

Please ask for: Cllr Adam Clarke  
Tel: 0116 454 0034  
Email: adam.clarke@leicester.gov.uk  
Website: www.leicester.gov.uk  
Our ref: AC  
Your ref:  
Date: 30th June 2017



Department for Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR

Dear Sir/Madam

**National Productivity Investment Fund for the Local Road Network  
Leicester – Putney Road West (new Transport Link) Project**

Further to your call for bids to the 'National Productivity Investment Fund for the Local Road Network', I am very pleased to support both Leicester's bids submitted under separate covers.

As a City we recognise the importance, and have a strong commitment, to tackling the barriers to productivity and growth resulting from congestion on the highway network that restricts the movement of goods and people.

We strongly believe this bid meets the NPIF objectives as it:

- Significantly improves access and egress to the Freeman's Common industrial area, just 1.5kms south of the city centre zone
- Relieves congestion on critical radials and orbital links within:
  - 1.5kms of the city centre, De Montfort University & University of Leicester
  - 750m of Leicester Royal Infirmary
  - 750m of 2 major football and rugby stadiums (Leicester City FC & Leicester Tigers RFC)
- Creates new opportunities for economic regeneration and growth in vicinity

The bid is also consistent with and complementary to our:

- Economic Action Plan
- Air Quality Action Plan
- Emerging Local Plan
- Local Transport Plan 2011 – 2026
- Sustainability Action Plan 2016-2019
- Cycle City Action Plan
- Leicester & Leicestershire Access Fund Programme – 'Choose How You Move'

If successful, I am committed to delivering all the elements covered by the bid; in partnership with our stakeholders and delivery partners.

Yours faithfully,



Cllr Adam Clarke  
Assistant City Mayor – Environment, Cllr for Aylestone

# National Productivity Investment Fund for the Local Road Network Application Form



Department  
for Transport

The level of information provided should be proportionate to the size and complexity of the project proposed. As a guide, for a small project we would suggest around 10 -15 pages including annexes would be appropriate.

One application form should be completed per project and will constitute a bid.

## Applicant Information

**Local authority name(s)\*: Leicester City Council**

*\*If the bid is for a joint project, please enter the names of all participating local authorities and specify the lead authority.*

**Bid Manager Name and position:** Stuart Maxwell, City Transport Director

*Name and position of officer with day to day responsibility for delivering the proposed project.*

**Contact telephone number:** [REDACTED]

**Email address:** [REDACTED]

**Postal address:** City Hall  
115 Charles Street  
Leicester  
LE1 1FZ

## **Combined Authorities**

*If the bid is from an authority within a Combined Authority, please specify the contact, ensure that the Combined Authority has provided a note ranking multiple applications, and append a copy to this bid.*

**Name and position of Combined Authority Bid Co-ordinator:** N/A

**Contact telephone number:**

**Email address:**

## **Postal address:**

When authorities submit a bid for funding to the Department, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within two working days of submitting the final bid to the Department. The Department reserves the right to deem the business case as non-compliant if this is not adhered to

**Please specify the weblink where this bid will be published:**

<https://www.leicester.gov.uk/your-council/policies-plans-and-strategies/transport-and-streets/transport-bids/>

## **SECTION A - Project description and funding profile**

**A1. Project name:** Leicester – Putney Road West (new Transport Link) Project

**A2:** Please enter a brief description of the proposed project (no more than 50 words)

The project comprises the construction of a short section of new road and redesigned adjacent junctions to provide a new link between the A519 and A426 to improve connectivity, locally and strategically, to and between, the east and west sides of the city including to the motorway network.

**A3 :** Please provide a short description of area covered by the bid (no more than 50 words)

The project is located just to the south of the city centre in an area of significant commercial and retail activity. Leicester's major sports stadiums (football, rugby and cricket), the Leicester Royal Infirmary Hospital and Leicester's two universities are within approximately half a mile of the project location.

OS Grid Reference: W 1.135 degrees N 52.6176 degrees (marks the central location of the project)

Postcode: LE2

Please append a map showing the location (and route) of the project, existing transport infrastructure and other points of particular relevance to the bid, e.g. housing and other development sites, employment areas, air quality management areas, constraints etc.

Map showing location of the project and its wider context is appended in Annex 1

**A4.** How much funding are you bidding for? (please tick the relevant box):

**Small project bids** (requiring DfT funding of between £2m and £5m)



**Large project bids** (requiring DfT funding of between £5m and £10m)



**A5.** Has any Equality Analysis been undertaken in line with the Equality Duty?



Yes



No

The City Council has conducted an Equality Impact Assessment (EIA) for this project and concluded that there will be an overall positive impact on protected groups. To keep the application document to an appropriate size, as indicated on page 1 of this form, this has not been appended but is available by contacting the bid manager.

**A6.** If you are planning to work with partnership bodies on this project (such as Development Corporations, National Parks Authorities, private sector bodies and transport operators) please include a short description below of how they will be involved.

The Freight Transport Association, local bus operators, business representatives and local businesses located in the industrial estate will be involved in the detailed design of the project. Organisations such as the Chamber of Commerce, Leicestershire Business Voice, Campaign for Clean Air, Living Streets, British Cycling and The Ramblers Association will be consulted on project proposals during the detailed design stage.

#### **A7. Combined Authority (CA) Involvement**

Have you appended a letter from the Combined Authority supporting this bid?  Yes  No

#### **A8. Local Enterprise Partnership (LEP) Involvement and support for housing delivery**

Have you appended a letter from the LEP supporting this bid?  Yes  No  
Included in Annex 2

For proposed projects which encourage the delivery of housing, have you appended supporting evidence from the housebuilder/developer?

Yes  No

Supporting letter from housebuilder/developer awaiting receipt other supporting letter are included in Annex 8 & 9

## **SECTION B – The Business Case**

### **B1: Project Summary**

Please select what the project is trying to achieve (select all categories that apply)

#### **Essential**

- Ease urban congestion
- Unlock economic growth and job creation opportunities
- Enable the delivery of housing development

#### **Desirable**

- Improve Air Quality and /or Reduce CO2 emissions
- Incentivising skills and apprentices
- Other(s), Please specify -

**B2 :** Please provide evidence on the following questions (max 100 words for each question):

a) What is the problem that is being addressed?

The main problems being addressed are;

- poor connectivity between the east and west sides of the city to the south of the city centre
- poor connectivity from the area of the city that lies to the east of the project location, including the Leicester University and the southern part of the city centre, to Junction 21 of the M1 and thence to the motorway network
- congestion on the local highway network during the AM/PM peak periods and on match days (football, rugby, cricket) and festival events

b) What options have been considered and why have alternatives been rejected?

Strategic level options considered and discounted include:

- i) Increasing capacity on the inner ring road, A519 Welford Road, A426 Aylestone Road and B5366 Saffron Lane, discounted due to environmental impact, cost, land availability and severance.
- ii) Re-routing traffic, discounted as no suitable alternative routes available.

The preferred option 3a (Annex 3) is to construct a new road link at Putney Road West between A519 Welford Road and A426 Aylestone Road. A detailed appraisal of six options for this proposal was conducted and is available on request.

c) What are the expected benefits/outcomes? For example, could include easing urban congestion, job creation, enabling a number of new dwellings, facilitating increased GVA.

Expected benefits/outcomes are:

- i) improved journey times and journey time reliability for all traffic

- ii) positive impact on economic growth and job creation in the city centre and the west of the city
- iii) facilitating increased GVA in the city centre and the west of the city
- iv) improved air quality and reduction in carbon emissions
- v) Improved access to jobs;
- vi) A transport system that is less susceptible to disruptive impacts of unplanned events
- vii) Reduced traffic impacts on less appropriate routes within the city and county;
- viii) Reduction in traffic congestion, reducing air pollution and lower carbon emissions

d) Are there any related activities that the success of this project relies upon? For example, land acquisition, other transport interventions requiring separate funding or consents?

None

e) What will happen if funding for this project is not secured - would an alternative (lower cost) solution be implemented (if yes, please describe this alternative and how it differs from the proposed project)?

If funding for this project is not secured the link will not be provided as no other funding sources are available. As such, the productivity benefits and outcomes referred to in this bid will not be realised.

f) What is the impact of the project – and any associated mitigation works – on any statutory environmental constraints? For example, Local Air Quality Management Zones.

The project will have a positive impact on air quality (Leicester has a declared Air Quality Management Area based on radial routes to the city centre and the city centre) and carbon emissions. The project helps deliver Actions 8, 9, and 11 of Leicester's Air Quality Action Plan (2015-2026) "Healthier air for Leicester" (see <https://www.leicester.gov.uk/media/180653/air-quality-action-plan.pdf> )

**B3** : Please complete the following table. **Figures should be entered in £000s**  
(i.e. £10,000 = 10).

**Table A: Funding profile (Nominal terms)**

£000s	2018-19	2019-20
DfT funding sought	1029	2402
Local Authority contribution	441	1029
Third Party contribution	0	0
<b>TOTAL</b>	<b>1470</b>	<b>3431</b>

*Notes:*

- 1) Department for Transport funding must not go beyond 2019-20 financial year.
- 2) Bidders are asked to consider making a local contribution to the total cost. It is indicated that this might be around 30%, although this is not mandatory.

**B4 : Local Contribution & Third Party Funding** : Please provide information on the following questions (max 100 words on items a and b):

- a) Provide an outline of all non-DfT funding contributions to the project costs, the level of commitment, and when the contributions will become available.

Leicester City Council are committed to contributing £1,470,000 capital funding as per the profile indicated in Table A above.

- b) List any other funding applications you have made for this project or variants thereof and the outcome of these applications, including any reasons for rejection.

None

### **B5 Economic Case**

This section should set out the range of impacts – both beneficial and adverse – of the project. The scope of information requested (and in the supporting annexes) will vary, including according to whether the application is for a small or large project.

#### **A) Requirements for small project bids (i.e. DfT contribution of less than £5m)**

- a) Please provide a description of your assessment of the impact of the project to include:
- Significant positive and negative impacts (quantified where possible) including in relation to air quality and CO<sub>2</sub> emissions.
  - A description of the key risks and uncertainties;
  - If any modelling has been used to forecast the impact of the project please set out the methods used to determine that it is fit for purpose

*\* Small projects bids are not required to produce a Benefit Cost Ratio (BCR) but may want to include this here if available.*

## Overview

Leicester City Council has been actively developing and delivering projects to support growth. To the north of the city centre the 'Leicester North West Major Transport Project' (<https://consultations.leicester.gov.uk/communications/leicester-north-west-transport-project/>) has delivered infrastructure improvements that support the city council's major regeneration areas at Waterside and Abbey Meadows. In the city centre, 'Connecting Leicester' (<http://www.leicester.gov.uk/your-council/city-mayor-peter-soulsby/my-vision/connecting-leicester/>) is providing major improvements to connectivity and the public realm which have contributed to the vitality and viability of the city centre.

As part of Leicester City Council's strategic planning the aim is to continue to identify opportunities, projects and schemes for improving accessibility, reducing reliance on car use, and helping to deliver economic and housing growth.

## Positive and Negative Impacts of the Bid Project

Putney Road is located to the south of Leicester city centre. It is accessed from the A5199, Welford Road to the east of the site and a limited 'left in/left out junction' via Freemans Common Road. To the west the road does not currently provide access to the A426 and B5366, Saffron Lane. In the peak periods the highway network is heavily congested and whilst there are numerous opportunities for undertaking radial movements there are limited opportunities for undertaking orbital movements.

The Putney Road West project will improve orbital traffic movements close to the city centre whilst at the same time providing local businesses with improved access to the east of the city. This scheme has the potential to also support the productivity potential of business and institutions to the south of the city; improve radial routes and linkages from the east of the city to the M1; and to enhance business prospects of potential developments of future business in the south of the city centre.

The Putney Road West project would provide the following benefits:

- a) The businesses located in the business parks located along Putney Road would be provided with improved access to the west of the city of Leicester (which includes the M1 and M69 motorways).
- b) Provide an important transport link between the A519 Welford Road and A426 Aylestone Road which would improve accessibility between the east and west of the city leading to reduced vehicular traffic movements on the main inner and outer ring roads.
- c) Improve linkages to sporting facilities at Aylestone Road (Leicester Tigers Rugby Football Club), Raw Dyke's Road (Leicester City Football Club) and Grace Road (Leicestershire County Cricket Club);
- d) Provide preparatory work if the Evesham Road link (new vehicular bridge over River Soar and canal) proceeds in the future; and
- e) Create development opportunities to the east of Putney Road at the University of Leicester, new housing development on the St Mary's allotments and development at the Gasworks site on Aylestone Road (see attached letters of support).

Strategic modelling has shown that the area of influence of the scheme (as defined by a change in 100 vehicles between the do something and do nothing scenario), (see plan Appendix A1) could extend to the whole southern part of the city bordered by the 'Inner' and 'Outer' ring roads, the A6 to the east and A5460 to the west. This sector is an important part of the city as it provides access to the motorway network and it is a significant commercial, retail, leisure and educational area of the City. DeMonfort University, the University of Leicester and the Leicester

Royal Infirmary which is the largest teaching hospital in the East Midlands are all located within 1km of the project location. Creating a better link between the University of Leicester and the motorway allows better connectivity particularly with neighbouring Loughborough University. Furthermore, numerous business parks are located in the area which would all benefit from improved accessibility and potentially increased passing trade.

The Putney Road area is also a focus for travel to leisure activities including Leicester Tigers (Rugby) and Leicester City FC (i.e. The King Power Stadium). The proposed link road would create better access for those attending the stadiums from the east of the City and it will also help with dispersing traffic at the end of matches. In addition, there are proposals for student accommodation development at the University of Leicester (adjacent to the proposed scheme) and a housing development (Westleigh Homes) which has received planning permission just 250m from the scheme. Cadent Gas (formerly National Grid) also have a large call-centre training centre within 300m of the site about which they have been in liaison with the city council about developing.

Leicester City Council is considering a future scheme whereby Evesham Road would be extended to provide a direct link (new vehicular bridge over River Soar and canal) between the A426 Aylestone Road and the A5460 Narborough Road and M1/J21. There are very few river crossings in the south of the city (namely Upperton Road and Middleton Street) and providing this link would free up those congested routes across the river. The Putney Road link would greatly enhance the viability of building the Evesham Road link.

An assessment of the Putney Road West scheme has focused on determining the transport benefits (journey time savings and vehicle-km reductions) during the morning and evening peak hour based upon an initial concept design for the scheme. This has shown that the scheme provides benefit and has the potential to both provide improved access to the businesses located in Putney Road, but also to improve east-west connectivity across the city, and potentially divert traffic away from the inner-ring road in the evening peak which is an Air Quality Management Area (AQMA). These benefits are necessary to ensure the continued growth and redevelopment within the city.

An initial assessment showed potential benefits of £15.6M over 60 years based upon a simplified appraisal methodology and the figures in the Scheme Pro-Forma Spreadsheet. The congestion benefits were obtained from the journey time savings. The savings in the other categories were obtained using the proportions of benefits compared to the congestion benefits using data from the MECC data in WebTag tables in A5.4.2.

2010 prices in 2010 appraisal year		60 year
<b>Total Benefit 30 Years</b>	Congestion	£13,800,731
	Infrastructure	£84,859
	Accident	£2,109,520
	Local Air Quality	£0
	Noise	£141,149
	Greenhouse Gases	£403,749
	Indirect Taxation	-£858,726
	<b>TOTAL</b>	<b>£15,681,282</b>

This assessment was undertaken using an initial scheme design for the Putney Road West Junction. These results showed that the scheme operated in two modes depending on the time of day:

**In the morning peak** the junction provided a through link for traffic heading from the east of Leicester to the west. Traffic using Putney Road from the west was predominantly directed towards businesses located within the Putney Road area.

**In the evening peak** both the majority of traffic using Putney Road was associated with the businesses located in the Putney Road area. Modelling showed there was very little 'through' traffic.

The results show that the travel-time benefits occurred in the evening peak, with the morning peak showing a very slight detriment. It is possible, that this difference is associated with the type of traffic using the new link road in the morning and evening peak. The city council will continue to explore and optimise the scheme design to maximise the benefits for all users. In particular it will be important in the final design to ensure that appropriate account is taken of local as well as through traffic throughout the day.

### **Air Quality and CO2 Emissions**

Results indicate that there are likely to be Air Quality benefits for radial routes which form part of the AQMA in Leicester due to the reduction in congestion. Due to the reduction in congestion there will be a reduction in CO2 emissions. In the immediate vicinity of the new link there will be reduction in air quality due to the increase in the number of vehicles. The volume of vehicles is however not significant, and will not breach EU limits.

### **Risks and Uncertainties**

This assessment provides a first level assessment of a scheme to provide a link from Putney Road to the A426/B5366. The model validation was checked to ensure that it correctly represents key movements within the area of influence. Further refinement will be necessary during the scheme development to refine the validation

The assessment results referred to in this bid are based on an early design of the Putney Road West scheme. Refinement of the design is likely as the scheme progresses through to the detailed design of the scheme to take account of representations made during the consultation phase and following consideration of road safety audit recommendations. Such refinement will always be considered in the context of optimising and balancing the performance of the schemes against the following criteria:

- a) Capacity;
- b) Safety;
- c) Pedestrian/Cycle impact;
- d) Bus Lane Impact.

This area of the city does have a high student population, and there will be the potential for additional conflicts between cars and pedestrians/cyclists. As part of the design and consultation process we will be taking into account the needs of these users.

Initial modelling has suggested that there may be increased traffic on orbital routes that feed into the new link road. It will be necessary to ensure that traffic uses the most appropriate routes and that rat-running through inappropriate residential streets is avoided.

### **Modelling**

Modelling was undertaken using the Leicester and Leicestershire Integrated Transport Model (LLITM). This strategic model has been developed and validated using WebTAG principles and has been successfully used to develop and deliver numerous DfT and LEP funded projects and schemes. The model makes use of NTEM6.2 for its primary forecasting assumptions and was revised in 2013 at which time local plan assumptions were updated. Whilst the LLITM model is

in the process of being updated to a 2014 base year and NTEM 7 forecasting assumptions it is not yet available for general use.

For this project, a local validation check was undertaken to demonstrate that it was fit for the purpose of developing the initial stages of the scheme. The local Validation Report is attached as an appendix (see A14). The main LLITM validation report for the complete model is not attached although this is available if required.

The local validation check showed that within the area of interest 68% of the counts in the AM peak and 71% of the counts met the strict criteria for GEH and flow. However, at several sites the count failed by a small amount. If the GEH criteria is extended to 6 then 75% of the AM peak sites and 82% of the PM peak sites passed.

Journey Time analysis showed that 71% of links in the AM and 64% of links in the PM met the strict journey time criteria. Further analysis showed that several links had failed by a marginal amount. If journey times within 20% of observed were included then 79% of the links in the AM and 86% of the links in the PM passed.

Whilst not meeting strict criteria, we believe the model is sufficiently robust to undertake this initial assessment of the scheme. As the design work progresses, the aim will be to refine the model to ensure that it fully represents the area of interest.

Modelling was undertaken in the Morning Peak hour, and the evening peak hour only in a forecast year of 2021.

The AM and PM hour to 3 hour period conversion factors were derived from local observations and traffic surveys (Transport Trends in Leicester, 2016, Leicester City):

AM Peak 1 hour to 3 hour factor: 2.7  
PM Peak 1 hour to 3 hour factor: 2.8

For this test, the full extent of the LLITM model area has been run and travel statistics for the area of influence extracted from the Do Something and Do Minimum runs of the full model. This method was used due to the time constraints for this bid, and accounts for the small difference in the number of vehicles between the do minimum and do something model runs reported within the Project Impact Pro Forma.

b) Small project bidders should provide the following in annexes as supporting material:

- |  |   |                             |                              |
|--|---|-----------------------------|------------------------------|
| Has a <b>Project Impacts Pro Forma</b> been appended?        | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
| Has a description of data sources / forecasts been appended? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
| Has an <b>Appraisal Summary Table</b> been appended?         | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |

See Annex 4

Other material supporting your assessment of the project described in this section should be appended to the bid.

\* This list is not necessarily exhaustive and it is the responsibility of bidders to provide sufficient information to demonstrate the analysis supporting the economic case is fit-for-purpose.

**B) Additional requirements for large project bids (i.e. DfT contribution of more than £5m)**

c) Please provide a short description (max 500 words) of your assessment of the value for money of the project including your estimate of the Benefit Cost Ratio (BCR) to include:

- Significant monetised and non-monetised costs and benefits
- Description of the key risks and uncertainties and the impact these have on the BCR;
- Key assumptions including: appraisal period, forecast years, optimism bias applied; and
- Description of the modelling approach used to forecast the impact of the project and the checks that have been undertaken to determine that it is fit-for-purpose

d) Additionally detailed evidence supporting your assessment, including the completed Appraisal Summary Table, should be attached as annexes to this bid. **A checklist of material to be submitted in support of large project bids has been provided.**

Has an Appraisal Summary Table been appended?       Yes       No       N/A

- Please append any additional supporting information (as set out in the Checklist).
- \*It is the responsibility of bidders to provide sufficient information for DfT to undertake a full review of the analysis.*

**B6 Economic Case:** For all bids the following questions relating to **desirable criteria** should be answered.

Please describe the air quality situation in the area where the project will be implemented by answering the three questions below.

i) Has Defra's national air quality assessment, as reported to the EU Commission, identified and/or projected an exceedance in the area where the project will be implemented?

Yes       No

ii) Is there one or more Air Quality Management Areas (AQMA) in the area where the project will be implemented? AQMA must have been declared on or before the 31 March 2017

Yes  No

iii) What is the project's impact on local air quality?

Positive       Neutral       Negative

- Please supply further details:

Results indicate that there are likely to be Air Quality benefits for radial routes which form part of the AQMA in Leicester due to the reduction in congestion. In the immediate vicinity of the new link there will be reduction in air quality due to the increase in the number of vehicles. This is not a residential area and it is not included within the AQMA. The increased volume of vehicles will not lead to a breach of EU limits.

iv) Does the project promoter incentivise skills development through its supply chain?

Yes       No       N/A

- Please supply further details:

Leicester City Council is committed to social value and for all capital projects over a threshold value, an Employment and Skills plan is developed for the project. This is part of the Constructing Leicester scheme (see link: <https://www.leicester.gov.uk/business/start-up-and-growth/constructing-leicester/> ). The employment and skills plans identify targets in relation to the main contract and sub-contractor to support local people into employment. This can be via apprenticeships, work experience placements, jobs and also introductory visits with schools or individuals who are NEET or further from the labour market to get an insight into wider construction trade.

The council's Social Value Charter is currently being implemented and is soon to be formally adopted. The aims of the Charter are:

The Council will:

- seek delivery of economic, environmental and social benefit through decisions taken in respect of its procurement and commissioning activities, as part of its planning process and through grants/loans offered
- continue to work with local people, business and other organisations to identify the best means to deliver social value
- ensure that social value requirements placed on businesses and other organisations are relevant, proportionate and fair
- focus on the most significant relevant procurements, planning applications and grants/loans offered to maximise benefit
- work with internal staff, businesses and other organisations subject to this Charter to improve understanding of social value and provide information, training and support on processes

### **B7. Management Case - Delivery (Essential)**

Deliverability is one of the essential criteria for this Fund and as such any bid should set out, with a limit of 100 words for each of a) to b), any necessary statutory procedures that are needed before it can be constructed.

- a) A project plan (typically summarised in Gantt chart form) with milestones should be included, covering the period from submission of the bid to project completion.

Has a project plan been appended to your bid?  Yes  No

See Annex 5.

- b) If delivery of the project is dependent on land acquisition, please include a letter from the respective land owner(s) to demonstrate that arrangements are in place to secure the land to enable the authority to meet its construction milestones.

Has a letter relating to land acquisition been appended?  Yes  No  N/A

- c) Please provide in Table C summary details of your construction milestones (at least one but no more than 6) between start and completion of works:

Table C – Construction Milestones			
Activity	Estimated Time Period (Days)	Estimated Start Date	Estimated Completion Date
Service Diversion/Protection	45	02/07/2018	31/08/2018
Putney Road/Aylestone Road Junction	110	02/07/2018	30/11/2018
Putney Road	60	07/01/2019	29/03/2019
RSA3	20	01/04/2019	26/04/2019
ESTIMATED OPENING DATE APRIL 2019			

- d) Please list any major transport projects costing over £5m in the last 5 years which the authority has delivered, including details of whether these were completed to time and budget (and if not, whether there were any mitigating circumstances)

Leicester City Council delivered the *Haymarket Bus Station Project* which commenced on site in October 2014 and was commissioned May 2016 with an estimate and outturn cost of £13.5m. Commissioning of the new station was two months later than originally planned due to unforeseen ground conditions.

Leicester City Council, jointly with Leicestershire County Council, delivered the *Leicester North West Major Transport Scheme Phase 1*. The target end date for the main construction contract was 15/07/2017, the actual completion date was 28/09/2016. The main reasons for the extension of time was the addition of major highway maintenance works which were added to the scheme to take advantage of planned traffic management arrangements thereby reducing disruption to the travelling public, and accommodating Leicester City's Premier League victory celebrations. The estimated project cost was £9.26m and the outturn cost was £9.53m. The main reasons for the increase in cost was the additional of the maintenance works, funded by the city council, along the city's outer ring road and at the key junctions within the scheme site, and additional drainage works identified as being required after the target construction cost had been set.

#### B8. Management Case – Statutory Powers and Consents (Essential)

- a) Please list if applicable, each power / consent etc. already obtained, details of date acquired, challenge period (if applicable), date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.

None

b) Please list if applicable any outstanding statutory powers / consents etc. including the timetable for obtaining them.

None

### **B9. Management Case – Governance (Essential)**

Please name those who will be responsible for delivering the project, their roles (Project Manager, SRO etc.) and responsibilities, and how key decisions are/will be made. An organogram may be useful here.

A project board, chaired by the Senior Responsible Owner (SRO), Andrew L Smith, Director of Planning, Development and Transportation will lead the development and implementation of this project. The SRO is the owner of the business case and is responsible for ensuring the project meets its objectives and delivers the predicted benefits. The SRO will report progress, seek direction and approval to progress through project gateways as required, from the City Mayor, Sir Peter Soulsby and Cllr Clarke, the Assistant City Mayor Energy and Sustainability.

The project and design team will be managed by John Dowson, Major Transport Projects Manager. The project manager is responsible for the day to day management of the project to deliver the project elements within the time, quality and budget constraints.

Work package managers will manage the various packages as shown on the project governance structure chart.

City Transport Director, Stuart Maxwell, provides the senior user and senior supplier role, Finance and Legal officers provide the role of project assurance ensuring that the project is being conducted correctly.

Please see the project governance structure chart in Annex 6.

### **B10. Management Case - Risk Management (Essential)**

All projects will be expected to undertake a Quantified Risk Assessment (QRA) and a risk register should be included. Both should be proportionate to the nature and complexity of the project. A Risk Management Strategy should be developed that outlines how risks will be managed.

*Please ensure that in the risk / QRA cost that you have not included any risks associated with ongoing operational costs and have used the P50 value.*

Risk is a major factor to be considered during the management of any project. The aim is to manage the exposure to risk by taking actions to keep it to an acceptable level in a cost effective way. PRINCE2 methodology has been adopted for managing risk ensuring that all risks are captured and processed in a consistent manner. A high level risk management assessment has been undertaken and will continue in respect of the overall project.

The QRA which includes risk management and mitigation is appended to this application (See Appendix A6) and will be managed by the Project Board (see Governance Chart in Appendix A13).

Has a QRA been appended to your bid?  Yes  No

Has a Risk Management Strategy been appended to your bid?  Yes  No

Please see Project Risk Assessment / Register included in Annex 7

Please provide evidence on the following points (where applicable) with a limit of 50 words for each:

- a) What risk allowance has been applied to the project cost?  
£128,250.00
- b) How will cost overruns be dealt with?  
They will be managed in accordance with the QRA to avoid or minimise risks.
- c) What are the main risks to project timescales and what impact this will have on cost?

The analysis reveals that there are no high ranking or severe risks to the delivery of the Putney Road West scheme. Indeed, the risks that have been identified are low or medium and with the risk mitigation which will be employed by Leicester City Council these risks should be avoided.

### **B11. Management Case - Stakeholder Management (Essential)**

The bid should demonstrate that the key stakeholders and their interests have been identified and considered as appropriate. These could include other local authorities, the Highways England, statutory consultees, landowners, transport operators, local residents, utilities companies etc. This is particularly important in respect of any bids related to structures that may require support of Network Rail and, possibly, train operating company(ies).

- a) Please provide a summary in no more than 100 words of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

Our Stakeholder and Communications Plan (Annex A8) comprehensively describes the stakeholders; their degree of influence; how the scheme affects the stakeholder and the

considered degree of impact the scheme will have on stakeholder interests; and finally the management strategy for engaging with stakeholders.

Please see stakeholder support letters in Annex 8.

b) Can the project be considered as controversial in any way?  Yes  No

If yes, please provide a brief summary in no more than 100 words

N/A

c) Have there been any external campaigns either supporting or opposing the project?

Yes  No

If yes, please provide a brief summary (in no more than 100 words)

N/A

d) For large projects only please also provide a Stakeholder Analysis and append this to your application.

Has a Stakeholder Analysis been appended?  Yes  No  N/A

e) For large projects only please provide a Communications Plan with details of the level of engagement required (depending on their interests and influence), and a description of how and by what means they will be engaged with.

Has a Communications Plan been appended?  Yes  No  N/A

Please see Stakeholder and Communication Plan included in Annex 8

### **B12. Management Case – Local MP support (Desirable)**

e) Does this proposal have the support of the local MP(s);

Name of MP(s) and Constituency

Jonathan Ashworth, Leicester South  Yes  No

See Annex 9

### **B13. Management Case - Assurance (Essential)**

We will require Section 151 Officer confirmation (Section D) that adequate assurance systems are in place.

Additionally, for large projects please provide evidence of an integrated assurance and approval plan. This should include details of planned health checks or gateway reviews.

N/A

## **SECTION C – Monitoring, Evaluation and Benefits Realisation**

**C2.** Please set out, in no more than 100 words, how you plan to measure and report on the benefits of this project, alongside any other outcomes and impacts of the project.

Leicester City Council will apply the DfT's Local authority major schemes: monitoring and evaluation framework as provided by the following hyperlink:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/9154/la-major-schemes-monitoring-evaluation.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/9154/la-major-schemes-monitoring-evaluation.pdf)

*A fuller evaluation for large projects may also be required depending on their size and type.*



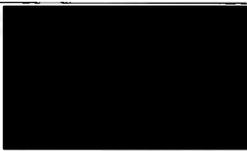
## SECTION D: Declarations

### **D1. Senior Responsible Owner Declaration**

As Senior Responsible Owner for 'Leicester – Putney Road West (new Transport Link) Project' I hereby submit this request for approval to DfT on behalf of Leicester City Council and confirm that I have the necessary authority to do so.

I confirm that Leicester City Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

Name: Andrew L Smith

Signed: 

Position: Director of Planning, Development and Transportation

### **D2. Section 151 Officer Declaration**

As Section 151 Officer for Leicester City Council I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that Leicester City Council

- has allocated sufficient budget to deliver this project on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the project
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided for this bid in 2020/21.
- confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller project bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place
- confirms that if required a procurement strategy for the project is in place, is legally compliant and is likely to achieve the best value for money outcome

Name: Alison Greenhill

Signed: 

### **HAVE YOU INCLUDED THE FOLLOWING WITH YOUR BID?**

Combined Authority multiple bid ranking note (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
Map showing location of the project and its wider context	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Combined Authority support letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
LEP support letter (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Housebuilder / developer evidence letter (if applicable)	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A
Land acquisition letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
Projects impact pro forma (must be a separate MS Excel)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Appraisal summary table	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Project plan/Gantt chart	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A