

**east**  
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# South Cambridgeshire West Local Representatives Group

## Meeting 4

27 March 2023

# 01. Today's agenda

# Today's agenda

**01.**

Welcome and today's agenda

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**02.**

Housekeeping

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**03.**

General Updates

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**04.**

Review of actions from previous meeting

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**05.**

Topic – Business Case Process

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**06.**

Closing remarks

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# 02. Housekeeping

# Housekeeping

## Thank you for joining

This is a virtual meeting.

Please display your full name as when you registered to attend – this can be done through the 'Participants' section.

To help everyone feel part of the discussion, please feel free to turn your camera on during the meeting if you can.

Please use the 'Raise Hand' function to raise a question during the meeting, found in the bottom ribbon (under the 'Reactions' option).



**Display your full name in username**



**Please use the mute function**



**Use the 'Raise Hand' function if you want to raise a point during the meeting**



**Please do put your camera on if possible**

# 03. General updates

## Sarah LRG Engagement Manager

A bit about me:

- I live on the Suffolk/Cambridgeshire border
- I joined in January and am really looking forward to getting to know you all
- I'm here to listen, to understand, and to communicate
- Please feel comfortable reaching out to me – I'd love to hear from you.





## Spring Budget – Mar 23

- As indicated in the EWR Co newsletter pre-Christmas, and confirmed in the Spring Budget last week, the Government's route update announcement is set for May
- Following the announcement, we will be able to move to the next stage of the DCO process and work to refine plans for the railway.
- The team remain committed to delivering a faster, more sustainable and affordable way to travel that meets local needs and improves daily lives

## Since our last meeting

- 35 applications to sit on the Accessibility Advisory Panel and 16 invited to interview
- First Mile Last Mile (FMLM) now referred to as door-to-door connectivity

# 04.

## Review of actions from meeting #3

# Completed actions

Meeting	No.	Action	Owner	Status
#3	1	EWR Co to provide the Group with typical operational hours for freight in Oxford. This has no bearing on what EWR Co will deliver.	EWR Co	Complete – update to be provided at the meeting.

# Meeting #3 Action 1 - Typical operational hours for freight in Oxford

- Freight services operate 24-hours a day at Oxford, on a fairly even spread. Oxford is a key hub for freight services travelling to and from Southampton, London, Wales or the West, and the North West.
- Exploring a typical weekday in January 2023, this equates to less than 1 train per hour per direction through Oxford.
- The above has no bearing on the timings and number of freight services which may run over the new EWR route between Bedford and Cambridge. EWR's strategy for freight is still in development.

**Source:** Freight locate ([freightlocate.co.uk](https://freightlocate.co.uk)), accessed in Jan 2023

**05.**

# **The Business Case process**

Chris Milne, Head of Analysis

# What is a Business Case?

A Business Case is the process in which a full assessment is carried out of the costs and benefits associated with undertaking a project, programme or portfolio. It evaluates a range of options and provides a recommendation for a preferred solution. This is a government process which takes into account a wider range of factors than would necessarily be the case with a private sector investment, which by nature is more focused upon return on investment (ROI).

## A well-prepared Business Case:

- Enables the organisation and its key stakeholders to **understand, influence and shape the project's scope** and direction early on in the planning process.
- Assists decision makers to **understand the key issues**, the available evidence base and **avoid committing resources to schemes that should not proceed**.
- Demonstrates to senior management, stakeholders, customers and decision makers the continuing **viability of the project** and allows improvements to be made that **maximise value for money for the taxpayer**.
- Provides the basis for **management, monitoring and evaluation** during and after implementation.

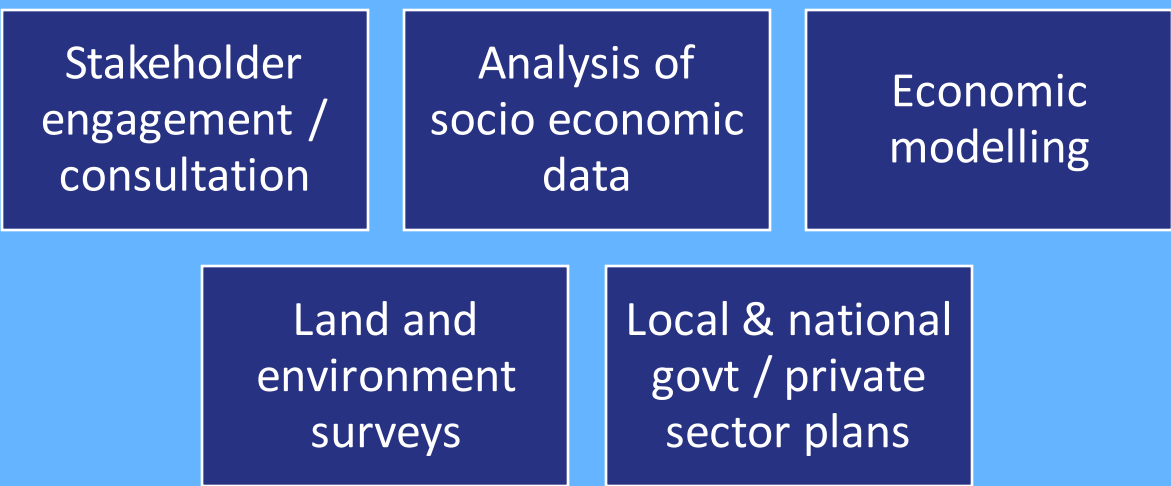
# How we develop the Business Case

## An iterative process





As is typical for large scale infrastructure projects, the development of the Business Case is an iterative process encompassing a number of stages. This is due to:

- The complexity
- The time taken to develop
- Spanning multiple spending periods
- Accounting for emerging evidence
- Societal, economic and technological trends

## We gather the evidence required through:

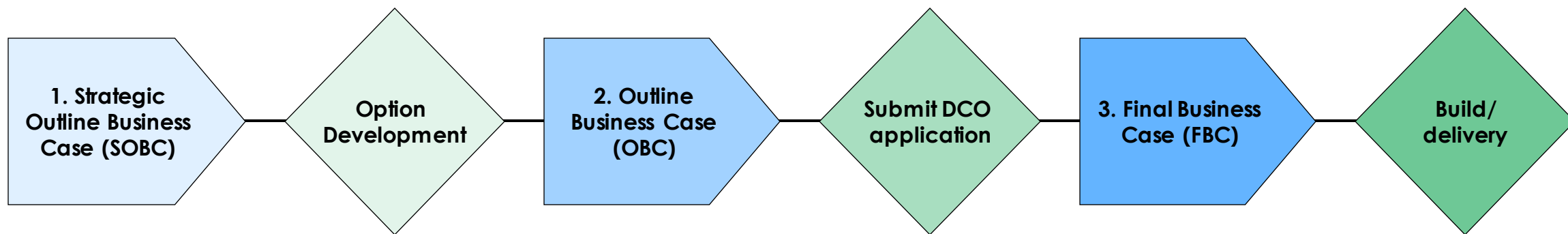


# We have to adhere to a range of guidance

Guidance document	What the guidance covers
 <p><b>HMT Green Book</b></p>	The Green Book provides overarching guidance for all government economic appraisal and evaluation of government policies and investments.
 <p><b>Transport Analysis Guidance</b></p>	TAG is DfT's own suite of guidance specifically covering issues related to transport appraisal.
 <p><b>HMT Guide to Developing the Project Business Case</b></p>	To supplement the Green Book and provide more specific general guidance on Business Cases.
 <p><b>Magenta Book</b></p>	The Magenta Book provides guidance on evaluation of government projects, programmes and policies.



# What are the 3 stages of a Business Case?



**HM Treasury Five Case Model** – different level of detail expected for each case at different stages:

- **SOBC** - is it a good strategic fit?
- **OBC** - how well does it meet objectives?
- **FBC** - can we deliver it?

The Business Case evolves over time to consider a broader range of factors.



# Strategic Case

What is the case for change?

What is the strategic fit with organisational and governmental objectives?

- **Makes the case for change** and demonstrates how it provides **strategic fit**.
- Demonstrates that the scheme provides **synergy and holistic fit** with other projects and programmes within the strategic portfolio.
- Provides evidence of an up-to-date organisational business strategy that references all relevant **local, regional and national policies** and **targets**.
- Demonstrates a clear understanding of the **rationale, drivers** and **objectives** for the spending proposal, which must be made SMART
  - Specific, Measurable, Achievable, Relevant and Time constrained – for the purposes of post-evaluation.
- Outlines potential **benefits, risks, constraints** and **dependencies** associated with the proposal.



# Economic Case

The economic case presents the economic assessment/cost-benefit analysis of the scheme in line with government guidance.

- It assesses options and, where possible and proportionate, it monetises costs and benefits.
- It demonstrates that a wide range of realistic options have been appraised, in terms of how well they meet the spending objectives and critical success factors for the scheme.
- It identifies the proposal that delivers best public value to society, including wider social and environmental effects.
- This informs decision making and is considered alongside other non-monetised and strategic factors.
- The economic case is where we present our economic and transport modelling and other analysis. It brings together the evidence we have, which underpins any assumptions.
- It concludes with a Benefit Cost Ratio (BCR), which provides a single quantitative summary of the economic assessment.



# Examples of direct benefits considered in an economic case (Level 1 Benefits)

Level 1 Benefits are captured by the BCR.

<b>Journey Time Benefits</b>	These are the journey time savings generated for new and existing users of a rail network.
<b>User Charge Benefits</b>	These are the benefits users would derive from lower train fares, relative to existing rail travel options.
<b>Carbon Cost</b>	These are the disbenefits associated with carbon production.
<b>Congestion</b> <b>Indirect taxation</b> <b>Accidents</b> <b>Local Air Quality</b> <b>Noise</b> <b>Greenhouse Gases</b>	These are the benefits of a rail scheme, to non-users of the railway, via a reduction in car travel for example.

# Examples of indirect benefits considered in an economic case

Benefits derived from there being no change in land use as a result of a transport scheme (Level 2 Benefits – Captured by the BCR)

- **Agglomeration** – close proximity of businesses can lead to benefits such as collaboration, innovation and supply chain improvements.
- **Output change** – The journey time reduction has the potential to reduce input costs for organisations through:
  1. Reducing the amount of time spent on business travel.
  2. Alleviating cost push pressures on wage inflation.
- **Labour supply** – reduced commute times can widen the catchment area for labour

Benefits derived from there being a change in land use as a result of a transport scheme (Level 3 Benefits – Not captured by the BCR)

- **Wider rail network impacts** – A transport scheme may impact other rail lines across the network.
- **Productivity impacts** – The knock-on impacts from a new transport intervention AND a change in land use, on the productivity of workers and organisations.
- **Housing impacts** – There are two classifications:
  1. Dependency – What proportion of a development is considered dependent on the scheme.
  2. Additionality – what would not have occurred in the absence of the intervention.
- **Non-monetised impacts** – Impacts that are hard to monetise, this typically includes things like landscape and biodiversity impacts.
- **Other transport network impacts** – this would typically consider reduction in heavy goods vehicles on roads and the costs associated with maintaining the railway if proposals such as freight are included.

# Costs

## Capital expenditure

The costs of building the whole scheme.

## Operational expenditure

The cost associated with operating services (inc. rolling stock lease costs, fuel costs, station costs, staff costs etc.).

## Whole Life Costs

The costs of maintaining and renewing the infrastructure over the life of the asset.

## Road Infrastructure

Small reduction in the cost of maintaining and renewing roads due to the modal shift from car use.

## Revenue

Additional revenue the scheme is expected to generate for scheme operators (assumed to flow back to DfT through the franchise system).

# Commercial Case

Is there a robust strategy for procuring and delivering the scheme?

The purpose of the **commercial** dimension of the Business Case is to demonstrate:

- The preferred option will result in a **viable procurement** and a **well-structured deal** between the public sector and its service providers.
- Understanding of the **market** place, **knowledge of what is realistically achievable by the supply side** and research into the **procurement routes that will deliver best value** to both parties.
- A clear understanding of the **services, outputs** and **milestones** required to be achieved.
- How the potential **risks** in the **Design, Build, Funding and Operational** phases of the scheme can best be allocated between the public and private sectors and reflected in the charging mechanism and contractual arrangements.
- The challenge for the public sector is to **be an 'intelligent customer'** and to anticipate from the outset how best public value can continue to be secured in during the contract phase in the face of inevitable changes to business, organisational and operational requirements.





# Financial Case

Is the scheme affordable?

Is there a feasible path to securing funding for the scheme?

**The purpose of the financial dimension of the Business Case is to demonstrate:**

- The **affordability and funding** of the preferred option, including the support of stakeholders and customers, as required.
- A complete understanding of the **capital, revenue** and **whole life costs** of the scheme.
- How the deal will impact upon the **balance sheet, income and expenditure** and **pricing arrangements** (if any) of the organisation.
- The challenge is to identify and resolve any **potential funding gaps** during the lifespan of the scheme.





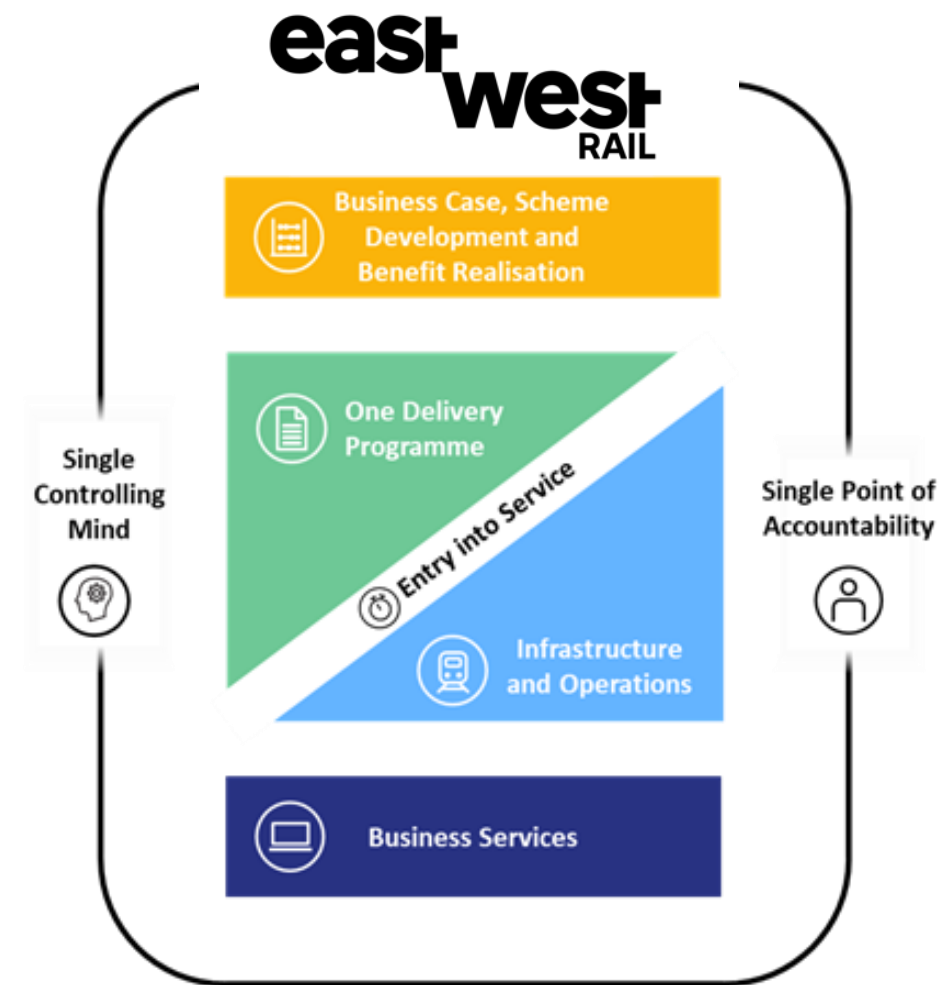
# Management Case

Is the scheme deliverable?

How do we intend to monitor and evaluate the scheme after delivery?

The purpose of the **management** dimension of the Business Case is to demonstrate that:

- Robust arrangements are in place for the **delivery, monitoring and evaluation** of the scheme, including feedback into the organisation's strategic planning cycle.
- The preferred option can be **successfully delivered**.
- The scheme is being managed in accordance with **best practice** and subjected to **independent assurance**.
- The necessary arrangements are in place for **change and contract management, benefits realisation and risk management**.



# How to influence the Business Case

The Business Case is an evidence-based process.

The information that will support the Business Case is subject to a process of continuous evolution.

We are constantly gathering evidence to improve the quality of the Business Case.

Much of the activity we undertake is used to improve our evidence base, whether it be public consultation, economic modelling, engineering surveys, etc.

We are interested in both qualitative and quantitative evidence. If you wish to contribute to the business case, you can provide evidence by emailing us at: [contact@eastwestrail.co.uk](mailto:contact@eastwestrail.co.uk)



# Questions or comments



# 06.

## Closing remarks, future meetings and topics

# Topics for future discussion

Meeting #5 –

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Meeting #6 –

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Discussion: Other topics for future meetings

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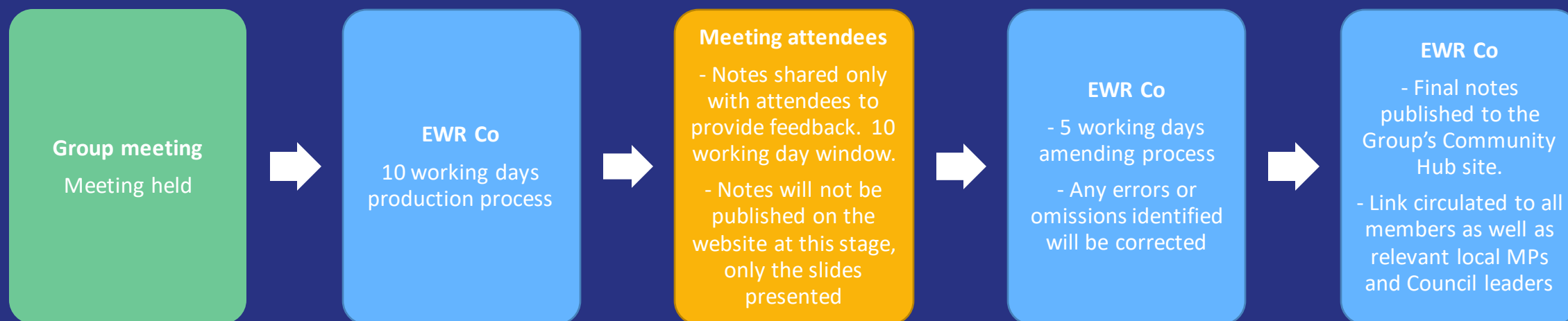
Agreed frequency: Quarterly meeting

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Outcomes:

Actions:

# Creating meeting notes



**07.**

# **Guide to the Community Hub**

# A Guide to the Community Hub



Go to [eastwestrail.co.uk](https://eastwestrail.co.uk),  
click 'Community Hub'

Click 'Read more' under 'Groups:  
Local Representatives Groups' to  
see what has been discussed  
and shared at all Local  
Representative Groups.

The screenshot shows the East West Rail website's Community Hub. The top navigation bar includes links for 'Our partners', 'Careers', 'Contracts', 'Library', 'Community Hub' (which is highlighted), and 'Get in touch'. Below the navigation bar, the 'east west rail' logo is visible. The main content area features a large blue banner with the text: 'East West Rail will make it easier to reach the things that matter most. From connecting people with jobs and education to simply seeing friends and family, East West Rail will help communities flourish sustainably.' To the right of the banner is a photo of three young people in blue uniforms. Below the banner are two smaller images: one of railway tracks and another of a person in a blue uniform. The 'Welcome to the Community Hub' section follows, explaining it's an interactive space for sharing news and thoughts. It mentions that users need to [register here](#) and that their information will be kept safe and anonymous. It also encourages users to pick a topic and join the conversation. The 'Get involved' section is divided into two cards. The first card, 'Accessibility Advisory Panel', features an illustration of diverse people and states the goal of building a better and more inclusive railway. The second card, 'Groups: Local Representatives Groups', features an illustration of people around a table and encourages users to learn about discussions and share them at their nearest group. Both cards have a 'Read more' button.

Our partners Careers Contracts Library **Community Hub** Get in touch

east west rail

What is EWR - Benefits Proposed Route - Our Approach - News - | Q

East West Rail will make it easier to reach the things that matter most.

From connecting people with jobs and education to simply seeing friends and family, East West Rail will help communities flourish sustainably.

↓

**Welcome to the Community Hub**

It's an interactive space for us to share news on local events, a platform for you to share thoughts and where you can discover more about initiatives in and around the communities that East West Rail will serve.

First, you'll need to [register here](#). Your information will be kept safe and your identity anonymous.

Ready to get going? Pick a topic and join in the conversation below.

**Get involved**

**Accessibility Advisory Panel**

We want to build a better and more inclusive railway which works for everyone.

[Read more](#)

**Groups: Local Representatives Groups**

Learn about what's being discussed and shared at your nearest Local Representatives Group.

[Read more](#)



# A Guide to the Community Hub



Local Representatives Groups home page contains:

- Contact information
- Full route map
- Information for all 15 Local Representative Groups can be found by clicking the Group name

Welcome to the Local Representatives Groups home page



Here at East West Railway Company (EWR Co), we're passionate about hearing what local representatives and their communities think about East West Rail (EWR). It means we can work together as we build a successful project that will deliver shorter journey times, lower transport costs and ease pressure on local roads while bringing people closer to the things that matter most – jobs, friends and family.

We've set up 15 Local Representatives Groups in all areas along the route where we will deliver EWR. The Groups include Councillors, Parish and Town Councils, and representatives from EWR Co. They offer an open forum for discussions – a place to share information, ask questions, cover any concerns people might have and get answers. They also allow us to give project updates and understand details of all relevant local issues.

The Groups are just one of the ways local communities can connect with our team through their representatives during all stages of the project, including planning, construction and operation of the railway.

#### Find out what's happening in each Group

You can stay up to date with what's happening in each Group by using the links below. Each Group has its own dedicated site which include agendas, meeting summary notes, Terms of Reference, maps, presentations, and other reference material to support the meetings.

Local Representatives Groups:

- [Bedford Marston Vale](#)
- [Bedford Town](#)
- [Bedfordshire](#)
- [Bicester Town](#)
- [Bletchley / Milton Keynes South](#)
- [Buckinghamshire](#)
- [Cambridge & Surrounding Areas](#)
- [NEW: Cambridge City & Surrounding Areas](#)
- [Central Bedfordshire / Marston Vale](#)
- [Huntingdonshire / South Cambridgeshire](#)
- [Milton Keynes North](#)
- [NEW: Oxford City & Surrounding Areas](#)
- [Sandy, Tempsford & St Neots](#)
- [South Cambridgeshire East](#)
- [South Cambridgeshire West](#)

#### Get In Touch

**Sarah Jacobs**

Local Representatives Groups

Engagement Manager

Email [localrepresentativesgroups@eastwestrail.co.uk](mailto:localrepresentativesgroups@eastwestrail.co.uk)

SJ

#### Type of Conversation

##### Type of conversation

Every time we start a new topic through the Community Hub, we'll let you know what type of conversation we're starting.

The type of conversation for this project is:



**To discuss:** Here we'll ask you for your ideas and thoughts as part of an informal discussion on specific topics.

Learn more about [East West Railway Company's Types of Conversation](#)

#### Local Representatives Groups - Full Route Map

Map - Full Route (October 2022) (1.21 MB) (pdf)

#### Key Dates

Bedfordshire Group - Meeting #8  
**07 February 2023**

Bedfordshire Group - Meeting #7  
**07 December 2022**

[more...](#)

#### Groups that have merged

☒ Cambridge City

☒ Cambridge & Surrounding Areas

☒ Oxford City

☒ Oxford & Surrounding Areas

# A Guide to the Community Hub



## Group pages contain:

- A record of all meeting dates
- Agendas, meeting notes and supporting materials
- Group Maps
- Group members list

## Welcome to the South Cambridgeshire West Local Representatives Groups page



At East West Railway Company (EWR Co), we're passionate about hearing what local representatives, and their communities, think about East West Rail (EWR) so we can, together, successfully build a project that will bring faster journey times, lower transport costs and ease pressure on local roads. This will bring people closer to the things that matter most – jobs, friends, and family.

We've set up 15 Local Representatives Groups along the route where we will deliver the East West Rail project to help local communities connect with us through their representatives. The Groups include Councillors, Parish and Town Councils and representatives from EWR Co.

This is the page for the South Cambridgeshire West Group. The Group brings together all the Parishes and Councillors from the area in South Cambridgeshire District centred around the EWR alignments East of the proposed locations for Cambourne Station on the way to approaching Cambridge.

### Group meeting schedule:

Meeting #1 – Monday 14 February 2022 – Welcome Meeting and Introduction to the Group

Meeting #2 – Monday 11 July 2022 – Development Consent Order (DCO) Process

Meeting #3 – Wednesday 26 October 2022 – Freight Strategy Process, and Traction Strategy Process

Meeting #4 – Monday 27 March 2023 – The Business Case Process

### Find out what's happening in the South Cambridgeshire West Group.

You can stay up to date with what's happening in this Group by viewing the documents on the right of this page which include agendas, meeting notes, Terms of Reference, maps, presentations and other reference material to support the meetings. New, relevant documents will be uploaded after each meeting.

You can also find out more about the Local Representatives Groups and access other Groups' pages on our [Local Representatives Groups welcome page](#).

Page last updated: 14 Mar 2023, 12:09 PM

### Agenda, Meeting Notes & Supporting Materials

☒ Agenda, Meeting Notes & Supporting Materials

### Get in Touch

**Sarah Jacobs**

Local Representatives Groups  
Engagement Manager

Email [localrepresentativesgroups@eastwestrail.co.uk](mailto:localrepresentativesgroups@eastwestrail.co.uk)

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### Local Representatives Groups - Maps

☐ South Cambridgeshire West LRG - Full Route Map (October 2022) (1.21 MB) (pdf)

☐ South Cambridgeshire West LRG - Electoral Divisions Map (2.67 MB) (pdf)

☐ South Cambridgeshire West LRG - Parishes Map (2.61 MB) (pdf)

☐ South Cambridgeshire West LRG - Wards Map (2.54 MB) (pdf)

### Local Representatives Groups - Membership

☐ South Cambridgeshire West LRG - Representatives List (109 KB) (pdf)

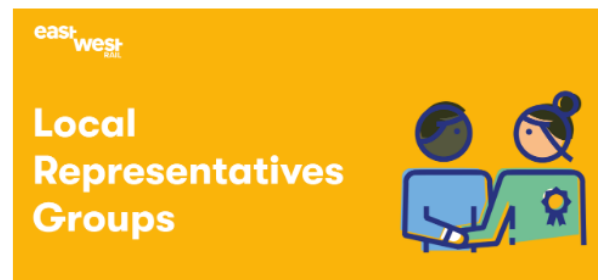
# A Guide to the Community Hub



Group meeting materials are made available:

- 1 week prior to the meeting – Agenda, action tracker
- 10 days after the meeting – Meeting slides
- 25 days after the meeting – Final meeting summary note

## Welcome to the South Cambridgeshire West Local Representatives Groups page



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### Group meeting schedule:

Meeting #1 – Monday 14 February 2022 – Welcome Meeting and

Meeting #2 – Monday 11 July 2022 – Development Consent Order

Meeting #3 – Wednesday 26 October 2022 – Freight Strategy

Meeting #4 – Monday 27 March 2023 – The Business Case Presentation

### Find out what's happening in the South Cambridgeshire West

You can stay up to date with what's happening in this Group which include agendas, meeting notes, Terms of Reference, minutes support the meetings. New, relevant documents will be uploaded

You can also find out more about the Local Representatives Groups [Representatives Groups welcome page](#).

Page last updated: 14 Mar 2023, 12:09 PM

### Agenda, Meeting Notes & Supporting Materials

☒ Agenda, Meeting Notes & Supporting Materials

### Get In Touch

Sarah Jacobs

Local Representatives Groups  
Engagement Manager

Email: [localrepresentativesgroups@eastwestrail.co.uk](mailto:localrepresentativesgroups@eastwestrail.co.uk)

SJ

### Type of Conversation

Type of conversation

## Agenda, Meeting Notes & Supporting Materials

### Meeting 1

- ☐ South Cambridgeshire West LRG - Meeting #1 - Agenda (20.6 KB) (pdf)
- ☐ South Cambridgeshire West LRG - Meeting #1 - Slides (1.59 MB) (pdf)
- ☐ South Cambridgeshire West LRG - Meeting #1 - Meeting Summary Note (193 KB) (pdf)

### Meeting 2

- ☐ South Cambridgeshire West LRG - Meeting #2 - Agenda (138 KB) (pdf)
- ☐ South Cambridgeshire West LRG - Meeting #2 - Action Tracker (118 KB) (pdf)
- ☐ South Cambridgeshire West LRG - Meeting #2 - Slides (1.11 MB) (pdf)
- ☐ South Cambridgeshire West LRG - Meeting #2 - Meeting Summary Note (279 KB) (pdf)

### Meeting 3

- ☐ South Cambridgeshire West LRG - Meeting #3 - Agenda (128 KB) (pdf)
- ☐ South Cambridgeshire West LRG - Meeting #3 - Action Tracker (120 KB) (pdf)
- ☐ South Cambridgeshire West LRG - Meeting #3 - Slides (1.72 MB) (pdf)
- ☐ South Cambridgeshire West LRG - Meeting #3 - Meeting Summary Note (266 KB) (pdf)

### Meeting 4

- ☐ South Cambridgeshire West - Meeting #4 - Agenda (142 KB) (pdf)
- ☐ South Cambridgeshire West - Meeting #4 - Action tracker (201 KB) (pdf)

# We're always here

All the Group's relevant documents will be available on its **Community Hub** site.

We will notify you when available.



# Got a question?

If you have any questions about the Group, please email:

[localrepresentativesgroups@eastwestrail.co.uk](mailto:localrepresentativesgroups@eastwestrail.co.uk)

If you have any questions about the project, please email:

[contact@eastwestrail.co.uk](mailto:contact@eastwestrail.co.uk)

Or you can also call us on **0330 134 0067**