

INDEPENDENT TECHNICAL EVALUATION

South East Local Enterprise Partnership Business Case Review Pro-Forma: Strategic Case

Scheme Name:
Date Completed:
Completed By:

Question	Value / Source	Commentary	R/A/G Status
Overall: How compelling is the case for the scheme?			High/Medium/Low
1) Is there evidence to show that there is a need for intervention?			High/Medium/Low
Has a scope for the scheme been defined?		Context for the scheme	Red/Amber/Green
Have current problems been identified?		Socio-economic/Environmental issues etc. Have the most recent data sources been used?	Red/Amber/Green
Have problems in the future been identified?		How necessary is the scheme to reduce the potential future impacts of development/growing population/congestion etc.	Red/Amber/Green
Does the scheme address the problems?		Is the scheme an opportunity to reduce the problems in the future?	Red/Amber/Green
Have other opportunities for the scheme been identified?		Is the scheme dependent on other factors: developments being committed/built or other transport schemes being in place before this scheme?	Red/Amber/Green
Is there a case to say why the scheme is needed now?		Are there interdependencies: Does the scheme constrain or depend on other developments/schemes?	Red/Amber/Green
2) Have objectives been appropriately defined?			High/Medium/Low
Do the objectives capture the context/problems which ground the need for the scheme?		Have the most contemporary policies been reviewed? Evidence of transport and planning objectives used	Red/Amber/Green
Have the objectives been developed to align with the objectives and outlooks of national/sub-regional/local planning policies?		Evidence of alignment of scheme objectives to other policy objectives	Red/Amber/Green
How well does the scheme align to the objectives?			Red/Amber/Green
3) Have alternative options been defined?			High/Medium/Low
What is the basis to the generation of alternative options?		Have realistic/appropriate alternatives been considered?	Red/Amber/Green
Is the case for the discounting of alternative options compelling?		Evidence of the alignment of all options to the objectives. Have enough options been considered?	Red/Amber/Green
4) Does the case identify other factors affecting the suitability of the preferred option?			High/Medium/Low
Constraints		Social/Environmental/Financial/Developments/Schemes	Red/Amber/Green

Question	Value / Source	Commentary	R/A/G Status
Dependencies/Interdependencies		Social/Environmental/Financial/Developments/Schemes	Red/Amber/Green
5) Does the case identify risks affecting delivery of the scheme?			High/Medium/Low
Key Risks		Social/Environmental/Financial/Developments/Schemes	Red/Amber/Green
Stakeholder Awareness		Establishing levels of support or non-support for the scheme Have stakeholders been engaged i.e. is stakeholder risk being managed? Are there stakeholders who could fundamentally change the likelihood of project delivery?	Red/Amber/Green
Powers and Consents		Is there recognition of powers/consents which may prevent the scheme from being built or not being delivered to time/budget?	Red/Amber/Green

INDEPENDENT TECHNICAL EVALUATION

Scheme Name:
Date Completed:
Completed By:

South East Local Enterprise Partnership Business Case Review Pro-Forma: Economic Case

Category/Topic	Value/Source	Commentary	Red – Reject Amber – Defer Green – Accept
General		Rating for overall uncertainty:	High/Medium/Low
WebTAG version			Red/Amber/Green
Price base/GDP deflator			Red/Amber/Green
Market prices			Red/Amber/Green
Consistent units			Red/Amber/Green
Discount year			Red/Amber/Green
Appraisal period			Red/Amber/Green
Forecast years			Red/Amber/Green
Opening year			Red/Amber/Green
Appraisal pro-formas			Red/Amber/Green
Sensitivity testing			Red/Amber/Green
Capital Cost		Rating for overall uncertainty:	High/Medium/Low
Price base			Red/Amber/Green
Spend profile			Red/Amber/Green
Treatment of sunk costs			Red/Amber/Green
Inflation assumptions			Red/Amber/Green
QRA appropriateness			Red/Amber/Green
Optimism bias allowance			Red/Amber/Green
Local contribution			Red/Amber/Green
Consistency with scheme			Red/Amber/Green
Other Costs		Rating for overall uncertainty:	High/Medium/Low
Price base			Red/Amber/Green
Operating costs			Red/Amber/Green
Maintenance costs			Red/Amber/Green
Renewals costs			Red/Amber/Green
Inflation assumptions/capping			Red/Amber/Green
Public/private allocations			Red/Amber/Green
Consistency with scheme			Red/Amber/Green
Passenger Benefits		Rating for overall uncertainty:	High/Medium/Low
TUBA - input file			Red/Amber/Green
Non-TUBA – rule of a half applied			Red/Amber/Green
Appraisal inputs (age/source/units)			Red/Amber/Green
Mode shift (approach/forecast)			Red/Amber/Green
Annualisation approach			Red/Amber/Green
Growth assumptions (NTEM)			Red/Amber/Green

Category/Topic	Value/Source	Commentary	Red – Reject Amber – Defer Green – Accept
Spread by journey purpose			Red/Amber/Green
Spread by time period			Red/Amber/Green
Spread by impact type			Red/Amber/Green
Spread by benefit scale			Red/Amber/Green
Approach to non-TEE benefits			Red/Amber/Green
Indirect tax impacts			Red/Amber/Green
Consistency with scheme			Red/Amber/Green
Revenue		Rating for overall uncertainty:	High/Medium/Low
Derivation			Red/Amber/Green
Fares growth			Red/Amber/Green
Implied yield			Red/Amber/Green
Public/private allocations			Red/Amber/Green
Assumed operator response			Red/Amber/Green
Appraisal Outputs		Rating for overall uncertainty:	High/Medium/Low
NPV			Red/Amber/Green
BCR			Red/Amber/Green
VfM Category			Red/Amber/Green

INDEPENDENT TECHNICAL EVALUATION

Scheme Name:
Date Completed:
Completed By:

South East Local
Enterprise
Partnership
Business Case
Review Pro-Forma:
Financial Case

Category/Topic	Value/Source	Commentary	Red – Reject Amber – Defer Green – Accept
Financial estimates (capital)		Rating for overall uncertainty:	High/Medium/Low
Funding requirement		Total funding requirement by year (in nominal/outturn values)	Red/Amber/Green
Accuracy of funding requirement		Based on recent point estimate to clearly defined date, ideally independently confirmed	Red/Amber/Green
Inflation assumptions		Inflation rates justified	Red/Amber/Green
Time-consistency		Cost phasing broadly consistent with programme	Red/Amber/Green
Overheads and uplifts		Including the 'usual' uplifts (contractor costs/prelims, development costs, Network Rail fees)	Red/Amber/Green
Risk and uncertainty		Including risk (at what probability?, recent QRA exercise, comprehensive, consistent with commercial strategy in terms of who takes risk)	Red/Amber/Green
Contingency and optimism bias		Contingency/estimating uncertainty/optimism bias – what is included, is it consistent with LEP requirements	Red/Amber/Green
Financial procedures		Rating for overall uncertainty:	High/Medium/Low
Funding mechanism		How is the project being funded?	Red/Amber/Green
Availability of funds		Funding available in each year matching the spend	Red/Amber/Green
Funding profile		Justification for funding profile (eg any back or front loading of a particular source)	Red/Amber/Green
Funding commitment		Section 151 officer commitment	Red/Amber/Green
Funding risks		Funding risk identified (particularly third parties or unusual sources)	Red/Amber/Green
Funding constraints		Funding constraints identified (eg has to be drawn down in a particular year)	Red/Amber/Green
Financial estimates (non-capital)		Rating for overall uncertainty:	High/Medium/Low
Non-capital funding mechanism		How are future costs being funded?	Red/Amber/Green
Non-capital funding profile		Nominal profile of operating/maintenance/renewal costs over time	Red/Amber/Green
Accuracy of non-capital funding requirement		Based on recent estimates	Red/Amber/Green
Non-capital inflation assumptions		Inflation rates justified	Red/Amber/Green

Category/Topic	Value/Source	Commentary	Red – Reject Amber – Defer Green – Accept
Revenue forecasts		Nominal revenue forecast (if relevant – risk adjustment/inflation/growth assumptions)	Red/Amber/Green
Ramp-up assumptions		Ramp-up assumptions, including dependency on development	Red/Amber/Green
Operating surplus		Operating surplus (by year and total over reasonable timeframe)	Red/Amber/Green

INDEPENDENT TECHNICAL EVALUATION

Scheme Name:
Date Completed:
Completed By:

South East Local
Enterprise
Partnership
Business Case
Review Pro-Forma:
Commercial Case

Category/Topic	Value/Source	Commentary	Red – Reject Amber – Defer Green – Accept
		Rating for overall uncertainty:	High/Medium/Low
Contracting strategy		Contracting strategy defined and justified (eg traditional, D&B, ECI)	Red/Amber/Green
Procurement strategy		Procurement strategy defined, justified and with realistic programme, consistent with build/spend programmes	Red/Amber/Green
Market maturity		Is there a developed market for the proposed procurement approach	Red/Amber/Green
Procurement experience		Promoter (and its advisor) experience of the proposed approach including lessons learnt	Red/Amber/Green
Risk allocation		Allocation of risks set out and sensible (plus consistent with cost estimate)	Red/Amber/Green
Consistency with other cases		Particularly – planning consent, demand/revenue, integration	Red/Amber/Green

INDEPENDENT TECHNICAL EVALUATION

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Completed By:

South East Local Enterprise Partnership Business Case Review Pro-Forma: Management Case

Category/Topic	Value/Source	Commentary	Red – Reject Amber – Defer Green – Accept
Management Case		Rating for overall uncertainty:	High/Medium/Low
Project sponsor		Project sponsor identified	Red/Amber/Green
Wider governance		Who is in charge (eg project board) and is membership appropriate	Red/Amber/Green
Approval procedures		Defined reporting and approval processes	Red/Amber/Green
Stakeholder engagement		Stakeholder management/engagement and general communication processes defined	Red/Amber/Green
Risk management strategy		Risk management strategy defined, appropriate, active	Red/Amber/Green
Availability and suitability of resources		Are the resources available (internal/external) sufficient (quantity and skills)	Red/Amber/Green
Work programme		Programme defined and realistic/achievable	Red/Amber/Green
Project/programme management		Key risks/dependencies/critical path identified	Red/Amber/Green
Monitoring and evaluation		Monitoring and evaluation strategy defined and appropriate (how the exercise will be conducted)	Red/Amber/Green
Benefits realisation		Process for developing Benefits Realisation Plan (the schedule of 'targets' to be achieved) established/consistent with strategic/economic case	Red/Amber/Green