

Change Request Form

WHAT CONSTITUTES A WMCA CHANGE REQUEST?

Change Control is the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated, and then approved, rejected or deferred. This **Change Request Form** is required when the tolerances that were set out in the approved Business Case are or will be breached. These include changes to Time, Cost and Scope.

The Change Control Process should be initiated by the Project Team in the following circumstances:

- There is a cost implication that cannot be managed within the existing contingency budget and results in the requirement of 10% or more of the originally approved budget
- There is movement of over 10% of total project/programme timings (measured in months) which impacts key milestones, the project start/end date and any associated dependencies
- The scope of the project/programme has changed and the outputs, outcomes and benefits which were approved have been impacted (if an output is to be changed, this is also known as a material change)

CHANGE REQUEST FORM GUIDANCE

- Text shown in **grey** is to be used as guidance in the writing of this form, it should be deleted prior to submission.
- Parts 1 and 2 should be completed by the Applicant / Project Team
- Parts 3 and 4 should be completed by the Programme Assurance and Appraisal Team / Finance Business Partner
- Please refer to the original WMCA approved Business Case when detailing any variance within this form
- Requested appendices will be shown in **orange** to support this form, these are to be attached with the submission
- If a partial or full Business Case re-write is required, you will be informed by WMCA

For further information regarding the Change Request Process or to submit this form for review, please contact ProgrammeAssuranceandAppraisal@wmca.org.uk

1 CHANGE REQUEST DETAIL

CHANGE SUMMARY	
Project Name:	Coventry Station Masterplan
Programme Name (if applicable)	City Centre First
Directorate (if WMCA internal):	
Organisation (if WMCA external):	Coventry City Council
This Change Request is seeking additional WMCA funding of:	£0
This Change Request is seeking a time extension of:	N/A
This Change Request is seeking the following change to the scope:	The change request is seeking removal of the long stop date of March 2023 for delivery of the NUCKLE 1.2 bay platform element from the Station Masterplan funding agreement. While the Council and partners are still very much committed to increasing rail services between Coventry and Nuneaton, it is proposed that an alternative strategy will achieve this, removing the immediate need for the bay platform infrastructure at Coventry Station.

STAKEHOLDER INVOLVEMENT	
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:	
Governance:	The Coventry Station Masterplan programme was approved Coventry City Council in 2017, with partners Warwickshire County Council and Network Rail. Members and partners have been briefed on the project change to the business case.
Senior Responsible Owner (SRO):	Colin Knight, Director of Transportation & Highways, Coventry City Council
Programme SRO (if applicable)	
WMCA Executive Director:	
Finance Lead:	Phil Helm
Legal Representative:	Gurbinder Singh Sangha
Procurement Lead:	
Other (i.e., HR / Health & Safety):	

VERSION CONTROL			
Version:	1.0	Date:	15/12/2022
Change Prepared by:	Rhian Palmer	Job Title:	Head of Infrastructure Delivery

2 BASELINE ASSESSMENT, CHANGE REQUEST DESCRIPTION AND RATIONALE

2A WHICH BUSINESS CASE STAGE IS THIS CHANGE AGAINST? (SELECT ONE OPTION BELOW)

Business Justification Case (BJC)

Strategic Outline Case (SOC)

Outline Business Case (OBC)

Full Business Case (FBC)

Programme Business Case (PBC)

Project Case

2B ROOT CAUSE

Determine the root cause of this change request i.e. the source of the change requirement from the list below:

Table 1		
Root Cause Categories		Tick if Applicable
Political	This is due to the need for WMCA to demonstrate to Central Government that WMCA is working towards its Strategies and Polices i.e., Strategic Economic Plan (SEP)	<input type="checkbox"/>
Governance	WMCA must spend in accordance with agreed terms and conditions and abide by public sector procurement requirements and devolved funding assurance frameworks as approved by Central Government	<input type="checkbox"/>

Reputational	There is a high chance of repercussion for organisations' reputation due to the potential of it leading to destruction of trust and relations	<input type="checkbox"/>
Operations	Disruption to delivery of key business functions that support wider business operations	<input type="checkbox"/>
Delivery	Impact on delivery and performance against delivery commitments in the area	<input type="checkbox"/>
Economic	Uncertainty with external factors such as inflation and interest rates	<input checked="" type="checkbox"/>
Financial	Seeking safe delivery options with little residual financial loss only if it could yield upside opportunities.	<input type="checkbox"/>
Opportunity	The ability to deliver more outputs, outcomes, and benefits	<input type="checkbox"/>

2C CHANGE DESCRIPTION AND RATIONALE (MAX 500 WORDS)

- Provide an executive summary of the original approved business case and explain which elements of the baseline this change requests impacts. (Attach **original WMCA approved Business Case** as an appendix)
- What is the opportunity being delivered resulting from this change request?
- Please include (where possible) evidence based and numerical information to show why the change is required.
- What will be the consequences if this change is not approved?
- Are there any possible collateral effects (positive or negative) as a result of this change?

The original approved full business case in March 2018 for the Coventry Station Masterplan programme (see Appendix A) and approved project change in December 2020 (see Appendix B) is detailed in Table 1 below:

Table 1: CSMP FBC Delivery Programme and Proposed Change

Original Delivery Programme as per FBC (2018)	Deliverables	Funding Sources	Approved Change to Delivery Programme (2020)	Deliverables	Funding Sources	Current Status
Phase 1	Footbridge & Canopies, access tunnel, substation upgrade, bay platform all by Spring 2021	CWLEP Local Growth Deal, WMCA, CCC ITB, DfT	Phase 1	Footbridge & Canopies, access tunnel, substation upgrade by 2021	CWLEP Local Growth Deal, WMCA, CCC ITB	Complete
Phase 2	MSCP, second station entrance, transport interchange, highways & public realm all by Spring 2021	CWLEP Local Growth Deal, WMCA, CCC ITB & prudential borrowing	Phase 2	MSCP, second station entrance, transport interchange, highways & public realm by 2021	CWLEP Local Growth Deal, WMCA, CCC ITB & prudential borrowing	Complete
			Phase 3	Bay platform by March 2023	CWLEP Local Growth Deal, DfT, CCC/WCC	Delayed

The original approved business case set out to deliver an ambitious package of improvements at Coventry Railway Station as part of the Coventry Station Masterplan project. Phases 1 and 2 are now complete, and the new infrastructure became operational in March 2022. This provides a much-enhanced station facility with sufficient capacity to handle projected increases in patronage in future years as the rail industry recovers from the impacts of the pandemic and the adjacent Friargate business quarter takes shape (with the planned opening of Friargate Two and a new hotel both programmed during 2023).

A project change was approved by the WMCA in December 2020, which set out an alternative delivery model for the programme in order to mitigate against significant budget challenges. The approved change reallocated £10m funding originally allocated for Phase 3 (the bay platform scheme) to Phases 1 and 2 of the programme. The rationale for the change was that the tender returns for the bay platform saw it almost doubling in cost against the original construction budget, unfortunately making the scheme unviable. The Council committed to working with the rail industry to develop an alternative viable scheme for the bay platform, with the objective of aiming for delivery by the end of March 2023 if the revised scheme could generate a positive business case against which funding could be sought from the Department for Transport (DfT).

The bay platform project is also known as NUCKLE 1.2 (Nuneaton-Coventry-Kenilworth-Leamington phase 1 part 2). Currently there is only one hourly rail service between Coventry and Nuneaton due to the limitations of the existing rail infrastructure restricting line capacity resulting in timetabling constraints. The project's aim was to deliver an additional platform at Coventry Station alongside new track and signalling infrastructure to remove these limitations and enable additional rail services between Coventry and Nuneaton to be timetabled, including additional shuttles for major events at the CBS Arena. The bay platform was also required to support a wider Midlands Connect-led project to provide direct rail connectivity from Coventry to the East Midlands.

Following the approval of the last change request, Network Rail were appointed to undertake a further GRIP 3 options selection stage study (Appendix C), funded by Coventry City Council and Warwickshire County Council. The main objective of the GRIP 3 study was to develop alternative lower cost options for the bay platform, with a target budget envelope of £10-£15m. At the time of the project change in December 2020, Network Rail had already presented some conceptual options which appeared to fit the budget requirements and DfT had added the project to their Integrated Project Pipeline, which meant it would be fully funded, subject to business case. The Council commissioned a business case based on the GRIP 3 report, which has been completed by Systra (Appendix D).

Disappointingly, the GRIP 3 study outputs identify scheme options which remain well outside the budget envelope, with cost estimates from Network Rail coming in at £20-£25m. The business case appraisal shows that the scheme is predicted to generate a BCR of between 1.09 and 1.12, representing low value for money. This scenario also performs poorly in both the demand and revenue sensitivity tests, including tests reflecting lower passenger numbers resulting from changing travel and work patterns following the pandemic. Consequently, the scheme is not economically viable in its current form, which will prevent it being taken forward to the DfT to bid for funding, and therefore the bay platform cannot be delivered by the longstop date of March 2023 as per the funding agreement.

In parallel to the GRIP 3 study, Network Rail have been developing a strategic service review, looking at timetabling and new station options in Coventry (Appendix E) and across the West Midlands (Appendix F). Network Rail's initial conclusions identify a package of measures needed to remove capacity constraints focussed on Coventry Station including re-modelling track layouts on either side of the station and constructing a new station at Coventry East in the Binley area of the city. Network Rail have also advised that delivering the bay platform in

advance of these works would result in abortive works, and spend, being incurred. Their advice is that the Coventry East station would serve additional services between Coventry and Nuneaton and facilitate direct trains to the East Midlands in the future by providing a turnback facility. While the strategy is welcome, it does remove the short-term requirement for the bay platform at Coventry Station. It should be noted that a Council motion was approved in 2020 that supported, in principle, the development of new station proposals for Coventry East, alongside other locations within the city.

As a result of this advice, it seems clear that the bay platform requirement needs to be considered in the context of the wider package of rail infrastructure improvements focussed on Coventry Station, and the reduction of passenger demand for rail travel that has resulted from the pandemic and subsequent changes in travel patterns. An increase in rail services between Coventry and Nuneaton is not something that is being promoted by rail companies in the current round of planned timetable changes, and certainly not prior to March 2023. Therefore, whilst the City Council still supports the aim of increasing rail services and feels that the bay platform still has a role to play in this, it accepts the reasoning that early delivery of the bay platform is not feasible by March 2023.

The impact of this change request not being approved is potential clawback of grant from WMCA. However, the Council believes that the December 2020 change request was very clear that the project could only be taken forward if the revised scheme generated a compelling business case in order to obtain funding from the DfT. The reallocated £10m for Phases 1 and 2 has been spent and currently the last grant claim is with WMCA for approval. The Council has used its own resource and best endeavours, working alongside the rail industry to try and reach a solution for the scheme in order to take it forward to delivery, but unfortunately this could not be achieved in the timescales.

The previous approved project change stated that in the event that funding cannot be secured, the backstop position is that the project still needs to be delivered to provide the infrastructure needed to support the Midlands Connect-led work to directly connect Coventry and Leicester. It's therefore expected funding would be sought through this route and the project delivered as part of the wider scheme. The previous project change stated that this scenario would result in significant delays to delivery which are likely to be 5 years+. This remains the case however the options for achieving the output have widened and could now also include the new station proposals for Coventry East which would have wider benefits than the original scheme.

The positive impact of this change is that, given Network Rail's plans, the bay platform could have been at worst abortive, and at best would have provided additional capacity but would have not addressed the other physical constraints to create the capacity at Coventry Station that Network Rail have identified is needed on the network to facilitate increased services.

The negative impact of this change is while Network Rail are proceeding with developing Coventry East, the timescale for implementation is likely to be post-HS2. In the interim this will not address the infrastructure necessary to increase the frequency of services between Coventry and Nuneaton. This isn't currently an issue as rail patronage continues to slowly recover from the pandemic, with demand currently running at around 70% of the pre-pandemic level, but demand is expected to continue to rise which may create capacity issues in the future. Network Rail continue to explore interim options, including reviewing the timetable to identify opportunities to increase the frequency of services on the line if capacity can be identified.

3 IMPACT ASSESSMENT

Complete the following sections to determine the impact of this Change Request, if a section is deemed not applicable, briefly explain why.

3A COST IMPACT (£)

Detail the following elements to outline any impacts upon cost:

- **Revised financial profile (compared with baseline)**
- *Detail any discussions held with WMCA Finance Business Partners*
- *List of cost assumptions relative to the change*
- *Variance from baseline cost*
- *Revised NPV (net present value) of project*
- *Outline key elements of requested cost composition*
- *VFM (value for money) assessment*

If this section is not applicable, please state why?

The financial profile of the scheme hasn't changed since the last approved change request.

The cost assumption relative to the change was to identify an alternative solution for the bay platform which was in the £10-£15m envelope to generate a compelling business case to obtain funding. This was not achieved, with Network Rail's revised scheme estimated to be £20-£25m generating a BCR of between 1.09 and 1.12, representing low value for money as set out in the full business case in Appendix D. This scenario also performs poorly in both the demand and revenue sensitivity tests. Consequently, the scheme is not economically viable in its current form which will prevent it being taken forward to the DfT to bid for funding.

3B TIME IMPACT

Detail the following elements to outline any impacts upon time:

- *Variance to original approved schedule*
- **Revised Project/Programme Schedule**
- *Revised list of milestones impacted*
- *Planning assumptions*

If this section is not applicable, please state why

Phases 1 and 2 of the programme are now complete and all associated milestones have been achieved. However, the target date for completion of Phase 3, the bay platform, has not been met for the reasons stated in section 2.

3C SCOPE IMPACT

Detail the following elements to outline any impacts upon scope:

- *Scope variance from original approved submission*



- *Quality impacts and mitigations*
- *Resource implications*

If this section is not applicable, please state why?

Table 1 in Section 2 sets out the scope variance from the original approved submission.

As stated in Section 2, the impact of the scope variance is that only one hourly service can operate on the Coventry-Nuneaton line until such time other interventions are delivered. Mitigation includes Network Rail exploring an interim measure where services could be increased through changes to the timetable, with a planned reduction in Birmingham – Coventry – Northampton services from three trains to two trains per hour potentially provided headroom on existing platform capacity to enable additional Coventry – Nuneaton services to be accommodated should passenger demand justify this. The Council are continuing to work with Network Rail and Warwickshire County Council colleagues to explore alternative more permanent solutions in the future, including the Coventry East station, which would solve a lot of the other infrastructure challenges around Coventry Station, releasing capacity and would serve to enable direct trains to the East Midlands in the future, supporting the aspirations of Midlands Connect and local authority partners.

3D DEPENDENCIES IMPACT

Detail the following elements to outline any impacts upon dependencies:

- *List any new dependencies created as a result of this change (if applicable, each dependency needs to be labelled as internal or external)*
- *Identify dependencies that may have now been closed as a result of the change*
- *Identify dependencies that now have a lower probability and impact as a result of this change*
- *In a separate section, identify all dependencies that have a high probability of triggering a change request in the future and state how these dependencies will be monitored and controlled*

If this section is not applicable, please state why?

External Dependencies

Dependencies as a result of this change include stakeholder West Midlands Rail who would be the operator of additional services between Coventry and Nuneaton. At present there is not sufficient demand for a second service and as the business case demonstrates the revenue case for the current proposed scheme is poor. The December 2022 rail timetable update does not make provision for increased rail service frequency between Coventry and Nuneaton, and West Midlands Rail have not indicated that they have any plans to introduce additional services in the short-term.

Given the reduction in regional services operated by WMR's London NW Trains between Birmingham, Coventry and Northampton from three trains per hour to two trains per hour, it is considered likely that, should increased demand on the Coventry to Nuneaton services increased to justify the two trains per hour pattern that is the target frequency, then those

trains can be accommodated within the existing station layout without the need for the bay platform, subject to availability of rolling stock.

Midlands Connect's plans to provide direct rail connectivity between the West and East Midlands continue to be a dependency on the project, albeit the physical interventions required to achieve this may well change based on Network Rail's latest advice and developing business case for Coventry East.

Internal Dependencies

The new infrastructure delivered as part of the Station Masterplan Phases 1 and 2 do not rely on the bay platform infrastructure, other than it has been future proofed to accommodate an additional platform in the future. If the bay platform does not proceed there are no abortive works required to be carried out as a result.

There will not be any future dependencies triggering a change request, as subject to approval of this request the project can be closed out with respect to the WMCA funding agreement.

3E STAKEHOLDER IMPACTS AND STRATEGY CHANGE IMPACTS

Detail the following elements to outline any impacts upon stakeholders or strategy:

- **Revised stakeholder Communication and Engagement Strategy**
- **Revised stakeholder Impact/Influence matrix (where applicable)**
- *Detail if the approval of this change will impact the projects contribution towards WMCA's Strategic Objectives, Inclusive Growth and/or related policy such as #WM2041?*

If this section is not applicable, please state why?

The Station Masterplan Phases 1 and 2 have been successfully completed and provide key infrastructure to create additional capacity at Coventry Station that will support WMCA's Strategic Objectives, Local Transport Plan and related policy including achieving net zero by 2041. The approval of this project change shouldn't impact on the ability to achieve WMCA's Strategic Objectives and #WM2041, as the rail industry and key stakeholders including Midlands Connect and the West Midlands Rail Executive alongside partner local authorities continue to work together to find the right solution in order to increase rail connectivity between Coventry and Nuneaton and onto the East Midlands.

The previously submitted Stakeholder Communication and Engagement Strategy focussed on the programme delivery of Phases 1, 2 and 3, all activities have been completed apart from those associated with Phase 3. Given that the delivery strategy for Phase 3 is still to be developed in more detail by Network Rail, it is felt too early to develop a specific Stakeholder strategy at this stage. However, consideration has been given to the stakeholder matrix

which has been updated from the original business case for Phase 3 specifically, as set out below in Table 2:

Stakeholder	Role	Attitude	Interest/Consultation	Influence /Stakeholder Analysis
Department for Transport (DfT) (Rail)	UK Government Department	Positive	<p>DfT have long been a supporter of providing better connectivity between Coventry and Nuneaton and welcome the Midlands Rail Hub aspiration to provide a direct rail connection to the East Midlands.</p> <p>DfT previously committed to providing £5m funding for the original bay platform scheme and were open to potentially funding the revised bay platform scheme, subject to business case. Will potentially be a funder for Network Rail's proposed alternative scheme as it moves through scheme development process and a business case is developed. They will continue to be engaged via Network Rail, Midlands Connect and Coventry City Council.</p>	Very High
Network Rail (Primary stakeholder)	Scheme Sponsor, Rail Infrastructure Provider	Positive	<p>Network Rail have long been a key stakeholder in Phase 3, originally as Scheme Sponsor and more recently taking on the project management and design lead for GRIP3, whilst in parallel also delivering the strategic rail review for Coventry and the West Midlands which has generated the Coventry East preferred option.</p> <p>Network Rail will continue to lead on the project, working closely with Midlands Connect, Coventry City Council and Warwickshire County Council.</p>	Very High



SINGLE ASSURANCE FRAMEWORK

<p>Coventry City Council</p>	<p>Will continue to be key stakeholder on project and work in partnership with Network Rail, WCC and engage with other partners and stakeholders to drive the project forwards.</p>	<p>Positive</p>	<p>Coventry City Council have championed the project from inception and continue to play an important role in driving it forwards. Previously CCC have taken a direct role and project lead, but going forwards this will fall to Network Rail and Midlands Connect with CCC a key stakeholder that will lobby and work with partners to drive both the interim and permanent solutions forwards to delivery. CCC sit on the Strategic Board and are a partner of the Midlands Rail Hub.</p>	<p>Very high</p>
<p>Midlands Connect/ Midlands Rail Hub</p>	<p>Midlands Connect are a sub-national transport body leading on strategy, research and development of transport projects in the Midlands</p>		<p>Midlands Connect lead the Midlands Rail Hub project, an ambitious £2bn programme that will deliver significant improvements to the rail network and boost connectivity in the Midlands, as well as benefitting areas far beyond this.</p> <p>A key part of the project will be to improve the connectivity between Coventry and Nuneaton in order to deliver direct services between the East and West Midlands.</p> <p>Coventry form part of the Midlands Rail Hub Board and have a close working relationship with Midlands Connect.</p>	<p>Very High</p>
<p>Avanti West Coast (Primary stakeholder)</p>	<p>Manage station and train operator (Affected by disruption)</p>	<p>Positive</p>	<p>Avanti West Coast are the current Coventry Station Franchise Operator are supportive of the project and manage the day to day running of the station and operate existing services on the line. Avanti West Coast are a statutory Station Change Consultee.</p>	<p>High</p>



SINGLE ASSURANCE FRAMEWORK

Warwickshire County Council	Key stakeholder, working with other partners on development and delivery of project	Positive	WCC are supportive of the scheme and have worked alongside CCC to fund and provide strategic leadership to development of the project. Involvement at Member and Officer level. WCC are a partner in the Midlands Rail Hub.	High
West Midlands Rail Executive	Organisation responsible for overseeing rail services in the West Midlands	Positive	WMRE are supportive of the scheme and will be a key stakeholder that we continue to work with to identify the interim and longer term solution to increasing rail services between Coventry and Nuneaton. They are an important body to influence policy and lobbying. CCC are a member of WMRE. WMRE manage the WMT contract.	High
West Midlands Trains	Train operator	Very Positive	West Midlands Trains, currently operate existing services along the Coventry – Nuneaton and Birmingham – Coventry – London train line have been very positive towards the original scheme. WMT will remain an important stakeholder as the scheme develops, with the potential for them to run an additional hourly service between Coventry and Nuneaton subject to capacity being created in the rail timetable and rolling stock availability.	High
Cross Country Trains	Train Operator	Neutral	Cross Country operate the existing services along the Leamington – Coventry – Birmingham train line. Cross Country are a statutory Station Change consultee.	Low



SINGLE ASSURANCE FRAMEWORK

West Midlands Combined Authority	WMCA devolution deal funds part of Coventry Railway Station Master Plan	Positive	WMCA have been very supportive of the Coventry Station Masterplan Programme and are a key funding partner. Their interest is strategic, as well as operational for the transport interchange.	Very High
Transport for West Midlands	Determine transport strategy for West Midlands	Positive	TfWM is very supportive of the aspirations of the Midlands Rail Hub and improving rail connectivity between Coventry and Nuneaton, which is supported by the Local Transport Strategy.	Very High
Rail Users	Rail users who use services between Coventry & Nuneaton.	Positive	The scheme will enable more frequent services between Coventry and Nuneaton which will benefit passengers.	Low
Local Businesses/line side neighbours	May be affected by construction (but benefits on completion)	Neutral (Positive)	Local businesses face the environmental impact of construction works and new infrastructure, but realise the benefits that the development works will bring for new enhanced facilities for their customers and an improved level of service.	Medium
Local Residents	Potential to be affected by construction (but benefits on completion)	Neutral (Positive)	Local residents may be affected by disruption during construction of the Coventry East station. Further work will be done to develop a stakeholder comms and engagement strategy and identify residents and key community groups to engage with as the project develops.	Low



SINGLE ASSURANCE FRAMEWORK

Freight Transport Association	Represents the transport interests of companies moving goods by road, rail, sea and air	Neutral	The station redevelopment will involve track modifications to Coventry North sidings, a new freight loop is required at Three Spires Junction to replace capacity and create flexibility.	Low
Land Owners	Land Owners	Neutral (dependent on desire to sell)	Owners of land around development that may be required.	Very High
Coventry University	Local University	Positive	Staff and students use rail links and good transport infrastructure will attract more students to the city.	Low
Warwick University	Local University	Positive	Staff and students use rail links and good transport infrastructure will attract more students to the city.	Low
Accessibility Users Group	Partnership activities on DDA at Stations	Neutral	General improvements to accessibility on the railway route.	Medium
Passenger Focus	Rail User Lobby Group	Positive	Quality of rail facility provision and train service to passengers.	Medium
Rail Future	Rail Lobby Group	Positive	General improvements to the national railway network.	Low

Table 2: Coventry Station Masterplan Project Stakeholders

3F OUTPUTS, OUTCOMES AND BENEFIT IMPACTS

Detail the following elements to outline any impacts upon outputs, outcomes, and benefits:

- *List of the outputs impacted and the revised table showing planned delivery and measurement – see Output table below and complete, add additional rows if required*
- *List of the outcomes impacted and the revised table showing planned delivery and measurement – see Outcome table below and complete, add additional rows if required*
- *If this section is not applicable, please state why?*
- *List any new benefits being achieved as a result of the change request*
- *List any benefits that are now not being delivered as a result of the change request*
- *Updated benefits profile for new benefits (measurement & owner)*
- *Revised Benefits Realisation plan (only at FBC stage)*
- *Revised Monitoring & Evaluation plan (only at OBC and FBC stage)*

If this section is not applicable, please state why?

Refer to Appendix G for the updated Schedule 2 to the funding agreement which sets out the current status to project milestones and outputs in further detail, alongside Appendix H for a revised Evaluation and Benefits Realisation Strategy.

Table 2

Previously Approved Outputs	Change to Outputs (+/-)	Planned delivery and measurement
New platform, track and signalling	Delayed	<ul style="list-style-type: none"> • Strategy to be agreed, led by Network Rail regarding future infrastructure requirements in order to deliver outcome of additional services between Coventry and Nuneaton. Network Rail to develop business case for Coventry East. • Midlands Connect to continue leading on developing direct link to East Midlands, with support from Coventry

SINGLE ASSURANCE FRAMEWORK

		<p>City Council and other key partners.</p> <ul style="list-style-type: none"> • Interim option for providing additional service between Coventry and Nuneaton using timetable gaps to be delivered by Network Rail • Delivery of physical infrastructure at Coventry East to facilitate increased services
New footbridge & station building	None	Delivery of physical infrastructure & entry into operational service
New MSCP	None	Delivery of physical infrastructure & entry into operational service
New bus interchange	None	Delivery of physical infrastructure & entry into operational service
Revised land ownership	None	Legal agreement via negotiation under overarching agreement; CPO process
Highways access improvements	None	Delivery of physical infrastructure and highway adopted by Highways Authority; new infrastructure operational.

Table 3

Previously Approved Outcomes	Change to Outcomes (+/-)	Planned delivery and measurement
Nun-Cov service 1tph to 2 tph	Delayed	See table 2, measurement of outcome will be by timetable change and additional services in operation

SINGLE ASSURANCE FRAMEWORK

Increased capacity and quality at Coventry Station	Updated to reflect increased capacity and improved accessibility at Coventry Station	Delivery of physical interventions, complemented by new wayfinding, tactile paving and step free access. Customer satisfaction surveys.
High quality gateway at Coventry Station, with enhanced passenger facilities in new and existing station buildings	New	Investment in the existing station building using match funding to deliver refurbishment of waiting rooms and heritage features, public art, improved wayfinding, alongside visitor information hub located on new public realm delivered as part of the scheme.
Increase bus usage and access to city and station	Same	Delivery of transport interchange, network service review, timetable changes
Unlock access to development for land, retail and new homes	Same	Delivery of developments as part of the Friargate Masterplan2, planning applications, physical construction, occupation.

The majority of benefits generated by the scheme will still be delivered through Phases 1 and 2. However, benefits associated with the additional service between Coventry and Nuneaton will not be realised at present due to the associated delays with the project however these will still be realised in the future through the interim and longer-term options set out in this change request to address this.

3G RISK IMPACT

(UNCERTAIN EVENT(S) THAT SHOULD THEY OCCUR WILL HAVE AN EFFECT ON THE ACHIEVEMENT OF OBJECTIVES)



Detail the following elements to outline any impacts upon project risk:

- *New risks relevant to the change being requested (including mitigating actions)*
- *Previous risks which have been mitigated or the scoring has changed as a result of the change*
- **Revised Risk Register encompassing the above**

If this section is not applicable, please state why?

The project change has generated one new major risk to the project with regards to the risk that WMCA don't approve this project change and seek clawback of grant funding. Mitigation measures include the previous project change approval in 2020, supported by Coventry seeking to deliver all mitigation measures under the revised delivery strategy for Phase 3, alongside continuing to work with the rail industry and partners to identify the best solution to increasing service frequency between Coventry and Nuneaton. The project change hasn't generated any new risks other than this as there was always a risk that the Phase 3 scheme would not be delivered by March 2023 as set out in the previously approved project change and the risk profile reflects this, which can be found in Appendix I. It should be noted that the majority of previous risks reported on the project have been closed out upon completion of Phases 1 and 2.

3H ISSUE IMPACT

(EVENT(S) THAT HAVE OCCURRED WHICH WERE NOT PLANNED AND REQUIRE MANAGEMENT ACTION)

Detail the following elements to outline any impacts upon project issues:

- *New issues relevant to the change being requested (including management actions)*
- *Previous issues which have been or will be resolved as a result of the change*
- **Revised Issue Log encompassing the above**

If this section is not applicable, please state why?

There are no new issues or events that have occurred requiring management action.

3I PROCUREMENT IMPACT

Detail the following elements to outline any impacts upon procurement:



SINGLE ASSURANCE FRAMEWORK

- **Revised procurement strategy** (including procurement outputs changes, sourcing approach, procurement requirements, procurement constraints)
- List the impacts to the procurement process
- Market testing relevant to the change request
- If this section is not applicable, please state why?

There is no procurement impact as this request does not relate to activities that require procurement in relation to WMCA funding.

4 GOVERNANCE AND DECISION – INTERNAL USE ONLY

TO BE COMPLETED BY WMCA PROGRAMME ASSURANCE AND APPRAISAL / FINANCE BP

4A APPRAISAL RECOMMENDATION

Change Reference Number:	
Has this change been reviewed by WMCA Appraisal?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Appraisal Recommendation:

This change is needed because rail industry plans for Coventry Station will result in the bay platform being delivered later than originally planned.

Funding has previously been provided to Coventry City Council for elements of the Coventry station programme. This included £10m for construction of the bay platform. This funding was later diverted to other phases of the programme on the expectation that funding would be obtained from other sources.

WMCA consider that the bay platform is a required output and would seek to clawback the £10m funding if it is not provided.

Following discussions with the project team, it is suggested to change the long stop date for this project to March 2031.

It is recommended that this change is approved.

4B STAKEHOLDER INVOLVEMENT

WMCA Finance Business Partner Name:	Ian Monks
--	-----------



All monies have been provided to Coventry City Council for earlier stages of the project. If the bay platform is not provided, WMCA may seek clawback of the £10m provision for the bay platform element of the project.

WMCA Legal Representative Name:

Observations and Legal Statement:

Other (i.e., HR/ Health and Safety):

If external to WMCA, state any other WMCA stakeholders who have input or had oversight of this change?

Observations and Comments:

4C DECISION AND GOVERNANCE

G O V E R N A N C E	Approval Body	Date of Meeting
	Executive Director (state if Delegated Authority or SRO)	
	Statutory Officer Approval	
	Investment Panel	27/2/23
	Investment Board	20/3/23
	WMCA Board	

D	Approved <input type="checkbox"/>	Rejected <input type="checkbox"/>	Deferred <input type="checkbox"/>
----------	--	--	--



E C I S I O N	Decision Maker and Comments:	
	Date of Decision:	
	If rejected, what was the reason for this?	
	If deferred, what was the reason and what are the next steps?	