

GFirst LEP Assurance Framework

Annex J

TRANSPORT SCHEMES BUSINESS CASE GUIDANCE February 2017

1. Purpose

1.1 Background

The GFirst Local Economic Partnership (LEP) Assurance Framework outlines the process by which decisions regarding the distribution of Growth Deal funding for major schemes and projects are made. As an appendix to the LEP Assurance Framework this document provides detailed guidelines for the development of scheme Business Cases for Growth Fund transport schemes.

It is essential that prioritised schemes follow a clear, transparent and robust process which establishes the following in an appropriate level of detail:

- **Contribution to important policy objectives** – in particular economic growth.
- **Value for money** – with the benefits significantly exceeding the costs.
- **Affordability** – within a relatively modest government allocation.
- **Deliverability** – getting the scheme on the ground (and therefore delivering benefits) as soon as possible.

There are a number of very good reasons why a robust business case process is necessary:

- To ensure that the right schemes are identified to solve actual problems.
- To provide a consistent and transparent framework for decision making.
- To understand the impacts of schemes (including those that may not have been anticipated).
- To provide a clear and transparent “audit trail” of assessment work and decision making.
- To reduce the potential for legal challenge as a result of a clear process not being followed.

The DfT document, *The Transport Business Cases*¹, sets out three business case stages:

1. **Strategic Outline Case (SOC)** – Undertaken in order to state the case and need for change and outline the range of options for addressing the identified problem.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/85930/dft-transport-business-case.pdf

2. **Outline Business Case (OBC)** – Identification of a preferred scheme and detailed work on assessing the costs, benefits and deliverability of the most favourable scheme options.
3. **Full Business Case (FBC)** – Confirmation of the scheme value for money following early contractor involvement.

The full transport scheme business cases are generally published on the promoter's website following the Investment Panel meeting before the forthcoming Board meeting. The only exception to this relates to material of a confidential or commercially sensitive nature.

Opinions expressed by the public and stakeholders will be made available to the LEP Board when decisions are being taken through the information provided within the transport business cases and through a summary of correspondence received by the LEP up to a week before the relevant LEP Board meeting date.

1.2 Proportionate Appraisal

The DfT guidance is designed to apply to very large transport schemes funded directly by the DfT, hence the need for a three stage appraisal process. For GFirst LEP Growth Deal funded schemes it has been determined that the content of the proposal stage (referred to as the '*Growth Deal Business Case Proposal Submission*') are sufficient to negate the need for a separate SOC submission and approval stage.

To ensure that GFirst LEP Business Case requirements are proportionate to the scale of each scheme it has also been determined that schemes identified as 'Minor' will be fast tracked to the Final Business Case stage and will therefore not have to complete a separate OBC. The below indicates the criteria that will be used to determine minor schemes:

- Schemes of less than £5m in total value
- Schemes which are considered non-contentious, as determined by the Programme Management Group
- Schemes which have existing procurement arrangements in place (such as a term contractor)
- Schemes which represent 'business as usual' for the scheme promoter
- Schemes considered low risk, as determined by the LEP

The final decision on which schemes are to be considered 'minor' lies with the Programme Management Group. Whether a scheme can be classified as 'minor' will be determined ahead of the commencement of the business case process as part of the agreement of an Appraisal Specification Report (ASR) for the scheme, which will

also be utilised to agree the level of appraisal appropriate to the scheme. The requirements of the ASR are discussed in Section 4 of this report.

The requirements of the OBC and FBC stages are outlined in Sections 5 and 6 of this report. In order for any scheme to receive funding from the GFirst LEP, the promoter must provide robust evidence to demonstrate that the requirements of the business case process have been met. One of the main purposes of this guidance is to outline how that technical evidence should be assembled, so that approval to deliver schemes can be obtained as efficiently as possible.

1.3 Status of this Guidance

This guidance is a “working document” and will be updated periodically as required; for example due to changes to government guidance and technical refinements. Scheme promoters are welcome to discuss the proportionality of the guidance in relation to their scheme with the GFirst LEP and its technical advisors. However, the underlying principles and requirements of the Transport Scheme Business Case process are not likely to change, unless the government substantially revises its own guidance.

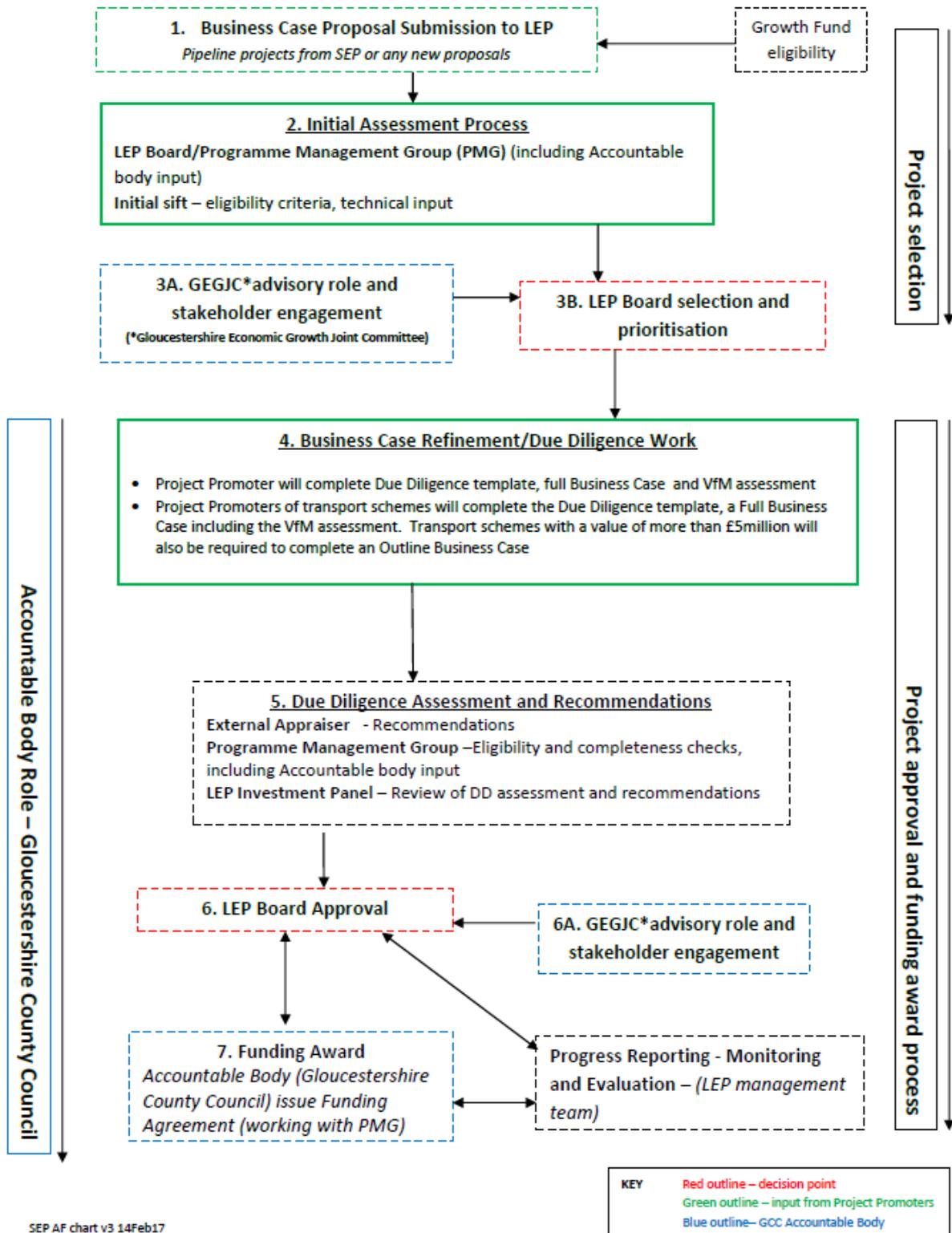
This document does not aim to repeat at length the guidance produced by the government. Instead it proposes to summarise the overall process and, where necessary, “sign post” scheme promoters to the key guidance documents that they will need to follow in order to produce robust business cases. A glossary of useful guidance documents is provided in Section 7.

2. Summary of the Business Case Process

2.1 Summary of the Process

It is important that promoters fully understand the overall process to be followed, between prioritisation of schemes and the start of construction. Please see the Gfirst LEP Assurance Framework Annex D which provides a summary of the approval and business case processes that promoters will need to follow.

The precise requirements for each of the business case stages will vary by the size and type of scheme – and more details are provided in sections 4 to 6 below.



3. The Five Cases Model

3.1 Introduction

Within each of the business case stages, there is a common structure based around the “five cases model” which has been developed by HM Treasury for use on public sector business cases as summarised in Table 1.

Table 1 – Summary of Five Cases Model

Case	Overall Purpose	Summary of Requirements
Strategic	Explains why the scheme is needed.	To demonstrate the case for change based on a clear rationale for making the investment; and strategic fit, how the scheme will address existing problems and further the aims / objectives of the promoter and its customers.
Economic	Establishes value for money.	The economic, environmental, social / distributional and public accounts impacts of a scheme are all examined, using qualitative and quantitative (monetised) information. In assessing value for money, all of these impacts are consolidated to determine the extent to which a proposal’s benefits outweigh its costs.
Financial	Assesses affordability and financial sustainability.	Concentrates on the affordability of the scheme, its funding arrangements and technical accounting issues. It presents the financial profile of the different options and the impact of the proposed investment on the accounts of the organisation which will become responsible for future maintenance of the asset created by the scheme.
Commercial	Outlines procurement and construction strategy.	Clearly sets out the financial implications of the proposed procurement strategy, focussing on evidence on risk allocation and transfer, contract timescales and implementation timescale as well as details of the capability and skills of the team delivering the project.
Management	Assesses timescales, governance and risks.	Outlines the project planning, governance structure, risk management, communications and stakeholder management, benefits realisation and assurance (for example a Gateway Review to ensure that the scheme is still likely to deliver value for money). There should be a clear and agreed understanding of what needs to be done, why, when and how, with measures in place to identify and manage any risks.

Source: Adapted from HM Treasury Guidance

This summary applies to all types of investment and the precise requirements will need to be tailored to individual transport schemes. More detail about the specific requirements against each of these cases will be outlined in this guidance and the relevant government documents.

4. Appraisal Specification Report

To ensure a proportionate and appropriate appraisal of each scheme, promoters are required to produce an Appraisal Specification Report (ASR) outlining the proposed methodology and scope of appraisal and modelling work to be undertaken as part of their business case. A pro-forma has been produced to be filled in by scheme promoters. This covers the key questions required to determine a proportionate level of appraisal at each business case stage. The ASR should be submitted to the LEP Technical Advisors ahead of commencing a stage of appraisal work to agree the appraisal and modelling work to be undertaken ahead of submission of the OBC or FBC.

The LEP does not want promoters to undertake appraisal work for the sake of it, and therefore wishes to use the ASR as a means of establishing an approach which is **proportionate** to the scale and costs of the scheme, as well as the likely scheme benefits and dis-benefits. The ASR document will provide the starting point for discussions between the scheme promoter and LEP Technical Advisors regarding the most appropriate appraisal approach for each scheme.

The key principles of the LEP proportionate approach are:

- Less expensive and technically straight forward schemes should generally have less need for detailed appraisal.
- Unless there are exceptional circumstances a quantified economic appraisal using an appropriate transport modelling package will generally be expected, but existing models can be used. A GCC/HA modelling suite is available for use in modelling project impacts. Scheme promoters should seek early engagement with GCC/HA to understand the capabilities of this package and to arrange access to the modelling suite.
- Scheme promoters will be expected to appraise and identify potential mitigation measures for any significant negative impacts, especially those that relate to the environment (as identified by Statutory Environmental Bodies and local organisations) or particular social groups.
- If the promoter can demonstrate that there is likely to be a neutral impact on any specific sub-objective, then the LEP Technical Advisors may agree that no appraisal of that sub-objective is required or that a qualitative assessment will suffice.
- It is in the promoter's interest to appraise as many of the benefits of their scheme as possible, as this will boost the value for money case (discussed further in Section 6.3) and potentially make LEP Board approval more likely.

5. Outline Business Case (OBC)

5.1 Purpose

An OBC is a Growth Fund requirement for transport schemes which do not meet the criteria of a 'Minor Scheme'. The overall purpose of the Outline Business Case (OBC) is to provide a detailed economic and financial appraisal of the preferred scheme option and any credible alternatives. This appraisal should also inform an assessment of scheme deliverability, in particular focusing on the management and commercial cases.

5.2 Format

The OBC needs to be proportionate to the size and complexity of the scheme being considered. The document should be structured around the five cases, as outlined below.

5.3 Information Required for OBC

The below bullet points outline the key questions that the OBC should seek to answer within each of the five cases. The exact scope of the OBC – in particular the economic appraisal - will be discussed and agreed with promoters on a scheme by scheme basis as part of the ASR.

Strategic Case

Key questions to address include:

- What are the key elements of the scheme?
- What changes have been made to the scheme since that described in the Growth Deal Business Case Proposal submission?
- How does the currently proposed scheme deliver the aims and objectives of:
 - The promoter?
 - The asset owner / operator (if different to the promoter)?
 - The GCC Local Transport Plan?
 - The GFirst LEP Strategic Economic Plan?
- What are the problems the scheme will address?
- What evidence of these problems actually exists and how does the scheme tackle them?
- What would be the impacts if the scheme was not progressed?
- What are the specific, measurable, achievable, realistic, time-bound (SMART) objectives for the scheme to solve the problems identified?
- What would constitute a successful scheme, and in particular which groups of people are the key beneficiaries?
- Are there any factors (e.g. interdependencies with other transport schemes or land use developments) upon which the scheme depends to be successful?

- What scheme options have been considered and how has preferred option been identified?
- What approach has been taken to modelling the economic and financial impacts of the scheme?
 - It is anticipated that this will follow the guidance provided in WebTAG Unit 3.1:
<http://www.dft.gov.uk/webtag/documents/expert/unit3.1.php>
 - Where an alternative approach is used this should be agreed as part of an Appraisal Specification Report and specifically outlined and justified here.
 - Scheme appraisal will need to be based on a credible forecast of future travel demand, with the DfT's National Trip End Model (NTEM) being the starting point for Central Case assessments.
<https://www.gov.uk/government/organisations/department-for-transport/series/tempo>
 - Other sources of forecasts can be used in determining suitable sensitivity tests to test higher or lower growth assumptions if required.

Economic Case

The Economic Case for the preferred option, and any credible alternatives, must be presented in the form of an Appraisal Summary Table (AST) - see WebTAG Unit 3.2:

http://www.dft.gov.uk/webtag/documents/expert/pdf/u3_2-appraisal-120726.pdf

and Units 3.3 to 3.8:

<http://www.dft.gov.uk/webtag/documents/index.php>

The AST table should cover the appraisal areas agreed as part of the ASR. Table 2 outlines the key questions that should be given consideration within the AST table.

A summary of the appraisal findings should be presented within the AST table, with appendices provided as required outlining the methodologies adopted and any more detailed findings within each of the appraisal areas.

Table 2: AST Table Suggested Contents

Theme	Requirement
Economy	<ul style="list-style-type: none"> • What are the specific journey time saving benefits that accrue to different business user groups – such as car drivers, car passengers and public transport users / operators? • What is the material impact on day to day journey time reliability for business users and public transport operators? • Is there a positive impact on access to key Regeneration areas – for example by tackling congestion and improving sustainable transport provision? • Are there wider economic impacts that the scheme could positively deliver or at least influence? For example: <ul style="list-style-type: none"> ○ Reducing costs of travel to businesses, and hence improving market competitiveness. ○ Opening up new markets that were previously unviable because of transport barriers. ○ Reducing or removing barriers to inward investment in an area. ○ Opening up specific parcels of land for development. ○ Widening access to labour markets. ○ Keeping people in education and training. ○ Enabling companies to do business with each other in the same locality. ○ Providing sustainable transport links to new housing sites.
Environment	<ul style="list-style-type: none"> • What is the change in the prevalence of noise at key receptor sites; and what mitigation measures are necessary to deal with any significant noise increases (and the possibility of Part 1 Claims)? • What is the change in local air quality as a result of the scheme; in particular within any designated Air Quality Management Areas? • What are the changes in greenhouse gas emissions from surface transport through changes in overall traffic levels and the promotion of public transport, walking and cycling? • What are the visual impacts of the scheme on the landscape – in particular the setting of natural features and areas of particular value? What are the mitigation measures that will minimise any impacts? • What are the visual impacts of the scheme on the townscape – in particular the setting of historic buildings or other features within the urban area such as parks and trees? What are the mitigation measures that will minimise any impacts? • What are the impacts on areas which are used by protected species of flora and fauna, and are there impacts on “corridors of movement” for these species? What are the mitigation measures that will minimise any

	<p>impacts?</p> <ul style="list-style-type: none"> • Is there a risk that the scheme could result in flooding as a result of increased surface run-off into natural or man-made watercourses? What are the mitigation measures that will minimise any impacts? • Is there a risk that the scheme could result in surface water contamination from run-off into natural or man-made watercourses? What are the mitigation measures that will minimise any impacts?
Social	<ul style="list-style-type: none"> • What are the specific journey time saving benefits that accrue to different social – such as commuters, shoppers and students – and by different transport modes? • What is the material impact on day to day journey time reliability for commuters, shoppers and students? • What are the opportunities that the scheme provides for increased levels of physical activity – specifically walking and cycling? • How does the scheme improve the quality of journey for car drivers, car passengers, public transport users, pedestrians and cyclists? • How does the scheme change the predicted levels of accidents? • What potential benefits to personal safety and security does the scheme provide? • What is the level of change in terms of access to key services – such as employment, shopping and education – as measured by public transport, walking and cycling journey times? • What is the impact on affordability of transport? • What are the key issues of severance addressed by the scheme? • Does the scheme provide a facility that non-users would be nevertheless be willing to pay for as an option? • Will the scheme have any disproportionate impacts on the following equality impact groups (race, ethnicity, colour, nationality, sex or marital status, disability, age, religion, sexual orientation, other).
Public Accounts	<ul style="list-style-type: none"> • What are the capital and revenue costs associated with constructing, operating and maintaining the scheme? What is the impact on tax revenues (in particular fuel duty) as a result of changes to travel demand?

The monetised benefits and costs of the preferred option, and any credible alternatives should be presented in the form of a Transport Economic Efficiency Table (TEE). The overall scheme option Benefit to Cost Ratio (BCR) should also be presented within this table. TEE benefits should be calculated using the DfT TUBA software or a spreadsheet adopting equivalent principles and DfT approved values, if agreed at the ASR stage.

WebTAG Unit A1-1 outlines the required process for cost benefit analysis:

<https://www.gov.uk/government/publications/webtag-tag-unit-a1-1-cost-benefit-analysis-november-2014>

A TEE table template can be downloaded from the below link:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/479053/tag-worksheet-tee-table.xls

Transport model files, TUBA input and output files and/or economic spreadsheets should all be presented to the LEP for review alongside the business case submission to ensure that the WebTAG approach has been correctly applied.

Financial Case

The following key questions should be addressed as part of the financial case:

- What are the latest financial costs of the scheme?
 - This should outline the updated scheme capital costs and any ongoing maintenance or operational (whole life) costs. These should be presented in current prices.
- What are the non LEP contributions to the scheme and what is the status of these contributions (i.e. is the scheme fully funded)?

Commercial Case

The following key questions should be addressed as part of the commercial case:

- What income is predicted to be generated by the scheme?
 - Any income generated should also be reflected in the economic and financial appraisal where appropriate.
- If income is generated is this sufficient to ensure the long-term viability of the scheme?
- What is the proposed procurement strategy?
 - How will this ensure the correct balance of risk is allocated between the scheme sponsor and contractor?

Management Case

- What are the latest plans for design and construction methods?
 - An update should be provided on any changes in the above since those outlined in the Growth Deal Business case proposal.
- What legal powers are required to deliver the project and how/when will these be obtained?
- What are the planned public and stakeholder consultation activities?
 - Promoters are required to indicate their plans for public and stakeholder engagement on their preferred option scheme design and appraisal. Engagement should be undertaken at the FBC stage (see page ?).
- What are the key project risks and how will these be mitigated?
 - This should include a Quantified Risk Assessment (QRA) and a Risk Register indicating how project risks will be mitigated.
- What are the project governance arrangements?
 - This should include a project governance structure with named individuals allocated to roles.
- What is the project programme?
 - A detailed project programme should be provided based upon information from the scheme design and appraisal and should be provided in GANTT chart format.

6. Full Business Case

6.1 Purpose

The overall purpose of the Full Business Case (FBC) is to provide confirmation of the value for money and deliverability of the scheme following:

- Completion of suitably detailed feasibility design to accurately confirm scheme costs and risks.
- Obtaining of all the necessary statutory orders.
- Early contractor involvement to confirm scheme costs.

6.2 Format

The FBC should be structured in the same way as the OBC, using the headings of the five cases (see chapter 7 above).

6.3 Information Required for FBC

It is expected that the Full Business Case will fulfil all of the requirements of the previous Outline Business Case stage.

For major schemes where a separate OBC stage is required, the scheme promoter should reiterate the case presented in the OBC, updating where appropriate to reflect changes to the scheme since submission of the OBC. Table 3 outlines the FBC requirements for different scheme classifications, specific issues are also discussed below.

Table 3: Additional FBC Requirements on top of those required at OBC stage.

Case	Requirements	
	Minor Schemes	Major Schemes
Strategic Case	See OBC Guidance for requirements	Update findings from OBC to reflect any changes to designs – updates required to be agreed with Programme Management Group
Economic Case	See OBC Guidance for requirements	Update findings from OBC to reflect any changes to designs or scheme costs – updates required to be agreed with Programme Management Group. A Value for Money Statement should also be produced, see below guidance.
Financial Case	See OBC Guidance for requirements	Update findings from OBC to reflect any changes to scheme costs – updates required to be agreed with Programme Management Group
Management Case	See OBC Guidance for requirements, plus those listed below	Update to reflect findings from early contractor involvement and consultation activities. A Monitoring and Evaluation Plan and Benefit Realisation Strategy should also be produced at this stage, see comments below.
Commercial Case	See OBC Guidance for requirements, plus those listed below	Update to reflect any commercial issues resulting from contractor procurement.

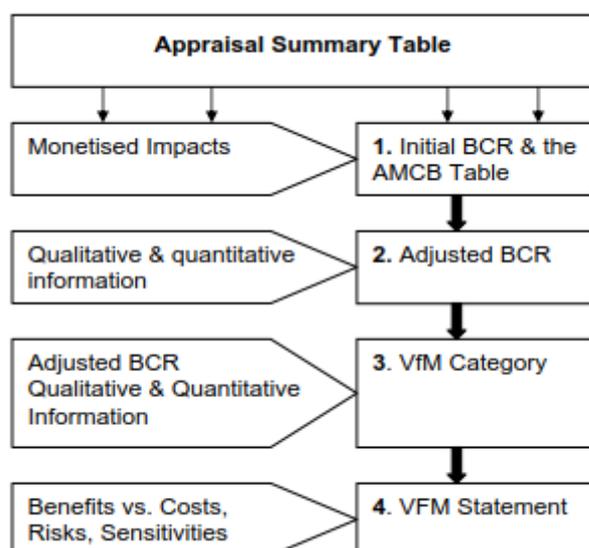
Value for Money Statement

At the FBC stage as part of the Economic Case a Value for Money (VfM) Statement should be produced. This should summarise all of the key economic benefits and costs of the scheme, allowing decision makers to determine whether the scheme represents Value for Money.

DfT advice in relation to the production of a VfM statement can be found below:

<https://www.gov.uk/government/publications/value-for-money-advice-for-local-transport-decision-makers>

The below diagram indicates how information from the Appraisal Summary Table produced as part of the FBC Economic Case can be used in the production of a VfM Statement.



A key element of the VfM statement will be the initial Benefit to Cost Ratio (BCR) of the scheme. This value is derived from the monetised impacts of the scheme by dividing the Present Value of Costs (PVC) by the monetised Present Value of Benefits (PVB).

An initial Value for Money Category should be presented based upon the BCR value utilising the below categories:

BCR Value	VfM Category
<1.0	Poor
1.0 to 1.5	Low
1.5 to 2.0	Medium
2.0 to 4.0	High
>4.0	Very High

VfM scores

It was agreed that under normal circumstances all investments should demonstrate high value for money(vfm). However, the LEP Board recognises that there may be circumstances in which some investment may provide value for money for broader

reasons than the factors taken into account in the initial vfm scoring. For example the project may deliver broader strategic or economic growth outputs or outcomes.

A number of potential economic benefits of the scheme may not be monetised and therefore not included within the initial BCR, such as regeneration impacts, dependent development and landscape impacts. Where possible it may be appropriate to produce an 'adjusted' BCR to take account of these benefits of the scheme. The DfT Guidance in the production of a VfM statement, indicated overleaf, provides further guidance in the production of an adjusted BCR.

Where a monetary assessment is not feasible a qualitative impacts assessment should be presented utilising evidence provided as part of the Appraisal Summary Table to provide justification for the benefits indicated. The above processes can be utilised to justify a higher value for money category than that indicated in the initial BCR.

Public and Stakeholder Engagement

The LEP wishes to use public and stakeholder engagement to demonstrate the wider benefits to society of the proposed scheme. All scheme promoters will be required to undertake public and stakeholder engagement on their preferred option scheme design and appraisal.

Scheme promoters should give consideration to the likely impacts of their scheme and scale and nature of public interest in the proposals in determining the format of their public engagement activities. Consideration should also be given to whether the scheme may already have been publically consulted upon as part of a policy or strategy document, such as the Local Transport Plan, in determining their planned engagement activities to avoid duplication.

It will be necessary for promoters to ensure that the relevant transport asset owners / operators and the statutory environmental bodies have given their "in principle" approval.

The FBC document should describe the engagement activities undertaken, outline the results and set out (if necessary) how public or stakeholder feedback has been incorporated into the final scheme design and appraisal.

Monitoring and Evaluation

As part of the FBC submission scheme promoters must include an appropriate monitoring and evaluation plan indicating how the outturn scheme will be assessed against its stated objectives and planned outputs and outcomes. A pro-forma is available upon request which indicates the key areas that scheme promoters should consider in designing their monitoring and evaluation approach. Further guidance is available within the below document:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/9154/1a-major-schemes-monitoring-evaluation.pdf

6.4 Due Diligence Requirements

In addition to the Final Business Case submission and prior to final funding approval a formal due diligence checking process will be undertaken. These checks will apply to all Growth Deal funded projects, be they skills, transport or major schemes and will cover the five cases as outlined section 4 of this document. Annex G of the GFirst LEP Assurance Framework outlines the requirements of the due diligence checks and provides a template to be completed by scheme promoters to aid the Accountable Body in completing these checks. It is anticipated that the vast majority of the requirements of these checks will be covered in the FBC submission. To avoid duplication where possible scheme promoters should therefore propagate this table with links to the locations within their FBC submission where each of the due diligence requirements are covered. Where elements are not sufficiently covered within the FBC submission scheme promoters should provide additional detail as part of the Due Diligence submission, providing supporting evidence where relevant.

LEP Technical Advisors will review the evidence provided in the Due Diligence submission and referenced sections of the FBC in undertaking their checks and may come back to scheme promoters for clarification on any issues of uncertainty.

Once the Due Diligence checks have been completed and assuming a satisfactory resolution a formal legal Agreement will be drawn up between GCC and the scheme promoter, allowing funding to be issued.

7. Key Guidance Documents

7.1 Introduction

There are a number of guidance documents that scheme promoters will need to be aware of when producing their business cases. Whilst some of these documents will be referred to throughout this guidance, it is useful to briefly summarise the purpose and usage of each. The LEP will work with scheme promoters in order to ensure there is a proportionate approach to the business case work.

The Transport Business Case

- **Purpose:** Outlines how the DfT assesses the business case for its own proposals.
- **Usage:** Promoters will be expected to follow the principles of the guidance when producing their scheme business cases, with the Programme Management Group advising on proportionality (i.e. level of detail required for specific schemes). The document also provides further sources of advice and guidance, which scheme promoters should consider using as necessary.
- **More Information:** <https://www.gov.uk/government/publications/transport-business-case>

The Green Book

- **Purpose:** Detailed guidance from HM Treasury as to how all public sector bodies should appraise schemes before committing to invest.
- **Usage:** Promoters will be expected to follow the basic principles (in particular the five case model) and (where relevant to the scheme) the detailed guidance.
- **More Information:** <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

Value for Money Statement Information Note

- **Purpose:** Summarises how the DfT assesses and presents the economic case for transport schemes (including economic, environmental, social / distributional and public accounts impacts).
- **Usage:** Promoters will be required to produce value for money assessments and statements for their schemes, as part of the OBC and FBC stages. The information will be particularly important for the final approval of a scheme, following the successful completion of the business case refinement and due diligence work. Decision makers will be looking for schemes to represent 'high' value for money, although schemes with lower value for money will be considered in certain instances.
- **More information:** https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/267296/vfm-advice-local-decision-makers.pdf

Transport Analysis Guidance - WebTAG

- **Purpose:** Provides detailed guidance covering all the main areas of appraisal for transport schemes – in particular the positive and negative impacts on economic, environmental, social / distributional and public accounts objectives.
- **Usage:** Promoters will be expected to follow the relevant parts of WebTAG as agreed with the LEP, following production of an Appraisal Specification Report (ASR).
 - **More Information:** <https://www.gov.uk/guidance/transport-analysis-guidance-webtag>

Design Manual for Roads and Bridges (DMRB)

- **Purpose:** Provides detailed guidance covering appraisal and design of highway schemes.
- **Usage:** Promoters will be expected to follow the relevant advice when appraising and designing their schemes; in particular ensuring that they liaise with the relevant highway authority for specific advice and especially if there are likely to be departures from DMRB standards (which will need explicit approval).
 - **More Information:** <https://www.gov.uk/guidance/standards-for-highways-online-resources>

Governance for Railway Investment Projects (GRIP) – For Rail Projects Only

- **Purpose:** Network Rail's guidance for the planning, appraisal and delivery of projects on the rail network.
- **Usage:** Promoters of rail schemes will be expected to follow the GRIP process, and ensure they receive appropriate technical advice from Network Rail.
- **More Information:** <http://www.networkrail.co.uk/aspx/4171.aspx> (the detailed GRIP guidance is available from Network Rail on a CD).