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BUSINESS CASE PRO FORMA FOR MODERATE EXPENDITURE

PROJECT TITLE	SAILORTOWN / TITANIC QUARTER BRIDGE - IMPROVING CONNECTIVITY PROVISION WITH A FOCUS ON ACTIVE TRAVEL INFRASTRUCTURE AND ASSOCIATED PUBLIC REALM PROVISION.
SPONSORING DEPARTMENT	DFI
AGENCY / ALB / NDPB (IF APPLICABLE)	
SENIOR RESPONSIBLE OWNER	CATHY REYNOLDS, DIRECTOR OF CITY REGENERATION & DEVELOPMENT, BELFAST CITY COUNCIL
EST. CAPITAL COST (INCLUDING OB & INFLATION)	£300,000
EST. REVENUE COST (INCLUDING INFLATION)	N/A

	SIGNED	DATE
PROJECT MANAGER	CONOR MCCARTAN & CHRIS MCNANEY, REGENERATION PROJECT OFFICER, CITY REGENERATION & DEVELOPMENT, BELFAST CITY COUNCIL	[redacted] **29/11/2024** [redacted] **29/11/2024**
APPROVING OFFICER / GRADE	SEAN DOLAN, SENIOR DEVELOPMENT MANAGER, CITY REGENERATION & DEVELOPMENT, BELFAST CITY COUNCIL	[redacted] **29/11/2024**

PROPORTIONATE EFFORT, ADVICE & GUIDANCE

- The business case pro forma is based on HM Treasury Better Business Cases guidance and follows the Five Case Model for preparing business cases.
- This pro forma is designed for general projects with moderate expenditure. Other pro formas, for minor spend or more specific projects, as well as a Business Case template for major expenditure can be found here.

- If your expenditure decision exceeds £50M you must secure DoF approval to a Strategic Outline Case (SOC) before embarking on an OBC. In this case, DoFs Business Case template for major expenditure is likely to be more appropriate at OBC stage. You are advised to check whether your own Department has a lower internal delegated limit for SOC approval.
- Proportionate effort should be used throughout, commensurate with the level of expenditure and how complex, novel or contentious the proposal is. The level of detail provided should be based on the judgement of the appraiser.
- Text boxes can be expanded depending on the level of detail required.
- For detailed guidance on business cases and expenditure appraisal, consult the Better Business Case NI website or seek advice from relevant professionals within your department.
- It is important to note that workshops are likely to be required to develop the business case, as outlined in guidance. Under the standalone OBC guidance appraisers may wish to consider amalgamating workshops 1 and 2.
- The workshop reports should be saved and made available on request.

BACKGROUND TO THE PROJECT

1. Please summarise the background to the project, the purpose of the business case, and the expenditure for which approval is being sought.

Background
This project will deliver a much needed high quality active and sustainable travel corridor, enhanced public realm and amenity space for residents of the Greater Clarendon area, Titanic Quarter and the wider city. It will be delivered in alignment with key city strategies such as, the Belfast Agenda, A Bolder Vision, the Eastern Transport Plan and the Belfast Cycling Network. In February 2023, Belfast City Council, in partnership with Cork City Council was successful in securing funding under the Shared Island Local Authority Development Fund to develop collaborative cross-border investment projects aligned to the Shared Island Investment priorities of delivering a more prosperous, a more connected and a more sustainable island. When considered through the lens of the Shared Island Initiative the partnership identified multiple layers of future collaboration within their growth ambitions, and focused on identifying catalytic projects that would serve to accelerate the delivery of inclusive growth, connectivity and sustainability on a local and all island level. This project identification was carried out in collaboration with multiple stakeholders including Belfast City Council, Titanic Quarter Ltd, Belfast Harbour, Belfast Innovation District, Belfast Waterfront Taskforce, local communities, Cork Docklands Delivery Office, Cork City Council Economic Development Section, Cork City Council Climate Action Office, Cork City Council Strategic Planning Section and local politicians, and then brought together under the partnership for a Multi-Criteria Assessment aligned to the Programme for Government, the Belfast Agenda, and the National Development Plan's Shared Island Investment Priorities. Through a MCA process the short-listed projects for the respective cities were assessed under their ability to deliver on the priorities at a local, city-based level, and then paired with projects from the partner city and considered on their merits on an all-island basis. As well as identifying and prioritising a pipeline of docklands projects, this process identified the Sailortown / Titanic Quarter and the Water Street Bridge as the selected projects to take forward. Providing a new cross harbour cycle and walking swing bridge this connection would complete the Harbour Loop, a continuous connectivity loop from the Lagan Gateway to the uppermost point of the northern dockside providing a continuous active travel corridor along both sides of the Lagan. The project will improve connections between the Sailortown Community and the Queen's Island economic opportunities, restitching the original ship building facilities at Clarendon Dock with maritime facilities on the eastern quays. The proposed bridge will also provide enhanced connections between the North Belfast communities and the education, tourism, employment and innovation opportunities within Queens Island as well as providing a critical sustainable and active link between Yorkgate Train Station and the Queens Island. **Purpose / Expenditure** The Sailortown / Titanic Quarter Bridge is a prime opportunity to build on the desire for active and sustainable travel and to pave the way for the growing city centre residential

Background

population. By delivering people-focused infrastructure that will ensure the existing and incoming residents are well connected to the opportunities and amenities available throughout the waterfront and wider city.

In response to the deficiencies associated with the current provision this development will prove to be a ***multiple problem solver*** for this area of the city centre by:

1. Restitching communities back into the fabric of the city through the provision of a high-quality active travel corridor.
2. Improving connectivity between the city centre and surrounding communities by delivering quality active travel corridors and open space prioritising integrated walking, wheeling and cycling, whilst reducing car use.
3. Connecting our economic, education and leisure centres to enhance collaboration and participation.
4. Improving the city's tourism offering through the creation of a harbour loop.
5. Improving safety in the area by enhancing amenities, leisure activities and attracting greater footfall.
6. Enhancing physical, mental and social well-being in the city by embracing our river and animating our waterfront amenities.
7. Improving the natural environment and assisting in achieving net zero goals through reducing car use and encouraging active travel.

Belfast City Council and Belfast Harbour Commission will be engaging in a public procurement exercise to appoint an Integrated Consultant Team (ICT) to provide full professional services for RIBA Plan of Work 2013 Stages 0-2 to include project management, provision of architectural, quantity surveying, structural, services engineering, civil and structural services for delivery of the 'Sailortown / Titanic Quarter bridge' project focusing on a key new connectivity link between the City Centre, City Quays and Queens Island. This project seeks to provide enhanced active travel infrastructure, biodiversity and increased recreational / leisure provision between these three significant areas of employment and city centre living opportunities, all of which strategically aligns with the Belfast Agenda, A Bolder Vision, the Waterfront Taskforce, Eastern Transport Plan and the Belfast Cycling Network's ambitions for Belfast.

Belfast City Council, in partnership with Cork City Council, developed a feasibility study for the Sailortown / Titanic Quarter bridge proposal in September 2023 and helped shape the development of the options discussed throughout this business case. The feasibility study was produced and quality assured by a consultant team comprising of, 'Hawkins\Brown,' 'KPMG Future Analytics,' 'Urban Movement' and 'Cushman Wakefield,' and assessed highly with strong justification across the strands of the Regeneration Framework and identified as a development/proposal with significant catalytic potential.

STRATEGIC CASE

Please refer to Pages 17-26 of the HMT Better Business Cases Guidance for Projects when completing this section.

Ascertain the Strategic Fit and Agree the Strategic Context

Please provide details on:

2. The nature and work of the organisation within which this project is taking place if not central Government.
3. How the project links to existing policies / strategies including the Programme for Government, New Decade New Approach, the Climate Change Act and draft Carbon Budget requirements.
4. Any notable changes since SOC (if applicable).

Strategic Fit /Strategic Context
Draft Programme for Government 2024-2027 'Our Plan: Doing What Matters Most'. The draft Programme for Government identifies nine cross cutting priorities for action through to 2027 1. Grow a Globally Competitive and Sustainable Economy. 2. Deliver More Affordable Childcare. 3. Cut Health Waiting Times. 4. End Violence against Women and Girls. 5. Better Support for Children and Young People with Special Educational Needs. 6. Provide More Social, Affordable and Sustainable Housing. 7. Safer Communities. 8. Protecting Lough Neagh and the Environment. 9. Reform and Transformation of Public Services. 'The Sailortown / Titanic Quarter bridge' will deliver improved connectivity provision, active travel infrastructure which will support and contribute to several of the cross-cutting principle of the PfG including growing a globally competitive and sustainable economy, safer communities and protecting the environment. **DfC Building Inclusive Communities Strategy 2020-2025** This strategy sets out the Department's commitment to effective and efficient partnership-working to increase skills and capacity to deliver positive place-shaping that is inclusive, innovative, sustainable, and community-focused. 'Sailortown / Titanic Quarter bridge' weaves perfectly into the Sustainability & Inclusive Growth theme which has several linked priorities including: • Build and strengthen the resilience of our towns and cities by creating places where people want to live and work, to visit and invest. • Invest in regeneration, community assets and all parts of our housing economy, including making best use of public land for housing, maximising social value and adopting a people-centred approach to investment in our towns and cities. • Develop and support sustainability and Green Growth.

Strategic Fit /Strategic Context

Eastern Transport Plan (ETP) 2035

DfI are currently preparing a new transport plan which will set the framework for making transport policy and investment decisions up until 2035. The Eastern Transport Plan (ETP) 2035, previously known as the Belfast Metropolitan Transport Plan (BMTP), covers five council areas and will also support the preparation of the Local Development Plans for these councils.

The Vision of the ETP is to 'deliver an integrated and re-balanced transport network in favour of sustainable, efficient modes, which connects communities creating an accessible, inclusive, safe and prosperous economic region by delivering carbon reduction, improving air quality, enhancing the build and natural environment and facilitating healthy and sustainable travel choices over the unnecessary private car travel.'

The Plan sets out the following 7 key objectives:

1. Reduce travel distances by promoting safe, inclusive and connected neighbourhoods, supported by integrated planning.
2. Deliver a reduction in carbon emissions by increasing accessibility for all to jobs, services and recreation by sustainable travel modes.
3. Promote healthy and inclusive communities by developing safe sustainable travel modes that respect the local built and natural environment.
4. Reduce unnecessary use of the private car by implementing effective demand management measures.
5. Improve air quality and the environment by encouraging the use of sustainable travel modes and vehicles which utilise sustainable fuels.
6. Enhance the resilience and safety of the transport network to support the economy and meet the challenges of climate change.
7. Support the efficient, sustainable movement of goods and people and enhance connectivity to regional networks including access to airports and ports.

'The Sailortown / Titanic Quarter bridge' will directly support the delivery of improved connectivity provision, promoting sustainable transport hierarchy to help modal shift and delivering healthy and sustainable travel routes. Specifically, the bridge will support all of the ETP's key objectives above by acting as a gateway to directly connecting the communities of Sailortown to Titanic Quarter and the east of the city for the first time and in doing so fostering a culture of safe, sustainable active travel modes for generations.

Belfast Cycling Network 2021 & Delivery Plan 2022 – 31

Making Belfast an Active City: Belfast Cycling Network 2021' was published by the Minister for Infrastructure on 4th June 2021. The publication of the network fulfilled a commitment set out in 'Northern Ireland Changing Gear – a Bicycle Strategy for Northern Ireland' which was published in August 2015. The 'Belfast Cycling Network' document set out a blueprint for the development and operation of the cycling infrastructure in the city for the next ten years. 'Planning for the Future of Transport – Time for Change', which was published by the Department around the same time, places active travel and sustainable travel modes at the very heart of the Department's transport programme, in support of the Programme for Government draft Outcomes Framework. Accordingly, the 'Belfast Cycling Network'

committed the Department to reimagining and reshaping our spaces to make proper provision for cycling, to help build a better future that delivers more for our citizens, socially and economically, delivering cleaner, greener and healthier communities.

The purpose of the Delivery Plan was to identify the key schemes throughout the city, with a particular focus on those areas where there is currently little separated or traffic-free infrastructure. It also identifies those schemes that link pieces of isolated infrastructure into a more coherent network of routes. The Plan sets out strategic approaches to delivery and highlights those schemes that could be deliverable in the short term – the medium term – and the long term.

'The Sailortown / Titanic Quarter bridge' will be a critical link to supporting the ambitions of the Belfast Cycling Network and provide a direct route for residents and workers located in the Titanic Quarter and the east of the city (Route 2 – to the East) to link into existing active travel provision, such as the Connswater Greenway and emerging provision into the city centre and the north (Routes 8 (to the North), Route 9 (inner Ring) and 15 [Ulster University – Riverside Path] in the BCN delivery plan.

The Bridge will create a strategic active travel link between the recently expanded York Street station and Titanic Quarter station connecting North Belfast into East of the City.

Belfast City Council Corporate Plan

The Belfast Corporate Plan (BCP) presents a vision of a "reimagined and resurgent" Belfast. The BCP sets out five key outcomes for achieving this vision by 2035. Belfast will be a city:

- where everyone fulfils their potential.
- where everyone benefits from a thriving, prosperous economy.
- where everyone experiences good health and wellbeing.
- that is welcoming, safe, fair, and inclusive for all.
- that is vibrant, attractive, connected and environmentally sustainable.

The BCP outlines some of the major challenges that Belfast faces today, which includes Belfast having lower than the NI average life expectancy, 28% of children growing up in poverty and over 7,000 people in 'housing stress'.

Priorities for addressing these challenges include developing neighbourhood regeneration plans, continuing to build Belfast's community capacity and working with partners to maximise housing development opportunities.

The Belfast Agenda

The Belfast Agenda sets out to specify where the next years should lead in areas including economy, quality of life, city development including infrastructure, connectivity, cultural regeneration and city environment, education, the city's role in the wider region, and tourist attraction. The Agenda recognises the importance of high-quality places where communities can thrive; and the need to work in partnership to build an inclusive, sustainable, culturally vibrant, healthy and connected city which offers opportunities for all.

Directly, the Agenda goals of infrastructure and connectivity improvements, as well as cleaner air and emissions reduction – the Sailortown / Titaninc Quarter bridge proposal aligns seamlessly with these Agenda goals of infrastructure and connectivity improvements.

Strategic Fit /Strategic Context

The focus over the next four years is:

- Our people and communities - Making life better for all our residents.
- Our economy - Creating inclusive and sustainable growth, learning and opportunity.
- Our place - Creating a liveable and connected, vibrant and competitive city.
- Our environment - Creating a net-zero emissions and climate-resilient city.

The Belfast Agenda also establishes ambitions for 2035, including that the economy would support 46,000 additional jobs and Belfast being home to an additional 66,000 residents.

The 'Sailortown / Titanic Quarter bridge' proposal aligns with the overall aim of the Our Place theme of the Belfast Agenda, to 'create a liveable and connected, vibrant and competitive city.' It will also deliver on the strategic Intents of the Connectivity, Active and Sustainable Travel action plan within the Belfast Agenda to, 'support projects that encourage people to use forms of sustainable travel' and 'support behavioural change projects that replace car journeys with walking, wheeling and cycling.'

Belfast City Centre Regeneration and Investment Strategy 2015

BCCRIS has been developed to provide a framework for change as investment, tourism and public and private developments are transforming the city centre. The Strategy was developed in the context of the Belfast Agenda, which sets out the overriding priorities and is supported by eight policies to guide city centre decision-making:

- Increase the employment population.
- Increase the residential population.
- Manage the retail offer.
- Maximise the tourism opportunity.
- Create a regional learning and innovation centre.
- Create a green, walkable, cyclable centre.
- Connect to the city around.
- Shared space and social impact.

The Investment Strategy covers the period to 2030 and includes an implementation plan as its final chapter. The implementation plan advises the exploration of opportunities for public realm schemes and enhancing city streets, support for major schemes including the Transport Hub (Weavers Cross) and Belfast Rapid Transit, and a city transport and parking strategy.

The 'Sailortown / Titanic Quarter bridge' proposal aligns with the focus BCCRIS places on connectivity between communities and improving accessibility to the benefits of a regenerated, shared city centre – ultimately restitching the communities of Sailortown and City Quays back into Queens Island and the fabric of the city centre.

Strategic Fit /Strategic Context

A Bolder Vision

A Bolder Vision for Belfast envisions a future proofed, inclusive and transformed city centre by reducing the dominance of car use, improving air quality, making the centre more accessible, reducing severance and improving connectivity.

Belfast has developed a shared approach to creating a more attractive, accessible, safe and vibrant city. Developed jointly with the NI Department for Communities (DfC) and the NI Department for Infrastructure (DfI), it reflects that the changes that need to happen to ensure economic and environmental resilience are embedded within the liveability and mobility landscape of Belfast.

The Bolder Vision has identified four 'Key Moves' where partners need to intervene to transform critical parts of the city to create a green, people focused, connected city centre:

- Create a Civic Spine - establish a clearly defined and recognisable north-south civic route to provide safe and accessible movement through the city centre, including car-free streets.
- Reimagine the Inner Ring Road and End Car Dominance - transform the 'inner ring' to reduce physical severance for surrounding communities and become a sustainable mobility corridor.
- Promote City Centre Living - encourage city centre living by providing greater quality, choice, and affordability of accommodation. Establish a city-wide network of people friendly routes and city parks.
- Embrace the River Lagan and Waterfront - enhance existing, and create new, riverside attractions to encourage better use of the river Lagan. Strengthen connections between the river and the city centre. A "Bolder Vision" has been drawn up for Belfast and it identifies "Embracing the River Lagan and the Waterfront" as one of four strategic key pillars. A "Bolder Vision" will ensure the urban sections of the River Lagan and Belfast's Waterfront do not turn out to be mediocre results of a fragmented urban transformation.

The 'Sailortown / Titanic Quarter bridge' proposal aims to deliver across all the key moves of A Bolder Vision. Specifically, it will directly deliver on the Key Move to Embrace the Waterfront, through drastically improving connectivity between the east and west sides of the river Lagan, sustainably connecting the Belfast Waterfront area together and connecting Titanic Quarter and Queens Island directly into City Quays and the city centre. In addition to this, the regeneration of the area will enhance the waterside area and attract a higher footfall to the area.

It will also directly deliver on the key move to promote City Centre Living, by delivering the enabling infrastructure to bridge the viability gap on key city centre living sites to serve as a catalyst for Housing Led Regeneration Projects that will deliver c1,000 new city centre homes. And improve safety in the area by enhancing amenity and attracting greater footfall, enhancing the area for the FDI delivered within the area to date to ensure longer-term investment in the future.

Belfast Resilience Strategy

This is the city's first climate plan and was published in 2020. It provides a framework to safeguard Belfast against situations that could threaten its safety and stability over the

coming years and provides joined-up mechanisms to recover quickly when disasters occur. Three key areas of focus are:

- Children and young people – giving our youth an active urban childhood, focused on wellbeing;
- Climate resilience – building a low carbon economy, adapting to and mitigating climate change across the city;
- Connectivity – creating connections and connecting people, sustainable transport and infrastructure in ways that achieve our economic, social and environmental goals.

Future City Programme

Belfast City Council's Future City Centre Programme seeks to address challenges facing the city centre including the emerging retail, tourism and hospitality landscape and the need to reimagine and diversify to future-proof the city centre including the diversification of land, promoting mixed uses, open and green spaces, and community infrastructure.

Key strands of the Future City Centre Programme include:

- physical regeneration and environmental improvements
- city centre vitality
- addressing vacancies
- positioning the city to compete
- business support and digital innovation
- policy.

The 'Sailortown / Titanic Quarter bridge' proposal will positively impact on the physical regeneration and environmental improvements strand particularly as well as contributing to the city centre vitality strand.

Embracing the Belfast Waterfront (Established in response to Bolder Vision**)**

The Waterfront Taskforce has been established to develop a strategic framework which focuses on enabling a promenade along the waterfront on both sides of the water and across the water, that encourages usage by residents and visitors alike, engendering vibrancy and vitality. The recommendations that have been brought forward were developed and co-designed with City Partners from the business, community and voluntary and local government sectors including Maritime Belfast Trust, Belfast City Council, Belfast Harbour, Titanic Quarter Limited, Department for Communities, Department for Infrastructure, Department for Economy, Department for Agriculture, Environment and Rural Affairs, Tourism NI and Innovation Belfast.

The Waterfront project is an important opportunity to encourage new development on the waterfront. The promenade will create a high-quality environment for new residential and commercial development and will serve as a major visitor gateway connecting world class tourist attractions and heritage assets.

The emerging priority projects identified through the Waterfront Taskforce are:

Strategic Fit /Strategic Context

1. **Safeguarding Hickson's Point –** This project will embrace this prominent point for civic use such as a building of national importance or an iconic public space. Potential public realm improvements include stepped access to the water's edge, gathering spaces, and ground level activation.

2. **Sailortown to Titanic Quarter Bridge (Harbour Loop)** – Providing a new cross harbour cycle and walking swing bridge this connection would complete the Harbour Loop, a continuous connectivity loop from the Lagan Gateway to the uppermost point of the northern dockside providing a continuous active travel corridor along both sides of the Lagan. The Project will improve connections between the Sailortown Community and the Queen's Island economic opportunities, restitching the original ship building facilities at Clarendon Dock with maritime facilities on the eastern quays.

   The proposed bridge will also provide enhanced connections between the North Belfast communities and the education, tourism, employment and innovation opportunities within Queens Island as well as providing a critical sustainable and active link between Yorkgate Train Station and the Queens Island.

3. **Thompson & Alexandra Docks** – This project would enhance harbour heritage, improve the marine ecosystem, and strengthen connectivity and wayfinding to establish the Harbour's northern docks as a compelling tourist attraction and cultural destination.

4. **City Centre/City Quays/Queens Island Gateway Scheme** – this project would provide a key connectivity link between the opportunities of the City Centre, City Quays and Queens Island. It would provide enhanced active travel provision, biodiversity and increased leisure facilities between these three significant areas of employment and city centre living opportunities.

5. **Kickstart the Waterfront Vision** – Introducing meanwhile uses along the Maritime Mile to draw footfall and animation along the waterfront, including water-based activities and marine ecological enrichment.

The 'Sailortown / Titanic Quarter bridge' proposal will implement the multiple problem solvers identified above by bringing forward significant improvements in connectivity provision through the creation of a new key route for the city, connecting City Quays and Sailortown to Titanic Quarter and Queens Island. This improvement will make it easier and safer to transition and navigate the distinct area of the waterfront more seamlessly than currently possible. The project will create a high-quality environment for existing communities, university students, new residential and commercial development, and will serve as a major visitor gateway.

Each of the priority areas above share similar issues. The 'Sailortown / Titanic Quarter bridge' proposal will directly deliver priority 2, but the delivery and implementation of the proposed development will have cross cutting benefits that complement and future proof elements of the other four priorities, through the creation of safe and attractive infrastructure for active travel and exercise, improved connectivity and easier access to jobs and services.

Strategic Fit /Strategic Context

Belfast Region City Deal

A once in a lifetime package of strategic regional investments, the City Deal is designed to foster: “Inclusive economic growth that delivers more and better jobs, a positive impact on the most deprived communities and a balanced spread of benefits across the region”.

Partners include Belfast City Council, five partner councils, the two local universities and four of the region’s further education colleges. Together they are investing in digital innovation, tourism and regeneration, infrastructure and employability and skills.

A network of Regional Innovation Hubs will ensure diffusion of innovation and skills throughout the region and further build on regional strengths in key sectors such as advanced manufacturing. This will include a new Innovation District within Belfast spanning between Queens Island the northern side of the city Centre. The innovation district will cluster global centres of excellence alongside existing 3rd level education, innovation centres and FDI to maximise the investment.

One of the City Deal projects that aligns to the objectives of ‘Sailortown / Titanic Quarter bridge is the pedestrian / cycle bridge over the river Lagan that will connect south and east Belfast to the city centre. The iconic structure will provide an attractive commuter and leisure linkage and offer workers and visitors a quicker route between the city centre and Ormeau Park, one of the biggest parks in greater Belfast – all while encouraging a shift to sustainable transport modes while promoting an active lifestyle, improving the wellbeing of those in the region and enhancing social inclusion.

Aligned to this investment, there are ambitions to develop a pedestrian bridge from Sailortown to Queens Island which connects the emerging development area at Queen’s Island with the isolated residential neighbourhood of Sailortown to the west of the river Lagan. The bridge creates a direct active travel connection that links Yorkgate Station and north Belfast to the economic and social benefits of Queens Island.

This project aims to overcome physical and perceptual barriers, knitting together old and new communities with a view to sharing the benefits of regeneration including sustainability, improved connectivity and supporting economic growth.

Climate Change Act Northern Ireland 2022 (DAERA)

The Climate Change Act (Northern Ireland) 2022 (Act) sets a target of an at least 100% reduction in net zero greenhouse gas (GHG) emissions by 2050 (i.e., net zero emissions by 2050) for Northern Ireland compared to baseline, along with interim targets including an at least 48% reduction in net emissions by 2030. DAERA must also, by June 2024, review and potentially set updated 2030 and 2040 interim emissions reduction targets to ensure that they are in line with the 2050 net zero target.

The Act also sets other sectoral targets including 2030 targets at least 80% of electricity consumption from renewable sources (DfE) and 70% of waste is recycled (DAERA) as well as a target for a minimum spend of 10% of overall transport budgets on active travel (DfI).

There is a legal requirement on all Northern Ireland departments to exercise their functions, as far as is possible to do so, in a manner consistent with the achievement of the targets of the Act and carbon budgets set under it.

Strategic Fit /Strategic Context

A Net-Zero Carbon Roadmap for Belfast

Belfast signed its climate emergency declaration in October of 2019, and produced a resilience strategy and a net-zero roadmap is designed to feed into Belfast's deliberations on its target date for net-zero, and to inform how it can work towards an ambitious target in the coming years.

In June 2019, the UK Government passed legislation with a commitment to reach net-zero emissions by 2050. The Northern Ireland Assembly declared a climate emergency in February of 2020. At the local level, 2019 saw a wave of local climate emergency declarations, with many local authorities setting their own, usually more ambitious targets to reach net-zero emissions. By February 2020, 68% of UK district, county, unitary and metropolitan councils including 3 authorities in Northern Ireland had declared a climate emergency. The net zero roadmap shows how Belfast could apply some guiding principles for a green recovery – to go faster, to build better, to think bigger, to be bolder - to radically reduce its carbon footprint whilst also becoming a better place, with cleaner air, improved public health, reduced poverty and inequality, increased employment and enhanced prosperity.

The scale of the challenge to reach net zero ambitions is vast for all cities and will require new ways of working and new technology to achieve, including a new way of travelling without causing damage to the environment and the need to connect people to places in active, accessible, and sustainable ways in the long-term.

The 'Sailortown / Titanic Quarter bridge' proposal will be progressed in line with Belfast's ambition to meet net zero targets through the project life cycle – from concept design to delivery onsite. There is no one element of this development that may help to contribute to the net zero ambitions, rather a collective approach by all stakeholders to the afford the flexibility and creativity across multiple aspects of the project life cycle including the design process, the procurement process, and the construction phase.

Belfast Walking and Cycling Index 2023

The Walking and Cycling Index (formerly Bike Life) is the biggest assessment of walking, wheeling and cycling in urban areas in the UK and Ireland. It is delivered by Sustrans in collaboration with 23 cities and urban areas. Each city reports on the progress made towards making walking, wheeling and cycling more attractive, everyday ways to travel.

Enabling more people to walk, wheel, or cycle for shorter journeys is the most cost-effective way of reducing transport emissions and improving air quality; whilst also contributing to making our towns and cities better places to live, work and socialise as well as improving our general health and wellbeing.

Despite the well-publicised benefits of active travel, some of the headlines arising from the 2023 report raise cause for concern since the 2021 iteration;

- Participation in walking, wheeling and cycling on a regular basis has decreased since 2021.
- Walking Wheeling and Cycling participation is not equal.
- Not all residents feel safe and welcome in their neighbourhood.

Strategic Fit /Strategic Context
The 'Sailortown / Titanic Quarter bridge' proposal will incorporate sustainable active travel practices into design and delivery harnessing the ambitions envisaged within the index. The Bridge will accommodate active travel infrastructure only, which will provide an iconic landmark that will encourage and promote the ideology of safe and sustainable active travel infrastructure in an urban setting. In effect, creating a Harbour Loop and providing the connectivity infrastructure to increase participation in walking, cycling and running in the city waterfront area as well as the contributing to other benefits a change in active travel culture would bring to Belfast City.

Workshop 1 – Case for Change

Please refer to page 26 of the HMT Better Business Case Guidance for Projects.

Case for Change

Existing arrangements and Business Needs

5. Describe the existing arrangements that are in place (i.e., business as usual/ what is currently provided). This may include, but not be limited to throughput and turnover, existing costs, asset availability / utilisation and condition.
6. Describe deficiencies associated with the current provision and the implications if the project does not proceed.
7. Include suitable quantification of the nature and level of future needs/demands – future projections should be supported by evidence of historical demand over the past 3-5 years.
8. Provide details around the service gap (i.e., the difference between current provision and where the business wants to be in line with the spending objectives of this proposal).

Existing Arrangements and Business Needs
The gap analysis and prioritisation work undertaken by the Waterfront Task Group identified this connection as a key priority for the Belfast Waterfront and as an area for enhancement. The Greater Clarendon and surrounding area(s) were previously densely populated, but the introduction of hard infrastructure was used to de-populate the area and to create a hard barrier around the city centre to protect the economic driver for Northern Ireland. Adjacent to this location an elevated strategic road and rail connection was delivered in the Cross-Harbour bridges spanning the River Lagan and connecting North to East. The delivery of this infrastructure has left a legacy of severance, isolation, deprivation across the Sailortown and Clarendon Docks communities left behind as well as a legacy of surface level car parks and car dominated local infrastructure with little or no amenity space.

Existing Arrangements and Business Needs

Only a few fragments of the area's heritage remain. The Harbour Commissioners offices, Sinclair Seaman's Church and the historic St Joseph's Chapel are fine examples of the area's architectural legacy. In the early 2000s, the Laganside Corporation restored Clarendon Dock and facilitated a process of waterside regeneration in the late twentieth century and this has led to many businesses relocating to the area. This is reflective of more recent investment in grade A office space and hotel accommodation in City Quay's, with Belfast Harbour stating that the Harbour estate now employs over 27,000 people. This is in addition to the recent investment at the Ulster University campus (c15,000 staff and students) and associated PBMSA developments (c3,000 units) show the growth opportunities of this everchanging area of Belfast city centre.

However, despite these successes, the area remains distinctly disconnected from Queens Island and the city centre and lacks a coherent strategy to guide future investment. This 'Sailortown / Titanic Quarter Bridge' project aims to be the catalyst to restitch the Greater Clarendon and surrounding area (City Quays and Sailortown) to the opportunities of Queens Island and the city centre and act as a multiple problem solver as identified in the background above.

The deficiencies (e.g. condition, compliance, utilisation, cost, and throughput); how are customers serviced / inconvenienced and the implications if the project does not proceed?

There is currently a clear physical disconnect between Greater Clarendon / City Quays and Titanic Quarter and between the new Ulster University Campus to the west of the river and the Innovation District to the east. The Innovation District is home to well-established global businesses, dynamic indigenous companies and education centres, across Life and Health Sciences, FinTech, GreenTech and Tourism. A large portion of the Innovation District is located in Titanic Quarter, but a further portion encompasses the inner north-west of the city centre, in close proximity to the newly relocated Ulster University and part of the city's traditional commercial core. There is a massive opportunity to improve economic and social outcomes across the city if this can be resolved by better connections.

The lack of a direct connection between both sides of Belfast's waterfront area creates a significant barrier to active and sustainable travel in the area, encouraging travel by private car and driving carbon emissions. At present Lagan Weir footbridge is the closest crossing point between City Quays and Titanic Quarter. The location of the footbridge necessitates having to walk back on yourself to get to the other side of the river when travelling by foot or bike, resulting in long journey times.

A journey from City Quays 1 to Titanic Belfast currently takes 26mins (google maps) to walk or 6mins (google maps) to cycle. If the proposed Sailortown / Titanic Quarter bridge was in place, journey times for this trip would be cut to 10mins (google maps) walking or 3mins (google maps) cycling. Representing a 60% and 50% reduction in journey times respectively.
When travelling from North Belfast, a journey from York Street Station to Titanic Belfast would currently take 37mins (google maps) to walk. With the Sailortown / Titanic Quarter bridge, the same journey would take 15mins (google maps) to walk, representing a 60% reduction in journey time. It is acknowledged there is also an existing train halt at Titanic Quarter, however to make this journey you must switch train lines at Layon Place or Grand Central Station, again significantly increasing journey times.

It is evident from this comparison that the current provision does not adequately service the Belfast waterfront area and does not strategically align with the connectivity ambitions of key city strategies, such as the Belfast Agenda, Bolder Vision, Eastern Transport Plan or the Belfast Cycling Network.

Belfast City Council and Belfast Harbour Commission recognise the potential of linking this proposal with the ambitions of creating a modern and progressive city centre that people wish to live, work and study in. This ambition has been strategically supported by a feasibility study completed in late 2023, quality assured by a consultant team comprising of, 'Hawkins\Brown,' 'KPMG Future Analytics,' 'Urban Movement' and 'Cushman Wakefield,' and was assessed highly with strong justification across the strands of the Regeneration Framework and identified as a development /proposal with significant catalytic potential.

The future business needs e.g. gap analysis; need / demand for future services including demographics and alternative sources of supply;

Projected Population Growth

The Belfast Agenda, and Belfast Local Development Plan, aim that the City's population will grow by an additional 66,000 people up to 2035, driven by 31,600 additional housing units. The Belfast Harbour Estate will accommodate 3,500 of these new homes, with an additional population of 7,300 people, while 8,000 new homes will be accommodated within the City Centre. The development trajectory set out in the LDP has established that the rate of delivery of this new development will increase across the Plan period. Within Belfast Harbour, 600 homes are projected to be delivered up to 2025, 1,300 homes between 2026 to 2030, and 1,600 homes between 2031 to 2035.

Employment Growth

The Belfast LDP has identified that the city as a whole should support an additional 46,000 jobs up to 2035, driven by 550,000 sqm of employment floorspace. Capacity for an additional 82,000 sqm of employment floorspace has been identified for Belfast Harbour, with an additional 330,000 sqm within the City centre.

This is estimated to result in an additional 6,850 workers within Belfast Harbour, and 27,600 workers within the Centre.

Future development of the Titanic Quarter is expected to deliver circa 100,000 sqm of employment floorspace. In the City Centre Waterfront, the City Quays development will deliver office led regeneration project located on former docklands within Belfast City Centre. Phases 1 and 2 have provided 18,00 square metres of Grade A office space. With the 6-storey 250,000 square feet City Quays 3 also recently completed.

Tourism Growth

The Titanic Quarter is now established as one of the top visitor destinations in Northern Ireland. The Titanic Belfast Museum attracts almost 1 million visitors annually and recently invested £4.7m to upgrade the experience. The area also includes the SSE Arena, which is Belfast's largest venue for indoor events with a capacity of over 11,000 for a range of entertainment and sporting events. The film and tv industry in Belfast harbour, centred on Belfast Harbour Studios and Titanic Studios, has played a key role in attracting visitor to the area and helping to establishing the creative identify in the area. It's role in producing Game

of Thrones has played a particularly prominent role in attracting large numbers of visitors to the Harbour.

The Sailortown / Titanic Quarter Bridge opens up an attractive leisure loop along the River Lagan, via Lagan Weir, which will improve the visitor experience by creating a harbour 'loop' and building on the city's rich maritime history.

There is a growing consensus among local stakeholders, including, Belfast Harbour, Titanic Quarter Ltd, Maritime Belfast Trust and Sailortown residents, that there is a need for action to address the ongoing under investment in this area of the city to create a safer, better connected environment for people to travel to and from the city centre to the City Quays and Sailortown communities (and vice versa) and Queens Island by addressing the severance created by the imposing physical infrastructure of the M3 flyover, by investing in improved connectivity provision that will compliment sustainable active travel and city centre living ambitions set out in the Belfast Agenda and A Bolder Vision, Belfast Cycling Network and the emerging Eastern Transport Plan.

The Sailortown / Titanic Quarter bridge proposal will complement the ambitions of the Belfast Agenda, A Bolder Vision, Eastern Transport Plan and Belfast Cycling Network, to improve connectivity between the city centre and surrounding communities by delivering a new high quality active travel corridor and prioritising integrated walking, wheeling and cycling.

The Sailortown / Titanic Quarter bridge proposal will provide improved connectivity provision, through the creation of a new active travel route, restitching the city and providing improved public realm and city centre amenity space to compliment inward investment in the pipeline for the surrounding area.

The investment in recent years have been significant particularly in relation to creating purpose built managed student accommodation in the area to service the new Ulster University campus in York Street. A list of investments delivered in recent years are included in the table below.

Development	Address	Approx. Cost	Outcome
Construction of Ulster University	York Street	C£250m	This 91,500sq. ft project was complete in 2015 and now houses the more than 15,000 staff and students in the campus.
123 York Street	123 - 127 York Street, Belfast, BT15 1AS	C£26m	The 407no. unit project was completed in 2019.
Student Roost	28-30 Great Patrick Street	C£37m	The 476no. unit project was completed in 2019.
Student Roost	26-44 Little Patrick Street	C£30m	The 430no. unit project was completed in 2019.

Existing Arrangements and Business Needs			
LIV	81 - 101 York Street, Belfast, BT15 1WA	C£35m	The 717no. unit project was completed in 2021.
Student City York Street	48-52 York Street	C£21m	Development under construction for 307no. units.
Student Roost PBSA	22 - 46 Nelson Street, Belfast, BT15 1BH	C£48m	This 774no. unit project is onsite and due to complete in summer 2024.
City Quays 1	7 Clarendon Road, City Quays, Belfast, BT1 3BG	C£10m	This 83,000sq. ft project was completed in 2015.
City Quays 2	Clarendon Road, City Quays, Belfast, BT1 3BG	C£20m	The 124,000sq. ft project was completed in 2017.
City Quays 3	Clarendon Road, City Quays, Belfast, BT1 3BG	C50m	This 181,169sq. ft project was completed in 2023
AC Marriott Hotel	Donegall Quay, Belfast BT1 3FE Donegall Quay, Belfast BT1 3FE	C£25m	This 188-room project was completed in 2018.

In addition to the investment already delivered (above), the table below highlights the pipeline of investment for the immediate surrounding area(s).

Development	Address	Approx. Cost	Outcome
Public Realm works	Little York Street, Little Patrick Street and Lancaster Street	C£1.3m	Upgrade of the public realm provision following the completion of new student accommodation
Pilot Street Housing Accommodation	Lands bound by Pilot Street, Short Street, the rear of nos. 11-29 Garmoyle Street and, the rear of Nos. 63 & 65a Dock Street and No. 123 Corporation Street, BelfastF	£13.5m	Planning applications submitted in February 2024 for the construction of 69no. residentials units, public realm works, and site works.
City Quays 4	Donegall Quay, City Quays, Belfast, BT1 3FE	C£50m	construction of 256no. residentials units and associated public realm works
City Quays 5	Clarendon Road, City Quays, Belfast, BT1 3BG	TBC	Office accommodation including retail, community and cultural and restaurant uses, to include associated public realm works.

Existing Arrangements and Business Needs			
Corporation / Exchange Street Residential Accommodation (Belfast City Council)	Corporation / Exchange Street	TBC	Accommodation compromising 246nr units and commercial ground floor provision.
Residential Accommodation at Corporation Street/Tomb Street (McAleer & Rushe)	21 - 29 Corporation Street, Belfast, BT1 2AL	c£60m	Demolition of existing multi-storey car park and the erection of 298no. build for rent apartments (19 storey) including ground floor commercial unit.
City Quays Gardens (Phase 1)	Corporation Square, City Quays, Belfast, BT1 3AL	£3m	Funding has been secured. Work commenced onsite in January 2024 and is due to completed onsite by September 2024.
Belfast Stories	Royal Avenue	C£100m	This project is committed and in design stage. Due to be completed in 2028.
Tomb Street Proposal	39 Corporation Street	TBC	Erection of purpose-built manage student accommodation (Comprising clusters and studios) including landscaped courtyard and roof terrace, communal facilities and all other associated site and access works. The PAN has been approved however a full application has not been submitted yet.
Loft Lines	Olympic Way, Titanic Quarter, Belfast, BT2 9EQ	C£120m	Mixed use, mixed tenure residential-led development of 778 apartments in three buildings with internal and external amenity space; flexible commercial/community floorspace; public realm including public square and waterfront promenade; cycle and car parking and associated landscaping, access roads, plant and site works including to existing river revetment.
Titanic Quarter Student Village	Lands to the northeast of Olympic House, east of Queen's Road and south of Belfast Metropolitan College, Belfast.	TBC	Erection of Purpose-Built Managed Student Accommodation development with additional use of accommodation by further or higher education institutions outside term time, comprising 4 no. blocks of accommodation with building heights ranging

Existing Arrangements and Business Needs			
			from 5 to 9 storeys and associate works.

This area of the city has experienced significant change in the past five years with the relocation of Ulster University and the subsequent boom in student accommodation that followed (c3,000 units) and the pace of change will continue in the next 5 years with further student and residential developments at various stages of the pipeline including the residential development of Loft Lines currently onsite (c770 units) and the recently approved Titanic Quarter Student Village which will provide up to 1,000 units, in the pipeline.

The Sailortown / Titanic Quarter Bridge will act as a significant amenity for local communities on both sides of the River Lagan particularly with the completion of the Loft Lines and Titanic Quarter Student Village bringing more than 1,700 new residents directly to the waterfront in the coming years.

The purpose of this business case is to help the key stakeholders to progress the technical development, up to RIBA Stage 2 of a viable and affordable proposal for the bridge to provide modern amenity space and public realm works that complements the ambitions of the Eastern Transport Plan, the Belfast Cycling Network, the Belfast Agenda and a Bolder Vision – these options will be explored further below.

Determine potential business scope and key service requirements

Identify potential service improvements. When doing this, it is useful to classify needs / requirements based on the following hierarchy:

9. The 'Essential' requirements without which the project would not be judged to be a success.
10. The 'Desirable' requirements which the project may justify extra expenditure on a value for money basis.
11. The 'Optional' requirements, which the project may justify on a marginal low cost and affordability basis.

Range	Essential	Desirable	Optional
Potential scope	Technical development of the preferred option up to RIBA Stage 2 including initial consultation exercise with all relevant stakeholders	Technical development of the preferred option up to RIBA Stage 2 including full consultation exercises with relevant stakeholders.	Technical development of options analysis based on affordability and deliverability. Progress the preferred option to the next stages of the RIBA plan of work and/or consideration of other active travel initiatives aligned to the objectives of this business case, should budget allow.

Key service requirements	Project to RIBA Stage 2.	Project to RIBA Stage 2 + full stakeholder consultation.	N/a

Spending objectives for the project

- Specify spending objectives for the project that focus on the rationale and drivers for further intervention and the key outcomes and benefits we are seeking to achieve in support of the organisation's business strategy. See page 21 of HMTs guidance.
- This can be linked to Outcomes Based Accountability (OBA) - PfG and Outcomes based working guidance

#	Objective	Linked Targets
1.	*Consultancy Based Objective* To appoint a suitably qualified Integrated Consultancy Team (ICT) to lead the development of the preferred option up to RIBA Stage 2.	Complete successful procurement exercise. Prepare architectural concept incorporating strategic engineering requirements and aligned to cost plan, project strategies and outline specification.
2.	*Consultancy Based Objective* To produce a viable and deliverable project up to RIBA Stage 2.	Prepare architectural concept incorporating strategic engineering requirements and aligned to cost plan, project strategies and outline specification for the project and identify key stakeholders. Analyse and implement the outputs of engagement.
3.	*Consultancy Based Objective* To provide the strategic justification to obtain capital funding for the delivery of the preferred option.	Production of a suite of technical documents to RIBA Stage 2 used to justify the need for development in the area. Building this strategic justification with all relevant stakeholders will enhance the prospects of attaining the capital funding package required for project delivery.

***NOTE –** the intention of this business case is to include planning submission and obtain planning approval, however, as this is an additional stage on the RIBA scale it is subject to funding availability.

Determine constraints and dependencies

Constraints

12. Specify any constraints that have been placed on the project. Constraints are the external conditions over which the project has little or no control. This may include, but not be limited to affordability; spatial; legislative; timing; legal, technological constraints etc.

Constraints
Affordability – A public tender process will be carried out to ensure the relevant procurement processes have been adhered to and to ensure market testing to ensure affordability and value for money. **Spatial** – The proposed site is land locked and the ICT will have limited scope to work outside the defined boundaries of the preferred option. **Timing** – Working within the timeframes of external funding, particularly in year funding increases the potential risk. As a mitigation to this risk, Belfast Harbour Commissioners plans to be out to tender in January 2025, with appointment of an Integrated Consultant Team (ICT) in February/March 2025. **DfI Timeline for Spend** – assuming the funding request is approved, it is likely DfI funding deadlines will present a risk to meet year end requirements. Belfast City Council will work with all stakeholders to ensure the timeline for year-end spend can be achieved within the parameters set out in the funding agreement. **Legal** - The proprietary steps and legal considerations and agreements required, including third party lands.

Dependencies

13. Identify any dependencies outside the scope of the project upon which the ultimate success of the project is dependent, including inter-dependencies between other programmes and projects and external dependencies outside the project environment.

Dependencies
Concept designs will be required to take into consideration the outworkings of DfI's Eastern Transport Plan. Proposed Residential Developments – A proportion of end users of the project are dependent on the delivery of the pipeline of approved residential developments in the area.

Environmental Screening Process

See the Supplementary BC Guidance on Incorporating Environmental and Climate Considerations into Business Cases

Consider the potential environmental impact of the project by answering the screening questions below.

Environmental Consideration	Impact	Monetisable	Quantifiable	Qualitative	Risk in need of mitigation
Use or management of land?	ES and RN Assessment to be completed as part of this project.				
The atmosphere/ climate?	ES and RN Assessment to be completed as part of this project.				
Inland, coastal or marine water body?	ES and RN Assessment to be completed as part of this project.				
Biodiversity?	ES and RN Assessment to be completed as part of this project.				
The supply of raw materials from natural sources?	ES and RN Assessment to be completed as part of this project.				
Outdoor recreation?	ES and RN Assessment to be completed as part of this project.				
Where relevant, provide more info within these sections of the BC		**Economic Appraisal**	**Non-monetary analysis**	**Non-monetary analysis**	**Risk Appraisal**

If you have answered yes to one or more of the questions above, you should consider page 11 of the Supplementary Guidance and action appropriately.

THE STRATEGIC CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW

ECONOMIC CASE

Please refer to Pages 27-61 of the HMT Better Business Cases Guidance for Projects when completing this section.

Workshop 2 – Identifying and Assessing the Options

Please refer to page 39 of the HMT Better Business Case Guidance for Projects.

Agree Critical Success Factors (CSFs)

14. Identify and agree the CSFs for the project - These are the attributes essential for successful delivery of the project.
15. The critical success factors for the project must be crucial, not merely desirable, and not set at a level that could exclude important options at an early stage of identification and appraisal.
16. Five basic CSFs which should be considered for all proposals are: strategic fit and business needs; potential VFM; supplier capacity and capability; potential affordability and potential achievability.
17. In some cases one or two more may be added, but if a proposal's objectives, constraints and dependencies are correctly understood this is rarely the case. At most the number should not exceed seven.

Critical Success Factors

In February 2023, Belfast City Council, in partnership with Cork City Council was successful in securing funding under the Shared Island Local Authority Development Fund to develop collaborative cross-border investment projects aligned to the Shared Island Investment priorities of delivering a more prosperous, a more connected and a more sustainable island. The study helped to shape the development of the concept proposals discussed throughout this business case. The feasibility study was produced in collaboration and quality assured by a consultant team comprising of, 'Hawkins\Brown,' 'KPMG Future Analytics,' 'Urban Movement' and 'Cushman Wakefield,' and was assessed highly with strong justification across the strands of the Regeneration Framework and identified as a development /proposal with significant catalytic potential.

Strategic fit and business needs

Meets the high-level needs of the strategic documents identified in the strategic case above, particularly the emerging Eastern Transport Plan (ETP), the Belfast Cycling Network, the Resilience Strategy, The Belfast Agenda, A Bolder Vision, Waterfront Taskforce and the Greater Clarendon Masterplan. The output will be ensuring the design of the preferred option will align with the broad ambitions of the strategic documents referred to above.

Potential VFM

A public tender process will be carried out in line with the Northern Ireland Public Procurement Policy to ensure the relevant procurement processes have been adhered to and to ensure market testing to ensure affordability and value for money.

Critical Success Factors
The financial figures quoted for the Options in this Business Case have been well considered, as part of the Shared Island Fund feasibility work that was carried out for the bridge alongside Cork County Council and the consultant team comprising of, 'Hawkins\Brown,' 'KPMG Future Analytics,' 'Urban Movement' and 'Cushman Wakefield.' **Supplier capacity and capability** A scope of services including quality and capacity criteria will be publicly tendered to ensure the selected supplier (ICT) possesses acceptable capacity and capability to deliver the project as described. **Potential affordability** The public tender process will ensure that the best value for money is achieved to deliver the project. Pre-market investigations indicate that the tender cost will fall within the affordability for this project. **Potential achievability** Belfast Harbour Commissioners has scheduled the project to be out to tender by January 2025, with appointment of an Integrated Consultant Team (ICT) in February/March 2025. This business case allows for flexibility within the funding profile to progress the preferred option to the next stages of the RIBA plan of work and/or consideration of other active travel initiatives aligned to the objectives of this business case, should budget allow.

Determine the long-list of options

18. Identify a wide range of possible options for achieving the project's business needs, potential scope and service requirements, and undertake an assessment of how well each option meets the spending objectives and critical success factors agreed for the project.
19. Use the Options Framework template on the Better Business Cases NI website to identify the long-list of options – key dimensions include Scope (What?), Service Solution (How?), Service Delivery (Who?), Service Implementation (When?) and Funding. It is important that these key dimensions are considered in sequence, as this prevents the long-list becoming unmanageable with a large combination of options which is not necessary.
20. The long-list must include the Business As Usual and a realistic Do Minimum
21. **Pages 29-35 of the HMT Better Business Case Guide will provide further information on the options framework.**

Recommend a preferred way forward

22. Use the completed options framework template from above to arrive at an options shortlist.
23. There must be at least 4 short-listed options – BAU, Do Minimum, the recommended preferred way forward and one or two other options which would be more or less ambitious than the recommended option.

24. Note the preferred way forward at this stage will not necessarily be the preferred option, which is identified later from appraisal of shortlisted options (in terms of costs, benefits, risks).

Shortlisting Options

1. Business as Usual – This option would see the lack of connectivity in the waterfront area continue. The significant issues around poor quality infrastructure, particularly for walking and cycling, limited or no active travel corridors and health and safety will discourage residents, tourists and businesses from utilising this area of the city in the short and medium term.
2. Static Bridge – Fixed position active travel bridge connection between Sailortown and Queens Island. 3 span bridge arrangement consisting of pre-stressed beam or box girder construction.
3. Swing Bridge – Opening active travel bridge connection between Sailortown and Queens Island, to allow maritime traffic to pass through. 3 span bridge arrangement consisting of pre-stressed beam or box girder construction, with central span consisting of an opening mechanism.
4. Swing Bridge of Architectural Significance – Opening active travel bridge between Sailortown and Queens Island, to allow maritime traffic to pass through. Designed to be of a high architectural significance.

Workshop 3 – Assessing the Short-listed Options

Please refer to pages 60-61 of the HMT Better Business Case Guidance for Projects.

Note: Given the nature of the workshop and stakeholders involved, it may also be useful to include discussions around the financial model and appraisals as part of this workshop.

Prepare the economic appraisals for shortlisted options

It is good practice to do the following when calculating the monetary costs and benefits for the short-listed options:

5. Include all monetary costs/benefits arising from the project (inclusive of public, private and third sectors)
6. Include tables that show a detailed breakdown of total monetary costs/benefits by individual cost/benefit line.
7. Provide a clear explanation of assumptions. For example, what calculations did you make for each cost/benefit line and why? What evidence did you use to come up with these assumptions?
8. Calculate the Net Present Social Value/Cost (NPSV/NPSC) (an excel template for this can be found here). Formula should be used to show the derivation of the cost

estimates, and these should be easily reconciled with the assumptions summary tab. Excel sheets should accompany this pro forma.

9. Optimism Bias (OB) should be included where appropriate in NPSV/NPSC calculations. Use OB calculators if required and follow guidance.
10. The effects of general inflation must be excluded from the NPSVs/NPSCs i.e., prices should be in real terms.
11. The appraisal period must be based on the useful life of the asset or the duration of the level of service to be provided.

Monetary Impacts Summary Table				
Option	**Total Capital Cost**	**Total Operating Cost**	**Total Monetary Benefits**	**NPSV/ NPSC**
Business as Usual – This option would see the lack of connectivity in the waterfront area continue. The significant issues around poor quality infrastructure, particularly for walking and cycling, limited or no active travel corridors and health and safety will discourage residents, tourists and businesses from utilising this area of the city in the short and medium term.	£0	£0	£0	£0
Static Bridge – Fixed position active travel bridge connection between Sailortown and Queens Island. 3 span bridge arrangement consisting of pre-stressed beam or box girder construction.	£200,000	£0	£0	£0
Swing Bridge – Opening active travel bridge connection between Sailortown and Queens Island, to allow maritime traffic to pass through. 3 span bridge arrangement consisting of pre-stressed beam or box girder construction, with central span consisting of an opening mechanism.	£300,000	£0	£0	£0
Swing Bridge of Architectural Significance – Opening active travel bridge between Sailortown	£400,000	£0	£0	£0

and Queens Island, to allow maritime traffic to pass through. Designed to be of a high architectural significance.				

Undertake non-monetary impacts appraisal

12. Undertake an appraisal of the quantifiable and qualitative impacts and explain why these are important enough to affect the decision for the ranking of the options. A template for this can be found on the Better Business Cases website.
13. Where possible, avoid defining impacts that cannot be measured, assessed, or evaluated in any realistic way because there is no established evidence base. Both the quantifiable and qualitative impacts must be recorded in the Benefits Realisation Plan.

Non-Monetary Impact Appraisal

There are several non-monetary benefits associated with the delivery of this project to RIBA Stage 2 including;

- Collaborative partnership working with industry experts in relation to urban public realm development and expectations of spatial requirements for sustainable city centre living.
- Establishing relationships with local communities to build understanding of city centre living requirements / expectations.

Total project non-monetary benefits

- Restitching communities back into the fabric of the city through the provision of a high-quality active travel corridor.
- Improving connectivity between the city centre and surrounding communities by delivering quality active travel corridors and open space prioritising integrated walking, wheeling and cycling, whilst reducing car use.
- Connecting our economic, education and leisure centres to enhance collaboration and participation.
- Improving the city's tourism offering through the creation of a harbour loop.
- Improving safety in the area by enhancing amenities, leisure activities and attracting greater footfall.
- Enhancing physical, mental and social well-being in the city by embracing our river and animating our waterfront amenities.
- Improving the natural environment and assisting in achieving net zero goals through reducing car use and encouraging active travel.

Non-Monetary Impact Title and Description	Benefit weighting (W) and scoring (S) matrix										Provide an explanation for scoring. Where relevant explain why scores differ across options
	Weight (Should sum to 100)	Explanation for weighting	Option 1		Option 2		Option 3		Option 4		
			S	(W*S)	S	(W*S)	S	(W*S)	S	(W*S)	
Collaborative partnership working with industry experts in relation to urban public realm development and expectations of spacial requirements for sustainable city centre living and the benefits of improved connectivity.	**40**		0	0	3	120	4	160	4	160	Option 2 will not have the same degree of impact as Option 3 and 4. Option 3 and 4 will follow the same professional process therefore the collaborative working will be similarly high for both.
Establishing relationships with local communities to build understanding of city centre living and connectivity requirements / expectations.	**60**		0	0	3	180	4	240	4	240	Option 2 will not have the same degree of impact as Option 3 and 4. Option 3 and 4 will follow the same professional process therefore the collaborative working will be similarly high for both.
				0		0		0		0	
				0		0		0		0	
Overall NMI Score	100		**0**		**300**		**400**		**400**		

Undertake risk appraisal

14. Identify and quantify the risks and mitigations associated with the short-listed options. The probability of each risk occurring and its likely impact should be assessed, along with an overall risk rating. A template for this can be found on the Better Business Cases website.
15. Project managers should ensure a risk register is developed from the beginning of the project, this should be updated and reviewed on a regular basis.

Risk Appraisal

The potential risks identified relating to the options included in this project business case include:

1. Project not progressing up to delivery stage.
2. Funding / Programme over running including spend deadline (time and cost).
3. Lack of stakeholder support.
4. Poor contractor / Supplier performance (quality).
5. Failing to obtain RIBA Stage 2.
6. Third Party Land consent.

The risk appraisal table has been included below allocating a risk score to each of the four options with a scoring rationale. In relation to the risks identified for this professional services project, option 1 presents least risk as there would the no project to progress and therefore little relevance to the risks identified.

The risk appraisal has identified option 3 as the proposal demonstrating least risk. The appraisal was carried out with a view to align the identified risks against viability, affordability and deliverability.

Belfast City Council is committed to the development of this project up to delivery and in partnership with Belfast Harbour Commission, intends to use the information assembled through this process up to RIBA Stage 2 (subject to funding), to identify and target additional funding streams, including ongoing engagement with the Shared Island Fund and other external funding streams, to develop this project up to delivery stage.

Risk Title and Description	Option 1			Option 2			Option 3			Option 4			Scoring Rationale
	I	L	Score (I*L)	I	L	Score (I*L)	I	L	Score (I*L)	I	L	Score (I*L)	
Project not progressing up to delivery stage	0	0	0	4	5	20	4	3	12	4	4	16	Risk impact is similar across options 2, 3 & 4 with all being deemed high risk. However, the likelihood differs across those options, deemed very high for Option 2, high for Option 4 and reducing to a medium risk for Option 3. A mitigation to this risk includes Belfast City Council's commitment to the development of this project up to delivery stage as committed to through the Waterfront taskforce. BCC project management,

													oversight and governance arrangements.
Funding / Programming over running (Time and Cost)	0	0	0	3	3	9	3	3	9	3	4	12	Risk impact and probability is similar across options 2 & 3 with all being deemed medium risk. The impact for Option 4 has been deemed medium however the Likelihood has been deemed slightly greater than the other options and deemed to be high. Belfast City Council's project management, oversight and governance arrangements.
Lack of Stakeholder Support	4	4	16	5	3	15	4	2	8	4	2	8	Option 1 impact and probability has been deemed high as stakeholders would be happy with BAU. Risk impact is the same for options 3 & 4 and has been deemed high. Option 2 risk impact has been deemed very high. The probability is deemed medium for option 2 and low for both options 3 & 4. Belfast City Council's project management plus the development of a stakeholder engagement plan.
Poor Contractor / Supplier Performance (Quality)	0	0	0	4	1	4	4	1	4	4	1	4	Risk impact is the same for options 2, 3 & 4 and has been deemed high whereas the probability is the same across all options at low. Belfast City Council's project management, oversight and governance arrangements

Not obtaining RIBA Stage 2	0	0	0	5	4	20	5	3	15	5	3	15	Risk impact is the same for options 2, 3 & 4 and has been deemed very high whereas the probability is deemed medium for options 3 & 4 while the risk probability for Option 2 has been deemed high. BCC project management, oversight and governance arrangements
Third Party Land Consent	0	0	0	4	4	16	2	2	4	2	2	4	Risk impact is the same for options 3 & 4 and has been deemed low whereas the risk and impact has been deemed high for option 2 due to the nature of the Option being as static bridge. The probability of the Option 2 is deemed high for the same reason whereas the probability for Options 3 & 4 is deemed low due to the current ownership arrangements. BCC project management, oversight and governance arrangements
			0			0			0			0	
Overall Risk Score	**16**			**84**			**52**			**59**			

Undertake sensitivity analysis

Sensitivity Analysis

16. Sensitivity analysis is used to test the vulnerability of options to future uncertainties. It involves testing the ranking of the options by changing some of the key assumptions, for example switching values/scenarios for costs and the delivery of benefits.
17. Sensitivity analysis may not change the preferred option. However, if small changes in the assumptions alter the ranking, it is an indication that the investment process should proceed cautiously, because it has non-robust elements in it.
18. This analysis should be undertaken in two stages, switching values and then scenario analysis looking at best and worst possible outcomes. See HMT guidance, (pages 58-59) for information on both and an explanation about interpreting results.

Sensitivity Analysis

The Sensitivity Analysis will be undertaken in two stages:

- Switching Values
- Scenario Analysis

Switching Values

As this stage of the project is consultancy work only, the variable selected for Switching Values is the total capital cost of the consultancy work. The uncertain costs and/or benefits selected are 'unforeseen compensation events and unforeseen underspend.' The impact of this upon the total capital cost of each option has been set out in the table below:

Option	**Total Capital Cost**	**Unforeseen Compensation Event's / Underspend**		
		-5%	**+5%**	**+10%**
Business as Usual – This option would see the lack of connectivity in the waterfront area continue. The significant issues around poor quality infrastructure, particularly for walking and cycling, limited or no active travel corridors and health and safety will discourage residents, tourists and businesses from utilising this area of the city in the short and medium term.	£0	£0	£0	£0
Static Bridge – Fixed position active travel bridge connection between Sailortown and Queens Island. 3 span bridge arrangement consisting of pre-stressed beam or box girder construction.	£200,000	£190,000	£210,000	£220,000
Swing Bridge – Opening active travel bridge connection between Sailortown and Queens Island, to allow maritime traffic to pass through. 3 span bridge arrangement consisting of pre-stressed beam or box girder construction, with central span consisting of an opening mechanism.	£300,000	£285,000	£315,000	£330,000
Swing Bridge of Architectural Significance – Opening active travel bridge between Sailortown and Queens Island, to allow maritime traffic to pass through. Designed to be of a high architectural significance.	£400,000	£380,000	£420,000	£440,000

Sensitivity Analysis

The Switching Values process identifies that the preferred option would still meet the business justification of the project in the event of unforeseen compensation events/underspend taking place during this stage of the project.

Scenario Analysis

'What If' questions have been used to conduct the Scenario Analysis at this stage of the project lifecycle and are outlined below:

- *Increase in Contractor Costs - There is uncertainty around the cost of the ICT to deliver the project.*

  This uncertainty will be mitigated through the tender process. Belfast City Council's will conduct a public tender process which will ensure the best value for money for the project is obtained. Tender sign off shall also take place through Council's thorough governance structures which will ensure compliance and feasibility.

- *Change in Personnel - There is the possibility of personnel involved in the project changing prior to its completion.*

  The uncertainty of personnel change will be mitigated through the robust project governance structures that have been put in place. The project governance will ensure that alternative members of the Project Team are able to continue progressing the project in this event.

- *Contractor Insolvency - There is the risk of a contractor in the ICT becoming insolvent during the project.*

  The rigorous tender process carried out by Council will ensure that this event remains unlikely. Processes have however been put in place within the project governance and scope of services to ensure that there will be a limited delay in time and costs, should this event occur.

The Sensitivity Analysis will be updated and conducted in further detail outside of this business case, as the project progresses into the next RIBA stages, to identify and address the increased uncertainty and risk of project delivery.

Identifying the preferred option

19. Conclusions should be drawn on each of the different options, considered in terms of cost, benefit, risk and its ability to meet the spending objectives – a summary table like the one below may be useful.
20. Preferred option should be identified and justified.

	Option 1	Option 2	Option 3	Option 4
Description	BAU	Static Bridge	Swing Bridge	Swing Bridge of Architectural Significance
Net Present Social Cost/Net Present Social Value	0	196,618	294,928	393,237
Monetised Benefit-Cost Ratio[1] (if applicable)	£0 (1)	£200,000 (2)	£300,000 (3)	£400,000 (4)
NPSC/NPSV Options Rank	1	2	3	4
Non-Monetary Impacts Score	0	300	400	400
Non-Monetary Impacts Options Rank	4	3	1	1
Risks Score	16	84	52	59
Risk Assessment Options Rank	1	4	2	3
Overall Rank/Conclusion	4	3	1	2

Identifying the Preferred Option
The preferred option idented is option 3. Swing Bridge – Opening active travel bridge connection between Sailortown and Queens Island, to allow maritime traffic to pass through. 3 span bridge arrangement consisting of pre-stressed beam or box girder construction, with central span consisting of an opening mechanism. Option 3 is the preferred option based on the risk analysis, affordability and deliverability. This option has been selected as it meets all objectives, it improves connectivity, restitching isolated communities in Sailortown and City Quays into the economic opportunities of Queens Island and the fabric of the City Centre, increases the provision of amenity and recreational space in the city centre to compliment the ambitions of the Belfast Agenda, A

[1] A BCR should only be calculated for monetised costs and benefits (I.e., it is not appropriate to include non-monetary impacts in this calculation).

Identifying the Preferred Option
Bolder Vision, Eastern Transport Plan and Belfast Cycling Network to transform Belfast City Centre into a place where people want to live, work and enjoy. BAU is not a viable option and does not deliver any of the objectives of the proposed investment.

THE ECONOMIC CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW.

COMMERCIAL CASE

Please refer to Pages 61-69 of the HMT Better Business Cases Guidance for Projects when completing this section.

Workshop 4 – Developing the Deals

For further details on the purpose, objectives, key participants and outputs of workshop 4, please refer to pages 68-69 of the HMT Better Business Case Guidance for Projects.

Determine procurement strategy

21. Determine the procurement strategy and possible procurement routes for the project's key outputs and activities.
22. Key considerations are the choice of procurement method and the degree to which early consultation with the supply side is required; and the extent to which the organisation should be acting as a single procurement entity or procuring more collaboratively with other public bodies.
23. Please outline or append the procurement strategy.
24. Note, there is no need to complete if no procurement exercise is required.

Procurement Strategy
Belfast City Council's Commercial and Procurement Service (CPS) is committed to providing a strategic organisational approach to procurement and commercialisation. The Council's Procurement Policy sets out how the Council's procurement activity, along with its processes and procedures, will be designed and conducted to ensure compliance with relevant legislation, related Council policies and procurement 'best practice'. Belfast Harbour Commissioners will manage all procurement requirements in line with the Northern Ireland Public Procurement Policy including the appointment of the professional services on agreement of the specification and costs by the Client Team. Belfast Harbour Commissioners will undertake all contract management requirements to fulfil the project overseen by the client team (BCC/BHC).

Determine service streams and required outputs

25. Identify and summarise the project's required services and outputs and the potential implementation timescales required.
26. The project plan for the procurement of its key outputs and activities should be outlined and/or attached to the Project Business Case.

Service streams and required outputs
Belfast City Council's Commercial and Procurement Service (CPS) is committed to providing a strategic organisational approach to procurement and commercialisation. The Council's Procurement Policy sets out how the Council's procurement activity, along with its processes and procedures, will be designed and conducted to ensure compliance with relevant legislation, related Council policies and procurement 'best practice'. Belfast Harbour Commissioners will manage all procurement requirements in line with the Northern Ireland Public Procurement Policy including the appointment of the professional services on agreement of the specification and costs by the Client Team. Belfast Harbour Commissioners will undertake all contract management requirements to fulfil the project, overseen by the client team (BCC/BHC). Ultimately, the required output for this project is the production of acceptable technical drawings up to RIBA Stage 2. The professional services scope of services and tender specification for the ICT will be produced by Belfast Harbour Commissioners aligned with NIPPP guidance. The appointed ICT will be responsible to deliver the outcomes outlined in the tender specification / scope of services. It is forecast that the next phase of development of the Sailortown / Titanic Quarter bridge project will be to expand strategic and community consultation paths working in parallel to secure the necessary capital funding package(s) required to progress to construction phase. Belfast City Council is committed to the development of this project up to delivery and in partnership with Belfast Harbour Commission, intends to use the information assembled through this process up to RIBA Stage 2 (subject to funding), to identify and target additional funding streams, including ongoing engagement with the Shared Island Fund and other external funding streams, to develop this project up to delivery stage. **Note** – the construction phase will remain agile enough to capitalise on future funding opportunities which may lead to delivery in a phased approach.

Outline potential risk apportionment

27. Identify how the service risks in the Design, Build, Funding and Operational (DBFO) phases of the project may be apportioned between the public and private sectors.
28. The intention is to optimise the allocation and sharing of risk. Specific risks should be allocated to the party best able to manage it.

Risk Apportionment
The risk analysis is proportionate to the project outcomes and objectives. Risk will be mitigated against through robust governance processes well established within Belfast City Council and outlined in more detail in the management case. This includes the implementation of project management principles aligned to all policies and procedures for example Risk Management Policy and reporting to relevant project teams, oversight boards and Council committees / full council where appropriate. The funding risk of the project as outlined (consultancy only) lies with a request of £300k to the Department for Infrastructure as part of this business case investment. At this stage of the project, the risk appraisal identified five overall risks, • Project not progressing up to delivery stage • Funding / Programme over running including spend deadline (time and cost). • Lack of stakeholder support. • Poor contractor / Supplier performance (quality). • Failing to obtain RIBA Stage 2. • Third Party Land consent. All key stakeholders have an ownership responsibility for each of the five risks above, however the key roles and responsibilities sit with Belfast City Council and Belfast Harbour Commission as outlined in the Terms of Reference. Belfast City Council and Belfast Harbour Commissioners will jointly provide the Client role and commit to providing the necessary resources to deliver the project to RIBA Stage 2. Belfast Harbour Commissioners will manage the contractual requirements of the ICT appointed for the project. It is agreed that Belfast Harbour Commissioners will undertake the procurement and project management of the project, overseen by a client Team comprised of Belfast City Council and Belfast Harbour Commissioners officers. A more detailed roles and responsibilities breakdown has been appended to the Terms of Reference between Belfast City Council and Belfast Harbour Commissioners, which details risk ownership and the review process.

Outline potential payment mechanisms

29. Identify how the project intends to make payment for its key services and outputs over the expected lifespan of the contract(s).
30. Payment mechanisms should incentivise the service provider to provide Value for Money over the lifespan of the project.
31. **Payment mechanisms for the: pre-delivery phase; operational phase; and extension phase are discussed in more detail on pages 64-66 of the HMT Better Business Cases Guide.**

Payment Mechanisms
Should the DfI funding requested through this business case become available, it is anticipated that funding will be transferred to Belfast City Council and administered by Belfast City Council in line with the departmental letter of offer. The project will be delivered

Payment Mechanisms
under the BCC/BHC memorandum of understanding (MOU). The project will be a co-cliented / co-partnered project with BHC will undertake the role of contracting partner to procure and manage the professional services under a funding agreement from Belfast City Council's.

Ascertain contractual issues and accountancy treatment

32. Outline the contractual arrangements for the project, including the use of a particular contract, the key contractual issues for the Deal and its accountancy treatment and personnel implications.

Contractual issues and accountancy treatment
As per the Terms of Reference between Belfast City Council and Belfast Harbour Commissioners relating to the appointment of an ICT up to RIBA Stage 2 - The contract will be NEC PSC contract. **Scope** Belfast City Council and Belfast Harbour Commissioners will jointly provide the Client role and commit to providing the necessary resources to deliver the project to RIBA Stage 2. Belfast Harbour Commissioners will manage the contractual requirements of the ICT team appointed for the project. **Project Management** It is agreed that Belfast Harbour Commissioners will undertake the procurement and project management of the project, overseen by a client team comprised of Belfast City Council and Belfast Harbour Commissioners officers. Belfast Harbour Commissioners will be responsible for payment of the required professional services under a funding agreement with BCC. **Client Team** A joint Belfast City Council / Belfast Harbour Commission client team, consisting of Belfast City Council Senior Development Manager and Belfast Harbour Commissioners Port Engineer will be established to manage the project up to RIBA Stage 2. **Project Team** Belfast Harbour Commissioners will manage all procurement requirements in line with the Northern Ireland Public Procurement Policy including the appointment of the professional services on agreement of the specification and costs by the Client Team. Belfast Harbour Commissioners will undertake all contract management requirements to fulfil the project.

THE COMMERCIAL CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW.

FINANCIAL CASE

Please refer to Pages 69-76 of the HMT Better Business Cases Guidance for Projects when completing this section.

Workshop

Please note that there is no specific requirement for a further workshop to take place under the financial case. Nevertheless, given the nature and stakeholders involved in Workshop 3, discussions around the financial model and appraisals could take place at that stage.

Prepare financial model and financial appraisals

33. Ascertain the affordability and funding requirements of the preferred option and demonstrate that the recommended project is affordable.
34. The financial appraisals focus on the affordability and fundability of the project. The costs and benefits appraised in the financial case reflect an accountancy-based perspective.
35. A Budget statement; Cash flow statement; and Funding statement should be included as part of this appraisal.
36. The financial appraisal should result in a clear understanding of:
    a. the capital and revenue implications of the project;
    b. any financial contingencies (for example, for inflation) on top of any adjustments made in the Economic Case; the impact on the income and expenditure account and the organisation's charges for services (if applicable);
    c. the impact on the budget, other sources of available funding and any shortfalls;
    d. the impact of the project on the organisation's balance sheet; and
    e. evidence of commissioner and stakeholder support (if required).
37. An affordability template is available on the BBC NI website.

Financial Model and Appraisal

Funding has been requested for this funding programme.

Revenue implications will not be a consideration for this project.

	Year 1	Year 2	Total
Capital Cost inc	£150,000	£150,000	£300,000
Total Operating Costs	0	0	0
Total Project Costs	0	0	0
Department for Infrastructure funding	£150,000	£150,000	£300,000
Shortfall CAPEX	0	0	0
Shortfall OPEX	0	0	0
FSales and other revenue	0	0	0

Note that in line with the conditions of the Letter of Offer Belfast City Council consider funding to be committed on completion of approval from the Council's governance procedure including ratification at Council, return of the signed Letter of Offer and the award of contract for the works, in line with NIPPP guidelines.

THE FINANCIAL CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW.

MANAGEMENT CASE

Please refer to Pages 76-85 of the HMT Better Business Cases Guidance for Projects when completing this section.

Workshop 5 – Successful Delivery Arrangements

For further details on the purpose, objectives, key participants and outputs of this workshop, please refer to page 84 of the HMT Better Business Case Guidance for Projects.

Plan project management

38. Put in place the strategy, framework and plans for successful project delivery through the development of the Project Framework and Project Plan.
39. The appointment of the Senior Responsible Owner as well as the use of any specialist advisers should also be discussed.

Project Management
Belfast Harbour Commissioners will undertake the procurement and project management of the project, overseen by a Client Team comprised of Belfast City Council and Belfast Harbour Commissioners officers. Belfast Harbour Commissioners will be responsible for payment of the required professional services, under a funding agreement with Belfast City Council. Belfast Harbour Commissioners will undertake all contract management requirements to fulfil the project.

Plan change management

40. Put in place the strategy, framework and plans required for managing change.
41. This should include a change management strategy (linked to benefits realisation), a change management framework (to manage anticipated and unexpected change) and a change management plan (to explain what will be delivered by whom and when in terms of underlying activities).

Managing Change
A change management strategy, framework and plan will be put in place. The approach will specify how issues are identified and managed, assess whether the issues will have an impact on the business justification of the project and set out the roles and responsibilities for change management across the project team. The project team will also development an issue register to capture and maintain information on all issues and ensure that they are being formally managed, as per the change management plan.

Plan benefits realisation

42. Put in place the management arrangements required to ensure that the project delivers its anticipated benefits, including: Benefits realisation strategy; Benefits realisation framework; and Benefits register/Benefits Realisation Plan (BRP).
43. All the benefits identified in the strategic case and economic case sections of the OBC must be accounted for within the benefits register/BRP.
44. The benefits register should be updated and reviewed continuously throughout the course of the project.
45. A benefit profile template can be found on the Better Business Cases NI website.

Benefits Realisation
A benefits realisation plan will be developed. This will be aligned to the strategic objectives and ambitions of the Belfast Agenda and outcomes within the PfG. The appropriate arrangements for collection of information relating to benefits, data etc will be in place, which will consider additional expertise required to undertake this.

Plan risk management

46. Put in place arrangements for managing and mitigating risks during the key phases of the project.
47. A risk management framework should be established, within which risks are identified, mitigated and managed.
48. All the risks identified in the strategic case and economic case sections of the OBC must be accounted for within the risk register/log.
49. The risk register/log should be updated and reviewed continuously throughout the course of the project.
50. A risk register/log template can be found on the DoF website.

Risk Management
Through the project delivery team and reporting to the relevant BCC governance structures. Management of risk will be undertaken by the project team through the development and ongoing management of a project risk register, aligned to Belfast City Council's risk management policy.

Plan Post-Project Evaluation

51. Put in place the necessary arrangements for Project Assurance (for example Gateway Reviews), Monitoring and Evaluation.
52. To ensure an independent and objective approach, evaluations should be led by individuals or teams who have had no responsibility for or involvement in the management or implementation of the proposal under consideration.

Project Assurance and Evaluation Arrangements
Belfast City Council has in place a **governance structure** that will oversee and be held accountable for the delivery of the project:

Project Assurance and Evaluation Arrangements	
Council	• Final Authority on investment decisions
SP&R Committee	• Investment decision makers in relation to Council funding • Clear understanding of the key issues and risks associated with programmes of work
CG&R Committee	• Contribute to the city-centre dimension of key strategic plans and projects including developing a sustainable and inclusive city centre which will attract a residential population, attract talent and inclusive investment • Responsible for approving the development, expenditure and implementation of projects directed to the regeneration and growth of the city
City Regeneration and Development Programme Board	• Provide strategic oversight, guidance and direction to strategic projects and Programmes focused on the regeneration and growth of the city, ensuring alignment with the Belfast Agenda, the Corporate Plan, BCCRIS and other corporate priorities – including Connectivity and Active Travel
Oversight Board	• Oversight of the capital programmes and projects
Project Board	• Ensure compliance with the terms and conditions as outlined by relevant funding bodies to the project • Be accountable for the success of the project delivery • Oversee the management of project budget for agreed project brief and approve finance issues as per finance control arrangements • Approve cost, time, quality and risk parameters within the constraints of the project brief and funding requirements • Ensure appropriate controls, progress and reporting mechanisms are adhered to • Approve the project at each stage of development including all procurement • Maintain an active issues log and risk register
Project Delivery Team	• Manage and report on project budget, including drawdown funding and associated risks, within agreed finance control arrangements • Procure, monitor and control the resources needed to develop relevant designs and complete the project, including professional services • Report into the Project Board and Programme Board on project progress in associated work streams. • Manage stakeholder consultation and engagement for the project

Funding Governance: Belfast City Council will follow its internal governance procedures to ensure that DfI funding can be accepted promptly, if selected. This process will include receival of the Letter of Offer (LoO) to Council and processing by the Capital Grants Team. The LoO will then be reviewed for approval by Senior Management across the relevant Council Departments, including Legal Services. The LoO will then be taken to Council's

Project Assurance and Evaluation Arrangements
Strategic Policy and Resources committee for approval and acceptance. Belfast City Council will program this project into its governance processes in advance, to ensure a timely acceptance. All Belfast City Council projects of this scope and scale must adhere to the governance structures as outlined in the table above. Should the DfI funding requested through this business case become available, it is anticipated that funding will be transferred to Belfast City Council and administered by Belfast City Council in line with the departmental letter of offer. The project will be delivered under the BCC/BHC memorandum of understanding (MOU). The project will be a co-cliented / co-partnered project with Belfast Harbour Commissioners will undertake the role of contracting partner to procure and manage the professional services under a funding agreement from Belfast City Council. **Project assurance**: Belfast City Council project delivery team responsible for monitoring project in line with project plan and contractor brief including monitoring against agreed programme, budget, quality. Regular reporting in line with Governance structure outlined above, with escalation where appropriate. **Post project evaluation**: The PPE will be completed once delivery and installation of the project is complete and within a sufficient timeframe to measure outcomes listed above, such as stakeholder buy in, RIBA Stage 2 approval, including a sustainable active travel corridor between City Quays, Queens Island and the city centre. Council will determine if this evaluation can be carried out internally or if there is a need to commission assistance and support to complete this, this will include lessons learned.

THE MANAGEMENT CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW.

Annex B

Checklist (for Councils to complete)

Title of project: SAILORTOWN / TITANIC QUARTER BRIDGE - IMPROVING CONNECTIVITY PROVISION WITH A FOCUS ON ACTIVE TRAVEL INFRASTRUCTURE AND ASSOCIATED PUBLIC REALM PROVISION.

Value of project: £ 300,000

Greenway/ Active Travel Enabling Projects spanning two financial years):

Costs to be incurred in 2024/25: £150,000

Costs to be incurred in 2025/26: £150,000

DfI contribution sought in 2024/25: £150,000

DfI contribution sought in 2025/26: £150,000

	Yes	No
The Council recognises that any funding allocation would be subject to the appropriate processes, such as budget availability; agreement on business cases submitted, the Department of Finance approval for making the capital grant payment; compliance with NI Public Procurement Policy and any other relevant considerations.	✓	
Can the Council confirm the proposal/project is directly related to the EEE Strategy? Please give details of how the project links to strategy.		✓
Does the project link directly to other DfI strategies? If yes, please provide details. Details in business case	✓	
Can the Council confirm that the proposal/project facilitates active travel connections? Please elaborate below: Details in business case	✓	
Can the Council confirm the regularity, propriety and value for money of this proposal and that it is committed to this being the case for this project?	✓	
Can the Council confirm the legality, appropriateness, safety or any other aspects of the proposal/ project have been carried out and there are no issues identified.	✓	
Councils should note that is the Grant Recipient's own responsibility to ensure that it has the appropriate licenses, permits, insurance, documentation, qualifications and finances to enable the legal and	✓	

safe operation of their project – please confirm Council is content with this.		
Can Council confirm full compliance with the following and that it will continue to be considered accordingly during the delivery phase: Section 75 of the NI Act 1998, the Human Rights Act 1998; the Public Records Act (NI) 1923 and other relevant statutory guidance and all existing legislative requirements and obligations.	✓	
Can Council also confirm that they will continue to have regard to all other relevant guidance and policy requirements that may be relevant to departmental decision making, including but not limited to Regulatory Impact Assessments, Privacy Impact Assessments (GDPR), rural proofing, economic appraisals (Better Business Cases NI) and Managing Public Money (NI)?	✓	
Can the Council confirm that the proposal and the project submitted for funding consideration has been agreed in its totality the by the Council and its members, and there are no issues identified that will impact on this proposal? For example: through public consultations?	✓	
Please confirm Council has used the appropriate Business Case pro forma as attached https://www.finance-ni.gov.uk/publications/business-case-pro-formas	✓	
Can the Council confirm that the procurement for the spend articulated in the business case will be fully NIPPP compliant*? Please note that in order for the Department to consider providing capital grant funding to Councils, assurance must be provided (as part of the request for funding) that Councils will adhere to NIPPP when undertaking the procurement process. See link below for guidance: https://www.finance-ni.gov.uk/articles/introduction-ni-public-procurement-policy-document and construction toolkit: Sourcing and Construction Toolkits | Department of Finance (finance-ni.gov.uk)	✓	
Can the Council confirm that it has provided a procurement strategy (including procurement and scheme delivery timeline/programme) as part of this request for funding to support the above*?	✓	
Can the Council confirm that the project fully meets the eligibility criteria detailed in **Annex A.**	✓	
Signed:  Sean Dolan, Senior Development Manager Date: **29/11/2024**		

Department of Finance | An Roinn Airgeadais

www.finance-ni.gov.uk

BUSINESS CASE PRO FORMA FOR MODERATE EXPENDITURE

PROJECT TITLE	**CLARE GLEN COUNTRY PARK ENHANCEMENT**
SPONSORING DEPARTMENT	
AGENCY / ALB / NDPB (IF APPLICABLE)	Armagh City Banbridge & Craigavon Borough Council
SENIOR RESPONSIBLE OWNER	[redacted]
EST. CAPITAL COST (INCLUDING OB & INFLATION)	**£449,917**
EST. REVENUE COST (INCLUDING INFLATION)	**£98,547**

	SIGNED	DATE
PROJECT MANAGER	[redacted] - KNOWLEDGE & LIAISON MANAGER	29.11.2024 [redacted]
APPROVING OFFICER / GRADE	[redacted] – DIRECTOR OF ENVIRONMENTAL SERVICES & SUSTAINABILITY	29.11.2024 [redacted]

PROPORTIONATE EFFORT, ADVICE & GUIDANCE

- The business case pro forma is based on HM Treasury Better Business Cases guidance and follows the Five Case Model for preparing business cases.
- This pro forma is designed for general projects with moderate expenditure. Other pro formas, for minor spend or more specific projects, as well as a Business Case template for major expenditure can be found here.
- If your expenditure decision exceeds £50M you must secure DoF approval to a Strategic Outline Case (SOC) before embarking on an OBC. In this case, DoFs Business Case template for major expenditure is likely to be more appropriate at OBC stage. You are advised to check whether your own Department has a lower internal delegated limit for SOC approval.
- Proportionate effort should be used throughout, commensurate with the level of expenditure and how complex, novel or contentious the proposal is. The level of detail provided should be based on the judgement of the appraiser.
- Text boxes can be expanded depending on the level of detail required.
- For detailed guidance on business cases and expenditure appraisal, consult the Better Business Case NI website or seek advice from relevant professionals within your department.

- It is important to note that workshops are likely to be required to develop the business case, as outlined in guidance. Under the standalone OBC guidance appraisers may wish to consider amalgamating workshops 1 and 2.
- The workshop reports should be saved and made available on request.

BACKGROUND TO THE PROJECT

- Please summarise the background to the project, the purpose of the business case, and the expenditure for which approval is being sought.

Background

Clare Glen Country Park is located within Armagh City, Banbridge and Craigavon Borough Council and is situated 1.5 miles from Tandragee Town (population 3,545) and 3.5 miles from Banbridge (population 34,940). The Glen can be accessed via two main entrances, Markethill Road and Clare Glen Road, making it easily accessible to the local community and to visitors from further afield. Clare Glen caravan park, with an annual occupancy of approximately 5,500 people, is situated within the grounds of the Park. The Glen is close to Tandragee main street with its local shops and businesses.

The local area is very proactive regarding Active Travel and physical activity, with many of the schools participating in either or both of the following programmes: Sustrans Schools Active Travel cycling programme and the PHAs Daily Mile walking initiative. See details below:

- Tandragee PS – Sustrans School AT & Daily Mile
- Tandragee JHS – Daily Mile
- Mullavilly PS – Sustrans Schools AT & Daily Mile
- Scarva PS – Sustrans Schools AT & Daily Mile
- Gilford PS – Daily Mile
- St Johns PS Gilford – Sustrans Schools AT

Clare Glen is the only local area that provides local children with the opportunity to experience a safe traffic free environment that supports the development of their skills and confidence in walking and wheeling.

The Glen currently has three walking routes, Riverside Trail 1.9km, Glenview Trail 1.8km and the Bluebell Trail 1.8km. Unfortunately, the paths are not fully accessible for walking or exercise. Although people do walk, some of the paths have suffered damage from erosion meaning that even able-bodied users find navigating them a challenge in some areas. Consequently, the grounds are not reaching their full potential due to the need for development and enhancement.

The Park has a footbridge which forms part of the main route linking the paths on either side of the river, it was built c. 47years ago and has deteriorated to the point that it is no longer safe to use. Council plans to include the replacement of the footbridge as part of a future scheme (phase two) of the works in the Park.

Research shows us that active travel behavioural change often happens gradually, having access to an area that is enhanced and suitable for leisure and exercise will raise awareness and appreciation for active travel and contribute to modal shifts within the local population.

An enhanced Clare Glen Park will offer residents and visitors access to a safe, traffic-free environment for active travel, and leisure, and a place where people can meet, relax, play, and enjoy nature. It will contribute to a network of green corridors that are welcoming,

Background

modern, and inclusive and are shared spaces that will aid the well-being of all who visit. The scheme will improve the physical and mental well-being of the local community, including families, and increase levels of community cohesion and social inclusion within communities of the Council area.

To achieve the above the project needs to

- Upgrade all 5.5km of Parks paths.
- Install signage, to improve orientation.
- Install accessible furniture i.e. benches, ensuring the paths are suitable for intergenerational use.
- Increase the opportunity to participate in walking, cycling / wheeling for leisure and recreation.
- Increase access and connectivity for communities and visitors to enjoy and appreciate the natural environment.
- Improve existing assets to enhance the environmental, social and economic attributes of the Park.
- Increase the local visitor economy and the number of visitors at the adjacent caravan park.
- Increase the level of community cohesion and social inclusion creating a vibrant community within Tandragee and the surrounding area.
- Ensure the Park is welcoming, inclusive and safe for everyone.
- Promote greater use of the park for events, i.e. sponsored walks

This business case considers the enhancement of paths and the overall site with the replacement of the footbridge to take place in a future scheme for the Park. The total cost of this option is £548,464 including optimism bias and whole-life costs. Through this Business Case Council is seeking funding for the capital element in the sum of £449,917.

A condition survey on the footbridge was carried out in 2023 and it was noted the design life of a timber (softwood) structure is 20-30 years, Clare Glen bridge is approx. 47 years old, and it is considered past its usable life. As part of this application, design fees for the replacement of the footbridge have been included – to bring the future works to a state of readiness in preparation for a future funding application to DfI Active Travel.

STRATEGIC CASE

Please refer to Pages 17-26 of the HMT Better Business Cases Guidance for Projects when completing this section.

Ascertain the Strategic Fit and Agree the Strategic Context

Please provide details on:

- The nature and work of the organisation within which this project is taking place if not central Government.

- How the project links to existing policies / strategies including the Programme for Government, New Decade New Approach, the Climate Change Act and draft Carbon Budget requirements.
- Any notable changes since SOC (if applicable).

Strategic Fit /Strategic Context
ABC Council is the second largest in NI and serves 218,656 residents - Our vision is to create sustainable, healthy, and vibrant communities through our parks and greenspaces, aligning integrated health, social, environmental, and economic goals. Clare Glen scheme has been identified through engagement with stakeholders and the local community and developed to meet the Council's vision to create a happy, healthy, and connected community, a vibrant and sustainable economy, and appealing places to live, work, and learn. Greenspace is an important asset for supporting physical and mental health and well-being and can help address local issues such as improving health and wellbeing, managing health and social care costs, reducing health inequalities, improving social cohesion, and taking positive action to address climate change. (Improving access to greenspace: 2020 review) The proposed project area, which is surrounded by natural woodland landscape and river walks, will contribute to the physical health and wellbeing of all users and where walking becomes part of everyday life. In addition, the project aims to provide an environment that is welcoming, modern and inclusive and one that will aid the well-being of all who visit. It aims increase the level of community cohesion and social inclusion as locals and visitor alike enjoy the enhanced outdoor experience and successfully navigating their way around. It will improve the image and sense of place of Clare Glen Park, protect and conserve the existing rich biodiversity and protect the connectivity and accessibility to all the Park. These objectives contribute to a range of outcomes and strategies from the Regional Programme for Government to the local Community Plan. The key outcomes are highlighted below: • Improve the health and well-being by creating a place where people want to live and work, to visit and invest. (Draft Programme for Government) • Promote sustainable economic growth and the development of the countryside. (Department of Agriculture, Environment and Rural Affairs) • Increasing opportunities and improved areas access and infrastructure. (Outdoor Recreation Northern Ireland /Action Plan) • "…not all communities have easy access to the natural environment for recreation. It is essential that creating opportunities for outdoor recreation is focused on areas of high social need and where access to services is limited." (Making Northern Ireland's Outdoors Great: A Strategic Plan for outdoor recreation in Northern Ireland 2015-2020 (ORNI) • Raise the profile of walking and wheeling and ensure everyone is equipped with the relevant support to ensure they feel welcome and comfortable on a trip to the local shops or a ramble in the countryside (Sustrans – Walking for Everyone) • "to have a modern, sustainable, safe transportation system which benefits society, the economy and the environment and which actively contributes to social inclusion and everyone's quality of life." (DRD Ensuring a Sustainable Transport Future.)

Strategic Fit /Strategic Context

- A vision that will create a region where active lifestyles and active travel can become part of everyday life for everyone – improving health and well - being, economic activity, social interaction and providing a resource for recreation and leisure. (DfI Exercise Explore Enjoy)
- To increase everyone's understanding of the benefits of being active and encourage them to Get Moving and Stay Moving as part of a healthy lifestyle. To realise the full potential of the Borough's outdoor places and indoor spaces so that everyone, everywhere, can Get Moving and Stay Moving. (Getmoving ABC framework)
- Achieve better health and wellbeing for everyone and reduce inequalities in health - Making Life Better Strategic Framework. (Department of Health)
- Empower the population of Northern Ireland to make healthy choices, reduce the risk of overweight and obesity related diseases and improve health and wellbeing, by creating an environment that supports and promotes a physically active lifestyle. Framework for Preventing and Addressing Overweight and Obesity in NI. (Department of Health)
- Sustain rural communities living in smaller settlements and open countryside by revitalising small towns and villages and encouraging sustainable and sensitive development. (NI Regional Development Strategy (2035): SFG 13)
- Improve the health and vitality of rural communities and the Council's exceptional natural assets be enhanced, connected and expanded for future generations to enjoy. (Armagh, Banbridge Craigavon Borough Council's Connected – A Community Plan 2017-2030.)
- Create an enhanced place where rich and varied built heritage and natural assets are protected, enhanced and expanded for current and future generations to enjoy. (Armagh City, Banbridge & Craigavon Borough Council Community Plan)
- Create a revitalised place where the distinctive and vibrant urban and rural areas are at the heart of community and economic life. (Armagh City, Banbridge & Craigavon Borough Council Community Plan)
- Maintain and expand upon wider infrastructure of open spaces, cycle routes, walk routes to the highest standards (Armagh City, Banbridge & Craigavon Borough Council Corporate Plan)
- Increase community understanding and enjoyment of the natural and built environment (Armagh City, Banbridge & Craigavon Borough Council Corporate Plan)
- Revitalised Place - Ensure our neighbourhoods are more attractive, healthier, safer and cleaner and secure investment in infrastructure (Armagh City, Banbridge & Craigavon Borough Council Corporate Plan)
- NI Environment Strategy - Strategic Environmental Outcomes (SEOs). In relation to Urban Green Spaces, SEO2 – 'Healthy and accessible environments and landscapes everyone can connect with and enjoy'.

Workshop 1 – Case for Change

Please refer to page 26 of the HMT Better Business Case Guidance for Projects.

Case for Change

Existing arrangements and Business Needs

- Describe the existing arrangements that are in place (i.e., business as usual/ what is currently provided). This may include, but not be limited to throughput and turnover, existing costs, asset availability / utilisation and condition.
- Describe deficiencies associated with the current provision and the implications if the project does not proceed.
- Include suitable quantification of the nature and level of future needs/demands – future projections should be supported by evidence of historical demand over the past 3-5 years.
- Provide details around the service gap (i.e., the difference between current provision and where the business wants to be in line with the spending objectives of this proposal).

Existing Arrangements and Business Needs
Clare Glen is located 1.5miles from Tandragee Town with a population of 3,545 and 3.5 miles from Banbridge with a population of 34,940. The park is well used by locals and visitors alike and is the only local area that provides local children with the opportunity to experience a safe traffic free environment that supports development of skills and confidence in walking and wheeling. There are three walking paths totalling 5.5km, only one is accessible for wheelchair users or pushchairs and many sections have been eroded due to weather conditions. The footbridge over the Cusher River is not fit for purpose and needs to be replaced. Its current state reduces accessibility for users and is not consistent with Councils aim of providing facilities to enhance the health and well-being of the local community and to attract visitors to the region. Clare Glen Caravan Park, adjacent to the park, is a great tourist attraction in the area with 5500 visitors each year. Council is seeking to increase tourism and the related economic benefits to the local area by promoting the glen as an attractive destination, therefore increasing the demand for the caravan park. As detailed within strategic context, the type of project proposed for Clare Glen impacts across a range of Government departments and achieves several cross departmental aims. As a society, we have become less healthy and less active with adverse consequences to overall health and wellbeing this is borne out by a range of statistics and policy documents referred to within the Strategic Context. At a high level there is a clearly identified need to promote health and well-being within our community and a key aspect of that is to help people make healthy choices by including walking and wheeling as a natural choice for traveling short distances, consequently Government could help to fund the enhancement of local facilities that will result in increased

active travel, community wide recreational use and increased domestic active tourism for our citizens.

The proposed project at Clare Glen has been developed in response to stakeholder feedback and an assessment of the current condition of the pathways and footbridge within the park. Facilities in Clare Glen have not been updated in 14 years, much of the vital infrastructure needed to allow for safe and accessible travel through and around the park has deteriorated significantly. A condition survey on the footbridge was carried out and it was noted the design life of a timber (softwood) structure is 20-30 years, Clare Glen bridge is approx. 47 years old and it is considered past its service life.

There is also a clearly identified social and economic need to provide better and improved recreational facilities in Northern Ireland for community and tourism use and enjoyment. Improving the quality of existing outdoor provision will encourage citizens to walk and cycle more hence facilitating the modal shift needed to encourage more active travel. This will:

- Encourage recreational use of open spaces, increase the number of people taking part in active recreation in our outdoor spaces, and reduce the inequalities in participation.
- Markedly affect future participation levels of older people and those with a disability, specifically wheelchair users, people with mobility issues and long-term health conditions by offering an accessible and inclusive space.
- Give better access to an area that is enhanced and suitable for leisure and exercise which will raise awareness and appreciation for active travel and contribute to modal shifts within the local population.
- Improve orientation by installing directional signage hence encouraging and widening community use, which correlates to greater opportunities for events and projects, i.e., sponsored walks, nature, and nature recovery projects, and children's activity programmes - all contributing to community cohesion and social inclusion.
- Create a safe traffic-free environment, leading to increased numbers of the rural population visiting and spending time in nature, which in turn builds awareness of the natural environment, the benefits of active travel and its link to the effects of climate change and improved health and vitality. This awareness develops community pride and commitment to safeguarding local assets for future generations to enjoy.

The proposed project provides opportunities to cycle and walk for leisure and recreation, helping to develop the local visitor economy, improving social cohesion within and between communities and ultimately improving the health and wellbeing of the population.

The investment would see enhanced environmental, social, and economic aspects of the park, creating a welcoming and attractive visitor destination that would see wide-reaching benefits to the local community and enterprise. Creating a 'destination' that people visit for longer durations, with proximity to local businesses in Tandragee (including shops, restaurants, and cafes), will provide economic benefits from increased visitor numbers and a longer dwell time to the site and environs.

Public Consultation

Existing Arrangements and Business Needs

The Council's Recreation Development Officer carried out a series of face-to-face interviews with residents, visitors, stakeholders, and the wider community. 95% of those interviewed believed the project was needed, commenting that the paths were difficult to navigate and in poor condition and lacked resting points. Users confirmed they would use the facility more once the project was completed.

The following conclusions are drawn from our identification of needs:

- The strategic need to provide local facilities to improve the health and well-being of our citizens and to increase the recreational physical activity especially among its children and young people has been identified.

Determine potential business scope and key service requirements

Identify potential service improvements. When doing this, it is useful to classify needs / requirements based on the following hierarchy:

- The 'Essential' requirements without which the project would not be judged to be a success.
- The 'Desirable' requirements which the project may justify extra expenditure on a value for money basis.
- The 'Optional' requirements, which the project may justify on a marginal low cost and affordability basis.

Range	Essential	Desirable	Optional
Potential scope	• Upgrade pathways • Install seating / street furniture • Install signage	•Replace existing footbridge	
Key service requirements	Access to walking trails throughout year for all abilities and ages.		

Spending objectives for the project

- Specify spending objectives for the project that focus on the rationale and drivers for further intervention and the key outcomes and benefits we are seeking to achieve in support of the organisation's business strategy. See page 21 of HMTs guidance.
- This can be linked to Outcomes Based Accountability (OBA) - PfG and Outcomes based working guidance

Spending Objectives

Objective		Linked Targets
1.	Provide active travel opportunity where walking becomes part of everyday life.	By March 2026 - • Upgrade/enhancement of 5.5km of pathways • Erosion spots to be reduced to zero • Promote modal shift of local communities to active travel – through marketing / events / active travel champion delivering minimum 5 campaigns per year • Install a people counter to measure usage
2.	Increase the opportunity to participate in walking, cycling / wheeling for leisure and recreation.	By March 2026 - • Upgrade/enhancement of 5.5km of pathways • Provide a safe traffic free environment • Contribute to giving our children and young people the best start in life (PFG 14) • Collect feedback from 10% users following completion via online surveys / face to face / community engagement activities
3.	Ensure the parkland is	By March 2026 -

	accessible to all of the community.	• Carry out accessibility assessment and create pathways that are more suitable for use by wheelchairs, prams, people with mobility difficulties. • Enhance and improved year-round access to health and wellbeing opportunities.
4.	Contribute to the physical and mental health and wellbeing of all users.	By March 2027 following completion of works - • Enhancement of an important community asset will increased exercise and leisure activities 20%. • Encourage modal shift towards active travel – build confidence to take part in PHA daily mile and Sustrans active travel schools activities. • Collect data following Place Planning engagement for the area.
5.	Improve existing assets to enhance the natural, environmental, social, and economic attributes of the Park.	By March 2026 - • Completion of individual projects within Clare Glen Park to deliver tangible improvements, linked to strategic aims with the assistance of DfI funding. • Increase in tourism and economic benefits to the local area by providing an attractive destination – increase number of caravan park users.
6.	Increased level of community cohesion and social inclusion within Tandragee and the surrounding area.	By March 2026 – • Provide an attractive, enhanced and accessible Park improving opportunities for social inclusion and interaction from a wider cross-section of community. • 5 events year one - Sponsored walks, nature, and nature recovery projects, and children's activity programmes taking place in the Park. • Collect feedback from 10% users following completion via online surveys / face to face / community engagement activities • Collect data following Place Planning engagement for the area.

Determine constraints and dependencies

Constraints

- Specify any constraints that have been placed on the project. Constraints are the external conditions over which the project has little or no control. This may include, but not be limited to affordability; spatial; legislative; timing; legal, technological constraints etc.

Constraints
Funding availability for the capital cost of the project. Physical constraints of the site making the replacement of the footbridge and the resurfacing of some paths challenging.

Dependencies

- Identify any dependencies outside the scope of the project upon which the ultimate success of the project is dependent, including inter-dependencies between other programmes and projects and external dependencies outside the project environment.

Dependencies
Phase 2 - Planning permission for footbridge replacement.

Environmental Screening Process

See the Supplementary BC Guidance on Incorporating Environmental and Climate Considerations into Business Cases

Consider the potential environmental impact of the project by answering the screening questions below.

Environmental Consideration	Impact	Monetisable	Quantifiable	Qualitative	Risk in need of mitigation
Use or management of land?	No				
The atmosphere/ climate?	No				
Inland, coastal or marine water body?	No				
Biodiversity?	No				
The supply of raw materials from natural sources?	No				Procurement Policy
Outdoor recreation?	Yes	No	No	Yes	N/A
Where relevant, provide more info within these sections of the BC		**Economic Appraisal**	**Non-monetary analysis**	**Non-monetary analysis**	**Risk Appraisal**

CG Environmental Impact ENCA_Assessment_template_July_2023.xlsx - Appendix A

If you have answered yes to one or more of the questions above, you should consider page 11 of the Supplementary Guidance and action appropriately.

THE STRATEGIC CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW

ECONOMIC CASE

Please refer to Pages 27-61 of the HMT Better Business Cases Guidance for Projects when completing this section.

Workshop 2 – Identifying and Assessing the Options

Please refer to page 39 of the HMT Better Business Case Guidance for Projects.

Agree Critical Success Factors (CSFs)

- Identify and agree the CSFs for the project - These are the attributes essential for successful delivery of the project.
- The critical success factors for the project must be crucial, not merely desirable, and not set at a level that could exclude important options at an early stage of identification and appraisal.
- Five basic CSFs which should be considered for all proposals are: strategic fit and business needs; potential VFM; supplier capacity and capability; potential affordability and potential achievability.
- In some cases one or two more may be added, but if a proposal's objectives, constraints and dependencies are correctly understood this is rarely the case. At most the number should not exceed seven.

Critical Success Factors
Key Critical Success Factors – • Option must fit with strategic and business needs as set out above. • Potential Value for Money – social, economic and environmental benefits (as outlined in strategic / business need) must be deliverable. • Suppliers of this type of works must be available, and this type of contract must be attractive to the supply side. • Option must be affordable • Option must be achievable

Determine the long-list of options

- Identify a wide range of possible options for achieving the project's business needs, potential scope and service requirements, and undertake an assessment of how well each option meets the spending objectives and critical success factors agreed for the project.
- Use the Options Framework template on the Better Business Cases NI website to identify the long-list of options – key dimensions include Scope (What?), Service Solution (How?), Service Delivery (Who?), Service Implementation (When?) and

Funding. It is important that these key dimensions are considered in sequence, as this prevents the long-list becoming unmanageable with a large combination of options which is not necessary.

- The long-list must include the Business As Usual and a realistic Do Minimum
- **Pages 29-35 of the HMT Better Business Case Guide will provide further information on the options framework.**

Recommend a preferred way forward

- Use the completed options framework template from above to arrive at an options shortlist.
- There must be at least 4 short-listed options – BAU, Do Minimum, the recommended preferred way forward and one or two other options which would be more or less ambitious than the recommended option.
- Note the preferred way forward at this stage will not necessarily be the preferred option, which is identified later from appraisal of shortlisted options (in terms of costs, benefits, risks).

Shortlisting Options			
Option	**Description**	**Shortlisted (S) / Rejected (R)**	**Meets Objectives?**
1.	Do Nothing	S	No – health and safety concerns with existing provision
2.	Do Minimum - paths resurfaced / reconstructed	S	Partially. Connectivity across the park will be lost but still bring enhancements to the existing provision
3.	Replacement of footbridge and resurfaced / reconstructed of paths	R	Health & Safety issues addressed – accessibility enhanced and the civic pride in the parkland will be enhanced. **Planning permission does not meet funder timescales for spend.**
4.	Resurfaced / reconstructed paths, signage, street furniture, fencing and design of footbridge phase 2	S	Yes – all objectives met

Workshop 3 – Assessing the Short-listed Options

Please refer to pages 60-61 of the HMT Better Business Case Guidance for Projects.

Note: Given the nature of the workshop and stakeholders involved, it may also be useful to include discussions around the financial model and appraisals as part of this workshop.

Prepare the economic appraisals for shortlisted options

It is good practice to do the following when calculating the monetary costs and benefits for the short-listed options:

- Include all monetary costs/benefits arising from the project (inclusive of public, private and third sectors)
- Include tables that show a detailed breakdown of total monetary costs/benefits by individual cost/benefit line.
- Provide a clear explanation of assumptions. For example, what calculations did you make for each cost/benefit line and why? What evidence did you use to come up with these assumptions?
- Calculate the Net Present Social Value/Cost (NPSV/NPSC) (an excel template for this can be found here). Formula should be used to show the derivation of the cost estimates, and these should be easily reconciled with the assumptions summary tab. Excel sheets should accompany this pro forma.
- Optimism Bias (OB) should be included where appropriate in NPSV/NPSC calculations. Use OB calculators if required and follow guidance.
- The effects of general inflation must be excluded from the NPSVs/NPSCs i.e., prices should be in real terms.
- The appraisal period must be based on the useful life of the asset or the duration of the level of service to be provided.

Monetary Impacts Summary Table				
Option	**Total Capital Cost**	**Total Operating Cost**	**Total Monetary Benefits**	**NPSV/NPSC**
1.Do Nothing	£0			
2.Do Minimum - paths resurfaced / reconstructed	£302,702	£80,000	£0	£369,235
3.Replacement of footbridge and refurbishment of pathways	£931,694	£90,000	£0	£1,006,543
4. Resurfaced / reconstructed paths, signage, street furniture, fencing and design of footbridge phase 2	£449,917	£90,000	£0	£524,766
(see Appendix B for NPSC calculations and Appendix C for Monetary Assumptions Summary)				

Undertake non-monetary impacts appraisal

- Undertake an appraisal of the quantifiable and qualitative impacts and explain why these are important enough to affect the decision for the ranking of the options. A template for this can be found on the Better Business Cases website.
- Where possible, avoid defining impacts that cannot be measured, assessed, or evaluated in any realistic way because there is no established evidence base. Both

the quantifiable and qualitative impacts must be recorded in the Benefits Realisation Plan.

Non-Monetary Impact Appraisal

See **Appendix D** Clare Glen Non Monetary Impact Template Feb 24 2.xlsx

Non Monetary Impact Title and Description					**Provide an explanation for scoring. Where relevant, explain why scores differ across options.**
	Option 1	**Option 2**	**Option 3**	**Option 4**	
Provide active travel opportunity where walking becomes part of everyday life.	**0**	**3**	**4**	**5**	Options 3/4 provide higher chance of positive impact
Increase the opportunity to participate in walking, cycling / wheeling for leisure and recreation.	**0**	**3**	**4**	**5**	Options 4 includes wayfinding signage impacted score
Ensure the parkland is accessible to all of the community.	**0**	**3**	**4**	**5**	Options 4 includes wayfinding signage & street furniture higher score
Contribute to the physical health and wellbeing of all users.	**0**	**3**	**4**	**5**	Options 4 includes wayfinding signage & street furniture higher score
Improve existing assets to enhance the natural, environmental, social, and economic attributes of the Park.	**0**	**3**	**4**	**5**	Option 4 provides for more enhancements to site.
Increased level of community cohesion and social inclusion within Tandragee and the surrounding area.	**0**	**3**	**4**	**5**	Options 4 includes wayfinding signage & street furniture more opportunity for social interaction
Total NMI Score	**0**	**18**	**24**	**30**	

Undertake risk appraisal

- Identify and quantify the risks and mitigations associated with the short-listed options. The probability of each risk occurring and its likely impact should be assessed, along with an overall risk rating. A template for this can be found on the Better Business Cases website.
- Project managers should ensure a risk register is developed from the beginning of the project, this should be updated and reviewed on a regular basis.

Risk Appraisal									
Risk Description	**Likely Impact (I) and Probability (P) of Risk (H/M/L)**								**State how the options compare and identify relevant risk management / mitigation measures**
	Option 1		**Option 2**		**Option 3**		**Option 4**		
	I	**P**	**I**	**P**	**I**	**P**	**I**	**P**	
Late Contractor Involvement	N/A	N/A	M	L	M	L	M	L	Council has significant prior experience in similar projects to ensure that a competent contractor is appointed at an early stage
Inadequacy of Business Case	N/A	N/A	M	L	M	L	M	L	The business case has been developed based on close consultations with stakeholders.
Environmental Impact	N/A	N/A	L	H	L	H	L	H	Environmental assessment is under way. As the proposed project will be located at an existing site and no proposed works will have additional environmental impact.
Use or management of land	N/A	N/A	M	L	L	M	L	M	The proposed project will be located at an existing site and proposed works may include felling small number of trees – replanting will take place to replace.
Site Characteristics	N/A	N/A	L	M	L	M	L	M	The proposed project will be based on an existing Park and therefore site characteristics are not expected to impact the project.
Public relations	N/A	N/A	M	L	M	L	M	L	The proposed project will be based in an existing Park, stakeholders are behind the proposal. When works commence regular updates and information will be provided to the public and disruption to the public will be kept to minimum.
Unforeseen issues arising from site investigations.	N/A	N/A	H	L	H	M	H	M	Detailed surveys will be undertaken, and the ICT will take account of possible unforeseen issues.
Procurement not performed correctly	N/A	N/A	M	L	M	L	M	L	Council will adhere to best practice guidelines throughout the procurement exercises to mitigate against any risk that procurement is not performed correctly.
Health and safety issues	N/A	N/A	M	L	M	L	M	L	A detailed Health and Safety assessment should be carried out and processes agreed to mitigate against the risk.
Poor Project intelligence	N/A	N/A	M	L	M	L	M	L	Council has significant prior experience in similar projects to ensure that sufficient project intelligence is obtained at an early stage.

Risk Appraisal									
Delays due to weather, site circumstances/difficulties	N/A	N/A	M	L	M	L	M	L	Council will seek to identify any issues at project planning stage and to build mitigation measures into the specification/tender documents.
Overall Risk (H/M/L)	N/A	N/A	M	L	M	L	**M**	**L**	Council has significant prior experience in similar projects to ensure that the project is delivered successfully

Appendix E Risk Impact Assessment

Undertake sensitivity analysis

Sensitivity Analysis

- Sensitivity analysis is used to test the vulnerability of options to future uncertainties. It involves testing the ranking of the options by changing some of the key assumptions, for example switching values/scenarios for costs and the delivery of benefits.
- Sensitivity analysis may not change the preferred option. However, if small changes in the assumptions alter the ranking, it is an indication that the investment process should proceed cautiously, because it has non-robust elements in it.
- This analysis should be undertaken in two stages, switching values and then scenario analysis looking at best and worst possible outcomes. See HMT guidance, (pages 58-59) for information on both and an explanation about interpreting results.

Sensitivity Analysis		
Option	**RAG**	**Sensitivity**
Do Nothing		none
Do Minimum - paths resurfaced / reconstructed		Least sensitive option, the risk assessment is sound, and it is unlikely to be affected by uncontrollable risks such as site issues or inclement weather
Replacement of footbridge and resurfaced / reconstructed of paths		Most sensitive option. Highly dependant on all variables being controllable and any issues arising from uncontrollable risks are likely to render the project undeliverable within the timescales
Resurfaced / reconstructed paths, signage, street furniture, fencing and design of footbridge phase 2		Moderate sensitivity. The risk assessment is sound and there are sufficient mitigations for the uncontrollable risks to allow for timely delivery

Identifying the preferred option

- Conclusions should be drawn on each of the different options, considered in terms of cost, benefit, risk and its ability to meet the spending objectives – a summary table like the one below may be useful.
- Preferred option should be identified and justified.

	Option 1	Option 2	Option 3	Option 4
Description	Do nothing	Do Minimum - paths resurfaced / reconstructed	Replacement of footbridge and refurbishment of paths	Resurfaced / reconstructed paths, signage, street furniture, fencing and design of footbridge phase 2
Net Present Social Cost/Net Present Social Value	-	£369,235	£1,006,543	£524,766
Monetised Benefit-Cost Ratio[1] (if applicable)	n/a	n/a	n/a	n/a
NPSC/NPSV Options Rank	4	1	3	2
Non-Monetary Impacts Score	**0**	**18**	**24**	**30**
Non-Monetary Impacts Options Rank	4	3	2	1
Risks Score	0	43	55	41
Risk Assessment Options Rank	1	3	4	2
Overall Rank/Conclusion	4	2	3	1

Identifying the Preferred Option
Option 4 - Resurfaced / reconstructed paths, signage, street furniture, fencing and design of footbridge phase 2

THE ECONOMIC CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW.

[1] A BCR should only be calculated for monetised costs and benefits (I.e., it is not appropriate to include non-monetary impacts in this calculation).

COMMERCIAL CASE

Please refer to Pages 61-69 of the HMT Better Business Cases Guidance for Projects when completing this section.

Workshop 4 – Developing the Deals

For further details on the purpose, objectives, key participants and outputs of workshop 4, please refer to pages 68-69 of the HMT Better Business Case Guidance for Projects.

Determine procurement strategy

- Determine the procurement strategy and possible procurement routes for the project's key outputs and activities.
- Key considerations are the choice of procurement method and the degree to which early consultation with the supply side is required; and the extent to which the organisation should be acting as a single procurement entity or procuring more collaboratively with other public bodies.
- Please outline or append the procurement strategy.
- Note, there is no need to complete if no procurement exercise is required.

Procurement Strategy

A Design Team will be engaged through CPD approved Framework to provide a scheme for the entire park area. The Design team will be an experienced supplier with ABC Council and will have carried out projects of similar scale and complexity with the council.

The design team will be engaged to provide a scheme for the paths and to prepare for the bridge element to be undertaken as part of phase 2. The Design team will be appointed directly through a CPD approved framework.

The contractors will also be appointed directly through a CPD approved framework. The works will be carried out under an NEC4 ECC Option A Contract.

Procurement will be undertaken in adherence to Council's procurement policy and public procurement regulations with the support of Council's Procurement Team

Specific KPIs

- Capex (capital expenditure) of £224,959 to be incurred by 31 March 2025 and minimum of 1% life cycle costs – essential to ensure the ability to sustain itself and re-invest over project lifetime

Other targets and objectives to be achieved for best practice:

- Adoption of environmentally sustainable practices
- Attract more visitors to Tandragee

Procurement Strategy
Consideration is already given to: • Governance arrangements • Funding Structure & Financial Performance • Conservation & protection of sensitive areas and sustainability

Determine service streams and required outputs

- Identify and summarise the project's required services and outputs and the potential implementation timescales required.
- The project plan for the procurement of its key outputs and activities should be outlined and/or attached to the Project Business Case.

Service streams and required outputs
Appointment of ICT through CPD approved Framework and design stage 6 weeks – Mid January 2025 Tender for IST 4 weeks Award IST Contract – mid-February 2025 Commence on site end of February 2025 Activities from end of February to end of March 2025 include mobilisation on site, removal of existing signage and furniture, temporary works to gain access to site and, commencement of upgrading of trail network, purchase of fencing materials, wayfinding signage and furniture to achieve spend of 50% of budget. End of March 2025 until End of August 2025 completion of trail upgrades, installation of fencing materials, wayfinding signage and furniture.

Outline potential risk apportionment

- Identify how the service risks in the Design, Build, Funding and Operational (DBFO) phases of the project may be apportioned between the public and private sectors.
- The intention is to optimise the allocation and sharing of risk. Specific risks should be allocated to the party best able to manage it.

Risk Apportionment

Risk	Council	Design Team	Contractor	Comment
Late Contractor Involvement	50%	50%		Can be mitigated by both parties via use of CPD approved frameworks
Environmental Impact	25%	25%	50%	Careful specification and procurement will mitigate unwanted environmental impact but contractor will carry the operational risk

Risk Apportionment				
Unforeseen issues arising from site investigations.	40%	40%	20%	Surveys will mitigate the risk in the planning stage but contractor will carry the operational risk
Delays due to weather, site circumstances/difficulties	50%		50%	Council can mitigate by manipulation of the spend profile but contractor will carry the operational risk

Outline potential payment mechanisms

- Identify how the project intends to make payment for its key services and outputs over the expected lifespan of the contract(s).
- Payment mechanisms should incentivise the service provider to provide Value for Money over the lifespan of the project.
- **Payment mechanisms for the: pre-delivery phase; operational phase; and extension phase are discussed in more detail on pages 64-66 of the HMT Better Business Cases Guide.**

Payment Mechanisms
Payment will be under the NEC contracts mechanism where the Contractor is paid at stages, once a specified activity has taken place.

Ascertain contractual issues and accountancy treatment

- Outline the contractual arrangements for the project, including the use of a particular contract, the key contractual issues for the Deal and its accountancy treatment and personnel implications.

Contractual issues and accountancy treatment
Two procurement exercises will be undertaken: Integrated Consultancy Team (Design Team) - appointed under NEC4 Professional Service Contract Integrated Supply Team (Contractor) - appointed under NEC 4 Engineering Construction Short Contract

THE COMMERCIAL CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW.

FINANCIAL CASE

Please refer to Pages 69-76 of the HMT Better Business Cases Guidance for Projects when completing this section.

Workshop

Please note that there is no specific requirement for a further workshop to take place under the financial case. Nevertheless, given the nature and stakeholders involved in Workshop 3, discussions around the financial model and appraisals could take place at that stage.

Prepare financial model and financial appraisals

- Ascertain the affordability and funding requirements of the preferred option and demonstrate that the recommended project is affordable.
- The financial appraisals focus on the affordability and fundability of the project. The costs and benefits appraised in the financial case reflect an accountancy-based perspective.
- A Budget statement; Cash flow statement; and Funding statement should be included as part of this appraisal.
- The financial appraisal should result in a clear understanding of:
    - the capital and revenue implications of the project;
    - any financial contingencies (for example, for inflation) on top of any adjustments made in the Economic Case; the impact on the income and expenditure account and the organisation's charges for services (if applicable);
    - the impact on the budget, other sources of available funding and any shortfalls;
    - the impact of the project on the organisation's balance sheet; and
    - evidence of commissioner and stakeholder support (if required).
- An affordability template is available on the BBC NI website.

Financial Model and Appraisal

A Budget and Funding Statement is included as **Appendix F**. This indicates a total CAPEX / OPEX budget required of £548,464 for this project.

The OPEX budget requirement of £98,547 (which relates to the future maintenance of the proposed works) will be covered through Council's revenue budgets as part of an ongoing commitment to maintain the park.

Financial Model and Appraisal
The CAPEX budget requirement of £449,917 represents the amount being requested from DfI through this Business Case and is in respect of • the upgrade of the pathways • the installation of street furniture, signage, and waymarkers • design costs, statutory fees, and surveys associated with the above two elements • design costs, statutory fees, and surveys associated with the future replacement of the footbridge Council is currently committed to a number of significant capital projects in excess of £100m and any further Council-funded capital projects are unaffordable at this stage. The submission of this BC to DfI is seeking the required grant funding to allow this project to proceed.

THE FINANCIAL CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW.

MANAGEMENT CASE

Please refer to Pages 76-85 of the HMT Better Business Cases Guidance for Projects when completing this section.

Workshop 5 – Successful Delivery Arrangements

For further details on the purpose, objectives, key participants and outputs of this workshop, please refer to page 84 of the HMT Better Business Case Guidance for Projects.

Plan project management

- Put in place the strategy, framework and plans for successful project delivery through the development of the Project Framework and Project Plan.
- The appointment of the Senior Responsible Owner as well as the use of any specialist advisers should also be discussed.

Project Management

Co-ordinating the management of the facilities at Clare Glen Park is the responsibility of the Council. A Project Board comprising representatives of all internal stakeholders will oversee delivery of the project. This will be led by The Senior Responsible Officer

Council has an in-house Project Management Process which sets out all steps along the project lifecycle.

The delivery team will consist of:

- Project Manager (PM)
- The Senior User (SU)
- The Senior Supplier (SS)

Council has extensive project management experience in terms of:

- Project procurement and development
- Delivery of capital projects across Council region
- Partnership working

The Council will review progress being made regarding the key performance indicators established for the project.

In summary, quantitative data on key outputs will be continually recorded and information on the following key outputs will be collated:

- Visitor numbers;
- Levels of usage collected daily;
- Key benefits to users; and

Project Management

- Levels of satisfaction amongst user groups.

Regular project monitoring by the Council shall enable any concerns arising to be identified on a timely basis with corrective action also being taken without delay. For example, should project costs exceed budget then corrective action in identifying cost savings or other funding required shall be taken as necessary.

Senior Responsible Officer for the project will be [redacted] – Director of Environment and Sustainability.

Continuous Monitoring and Evaluation will include activities such as monthly, quarterly and annual update reports to Management Committee. The initial aims and objectives will be continually re-visited and changed / updated according to the degree of progress/success/failure.

It is recognised that the success of the project should ultimately be measured by the following:

- Comparison of actual costs with budget;
- Achievement of project milestones;
- Usage of facility;
- Sustainability of facility; and
- The success of the project in meeting its overall objectives.

Plan change management

- Put in place the strategy, framework and plans required for managing change.
- This should include a change management strategy (linked to benefits realisation), a change management framework (to manage anticipated and unexpected change) and a change management plan (to explain what will be delivered by whom and when in terms of underlying activities).

Managing Change

Project change will be managed as per the in-house project management process, where a change sheet is completed with details of:

- What specific change is being requested?
- Reasons for the change
- Have other options within the current Project constraints been considered?
- What will be the impact of the change on the Project?
- Will the change affect the Project Risk?
- Will the change affect the Deliverables / Benefits?

This is then considered by the SRO / Project Board.

Plan benefits realisation

- Put in place the management arrangements required to ensure that the project delivers its anticipated benefits, including: Benefits realisation strategy; Benefits realisation framework; and Benefits register/Benefits Realisation Plan (BRP).
- All the benefits identified in the strategic case and economic case sections of the OBC must be accounted for within the benefits register/BRP.
- The benefits register should be updated and reviewed continuously throughout the course of the project.
- A benefit profile template can be found on the Better Business Cases NI website.

Benefits Realisation
Continuous Monitoring and Evaluation will include activities such as monthly, quarterly and annual update reports to Management Committee. The initial aims and objectives will be continually re-visited and changed / updated according to the degree of progress/ success/ failure. It is recognised that the success of the project should ultimately be measured by the following: • 50% spend by 31st March 2025 • Comparison of actual costs with budget; • Achievement of project milestones; • Usage of facility; and • The success of the project in meeting its overall objectives. A Project Closure Report will be prepared by the PM once the project has been completed. It will evaluate if the project was delivered to time, cost and specifications whilst assessing the delivery of benefits achieved and lessons learned. The report will also identify who is responsible for reporting on any outstanding items including post-project benefits. A post project evaluation will be carried out 1 year post project completion.

Benefit	Target	Timescale	Responsible Organisation
Financial Quantitative			
Dfl funding	Obtain funding to enable project to proceed	Q4 2024	ABC
Reconstruction / enhancement paths	Upgrade/enhancement of 5.5km of pathways with 50% spend by 31st March 2025	Q1 2025	ABC
Planning permission	Obtain planning permission for footbridge for phase two future works.	Q3 2025	ABC
Non-Financial Quantitative			

Provide active travel opportunity where walking becomes part of everyday life.	Promote modal shift of local communities through marketing / events / active travel champion.	Q2 2026	ABC
	Install people counter to measure usage.	Q1 2026	
Increase the opportunity to participate in walking, cycling / wheeling for leisure and recreation.	Collect feedback from 10% users following completion.	March 2026	ABC
	Install people counter to measure usage.	Q1 2026	
Ensure the parkland is accessible to all of the community.	Carry out accessibility assessment and create pathways that are more suitable for use for all.	Q1 2025	ABC
	Collect feedback from 10% users following completion via online surveys / face to face / community engagement activities.	March 2026	
Contribute to the physical and mental health and wellbeing of all users.	Collect data following Place Planning engagement for the area.	Following completion March 2026	ABC
	Collect feedback from 10% users following completion (online surveys / face to face / community engagement activities.)		
Improve existing assets to enhance the natural, environmental, social, and economic attributes of the Park	Obtain funding to enable project to proceed.	Q4 2024	ABC
	Increase number of caravan park users.	Q3 2026	
	Collect feedback from local community & business following completion.	Following completion March 2026	
Increased level of community cohesion and social inclusion within Tandragee and the surrounding area.	Collect feedback from 10% users following completion (online surveys / face to face / community engagement activities.)	Following completion March 2026	ABC
	No. of events held at the Park.		
Non-Financial Qualitative			
Contribute to the physical and mental health and wellbeing of all users.	Collect data following Place Planning engagement for the area.	Following completion March 2026	ABC

Plan risk management

- Put in place arrangements for managing and mitigating risks during the key phases of the project.
- A risk management framework should be established, within which risks are identified, mitigated and managed.
- All the risks identified in the strategic case and economic case sections of the OBC must be accounted for within the risk register/log.
- The risk register/log should be updated and reviewed continuously throughout the course of the project.
- A risk register/log template can be found on the DoF website.

Risk Management
Council has a risk management policy under which a Risk Log will be generated as part of the in-house project management process. The risk log is populated at the project initiation stage and monitored at every board / project meeting. Management of the log is the responsibility of the Project Manager and assurance is undertaken by the Programme Management Office.

Plan Post-Project Evaluation

- Put in place the necessary arrangements for Project Assurance (for example Gateway Reviews), Monitoring and Evaluation.
- To ensure an independent and objective approach, evaluations should be led by individuals or teams who have had no responsibility for or involvement in the management or implementation of the proposal under consideration.

Project Assurance and Evaluation Arrangements
Continuous Monitoring and Evaluation will include activities such as monthly, quarterly and annual update reports to the project board / SRO. Progress will be monitored and appropriate adjustments made to adopt to the changing circumstances, in order to ensure the aims and objectives are met. Council's in-house PM process calls for a project plan and Gannt to be generated at the initiation stage and this forms the basis of the monitoring process. The Programme management Office is charged with tracking progress and reporting to the monthly board meeting via a project dashboard. It is recognised that the success of the project should ultimately be measured by the following: • Comparison of actual costs with budget • Achievement of project milestones • Quality of the deliverable

Project Assurance and Evaluation Arrangements
• Delivery of the benefits The evaluation mechanism is likewise governed by the in-house process. The PM, assisted by the PMO, will complete a project closure report for the project plan, the deliverables, the benefits, the financial performance, any lessons learned and any outstanding items. In addition, a further audit of projects is carried out by Council's internal Audit team and this is reported to the Performance and Audit Committee on a quarterly basis.

THE MANAGEMENT CASE SECTION OF THE OBC HAS BEEN COMPLETED AND MUST BE KEPT UNDER REVIEW.

Annex B

Checklist (for Councils to complete)

Title of project: _____Clare Glen Park Enhancement
Value of project: _____£449,917.00
Greenway/ Active Travel Enabling Projects spanning two financial years):
_____
Costs to be incurred in 2024/25: _____£224,959.00
Costs to be incurred in 2025/26: _____£224,959.00
DfI contribution sought in 2024/25: _____£224,959.00
DfI contribution sought in 2025/26: _____£224,959.00

	Yes	No
The Council recognises that any funding allocation would be subject to the appropriate processes, such as budget availability; agreement on business cases submitted, the Department of Finance approval for making the capital grant payment; compliance with NI Public Procurement Policy and any other relevant considerations.	X	
Can the Council confirm the proposal/project is directly related to the EEE Strategy? Please give details of how the project links to strategy.	X	
Does the project link directly to other DfI strategies? If yes, please provide details.	X	
Can the Council confirm that the proposal/project facilitates active travel connections? Please elaborate below:	X	
Can the Council confirm the regularity, propriety and value for money of this proposal and that it is committed to this being the case for this project?	X	
Can the Council confirm the legality, appropriateness, safety or any other aspects of the proposal/ project have been carried out and there are no issues identified.	X	

Councils should note that is the Grant Recipient's own responsibility to ensure that it has the appropriate licenses, permits, insurance, documentation, qualifications and finances to enable the legal and	**X**	
safe operation of their project – please confirm Council is content with this.		
Can Council confirm full compliance with the following and that it will continue to be considered accordingly during the delivery phase: Section 75 of the NI Act 1998, the Human Rights Act 1998; the Public Records Act (NI) 1923 and other relevant statutory guidance and all existing legislative requirements and obligations.	**X**	
Can Council also confirm that they will continue to have regard to all other relevant guidance and policy requirements that may be relevant to departmental decision making, including but not limited to Regulatory Impact Assessments, Privacy Impact Assessments (GDPR), rural proofing, economic appraisals (Better Business Cases NI) and Managing Public Money (NI)?	**x**	
Can the Council confirm that the proposal and the project submitted for funding consideration has been agreed in its totality the by the Council and its members, and there are no issues identified that will impact on this proposal? For example: through public consultations?	**x**	
Please confirm Council has used the appropriate Business Case pro forma as attached https://www.finance-ni.gov.uk/publications/business-case-pro-formas	**X**	
Can the Council confirm that the procurement for the spend articulated in the business case will be fully NIPPP compliant*? Please note that in order for the Department to consider providing capital grant funding to Councils, assurance must be provided (as part of the request for funding) that Councils will adhere to NIPPP when undertaking the procurement process. See link below for guidance: https://www.financeni.gov.uk/articles/introduction-ni-public-procurement-policydocument and construction toolkit: Sourcing and Construction Toolkits | Department of Finance (finance-ni.gov.uk)	**x**	
Can the Council confirm that it has provided a procurement strategy (including procurement and scheme delivery timeline/programme) as part of this request for funding to support the above*?	**X**	
Can the Council confirm that the project fully meets the eligibility criteria detailed in **Annex A.**	**X**	

Signed: [redacted] Date: 28/11/2024	[redacted]

Department of Finance | An Roinn Airgeadais

www.finance-ni.gov.uk

BUSINESS CASE PRO FORMA FOR MINOR EXPENDITURE

PROJECT TITLE	**DUNGANNON PARK ACTIVE TRAVEL PEDESTRIAN/CYCLE ROUTE RESURFACING**
SPONSORING DEPARTMENT	**DFI**
AGENCY / ALB / NDPB (IF APPLICABLE)	**ACTIVE TRAVEL**
SENIOR RESPONSIBLE OWNER	[redacted]
EST. CAPITAL COST (INCLUDING OB & INFLATION)	**£12,549.08**
EST. REVENUE COST (INCLUDING INFLATION)	**NA**

	SIGNED	DATE
PROJECT MANAGER	[redacted]	**09.12.2024**
APPROVING OFFICER / GRADE	[redacted]	10.12.2024

PROPORTIONATE EFFORT & GUIDANCE

- Proportionate effort should be used throughout commensurate with the level of expenditure. **The level of detail provided should be based on the judgement of the appraiser**; however, all questions should be answered.
- By addressing the points below, the general principles of appraisal are applied, and a suitable analysis is made to aid decision-making and deliver a value for money (VfM) solution.
- For detailed guidance on business cases and expenditure appraisal, consult the Better Business Case Guidance for NI or seek advice from relevant professionals within your department.

This pro forma can be used for relatively small and routine expenditure, where options are limited, and the expenditure decision is straightforward. If an options appraisal is required to determine the best VfM option, then the OBC pro forma (for moderate expenditure) or OBC template (for major expenditure) can be used.

Purpose

What is the purpose of this business case?

Purpose
There is a requirement to upgrade defective high friction/anti slip safety resin surfacing on sections of an existing pedestrian/cycle active travel route in Dungannon Park, the largest and most used urban park in in the Mid Ulster Council region having attracted 431,580 visitors/users in the 2023-24 year period. The park includes council owned and maintained pedestrian/cycle routes which are hard topped and provide an excellent surface used by walkers and cyclists which would meet DDA compliance requirements. This pathway connects Dungannon town from the Moy Road to the nearby The Linen Green Business Park through Dungannon Park and onwards to various local places of interest at each side. This route is also an off-road section of the Mid Ulster NCN95. Central facilities at Dungannon Park include walking/cycle pathways, café, camping facilities, angling lake & play provision and each end of this pedestrian/cycle network users can access the Windmill Wood Park, The Integrated College Dungannon, Dungannon Swifts Football Club, Dungannon Rugby Club, The Howard Primary School, The Linen Green Business Park and various other shops on the Moy Road, Gortmerron Road and in Moygashel Village are all linked. In addition, there are numerous housing areas at either side of this route. On steeper sections of this pedestrian/cycle route, safety grip surfacing was installed 20 years ago. This high friction surfacing was installed to make the pathway accessible for all by helping people achieve better grip on steeper sections of the pedestrian/cycle pathway and also to help increase the visibility on sections of this active travel route, however over the years this layer of surfacing has worn away and no longer serves its original purpose, therefore there is a significant need to replace this surfacing to help develop safer walking & cycling facilities at this location especially for vulnerable people such as the young, elderly and those living with a disability. This proposal will help to enable people of all ages and abilities get outdoor more to interact with nature and help connect them better to various local outdoor recreational facilities. By encouraging people to use active travel rather than motor vehicles, this proposal would align with Council's broader climate change objectives, and play a role in promoting greener, more inclusive outdoor spaces, and align with the NI Executive's goals to meet net-zero carbon emissions by 2050. The objectives of the Dungannon Park pedestrian/cycle route surface upgrade proposal include: • Enhancement of an existing heavily used urban park active travel route. • Connection of people to outdoor recreation facilities in this area and encourage people to visit other sites/amenities and spend money in the local economy. • Improvements in public health and wellbeing by providing opportunities for and encouraging increased levels of physical activity. • Increase of safety for people walking and cycling along this route by improving safety surfacing therefore increasing the 'feel safe' factor for people using this route. • Improving opportunities for new cycling and walking activities. • Provide associated economic returns and social benefits to users and area.

Purpose
• Environmental benefits to assist council in line with the NI Executive's goals to meet net-zero carbon emissions by 2050.

Strategic Case

1. What is the main policy/strategic driver behind the proposal? E.g. Departmental Strategies/Programme for Government, the Climate Change Act etc.
2. Why is the expenditure required – i.e. the case for change?
3. What would happen if the product / service was not provided? What would be the impact on the business / organisation?
4. What are the spending objectives of the proposal?
   Is the project expected to have a notable environmental impact? If so, what is being done to mitigate any negative impacts?[1]

Strategic Case
1. Mid Ulster District Council Corporate Plan 2020 – 2024 This proposal fits with to the overarching vision of the Council's Corporate Plan i.e. 'Mid Ulster Council aspires to be at the heart of our community.' The Council has identified several key issues of importance to the people across Mid Ulster including education, the economy, the environment, safety, a sense of belonging, partnership working, improved infrastructure, accessible amenities and attractive vibrant, tourism villages and open spaces. Of the corporate plans 5 strategic themes, 2 in particular fit with this proposal i.e. 'Environment' and 'Communities'. In addition, 'addressing rurality' and 'working collaboratively across public, private, community and voluntary sectors to achieve shared objectives' are identified as cross-cutting corporate commitments. Within the Environment theme, 1 of 4 priorities is to 'increase the protection of, access to and development of our assets, both natural and man-made, including our strategic visitor sites'. Within the Communities theme, Council aims to 'make a tangible difference to the health and well-being of local people, and contribute to the creation of viable and vibrant, safe and prosperous communities'. Accessibility to the outdoors and access to opportunities to adopt a more active lifestyle in a greater range of settings are highlighted, as well as the 'benefits of the outdoors for physical and mental health'. Priorities for the Council under this theme are to: • Open and sustain accessible pathways to participation in leisure and outdoor recreation activities which enhance health and well-being by providing high quality, accessible facilities in local communities. • Continue to support the sustainable development of our parks, forests and green spaces, together with access to outdoor assets, including walking and cycling trails. • Along with our community planning partners, work to address social inclusion, poverty and deprivation across the Mid Ulster region. • We will continue, through our community development programmes, grant aid schemes and our partnership-working, to support local communities and to build capacity in the community and voluntary sector.

[1] See Incorporating Environmental and Climate Considerations into Business Cases for further advice.

2. Our Community Plan: 10-year Plan for Mid Ulster (2017)

This proposal fits with the MUDC 10-year community plan. Council has identified outcomes structured under 5 themes to deliver the Community Plan. This proposal fits into 5 themes and outcomes, as outlined below:

Economic Growth
− Our towns and villages are vibrant and competitive.
Success Indicators
− Improved attractiveness as a tourism destination.
− Increased performance of our towns and villages.

Infrastructure
− We increasingly value our environment and enhance it for our children.
Success Indicators
− Increased environmental sustainability.
− Increased protection, access and enjoyment of our natural and built heritage.

Education and Skills
− We give our children and young people the best chance in life.
− We are more entrepreneurial, innovative and creative.
Success Indicators
− Increased number of schools which have community access.
− Improved chid development.
− Improved mental health and resilience in children and young people.

Health and Wellbeing
− We are better enabled to live longer, healthier and more active lives.
− We care for those most vulnerable and in need.
Success Indicators
− Increased healthy life expectancy.
− Improved mental health.
− Increased quality of life and opportunities for people with disabilities.
− Reduced health inequality.
− Improved child development.

Vibrant and Safe Communities
− We are a safer community.
− We have stronger communities with less disadvantage and poverty.
Success Indicators
− Reduced anti-social behaviour.
− Increased respect for each other.
− Increased shared space.

3. Regional Development Strategy 2035: Building a Better Future (DfRD, 2010)

This proposal fits with spatial aspects of the PfG and is intended to inform the spatial aspects of other Government Departments, Councils' decisions and investments, and guide investment by the private sector.

Relevant aims include:

− Support towns, villages and rural communities to maximise their potential.
− Promote development which improves the health and well-being of communities.
− Improve connectivity to enhance the movement of people, goods, energy and information.
− Protect and enhance the environment for its own sake.

The Strategy highlights the importance of improving facilities for walking and cycling as part of infrastructure investment.

4. NI Changing Gear Cycling Bicycle Strategy 2015 & Exercise Explore Enjoy Greenway Strategy 2016

The proposal fits with the 2015 Changing Gear Cycling Strategy as it will help to better provide "a community where people have the freedom and confidence to travel by bicycle for everyday journeys". This proposal will help meet the objectives of this strategy by making an urban area in Northern Ireland more accessible for people using the bicycle - improvements to cycling infrastructure will enable more people to access facilities in our urban centres by bicycle or by multi modal journeys. This proposal will also meet the objectives of improving opportunities for social interaction, improvements in public health. Increased levels of bicycle use have both direct (personal fitness) and indirect (improvements to air quality) benefits for public health. Increasing safety for people using the bicycle can be achieved by this proposal by increasing the 'feel safe' factor for people riding a bicycle along this route. This proposal recognises the need to link and build on the existing Mid-Ulster NCN95 Cycle Route passing through Dungannon Park and provide an upgrade to an existing traffic free Urban Greenway. This active travel site proposal will fit with and follow the approach of the NI Changing Gear Cycling Strategy by building upon existing infrastructure, supporting cyclists through the provision of safe and secure sites and the promotion of cycling through the development of routes.

The proposal fits with the 2016 Exercise Explore Enjoy Greenway Strategy as Dungannon Park runs directly parallel to the proposed (Craigavon to Derry) primary NI greenway route and in the future will be able to link into this proposed greenway. This proposal will provide upgrades to an existing traffic free urban green way to help increase active travel, increase environmental sustainability, improve and increase a shared space, improve air quality and increase quality of life for people with disabilities. This proposal will also encourage a substantial increase in the number of people walking and cycling as a regular part of everyday life through the enhancement of a connected and accessible existing Mid-Ulster NCN95 Cycle Route which passes through Dungannon Park. This proposal will contribute to the following overarching EEE objectives –

1.To improve health and wellbeing by creating opportunities for exercise in developing greenways;
2. To increase the areas and populations that have access to and the use of greenways;
3. To increase safety for people walking and cycling;
4. To improve opportunities for social inclusion and interaction; and
5. To provide opportunities for the development of local economies.

5. Health and Wellbeing 2026: Delivering Together (DoH, 2016)

This proposal fits objectives within the Health Strategy which recognises that the Health Service faces growing demand driven by successful interventions and improving life expectancy. As a result, there is a need to move beyond managing illness and instead ensure that people are supported to live well; physically, mentally and emotionally. To do this, the onus is on Departments and Agencies to work together to deliver the best outcomes. Core to PfG Outcome 4 of people leading long, healthy and active lives is improving people's health. The Strategy outlines a future in which people are supported to keep well with the information, education and support to make informed choices and take control of their own health and wellbeing. This requires the circumstances for people to stay healthy, well, safe and independent in the first place.

There is a need to:

− Build capacity in communities and in prevention to reduce inequalities and ensure the next generation is healthy and well.
− Work with communities to support them to develop their strengths and use their assets to tackle the determinants of health and social wellbeing.
− Tap into the innovative ideas and energies in communities themselves, and in the community and voluntary sectors.
− In all communities, every child and young person should have the best start in life, people should have a decent standard of living, and all citizens should be supported to make healthier and better-informed life choices.
− Work alongside all communities to enable social inclusion and tackle health inequalities and the underlying contributory factors including poverty, housing, education and crime.

6. Climate Change Act (Northern Ireland) 2022

This proposal fits with Councils objectives relating to the reductions in net zero greenhouse gas (GHG) emissions by 2050, along with interim targets including an at least 48% reduction in net emissions by 2030. All contributors and stakeholders must play their part and work to urgently reduce greenhouse gas emissions**.** By making active travel more accessible to people, council can help people make more journeys without motor vehicles therefore contributing to a reduction in greenhouse gas (GHG) emissions. Active Travel schemes achieved by councils will help with overall aims of ensuring that the planet we currently inhibit is sustainable for our future generations, by limiting the increase in global temperatures to 1.5°C.

- The objectives of this proposal are to relay 240m2 of high friction/anti slip safety surfacing on this pedestrian/cycle pathway, including the repair to 65m2 of tar underlayer. If achieved this proposal will help mitigate current negative public health, social and environmental impacts.

- If this proposal is not delivered, opportunities for the provision of fully safe and user-friendly active travel along this route will remain severely limited as currently existing surface at steeper locations does not serve this purpose sufficiently. It not delivered, this would have a negative impact on residents, visitors, local businesses, schools and outdoor recreation providers as this route will remain not fully safe and user friendly. Opportunities to improve a heavily used public asset and to improve the health and wellbeing of its users and general public will be missed. An opportunity to enhance this shared space to make it safer and more user friendly.

Economic Case

1. Are there any alternatives to providing the product / service, which would result in the same impacts? Why were these alternatives rejected?
2. What are the expected capital and revenue costs and how have these been determined?
3. How has VfM been achieved in selecting the proposed product / service?

Economic Case
1. There are no other viable alternatives to achieve the outcomes detailed other than to upgrade the safety surfacing at these locations on the pedestrian/cycle pathway network.
2. Council has carried out a costing exercise for this proposal by engaging with our framework civil and grounds works contractor who were appointed following a tendering exercise. The expected capital cost of these upgrade works is £12,549.08 ex Vat The Council already have responsibility for all operational requirements of this pedestrian/cycle pathway network and will ensure all inspection maintenance are fulfilled under existing Council property maintenance arrangements.
3. This proposal will help provide some monetary and many non-momentary benefits. These include: Monetary Value • There will be an increased number of visits by walkers & cyclists to this council owned facility an onwards to nearby businesses to spend money. • There will be an anticipated increased spend and footfall at this council owned facility and its café and other facilities. Other non-monetary Value: • Reduced motor vehicle congestion. • Reduced transport's emissions of carbon dioxide and other greenhouse gases. • Improvement in air quality. • Reduced number of vehicle journeys made. • Improved Health & Wellbeing of residents and all users. • Increase in number of local workers who may use route to commute on foot or bike. To ensure value for money, Council has carried out a costing exercise for this proposal by engaging with our framework civil and grounds works contractor who were appointed following a tendering exercise. This procurement exercise was fully compliant with Northern Ireland Public Procurement Policy (NIPPP).

Commercial Case

1. Is there a procurement exercise required for the proposal? If so, please provide details of the procurement strategy and associated timeframes.

Note, there is no need to complete if no procurement exercise is required.

Commercial Case
1. Council has carried out a costing exercise for this proposal by engaging with our framework civil and grounds works contractor who were appointed following a tendering exercise. This procurement exercise was fully compliant with Northern Ireland Public Procurement Policy (NIPPP). This council appointed electrical contractor will complete the upgrade works if the funding bid is successful. Council is able to incur at least 50% of the Department's funding amount by 31 March 2025 with the remaining percentage of the Department's funding amount to be incurred in the 2025-26 financial year if necessary. The project will be fully completed by 31 March 2026.

Financial Case

1. What expenditure is needed for this project?
2. Is this level of funding affordable?

Financial Case
1. 100% £12,549.08.
2. Yes

Management Case

1. What are the arrangements for delivery, monitoring and evaluation? Specifically, monitoring and evaluation activity should focus on: How much did we do? How well did we do it? Is anyone better off as a result?

Management Case
Delivery: Under the supervision of Council's property maintenance service and management of the Park, the council appointed framework civil and grounds works contractor will complete the necessary upgrade works if this funding bid is successful. Monitoring: • All works to be inspected after completion before signing off. • Site inspected daily by council parks staff for any defects/damage and vandalism. • Fault reporting procedures in place. • Inspections and remedial requirements will be fulfilled under existing council property maintenance arrangements. Evaluation (after one year):

Management Case

Sample survey carried out after one year to assess KPIs below:

- Number of visitors to site recorded through data counters.
- Estimate increase in economic value at nearby cafes, shops and food facilities.
- Estimated number of car journeys not taken.
- Feedback of health and wellbeing benefits from sample of walkers & cyclists.
- Feedback on how active travel route could be improved further.

Department for Infrastructure
An Roinn Bonneagair
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From the Director of A5 Western Transport Corridor & Active Travel
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25 October 2024

Dear [redacted]

CAPITAL GRANT FUNDING ROUND TO COUNCILS FOR GREENWAYS AND ACTIVE TRAVEL ENABLING PROJECTS FOR 2024-25

Officials in Active Travel have been engaging with Councils over the last 18 months in relation to your priority greenway projects that you anticipate advancing over a five-year period. I want to take this opportunity to thank you and Council colleagues once more for working in partnership with the Department on this matter.

In support of Councils' continued delivery, I would like to invite Councils to provide Business Case(s) for greenway and active travel enabling projects that meet the criteria for capital funding attached as per **Annex A**.

To help facilitate the delivery of greenway and active travel projects, the Department is now in a position to offer funding for capital costs across two financial years. The proposed projects must incur at least 50% of the Department's Letter of Offer amount by 31 March 2025. The remaining of the Department's Letter of Offer amount must be incurred in the 2025/26 financial year.

I would be grateful if all Business Cases, together with **Annex B**, are submitted to the following email address: activetravel@infrastructure-ni.gov.uk **by 29 November 2024 latest.**

Whilst I am committed to making as much progress as possible, decisions regarding potential funding allocations to these projects will also depend on the budget

available. Early receipt of these Business Cases will assist in our mutual financial planning and will ensure that schemes can be commenced as soon as possible, should the Business Case be approved, and the funding be affordable within Departmental budget allocation. All proposals will be subject to public expenditure processes, before final funding is agreed.

Yours sincerely

[Signed]

COLIN HUTCHINSON
Director of A5 Western Transport Corridor and Active Travel

Annex A

GREENWAYS

- Funding is available for up to 50% of total project capital costs for approved greenway projects.

ESSENTIAL FUNDING CRITERIA

- Projects must align with 'Exercise – Explore – Enjoy: A Strategic Plan for Greenways'.
- The application must be for expenditure which will be capitalised in the Council's accounts.
- Any procurement must be fully compliant with Northern Ireland Public Procurement Policy (NIPPP).
- Any project that requires the Department to complete supporting works should be agreed with the local Departmental Division in advance of funding application submission. The application must not involve a project that requires the Department to undertake significant works.
- The application must not be in respect of a project which the Department is already funding, or has funded in the past, either in full or in part, including programmes administered by other Departments to which DfI have financially contributed.
- Councils must be responsible for managing and maintaining the developed project asset.
- Applications from Councils on behalf of third parties will not be considered.
- The project must incur at least 50% of the Department's funding amount by 31 March 2025. A detailed financial programme on how this spend will be incurred within this timescale is required within the Business Case application.
- The remaining percentage of the Department's funding amount must be incurred in the 2025-26 financial year.
- The project should be fully completed by 31 March 2026.
- Business Cases for construction costs will not be approved until planning permission (where applicable) and any land required for the project has been secured or agreed.
- Where projects are being delivered as permitted development, a Certificate of Lawful Use or Development (CLUD) must be evidenced.
- DfI will not contribute towards land acquisition costs.
- Council must supply the Department with comfort of match funding commitments.

DESIRABLE FUNDING CRITERIA

- Where the Department is in receipt of applications which exceed the available funding envelope, prioritisation will be provided to greenway projects where applications are for construction activity costs, and where the majority of the DfI contribution is incurred within the 2024-25 financial year. Other considerations, at the Department's discretion, may also apply.

ACTIVE TRAVEL ENABLING PROJECTS

- Funding is available for up to 100% of total project capital costs for Active Travel Enabling Projects, which aren't considered greenways, and which fall outside the scope of the *Strategic Plan for Greenways*.

ESSENTIAL FUNDING CRITERIA

- The application must be for capital expenditure which will be capitalised in the Council's accounts as Council assets.
- Any procurement must be fully compliant with Northern Ireland Public Procurement Policy (NIPPP).
- Councils must confirm management and maintenance responsibilities of the developed project asset.
- Applications must be for walking, wheeling and cycling infrastructure and/or active travel related facilities.
- Any project that requires the Department to complete supporting works, should be agreed with the local Departmental Division in advance of funding application submission. The application must not involve a project that requires the Department to undertake significant works.
- The funding application must not be in respect of land acquisition.
- The project must incur at least 50% of the Department's funding amount by 31 March 2025. A detailed financial programme on how this spend will be incurred within this timescale is required within the Business Case application.
- The remaining percentage of the Department's funding amount must be incurred in the 2025-26 financial year.
- The project should be fully completed by 31 March 2026.

DESIRABLE FUNDING CRITERIA

- Where the Department is in receipt of applications which exceed the available funding envelope, prioritisation will be provided to active travel enabling projects where applications are for construction activity costs and, where the majority of the DfI contribution is incurred within the 2024-25 financial year. Other considerations, at the Department's discretion, may also apply.

Annex B

Checklist (for Councils to complete)

Title of project: Dungannon Park Active Travel Route Resurfacing
Value of project: £12,549.08
Greenway/ Active Travel Enabling Projects spanning two financial years): _____
Costs to be incurred in 2024/25: £6,274.54
Costs to be incurred in 2025/26: £6,274.54
DfI contribution sought in 2024/25: £6,274.54
DfI contribution sought in 2025/26: £6,274.54

	Yes	No
The Council recognises that any funding allocation would be subject to the appropriate processes, such as budget availability; agreement on business cases submitted, the Department of Finance approval for making the capital grant payment; compliance with NI Public Procurement Policy and any other relevant considerations.	Yes	
Can the Council confirm the proposal/project is directly related to the EEE Strategy? Please give details of how the project links to strategy. See attached business case.	Yes	
Does the project link directly to other DfI strategies? If yes, please provide details. See attached business case.	Yes	
Can the Council confirm that the proposal/project facilitates active travel connections? Please elaborate below: See attached business case.	Yes	
Can the Council confirm the regularity, propriety and value for money of this proposal and that it is committed to this being the case for this project?	Yes	
Can the Council confirm the legality, appropriateness, safety or any other aspects of the proposal/ project have been carried out and there are no issues identified.	Yes	
Councils should note that is the Grant Recipient's own responsibility to ensure that it has the appropriate licenses, permits, insurance, documentation, qualifications and finances to enable the legal and	Yes	

safe operation of their project – please confirm Council is content with this.		
Can Council confirm full compliance with the following and that it will continue to be considered accordingly during the delivery phase: Section 75 of the NI Act 1998, the Human Rights Act 1998; the Public Records Act (NI) 1923 and other relevant statutory guidance and all existing legislative requirements and obligations.	Yes	
Can Council also confirm that they will continue to have regard to all other relevant guidance and policy requirements that may be relevant to departmental decision making, including but not limited to Regulatory Impact Assessments, Privacy Impact Assessments (GDPR), rural proofing, economic appraisals (Better Business Cases NI) and Managing Public Money (NI)?	Yes	
Can the Council confirm that the proposal and the project submitted for funding consideration has been agreed in its totality the by the Council and its members, and there are no issues identified that will impact on this proposal? For example: through public consultations?	NA	
Please confirm Council has used the appropriate Business Case pro forma as attached https://www.finance-ni.gov.uk/publications/business-case-pro-formas	Yes	
Can the Council confirm that the procurement for the spend articulated in the business case will be fully NIPPP compliant*? Please note that in order for the Department to consider providing capital grant funding to Councils, assurance must be provided (as part of the request for funding) that Councils will adhere to NIPPP when undertaking the procurement process. See link below for guidance: https://www.finance-ni.gov.uk/articles/introduction-ni-public-procurement-policy-document and construction toolkit: Sourcing and Construction Toolkits | Department of Finance (finance-ni.gov.uk)	Yes	
Can the Council confirm that it has provided a procurement strategy (including procurement and scheme delivery timeline/programme) as part of this request for funding to support the above*?	Can be provided on request, if/when necessary.	
Can the Council confirm that the project fully meets the eligibility criteria detailed in **Annex A.**	Yes	
Signed: [redacted] Date:		