

**Hertfordshire Local Transport Body**

**Assurance Framework**

**Version 3, October 2014**

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## **Introduction**

In 2012, the Department for Transport announced its intention to devolve funding for local major transport schemes to Local Transport Bodies (LTBs) from 2015. LTBs are voluntary partnerships between Local Authorities (LAs), Local Enterprise Partnerships (LEPs) and other organisations.

The primary role of LTBs was to decide which investments should be prioritised, to review and approve individual business cases for those investments, and to ensure effective delivery of the programme. Following the establishment of 'Growth Deals' in 2014, and the redirection of funding via the Local Enterprise Partnerships, the role of the Hertfordshire LTB has evolved further.

The Hertfordshire LTB was originally established in 2013. Hertfordshire has a single-county Local Enterprise Partnership, and therefore the Local Transport Body boundary is coterminous with the County Council boundary. Hertfordshire County Council, as the single Local Transport Authority within the LTB, is the accountable body for the LTB, and has therefore taken the lead on initiating the development of this Assurance Framework.

This Assurance Framework sets out how the Hertfordshire Local Transport Body will operate for the duration of the post-2015 spending review period, and will be reviewed by the Hertfordshire LTB after this period has ended, or earlier if required.

The first and second versions (February and July 2013 respectively) of this document mirror the guidance document published by the Department for Transport in November 2012. The original version was approved by Hertfordshire County Council Cabinet, as the accountable body for the Hertfordshire Local Transport Body, on 25<sup>th</sup> February 2013. Further evidence of the support of the LEP members to the LTB can be viewed in Appendix 2.

In 2013, the Government announced the formation of the Single Local Growth Fund (SLGF), which re-directed the devolved funding that LTB's were originally intended to receive to Local Enterprise Partnerships. Under these new arrangements, Local Enterprise Partnerships are responsible for producing a Strategic Economic Plan, which sets out a bid to Government for an allocation through the SLGF. The funding allocation would be agreed between Government and LEP in a 'Growth Deal'.

It has been agreed that the Local Transport Body for Hertfordshire will undergo a transition into these new funding arrangements, to both act as the transport advisory body for the LEP, and provide the necessary governance arrangements to facilitate the identification, prioritisation, funding, scrutiny, programme management and monitoring of the programme of transport schemes funded through the Growth Deal.

This updated version of the Assurance Framework provides the necessary governance to underpin the transition to these new arrangements, and will be subject to further review as appropriate.

## **PART ONE: PURPOSE, STRUCTURE AND OPERATING PRINCIPLES**

### **Name**

1. The Local Transport Body (LTB) shall be called the Hertfordshire Local Transport Body.

### **Geography**

2. The geographical boundary of the Hertfordshire LTB is the county boundary of Hertfordshire.

### **Membership**

3. The membership of the Hertfordshire Local Transport Body, and the LTB Advisory Group, are outlined in Tables 1a and 1b.
4. Appendix 1 sets out the LTB Terms of Reference, Appendix 2 contains letters of commitment from LTB Members and Appendix 3 provides a diagrammatical representation of the Local Transport Body Governance Structure.

**Table 1a: Membership of Hertfordshire Local Transport Body**

<b>Body</b>	<b>Representative</b>	<b>Role</b>	<b>Confirmed (see appendix 2)</b>
Hertfordshire County Council	Executive Member for Highways and Waste Management	Chair and Accountable Body Full Member	Yes
Hertfordshire Local Enterprise Partnership	Business Representative	Full Member	Yes
Hertfordshire Infrastructure Planning Partnership (HIPP)	HIPP Chair (District Representative – elected Member)	Full Member	Yes
Network Rail	Senior Officer	Observer	Yes
Highways Agency	Senior Officer	Observer	Yes
Transport for London	Senior Officer	Observer	Yes

**Table 1b: Membership of the Hertfordshire LTB Advisory Group**

<b>Individual member</b>	<b>Role</b>	<b>Confirmed</b>
District Authorities x 10	Advisory / consultee	Yes
Transport Operators (currently represented by Hertfordshire Bus and Coach Operators Association and the Freight Transport Association)	Advisory / consultee	Yes
Health and Wellbeing Rep (currently represented by the Hertfordshire Health and Wellbeing Forum)	Advisory / consultee	Yes
Environment Rep (currently represented by the Herts Sustainability Forum)	Advisory / consultee	Yes
Businesses (currently represented by the LEP)	Advisory / consultee	Yes

5. Membership will be reviewed on an annual basis by the LTB. The LTB can choose to invite additional members in the future if agreed through the LTB's decision-

making processes (as a recommendation to be approved by the accountable body).

6. Democratic accountability of the Hertfordshire LTB, as required by the DfT, is assured. Two out of the three full members of the Hertfordshire LTB are democratically elected councillors. Elected members of the LTB cannot therefore be outvoted by non-elected members.

### **Status of LTB and role of Accountable Body**

7. The status of the Hertfordshire LTB is:

*'A partnership that makes recommendations to the LEP Board and accountable body regarding the prioritisation and funding of Major Transport Schemes'.*

- 7a. The Local Transport Body will be an advisory body to the Local Enterprise Partnership with regard to transport projects that are included within the Growth Deal, as well as advising on the content of future revisions to the Strategic Economic Plan and associated bids for funding.
8. Hertfordshire County Council, as the sole Local Transport Authority within the LTB, will act as the 'accountable body'.
9. Hertfordshire County Council, as the accountable body, will hold the devolved major scheme funding and Single Local Growth Deal funding, and will make payments to delivery bodies in accordance with the terms and content of the 'Growth Deal' agreed between the Local Enterprise Partnership and the Government. The County Council will account for these funds, on behalf of the LTB, separately to its own funds, and will provide financial statements to the LTB as required. Funds can be used only in accordance with an LTB/LEP recommendation that has been signed-off by the accountable body. Whilst the accountable body would not make decisions counter to the LTB recommendation, any LTB recommendations that do not meet the requirements of the accountable body would not be accepted.
10. Hertfordshire County Council, as the accountable body, will, via written confirmation from the Local Enterprise Partnership:
  - ensure that the decisions and activities of the LTB conform with all relevant legal requirements including with regard to equalities, environmental, EU etc;
  - ensure (through their Section 151 Officer) that the funds are used appropriately;
  - ensure that the LTB assurance framework, and any further or replacement guidance provided by Government is being adhered to;
  - maintain the official record of LTB proceedings and hold all LTB documents;
  - assume responsibility for decisions of the LTB in approving schemes (for example if subjected to legal challenge).
11. Where Hertfordshire County Council is not the delivery body for a specific scheme, back-to-back assurances will be put in place, on a scheme by scheme basis, between the accountable body and the scheme promoter.

## **Conflicts of Interest**

12. In accordance with the DfT guidance, the Terms of Reference of the LTB will require LTB members to manage any conflicts of interest between their LTB role and their role in their host organisation, in accordance with the accountable body's existing policy as set out in Appendix 4. The Terms of Reference will also require LTB members to act in the interests of the area as a whole and not according to any sectoral or geographic interests of their member organisation, and declare any conflicts of interest as a standing agenda item at LTB meetings.
13. A register of personal interests of the LTB members will be maintained and available to the public, in accordance with the accountable body's existing policy (extract in Appendix 4). This will be administrated by Hertfordshire County Council. In the case of elected councillors this will consist of a reference to their own council's register of interests.

## **Gifts and Hospitality**

14. The LTB members and staff will adopt the accountable body's policy on the acceptance and declaration of gifts and hospitality and maintain appropriate records (extract in Appendix 4).

## **Local Audit and Scrutiny**

15. The Government requires that an independent audit of project funding is undertaken. This will be achieved as follows:
  - Hertfordshire County Council, as the accountable body, is committed to ensuring that a regular local independent audit on LTB funding arrangements and activities is undertaken, as originally set out in the DfT guidance document (paragraphs 18-20 in the DfT guidance, November 2012).
  - The requirement for an independent audit is not limited to the transport projects within the wider growth deal. It is therefore proposed that any audit required by the LTB will be undertaken as part of wider auditing arrangements that cover all the Growth Deal funded projects.
  - The LTB will ensure the Hertfordshire Shared Internal Audit Service undertakes local audits on the transport projects within the remit of the LTB, as part of the wider audit of Growth Deal projects, so that it can be satisfied that funding is being spent solely for its intended purpose (i.e. on the specified schemes approved by the LTB), that scheme promoters maintain robust records and audit trails, and have mechanisms in place to undertake fair and effective procurement and to safeguard funds against error, fraud or bribery.

## **Strategic Objectives and Purpose**

16. The Terms of Reference for the LTB are set out in Appendix 1. This describes the objectives and purpose of the LTB. In line with the Government's requirements for governance of the Growth Deal, the Hertfordshire LTB will have the following core roles with regard to the funding for which it is responsible for advising the LEP:
  - Responsibility for ensuring value for money is achieved
  - Identifying a prioritised list of investments within the available budget

- Making recommendations to the LEP on individual scheme approval, investment decision making and release of funding, including scrutiny of individual scheme business cases
- Monitoring progress of scheme delivery and spend
- Actively supporting the LEP in managing the devolved budget and programme to respond to changed circumstance [scheme slippage, scheme alteration, cost increases etc]

## Support and Administration Arrangements

17. The aim of this section of the assurance framework is to provide assurance on how the LTB will secure the capacity and capability to undertake all the functions of the LTB described in the rest of the framework. The key roles are outlined in Table 2.

**Table 2: Administrative Support for the Local Transport Body**

Support role	Body	Lead Department
Overall 'Growth Deal' Programme Management	Local Enterprise Partnership	Local Enterprise Partnership
Legal support	Hertfordshire County Council	Legal Services
Financial support	Hertfordshire County Council	Finance
Scrutiny of major scheme business case advice	Hertfordshire County Council	Transport Planning & Data Team (with independent consultancy support as required).
Scheme Prioritisation support and advice	Hertfordshire County Council	Transport Planning & Data Team (with independent consultancy support as required).
LTB administration	Hertfordshire County Council	HCC Spatial Planning Unit (with support from other HCC / LEP teams as required).

18. The DfT has requested that independent scrutiny of business cases be undertaken. The Hertfordshire LTB will have clear separation between the team leading on HCC business case development / promotion, and the team leading on business case scrutiny:

- Major scheme business case development (for HCC schemes) for consideration by the LTB will be undertaken by the HCC **Major Projects Group**, with support from consultants as and when required.
- The professional advice provided to the LTB on the prioritised list of schemes, and subsequent approval of major schemes business cases, will be provided by the HCC **Head of Profession Transport Planning** and the **Transport Planning & Data Team**, with support from consultants as and when required.

19. Confirmation of the capacity and capabilities of the key teams are as follows:

- The Major Projects Group is a core team of seven, responsible for sponsoring HCC's major projects and supporting third party initiatives, including those funded through the LTB. The team is supported by HCC's term consultancy partners for technical inputs, and the LEP would have access to use of this technical support as and when appropriate. The team is experienced in major project and programme development and management, having been involved in the delivery of the A505 Baldock Bypass, the Royston Rail Crossing and the team is currently delivering the Croxley Rail Link (extension to London Underground Metropolitan Line) in partnership with TfL and Network Rail. This team has access to consultancy support for any additional tasks required, and an agreement was in place between the MPG and the consultants to initially provide the strategic outline business cases that informed the LTB's initial prioritisation process for July 2013.
- The Transport Planning and Data Team is responsible for the scrutiny of the prioritisation process and business case approval. Two senior members of staff from this team, with transport planning, data analysis and modelling expertise have been identified on a part-time basis to support this process, with additional members of staff available if required. In addition the County Council's contracted framework Transport Planning consultants are available for commission to undertake the scrutiny of both prioritisation processes and any business cases produced..
- The Spatial Planning Unit is responsible for supporting the LTB. Two senior members of staff with transport / planning expertise have been assigned on a part-time basis to complete this process, with an additional support available from other team members if required.
- The work required for the initial *scheme prioritisation process*, from February 2013 to July 2013, was fully funded by Hertfordshire County Council. Decisions regarding the specific funding contributions of LTB (and other) partners to subsequent full business case development and scrutiny will be reviewed on an ongoing basis by the LTB, according to the specific arrangements of each scheme that is prioritised and the current guidance from Government on the requirements for full business case scrutiny.

20. Individual members of the LTB will be responsible for securing and reporting the views from within their own organisations before contributing to the development of LTB recommendations. Appendix 3 outlines the sub-LTB structures (the Advisory Group) which the LTB members can utilise to provide views from their own representative groups / bodies.

### **Working Arrangements and LTB Meeting Frequency**

21. The frequency of LTB meetings will depend on the work programme of the LTB. As a minimum, decisions related to key funding and prioritisation recommendations will be made by a full LTB meeting. Further meetings will be convened as and when necessary rather than on a regular basis, however it is expected that that the LTB would meet, at a minimum, three times a year and a provisional timetable of meetings will be identified and published by the LTB for each year, at the start of the year with a minimum of a week required for meeting papers to be published prior to the meeting. Further details can be viewed in the *Terms of Reference* (Appendix 1)



22. As a minimum, the LTB will meet when:
- (a) Determining the initial decision on the composition of the scheme programme to recommend to the accountable body
  
  - (b) When making recommendations to the accountable body on the approval of individual scheme business case progress through significant stages of the Gateway process, and subsequent release of funding.
23. Some LTB business, for example dissemination of information to partners, may be carried out by smaller sub-groups of the LTB Advisory Group, via virtual dissemination, or by officer support groups. The key sub-groups within the Advisory Group are set out in Appendix 3 and Table 1b.

### **Transparency and Local Engagement**

24. This section outlines how the Hertfordshire LTB will ensure a high level of transparency and ensure the involvement of the public and key stakeholders.
25. All LTB official papers will be published on the Local Transport Body website. The LTB website will be maintained by the Transport Policy and Growth team within HCC, however a link will also be provided via the LEP website. This website will include:
- meeting papers and minutes from meetings
  - scheme business cases and evaluation reports
  - funding decision letters with funding levels and conditions indicated
  - regular programme updates on delivery and spend against budget
26. The DfT has outlined that the LTB must have a defined process to provide public and stakeholders with meaningful input before decisions are made. Hertfordshire County Council, as the accountable body for the LTB, is already obliged to follow the Local Government Transparency Code, and this requirement will be adopted for the LTB. The County Council is committed to the Government's transparency initiative and maintains an open data approach. The council will provide open and easy access to relevant information or data as part of its role as the accountable body.
27. In addition, the following mechanisms will ensure engagement with local people, businesses, education (further and higher) and local communities:
- The County Council already routinely consults on its transport strategies. Through these ongoing consultations, the County continues to secure public views on all transport infrastructure in Hertfordshire. These consultations will be utilised to provide additional information for the LTB.
  
  - The County Council undertook a public consultation on its Local Transport Plan in Autumn 2010, which generated a large number of responses on the County's overall transport strategy and the types of major schemes that the public would like to see implemented in the future. This consultation report has been reviewed for the work of the LTB. Any further consultation exercise will be reported to the LTB to inform their future programmes.

- The Advisory Group proposed as part of the LTB governance structure incorporates a wide range of existing partnerships and groups, representing key partners and stakeholders. The Advisory Group will be consulted on all key stages of Growth Deal transport project prioritisation and scheme development.
28. In line with the DfT's requirements for local engagement, the Hertfordshire LTB will publish a clear statement of the approach that will be followed by the LTB when making recommendations to the LEP on investment decisions.
29. The LTB will operate under a 'gateway' approval process, as outlined in Appendix 7, and prior to committing investment into any project will need to be assured that the project:
- has clear objectives and specific outcomes against which its success can be measured
  - will deliver the expected benefits within the declared cost / time envelope, including LEP requirements
  - is affordable, and the level of funding required and (financial) risk involved is acceptable when set against other projects and priorities
  - achieves a minimum value for money threshold
  - has appropriate project governance arrangements, including a project board (or equivalent) with a clear terms of reference, to oversee the progression of the project.
30. Hertfordshire County Council already has a process in place to address FOI and EIR requests in accordance with the relevant legislation. As the accountable body, this process will be utilised by Hertfordshire County Council on behalf of the LTB. The county council has a dedicated Information Governance Unit that operates the council's data protection, information management, freedom of information and records management functions. Requests for information from the LTB will be dealt with by the Information Governance Unit in accordance with the county council's procedures which reflect current legislation.
31. The circulation and publication of agendas, minutes, and papers for LTB meetings will be undertaken by the secretariat for the LTB, administered by Hertfordshire County Council. The time required for publication of meeting papers will be one week in advance of LTB meetings. The full LTB meetings will be public meetings, and all meeting papers, when available, will be published on the LTB's website.
32. In publishing its meeting papers, the LTB will ensure that rationale behind its recommendations is clearly explained and understood. In particular the LTB will be clear what the expected outcomes are for the schemes that it funds. The papers from any meetings of the LTB Advisory Group will also be made visible and accessible on the LTB website.
33. The LTB will take into account views from stakeholders both through the Advisory Group, and any further consultation activities that are deemed to be required by the LTB. These will generally be considered as part of a consultation report to be completed when key decisions are subject to public consultation.
34. LTBs, as non-statutory bodies, are not themselves subject to the Freedom of Information Act 2005 or the Environmental Impact Regulations 2004. However, Hertfordshire County Council, as the accountable body that is responsible for

holding all formal LTB records, will be the focal point for statutory information requests. Any applicants for information to the LTB will have a right to access information through the accountable body's existing published processes.

35. DfT has stated an interest in maintaining up to date comparable information on the ongoing delivery of local major scheme programmes and value for money achieved. The Hertfordshire LTB will publish the necessary information for DfT as part of the wider monitoring reporting for the Growth Deal programme.
36. In addition, for individual projects approved by the LTB for funding, specific information will be made available on the LTB's dedicated website (or on the scheme's promoters website and linked to the LTB website) and regularly updated to enable visibility of the ongoing delivery programme.
37. The LEP and the accountable body will be responsible for dealing with and resolving complaints from stakeholders, members of the public, or internal whistleblowers in cases where it is alleged that the LTB is acting in breach of the law or failing to adhere to its framework or failing to safeguard public funds. The accountable body will use its existing processes including its internal complaints procedure to undertake these duties, and where required escalate to the DfT.

## **PART 2: PRIORITISATION**

38. In accordance with the DfT guidance (2012), this section (paragraphs 39 to 54) sets out the prioritisation and development of the initial scheme programme for Hertfordshire, within the available funding envelope, that was originally required by the DfT for July 2013. This section has remained within the Assurance Framework in order to retain a record of the process by which the LTB Priority Projects for 2015/16 to 2018/19 were identified. **It is expected that should any future prioritisation process be required to be undertaken by the LTB, it would broadly follow the principles set out in this section, in addition to consideration of any supplementary national or local guidance that is available for use at that time.**
39. As a minimum, the Hertfordshire LTB will commit to the following requirements:
- Prioritisation (i.e. sifting long list of schemes down to a programme) will be evidence based, robust and based on clear objectives.
  - The prioritisation methodology will be published.
  - The selection criteria will consider value for money, deliverability, environmental and social/distributional impact.
40. The identification of an initial prioritised and affordable list of schemes by July 2013 was conducted on the basis of a limited set of criteria. As acknowledged by DfT, most schemes did not have a fully developed business case or a WebTAG appraisal completed by July 2013.
41. Subsequently the LTB will consider funding for each prioritised scheme when a business case is completed and it is brought forward for approval, in the same way that schemes prioritised in the previous Regional Funding Approval arrangements were subject to approval by DfT before funding could be released.
42. The Hertfordshire LTB will determine the most appropriate criteria to use for the short listing and prioritisation of schemes, and their relative weighting. The first set of proposed prioritisation criteria, as agreed by the shadow LTB at their first meeting in February 2013, is set out in Appendix 5.
43. In accordance with the DfT requirements, the Hertfordshire LTB will consider, as a minimum, value for money, deliverability, environmental and social/distributional impact. The LTB will also consider criteria derived from the core objectives of Hertfordshire's Local Transport Plan, adopted in April 2011 following an extensive period of public consultation. These objectives should include contribution to economic growth.
44. Individual major scheme proposals will be identified, invited and/or commissioned in line with this assurance framework. In its guidance document (2012), the DfT has set out key questions that the LTB must take account of through its assurance framework. Table 3 sets out how the Hertfordshire LTB will address the key issues arising through the scheme prioritisation process.

**Table 3: Key steps to be undertaken by LTB through scheme prioritisation**

<p>How will an initial list of candidate schemes be identified?</p>	<p>A list of candidate schemes will be identified by independent consultants working on behalf of the LTB, and directed by the scrutiny work-stream (overseen by the HCC Head of Profession Transport Planning).</p> <p>The initial list will be formed through a review of existing plans and strategies (that have been subject to public consultation) to identify a pre-qualification list of candidate schemes, and from this a long list will be developed by identifying those schemes that fit the description of a major schemes as set out in paragraph 51.</p> <p>The long list will be reviewed on a regular basis and updated to ensure that as new schemes emerge they are captured within the process to enable their potential consideration for LTB funding in the future.</p>
<p>What methodology will be used to generate a prioritised list of projects?</p>	<p>The LTB will utilise the DfT tool, EAST, to sift the Long List to create a Short-List of schemes that might feasibly be delivered within the stipulated spending period (the first prioritisation completed in July 2013 focused on the 2015/16 - 2018/19 period).</p> <p>A summary overview document will then produced for each Short-Listed scheme (an adaptation of the DfT's Strategic Outline Case) to present the key information for each scheme.</p> <p>The deliverability criteria from the EAST assessment, alongside criteria reflecting the objectives of the Local Transport Plan will used alongside other key factors such as 'value for money' and 'stage of development' to create a Priority list of schemes that can be implemented in the stipulated spending period. The priority between these schemes will be identified through mechanism set out in Appendix 5.</p>
<p>How will the LTB ensure the full range of options is considered for addressing problems or meeting strategic objectives?</p>	<p>The plans and strategies upon which the initial Priority list will be based have identified schemes following an extensive review of potential options and solutions.</p> <p>The plans and strategies that originally identified the schemes for submission to the LTB for consideration in 2013 have all been</p>

	<p>subject to public consultation to ensure all objectives from partners and the public have been considered.</p> <p>Use of the Department's Early Assessment and Sifting Tool (EAST) will be undertaken by HCC's Major Projects Group</p>
<p>How will evidence be used to inform decisions and how will the LTB ensure rigour and data quality?</p>	<p>The plans and strategies from which the initial Pre-Qualification List and Long- List of major schemes for 2015/16 to 2018/19 will be drawn for submission to DfT in July 2013 had all been subject to public, technical and elected-councillor scrutiny.</p> <p>Furthermore, the Scheme Overview Documents will be based on the DfT's requirements for the Strategic Outline Business Case to ensure the appropriate quality of data is collected.</p> <p>Through the prioritisation process, there will be two 'proformas' developed for each scheme, which will ensure data and evidence collected is presented in a common format and assesses its robustness. These are as follows:</p> <p>Stage 1 - A proforma based on an adapted version of the DfT's EAST form – used to sift schemes from a Long-List to a Short-List</p> <p>Stage 2 – A more detailed 'Scheme Overview' document – developed for each Short-Listed scheme to identify and present the information required to develop a Priority List of schemes from the Short-List.</p> <p>A template is available on request.</p>
<p>To what extent will decisions be dependent on data supplied by scheme promoters and how will that be verified?</p>	<p>The unit undertaking the LTB scheme promotion work will be independent from the unit undertaking work on scheme prioritisation and scrutiny of the business case. Technical and consultant support to the promotion and scrutiny units will be procured from different sources. This separation will ensure that there is an independent check of data supplied by scheme promoters.</p>
<p>How will likely value for money be assessed, given that most schemes will not have a completed WebTAG assessment at this stage.</p>	<p>Promoters of the candidate schemes will be required by the independent consultants to complete a proforma (the Scheme Overview Document) which identifies value for money as one of the data requirements.</p> <p>The proformas will be scrutinised by the Transport Planning and Data Team (using</p>

	<p>support from independent consultants).</p> <p>Schemes will not be prioritised by the LTB if they are not able to adequately demonstrate value for money.</p>
<p>How will the selection criteria be agreed, and matched to strategic objectives?</p>	<p>The County Council has already agreed its overarching objectives for transport through the public consultation and democratic endorsement of the Local Transport Plan.</p> <p>These objectives will be utilised to identify the objectives for the LTB, and agreed by the LTB at their first meeting in 2013. The LTB will review these selection criteria in advance of any future prioritisation process.</p>
<p>How will the LTB ensure criteria are not retro-fitted?</p>	<p>The LTB will agree the scheme criteria first, before prioritising schemes. Furthermore, the criteria proposed are based on the Local Transport Plan challenges, which were adopted for Hertfordshire in April 2011.</p>
<p>How does the LTB intend to balance deliverability against other criteria.</p>	<p>Deliverability was a determinant factor regarding prioritisation for scheme delivery for 2015/16-2018/19 (the first prioritisation exercise) and would continue to be an important factor for further prioritisation rounds.</p> <p>If a scheme is not regarded as deliverable within the initial timescale, then it will not be approved for funding.</p>

45. The Highways Agency, Network Rail and Transport for London will be invited to all LTB meetings to be 'observer' members of the LTB, to ensure they are fully sighted on any strategic road or rail schemes that are to be considered for funding so that their views on deliverability and impact on the wider network can be considered. In cases where schemes have any impact on train services, the views of the Train Operating Company and DfT (rail) will also be sought.
46. In order to identify a shortlist of schemes, the Hertfordshire LTB will use an objective methodology using a proportionate level of evidence. Schemes considered at the prioritisation stage do not need to have a fully worked up business case, however they will be required to have an appraisal which at a minimum sets out the expected impacts of the scheme based on existing information.
47. The Department's Early Assessment and Sifting Tool (EAST) will be considered for use in scheme prioritisation where appropriate.
48. As part of the scheme development process, the LTB will investigate pooled funding and securing additional third-party funding. The Hertfordshire LTB will liaise with neighbouring LTBs via its existing contact channels to ensure any cross-boundary schemes are identified and acted on where appropriate.

49. In July 2013, and then on an ongoing basis, the LTB will make available to the Department a comparable set of information on costs, funding, timescales, state of readiness etc. of schemes on the prioritised list.
50. Information will be published on the LTB website. Detailed cost, design and programme information will be made available on an individual project basis, but each project will also be required to regularly report progress against predefined milestones / gateways to allow direct comparison

### **Scheme eligibility**

51. This section states the eligibility criteria for schemes that the LTB will consider.

The definition of a major transport scheme is:

*“A transport intervention*

- *of strategic-level significance*
- *for which all constituent parts are intrinsically linked as part of one project*
- *with a total capital cost exceeding the threshold value requiring publication of a Contract Notice in the OJEU (currently £4,348,350)*

52. Packages of measures that together compromise an integrated solution will be eligible provided that the overall scheme is sufficiently well defined so as to enable a meaningful appraisal to be conducted.
53. The LTB reserves the option to consider funding for a transport scheme with a capital cost below the current OJEU threshold should it offer significant benefits that align with stated objectives.
54. The DfT has recommended that schemes are not 100% funded through the LTB allocation from DfT. The Hertfordshire LTB does not propose to set a mandatory local contribution or match funding, however the level of match funding levered in will form part of the LTB's criteria for assessment of the schemes (recognising that WebTAG does not differentiate).
- 54a. In addition to major schemes, the Local Transport Body will provide advice to the Local Enterprise Partnership on the identification, prioritisation, delivery and monitoring of all transport schemes within the Growth Deal.



## **PART 3: PROGRAMME MANAGEMENT AND INVESTMENT DECISIONS**

### **Scheme Assessment and Approval**

55. The Hertfordshire LTB will be responsible for assessing scheme business cases and recommending that funding is approved for the schemes (including determining the conditions by which funding is approved).
56. The Hertfordshire LTB will therefore have a clear distinction and adequate separation between the '*scheme promoters*' and the '*scheme approval / decision makers*', so that the LTB can be assured that it is receiving impartial advice on the merits of (potentially competing) business cases.
57. This section outlines how this separation will be achieved and specifies how the LTB will assess business cases.
58. The Head of Profession, Transport Planning (HCC) will have overall responsibility for providing advice on business case scrutiny to the LTB.
59. The Major Project Group Manager (HCC) will have overall responsibility for developing business cases for major schemes.
60. Hertfordshire is a single county LTB, and must therefore separate the scheme promotion side from the scrutiny side despite the accountable body and the scheme promoter generally being the same organisation. This will be achieved by the two posts, outlined in the paragraphs above, operating independently of each other, so as to eliminate any potential conflict.
61. The Hertfordshire LTB will adopt the DfT's staged process for reviewing and approving Major Schemes. This is as follows:
- An initial approval stage, **Programme Entry (PE)**, to provide confidence to the scheme promoter that funds will be available and enable them to seek any necessary statutory powers.
  - **Full Approval (FA)** – an irreversible funding decision to be made when the LTB (and subsequently the accountable body) has full confidence that legal powers, and any third party contributions are in place and costs are contracted.
  - In some cases there may be an interim stage - **Conditional Approval (CA)** – usually following the granting of statutory powers but prior to commencement of a procurement process. CA may be appropriate in schemes where a commitment to funding is sought to facilitate continued financial investment in a project where complex or lengthy procurement procedures need to be completed before FA can be achieved. CA is in effect a commitment to fund, subject to cost estimates and risks remaining unchanged as well as the scheme being ready to commence within a certain period.
- 61a. In order to clarify this process further, the LTB has established a 7-stage gateway process for transport projects, incorporating the DfT's funding gateways. This can be viewed in Appendix 7.

62. The LTB will scrutinise different aspects of the business cases at the appropriate time. In line with the DfT's recommendation, the Strategic and Economic cases will be scrutinised most heavily at PE stage, to make an in principle decision about whether the scheme should be supported. In general they will only reviewed at FA if there have been major changes to cost and scope, although a revised value for money statement is required at each approval stage taking into account any factors that are known to have changed. The details of the delivery cases, however, are often are often not firmed up until a later stage and may be reviewed fully at FA stage to ensure the scheme is ready to proceed to delivery.
63. It is anticipated that those schemes identified by July 2013 as 'priority' schemes will be further developed to a stage where a full PE business case submission can be made to the LTB. This will provide increased certainty to the LTB over the anticipated value and profile of the programme for the initial spending period (2015/16-2020/21)
64. For each scheme granted PE status, the LTB will require reporting on a quarterly basis of financial and delivery information, including progress against key milestone dates (e.g. application & decisions for powers, design phases, procurement phases etc)

### The Transport Business Case

65. All scheme proposals submitted by scheme promoters to the LTB must follow the key principles of the Transport Business Case guidance available on DfT's website.<sup>1</sup> Table 4 sets out the five cases, and the lead responsibility for providing advice to the LTB:

**Table 4: Responsibilities for providing advice to the LTB on Major Scheme Business Case Assessment**

1. The Strategic Case	Major Projects Group	<p><b>Lead:</b> Transport Planning and Data Team</p> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>- HCC Spatial Planning and Economy</li> <li>- Independent Consultancy</li> <li>- HCC Economic Development Unit</li> <li>- Local Enterprise Partnership</li> </ul>
2. The Economic Case	Major Projects Group	<p><b>Lead:</b> Transport Planning and Data Team</p> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>- HCC Spatial Planning and Economy</li> <li>- Independent Consultancy</li> <li>- Local Enterprise Partnership</li> </ul>
3. The Commercial	Major Projects	<b>Lead:</b> Transport Planning and Data

<sup>1</sup> <http://www.dft.gov.uk/publications/transport-business-case>

Case	Group	Team
		<b>Support:</b> - Independent Consultancy - HCC legal
4. The Financial Case	Major Projects Group	<b>Lead:</b> Transport Planning and Data Team  <b>Support:</b> - HCC Spatial Planning and Economy - Independent Consultancy - HCC Finance - HCC Legal Services
5. The Management Case	Major Projects Group	<b>Lead:</b> Transport Planning and Data Team  <b>Support:</b> - Independent Consultancy

66. The Transport Business Case guidance should not necessarily be relied upon to provide all the specific content of the business case that an LTB may require for a major scheme.

67. When a scheme has been prioritised, the LTB (taking advice from the Head of Profession Transport Planning) will ensure that the scheme promoter is clear about the specific information that they need to include in their scheme business case, to enable funding decisions to be made, and should in turn be clear as to how they will assess the information and take it into account when making decisions.

68. At the core of every funding bid should be a clear statement of objectives and the specific outcomes that the scheme is intended to achieve. This will enable the public and stakeholders to reach a clear judgement on the success or otherwise of the scheme when it is evaluated.

69. The Transport Business Case guidance includes reference to three stages of business case development; the Strategic Outline Case, the Outline Business Case and the Full Business Case.

### Value for Money

70. The DfT has outlined that the LTB must demonstrate how it will achieve value for money and to demonstrate that the LTB has established processes to ensure that the modelling and appraisal is sufficiently robust and fit for purpose for the scheme under consideration.

71. The proportionate use of WebTAG will be mandatory for all schemes applying for funding through the Hertfordshire LTB, although deviation from WebTAG is permitted in instances where it has been agreed between the promoter and scrutiny that an alternative approach to appraisal would result in a more effective or proportionate appraisal. This section describes how the Hertfordshire LTB will ensure that the modelling and appraisal of schemes meets the guidance set out in WebTAG.

72. The scheme promoter will be responsible for ensuring that business cases have been developed in line with the LTB requirements. The Major Projects Group will be the scheme promoter for any schemes promoted by Hertfordshire County Council. The LTB will have, as a minimum, the following requirements:

- The modelling and appraisal of schemes contained in business cases must be developed in accordance with the guidance published in WebTAG at the time the business case is submitted to the Hertfordshire LTB for approval.
- Central case assessments must be based on forecasts which are consistent with the definitive version of NTEM (DfT's planning dataset).
- The appraisal of schemes should take into account, where appropriate, any supplementary value for money guidance published by the Government which is applicable to major transport schemes.
- Schemes should demonstrate their economic growth benefits, in particular their contribution towards the economic outcomes agreed within the Growth Deal.

73. Independently of the scheme promoter (or independently of the Major Projects Group if the scheme promoter is also Hertfordshire County Council), the Head of Profession Transport Planning, supported by the Transport Planning and Data Team, will be responsible for the scrutiny of scheme appraisal and modelling undertaken by the scheme promoter, and subsequently providing advice to the LTB and the LEP. This will be undertaken through the following process:

- i. Initial meeting between scheme promoter and LTB scrutiny to agree whether the proposed study approach is fit-for-purpose, particularly in relation to modelling and Social & Distributional Impacts.
- ii. Scheme promoter to submit business case to LTB.
- iii. Transport Planning & Data Team review the business case, utilising independent consultants to provide quality assurance to the business case scrutiny and ensure the Business Case has accurately followed WebTAG recommended procedures.
- iv. Transport Planning & Data Team provides a recommendation to the LTB regarding the suitability of the business case.
- v. LTB considers recommendation, and any further issues including the results from public consultation.
- vi. LTB provides a recommendation to the accountable body regarding funding of the scheme.

74. WebTAG will be applied in a proportionate way. The Transport Planning and Data team will agree with the Schemes promoter at the outset what level of assessment will be required for each scheme, and ensure this decision is agreed by the Local Transport Body board and is in line with Government requirements for the wider Growth Deal governance.

75. The use of WebTAG does not preclude additional assessments or methodologies being employed to prioritise and assess the overall business case for a scheme. Neither does it dictate the weighting or importance that decision makers should attach to any aspect of the WebTAG assessment or any additional assessment.
76. External scrutiny or audit of the appraisal or modelling of schemes will be commissioned for all schemes by the Transport Planning and Data Team, using independent consultants that have not contributed to the development of the original business case. Clarification of the roles of the promoter and the scrutiny function are set out in table 5 below.

**Table 5: Clarification of the roles of the ‘promoter’ and ‘scrutiny function’**

Promoter	Scrutiny
<ul style="list-style-type: none"> <li>• Set-up and manage a project board</li> <li>• Undertake the Gateway Review process and provide documentation to demonstrate completion of each stage.</li> <li>• Where appropriate, commission a third party confidential ‘critical friend review’ to review the documentation produced and procedures followed by the promoter and the Project Board</li> </ul>	<ul style="list-style-type: none"> <li>• Provide assurance to the LTB (and LEP) that the project governance is appropriate and transparent</li> <li>• Provide advice to the LTB Board (and LEP) when the promoter makes major changes to the cost and scope of the scheme</li> <li>• Provide advice to the LTB (and LEP) on the accuracy and robustness of the business case documentation submitted by the promoter, and its compliance with the agreed appraisal procedure.</li> </ul>

77. The LTB will ordinarily only recommend schemes to the accountable body that meet a ‘high’ VfM threshold as defined by the DfT.

78. The LTB has in place the following checks and balances to ensure compliance with this requirement:

- Value for Money will be one of the key criteria used to initially identify and approve the prioritised list of schemes.
- As part of the business case development all impacts of a scheme (monetised and non-monetised) will be assessed by officers on a consistent basis and are based on reasonable assumptions. These will be undertaken in line with WebTAG guidance.
- All Major Scheme business cases will be subject to independent scrutiny (led by the Transport Planning and Data Team). These checks will focus heavily on the calculation of Value for Money assessment. The VfM assessment will be signed off as true and accurate by the Head of Profession Transport Planning, who has responsibility for Value for Money assessments on behalf of the LTB.

- The scheme promoter will produce a value for money statement for each scheme in line with published DfT WebTAG guidance for consideration by the decision making board at each approval stage<sup>2</sup>. This VfM statement will need to be reviewed and updated at each approval stage.
- The LTB will only approve schemes that offer at least “high” value for money, as assessed using the most recent DfT guidance at time of business case submission.
- In exceptional circumstances, the LTB may consider funding schemes that do not offer ‘high’ VfM. Enabling benefits of major significance that support the LTBs aims (but might fall outside of a VfM assessment) would need to be demonstrated.

79. The Hertfordshire LTB will require mechanisms to ensure that schemes are monitored and evaluated following delivery as a condition of funding.

80. The scheme promoter will be responsible for funding and undertaking the evaluation and monitoring of schemes, using the DfT guidance on the evaluation of local major schemes<sup>3</sup> as the starting point for the development of monitoring and evaluation plan for each project. Evaluation undertaken needs to be cost effective and proportionate. The Major Projects Group will be the scheme promoter for any schemes promoted by Hertfordshire County Council

81. The LTB, will agree minimum standards, in line with the DfT’s WebTAG guidance and timescales for completion.

82. The HCC Transport Planning and Data Team, as part of the Accountable Body, will be responsible for ensuring that the monitoring and evaluation reporting of major schemes is validated independently of the promoter and the LTB, in accordance with the relevant guidance at the time.

83. The HCC Transport Planning and Data Team will be responsible for ensuring that results of evaluation and monitoring are published on the LTB website.

84. As part of scheme approval process, both the LTB and the accountable body will require evidence that an agreed evaluation plan is in place by the time the scheme is awarded final funding approval.

85. In order to share best practice obtained from evaluation and monitoring reports, the Transport Planning and Data Team, on behalf of the Hertfordshire LTB, will keep a register of key issues arising through evaluation reports, which will be published on the LTB website.

86. In order to be transparent and open, the results of modelling and appraisal of major schemes to be assessed by the LTB will be published on the LTB website as part of the scheme appraisal. Scheme promoters will be required to demonstrate that they have plans in place to obtain the necessary resources to fulfil the requirement to demonstrate Value for Money.

## External views on business cases

<sup>2</sup> <http://assets.dft.gov.uk/publications/value-for-money-assessments-guidance/vfmguidance.pdf>

<sup>3</sup> <http://www.dft.gov.uk/publications/evaluation-local-major-schemes>

87. This section outlines the arrangements that exist for the LTB to be reassured that that appropriate consultation has taken place by the scheme promoter before business cases are submitted to the LTB for funding approval.
88. Before business cases are submitted to the Local Transport Body for funding approval, it is the responsibility of the scheme promoter to ensure that appropriate engagement has taken place on the scheme.
89. The promoter will need to provide evidence to the LTB that there has been a period of meaningful consultation before the LTB can make a recommendation on the Full Approval of a major scheme businesses case. The consultation will normally be for a minimum period of at least three months for major projects, however this can be significantly reduced for non-major or smaller projects, and be undertaken using the County Council's existing guidance for public consultation. Non-HCC scheme promoters are expected to complete consultation in-line with the Accountable Body's (HCC) standards.
90. Consultation will include proactive engagement with the members of the LTB Advisory Group.
91. Opinions expressed by the public and stakeholders will be made available to LTB members when decisions are being taken in the form of a consultation report which sets out how the promoter has taken external comments into account. The consultation report will be made available to the LTB prior to the LTB Board meeting at which the scheme is being considered for 'Full Approval'.

### **Release of funding, cost control and approval conditions**

92. LTB scheme contributions will be capped at the level bid for in the approved business case. The scheme promoter will be responsible for scheme completion in line with level of funding bid for, and will therefore be responsible for all cost increases. Whilst it may be expected that ordinarily the LA will be scheme promoter, this principle applies if a scheme is promoted by a third party.
93. The LTB will assure itself that promoters can deliver their schemes and fund any local contributions specified, by requiring the promoting LA s151 officer to sign off the bid business case.
94. The promoter (ordinarily the LA) will be required to provide returns detailing the eligible spend (i.e. **capital** spend on the **specified** scheme) and project delivery progress on a basis as set out in the wider Growth Deal Assurance Framework for Hertfordshire (to be completed in late 2014/15).
95. Where the LA is the promoter for a scheme, approval for use of funding and payments will be subject to the same scrutiny as applied to other scheme promoters. The **Major Projects Group** will be responsible for submitting eligible spend returns, and the HCC Finance Unit will be responsible for processing of claim forms (on behalf of the LTB) and authorisation of releasing of funding. This process should be audited by the internal audit service (as described in paragraph 15). Reports of this process should be made available to the LTB.
- 95a. The proposed procedure for accessing the money from the LTB (and LEP) should be documented in the business case prior to submission for Full Approval,

(including information on the arrangements for transferring money from the LEP and whether there are restrictions on what the money can be spent on).

96. The promoter will be required to provide a return at the completion of the project detailing the eligible spend (i.e. **capital** spend on the **specified** scheme) and funding received.

96a. There will be a written agreement between the LTB and LA as a promoter when approving funding for a scheme. The agreement will include provisions for clawback of funding if conditions of funding are breached.

### **Programme and Risk Management**

97. The LTB will utilise the County Council existing Major Projects programme risk management systems in its working arrangements and on an ongoing basis. The Cabinet Office Best Management Practice Management of Risk approach, which is comprised of four steps – identify, assess, plan and implement, will be adopted.

98. The tool to be used for identifying and recording risks for individual projects project is the County Council Risk Management Information System (RMIS) which will be utilised to analyse and continually measure risk. RMIS can produce reports and is an effective tool in managing the risks in projects and programmes

99. RMIS is an online system which produces a project risk register from a risk identification process. The benefits of the RMIS being an online system is that the Risk Manager, or Lead Risk Owners, can update and amend risks as necessary. The system also allows thorough reports to be generated for discussion across all risks

100. For each project, the responsibility for risk management will be owned by the most senior level of Governance (usually the Project Board). A single risk manager will oversee the risk register produced by the RMIS system and dependant on the complexity of the project, individual work streams can have a lead risk owner, who will work within that stream to identify risk owners and control measure owners, who will be tasked to mitigate the effects of risk.

101. Management of the overall programme will be overseen by the County Council's Major Projects Group. As part of the reporting regime, the proposed spend profile of the overall LTB programme will be monitored and reported to the LTB via the Head of Profession Transport Planning.



## **PART 4: Non-major transport schemes**

102. Part 3 applies to all schemes for which the financial value is above the LTB threshold for a major scheme. The Growth Deal also contains packages of transport projects that are of a value below the threshold for a major scheme. The following section sets out the governance requirements for these schemes.
103. All promoters of 'smaller-scale' transport schemes within the Growth Deal are still required to demonstrate that the scheme development has adhered to the Gateway process in Appendix 7. It is recognised that for smaller schemes, a number of Gateways may be completed simultaneously.
104. In order to claim LEP funding, the promoter will need to provide full evidence to the Local Enterprise Partnership Programme Management Board that the required criteria for each project gateway has been completed. This will be provided by the promoter to the LEP in the form of a 'stage checklist'. Promoters should advise the LTB when there are significant changes to the scope, scale or delivery plans for these schemes,
105. In addition to the LTB Assurance Framework Gateway Process, the promoter will also be required to adhere to all other terms and conditions as set out in the Hertfordshire LEP's wider Growth Deal Assurance Framework.

## **Appendices**

- Appendix 1: Draft Terms of Reference**
- Appendix 2: Letters of commitment from LTB Members**
- Appendix 3: Governance Structure Diagram**
- Appendix 4: Accountable Body key policies**
- Appendix 5: Prioritisation criteria**
- Appendix 6: Addendum 31<sup>st</sup> July 2013**
- Appendix 7: LTB Project Gateway Process**

## APPENDIX 1 – TERMS OF REFERENCE

### Hertfordshire Local Transport Body

#### Terms of Reference

1. The role of the Hertfordshire Local Transport Body is to provide recommendations to the accountable body with regard to the prioritisation and delivery of Major Transport schemes in Hertfordshire. Key decisions will be to:

- Identify, prioritise and monitor a programme of major transport schemes for Hertfordshire within the available Growth Deal funding allocation.
- Advise on wider strategic transport infrastructure provision in Hertfordshire
- Advise the LEP Board on transport components of the Strategic Economic Plan and the ‘Growth Deal’.

2. A major transport scheme is one defined as:

*“A transport intervention:*

- *of strategic-level significance*
- *for which all constituent parts are intrinsically linked as part of one project*
- *with a total capital cost exceeding the threshold value requiring publication of a Contract Notice in the OJEU (currently £4,348,350)\**

*\*The LTB reserves the option to consider for funding a transport scheme with a capital cost below the current OJEU threshold should it offer significant benefits that align with stated objectives.*

3. The key responsibilities of the LTB (via recommendation to the accountable body) are:

- To ensure Governance arrangements are robust, transparent and proportionate
- To ensure there is adequate control and stewardship of funds
- To ensure that decision-making on *major transport priorities* is fair and transparent and based on robust evidence
- To ensure the programme of Major Schemes meets, tests and delivers Value for Money
- To make recommendations on individual scheme approval, investment decision making and release of funding, including scrutiny of individual scheme business cases
- To monitor progress of scheme delivery and spend
- To actively manage the devolved budget and programme to respond to changing circumstances

4. The core membership of the Local Transport Body is as follows:

### ***Full Members***

- Hertfordshire County Council (Executive Member, Chair)
- Local Enterprise Partnership (Business Representative)
- Hertfordshire Infrastructure Planning Panel (Member)

### ***Observer Members***

- Highways Agency (Senior Officer)
- Network Rail (Senior Officer)
- Transport for London (Senior Officer)

5. LTB members will be required to:
  - Manage any conflicts of interests between their LTB role and their role in their host organisation.
  - Act in the interests of Hertfordshire as a whole and not according to any sectoral or geographic interests of their member organisations.
6. The LTB will also be supported by a local 'Advisory Group'. The role of the advisory group is to provide advice to the LTB on key local issues across a range of thematic areas that are relevant to the decision-making process.
7. Hertfordshire County Council will chair the LTB, and be the accountable body for the Major Scheme funding allocated by DfT to Hertfordshire.
8. Recommendations from the Local Transport Body will be subject to approval by the accountable body.
9. Meetings of the LTB and advisory board will be arranged as required according to the programme plan, however these will generally take place on at least a quarterly basis. An annual programme of meeting dates will be agreed at the start of each year.
10. A representative for each of the three Full Members (HCC, HIPP and LEP) is required at each LTB meeting as quorum. If the named Full Member representative is not able to attend, a substitute should be nominated.
11. Papers are required to be circulated to all Members and named substitutes – and made publicly available - at least one week before the LTB meeting.

## **APPENDIX 2 – LETTERS OF COMMITMENT**

The following letters of commitment are provided in this section.

- Hertfordshire Local Enterprise Partnership
- Hertfordshire Infrastructure Planning Partnership (represented by current chair, Dacorum Borough Council)
- Highways Agency
- Transport for London
- Network Rail

The Hertfordshire County Council letter of commitment, as the accountable body, is provided as a cover letter to this document.

Stuart Pile  
County Councillor  
County Hall  
Postal Point: CH0147  
Pegs Lane  
Hertford  
SG13 8DE

7 February 2013

Dear Cllr Pile,

**Hertfordshire Local Transport Body**

Thank you for your invitation to join the Hertfordshire Local Transport Body Board.

I am writing to confirm that the Local Enterprise Partnership will be a member of the Hertfordshire Local Transport Body, as outlined in the Assurance Framework document.

The LEP's nominated member of the LTB will be Andrew Percival.

I am happy for this letter to be included as an appendix in the Assurance Framework to be submitted to the Department for Transport in February 2013, to confirm the LEP's ongoing support.

I look forward to working closely with the other Local Transport Body partners to help identify and deliver a programme of major transport schemes within Hertfordshire.

Yours sincerely



John Gourd, Chair,  
**Hertfordshire Local Enterprise Partnership**

Date: 25 February 2012  
Your Ref.  
Our Ref: TD/SG  
Contact: Councillor Terry Douris  
Email: terry.douris@dacorum.gov.uk  
Directline: 01442 228204



Stuart Pile  
Cabinet Member for Highways and Transport  
Hertfordshire County Council  
County Hall  
Postal Point CH0147  
Hertford  
SG13 8DE

Civic Centre  
Marlowes  
Hemel Hempstead  
Hertfordshire  
HP1 1HH

Telephone: 01442 228000  
www.dacorum.gov.uk  
DX 8804  
D/deaf callers, Text Relay:  
18001 + 01442 228000

Dear Stuart

**Local Transport Body for Hertfordshire**

I write as Chairman of the Hertfordshire Infrastructure and Planning Partnership (HIPP).

At our meeting on 31 January 2013 HIPP considered the Assurance Framework for the Local Transport Body and I am pleased to confirm our support for the framework and our agreement to join the Board of the Local Transport Body. As previously advised, as Chairman of HIPP, I will be the partnership's representative. HIPP also considers itself an appropriate and well placed organisation to act as an LTB Advisory Group as set out in the framework.

I look forward to working constructively with you and the new LTB in the months ahead.

Yours sincerely,

**Cllr Terry Douris**  
**Chairman, Hertfordshire Infrastructure and Planning Partnership**

cc Mr Rob Smith,  
Deputy Director of Environment,  
Hertfordshire County Council



100% recycled paper

Our ref:  
Your ref:

David Gingell  
Floor 2  
Woodlands  
Manton Lane  
Bedford  
MK41 7LW

Direct Line: 01234 796119  
Fax: 01234 796842

1 February 2013

Cllr Stuart Pile  
County Councillor  
Hatfield South  
County Hall  
Postal Point: CH0147  
Pegs Lane  
Hertford  
SG13 8DE

Dear Councillor Pile,

**Invitation to join the Hertfordshire Local Transport Body**

Thank you for your letter of 7 January 2013 to Chris Shaw inviting him to nominate a representative from the Highways Agency to be an observer member of the Hertfordshire Local Transport Body.

I will be pleased to join the Local Transport Body as an observer member and look forward to working with the other members on this new mechanism for identifying and prioritising local major transport schemes from 2015.

Yours sincerely



David Gingell  
Network Delivery & Development (East) Divisional Director

Email: [david.gingell@highways.gsi.gov.uk](mailto:david.gingell@highways.gsi.gov.uk)



Department for  
**Transport**



George Stephenson House  
York, YO1 6JT

Tel: +44 (0) 1904 383472  
Fax: +44 (0) 1904 383262

Stuart Pile  
County Councillor  
County Hall  
Postal Point: CH0147  
Pegs Lane  
Hertford  
SG13 8DE

20<sup>th</sup> February 2013

Dear Councillor Pile,

**Hertfordshire Local Transport Body**

Thank you for your invitation to join the Hertfordshire Local Transport Body Board as an observer Member.

I am writing to confirm that Network Rail will be a member of the Hertfordshire Local Transport Body, as outlined in the Assurance Framework document.

Network Rail's nominated member of the LTB will be represented by Network Strategic and Planning.

I am happy for this letter to be included as an appendix in the Assurance Framework to be submitted to the Department for Transport in February 2013, to confirm Network Rail's ongoing support.

I look forward to working closely with the other Local Transport Body partners to help support the identification and delivery of a programme of major transport schemes within Hertfordshire.

Yours sincerely,

A handwritten signature in blue ink that reads "Graham Botham".

Graham Botham  
Principal Strategic Planner  
Network Rail  
George Stephenson House  
Toft Green, York  
YO1 6JT





Stuart Pile  
Cabinet Member for Highways and Transport  
County Hall  
Postal Point: CH0147  
Pegs Lane  
Hertford SG13 8DE

**Transport for London**  
Group Planning

Windsor House  
42-50 Victoria Street  
London SW1H 0TL

Phone 020 7222 5600  
[www.tfl.gov.uk](http://www.tfl.gov.uk)

22 February 2013

Dear Mr Pile

**RE: Invitation to join the Hertfordshire Local Transport Body**

Many thanks for your invitation to attend the Hertfordshire Local Transport Body.

I can confirm that Transport for London is happy to be represented on this group and I have been nominated as TfL's representative.

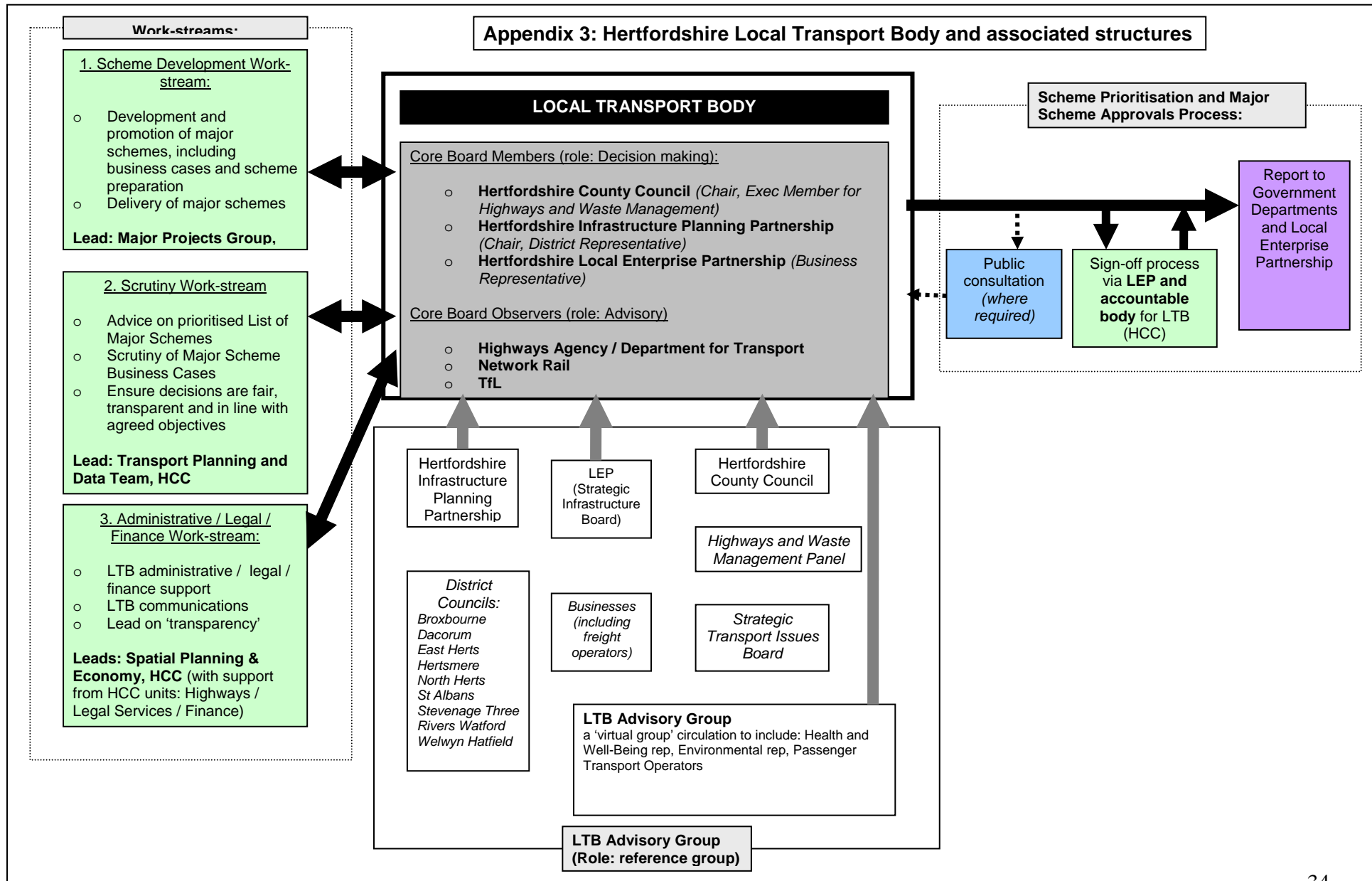
I understand that this will be in an observer category only.

I trust this is sufficient for your needs but please let me know if you require anything further from me at this stage.

Yours sincerely

Alex Williams  
**Director of Borough Planning**  
Email: [alexwilliams@tfl.gov.uk](mailto:alexwilliams@tfl.gov.uk)  
Direct Line 020 7126 4284

### Appendix 3: Hertfordshire Local Transport Body and associated structures



## **Appendix 4: Accountable Body Key Policies**

The Department for Transport has requested that the key points from the Accountable Body's policies are set out in an appendix for easy reference. The following extracts set out the relevant information from existing Hertfordshire County Council Policies

### **1. Members Gifts and Hospitality Policy**

The following is an extract from *The Code of Conduct for Councillors, 2007*:

#### **Personal interests**

You have a personal interest in any business of the Council where it relates to or is likely to affect the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25.

### **2. Members register of interests**

The following is an extract from *Code of Conduct for Councillors, 2007*:

#### **Personal interests**

8. (1) You have a personal interest in any business of the Council where either:
- (a) it relates to or is likely to affect-
    - (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the Council;
    - (ii) any body-
      - (aa) exercising functions of a public nature;
      - (bb) directed to charitable purposes; or
      - (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union), of which you are a member or in a position of general control or management;
    - (iii) any employment or business carried on by you;
    - (iv) any person or body who employs or has appointed you;
    - (v) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;
    - (vi) any person or body who has a place of business or land in the Council's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);
    - (vii) any contract for goods, services or works made between the Council and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);
    - (viii) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;
    - (ix) any land in the Council's area in which you have a beneficial interest;
    - (x) any land where the landlord is the Council and you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;
    - (xi) any land in the Council's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or
  - (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of

a relevant person to a greater extent than the majority of ratepayers or inhabitants of the electoral division affected by the decision.

- (2) In sub-paragraph (1) (b), a relevant person is:
- (a) a member of your family or any person with whom you have a close association; or
  - (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
  - (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
  - (d) any body of a type described in sub-paragraph (1) (a) (i) or (ii).

### **Disclosure of personal interests**

9. (1) Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of the Council and you attend a meeting at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

(2) Where you have a personal interest in any business of your authority which relates to or is likely to affect a person described in paragraph 8 (1) (a) (i) or 8 (i) (a) (ii) (aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.

(3) Where you have a personal interest in any business of the Council of the type mentioned in paragraph 8 (1) (a) (viii), you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.

(4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.

(5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in the Council's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.

(6) Subject to paragraph 12 (1) (b), where you have a personal interest in any business of the Council and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.

(7) In this paragraph, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000.

### **Registration of members' interests**

13. (1) Subject to paragraph 14, you must, within 28 days of
- (a) this Code being adopted by or applied to the Council; or
  - (b) your election or appointment to office (where that is later),
- register in the Council's register of members' interests (maintained under section 81(1) of the Local Government Act 2000) details of your personal interests where they fall within a category mentioned in paragraph 8 (1) (a), by providing written notification to the Chief Legal Officer.
- (2) Subject to paragraph 14, you must, within 28 days of becoming aware of any new personal interest or change to any personal interest registered under paragraph (1),

register details of that new personal interest or change by providing written notification to the Chief Legal Officer.

### **3. The County Council's code of transparency**

Full details regarding the transparency policy of the Local Transport Authority can be viewed at: Freedom of Information Publication Scheme, 2009, <http://www.hertsdirect.org/your-council/work/foi/pbscm2009/>

In compliance with this policy, Hertfordshire Local Transport Body is committed to openness, and actively seeks to make available information about how it works, and its decisions as well as opportunities to consult local communities affected by transport schemes, and other stake holders. To this end it will publish the following information on the identified web pages [[www.hertsdirect.org/ltb](http://www.hertsdirect.org/ltb)]:

- Meeting agenda and minutes
- Business cases and evaluation reports for all transport schemes
- Financial information including funding decision notices together with funding levels and any applicable conditions
- Programme delivery and spend against budget
- Public and stakeholder consultations

For information not published on the web pages enquiries under the Freedom of Information Act 2000, and the Environmental Information Regulations 2004 should be made to Hertfordshire County Council, the accountable body <http://www.hertsdirect.org/contact/>.

Further details are available at:

### **4. Policy for responding to FOI requests**

The following statements are extracted from: *Freedom of Information and Environmental Information Regulations, 2012*

All written requests for information (including requests received via email) are covered by the *Freedom of Information Act*. Requests for information made by telephone or in person are not covered by the *Freedom of Information Act*. However, if they are straightforward (business as usual) requests you should respond to them as if they are. If a verbal request for information is complex, you should ask the requester to submit it in writing (or by email).

If you receive a simple request for information, which you would usually respond to as part of your standard business processes (e.g. a request for a leaflet), continue to do so (this is considered a business as usual request).

If you receive a request for information which you do not think you can supply as part of your standard business processes, or if you have any questions or concerns about the provision of information in response to a request, please contact the *Information Access Team* to discuss your concerns.

All **complex** requests for information must be sent to the *Information Access Team*. The *Information Access Team* oversees the County Council's Freedom of

Information activity, and will process and co-ordinate complex requests, ensuring they are correctly responded to within statutory deadlines.

If you are ever asked to search for and provide information by the *Information Access Team*, you must:

- Make the search a priority, as the County Council only has a limited time to respond to requests.
- Raise any concerns you have regarding the disclosure of the information with the Information Access Team at the earliest opportunity.

You must never:

- Withhold information.
- Alter, delete or destroy information requested. This is a criminal act.

## **5. Policy for dealing with complaints**

The County Council's basic complaints procedure is set out at:  
<http://www.hertsdirect.org/your-community/havesay/commentcomplain/>

The key points extracted from the procedure are as follows:

- The County Council is committed to listening to service users and dealing with any complaints you may have promptly and effectively. We aim to learn from your views, helping us to improve and develop the services we provide.
- We will acknowledge all complaints within three working days and provide you with a full response, or a plan to investigate your complaint where it is likely to take longer, within ten working days. Email will be used where appropriate to do so.
- Our aim is to resolve as many complaints as possible through these procedures. If however our responses fail to satisfy your complaint you can contact the Local Government Ombudsman. The Ombudsman is completely independent and can investigate complaints of injustice caused by maladministration. For details of the Ombudsman or to submit your complaint online please visit [www.lgo.org.uk](http://www.lgo.org.uk).

## **6. Whistle-blowing Policy**

The accountable body holds a whistle-blowing policy for its staff and Members within its code of conduct. The Code contains certain statutory requirements of local government employees and those set out in local and national conditions of service relating to standards of conduct and integrity. This includes improper performance of relevant functions or activities covered in the provisions of the Bribery Act 2010

The following introductory text of the whistle-blowing policy is extracted from "ANNEX 17 - CODE OF CONDUCT FOR OFFICERS, Hertfordshire County Council":

### ***Illegal and Improper Conduct - Procedure and Guidance for Employees***

#### **1. Introduction**

1.1 The County Council expects the highest standards of conduct from all employees, and will treat seriously any concern that an employee may have about illegal or improper conduct.

The first part of Hertfordshire County Council's Code of Conduct for Employees covers 'Standards' and states that:-

"Employees will be expected, through agreed procedures and without fear of recrimination, to bring to the attention of the appropriate level of management any deficiency in the provision of service. Employees must report to the appropriate manager any impropriety or breach of procedure"

1.2 This procedure has been introduced in consultation with the trade unions.

The full policy wording is available upon request.

## Appendix 5: Local Transport Body - Prioritisation Criteria

### Sifting Process

In order to identify the Priority List of major transport schemes, the following process is proposed:

- A **pre-qualification list** of all potential candidate schemes has been developed from existing sources.
- From this pre-qualification list a **long list** has been created – by removing duplicate schemes, completed or dead schemes and non-eligible schemes (i.e. schemes that do not meet the criteria of a major transport scheme as set out in the Assurance Framework).
- From this long list a **short list** has been created - by removing those schemes that cannot feasibly be implemented in the 2015-19 funding period.
- What remains now (as of February 2013) is to apply prioritisation criteria to the short list to get a **priority list**.

### Prioritisation Criteria

The shadow LTB has agreed that prioritisation should be on the basis of **deliverability** and support to the **Local Transport Plan Goals**, including within this an assessment of Value for Money.

**1) Deliverability** will be assessed for the 2015-19 period and will draw on the information provided through the assessment of each scheme using DfT's EAST assessment tool (Early Assessment and Sifting Tool), specifically:

- The strategic case:
  - any key uncertainties highlighted
- The managerial case:
  - Implementation timetable
  - Public acceptability
  - Practical feasibility
  - Quality of the supporting evidence
  - Key risks
- The financial case
- The commercial case

There will not be a numerical output from EAST for this – rather it will be a matter of interpreting the information and coming to a view on the certainty of deliverability / level of risk. It is suggested that a five point scale could be used for assessment:



Score	Description
1	High risk to deliverability 2015-19
2	Some risk to deliverability 2015-19
3	Should be deliverable 2015-19
4	Reasonable level of confidence over deliverability 2015-19
5	High level of confidence over deliverability 2015-19

**2) Contribution to the five LTP Goals** will be assessed through the analysis and comparison of the information provided in a ‘Scheme Overview’ document for each scheme.

The Scheme Overview document, based on an adapted version of the DfT’s own Strategic Outline Case, will provide key information relating to each of the five business cases. A template of this document is available upon request.

This part of the prioritisation scoring would also incorporate an assessment of ‘value for money’ (VfM) and Social and Distributional Impacts (SDI). For some schemes, a BCR and wider VfM / SDI impacts will already be known through previous work, however some will have less detail. Where there is less detail, a gap analysis will take place to identify the additional information that is required.

A 3 point assessment of how strongly each scheme supports each of the LTP3 goals (low level of support / moderate support / strong support) indicated by \*, \*\* or \*\*\*. The specific parameters to be judged against will be taken as the existing LTP3 challenges under each goal (presented below).

LTP3 Goal	LTP3 Challenge (i.e. parameters against which schemes will be judged)
1. Support economic development and planned dwelling growth	1.1 Keep the county moving through efficient management of the road network to improve journey time, reliability and resilience and manage congestion to minimise its impact on the economy.
	1.2 Support economic growth and new housing development through delivery of transport improvements and where necessary enhancement of the network capacity.
2. Improve transport opportunities for all and achieve behavioural change	2.1 Improve accessibility for all and particularly for non car users and the disadvantaged (disabled, elderly, low income etc).
	2.2 Achieve behavioural change as regards choice of transport mode increasing awareness of the advantages of walking, cycling and passenger transport, and of information on facilities and services available.
	2.3 Achieve further improvements in the provision of passenger transport (bus and rail services) to improve accessibility, punctuality, reliability and transport information in order to provide a viable alternative for car users.
3. Enhance the quality of life, health and the natural, built and historic environment of all Hertfordshire	3.1 Improve journey experience for transport users in terms of comfort, regularity and reliability of service, safety concerns, ability to park and other aspects to improve access.
	3.2 Improve the health of individuals by encouraging and enabling more

residents	physically active travel and access to recreational areas and through improving areas of poor air quality which can affect health.
	<b>3.3</b> Maintain and enhance the natural, built and historic environment managing the streetscape and improving integration and connections of streets and neighbourhoods and minimising the adverse impacts of transport on the natural environment, heritage and landscape.
	<b>3.4</b> Reduce the impact of transport noise especially in those areas where monitoring shows there to be specific problems for residents.
<b>4.</b> Improve the safety and security of residents	<b>4.1</b> Improve road safety in the county reducing the risk of death and injury due to collisions.
	<b>4.2</b> Reduce crime and the fear of crime on the network to enable users of the network to travel safely and with minimum concern over safety so that accessibility is not compromised.
<b>5.</b> Reduce transport's contribution to greenhouse gas emissions and improve its resilience	<b>5.1</b> Reduce greenhouse gas emissions from transport in the county to meet government targets through the reduction in consumption of fossil fuels.
	<b>5.2</b> Design new infrastructure and the maintenance of the existing network in the light of likely future constraints and threats from changing climate, including the increasing likelihood of periods of severe weather conditions.

### Presentation of Prioritisation

In addition to the detailed EAST forms, and the Scheme Overview documents, there would be a summary table for the schemes on the lines of that below:

Major Transport Scheme	Deliverability	LTP Goal				
		1	2	3	4	5
E.g. <i>Scheme name</i>	4. reasonable level of confidence	*	**	*	***	***

Each scheme assessment would also be accompanied by commentary to provide the LTB with the contextual information required to make a judgement on the Priority List.

## Appendix 6: Addendum 31<sup>st</sup> July 2013

The following changes were made to this document in July 2013, as communicated to the Department for Transport:

Amendment	Notification to DfT	DfT Confirmation
<p>Table 3, page 13. Following text added:</p> <p>Through the prioritisation process, there will be two 'proformas' developed for each scheme, which will ensure data and evidence collected is presented in a common format and assesses its robustness. These are as follows:</p> <p>Stage 1 - A proforma based on an adapted version of the DfT's EAST form – used to sift schemes from a Long-List to a Short-List</p> <p>Stage 2 – A more detailed 'Scheme Overview' document – developed for each Short-Listed scheme to identify and present the information required to develop a Priority List of schemes from the Short-List.</p>	HCC email to DfT on 20 <sup>th</sup> March 2013	DfT letter from Karl Murphy, 28 <sup>th</sup> June 2013.
<p>Page 22. New paragraph added:</p> <p>96a. There will be a written agreement between the LTB and LA as a promoter when approving funding for a scheme. The agreement will include provisions for clawback of funding if conditions of funding are breached.</p>	HCC email to DfT on 21 <sup>st</sup> June 2013	To be confirmed as part of DfT Part 3 confirmation at a later date.

The following changes were made to this document and recommended at the LTB meeting on 2nd October 2014 (*to be completed after agreement at 2<sup>nd</sup> October meeting*)

Section	Amendment
TBC	TBC

## **Appendix 7**

### **HERTFORDSHIRE LOCAL TRANSPORT BODY TRANSPORT PROJECT GATEWAYS**

#### **1 Purpose of Appendix**

- 1.1 To set out LTB project Gateway regime to enhance project governance and control for its projects portfolio.

#### **2 Background**

- 2.1 The DfT feedback to the draft LEP SEP highlights the need for clear governance and assurance with greater focus and clarity of funding, programme and risks.
- 2.2 Hertfordshire County Council as a scheme promoter or funding stake holder and, as the Accountable Body also has those same interests.

#### **3 The Gateway Regime**

- 3.1 It is proposed that a common series of formal project Stages and Gateways are introduced to ensure effective programme management and governance for transport projects, which will satisfy the needs of HCC in its various roles and of the LEP supported by the LTB.
- 3.2 The gateway regime will complement and reinforce the current LTB assurance framework.
- 3.3 The gateway concept is an established and reliable project governance aide that effectively 'takes stock' and consolidates a project at key milestones.
- 3.4 In order for a project to progress from one stage in its life cycle to another it will be required to have demonstrated that it meets key set criteria and gained approval from all the appropriate bodies to pass through the gateway.
- 3.5 The promoting body will be required to provide evidence that it has met the criteria required to pass through each gateway.
- 3.6 The evidence will be checked independently by the LTB's Transport Advisors before confirming to the LTB and thence the LEP and HCC that the criteria have been met.
- 3.7 The gateway regime is scalable and appropriate for all project sizes. The evidence required will be common, but the depth of work that has resulted in generating that evidence will depend on the size and complexity of the project.

3.8 Table 1 below sets out the Stages and Gateways

<b>Table 1: Project Stages &amp; Gateways</b>	
<b>Stages</b>	<b>Gateways</b>
Stage 1: Initiation	
	Gateway 1: Inception
Stage 2: Option Testing	
	Gateway 2: Feasibility
Stage 3: Preferred Option Business Case	
	Gateway 3: Programme Entry
Stage 4: Design	
	Gateway 4: Conditional Approval
Stage 5: Procurement	
	Gateway 5: Final Approval
Stage 6: Delivery	
	Gateway 6: Completion
Stage 7: Maintain & Operate	

3.9 Each project will be required to have a Governance Framework. This may change through the life cycle of the project, which means that it is important for there to be clarity of what the governance could look like through out the lifecycle of the project.

3.10 The framework will need to identify:

- The organisations that will be involved in the project and whether they are a promoter, partner, stakeholder or consultee.
- Their role
- The funding that each of them will be providing, as appropriate
- The risks that they will be responsible for bearing

3.11 The stages and the requirements of the Gateways are described in more detail within Annex A.

## **ANNEX A GATEWAY REQUIREMENTS**

### **1 Gateway 1: Inception**

- 1.1 Potential projects are identified during the Project Initiation stage. The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 1:
- Need Established
  - Objectives Identified
  - Policy Context In Place
  - Options for Testing Identified
  - Option Testing Methodology Identified
  - Governance Framework Completed Quantitatively for Stage 2 and indicatively for later stages where possible.
  - Indicative Programme to Gateways 2,3,4,5 & 6 identified
  - Budgets, Funding and Cashflow in place for Stage 2.
  - Consultation and Communication Strategy for Stage 2 agreed

### **2 Gateway 2: Feasibility**

- 2.1 The options identified during Stage 1 are tested during Stage 2, with the aim of identifying the preferred option.
- 2.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 2:
- Options Tested
  - Preferred Option Selected and Agreed
  - Consultation and Communication Strategy for Stage 3 Identified
  - Scope and Scale of Business Case Appraisal Identified and Agreed
  - Governance Framework Completed Quantitatively for Stage3, Qualitatively for Stage 4 and Indicatively Stages 5,6 & 7
  - Budget, Funding & Cash Flow Requirements for Stage 3 in place
  - Indicative Budget, Funding & Cash Flow Requirements for Stages 4,5,6 & 7 Identified
  - Updated Programme to Gateways 3 to 6

### **3 Gateway 3: Programme Entry**

- 3.1 The business case for the project is built and reviewed during Stage 3 together with the creation of key project building blocks.

- 3.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 3:
- Business Case approved following independent review.
  - Updated Budget, Funding and Cashflow Requirements Identified for Stage 4
  - Indicative Budget, Funding and Cashflow Requirements Identified for Stages 5, 6 & 7
  - Approvals to Seek Statutory Powers Secured
  - All Legal Agreements Identified
  - Consultation and Communication Strategy for Stage 4 Identified
  - Post Completion Monitoring Regime Identified
  - Governance Framework Completed Quantitatively for Stage 4 and Qualitatively for Stages 5, 6 & 7

#### **4 Gateway 4: Conditional Approval**

4.1 Stage 4 involves the completion of detailed design and the attainment of all necessary approvals prior to starting the procurement process.

4.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 4:

- Statutory Powers Achieved
- Asset Register in Place
- Project Risk Register and Quantified Risk Register in Place
- Updated Budget, Funding and Cashflow Requirements Identified for Stage 5, 6 & 7
- Health & Safety Duties Identified
- Governance Framework Completed Quantitatively for Stages 5, 6 & 7

#### **5 Gateway 5: Full Approval**

5.1 Stage 5 involves the procurement of the scheme, typically through a tender process.

5.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 5:

- Tenders Returned and Evaluated
- Risk Register and QRA updated
- Funding Approvals Secured
- Legal Agreements in Place

- Governance Frameworks Completed Quantitatively for Stages 6 & 7
- Contract Management Governance Identified
- Communications Strategy for Stage 6 identified

## **6 Gateway 6: Completion**

6.1 Stage 6 involves the completion of the scheme and the transfer into operation and maintenance

6.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 6:

- Assets Adopted, Transferred and Accepted into Maintenance, as appropriate
- Contract Maintenance Period Completed
- Final Accounts Settled
- LEP & LTB Funding Responsibilities Discharged
- Monitoring Regime in Place