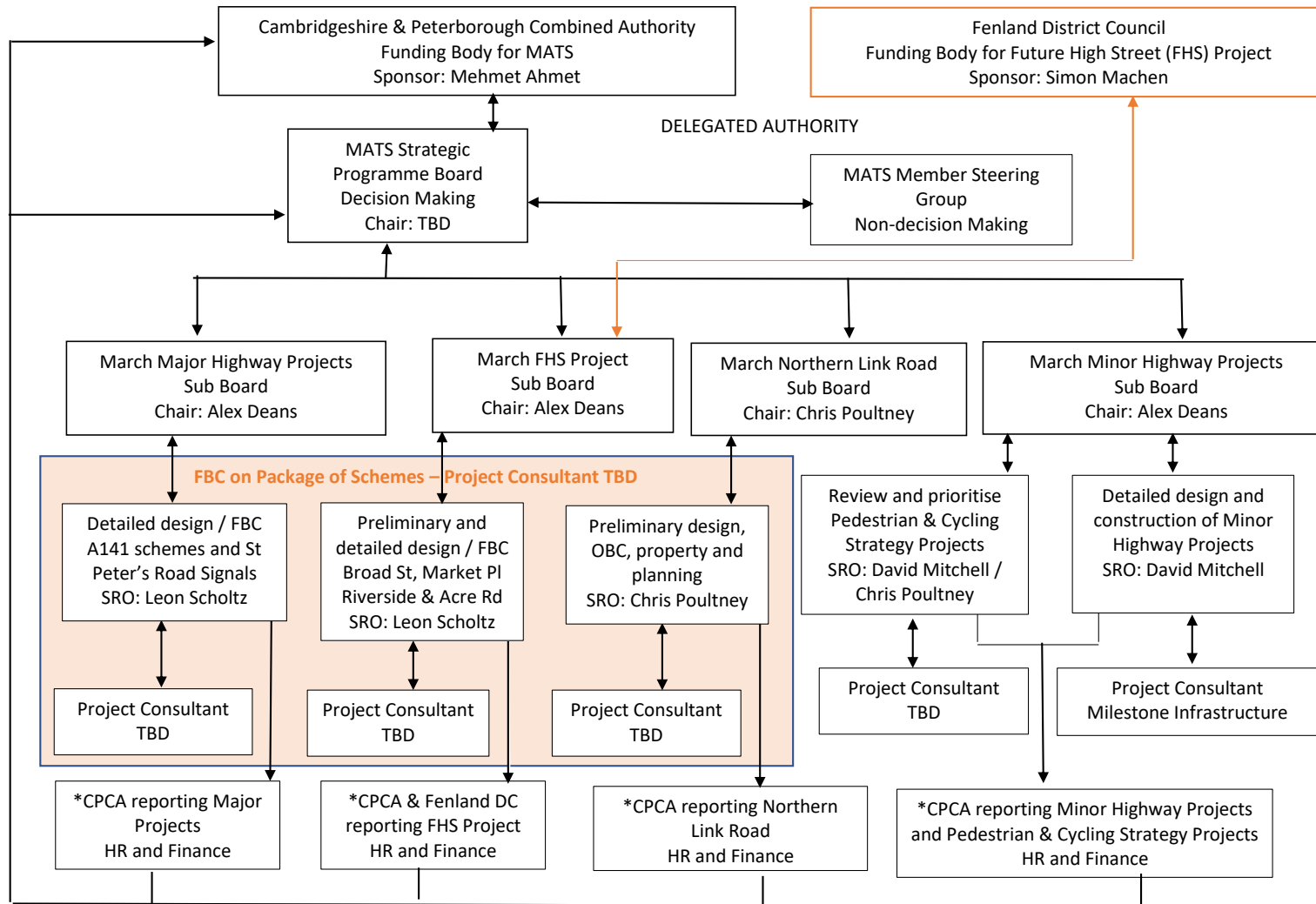
The assurance and approvals plan states that the CPCA will manage the MATS in accordance with its existing assurance and approvals processes, as detailed in the CPCA Assurance Framework and Ten Point Guide. As part of the CPCA Assurance Framework process, an Independent Technical Evaluation (ITE) of each business case, including this OBC, will be undertaken at each stage of the project.

The identified approach to communication and stakeholder engagement requires the provision of regular updates to stakeholders, engagement with stakeholders, and ensuring that information is shared using appropriate methods of communication. To date, regular Members' Steering Group (MSG) meetings have been held throughout the development of the MATS. A Future March online consultation event was held between May 2020 and June 2020, and a public consultation exercise regarding the March Future High Street Fund proposals ran in May 2020. Further public consultation was also undertaken during the development of the adopted Fenland Local Plan, the March Neighbourhood Plan, the Growing Fenland project

A Benefits Realisation Plan, which outlines the approach for managing the realisation of benefits of the recommended package of schemes, and a Monitoring Evaluation Plan, which outlines the arrangements for monitoring and evaluating the recommended package of schemes, have been prepared for the MATS. These plans are included in Appendices E and F of this OBC.

As part of the risk management strategy, a Project Risk Register, which is managed by CCC, and a Construction Risk Register, which is managed by Milestone Infrastructure, have been prepared for the MATS.

Appendix C – March Area Transport Study Full Business Case Proposed Structure



*Note each sub-group project should be established as individual projects at CPCA with separate budgets and separate reporting requirements

Appendix D – March Area Transport Study Indicative Delivery Programme

MATS OBC Table 5.3: Project Implementation Timescales

Timescale	Activity
November 2020 – October 2021	MATS Stage 2: Scheme Preliminary Designs and completion of the OBC document.
November 2021 – January 2022	CPCA Technical Assurance Review, CCC / CPCA Committees / Strategic Board Approval to proceed to MATS Stage 3: Detailed Design / FBC.
February 2022 – December 2022	MATS Stage 3: Detailed Design*, Stakeholder Consultation and completion of the FBC document for all MATS Schemes. (*NILR will be at Preliminary Design). Ecology surveys timeframe may be determined by seasonal conditions.
January 2023 – March 2023	CPCA Technical Assurance Review, CCC / CPCA Committees / Strategic Board Approval to proceed. (*NILR funding will be confirmed at later date following further design work and a review of the FBC).
February 2023 – March 2023	Procurement of MATS Broad Street scheme construction contractor.
April 2023 – March 2024	Construction of MATS Broad Street scheme (in conjunction with FHSF scheme construction, to meet FSHF funding expenditure timeframe of March 2024).
January 2022 – June 2023	Land Acquisition Requirement for A141 / Peas Hill Roundabout.
January 2022 – June 2023	Land Acquisition Requirement (possible CPO) for A141 / Twenty Foot Road Traffic Signals
January 2023 – June 2024	Land Acquisition Requirement (possible CPO) for Northern Industrial Link Road.
September 2024 – August 2025	Planning Process and supporting surveys (Ecology / Topography) (for Northern Industrial Link Road scheme). Ecology surveys timeframe may be determined by seasonal conditions
June 2023 – February 2024	Procurement of Contractors (For A141 / Peas Hill, A141 / Twenty Foot Road, High Road / St Peters Road).

Timescale	Activity
September 2023 – March 2024	Statutory Orders (approval from FDC, CCC).
April 2024 – October 2025	Scheme construction period for phased delivery of: <ul style="list-style-type: none"> • A141 / Peas Hill Roundabout • A141 / Twenty Foot Road Junction (Signals) • High Road / St Peters Road Junction Improvements (Signals).
April 2023 – January 2026	Detailed Design and scheme preparation for Northern Industrial Link Road, including Governance Process and review of FBC. Plus, Statutory Orders (approval from FDC, CCC).
February 2026 – March 2026	Procurement of Contractor for Northern Industrial Link Road.
Jan 2027 – Dec 2027	Scheme construction*: <ul style="list-style-type: none"> • Northern Industrial Link Road (*construction timescale indicative).