

Leicester City Council

Levelling Up Fund 2

Connecting St Margaret's funding application

Version 1
August 2022

Version	Date	Prepared	Reviewed	Authorised	Notes
1	02.08.22	JS	JED	ALS	Final bid answers

Contents:

Section 1: Introduction questions	3
Section 2: Eligibility and gateway criteria	5
Section 3: Bid summary	7
Section 4: Equalities	14
Section 5: Subsidy control and state aid analysis	16
Section 6: Strategic fit	18
Section 7: Economic case	32
Section 8: Deliverability	49
Section 9: Declarations and attachments	78

Section 1: Introduction questions

What is the legal name of the lead applicant organisation?

Leicester City Council

Where is your bid being delivered?

England

Select your local authority

Leicester

Enter the name of your bid

Connecting St Margaret's

Does your bid contain any projects previously submitted in round 1?

No

Bid manager contact details

Full name	John Dowson
Position	Major Transport Projects Manager
Telephone Number	0116 454 2826
Email address	John.Dowson@leicester.gov.uk
Postal address	Leicester City Council (Transport Strategy Section) City Hall, 115 Charles Street Leicester Leicestershire LE1 1FZ

Senior Responsible Officer contact details

Full name	Andrew L Smith
Position	Director, Planning, Development & Transportation
Telephone number	0116 454 2801
Email address	AndrewL.Smith@leicester.gov.uk

Chief Finance Officer contact details

Full name Alison Greenhill
Telephone number 0116 454 4001
Email address Alison.Greenhill@leicester.gov.uk

Local Authority Leader contact details

Full name Alison Greenhill
Position Chief Operating Officer
Telephone number 0116 454 4001
Email address Alison.Greenhill@leicester.gov.uk

Enter the name of any consultancy companies involved in the preparation of the bid

Edwards & Edwards Consultancy Ltd
Wisher Consulting
Arcadis LLP
Skyline CGI

Enter the total grant requested from the Levelling Up Fund

£12,177,706

Investment Themes

Regeneration and town centre	0%
Cultural	0%
Transport	100%

Section 2: Eligibility and gateway criteria

Which bid allowance are you using?

Transport allowance

Is your bid at least 90% investment in the transport theme with the remaining percentage invested in transport related activity

Yes

How many component projects are there in your bid?

1

Do you have the support of all the authorities with the relevant statutory responsibility before proceeding?

Yes

Upload pro forma 1

LUF Round 2 Pro formas V6.1 Proforma 1.pdf

Are you submitting a joint bid?

No

Are you submitting a large transport bid?

No

Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Confirmed

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Confirmed

Costings and Planning Workbook

*LUF_Single_Project_Costings_and_Planning_Wkbook_AllTables
v0.6DF 20Jul22.xlsx*

Section 3: Bid summary

Provide bid name

Connecting St Margaret's

Provide a short description of your bid

St Margaret's junction, located on the 1970's inner ring road, is a critical gap in Leicester's cycling, walking and bus network. Connecting up this junction will address a longstanding barrier to safe and active travel, particularly through the removal of unattractive underpasses. It will transform the experience for pedestrians and cyclists visiting the city centre with segregated surface level routes following LTN 1/20 guidance and will complete bus priority measures connecting to the new St Margaret's Bus Station.

The junction will be greener with new landscaping, cleaner with less pollution and carbon emissions and will unlock adjacent housing regeneration sites.

Provide a more detailed overview of your bid proposal

St Margaret's is a sprawling junction at an important gateway to Leicester city centre (see context plan in Appendix A).

The junction stands immediately outside the city's new St Margaret's Bus Station but does little to prioritise free movement of buses. The junction sits over under-utilised, unpleasant and unsafe pedestrian underpasses. These are the last remaining underpasses in the city centre and an expensive asset to maintain.

The underpasses have constrained opportunities to improve the junction and have led to inefficient, complex and unattractive surface junction design with significant barriers to cycling and pedestrian movements and little greenery. See photograph of current layout of the junction in Appendix A.

This Levelling Up project will fund the filling-in of the underpasses and reconfiguring of the surface level junction to include green spaces and a greatly enhanced environment for pedestrians. (see scheme drawing at Appendix B) Cycleways designed to LTN1/20 will be provided on all arms of the junction and will link to existing cycleways, greatly enhancing city cycling. The project will provide cyclists and pedestrians with high-quality routes to link the city centre with our culturally important Abbey Park and a series of key regeneration and

local heritage sites. See artists impression of the proposed scheme in Appendix A.

The junction improvements will allow us to prioritise bus movements on this busy city centre corridor. Buses compete with other motor vehicles in this area and are not afforded any priority. The Sanvey Gate junction with the A6 was identified as a pinch point in a study commissioned by the bus company First Leicester. The improvements will extend along St Margaret's Way to the Sanvey Gate junction to prioritise bus movements.

We have prepared a comprehensive Theory of Change. The objectives of the project and the outcomes/impacts it will deliver include:

- To increase overall bus patronage. The junction sits outside one of the main bus termini in the city centre and nearly every bus passenger to the north-west of the city is delayed at this junction. We will improve bus journey time and reliability. This will feed improvements in economic productivity and contribute to Levelling Up Mission 1 (Living Standards).
- To increased walking and cycling movements. The additional measures will facilitate increased cross-city cycle and pedestrian movements, which will deliver positive health outcomes. In this respect we will directly contribute to Levelling Up Mission 7 (Health).
- To increase safety and security in the area. The St Margaret's underpasses are a focus for various criminal activities and fear of crime is high in the area. We will eliminate this and directly contribute to Levelling Up Mission 11 (Crime).
- To reduce severance between communities and the opening-up of walking and cycling access to existing community assets. The improvements will also unlock adjacent regeneration sites. This will impact positively on Levelling Up Mission 1 (Living Standards) and Mission 10 (Housing).
- To increase community pride. The underpasses are not well liked and certainly not well used (the survey of users undertaken in March 2022 revealed 85% of pedestrians/cyclists using the junction avoid the underpasses). Removal of the underpasses will impact positively on Levelling Up Mission 9 (Pride in Place).

Provide a short description of the area where the investment will take place

The St Margaret's junction lies immediately (400m) to the north of Leicester's retail centre on the inner ring road where Burleys Way meets Vaughan Way. The council has progressively removed barriers to movement across the 1970s ring road in recent years and this junction remains the last major point of severance for pedestrians and cyclists.

The junction has the potential to serve as a crucial connector between Leicester city centre and both current and future residential communities and key recreational/heritage assets (see Context Plan at Appendix A).

Leicester itself is a Priority 1 Levelling Up area. The city has many economic challenges, as evidenced by our Priority 1 status, but is also a place of immense economic opportunity. It is a place where there is a clear Mayoral mandate to enhance people's confidence and pride in the city.

As shown on the Context Plan in Appendix A, key features of the location of the St Margaret's junction are as follows:

- It has the potential to serve as a major conduit for pedestrian and cycle movements between the city centre and key recreational assets (Abbey Park, River Soar, Grand Union Canal, St Margaret's Pastures - home of Leicester Ladies Hockey Club).
- It is adjacent to the newly regenerated St Margaret's Bus Station (funded by Getting Building Fund) and is a key conduit for bus movements.
- It will serve as a key connector for many recently completed or planned Transforming Cities Fund (TCF) interventions.
- It will be the crossing point to be used by a large number of new residential developments which lie adjacent to the St Margaret's junction, including a major regeneration site at the former Corah works. This will help unlock thousands of new homes, supporting the delivery of Homes required through the Council's Local Plan.
- It provides links to our Leicester Waterside Regeneration area, a large new mixed-use regeneration quarter.
- It links various heritage assets in the city, including the Church Gate Heritage Action Zone and St Margaret's Church.

Does your bid include any transport projects?

Yes

Provide a short description of the transport project

The scheme will address a longstanding barrier to the take up of active travel, in the St Margaret's area of Leicester, whilst providing infrastructure to reduce delays and improved reliability of public transport.

St Margaret's contains a sprawling junction on the Central Ring Road which forms an important gateway to Leicester city centre (see context plan in Appendix A).

The junction stands immediately outside the city's new St Margaret's Bus Station and does little to prioritise free movement of buses. The junction sits over under-utilised, unpleasant, and unsafe pedestrian underpasses. These are the last remaining underpasses in the city centre and an expensive asset to maintain.

The underpasses have constrained opportunities to improve the junction and have led to an inefficient, complex and unattractive surface junction design with significant barriers to cycling and pedestrian movements and little greenery. See photograph of current layout of the junction in Appendix A.

This Levelling Up project will deliver a £15M scheme to fill-in the underpasses and reconfigure the surface level junction to include green spaces and a greatly enhanced environment for pedestrians (see scheme drawings at Appendix B). Cycleways designed to LTN 1/20 will be provided on all arms of the junction and will link to existing cycleways, greatly enhancing city cycling. The project will provide cyclists and pedestrians with high-quality routes to link the city centre with our culturally important Abbey Park and a series of key regeneration and local heritage sites. See artists impression of the proposed scheme in Appendix A.

The junction improvements will allow us to prioritise bus movements on this busy city centre corridor. Buses compete with other motor vehicles in this area and are not afforded any priority. The Sanvey Gate junction with the A6 was identified as a pinch point in a study commissioned by the bus company First Leicester. The improvements will extend along St Margaret's Way to the Sanvey Gate junction to prioritise bus movements.

The junction has the potential to serve as a crucial connector between Leicester

city centre and both current and future residential communities and key recreational/heritage assets (see Context Plan at Appendix A).

Leicester itself is a Priority 1 Levelling Up area. The city has many economic challenges, as evidenced by our Priority 1 status, but is also a place of immense economic opportunity. It is a place where there is a clear Mayoral mandate to enhance people's confidence and pride in the city.

As shown on the Context Plan in Appendix A, key features of the location of the St Margaret's junction are as follows:

- It has the potential to serve as a major conduit for pedestrian and cycle movements between the city centre and key recreational assets (Abbey Park, River Soar, Grand Union Canal, St Margaret's Pastures - home of Leicester Ladies Hockey Club).
- It is adjacent to the newly regenerated St Margaret's Bus Station (funded by Getting Building Fund) and is a key conduit for bus movements.
- It will serve as a key connector for many recently completed or planned Transforming Cities Fund (TCF) interventions.
- It will be the crossing point to be used by a large number of new residential developments which lie adjacent to the St Margaret's junction, including a major regeneration site at the former Corah works. This will help unlock thousands of new homes, supporting the delivery of Homes required through the Council's Local Plan.
- It provides links to our Leicester Waterside Regeneration area, a large new mixed-use regeneration quarter.
- It links various heritage assets in the city, including the Church Gate Heritage Action Zone and St Margaret's Church.

Provide location information

Enter location postcode	LE1 3BH
Enter location grid reference	SK585049
Percentage of bid invested at the location	100%

Select the constituencies covered in the bid

Constituency 1

Constituency name Leicester South

Estimate the percentage of the bid invested in this constituency

40%

Constituency 2

Constituency name Leicester West

Estimate the percentage of the bid invested in this constituency

60%

Select the local authorities covered in the bid

Local authority name Leicester

Estimate the percentage of the bid invested in this local authority

100%

Sub-categories that are relevant to your investment

Select one or more transport sub-categories that are relevant to your investment

- Active Travel
- Buses
- Local Road
- Other Transport

Describe other transport sub-category

- Air Quality
- Crime
- Residential

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

No other funding applications have been or are being made to contribute towards funding this proposed scheme.

Provide VAT number if applicable to your organisation

GB 115337004

Section 4: Equalities

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

Connecting St Margaret's is wholly a transport project which will enhance the travel options available to existing and new users by improving public transport links and providing shorter journey times as well as providing LTN 1/20 compliant cycling and pedestrian connectivity. The current inability to connect from one place to another could lead to isolation of some groups within communities. This project aims to enhance accessibility to retail, housing, leisure and employment areas, therefore reducing those barriers.

The current poor connectivity penalises people without a car, so improvements to walking, cycling and public transport infrastructure reduces such isolation for all, providing opportunities for active travel will help to promote equality of opportunity between different groups, thereby eliminating these issues.

Leicester is one of the most ethnically and culturally diverse places in the UK, with a broad population breakdown by ethnic group as follows (Census 2011):

- 51% White,
- 36% Asian/Asian British (of whom 28% are of Indian heritage),
- 6% Black/African/Caribbean/Black British,
- 4% Mixed/multiple ethnic groups, and
- 3% Other ethnic groups.

There is evidence that Black, Asian and Minority Ethnic groups (BAME) are more likely to express concerns over safety and security (particularly after dark) than white groups. However, bus use is much higher for BAME groups (with car use being lower) compared with white groups.

The delivery of this project will result in improved bus journey times and improved pedestrian and cycle crossings at the junction and will contribute to an increase in walking, cycling and public transport as modes of transport. The safety of users will be improved by closing the pedestrian underpasses and ensuring the latest design standards are used to improve accessibility. Key elements of the project will be designed to meet the needs of disabled groups

and those with reduced mobility including women with pushchairs and/or accompanying children, such as the use of appropriate surface materials, dropped kerbs and tactile paving at crossing points.

Wider benefits to result from the project include regeneration and creation of employment opportunities, provision of access to retail and other types of services and facilities, an increase in community interaction through increased footfall, and a reduction in anti-social behaviour through the closure of the pedestrian underpasses.

A completed Equality Impact Assessment can be found in Appendix E.

Section 5: Subsidy control and state aid analysis

Is the support provided by a ‘public authority’ and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes

Does the support measure confer an economic advantage on one or more economic actors?

No

Provide further information supporting your answer

It is not considered that such a measure confers an economic advantage to the Authority on the basis it is not acting in its capacity as an economic actor.

The funding activities amount to non-economic activity and utilising the proposed measure the Authority will be acting in pursuance of its statutory powers of development of its area and in accordance with its local transport plan.

The improvement of the junction, including the filling of pedestrian underpasses, will lead to safety benefits for road users and having an upgraded junction will allow for all modes of transport.

The Authority is seeking to achieve its local transport plan together with air quality action plan which in turn will promote the wellbeing of its area, in doing, there will be no financial return derived and even if this should be the case this will be incidental to its main objective.

The Authority will utilise the funds and secure works for the Project undertaking a competitive procurement process and therefore there will be no forward usage of the funds such to provide financial assistance for the purpose of subsidy control.

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

No

Provide further information supporting your answer

The measure is not considered specific insofar as it benefits certain economic actors over others. The Levelling Up Fund is open to be accessed by England, Scotland, Wales and Northern Ireland (NI), unitary authorities (including metropolitan borough councils), London borough councils and district councils in two tier areas in England for the benefit of the communities within the UK. It is not considered to be a specific benefit to the Authority and further, nor can it be demonstrated to exist in the private market as the funds are being utilised to discharge a public task.

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

No

Provide further information supporting your answer

It is not considered that the proposed measure has or could have an effect on trade or investment between the UK and EU. The purpose of the funding is for the Authority to deliver a Central Government programme of Levelling Up for which the forward fund and use by the Authority is that to meet its policy objectives. It is difficult to see how any benefit from the proposed measure that may accrue to the Authority would have, or might have, an effect on trade and investment between the UK and the EU – further given that the UK is no longer in the single market and there are non-tariff barriers to trade and other activities between the UK and EU.

Will you be disbursing the funds as a potential subsidy to third parties?

No

Section 6: Strategic fit

Has an MP given formal priority support for this bid?

Yes

Full name of MP	Jonathan Ashworth
MP's constituency	Leicester South

Upload pro forma 6

Jon Ashworth MP proforma 6.pdf

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

A scheme Stakeholder and Public Communications Plan has been developed for the scheme, please see Appendix C, to ensure relevant stakeholders are identified, engaged in and contribute to the development and delivery of the scheme. Stakeholders have been identified from the extensive experience of the Council in delivering very similar schemes in Leicester over many years.

Many of the stakeholders have been engaged in Leicester's transport related plans and strategies such as Leicester Transport Plan 2021-2036, the Walking and Cycling Strategies, 2015-2026, Air Quality Action Plan, Leicester Enhanced Bus Partnership Scheme (2022-2025) and Leicester Enhanced Bus Partnership Plan (2022-2030).

A description of the stakeholder groups and how they have and will be engaged during the scheme development is provided in the Plan in Appendix C. For this project the key stakeholders are MPs, residents, businesses, LLEP, the Leicester Transport Accessibility Panel (LTAP), the Leicester Walking Forum, the Cycle City Stakeholder Group, the Bus User Panel including the bus companies, and the Police.

The Leicester Transport Accessibility Panel (LTAP), the Leicester Walking Forum, the Cycle City Stakeholder Group, the Bus User Panel and the bus companies are regularly engaged on strategy development and individual scheme development at their monthly meetings where the Council officers and project managers present and discuss the proposed schemes.

Businesses are engaged through the Chamber of Commerce, Leicester

Business Voice, the Director of the Leicester BID and through the Council's City Centre Director. Specific large businesses, such as Highcross Leicester, a very large shopping centre close to the location of the proposed scheme, are engaged directly through their management team. The University of Leicester and De Montfort University are engaged directly.

Active Travel England has been engaged during the design process so far and are very supportive of the scheme proposals.

The Police, the beat Sergeant responsible for the area and the wider policing team, are supportive of closing the pedestrian underpasses as the beat Sergeant reports in his letter that "the underpass is a hotspot for criminality especially drug dealing and has been linked to drugs lines operating out of nearby apartment blocks. Local officers conduct regular patrols in the area and often have cause to utilise their stop and search powers. In addition to the criminality that occurs there is also an issue with regards to Anti-Social Behaviour namely street drinkers using the underpass which intimidates members of the public. In addition to the crime and Anti-Social Behaviour that occurs in and around the underpass many members of the public have commented to the team about feeling unsafe when using the area especially at night'.

Stakeholders have and will be engaged through letter drops, user group forum meetings, briefings and bespoke engagement events during the design process. Stakeholders and the general public will also be engaged through statutory consultations relating to the making of Traffic Regulation Orders.

Engagement has helped inform the design of the pedestrian and cycle crossings and alignment of the footway and cycleways at the junction.

Stakeholders have generally been very supportive of the scheme proposals put forward at the concept design stage.

Evidence of support from the stakeholders includes letters and notes of meetings – please see Appendix D.

Has your proposal faced any opposition?

No.

The Cycle City Stakeholder Group are very supportive of the scheme proposals. In addition, the Leicester Walking Forum, the Bus User Panel and the bus companies are supportive of the bid.

The chair of the Leicester Transport Accessibility Panel (LTAP) has requested a more detailed design briefing through the delivery stages. It is expected that the scheme will benefit people with disabilities as the existing crossing facilities and the pedestrian underpasses are substandard. It is important to the Council that the scheme has exemplary outcomes for people with disabilities and this is addressed through an Equality Impact Assessment, provided at Appendix E. The design team will work with the representatives of LTAP, through face-to-face design review meetings, during the detailed design of the scheme to help address any concerns from the Panel.

There may be some opposition to the scheme from vehicle users as they may perceive that the scheme will increase delays to their journeys at peak times. Their concerns will be addressed by explaining the benefits of the scheme during the detailed design/delivery phase engagement.

Do you have statutory responsibility for the delivery of all aspects of the bid?

N/A

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Leicester is a city with Priority 1 Levelling Up status. It is also a city with strong growth ambitions, centred on the growth and revitalisation of the city centre, and a place where there is a strong Mayoral mandate to increase the confidence and pride of residents in the city they call home.

The St Margaret's junction is a sprawling junction that was delivered in the 1970s and prioritises car traffic over all other modes. 80% of the movements through the junction are by car, with bus passengers making up 18%. Pedestrians currently make up 2% and cyclists 1% (percentages rounded). Stakeholder surveys show that the junction, and the pedestrian underpasses it includes, are universally disliked.

A Healthy Streets Audit (HSA) is included within the scheme assessment and appraisal files in Appendix F. The HSA is a tool developed by TfL, it shows that the current layout is poor when measured against the ten indicators considered. This shows that the junction is not a safe or attractive place for pedestrians or cyclists.

The junction is on the busiest part of the city highway network. Traffic surveys show around 5,400 vehicles use the junction in the morning peak hour and 6,000 in the evening. During the day the volumes falls to around 4,700 vehicles per hour. There is no dominant direction of movement through the junction. As

a consequence, the junction has been designed such that there are two lanes to support each movement. Modelling has demonstrated that keeping the number of lanes is essential unless the junction is to support very significant reductions in traffic volume. In the morning and evening peak there are significant traffic queues at the junction, whilst the junction is free flowing during the day and in the evening.

The pedestrian underpasses were provided to keep pedestrians separated from the traffic. However, the underpasses are not attractive and they act as a meeting point for criminal activity elsewhere in the city. Dialogue with our local police has confirmed that there are at least 25 reported incidents in the underpass each year which absorbs officer time.

The surface crossing is sub-standard and does not offer direct routes across the junction. Cyclists are not specifically supported on the surface crossing and use of the Propensity to Cycle Tool (PCT) highlights that the St Margaret's corridor and the central ring road are unattractive for cycling. The scheme will support cycling schemes identified in Leicester's Local Cycling and Walking Infrastructure Plans (LCWIP) to connect neighbourhoods to the city centre.

The junction is immediately adjacent to the St Margaret's bus station which serves the north of the city. The majority of bus passengers start or finish their journey at the bus station. Delays on St Margaret's Way and Sanvey Gate approaching the Central Ring Road thus impact on a large number of services and passengers.

The current junction serves to sever communities and to sever access to a number of key recreational and leisure assets in the city. If left unchecked, this severance will become an increasing issue. There are a large number of key residential development sites that either face onto the junction or that will rely on it for safe pedestrian and cycle access.

Explain why Government investment is needed (what is the market failure)

The market failure for this project is rooted in the provision of a public good and the presence of both positive and negative externalities. All of these are recognised forms of market failure as set out in the HMT Green Book and in other government documents.

Fundamentally, the provision of a well-functioning road junction with appropriate pedestrian, cycling and bus provision is a public good. It is only the public sector that will deliver investments of this nature – the private sector will not deliver because there is no ability to either charge for or exclude

consumption. As such, government investment is needed and there is limited capacity through local government budgets to fund works of this scale.

The Investment in transport infrastructure in this location will improve accessibility and increase confidence and certainty in unlocking regeneration sites immediately outside the city centre, particularly for much-needed housing such as at the proposed Corah regeneration site immediately adjacent to the proposed scheme.

Government investment is also required to correct both positive and negative externalities:

Positive externalities:

The opening up of St Margaret's junction for more walking and more cycling will deliver wider societal benefits in terms of a more active and more healthy local population. The delivery of bus priority measures will increase reliability and speed of bus services making them a more attractive sustainable alternative to the car. The delivery of positive externalities justifies government investment.

Negative externalities:

The current St Margaret's junction is configured in such a way that it facilitates crime, accidents and significant queuing traffic. All of these confer negative costs on society be it through costs on the police, costs on the health service and through poor air quality – and justifies government investment to correct them. The scheme will help alleviate these negative externalities.

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers

This bid is for a transport scheme that is seeking funding from the 'transport' allowance which supports schemes where >90% of the investment is transport related. This scheme is 100% transport related.

The scheme is located at a key junction which links the A6 arterial corridor with the Central Ring Road. Traffic surveys and the Propensity to Cycle tool highlight how unattractive this area is to cycle and highlights how the junction has been optimised for motorised traffic. The junction and the main roads act as a barrier to pedestrians and cyclists and the underpasses provided for pedestrians and cyclists further deters active travel due to crime and the fear of crime.

The location was selected as it will directly complement our Transforming Cities Fund (TCF) and Connecting Leicester Programme by connecting the City

Centre to the corridors to the north of the city by providing a high-quality crossing of the central ring road. This was a key theme in our TCF Tranche 1 bid where we have now successfully delivered high quality pedestrian and cycle crossings of the Central Ring Road.

In addition, the St Margaret's Bus Station has recently undergone a complete re-build, using Getting Building Funding, which has resulted in a modern and well equipped terminus for bus services to the north of the City. This scheme will provide the missing link from the bus station to the infrastructure delivered in the TCF A6, A50 and Anstey Lane schemes which have all added bus priorities along the corridor.

Our Theory of Change document (see section 3.1 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F) highlights the needs and how the outputs of the scheme will deliver the outcomes.

There were a number of key objectives that resulted in the need for specific outputs. For instance:

- The closure and infilling of the pedestrian underpasses where key objectives of the scheme are to reduce crime and the fear of crime.
- The installation of improved pedestrian and cycle crossing of the A6 junction to stop the junction acting as a barrier.
- The installation of bus lanes on St Margaret's Way and Sanvey Gate to reduce bus journey times and improve bus service reliability.
- The delivery of LTN 1/20 segregated, unidirectional cycle lanes on the Central Ring Road and St Margaret's Way.

However, there were a number of options that have been considered.

The original concept proposed reducing the number of turning lanes at the St Margaret's junction. This would have allowed the footprint of the junction to be reduced and pedestrian crossing time to be reduced. However, modelling of the junction showed that the junction would fail to operate effectively, and that vehicle numbers in the peak hours would need to fall by around 20% for queues and delays to be acceptable.

The proposed design retains the number of traffic lanes but manages to reduce the footprint of the junction and align the pedestrian and cycle crossings to follow the desire lines across the junction. Smart traffic signals will be used to

prioritise bus movements through the junction to help ensure buses run to timetable.

Options were also considered to extend the scheme further along the A6 to enhance the interface with the Transforming Cities Fund scheme, and along the Central Ring Road to join with the scheme on Abbey Gate. However, these were rejected due to concerns about the ability to deliver the scheme in the required time window. There was also a concern that without careful planning the scheme could conflict with the delivery of a major regeneration site (Corah) as works would be required at the same place at the same time. The proposed scheme will deliver infrastructure that will support development at Corah, and the scheme will be designed such that it doesn't preclude a later phase of improvements that will link the highway to the regeneration site.

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

We have prepared a comprehensive Theory of Change guided by the Magenta Book and the Monitoring and Evaluation guidelines offered as part of the LUF Technical Guidance. (see section 3.1 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F).

The Inputs will include the LUF capital expenditure and Council match funding on the proposed capital works. The capital works will fundamentally remodel St Margaret's junction to make it safer and more encouraging for pedestrians and cyclists and also reduce bus journey times. Other Inputs include the Council's ongoing behavioural change programme to encourage more walking and cycling and also the activities of the bus operating companies who will more proactively push the benefits of bus travel as an alternative to the private car.

Our Outputs are directly linked to the proposed scope of works and are selected largely from the standard menu of LUF outputs. They include new segregated cycle ways, new footpaths, new bus lanes and of course the infilled pedestrian underpasses.

The Results will flow directly from the Outputs, via the following main transmission mechanisms:

- The provision of new infrastructure will spark a behavioural change as travellers who are able to walk and cycle as well as existing pedestrians and cyclists become aware of the enhanced route and start to trial its use.

- On the basis of a positive experience (which itself creates more Pride in Place) the use of the junction for walking and cycling becomes more entrenched and more systematic.
- A prolonged uplift in walking and cycling will start to create health benefits and less segmentation of communities.
- A similar transmission mechanism will be in place for bus use, namely that more positive experiences of reduced journey times and enhanced reliability will encourage more use.
- The community safety impacts will be more immediate and do not rely on behavioural shifts. The closure of the underpasses will immediately remove an area that is a hotspot for crime and an environment that residents are fearful of.

Theory of change upload

Theory of Change.pdf

Set out how other public and private funding will be leveraged as part of the intervention

Leicester City Council is committed to funding £3M (20%) of the scheme cost from our capital programme.

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

The measures proposed in this scheme are at the foundation of our emerging Local Transport Plan (LTP4) and Climate Emergency Plan. This scheme aligns to all four of the LTP4 objectives. It will address the climate emergency through transfer of trips to public transport, cycling and walking. Support a growing city through a step change in public transport options. Have a healthier population due to increased physical fitness, improved air quality and a safer, cleaner environment and finally it will help deliver a connected city in which we prioritise sustainable modes.

The scheme supports the emerging Local Plan which sets out the need for reducing the dominance of car travel in delivering sustainable growth in housing and jobs.

The Health and Wellbeing Strategy (2019-2024) and the local Police and Crime

Plan (2021-2024) require measures such as the closure of the pedestrian underpasses and the remodelling of the surface crossing and local environment to be more attractive place to support our ambitions of a happier population with reduced fear of crime.

The scheme aligns with two of the five priorities within our Green Infrastructure Strategy (2015-2025); transforming and greening of the junction into a place for people will ensure that Leicester remains a place to do business and a healthy and active city.

Leicester's Cycle Action Plan (2015-2024) sets out ambitions to double cycling by 2024. This scheme will provide Radial Corridor Improvements, designed to LTN 1/20 standards, at St Margaret's and will complement schemes already funded through the Transforming Cities Fund to support growth in the Centre and Northwest of the City.

The Enhanced Bus Partnership (2022-2030) agreed between Leicester City Council and the six local bus operators sets out obligations for the operators and the council. The council is committed to delivering infrastructure to support bus services. This scheme will deliver three sections of bus lane that will improve the reliability and travel time on services using the A6, A50 and Anstey Lane corridors. This scheme will complete the provision of bus lanes along the majority of the A6 from the County Boundary to the City Centre.

All of these strategies and plans support the City Mayor's Connecting Leicester vision. Delivering this vision started in the City Centre where the council has delivered a programme of over 30 schemes, valued at £60M to date. The vision has focussed on sustainable travel as a means of reducing car induced issues such as congestion, air quality, carbon and health.

The Transforming Cities Fund Tranche 1 funding allowed us to extend this vision through interventions that breached the Central Ring Road. Transforming Cities Fund Tranche 2 funding delivery of "Green Growth Corridor" sustainable transport schemes. This scheme will provide a further enhanced crossing of the Central Ring Road and provide the missing link to join up to the TCF schemes in the northwest of the city to the city centre.

Explain how the bid aligns to and supports the UK Government policy objectives

The St Margaret's junction scheme is fully aligned with the UK Government's Levelling Up White Paper. The scheme makes a very significant contribution to 7 of the 12 Levelling Up Missions.

The scheme is fully aligned with the Government's 2020 Cycling and Walking

Plan for England (Gear Change). The Gear Change document calls for “Action not Words” and that is precisely what we seek to achieve. Gear Change has the ambition that “cycling and walking will be the natural first choice for many journeys with half of all journeys in towns and cities being cycled or walked by 2030” and the St Margaret’s scheme is fully aligned with this Vision.

For cyclists we will be using the Government’s design note LTN 1/20 Cycle Infrastructure Design. This guidance sets out twenty-two design principles for cycle schemes which we will be following.

The scheme will fundamentally change the ability for residents to walk and cycle through the St Margaret’s junction area and as a result deliver numerous health benefits. We are aligned with one of the main guiding principles of Public Health England (now replaced by the Office for Health Improvement and Disparities) which is to “work to prevent poor health” – by aiming for people to live longer in good health and to rely on the NHS and social care less. Enhanced walking and cycling will help meet these national policy aims with regard to health.

The scheme is highly supportive of the Government’s Bus Back Better Strategy published in 2021. The Strategy states that “buses are the easiest, cheapest and quickest way to improve transport” (page 16). We agree with this sentiment and the St Margaret’s junction scheme will deliver both reduced bus journey time and increased bus patronage.

The St Margaret’s scheme is also aligned with the Government’s 2021 Beating Crime Plan. The Prime Minister’s Foreword to this plan states “If we are to succeed in levelling up this country we must give everyone the security and confidence that comes from having a safe street and a safe home”. The proposed closure of the St Margaret’s pedestrian underpasses will make a major contribution to creating safer streets in Leicester.

Alignment and support for existing investments

Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

LUF Round 1 - The Connecting St Margaret’s scheme helps improve connectivity from the west of the city centre into the city centre and to Leicester’s Railway Station thus aligning with earlier LUF investment. Leicester’s bid for £17.4M LUF funds to transform the station was successful with the city council match funding £5M. The Connecting St Margaret’s scheme also helps improve connectivity from the city centre to Leicester’s Pioneer Park which is located on the A6 corridor. The Pioneer Park project is an ambitious workspace scheme that will drive

forward the rapid expansion of businesses in the city, supporting the fast-growing space and satellite technology sector, this project was awarded £19.5M in LUF Round 1.

Large Local Major Schemes – The Leicester North-West Major Transport Scheme funded by £16M Local Growth Fund was completed in November 2019. The scheme delivered major improvements for all transport modes along the A50 and at a key junction on an adjacent arterial road (Anstey Lane/Ravensbridge Drive) leading to the A6. A major objective of this scheme was to divert through traffic on the A50 into Leicester away from Woodgate and the Waterside Regeneration area, adjacent to the city centre, and onto the A6 north of the St Margaret's Way junction and leading to the Connecting St Margaret's junction scheme. Hence, the Connecting St Margaret's scheme will continue the improved connectivity from these schemes into the city centre.

City and Growth Deals – The Leicester and Leicestershire Local Enterprise Partnership was awarded £80m from the Government's Local Growth Fund to support economic growth in the area – with £20.2M of new funding for 2015/16 and £40.3M for 2016/17 to 2021. One of the projects funded was the Leicester Waterside – Regeneration of derelict and vacant land on the Waterside and Abbey Meadows areas to allow 200 homes to be built. The Connecting St Margaret's scheme helps improve connectivity between the Waterside Area and the city centre thus LUF investment is providing additionality.

Cycling and Walking funding – Leicester City Council and Leicestershire County Council were awarded £1.065M from the Department for Transport's Access Fund in 2020 to extend a four-year programme of partnership work between the two councils, encouraging walking and cycling in the west of the city and surrounding area. The Connecting St Margaret's scheme provides improved walking and cycling infrastructure in the west of the city along the Central Ring Road that the Access Fund work can promote to pedestrians and cyclists.

High Streets Heritage Action Zones – the City Council was awarded £1.5M from Historic England as part of the national programme to help support a four-year scheme that will see some of the most important historic shopfronts and buildings in Granby Street and Church Gate repaired, restored and spruced up. Between 2020 and 2024 the Council plans to help regenerate these areas through investing in their important and unique heritage. The Church Gate area is adjacent to the Connecting St Margaret's scheme and hence is aligned with the planned

investment in facilitating more walking and cycling into the Church Gate area.

Transforming Cities Fund (TCF) – In 2019 DfT awarded £7.8M of TCF to deliver schemes including electric buses on the Birstall Park and Ride service. The service links north Leicester to the city centre via the A6 and the Connecting St Margaret's location. In 2020 a further £32.5M was awarded to fund schemes such as the St Margaret's to Birstall (A6) Green Growth Corridor Scheme (£6.3M) and the A50 Improvement Scheme (£10.5M). The A6 scheme will provide a red route, speed limit reductions, cycle and pedestrian facilities, and bus lanes to the Connecting St Margaret's scheme. The A50 scheme improves the major junction within the Waterside area and supports the diversion of through traffic away from the Waterside area onto the adjacent A6 corridor through to the Connecting St Margaret's scheme.

Get Building Better – In 2020 the Council was awarded over £10M of Getting Building Better funding towards the £13.5M St Margaret's Bus Station Redevelopment Scheme. The scheme has rebuilt the existing bus station and revamped surrounding streets as part of a major scheme to regenerate this part of the city centre. As the bus station is immediately adjacent to the junction of the St Margaret's Way (A6)/Central Ring Road (A594) junction a large number of bus services exiting the bus station will benefit from the planned improvements included in the proposed Connecting St Margaret's Scheme.

National Productivity Investment Fund (NPIF) – In November 2020 a new slip road exit and bus gate from St Margaret's Bus Station onto the Central Ring Road, adjacent to the St Margaret's Way (A6)/Central Ring Road (A594) junction was completed. The scheme cost £750,000 funded from the Government's NPIF. The exit from the Bus Station was redesigned so buses can exit the bus station directly onto the Central Ring Road reducing journey times by up to five minutes. New traffic islands on Burleys Way, new footpaths, and a crossing point and guard rails along the front of the bus station were included in the scheme.

Explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure

One of the key objectives of this scheme is to re-prioritise the operation of a city centre junction in order that it better serve all modes with pedestrians, cyclists, and bus passengers being the main beneficiaries of the scheme.

Safety and convenience of pedestrians will be accounted for through the

closure of the pedestrian underpasses and the delivery of high-quality surface level crossings.

For cyclists we will be using the guidance from July 2020 contained within the policy document (Gear Change) and new design note LTN 1/20 Cycle Infrastructure Design. This guidance sets out twenty-two design principles for cycle schemes which we will be following.

The new St Margaret's Bus Station sits adjacent to this junction with most buses arriving via St Margaret's Way. Delivery of this scheme will support the Bus Service Improvement Plan and is part of the Enhanced Bus Partnership that was agreed between the bus operators and Leicester City Council. This forms a legal agreement regarding plans to reform bus services within Leicester.

However, we recognise that to ensure that the scheme meets the needs of our stakeholders, the Leicester Transport Accessibility Panel (LTAP), the Leicester Walking Forum, the Cycle City Stakeholder Group, the Bus User Panel and the bus companies, project managers will present and discuss this scheme to ensure that the needs and concerns of all stakeholders are taken into account.

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Living Standards
Transport Infrastructure
Health
Wellbeing
Pride in Place
Housing
Crime

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

Living Standards - the scheme improves access to employment in the Waterside regeneration area and the city centre and to the north of the city by walking, cycling, bus.

Transport Infrastructure - The scheme improves local public transport connectivity by improving bus journey times and bus journey time reliability.

Health - The scheme provides new and improved footways and

cycleways thus encourages walking and cycling leading to improved fitness and health.

Wellbeing - The scheme provides new and improved footways and cycleways thus encourages walking and cycling leading to improved wellbeing.

Pride in Place - The scheme de-commissions unsafe and unpleasant pedestrian underpasses, reduces the footprint of the road junction and provides more green space, better connecting the city centre to parks and heritage sites.

Housing - The scheme will improve the environment in a key location of the city adjacent to residential development opportunities hence helping to accelerate the bringing forward of residential development.

Crime - The scheme de-commissions unsafe and unpleasant pedestrian underpasses reducing the opportunity for antisocial behaviour and crime and helps reduce the fear of crime.

Section 7: Economic case

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

Leicester is a city with Priority 1 Levelling Up status. It is also a city with strong growth ambitions - centred on the growth and revitalisation of the city centre – and a place where there is a strong Mayoral mandate to increase the confidence and pride of residents in the city they call home.

The St Margaret's junction is a sprawling junction that was delivered in the 1970s and prioritises car traffic over all other modes. 80% of the movements through the junction are by car, with bus passengers making up 18%. Pedestrians currently make up 2% and cyclists 1% (percentages rounded). Stakeholder surveys show the junction, and the pedestrian underpasses it includes, is universally disliked.

A Healthy Streets Audit (HSA) is included within the scheme assessment and appraisal files in Appendix F. The HSA, a tool developed by TfL, shows that the current layout is poor when measured against the ten indicators considered. This shows that the junction is not a safe or attractive place for pedestrians or cyclists.

The junction is busy. Traffic surveys show around 5,400 vehicles use the junction in the morning peak hour and 6,000 in the evening. During the day the volumes falls to around 4,700 vehicles per hour. There is no dominant direction of movement through the junction. As a consequence, the junction has been designed such there are two lanes to support each movement. Modelling has demonstrated that keeping the number of lanes is essential if the junction is required unless the junction is to support very significant reductions in traffic volume. In the morning and evening peak there are traffic queues at the junction, whilst the junction is free flowing during the day and in the evening.

The underpasses were provided to keep pedestrians separated from the traffic. However, the underpasses are not attractive and they act as a meeting point for criminal activity elsewhere in the city. Dialogue with our local police has confirmed that there are at least 25 incidents in the underpass each year which absorb officer time.

The surface crossing is sub-standard and does not offer direct routes across the junction. Cyclists are not specifically supported on the surface crossing and the Propensity to Cycle Tool (PCT) highlights that the St Margaret's corridor and the central ring road are unattractive for cycling.

The junction is immediately adjacent to the St Margaret's bus station which serves the north of the city. The majority of bus passengers start or finish their journey at the bus station. Delays on St Margaret's Way and Sanvey Gate approaching the Central Ring Road thus impact a large number of services and passengers.

The current junctions sever communities and access to a number of key recreational and leisure assets in the city. If left unchecked, this severance will become an increasing issue. There is a large number of key residential development sites that either face onto the junction or that will rely on it for safe pedestrian and cycle access.

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

Details of the data collected to support the development of this scheme and how it has been used is contained in section 2 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F).

We have been able to elicit highly tailored baseline information on the use of St Margaret's junction and the issues associated with it.

In the locality of the scheme, surveys have been undertaken in 2022 on traffic volumes as well as pedestrian and cyclist volumes using the surface crossing and the underpasses. The traffic counts have been compared to 2014 counts and shown to be of a similar volume. Accident statistics and a healthy street audit provide local information in the area around the junction.

Data on bus patronage has been obtained from the bus operators and has been aggregated to annual passengers per service. It has been possible using local counts of bus passengers on Churchgate to estimate bus occupancy levels, and to use this local data to estimate passenger volumes per hour using the St Margaret's junction.

Whilst the police highlighted the role the underpasses play in acting as a gathering point prior to committing crimes, actual crime data committed at the underpasses is subsumed into a wider spatial reporting schedule. However, lead police officers have confirmed minimum levels of likely crime using their personal insights. As such there is no figure that can be used to estimate crime reduction. Fear of crime data is based on anecdotal information gathered from local police officers.

For Leicester specific information (such as bus patronage by service, city wide traffic counts and trends), it has been possible to use the historic data that the

city routinely collects to inform internal reports that detail changes to travel behaviour within the city. Accident data at St Margaret's junction has been sourced from officers at Leicester City Council who maintain regular insights into all accidents across the city and are able to isolate specific roads and junctions.

In order to understand the nature of development activity surrounding the St Margaret's junction we have gathered information on all live planning applications and also gathered information from our planning service on all live pre-application developer discussions (which of course needs to remain confidential).

Where local data is not available, we have used dataset such as the National Travel Survey and DfT's TAG databook. Examples of data include average trip length, bus journey times and diversion factors.

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

Description of the travel market:

The St Margaret's junction is located on the Central Ring Road and links the A50, A6 and Anstey Lane radial corridors to locations around the centre of Leicester. The St Margaret's Bus Station is adjacent to the junction and primarily serves the north of the city with local and express buses arriving and departing the City Centre along St Margaret's Way (A6). For pedestrians and cyclists, the junction forms the most direct route to access the City Centre from the North Westerly direction.

The A6 corridor and the Central ring road have been enhanced for bus travel, walking and cycling, but it has left the St Margaret's junction as the missing link to connect bus services and active travel out from the City Centre and along this key arterial corridor.

Evidence to inform the scheme selection and development:

Most of the data we have used in our analysis is bespoke to the St Margaret's junction. Where local data was not available, we have used data from National datasets such as TAG or NTS.

Examples of the local data include:

- Local movement data collected specifically for the junction has informed us of the traffic volumes together with the volumes of

pedestrians and cyclists using the surface crossings and underpasses.

- The Propensity to Cycle Tool and Healthy Street Audit has provided evidence on the current attractiveness of cycling in the St Margaret's area. This data is bespoke to the junction.
- Bus passenger volumes and bus services have been obtained from the bus operators specifically for the St Margaret's junction.
- Accident data has been sourced specifically for the St Margaret's junction.
- We have spoken to our police colleagues with specific reference to criminal activity in and around St Margaret's junction, and we have gathered information on all live planning applications and also gathered information from our planning service on all live pre-application developer discussions in and around the St Margaret's area.

Examples of national data sets include:

- National Travel Survey has informed us of average travel distances and travel times
- TAG Databook (May 2022) has informed us of diversion factors
- The Cycling and Walking Investment study (2019) has informed us about the potential effectiveness of our scheme

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

Details of data used to determine the scheme effectiveness and the Theory of Change can be found in section 3 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F).

St Margaret's junction, situated on the 1970s inner ring road, is a critical gap in Leicester's cycling, walking and bus network. The traffic is prioritised for car movements, with pedestrians and cyclists forced to use sub-standard surface crossings or an undesirable underpass which is a crime hotspot. Cyclists find the junction and the immediate area dangerous with several lanes of traffic and

no dedicated cycle provision, whilst buses experience delays between the Sanvey Gate junctions and the City Centre.

The scheme aims to improve the priority for sustainable modes in this area of the City and to increase the safety and security for cyclists and pedestrians through the closure of the last remaining underpass on the ring-road. Closure of the underpasses will result in operational and maintenance savings for the Council. Bus services will be improved through the delivery of 3 sections of bus lane, and cyclists will benefit from around 1300m of LTN 1/20 compliant segregated cycle paths along the central ring road.

Key to the success of this scheme is the ability to reprioritise the different modes at the St Margaret's junction and to increase infrastructure to support cycling. At the junction this unfortunately means that the scheme will result in delays for motorised traffic due to longer green crossing phases for pedestrians and cyclists. However, the scheme is to be designed such that the disbenefits of these delays are more than balanced through the time savings for bus passengers and the health benefits related to increased walking and cycling.

At this stage of scheme development, it has been necessary to use separate models for each transport mode and then combine the results to provide an overall estimate of the scheme benefits. In addition, separate assessments of safety and security and accelerated development have been undertaken.

We describe our approach to modelling impacts below, starting with the main transport related benefits:

Walking and Cycling:

Surveys of pedestrians and cyclists crossing at the St Margaret's way junction highlight how unattractive the underpasses are to most users. Over 84% of crossing are made using the surface crossings despite their poor quality and indirect route.

In addition, the Propensity to Cycle Tool highlights how unattractive this area of Leicester is to cycle. The existing multi-lane carriageways are not attractive for cycling, and there is little infrastructure for cyclists wishing to follow the central ring road or the A6 arterial road.

The DfT's Cycling and Walking Investment Strategy (CWIS) contains benchmarks of the levels of active travel growth for different levels of investment.

The Connecting St Margaret's scheme will deliver a flagship improvement that

will include segregated LTN 1/20 compliant cycling routes and crossings and a greatly improved walking experience including improved surface crossing and an enhanced public realm. Around 1.3km of unidirectional segregated cycle paths will ensure that cyclists can navigate the central ring road and access the radial connections along the A6 and the Sustrans national route through Abbey Park.

Based upon a CWIS benchmark an estimate of £20 per new active trip (per year) will be used in the appraisal. This is at the low end of the Flagship route benchmark, and towards the higher end of the area-wide cycling schemes. This scheme will ensure that cycling infrastructure will help encourage future growth.

Highways:

At this stage a LinSig model is sufficient to inform us of the likely impact on queues and delay from the proposed design. As we move to preliminary and detailed design, we will investigate the need to develop a microsimulation model to assess the impact of the design over a wider area, particularly the Sanvey Gate junction.

The LinSig model has shown that the original concept design would likely result in unacceptable delays and queues and that a less radical solution that does not reduce the number of lanes is now our preferred solution. This revised scheme will result in manageable increases in queue lengths. The appraisal will report disbenefits in transport efficiency (i.e. increased journey time).

Accident Reduction:

At this stage we have not used a transport model to estimate the likely accident reduction, but our analysis of the nature of the accidents at St Margaret's junction suggests that the proposed works will eliminate approximately 50% of all accidents. This would see the elimination of circa 2 accidents and 5 personal injuries (4 "slight" and 1 "serious") per year. This benefit is reported in our adjusted BCR.

Buses:

The scheme will deliver 3 sections of bus lane which will allow buses to pass queuing vehicles in Sanvey Gate and St Margaret's Way. Average bus journey times of 36 minutes are reported in the National Travel Survey. It is estimated that the improvements will result in a minimum 30 second time saving per bus. Further evidence on delays will be developed as the scheme design progresses. In addition, it is assumed the scheme will result in an increase of 5% in bus patronage. These figures are in line with expectations in our Bus

Services Improvement Plan and the Enhance Bus Partnership between the City Council and the bus operators.

Safety and Security and Crime:

The Police have reported that the underpasses are a well-known location for drug dealing and have been recently linked to drugs/county lines running out of Highcross House and the Chimney buildings. They tend to be a meeting point prior to offences being committed elsewhere.

We estimate that over the course of a year the closure of the underpass will result in the police no longer needing to attend to circa 25 incidents in the underpasses each year.

In relation to the fear of crime, the pedestrian and cycle surveys show that there are on average 443 users who use the underpass on a typical day. This totals 160,000 movements per year. Based on our knowledge of the junction we assume that around 1/20th of these are unique users – equating to 8,000 individual users of the underpass each year. Some 50% of these individuals face some fear of crime, equivalent to 4,000 people per year.

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

The data used in this appraisal has predominantly been obtained from local surveys and sources commissioned by the council, or from the local bus companies based upon their real-time ticketing systems. Traffic surveys are professionally commissioned and are of high quality and not biased. Where local data is not available respected national datasets such as National Travel Survey or the TAG databook have been used.

Details of the methodology and the effectiveness of the scheme are included in section 3 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F).

Modelling undertaken is robust and in the absence of an integrated transport model has been undertaken on each mode independently. The modelling has followed TAG guidance and is proportionate for a scheme at this stage of development.

For each mode the Do Nothing scenario has been created based upon the existing junction design. A Do Something scenario has then been developed for each mode, with the highways model to determine the outcomes, whilst the

Active and bus modelling use robust evidence to determine the potential outcomes.

Locally, traffic surveys were professionally undertaken for a week in April 2022 on pedestrian, cycle and vehicle movements at the St Margaret's junction. Data from 2016 has also been used to validate the pre and post- COVID traffic levels, with the results confirming that traffic levels have returned to pre-COVID levels in this area of the city.

Bus services and passenger data has been supplied by the local bus companies using their real-time information systems. This has been supplemented by local passenger counts undertaken by council commissioned surveys.

A LinSig (junction model) has been developed based upon the local data collected in 2014 and 2022. This model is proportionate for use in the SOBC stage of scheme development and the outputs highlight the impact of the scheme both in queue length and monetised penalties. This model has allowed us to compare options and provide initial estimates of the impact of the design. During the next stage of scheme development, the use of a microsimulation model will be investigated to look at potential re-routing, but also to assess the journey time savings from the bus lanes.

For active trips we have undertaken surveys to count existing users and have used the active travel investment model contained within appendix 4 of the Cycling and Walking Investment Strategy (CWIS) to determine the uplift that might be expected from investment in walking and cycling infrastructure.

Monetisation of the 'initial BCR' benefits was made using the DfT Active Mode Appraisal Toolkit and the Small Scheme Appraisal Toolkit. Results from these tools will be combined into an Appraisal analysis spreadsheet with the results converted from a 2010 to 2022 price base.

The benefits used to inform the 'adjusted BCR' rely on locally generated models as there are no universally agreed methodologies to present the results. That said, we make use of government guidance and government publications throughout. For Crime and the fear of crime we have used estimates of underpass users and have been in dialogue with the police regarding the impact of closing the underpasses. In order to monetise the benefits we have used the report The Economic and Social Costs of Crime -2nd edition (Home Office, 2018) which estimates costs for different categories of crime and also provides monetised values for reduced fear of crime. For traffic accidents at the junction, we have used a proportionate approach to estimate that there will be a 50% reduction in accidents. This has then been monetised using TAG A4.1.4.

Explain how the economic costs of the bid have been calculated, including the whole life costs

All scheme costs have been estimated in 2022 prices. The capital cost of the scheme has been estimated by our cost consultant based upon the scheme design. These costs include Direct Works, Statutory Utilities works, Professional fees and include an allowance for risk and inflation.

Details of these costs and how they are converted to a 2022 present value is included in Appendix G (the cost report) and section 4 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F).

A 20% allowance for risk is included in the costs and has been validated against a quantified risk assessment.

Optimism Bias is detailed in TAG A1.2 (May 2022). The function of the optimism bias adjustment is to ensure that the economic case remains robust if historically observed cost overruns were to be repeated and are generally higher where the cost estimate is immature, i.e. when there are significant elements of the project that are not defined or understood, and/or when there is evidence that the QRA is systematically underestimating costs.

Following the steps in TAG A1.2, this is a Road Scheme, at Stage 1 and in the absence of a quantified risk assessment should have a 46% optimism bias applied to the direct capital costs of the scheme. Section 4 of TAG A1.2 notes that it is more robust to use optimism bias than a risk register in early stage scheme development. Consequently, a figure of 26% is used as the Optimism Bias in the appraisal, which when combined with the 20% risk already added to the cost. gives a total cost risk allowance of 46%.

Inflation has also been included in the cost estimate at a rate of 11.5%. This is informed through a Market Intelligence paper published by Arcadis, a RICS accredited organisation. This reflects a forward projecting trend based on construction professionals market experience. This has been reviewed to reflect the current market conditions and uncertainty.

Following delivery of the scheme the maintenance costs for the surface level highways will remain unchanged as the highway footprint will remain unchanged. However, the infilling of the underpasses will result in large cost savings associated with resurfacing, refurbishment and maintenance works which have been estimated at £500,000 every 25 years. In addition, the water pumps will be removed which will save a £40,000 replacement cost in 2024 and £1,200 in inspection and maintenance fees every 2 years.

The original Levelling Up Fund Planning Workbook did not allow the inclusion of operational costs. Consequently, the Active Mode Appraisal Toolkit has been used to estimate the present value scheme costs (including operational cost savings) and to produce a 2010 PV. This includes:

- Converting to market prices
- Discounting the value to 2010 prices
- Applying an Optimism Bias to the capital costs in line with the recommendations in TAG A1.2 (May 2022). This is applied at a rate of 26% which gives a total of 46% which is commensurate with a highways (road) scheme, at stage 1 level of development.

The infrastructure costs savings estimated in AMAT and SSAT are subtracted from the scheme costs.

For this bid it is necessary to convert the 2010 PV to 2022 PV for inclusion in the workbook. This is done by reversing the inflation, discounting factors and market pricing factors that have been applied. The factor of 1.612 is used. See section 4.6 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F).

The latest version of the workbook does allow the inclusion of the operation costs, and consequently has been used for reporting the scheme costs.

Describe how the economic benefits have been estimated

The scheme development is at a concept stage. The appraisal of the scheme has been undertaken that is proportionate to this stage of scheme development.

The quantifiable benefits of the scheme and their outcomes are listed below for use in the initial BCR:

- £52.6M: Health Benefits – as a result of the increase in walking and cycling and through the rebalancing of priorities away from cars at the junction
- -£29.5M: Journey time increases (for motorists) - this is caused by the rebalance priorities at the junction which result in increased delays. However, this is offset by increased levels of walking cycling and public transport use. The bus lanes also act to reduce this increase in network journey time)

- £2.9M: Air quality, Carbon, Noise, journey quality and network wide accidents
- -£0.6M: Reduction in Tax income for Government
- **£25.5M: Total**

For the Adjusted BCR we also have the following benefits:

- £2.9M: Reduced cost of crime
- £3.0M: Reduced fear of crime
- £5.0M: Reduced cost of accidents at the St Margaret's junction
- **£10.9M: Total**

The scheme has been appraised using TAG guidance and tools. Details of the assumptions are included within the Active Mode Appraisal Toolkit (AMAT) and Small Scheme Appraisal Toolkit (SSAT) appended to this answer.

Details of the calculation of the scheme benefits are included in section 5 and 6 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F).

In addition the following tools/documents are included in Appendix F:

- AMAT – active mode appraisal of the scheme: *StM AMAT v0.6.xlsx* + sensitivity tests
- SSAT – appraisal of the bus impacts: *DfT__SSAT v4.00_BusOnly v0.3.xlsm* + sensitivity tests
- SSAT – appraisal of the highways impacts *DfT__v4.00_JunLinsig DS2 2022.xlsm*
- Appraisal Summary Spreadsheet: *LU StM Appraisal Summary - v0.4.xlsx*
- LinSig results files
- LinSig summary output: *LinSig results v4 DF.xls*

At this stage of scheme development, it has been necessary to use separate

models to appraise each of the modes and then combine the results to provide an overall estimate of the scheme benefits.

Bus services and passenger data has been supplied by the local bus companies, supplemented by local passenger counts undertaken by the council.

A LinSig (junction model) has been developed based upon the local data collected in 2014 and 2022. This model is sufficiently robust for the SOBC stage of model development and highlights the impact of the scheme both in queue length and monetised penalties. This model has allowed us to compare options and provide initial estimates of the impact of the design. During the next stage of scheme development, the use of a microsimulation model will be investigated to look at potential re-routing, but also to assess the journey time savings from the bus lanes.

For active trips we have used the active travel investment model contained within the Cycling and Walking Investment Strategy (CWIS) to help determine the uplift that might be expected from investment in walking and cycling infrastructure.

Technical Appendix 4 of the CWIS report presented estimates of growth in sustainable travel that had been observed for different levels of investment, both in capital and revenue interventions.

Monetisation of the 'initial BCR' benefits will be made using the DfT Active Mode Appraisal Toolkit and the Small Scheme Appraisal Toolkit. In addition, the AMAT has been used to calculate the scheme Present Value of Costs (PVC). The outputs from these tools are combined in an appraisal summary sheet.

All these benefits calculated in these tools will be reported in the 'initial BCR'. The tools will monetise the impact over 60 years of noise, local air quality, greenhouse gases, journey quality, physical activity (health), absenteeism, accidents, Transport efficiency (journey times), tax income and operational savings.

In addition, the impact of increased safety/security related to the closure of the underpasses and estimated benefits related to a reduction in crime and a reduction in the fear of crime are also included. These benefits are included in the 'adjusted BCR' calculation.

The DfT tools present results in a 2010 price base. It is necessary to convert these to 2022 figures through factors to account for inflation and the

discounting. See section 5.7 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F).

$$\text{Price 2022} = 1.918 \times \text{Price 2010}$$

(note for Health benefits the discount rate is 1% and the resultant conversion factor is 1.517).

Provide a summary of the overall Value for Money of the proposal

Details of the Value for Money calculations are included in section 6 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F.

In addition, an excel spreadsheet is provided *LU StM Appraisal Summary - v0.4.xlsx* within Appendix F is used to combine the outputs from the different appraisal tools and convert them to a 2022PV. The combined AMCB worksheet shows the overall monetised benefits. These values are included in the Table 2 of the Costing and Planning Levelling up workbook.

In addition the following tools/documents are included in Appendix F:

- AMAT – active mode appraisal of the scheme: *StM AMAT v0.6.xlsx* + sensitivity tests
- SSAT – appraisal of the bus impacts: *DfT__SSAT v4.00_BusOnly v0.3.xlsm* + sensitivity tests
- SSAT – appraisal of the highways impacts *DfT__v4.00_JunLinsig DS2 2022.xlsm*
- Appraisal Summary Spreadsheet: *LU StM Appraisal Summary - v0.4.xlsx*
- LinSig results files
- LinSig summary output: *LinSig results v4 DF.xls*

The 'initial' BCR includes an assessment of noise, local air quality, greenhouse gases, journey quality, accidents, physical activity (health), absenteeism, Economic Efficiency (journey time changes).

The 'adjusted' BCR adds road safety at the junction, impact of reduced crime, fear of crime, and the reduction in accidents at the junction.

The scheme is estimated to have an initial BCR = 1.55 and a NPV =£8.998M. The adjusted BCR = 2.21.

The scheme objectives that are assessed and monetised in the initial BCR relate to the scheme being able to:

- Rebalance priorities at the junction so that active modes have greater priority
- Increase walking/cycling movements between the city centre and Abbey Park and the transport corridors to the north
- Reduce bus journey time and improve bus punctuality, and to increase the number of bus passengers

The quantifiable benefits of the scheme and their outcomes are listed below for use in the 'initial' BCR:

- £52.6M: Health Benefits – as a result of the increase in walking and cycling and through the rebalancing of priorities away from cars at the junction
- -£29.5M: Journey time increases (for motorists) - this is caused by the rebalance priorities at the junction which result in increased delays. However, this is offset by increased levels of walking cycling and public transport use. The bus lanes also acts to reduce this increase in network journey time)
- £2.9M: Air quality, Carbon, Noise, journey quality and network wide accidents
- -£0.6M: Reduction in Tax income for Government
- **£25.5M: Total**

For the 'Adjusted' BCR we also have the following benefits:

- £2.9M: Reduced cost of crime
- £3.0M: Reduced fear of crime
- £5.0M: Reduced cost of accidents at the St Margaret's junction

- **£10.9M: Total**

Total Costs:

- **£16.5M:** PVC including reduced maintenance

This includes risk at 20% and inflation at 11.5% and optimism bias. The optimism bias is applied at 26% and is in addition to the 20% already included in the scheme costs. This gives a total allowance of 46% for risk which is the amount recommended in TAG A1.2 at this stage of scheme development.

Upload explanatory note

LU StM Assessment of the Scheme v0.3.pdf

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR 1.55

Adjusted BCR 2.21

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

Two non-monetised benefits are anticipated to result from the St Margaret's scheme. These have not been assessed:

Accelerated development:

The area around St Margaret's junction is a key residential growth area for the city. Dialogue with planning officers has confirmed both the number of live planning applications and the number of current pre-app discussions. The works at St Margaret's will provide a key new intersection between these various new developments and will greatly assist in the eventual marketing of the properties. It is our firm belief that the works may in fact accelerate the pace of development, although of course there are many other important variables at play in determining when the private sector choose to invest. We have therefore categorised accelerated development as a non-monetised benefit.

Less severance:

The idea of community severance is a key feature of the TAG framework, although it is a concept that is described in TAG in largely qualitative terms. It is a fact that the St Margaret's junction works will greatly reduce the severance imposed by the current junction crossing arrangements both for current communities and the new residents at the many new developments cited above. In line with TAG we have categorised these reduced severance effects as non-monetised benefits.

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

Risk and Uncertainty:

Details of how risks, inflation, and optimism bias have been accounted for in the scheme costs are detailed in section 4 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F.

In the absence of a quantified risk assessment (QRA), TAG A1.2 advises the application of a 46% Optimism Bias at stage 1 of the development of a road scheme. Our QRA records a 20% risk. In order to apply the 46% risk, the OB is applied at 26% in addition to the 20% estimated in the QRA.

In addition, Inflation has also been included within the cost estimate at a rate of 11.5%. This is informed through a Market Intelligence paper published by Arcadis, an RICS accredited organisation. This reflects a forward projecting trend based on construction professionals market experience. This has been reviewed to reflect the current market conditions and uncertainty.

Sensitivity Analysis:

The balance between benefits for sustainable travel modes and motorised traffic will be carefully assessed during the scheme development.

A sensitivity test was undertaken with the full 46% OB applied on top of the existing 20% risk and 11.5% inflations.

The remainder of the sensitivity tests have investigated how changes to the benefits of the sustainable travel improvements impact BCR with the highways disbenefits kept constant.

More details, including the benefits calculated, are included in section 6 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F.

The results show that:

- the initial BCR remains above 1.00 in four of the tests
- the adjusted BCR remains above 1.59 in all the scenarios, and above 2.00 in two of the tests.

The conclusion of the sensitivity analysis is that achieving the benefits is most sensitive to being able to achieve the anticipated increase in the number of cyclists. This is a flagship scheme with one of the primary objectives being to increase the levels of cycling in this area of the city. As the scheme develops it will be important to ensure that the scheme is attractive to cyclists, and that it does not unduly disbenefit car users.

Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Upload appraisal summary table

Appendix H LU StM Appraisal Summary Table - v0.4.pdf

Additional evidence for economic case

Upload additional evidence

Appendix F Scheme Assessment and Appraisal.zip

Section 8: Deliverability

Confirm the total value of your bid

£15,177,706

Confirm the value of the capital grant you are requesting from LUF

£12,177,706

Confirm the value of match funding secured

£3,000,000

Evidence of match funding

Appendix I Connecting St Margarets LCC Match Funding Letter.pdf

Where match funding is still to be secured please set out details below

There are no funding gaps.

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

The scheme is wholly within land/highway owned by the City Council and so no additional land is required to deliver the scheme.

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

The scheme budget does not include unrecoverable VAT costs.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

To prepare the scheme cost estimate (budget) and provide confidence to the Local Authority and central government for this application, the City Council appointed Arcadis (who have assigned the task to an experienced Chartered Quantity Surveyor). The consultant was provided with the concept design prepared by the core project team.

See Appendix G for the cost report.

Direct Works:

To prepare the scheme Direct Works cost estimate, quantification of the design has been undertaken, using the highways method of measurement, and current local market rates applied for each cost item. In addition, allowances and assumptions have been made for unquantified items.

The market rates and cost data have been obtained and benchmarked from recent similar highway improvement schemes within the city and from projects across the Midlands region. Schemes within the city are those predominantly from the Connecting Leicester and Transforming Cities Programmes. The data obtained from these schemes' construction contracts represent the most up to date and accurate source of cost information prior to engaging a contractor.

In addition to the rates, percentages have been applied to make allowances for contractor preliminaries, traffic management, night working and unmeasured items. The percentages have been benchmarked and reviewed to ensure they reflect the complexity of delivering these works on the city's central ring road. The "Direct Works" section, within the cost estimate, represents the anticipated construction contract value.

Qualifications and Assumptions:

Qualifications and assumptions made in preparing the scheme cost estimate are detailed in the cost report and are also included here for ease of reference.

Qualifications:

- Archaeological works have been excluded as there are no works anticipated due to the historical land reprofiling during the construction of the underpasses.
- Ecology mitigation/intervention has been excluded as tree clearance will be coordinated with the correct season.
- An allowance has been made for site clearance.
- Noise mitigation is excluded, due to the nature of the works noise mitigation is limited. Contract method statements will be reviewed to reduce impact on residents.

- Service diversions are included as an allowance.
- Cost plan excludes VAT as this is recoverable.
- Night working is included.
- Restricted working is excluded as this is covered by the night working allowance.

The main assumptions made in preparing the estimated scheme cost are as follows:

Series. 300 Fencing:

- All existing fencing to be removed/relocated.

Series. 500 Drainage:

- All existing gullies affected by the road/pavement construction to be removed and replaced.
- An allowance has been added for raising and lowering ironworks.

Series. 600 Earthworks:

- Foam concrete and capping material (3m high) to be placed in the existing pedestrian underpasses to be closed.

Series. 700 Pavement:

- All carriageway highlighted in grey and red (bus lane) on the scheme drawings will be inlayed based on the experience of recent schemes working on the ring road.

Series. 1200 Traffic signs and road markings:

- All existing traffic signals and signs to be replaced.

Series. 1300 Road Lighting:

- All existing street lighting to be replaced.

Series. 1800 Structural Steelworks:

- Structural concrete slab and framing construction underneath the existing traffic island with open area will be required.

Non-Direct Works Costs:

Provision has been made for surveys, professional services needed to develop the design and manage the construction works and local authority fees needed to operate the client internal services. These allowances are benchmarked against recent projects to ensure there is suitable monies available to actively manage and design the project to meet the procurement strategy.

Utilities Apparatus Diversions:

An allowance has been included for STATs diversions. The C2 mapping has been completed, however external estimates have not yet been provided. The full extent of works is not known at the time of the estimate. However, the main work areas widen the existing footway into the carriageway, which generally has less impact on the existing services.

Risk and Contingency:

Risk and contingency have been incorporated in the cost estimate. It includes an allowance for these items at 20%, which has been supported through Risk Management that includes a quantified risk assessment. The 20% risk and contingency will incorporate design development, estimating uncertainty and construction risk that could be experienced during construction. This is considered to be an appropriate level of risk and contingency at this stage of the project development.

Inflation:

Inflation has also been included in the cost estimate at a rate of 11.5%. This is informed through a Market Intelligence paper published by Arcadis, a RICS accredited organisation. This reflects a forward projecting trend based on construction professionals market experience. This has been reviewed to reflect the current market conditions and uncertainty.

Provide information on margins and contingencies that have been allowed for and the rationale behind them

The estimate includes for utility diversions, risks, contingency, and inflation. This has been covered by three sets of allowances within the cost estimate. Lump sum allowances for Utilities have been made based on the mapping information. Estimates, from the operations are not yet available therefore the

allowances are based upon the team's collective experience and recent similar projects.

With regards risk and contingency, the percentage contingencies applied are at their greatest in the early stages of the project when there are the greatest number of possible risks. These risks allowances can then be reduced as better particulars about the project become available and some risks have passed (closed) or been "designed out" during the design development process.

Based on our experience we believe that projects often track the following trend, set out below:

- Concept/ Preliminary design – 20% risk and contingency.
- Detailed design – reduce to 15% for risk and contingency.
- Contract award – depending on the complexity of the project an allowance of 5-10% of risk will be held within the project forecast.

The 20% risk allowance has been verified as appropriate through undertaking a quantified risk assessment and the risk management process during the delivery stage. This allowance will be reviewed and monitored using the risk management procedures adopted by Leicester City Council and the project team.

Leicester City Council are experienced in the management of risk having adopted these procedures in the delivery of the Transforming Cities Programme. The Council have adopted a strict budget control procedure, where the design and costs are reviewed at each stage gate. If the project exceeds the funding available then it will not proceed until the estimate is back within budget.

The Cost Estimate for the project is based on the latest market information, with the input of a Chartered Quantity Surveyor experienced in schemes of this nature and size. This means that the base estimate is as secure as possible and that the allowances made for risk and contingency will cover design development and construction issues rather than estimate deficiencies.

Therefore, we believe that the allowance is sufficient to develop the design based on current assumptions and knowledge of the project.

An inflation allowance of 11.5% from Q2 2022 to Q3 2024 (Q3 2024 being the estimated midpoint of construction) has been allowed. At present construction inflation is uncertain, this percentage is based on Arcadis' industry insight which

gathers data from across the construction market sector. Other inflation indices, such as BCIS have been reviewed and are considered in line with the allowances shown with the Arcadis Market Insight.

Due to the consequences of the Ukraine conflict, we anticipate that tender markets will be highly unpredictable as contractors reset their prices and their risk position. The concept estimate represents our best knowledge of the market on the date of issue. However, the current market has not been tested and as a result our estimate is subject to a much higher level of uncertainty than during normal times.

Describe the main financial risks and how they will be mitigated

There are three main financial risks detailed on the project Risk Register, these being Risk Reference Numbers 26, 27 and 28 (Appendix J) and these are the responsibility of the Project Manager.

The first main risk is that the scope of the scheme may broaden during the development and detailing of the scheme proposals to address particular issues that may arise during consultation and/or following results of particular surveys such as the geotechnical survey which could lead to increased time and cost. To mitigate the risk the scope will be controlled against the LUF bid concept plan by the Project Manager to ensure that only design and scope changes that are fundamental to the scheme delivery, including managing stakeholder expectations, are incorporated. There is a risk allowance against this risk, included in the quantified risk register and scheme estimate, to fund cost increase arising from this risk if the risk is not completely mitigated.

The second main risk is related to the abandonment and filling in of the existing pedestrian underpasses and voids to construct the revised highway alignment. There is the risk that structural assessment of the existing underpass structures identifies works required to address defects in the structures to prevent future potential ground movements below the highway. To mitigate the risk as far as possible surveys will be commissioned early in the process and an experienced structural engineer engaged to ensure the proportionate works are planned and delivered as necessary. There is a risk allowance against this risk, included in the quantified risk register and scheme estimate, to fund cost increase arising from this risk if the risk is not completely mitigated.

The third main risk is that of further restrictions introduced to working times and methods of work during the construction phase of the scheme due to unforeseen events on the highway network impacting on how traffic is managed, public safety management or environmental issues in the scheme location. The scheme location is on the Central Ring Road and on a key arterial

route into the city such that traffic can be impacted by events on other parts of the Ring Road or on another adjacent arterial routes such that arrangements may need to change at the scheme location. The Project Manager is responsible for having close communications with the council's Traffic Manager in Area Traffic Control to help mitigate the impact on the scheme should such an event arise. Mitigation measures relating to delay will be incorporated into contractor contracts whilst ensuring that there is an appropriate balance between risk mitigation and increased costs to the project. There is a risk allowance against this risk, included in the quantified risk register and scheme estimate, to fund cost increase arising from this risk if the risk is not completely mitigated.

The overall approach to contracting, for example, undertaking the design prior to award of the construction contract, including Early Contractor Involvement (ECI) where appropriate will afford some protection in terms of over-runs, as well as the general contract conditions.

In accordance with the Chief Finance Officer Declaration on Proforma 8, Leicester City Council confirms that it will underwrite cost overruns as the promoter of the project. There are no funding or delivery partners for this project and hence any cost overruns will be borne solely by the Council.

Impacts on communities, cultural groups and local transport groups and all highway users have been considered and are determined as minor and short term during the construction of the scheme. Mitigation will be routine arrangements such as appropriate signing to guide users at the junction around the specific construction works at the time. Works will be scheduled to keep noise below threshold levels. No compensations will be required.

Upload risk register

Appendix J Connecting St Margaret's Risk Register 20.06.22 Rev3.xlsx

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

N/A

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

N/A

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

The key contracts to be procured are professional services, including design and construction contract management, and the civil engineering construction contract.

Market Testing:

The City Council are using the MHA framework for the delivery of our Transforming City programme having considered other procurement routes. Hence, we have determined the procurement strategy detailed below is most appropriate for this scheme. We have entered early engagement with suppliers, initially with the design consultants, starting discussion on defining the scope and ensuring capacity to deliver the works. It is considered too early to discuss the proposed works with potential contractors. However, this will commence once funding is secured.

From initial feedback there is capacity and capability within the market to undertake the design works. Our plan to mitigate any disruption is to detail the scope and obtain quotations to undertake the works prior to the funding being confirmed. On this basis we will be able to initiate the design services immediately after receiving bid confirmation.

The City Council will adopt a traditional procurement strategy. This involves appointing a designer, to undertake a detailed design, then procuring a contractor to construct the work. This is a commonly adopted UK route, as it is seen as the 'least risk' approach. This route offers a reasonable level of certainty about design, cost and duration. The sequential nature of the strategy, which is necessary to assure low risk, does mean that it can be slower prior to the commencement of construction. However, this is considered appropriate for a project in this environment and nature.

The benefits of this strategy are:

- The City Council has adopted this strategy on the Transforming City Programme and they are familiar with the role they play within it.
- This route offers the most level of design control. It gives flexibility to incorporate emerging stakeholder requirements, adjust the design to reflect wider development activity, which is constantly evolving in the city, and to manage the scope to remain within budget.

- The management of risk is easier within this route. Most risks become known at the point of detailed design, therefore allowing appropriate management principles to be applied (retain, transfer, mitigate etc). Time and cost are more predictable, under traditional procurement. As the scope of each gate is defined before, they are procured from the supply chain.
- Quality will also be improved as the city will be in control of meeting their required outcomes. The focus on the requirements of stakeholders can be diluted or become expensive to implement using other procurement strategies such as design and build.

A design and build (D&B) strategy has been considered and rejected as for civil engineering works, within the existing highway, it does not offer sufficient control of design and risk compared to the traditional procurement routes.

The proposed route to market is the Midland Highway Alliance (MHA) Framework for the procurement of designer, site management and main contractor. All surveys will be procured directly, through open tender, to reduce the design period.

This route complies with the public sector procurement regulations, and it gives the council access to suppliers that they already know and trust. The framework provides access to Tier 1 consultants and contractors. These suppliers give resilience through the scale of their business to deliver successful outcomes, capacity to achieve the required timescales and have experience in works of this nature.

The MHA Framework also allows the City Council to access suppliers that are committed to, and have been selected on, their commitment to aligning their services to Net Zero ambitions and social value. The suppliers are committed to supporting the growth of Green Skills, sustainable supply chains and utilising clean technologies. Consideration has already been made with respect of filling in the underpasses. Alternative solutions to mass fill concrete will be reviewed at the options development stage.

Based on the initial works estimate and perceived complexity of the project it is appropriate to access the Tier 1 consultants and contractors. The scale of the project sits outside the capability of the internal contractor and Tier 2 contractors within the other city council's delivery frameworks. We have considered other options, which include:

Designer & Professional Services:

- The internal design team does not have sufficient capacity.
- Crown Commercial Services & ESPO framework – The city does not have a huge amount of experience using these frameworks for civils designers. The designers available through the framework are Tier 1s, therefore is not perceived to provide any benefit over the MHA route, where existing supplier contacts are known.

Contractor:

- Internal delivery framework – The anticipated contract value is higher than other projects delivered through this framework. It is anticipated that this project would be too big for a Tier 2 contractor, therefore it provides increased uncertainty and risk to the City Council.
- Crown Commercial Services – The city council has not used this framework for works of this nature. Therefore, the perceived security of using the MHA framework is considered higher than using a new procurement route.
- SCAPE framework – the engagement procedure for scape is prohibitive within the timescales of delivery. There is usually a 12 week window to assess feasibility, which at detailed design stage would not add value to this project over the MHA route selected.

Supplier and Contractor Management:

All suppliers will be appointed using a standard form of contract under the MHA framework. To ensure that quality is maintained all appointments will start with a defined scope with clear aims and objectives. The MHA uses the NEC form of contract therefore all information will be defined within the scope. The client team will utilise the change management process, defined within the contract, to ensure the contracts are managed effectively and proactively. During the construction stage external control software will be used, such as CEMAR, to provide more automation within contract management.

In addition to the procedures within the contract, the appropriate construction professionals will be appointed to manage and administer the contract and ensure that all objectives and outcomes are delivered.

Risk management will continue during the development and delivery of the project. The risk will be managed through identified actions within the risk register. At the start of each procurement exercise risk allocation will be

undertaken, so that risks are managed by the most appropriate party within the project. The management of risk within the supply chain is improved with the procurement strategy we have selected and prior to construction most risks should be quantifiable.

Compliance with the public procurement regulations will be ensured by using the City Councils dedicated procurement function. This support function operates to ensure that all procurement exercises are administered in line with regulations. As part of the support, legal services will ensure all appropriate legislation is included within the supplier contracts and that the suppliers act in accordance with them.

The procurement function also ensures that the scopes issued to the supply chain comply with the Sourcing Consultancy and Construction Playbooks. Procurement will ensure that all procurement packages:

- Specify outcomes and deliverables within the scope being procured,
- Ensure the parties select the correct pricing model and form of contract to suit the maturity of the scope,
- Collect data effectively,
- Plan for mobilisation, agree and define the ways of working to promote collaboration.

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

Leicester City Council's Major Transport Projects Team will lead on the procurement and contractor management for the Connecting St Margaret's scheme. Where necessary the team will seek assistance and guidance from the Council's Procurement team.

Members of the Major Transport Projects Team have very strong project and contract management skills, including extensive knowledge of consultant and contractor procurement, to successfully deliver schemes such as the Connecting St Margaret's scheme. These essential skills include effective communication, leadership, scheduling and time management, negotiation, risk management and problem solving. The team have expertise and extensive experience in the use of a variety of procurement routes from traditional open tendering to managing mini-competitions within frameworks.

The Team is and will be supported by the Council's Structures Team who have expertise in managing highways structures projects and can provide expert guidance relating to the managing of the elements of the contract relating to closing the pedestrian underpasses. The Major Transport Projects and Structures Teams have considerable experience in managing closing and filling in of underpasses beneath the Central Ring Road having managed three other closing of underpass schemes over the past few years.

The City Council's Procurement team has a wealth of knowledge regarding the different frameworks available to use on the Council's highways projects and are supportive in terms of giving advice and processing the procurements through the system.

LCC have a robust procurement strategy for procuring design consultants and civil engineering contractors such as using the Midlands Highways Alliance (MHA) Professional Services Partnership (PSP) 3 and Medium Scheme Frameworks (MSF) 4 respectively. This route is the preferred option for this project as it enables a faster route to market and complies with relevant regulations. These frameworks were procured using public regulated procedures and they cover the scope of the requirements of this project.

Recently, the team has undertaken design and construction projects using a variety of procurement routes e.g.:

- National Productivity Investment Fund, Putney Road West link road project (£7.9m total) with a £6m construction budget was procured using the MHA PSP framework for the design with AECOM being appointed and the MHA MSF3 Framework for the construction with Balfour Beatty being appointed. This scheme has just recently completed.
- The Leicester North West Phase 2, Leicester and Leicestershire Enterprise Partnership funded project cost £6.75m in total with the construction totalling £5m. For this project, the design and NEC4 PM was carried out by Arcadis who were the Council's chosen consultant for their Construction and Professional Services Contract (PAN 1069). The construction element was procured from the MHA MSF3 framework via a mini competition, Tarmac was the chosen contractor. This scheme completed in November 2019.
- The more recent TCF A50 project also used two different procurements, the design element was procured from the MHA PSP3 framework and AECOM were appointed whereas the construction

contractor is being procured from one of the Council's own frameworks – PAN1517, the tender for this is currently in progress but the construction element is forecast to be in the region of £6.5m. This scheme is due to go on site in November 2022 with a 12-month construction programme.

Are you intending to outsource or sub-contract any other work on this bid to third parties?

The Project Team has identified capability and capacity gaps when considering the Council's own design and construction resources and those needed for this project in the context of the extensive design and construction activities the in-house teams are currently undertaking. The Project Manager has and will continue to monitor scheme progress and resource performance through regular progress reviews to identify any capability or capacity gaps and will address those gaps by terminating any underperforming resources and procuring any additional resources required through the appropriate procurement route at the time.

For project management and development of the scheme proposals including the procurement strategy, stakeholder engagement, risk management activities and scheme design, the council is employing internal resources and has and will supplement those resources in several specialist areas.

For the bid preparation Edwards & Edwards Consultancy Ltd are providing transport economic appraisal expertise and Wisser Consulting Ltd are providing wider economic appraisal expertise and are leading on the Theory of Change work. Edwards and Edwards have been engaged through ESPO and Wisser Consulting Ltd has been engaged by direct award mainly due to the need to commission these services very quickly to achieve the funding bid timescales. Both consultancies have provided services on several previously successful funding applications for similar projects.

Arcadis are assisting on the bid in terms of their quantity surveying services including support in risk management and costing. Arcadis have provided this service on recent large schemes and the Transforming Cities Fund schemes and have been engaged through the Council's PAN1069 Construction and Professional Services Contract.

The strategy to deliver the preliminary and detailed design stages of the scheme is to outsource the design services including tender package preparation from a Design Consultant. The design services Consultant will be engaged using the Midlands Highways Alliance (MHA) Professional Services

Partnership (PSP) 3. The key performance indicators detailed in the PSP 3 contract will be employed on the scheme.

We will be seeking assistance in terms of Cost Management and Contract Management support through one of our established frameworks should the bid be successful.

The City Council's in-house civil engineering contractor, City Highways, is very unlikely to have the capacity to deliver this scheme in addition to their current work programme hence construction will be outsourced. External contractor resource is planned to be engaged using the Midlands Highways Alliance MSF4 frameworks. The key performance indicators detailed in the MSF 4 contract will be employed on the scheme.

The timing of engagements and timescale for the procurement exercises is provided in the project programme in Table D of the Costings and Planning Workbook.

Further detail on the engagement of suppliers/contractors is provided in the Procurement Strategy at Appendix K.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

The two main suppliers on the project are the design consultant, incorporating the construction contract management consultants, and the civil engineering contractor to construct the works. The suppliers will be appointed using a standard form of contract under one of the Midlands Highways Alliance frameworks. To ensure that quality is maintained all appointments will start with a defined scope with clear aims and objectives.

The design consultant appointment will be through the Midlands Highways Alliance (MHA) Professional Services Partnership (PSP) 3 framework.

The construction contractor will be procured through the Midlands Highways Alliance (MHA) Medium Schemes Framework (MSF) 4. The construction contract will use the NEC form of contract therefore all information will be defined within the scope. The client team will utilise the change management process, defined within the contract, to ensure the contracts are managed effectively and proactively. During the construction stage external control software will be used, such as CEMAR, to provide more automation within the contract management.

A suitably qualified NEC Project Manager and NEC Supervisor will be

appointed through the MHA PSP3 framework to manage and administer the construction contract and ensure that all objectives and outputs are delivered. Risk management will be continued during the development and delivery of the project. The risk will be managed through identified actions within the risk register. At the start of each procurement exercise risk allocation will be undertaken, so that risks are managed by the most appropriate party. The assessment of risk, by the supply chain, will be improved with the procurement strategy we have selected. This strategy will ensure that prior to construction most risks will be identified, have an appropriate management strategy and they should be quantifiable.

During the procurement exercise the financial check will be undertaken on suppliers, however this will have already taken place for them to be appointed to the MHA framework.

Payments will follow the valuation process set out within the professional services and construction contracts. This complies with the industry Local Democracy, Economic Development and Construction Act 2009.

Set out how you plan to deliver the bid

A comprehensive Delivery Plan is provided at Appendix L This details the work completed to date and the plan for the delivery of the scheme. The scheme concept design drawing can be found at Appendix B.

The scheme programme is provided in Table D of the Costings and Planning Workbook. The programme comprises 5 phases. At the end of each phase an end-stage report will be produced and approval received from the City Mayor before progression to the next phase of work:

- Phase 1 – Concept Design and Optioneering – this phase is nearing completion with just the topographical surveys left to order and C3 estimates starting to be obtained. This phase includes the fencing-off of the pedestrian underpasses which is expected to be undertaken in late summer 2022.
- Phase 2 – Preliminary Design – this work will start in October 2022 once the bid outcome is known. Designers can be procured and commence the preliminary design. There will also be further discussion with stakeholders particularly with regard to traffic management.

- Phase 3 – Detailed Design and Construction contract procurement – this phase will commence in September 2023 and will involve the remainder of the design and the contractor procurement, which will be completed by March 2024.
- Phase 4 – Construction – works are planned to start in April 2024, the works will be phased, filling-in each of the pedestrian underpasses in turn before completing the main junction works. All construction works will be complete by March 2025.
- Phase 5 – Commissioning and Monitoring – this phase will continue to the end of the maintenance period of the construction contract in March 2026. Road Safety Audit Stages 3 and 4 will be undertaken on completion of the scheme. The end of scheme monitoring will also be undertaken.

Key dependencies for this project to succeed include the approval to close off the pedestrian underpasses (complete), the filling-in of the pedestrian underpasses and the design completion. Sufficient resource and task duration has been allocated to the programme and there are contingencies in place if required as detailed in the Risk Register mitigation.

The Delivery Plan contains details of the core project team that will be managing the Connecting St Margaret's scheme in the next stages of the project. This includes officers from the Major Transport Projects Team and officers from other LCC teams including Structures, Landscaping, Area Traffic Control. The roles and responsibilities of the project team have been allocated based on the skills and expertise of the individuals involved. The project team will also be supported by other professional functions such as procurement, legal and finance to ensure that the Council is compliant with all applicable laws, regulations and grant funding requirements.

The Plan provides a summary of the procurement strategy to be employed to deliver the scheme.

Project Governance will sit with Leicester City Council's Connecting Leicester (CL)/Transforming Cities Fund (TCF) Project Board which will be accountable to the City Mayor for cost and programme. The management team will ensure that all commercial risks are understood and work is being progressed in line with key milestones.

The CL/TCF Board reports to the Promoter/Sponsoring Group, which is the City Mayor and The Executive Team, for political sign-off of major decisions.

The Project Team is fully aware that there will also need to be additional external support, due to both capacity issues with LCC City Highways not having sufficient resource for a project of this size and to capability issues with support being sought from external design consultants and cost consultants. Details of how this external assistance/specialist skills will be procured are set out in the Procurement Strategy at Appendix K.

The Delivery Plan includes details of how other stakeholders will be managed. A Stakeholder and Public Communications Plan has been developed, Appendix C, to ensure relevant stakeholders are identified, engaged in and contribute to the development and delivery of the scheme. The plan gives a description of the stakeholder groups and how they have and will be engaged during the scheme development. Engagement has helped inform the design of the pedestrian and cycle crossings and alignment of the footway and cycleways at the junction. Stakeholders have generally been very supportive of the scheme proposals put forward at the concept design stage.

With regard to powers or consents needed to deliver this project, planning permission is not required for this scheme, however, a report was signed off in July by Leicester City Council's Director of Planning, Development and Transportation approving the closure of the pedestrian underpasses. Section 69 of the Highways Act 1980 enables the Highway Authority to remove any such subway for the protection of pedestrians if there are safe, alternative methods of crossing.

Additionally, as the local Highway Authority, Leicester City Council will be responsible for developing and implementing the required Traffic Regulation Orders (TRO) to permit the changes required at the junction as well as the introduction of the new bus lanes. Any Temporary TROs that are required will be identified during the Early Contractor Involvement stage and will be applied for by the construction contractor's Traffic Management Team in advance of the construction works starting. LCC's City Highways Director and Traffic Manager, has been involved in the bid preparation and is fully aware and supportive of the proposed scheme.

The monitoring and evaluation aims are aligned with the bid objectives set out in the Theory of Change (Section 3.1 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F). "Before" scheme data has been collated from existing traffic surveys, bespoke surveys, bus passenger numbers and from the Police, all of which has helped inform the scheme design and which can be used, along with the post scheme completion data to evaluate the success of the scheme. The "after scheme" surveys and data collection will be a repeat of the before scheme surveys and data collection.

The approach to the scheme level monitoring during the design and construction phases will be undertaken using the Project Governance structure described in the Delivery Plan. The Connecting St Margaret's Scheme will be added to Leicester's established CL/TCF Programme of schemes and will be included in the Monitoring and Evaluation Strategy for the Transforming Cities which has been developed in consultation with the DfT's National Evaluation Team.

Demonstrate that some bid activity can be delivered in 2022-23

The LUF project activity in 2022-23 is completion of the concept design stage and early stages of the preliminary design for both elements of the scheme. The two elements of the scheme being the decommissioning and filling-in of the underpasses and the re-configuration of the traffic signal-controlled junction (St Margaret's Way/Central Ring Road).

The procurement of the designers, to assist the in-house design team, for the two elements of the scheme is planned to be complete in January 2023.

During the design stages there will be stakeholder engagement, statutory process to stop up the pedestrian underpasses, utility plant investigation and any alterations/diversions designed and various surveys including ground investigation surveys for example.

It is planned to close the pedestrian underpasses with appropriate fencing and remove related signage.

The estimated spend on the 2022-23 activity in 2022-23 is £392,000.

Set out your detailed risk assessment

The Project Manager is responsible for implementing the risk management strategy for the scheme and has held risk workshops, with the project team, and then taken specific advice or undertaken additional research as required to help assess risk and impacts, such as legal advice regarding closing the underpasses. The Project Manager has produced the Risk Register, see Appendix J which is being developed and updated as the scheme progresses. The Risk Register covers all types of risks and has clearly defined risks with impacts, owners, dates, mitigations and costs and the risks have been quantified.

The total weighted cost of risks is approximately £2.1M which equates to

approximately 20% of estimated scheme cost which is appropriate for this type of scheme at this stage in the development of the scheme.

There are three key current risks to the successful delivery of the scheme within budget and to scheme programme that have been identified and are the responsibility of the Project Manager. Regular reviews of the register and QCRA's at key stages of the project will ensure that risks are effectively managed.

The first key risk is that of the scope of the scheme may broaden during the development and detailing of the scheme proposals to address particular issues that may arise during consultation and/or following results of particular surveys such as the geotechnical survey which could lead to increased time and cost. The planned survey activity prior to and after funding award will help manage the risk associated with existing ground conditions, any contaminations in existing road construction and utilities plant locations. Once the initial surveys are complete further QCRA will be undertaken to identify the scale of mitigation. To mitigate the risk the scope will be controlled against the LUF bid concept plan by the Project Manager to ensure that only design and scope changes that are fundamental to the scheme delivery, including managing stakeholder expectations, are incorporated.

The second key risk is related to the abandonment and filling in of the existing pedestrian underpasses and voids to construct the revised highway alignment. There is the risk that structural assessment of the existing underpasses structures identifies works required to address defects in the structures to prevent future potential ground movements below the highway. To mitigate the risk as far as possible surveys will be commissioned early in the process and an experienced structural engineer engaged to ensure the proportionate works are planned and delivered as necessary.

The third key risk is that of further restrictions introduced to working times and methods of work during the construction phase of the scheme due to unforeseen events on the highway network impacting on how traffic is managed, public safety management or environmental issues in the scheme location. The scheme location is on the Central Ring Road and on a key arterial route into the city such that traffic can be impacted by events on other parts of the Ring Road or on another adjacent arterial route such that arrangements may need to change at the scheme location. The Project Manager is responsible for having close communications with the council's Traffic Manager in Area Traffic Control to help mitigate the impact on the scheme should such an event arise. Mitigation measures relating to delay will be incorporated into contractor contracts whilst ensuring that there is an appropriate balance between risk mitigation and increased costs to the project. Mitigation measures

relating to delay will be incorporated into contractor contracts whilst ensuring that there is an appropriate balance between risk mitigation and increased costs to the project.

Once the scheme is completed and handed over to the Council's highway assets management teams, including the highway team, traffic signals team, street lighting team and highway drainage and cleansing teams, risks associated with the on-going operation and maintenance of the scheme elements will be met by the Council in accordance with the Council's asset management strategies.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

Leicester City Council's Major Projects Team will lead, and manage all stages of the project design and delivery. In the last 10 years this team has delivered over £45M in highways projects and other projects including real-time bus information, smart ticketing, bus lane enforcement, and bus shelter contracts. The team is therefore highly experienced in design, procurement, project management and master planning of major developments.

The Major Projects Team leader is suitably qualified (MSc Transport and the governments Project Leadership Programme) and has over 30 years experience in leading, developing and delivering highways and transport schemes in an urban environment. Team members are qualified in engineering and project management and have expertise in signal and junction design, Prince 2, NEC3/4, including qualified NEC supervision and NEC contract management.

The team work in close consultation with the senior management (SRO) and the Council's Executive Members responsible for highways and transport and the City Mayor.

The Major Projects Team will be supported by the Council's Area Traffic Control Team, the Structures Team (who maintain the existing pedestrian underpasses), the Archaeological Officer, Heritage Team, Landscaping Officer, and the Trees and Woodlands Team.

During the Preliminary and Detailed Design stages the core project team will consist of the Major Projects Team and Arcadis supplemented by external design consultants engaged through the Midlands Highways Alliance (MHA) Professional Services Partnership (PSP) 3.

The external design consultants will be the Principal Designer (Construction

Design and Management Regulations 2015) during the Preliminary Design Stage.

During the construction stage and commissioning stages the core project team will consist of the Major Projects Team and Arcadis and the civil engineering contractor to construct the scheme engaged through the Midlands Highways Alliance MSF4 framework.

The project team has a track record of delivering similar size highways projects as evidenced in the following case studies.

The Putney Road Highway Improvement Scheme (value £7.9M), funded from the National Productivity Investment Fund and Council match funding was managed by the Major Projects Transport Team with the similar procurement strategy employed as proposed for the Connecting St Margaret's Scheme. The scheme comprised the construction of a section of new road and redesigned adjacent junctions to provide a new link between the A529 Welford Road and the A426 Aylestone Road to improve connectivity, locally, and strategically, to and between, the east and west sides of the city including to the motorway network. The scheme has just recently completed.

The Leicester North-West Major Transport Scheme (value £25M) was delivered over three phases during the years 2014 to 2021. This was a partnership between the City Council and Leicestershire County Council. The work combined highways improvements, improvements to walking and cycling infrastructure and complementary Smarter Choices activities to support regeneration and development in North-West Leicester.

The Transforming Cities Fund schemes include the A50 Highway Improvement Scheme (value £10.5M) and the Aylestone Road Highways Improvement Scheme (value £3.8M). Both schemes include improvements to junctions and the provision of new walking and cycling facilities on key arterial routes into and out of the City. The schemes are being delivered using procurement strategies similar to the strategy proposed for the Connecting St Margaret's Scheme.

Managing the Project:

The Major Transport Projects team are managing the project and have developed the scheme proposals including the procurement strategy, stakeholder engagement, risk management activities and scheme design up to Preliminary Design Stage. Specialist teams, such as the Council's Structures Team, Environmental Team, Legal Team and Procurement Team will support the Major Projects Team.

Work has, and will, be sub-contracted to external consultants and contractors where appropriate. For the bid preparation Edwards & Edwards Consultancy Ltd are providing transport economic appraisal expertise and Wisner Consulting Ltd are providing wider economic appraisal expertise and are leading on the Theory of Change work. Both have been engaged through direct awards mainly due to the need to commission these services very quickly to achieve the funding bid timescales.

Arcadis have been engaged through the Council's PAN1069 Construction and Professional Services Contract. Arcadis are assisting on the bid and design stages providing quantity surveying services including support in risk management and costing.

The strategy to deliver the preliminary and detailed design stages of the scheme is to outsource the design services including tender package preparation from a Design Consultant. The design services Consultant will be engaged using the Midlands Highways Alliance (MHA) Professional Services Partnership (PSP) 3.

External contractor resource is planned to be engaged using the Midlands Highways Alliance MSF4 frameworks.

The timing of engagements and timescale for the procurement exercises is provided in the project programme in Table D of the Costings and Planning Workbook.

The Project Manager has responsibility to address any capacity or capability gaps. The Project Manager has and will continue to monitor scheme progress and resource performance through regular progress reviews to identify any capability or capacity gaps and will address those gaps by terminating any underperforming resources and procuring any additional resources required through the appropriate procurement route at the time. The procurement strategies being employed on the scheme are detailed in the Delivery Plan at Appendix L.

Set out what governance procedures will be put in place to manage the grant and project

In accordance with the Chief Finance Officer's declaration on Proforma 8 the Council confirms that it has robust governance structures and adequate assurance systems including financial controls, audit and fraud in place.

The City Mayor will have ultimate responsibility and accountability for the delivery of the project and for the realisation of benefits.

Responsibility for overseeing delivery of the project will be delegated to a Leicester City Council Project Board. The Board will be chaired by the Director of Planning, Development and Transportation, as the Senior Responsible Officer for the project, and attended by the Chief Finance Officer and the scheme Project Manager.

The project has been assigned a project manager who is responsible for setting up the project team to deliver the design (including business case) and delivery process. The project manager is responsible for providing regular updates to the Board by providing a monthly highlight report including:

- financial spend to date and forecast spend,
- outputs and progress to date,
- risk register update,
- issues,
- any changes to the project programme, and
- key activities in the next report period

At the end of the commissioning stage of the project the project manager will provide a closing and evaluation project report to the Board that includes:

- delivery process report including key issues and activities,
- outturn costs and financial assessment,
- analysis of identified risks and management of risks,
- scheme outputs achieved,
- scheme objectives achieved,
- lessons learned

When the Board has approved the closing and evaluation project report the project manager will ensure the report is published on Leicester City Council's website.

At key gateway decision points the City Mayor will chair a Gateway Review to confirm that all items are in place to allow the scheme to move to the next stage. In line with the milestones shown in section 5.1 of the Delivery Plan (Appendix L) these are planned to be as follows:

- 30/9/2022: Concept Design 7 optioneering completion & start of Preliminary design
- 31/8/2023: Preliminary Design completion & start of Detailed design

- 31/1/2024: Detailed Design completion & award of construction contractor
- 31/3/2025: Construction completion
- 31/3/2026: Project completion

The project will be included in the Connecting Leicester and Transforming Cities Programme such that the project can be reported on and key project decisions taken in the context of a wider programme on similar schemes in progress, in Leicester, during the lifetime of the Connecting St Margaret's Scheme.

Council employees are required to behave in accordance with the Leicester City Council Code of Conduct for Employees which addresses matters such as corruption and anti-bribery, Conflict of Interests, Cyber security, data management and standards for ethical and professional behaviour.

If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised

The Connecting St Margaret's Scheme is providing new and improved footways and cycleways, including crossings across St Margaret's Way (A6), the Central Ring Road (A594) and Church Gate and a new bus lane, all within the existing highway. The junction is a traffic signal-controlled junction with appropriate street lighting.

Operation and maintenance of the improved junction and approaches will be through the existing Council's operation and maintenance arrangements and will be funded from the Council's existing highways energy and maintenance budgets. The cost of operation and maintenance is predicted to remain as the current level.

De-commissioning of the pedestrian underpasses and the drainage pumps within the underpasses will realise savings within the next few years, estimated at £500,000 for refurbishing the underpasses and £40,000 for replacement of the drainage pumps. This will also realise annual savings of approximately £1,200 for routine maintenance.

Project benefits will be realised through the on-going delivery of the Council's behavioural change programmes and the commercial bus companies' marketing and promotional activities.

The Council has invested just under £1M per year in its behavioural change programme since 2012 and plans to continue this programme through 2022 and beyond. The programme to date has primarily been funded through successful competitive bids with funds being invested from the Local Sustainable Transport Fund, Access Fund, British Cycling Partnership, the Joint Air Quality Unit, developer contributions and the Council's Parking Improvement Action Plan.

Leicester splits its behaviour change activities between three themes:

- Business engagement
- Schools engagement
- Communities engagement

Under these three themes the following is delivered:

- Leicester and Leicestershire wide travel information via multimedia methods,
- business travel roadshows,
- business travel grants,
- employment advisor training,
- freight, public transport and taxi driver awareness training,
- reward based apps for travelling sustainably,
- assistance with electric bike hire and purchases for employees,
- led rides and led walks to discover new routes,
- school run programmes to include bikeability,
- walk to school initiative, whole school cycling initiative,
- parking control,
- personalised travel planning,
- adult cycle training programmes,
- Ride Leicester Festival and Walk Leicester Festival,
- mobile bike parks at festivals and events,
- car share and expanding our journey planner to accommodate real time information,
- smart ticketing and smart monitoring.

The outcome of the programme is an uplift in the numbers of people undertaking sustainable travel using new and improved facilities such as those being provided in the Connecting St Margaret's Scheme.

Set out proportionate plans for monitoring and evaluation

The aims of the bid level monitoring and evaluation are to:

- Effectively monitor the delivery of the project to ensure that it meets the key cost, deliverables, regulatory and safety success criteria
- Ensure that the scheme once delivered achieves the outputs, outcomes and impacts set out elsewhere in this bid and summarised below
- Demonstrate to funders (UKG), Council residents, businesses and walking, cycling and bus user groups that the scheme is achieving what was expected of it
- To ensure lessons learnt from this project can inform future schemes design and delivery

We have prepared a comprehensive monitoring and evaluation plan guided by the Magenta Book, Theory of Change, and the Monitoring and Evaluation guidelines offered as part of the LUF Technical Guidance.

The monitoring and evaluation aims are aligned with the bid objectives set out in section 3.1 of *LU StM Assessment of the scheme.docx* within the Files in Appendix F.

The key evaluation and learning questions are:

1. Were stakeholder objections, if any, resolved during the design process and if so, how?
2. Was the scheme delivered to programme and budget?
3. Has the removal of the underpasses helped reduce crime and fear of crime post scheme completion?
4. Has the number of pedestrians and cyclists passing through the area of the scheme increased during the five years post scheme completion?
5. Has the number of bus passengers on the bus services passing through the scheme area increased during the five years post scheme completion?

6. Has the bringing forward of residential development local to the area of the scheme accelerated during the five years post scheme completion?

The key deliverables of the monitoring and evaluation will be the project manager's monthly highlight reports and closing and evaluation project report, as-built surveys on completion of the scheme to capture components of the scheme delivered "on-street", data collection from surveys, both existing regular surveys and scheme bespoke surveys, to help capture and evaluate the outcomes and impacts from the scheme. Monitoring and evaluation reports will be produced one year and five years post scheme completion.

The data from the existing regular surveys form the core of the annual Transport Trends in Leicester Report, which is circulated internally within Leicester City Council (LCC) to help inform and explain the impact of interventions on core transport indicators. One of the established count sites in the annual programme is in Church Gate which is the minor arm of the Connecting St Margaret's junction.

An annual LCC Transport Performance Overview report (first produced in 2019) which summarises the Transport Trends in Leicester Report is prepared and presented to the City Mayor and the Executive, to scrutiny committees and to user groups to help maximise learning and to inform future strategy and scheme decision making.

The approach to the scheme level monitoring during the design and construction phases will be undertaken in accordance with the Project Governance structure described in the scheme Delivery Plan (Appendix L). The Connecting St Margaret's Scheme will be added to Leicester's established Connecting Leicester and Transforming Cities Programme of schemes and will be included in the Monitoring and Evaluation workstream for the Transforming Cities Programme which has been developed in consultation with the DfT's National Evaluation Team. In accordance with this strategy the scheme will be monitored against a set of standard government input, output and outcomes measures as set out in DfT's publication 'Monitoring and Evaluation Framework for Local Authority Major Schemes September 2012' for standard monitoring with the indicators being aligned to those included in Table E of the Cost and Planning Workbook.

We have ensured that data is collected in an accurate and timely manner as "Before" scheme data has been collated from existing traffic surveys, from bespoke surveys (traffic counts at junction, pedestrian and cyclists counts at surface level and underpass level crossings at junction), bus passenger numbers (2019 for services that use the junction) which are provided by the bus

companies through their smart ticketing systems and from the Police (Road accident and crime data for the scheme location). This data has helped inform the scheme design and can be used, along with the post scheme completion data, to evaluate the success of the scheme. The “after scheme” surveys and data collection will be a repeat of the before scheme surveys and data collection.

The project manager is responsible for providing quarterly updates to DLUHC and to the programme manager who in turn provides a monthly highlight report to the TCF programme board. At the end of the construction stage of the project the project manager will provide a closing and evaluation project report.

The project manager will provide a 6 monthly report on outputs and outcomes for the indicators included in the scheme’s Table E of the Costings and Planning Workbook.

The Transport Strategy Team commissions extensive survey work across three cordons in the city, including full classified counts, bus and car occupancy surveys, city centre pedestrian and rail passenger counts, on a regular (annual) basis funded from the Transport Strategy Team’s M&E budget.

Bus passenger numbers will be provided by the bus companies.

The project manager’s reporting and scheme bespoke surveys will be funded from the scheme budget. The 5 years post scheme surveys will be funded from the Transport Strategy Team’s budget. Monitoring of bus passenger satisfaction will be taken from existing established regular surveys by others, such as Passenger Focus, whilst accident road accident and safety crime data will be provided by the Police.

A summary of the key outputs of the scheme are:

- New bus lanes on the A6 from Ravensbridge Drive to the St Margaret's Way junction with the central ring road and traffic signal priorities for buses
- Close and fill-in the pedestrian underpasses at the St Margaret's junction
- Parallel pedestrian and cycle crossings at the St Margaret's Way / Central Ring Road and Sanvey Gate/ St Margaret's Way junctions.

- 1375m of unidirectional segregated cycle paths along the central ring road between Highcross Street and Abbey Street and along St Margaret's Way between the Central Ring Road and South Churchgate.
- A bike dock for 24 electric bikes
- New 'green' space at the St Margaret's junction

A summary of the key outcomes are:

- Uplift in walking and cycling which will start to create health benefits and less segmentation of communities.
- A similar transmission mechanism will be in place for bus use, namely that more positive experiences of reduced journey times and enhanced reliability will encourage more use.
- The community safety impacts will be more immediate and do not rely on behavioural shifts. The closure of the underpasses will immediately remove an area that is a hotspot for crime and fear of crime.

The key impacts are:

- Improved health and well-being – (healthier population (LU Mission 7))
- Reduced absenteeism – (improved productivity LU Mission 1)
- More pride in place (LU Mission 9)
- Safer population – (LU Mission 11)
- Less segmentation – (LU Mission 9)

Section 9: Declarations and attachments

Senior Responsible Owner Declaration

Upload pro forma 7

LUF Round 2 Pro formas V6.1 Proforma 7 SRO ALS v1 Signed.pdf

Chief Finance Officer Declaration

Upload pro forma 8

Proforma 8 Connecting St Margarets CFO statement 04.07.22.pdf

Publishing

URL of website where this bid will be published

<https://www.leicester.gov.uk/your-council/policies-plans-and-strategies/planning-and-development/levelling-up-projects>

Additional attachments

Additional attachment 1

Appendix A ContextMap and Before_After Pictures.pdf

Additional attachment 2

Appendix B PDT-N118530P-C(00-05) Rev D - Connecting St Margaret's Concept Design (Whole Scheme Area) PDF.pdf

Additional attachment 3

Appendix C St Margaret's Communication Plan Version 4 30.06.22.pdf

Additional attachment 4

Appendix D Stakeholder Letters Of Support and Engagement v5.pdf

Additional attachment 5

Appendix E Connecting St Margarets EIA JUNE 2022.pdf

Additional attachment 6

Appendix F Scheme Assessment and Appraisal.zip

Additional attachment 7

Appendix G Connecting St. Margaret's_priced 22.06.22.pdf

Additional attachment 8

Appendix H LU StM Appraisal Summary Table - v0.4.pdf

Additional attachment 9

Appendix I Connecting St Margarets LCC Match Funding Letter.pdf

Additional attachment 10

Appendix J Connecting St Margaret's Risk Register 20.06.22 Rev3.xlsx

Additional attachment 11

Appendix K Connecting St Margaret's Procurement Strategy.pdf

Additional attachment 12

Appendix L Connecting St Margaret's Delivery Plan - inc Appendices.pdf