

Leicester ZEBRA Bid

Management Case

August 2021



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Introduction

1. This Management Case provides information on the overall deliverability of the ZEBRA electric bus programme. Its purpose is to provide evidence that robust arrangements are in place for the delivery, risk management, monitoring and evaluation of the scheme.

Programme Deliverability

2. The programme will be delivered using PRINCE2 and Managing Successful Programmes methodology. The authority has an experienced and highly skilled Transport Strategy section consisting of six teams with specialisms in major transport scheme delivery, public transport infrastructure and management, cycling, walking and public realm infrastructure delivery and training programmes. The authority also has its own in-house civil engineering construction team within the department to deliver construction projects, asset management and maintenance.
3. To support the in-house resources there is also the opportunity to use a number of Leicester City Council procurement frameworks to provide additional project management capacity.
4. The City Council has worked successfully with stakeholders including bus companies, user groups (e.g. bus user forum), cycle campaign groups and other affected parties, in designing and delivering significant programmes of similar schemes in recent years.
5. This programme, whilst ambitious and transformational, has been designed to be realistic and deliverable over the period to 2024, but also to ensure that benefits are sustainable beyond the lifetime of its programme.
6. The City Council has indicated its intention to consult on the introduction of a Workplace Parking Levy and this would be a means to continue and expand the delivery of its vision for a fully electric bus network.
7. The First Bus project will be managed through the First Bus Programme Management Office with a series of stage gates attached to the key milestones within the plan. A weekly reporting process with the addition of briefing senior leaders at a monthly project board maintains consistent oversight of the process being followed and clear escalation opportunities for any issues which arise.
8. Redacted
9. Redacted

Previous Project Delivery Experience

10. Leicester City Council has extensive experience of delivering bus infrastructure, and bus procurement projects throughout the City of Leicester. The Authority carries out all strategy and scheme development, scheme design and delivery using in-house resources wherever possible, supplementing these with additional external resources when necessary.
11. In particular, the following recently delivered schemes directly show the ability of the Council and its bus partners to deliver the proposed ZEBRA bus project together with its associated and complementary components:
 - Greenlines Electric Bus Project – Park and Rides
Full specification, procurement and delivery of x11 fully electric buses on three park and ride services, together with a 1 MW charging depot for up to 20 buses. Delivered to timescales, specification and budget as part of the TCF programme – launched May 2021. The project involved a power upgrade to the site, a new access road, strengthened charging base, internal wiring/switchgear and charger installation - all on private land - together with full OJEU-compliant tender processes for the buses and overnight remote smart charging systems.
 - Greenlines Electric Bus Project – Hospital Hopper
Full specification, procurement and delivery of x4 fully electric buses on three park and ride services, together with another 1MW charging depot for up to 20 buses. Delivered to timescales, specification, and budget as part of the TCF programme – to be launched in October 2021 – in partnership with the Health Trust. The project is on track to be delivered to specification, working within a restricted, constrained depot area, with full operations continuing throughout delivery.
 - Clean Vehicle Technology Project
A fleet-wide roll out of exhaust treatment equipment on 15 buses, across all operators, to upgrade them to Euro 6 standard within a two year period. This involved the administration of a series of grants and identification of preferred suppliers/specification – with each operator managing the fitment work.
 - Haymarket Bus Station
Brand new City Centre 23 stand bus station and separate on-street turning facility delivered to specification and timescales, within the £13m budget. The project involved complex negotiations with the owners of the adjacent Haymarket Shopping Centre and tenants to acquire the necessary property and subsequent demolition and extensive statutory undertakers' diversions. The overall project included a new shop mobility facility and a high quality appearance. All aspects have been well received by customers leading to a very busy facility, delivering reduced bus congestion.

- Aylestone Rd bus corridor demonstration scheme

In 2013, the City and County Councils together delivered the £6M A426 Bus Corridor scheme from Glen Parva in Leicestershire to Leicester city centre, on programme.

Developed in partnership with Leicestershire County Council, the City Council designed bus lanes and junction improvements that have resulted in a 12% reduction in bus journey times and as a result, driven a 13% increase in bus patronage. Travel planning and behavioural change techniques were also implemented by the City Council. Bus stop infrastructure was upgraded in partnership with JCDecaux and Arriva branded the route "Breeze" with refurbished vehicles, additional bus cleaning and customer care. At the same time, real-time information was added to the route. Safety was improved and overall accident rates have been reduced by a third.

Viewed as an exemplar project by Leicester City Council, Leicestershire County Council and Arriva, this project demonstrates the effectiveness of a comprehensive package of corridor-based initiatives that combine to make a wholesale change in travel patterns.

- London Road Improvement Scheme

The London Road improvement scheme is a £3.9 million project to radically revamp a 1.5 km route on the A6 London Road from the Rail Station south towards the outer ring road to create a safer and more appealing route for pedestrians and cyclists, improve services for bus users and significantly improve the condition of the road for motorists.

Features such as raised kerbs to offer more protection to cyclists and new 'Dutch-style' bus stop bays have been introduced along the length of the road. Side roads have been raised to pavement level at junctions with London Road to help give priority to pedestrians and cyclists. New traffic signal systems have been introduced to give cyclists a head-start at junctions and improved pedestrian crossings have also been created.

This scheme was partly funded by £1.2m of European Regional Development Funding. The project management was performed in house, detailed design was completed by one of our external framework consultants and the construction works were tendered through a framework. The works commenced on programme in October 2018 and are due to complete in September 2019.

- Real time information project

A full, in-house, managed system together with 350 bus stop and bus station displays. This project was delivered in partnership with the operators, who delivered the bus tracking element of the project.

- Bus Shelter programme

The installation and management over 700 advertising and non-advertising bus shelters city-wide.

- Smart and Digital ticketing project

Management and local co-ordination of a system of capital based grants and ongoing governance systems to ensure that all seven bus operators introduce the following, within a 2 year programme:

- Full range of all-operator tickets and reimbursement process - Complete
- Expansion of off-bus sales outlets to include three mobile phone platforms and a travel centre - Complete
- Tap-in/Tap off exit readers to allow single operator fare capping under graduated fare system - Partially complete
- Introduction of all-operator day and weekly fare capping - To be completed by March 2022

12. The projects above demonstrate deliverability across a range of structures including those where:

- all elements were directly procured and delivered by the City Council
- some elements delivered by the City Council, others by a third party. City Council managed all co-ordination
- those where components are delivered by the bus operators to a specification agreed and grant-aided/co-ordinated by the City Council.

13. In each of the projects above, there was a range of internal and external risks involved, which needed to be constantly managed, with mitigation measures employed where necessary. These focused on risk of delivery to timescale, cost, and specification, as well as the risk of outcomes and objectives not being met.

14. A good example of this is the Greenlines P&R project. The original specification for this was to establish the charging depot at the Birstall P&R site, rather than at the prevailing operator's depot - to give allow greater flexibility for a potential future contract operator. However, Covid-19 measures meant the site was required as a long term testing centre. The project risk register had previously documented a mitigation/ back-up of using the operator's depot if necessary. This option was taken, and other changes were made to ensure the increased operational mileage could still be met. Due to the robust risk identification and management process, the project was still delivered to timescale, cost and specification.

15. Operational readiness for the deployment, maintenance and ongoing operation of the electric fleet is an area where shared knowledge from First Bus's existing electric operations and current deployments is key.

16. Learning lessons from the introduction of electric vehicles in York, Leeds, and Glasgow, as well as the operation of other low carbon technologies such as Hydrogen in Aberdeen and Gas in Bristol has developed a strong understanding of the training required.

17. This will include training for:

- a. The safe introduction and use of charging equipment;
- b. The technical requirements of both driver and engineer understanding for which all relevant colleagues will be trained; and
- c. Driver training - including how to operate the vehicles in the most efficient manner and full vehicle familiarisation on characteristics differing from a diesel bus.

18. Redacted

19. Redacted

20. Leicester City Council has strong experience in-house that will be employed on the ZEBRA scheme. The Senior Responsible Officer leading and programme managing the Leicester ZEBRA bus bid has a wealth of experience of leading similar projects elsewhere. This includes the introduction of 60 electric buses in Nottingham, with three different suppliers and five charging depots, together with the current Leicester Greenlines and TCF bus programme.

21. A skills audit has been conducted across the three main parties to ensure that the required expertise is available across the following areas:

Zebra Programme - Skills Audit						
Area	Subject	In-House Council	In-House Centrebus	In-House Firstbus	In-House Arriva	Commission External
1	Technical bus specification	yes	yes	yes	yes	yes
2	Technical charger depot specification	no	no	no	no	yes
3	Technical grid upgrade specification	no	no	no	no	yes
4	Procurement management	yes	yes	yes	yes	no
5	Contract formulation	yes	yes	yes	yes	no
6	Contract adherence	yes	yes	yes	yes	no
7	Maintenance	no	yes	yes	yes	no
8	Operations management	no	yes	yes	yes	no
9	Driving skills - electric buses	no	yes	yes	yes	no
10	Marketing	yes	yes	yes	yes	yes
11	Livery Branding	no	no	no	no	yes
12	Market research/consultation	yes	yes	yes	yes	no
13	Energy procurement	no	no	no	no	yes
14	Charging management - remote	no	no	no	no	yes
15	Diagnostics management	no	yes	yes	yes	yes
16	Project management	yes	yes	yes	yes	no
17	Programme management	yes	no	no	no	no
18	Warranty specification	yes	yes	yes	yes	no
19	Insurance management	no	yes	yes	yes	no
20	Legal compliance	yes	yes	yes	yes	yes
21	Grant management	yes	no	no	no	no
22	Governance process	yes	no	no	no	yes
23	Equality impact assessment	yes	no	no	no	no
24	Monitoring and Evaluation	yes	yes	yes	yes	yes

22. The partnership is committed to ensuring that projects are monitored and reviewed to ensure that learnings can be passed on to improve the delivery of future projects. The lessons learnt from the recent Greenlines electric bus projects and those in Nottingham are:

- a. Ensure thorough market research is undertaken and get feedback from operators who have recently completed electric bus projects using different suppliers and models.
- b. Engage technical assistance at an early stage in order to assist in specification and evaluation. This can pay dividends, especially in relation to power upgrade and depot equipment installation.
- c. Ensure sufficient time in the project timelines are allowed for testing, vehicle branding and installation of third party peripherals.
- d. Sequencing of each project element is very important. For example, in the infrastructure works element of the project, the sequencing must be as follows: Power upgrade > switch gear > cabling > chargers > delivery of buses.
All previous stages must be complete before the next stage can be tested and completed.

- e. Don't be afraid to pay to de-risk certain areas where there is currently limited in-house expertise e.g. battery and charging management.
- f. Thoroughly check out the supply chain for resilience regarding spare parts and ability to deliver to timescales.
- g. Don't change too many other related service aspects simultaneously when changing to electric e.g. timetables, route etc. as can be too much for drivers.
- h. Allow sufficient training for drivers and ancillary staff to ensure that vehicles and infrastructure are operated efficiently. An example of this is the benefits of regenerative braking, which can only be achieved if buses are driven properly.
- i. Make sure you invest in, and fully understand, remote bus diagnostics software.
- j. Have temporary or permanent back up options fully developed, particularly for charging equipment as this has the potential to impact all buses.
- k. Spend time and resources on packaging and promoting each project – this has a long-term impact on passenger use and is greatly appreciated by drivers and other staff.
- l. Keep the number of suppliers within the chain to a minimum and ensure use of a project manager with full experience of each aspect of this project.

Programme and Project Dependencies

23. The three proposed projects within the programme are standalone in nature and have no interdependence.
24. Within the Arriva and First Bus projects there are direct dependencies across the various elements being procured:

Buses

- Wiring diagrams of chosen peripherals must be available at the pre-build stage.
- Peripherals must be available to be fitted to buses on delivery, prior to driver training.
- Livery must be designed and agreed prior to buses going into service.
- At least one test charger must be supplied and available to test buses before final certification can be provided.
- All charging equipment, power and chargers must be available before charger management testing and service commencement.

Charging equipment

- Charging equipment cannot be specified or purchased until it is known what bus is being purchased.

- All charging equipment – cabling, switchgear and chargers – can only be fully commissioned once the power upgrade to site has been completed.

Power upgrade

- This is standalone work, but timing is such that all commissioned power has to be used by the site within 2 years of commissioning. If it is not, it can be used by any other person locally requesting this pull. This has implications on how far to 'future proof' sites for further electric bus expansion.
- Works might also be dependent on timescales required to get a licence to work on the highway.

Service commencement

- This will be dependent on any timetable or route changes required at that point in time. This could impact on how the electric bus service is operated.
- The whole electric bus programme is also dependent on grant funding timing conditions.
- The programme timings might also be dependent on the sale/cascade of current diesel buses.

25. For the Council/Centrebus project, there similar inter-dependencies, but with the exception of power upgrade which has already being implemented. However, this project will also be dependent on:
- Legal agreement to alter the depot lease from site owner (who is not the operator)
 - Legal agreements being put in place in relation to electric bus and charger lease by the Council to the operator, together with amendment of current operating contracts.
26. The ZEBRA bus programme will interface with a number of other related City Council programmes of work within the existing Transforming Cities Fund programme. Ideally, some or all of these will be implemented at or before the electric buses come into service, to maximise overall impact. However, each programme is standalone and not dependent on any other.
27. These include the following:
- a. Greenlines Electric bus projects – particularly the inner orbital electric bus yet to be tendered or commissioned
 - b. Real time information project - roll out of around 600 electric displays along the proposed ZEBRA electric bus routes
 - c. Bus stop infrastructure – roll out of around 800 bus stop totems and 500 new shelters along the proposed ZEBRA electric bus routes
 - d. Corridor based bus and cycling schemes
 - Melton Rd

- Abbey Lane/Abbey Park Rd
 - Saffron Lane
 - Aspley Lane
- e. Digital capping project
 - f. New park and ride sites at Beaumont Leys and General Hospital.
 - g. St Margaret's Bus Station build process

28. To maximise the impact of the investment of the ZEBRA electric buses, full continuous co-ordination with the above schemes is required – across specification, procurement and delivery.

29. In addition, there will be external works which will have to be co-ordinated, including private developments and utility replacement/upgrade programmes. The needs of stakeholders, particularly bus companies, will also have to be considered and allowed for. Dependencies and impacts will be managed by the project team, overseen by the Senior Responsible Owner.

30. At this stage it is considered that the main dependencies that are outside the control of each project within the programme relate to the following

- a. Redacted
- b. Ability of Western Power to meet timescales to upgrade each depot.
- c. Worldwide delays relating to battery supplies slowing down bus delivery.

31. However, the current high level programme risk assessment, after mitigation work, is as follows.

High Level Risk Analysis				
Aug-21				
Business objective	Risk	Score - Impact (4 highest)	Score - Likelihood (4 highest)	Score Combined (16 highest)
One or more projects not delivered to specification - bus. (Particular where using new untested supplier)	Impact on ability to operate the service using electric buses, could impact on ongoing operational costs/individual project business case, together with Zebra funding aims and rules	3	1	3
One or more projects not delivered to specification - depots	Impact on ability to operate the service using electric buses, could impact on ongoing operational costs/individual project business case.	3	1	3
Complete the programme on time	Programme/projects not delivered within timescale, impacts on funding rules, reputation and future investment plans	2	1	2
Operator matched financing arrangements and own internal business case changes prior to ordering.	Impact on whole of Zebra programme and grant award	2	1	2
Support of key stakeholders	Key stakeholders dissatisfied with programme outputs/objectives	2	1	2
Good project specification which meets LCC and Operator Partner and DfT Zebra funding objectives	Significant specification and design changes from concept/feasibility to development/delivery stage	2	1	1

Planning and Other Approvals

32. The planned civils and electrical works required to accommodate the new ZEBRA electric buses at three depots will all take place at existing privately owned bus depots. No planning approvals will be required for this purpose.
33. Highways consent (traffic regulation orders) will be required to upgrade the power supply to two of these depots – at Arriva (Thurmaston) and First Bus (Abbey Park). Site surveys and discussions with DNO/IDNOs has already shown the preferred route for these connections and substation locations required. Their current view is that there should not be any highways management blockage required to deliver these upgrades.

34. Prior to orders being placed for the infrastructure, a planning application will be required for the new primary substation and transformer housings. Initial pre-application discussions have commenced with the City Council for the First Bus and Arriva projects. The application should take approximately 8-10 weeks for approval. Once the permission has been granted, WPD have advised that it will take approximately 9 months to complete all works for the supply to be live, including the energisation of the cables.

Governance and Local Assurance Framework

35. The ZEBRA full business case submission has the approval both of the Chief Executive (s151 officer) and the City Mayor. This took place in mid-August, the letter of confirmation is appended to this case (Appendix 3). Any acceptance of the grant will also require the same approval route, planned in October 2021. This is a quick process and should be swiftly approved.

36. The 'Transforming Cities Board' (TCFB) is already established with the aim of managing the Transforming Cities Fund awarded to Leicester City Council, for delivery and spend over the period 2020 – 24. This manages an ongoing programme consisting of a range of discrete, interconnected projects.

37. It is proposed that the ZEBRA work is managed within this same established process – effectively as three separate additional projects added to its programme:

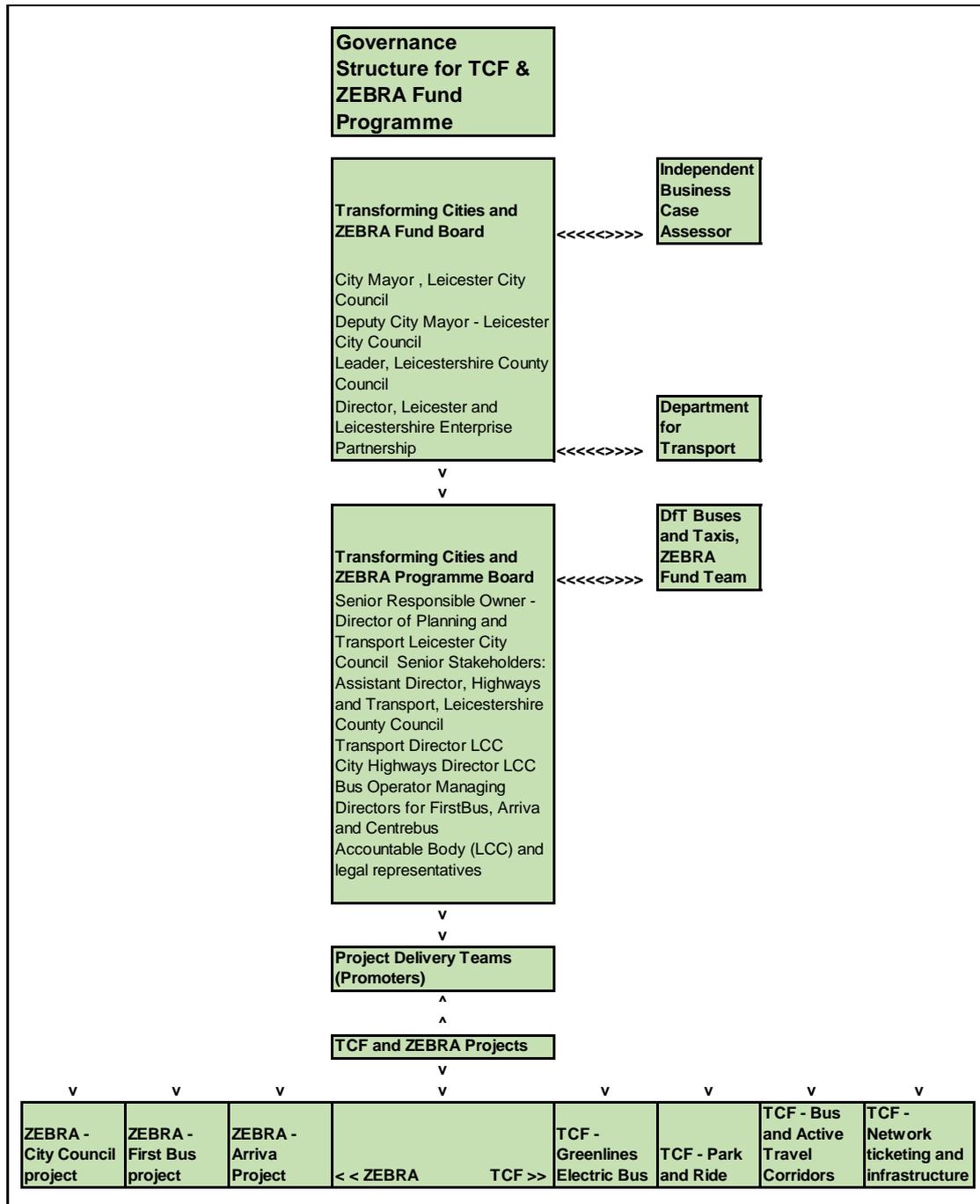
- City Council purchased electric buses and depot works
- First Bus electric buses, depot, power upgrade and associated management systems
- Arriva electric buses, depot, power upgrade and associated management systems

38. This will enable both the bus-focussed TCF projects and the three ZEBRA projects to be consistently and jointly managed in line with the agreed Bus Services Improvement Plan and Enhanced Partnership Scheme which will be in place by March 2022 as part of the National Bus Strategy local delivery process.

39. In addition, the Board's geography and members are such that it includes stakeholders responsible for the whole of Leicester and Leicestershire covered by the ZEBRA bus routes.

40. How the board will use the ZEBRA public money responsibly and transparently to achieve best value for public spending is set out in "The Transforming Cities Programme Leicester City Assurance Framework" included in Appendix 1. This will be adapted to include the ZEBRA programme within its structure. The governance structure for the programme is provided in paragraph 43 below.

41. The Assurance Framework has been developed following the principles set out in the Ministry of Housing, Communities and Local Government (MHCLG) 'National Local Growth Assurance Framework' (January 2019).
42. The Assurance Framework sets out:
 - a. The process for ensuring accountability, transparency, legal compliance and value for money by setting a robust governance and working arrangement.
 - b. The means through which project funding will be prioritised, approved and delivered.
 - c. How progress and impacts of these investments will be monitored and evaluated.
43. The Assurance Framework is intended to cover the agreed period of ZEBRA funding and delivery or any extension agreed with DfT. It may be amended following revised guidance from DfT or in order to better meet the local needs in the light of experience gained. The DfT will be consulted if any substantial changes are to be made to the Assurance Framework.



44. The responsibilities of each governance level are shown in the table below. The two Boards meet quarterly and are provided with the relevant progress, financing and risk analysis papers from the project teams. The Programme team meets monthly to co-

ordinate and review progress on each of the project teams, with their relevant team leaders.

Governance - Responsibilities for each Group	
Group	Responsibilities
Transforming Cities Funding Board	Receiving and considering business cases from the promoter requesting the release of programme funds to commence the delivery of schemes.
	the scheme against the requirements set out in the Assurance Framework report. This will be carried out by an
	Consider programme progress and evaluation Considers any changes in direction as proposed by the Programme Board
Transforming Cities Programme Board	Strategic development and direction of projects
	Preparation of the SOBC/FBC and related documents
	Submission of project milestones to the TCB for sign off
	Programme delivery during the TCF/ZEBRA lifetime
	Updates TCB on programme progress
	Monitors the programme
	Makes and directs procurement decisions Resolves issues escalated by the Programme Team
Programme Team	Day-to-day responsibility for programme delivery, including resourcing, risk management, programming and reporting
	Provides reports to the Programme Board
	Escalates issues to the Programme Board as required

Programme and Project Delivery Timelines

45. The table below summarises the delivery timescales for each project within the ZEBRA bus programme.

ZEBRA - Draft Timelines							
Milestones shown in green							
Task	Area	Task area	Task type	Partner	Who	Start	Finish
1	Programme	All	Marketing plan and publicity - partnership	Each Partner	Programme Manager	Jul-21	Mar-24
2	Programme	Buses	Marketing plan and publicity - partnership	Each Partner	Programme Manager	Jul-21	Sep-23
3	Programme	All	Approval to accept funding	City Council	Programme Manager	Sep-21	Oct-21
4	Programme	All	Confirmation of Full Zebra funding package	Each Partner	Programme Manager	Sep-21	Oct-21
5	Programme	All	Grant aid legals - linked to procurement contracts	City Council	Programme Manager	Sep-21	Jun-22
6	Programme	All	Transforming Cities Board reporting	City Council	Programme Manager	Sep-21	Mar-24
7	Programme	Depot	Internal approval to tender/procure	City Council	Programme Manager	Sep-21	Oct-21
8	Programme	Buses	Internal approval to tender	City Council	Programme Manager	Oct-21	Oct-21
9	Programme	All	Grant payments - in agreed tranches	City Council	Programme Manager	Sep-22	Sep-23
10	Programme	All	Registration of any service changes – routes/timetable changes	Each Partner	Programme Manager	Aug-23	Aug-23
11	Programme	All	Launch to public/politicians	Each Partner	Programme Manager	Sep-23	Sep-23
12	Programme	All	Monitoring and evaluation meetings	Each Partner	Programme Manager	Nov-23	Mar-25
13	Programme	All	Monitoring and evaluation reports (6 monthly)	Each Partner	Programme Manager	Nov-23	Mar-25

Type	Area	Task area	Task type	Partner	Who	Start	Finish
14	Project	Buses	Confirmation of project Zebra funding	City Council	Programme Manager	Sep-21	Oct-21
15	Project	Buses	Finalising the minimum Specification following updated market analysis	Each Partner	Project Manager	Sep-21	Nov-21
16	Project	Buses	Finalising a Tender evaluation process	Each Partner	Project Manager	Sep-21	Nov-21
17	Project	Buses	Finalising the supplier 'Quality' questionnaire	Each Partner	Project Manager	Sep-21	Nov-21
18	Project	Buses	Drawing up the supply contract	Each Partner	Project Manager	Sep-21	Nov-21
19	Project	Buses	Finalising all tender documentation	Each Partner	Project Manager	Sep-21	Nov-21
20	Project	Buses	Tender evaluation panel drawn up	Each Partner	Project Manager	Sep-21	Nov-21
21	Project	Buses	Finalising the Supplier 'Compliance' specification and questionnaire	Each Partner	Project Manager	Sep-21	Dec-21
22	Project	Buses	Invitation to tender – access to tender documents by suppliers	Each Partner	Project Manager	Dec-21	Jan-22
23	Project	Buses	Supplier clarification	Each Partner	Project Manager	Jan-22	Jan-22
24	Project	Buses	Pre-delivery inspection process to determine quality before shipment.	Each Partner	Project Manager	Jan-22	Jan-22
25	Project	Buses	Submitting the bid	Each Partner	Project Manager	Jan-21	Feb-22
26	Project	Buses	Compliance checking & Qualification assessment	Each Partner	Project Manager	Mar-22	Mar-22
27	Project	Buses	Evaluation of bids including scoring across tendering suppliers	Each Partner	Project Manager	Mar-22	Mar-22
28	Project	Buses	Agreement to award	Each Partner	Project Manager	Mar-22	Mar-22
29	Project	Buses	Internal approval to award	Each Partner	Project Manager	Apr-22	Apr-22
30	Project	Buses	Award	Each Partner	Project Manager	Apr-22	Apr-22
31	Project	Buses	Standstill period	Each Partner	Project Manager	Apr-22	Apr-22
32	Project	Buses	Contract signing	Each Partner	Project Manager	May-22	May-22
33	Project	Buses	Detailed supplier discussion on specification added detail	Each Partner	Project Manager	Jun-22	Jun-22
34	Project	Buses	Sign off detailed specification	Each Partner	Project Manager	Jul-22	Jul-22
35	Project	Buses	Build process	Each Partner	Project Manager	Aug-22	Dec-22
36	Project	Buses	Shipment to nominated point for final completion – livery, peripherals etc	Each Partner	Project Manager	Feb-23	Mar-23
37	Project	Buses	Final inspection of each vehicle	Each Partner	Project Manager	Mar-23	Mar-23
38	Project	Buses	Delivery to operating garage	Each Partner	Project Manager	Apr-23	Apr-23
39	Project	Buses	Testing of charging process	Each Partner	Project Manager	Apr-23	Apr-23
40	Project	Buses	Formal hand over and transfer of ownership documentation, insurance	Each Partner	Project Manager	May-23	May-23
41	Project	Buses	Training of drivers, management and maintenance staff	Each Partner	Project Manager	Apr-23	Jun-23
42	Project	Buses	Testing and operational familiarity – driving, charging, maintenance,	Each Partner	Project Manager	May-23	Jul-23
43	Project	Buses	Registration of any service changes – routes/timetable changes	Each Partner	Project Manager	Jul-23	Aug-23
44	Project	Buses	Launch	Each Partner	Programme Manager	Sep-23	Sep-23

Type	Area	Task area	Task type	Partner	Who	Start	Finish
45	Project	Depot	Grid upgrade - commissioning/procurement	Each Partner	Project Manager	Jan-22	Jun-22
46	Project	Depot	Depot switchgear and cabling - commissioning/procurement	Each Partner	Project Manager	Jan-22	Jun-22
47	Project	Depot	Depot civils works - commissioning	Each Partner	Project Manager	Jan-22	Jun-22
48	Project	Depot	Chargers - procured (tied into bus purchase)	Each Partner	Project Manager	Sep-21	Jul-22
49	Project	Depot	Charger - commissioned installation	Each Partner	Project Manager	Jul-22	Aug-22
50	Project	Depot	Grid upgrade - implementation	Each Partner	Project Manager	Jul-22	Oct-22
51	Project	Depot	Depot switchgear and cabling - implementation	Each Partner	Project Manager	Jul-22	Oct-22
52	Project	Depot	Depot civils works - implementation	Each Partner	Project Manager	Jul-22	Oct-22
53	Project	Depot	Chargers - installed	Each Partner	Project Manager	Sep-22	Nov-22
54	Project	Depot	Grid upgrade - specification	Each Partner	Project Manager	Nov-21	Dec-22
55	Project	Depot	Depot switchgear and cabling - specification	Each Partner	Project Manager	Nov-21	Dec-22
56	Project	Depot	Depot civils works - specify and design	Each Partner	Project Manager	Nov-21	Dec-22
57	Project	Depot	Testing of all equipment : end to end testing	Each Partner	Project Manager	Dec-22	Feb-23
58	Project	Depot	Certification	Each Partner	Project Manager	Feb-23	Mar-23
59	Project	Depot	Switch on	Each Partner	Project Manager	Mar-23	Apr-23

46. At this stage, the project timelines are generic to each project. However, current indications are that First Bus should be able to bring forward their project due the significant planning, costing and procurement works already undertaken. Their key buses and depot milestones shown above are likely to be brought forward by at least six months.

47. This is shown in their current project plan below.

REDACTED TIMELINE

Stakeholder and Public Communications and Consultation

48. The purpose of the Stakeholder and Public Communications plan is to ensure that stakeholders and the general public are kept engaged and informed through the development and implementation of projects under the ZEBRA programme.

49. Stakeholder engagement work to date has been to raise awareness of the programme, its objectives and anticipated benefits, and to obtain buy-in from key stakeholders who have a high level of interest and influence on the programme.

50. Appendix 2 shows the initial letter and survey form which has gone out to Bus User Panel members and other regular bus travellers via various distribution panels, together with the responses from over 300 participants.

51. A summary of the results is shown in the table below.

Views on Enhanced PSVAR features		
Item	Feature	Rank (5 highest)
1	Additional room for a second wheelchair or two unfolded buggies	4.7
2	Dedicated seats with leg room for an assistance dog	4.5
3	On-board screens showing next bus arrival information	4.7
4	On-board public address systems alerting passengers of oncoming stop and other route/timetable information	4.6
5	Acoustic bus alert system for pedestrians when travelling at low speeds in areas of high pedestrian usage	4.4
	total	4.6

52. A description of the main internal and external stakeholder groups and how they have been engaged and consulted during the programme development process is provided in the table below. The list of stakeholders may evolve as more groups are identified as part of project development stage.

53. Further engagement with the public will take place on a project by project basis to allow people to offer their views on potential scheme design.

54. Appendix 3 shows that this bid has already sought and received the full support of the following:

- First Bus – key matched financing partner and bus owner/operator.
- Arriva – key matched financing partners and bus owner/operator.
- Centrebus – key operator of contracted bus services going electric. Own electric charging depot.
- Stagecoach Bus – a key member of the Leicester Bus Partnership.
- Roberts Travel Group – key member of Leicester Bus Partnership and contractor operator of existing Greenlines electric buses.

- Leicestershire County Council – local transport authority covering part of several of the proposed commercial bus routes. Joint promoter of the electric park and rides.
- Zenobe Energy – partner for energy management and procurement, smart charging and depot works.
- Pelican Bus – suppliers of current Greenlines electric bus and project delivery manager.
- Leicester Hospital Trust – key external stakeholder and commissioner of buses in itself.
- Leicester and Leicestershire Local Enterprise Partnership.
- Leicester Bus User Panel – representing users from several different groups, including those representing a range of different disabilities.

Stakeholder Engagement Programme						
Stakeholder category (to whom)	Information needs (who/what)	Purpose (why)	Level of Influence	Interest in Project	Status	Date to be actioned
Internal Stakeholders						
City Mayor	Briefing on Zebra bid.	Key decision maker	HIGH	HIGH	Red	Regular updates via Neighbourhood, Planning and Transportation Project Boards, held every 6 weeks
	Updates on specification of each project	Bid sign off.				
	Progress updates	Decision maker on designs of projects.				
	Finance updates	Funding sign off				
Cllr Adam Clarke – Deputy Mayor	Briefing on Zebra bid.	Key decision maker	HIGH	HIGH	Red	Regular updates via Neighbourhood, Planning and Transportation Project Boards, which are held every 6 weeks.
	Updates on specification of each project	Bid/funding sign off.				
	Progress updates	Decision maker on designs of projects.				
	Finance updates					
Ward Councillors	Meeting to present projects in their respective wards. Copy of letters sent to constituents	Seek views on designs. Keep informed of consultation.	HIGH	HIGH	Red	Project level engagement to commence following Zebra funding award
Director of PTED (Andrew L Smith)	Bid development/progress	Key decision maker	HIGH	HIGH	Red	Senior Responsible Owner – involved in weekly catch up session. Also chair of monthly TCF project boards.
	Development of/decisions on programme	Bid sign off				
	Decision on project objectives/outputs/design	Decision maker on design/outputs/objectives of projects.				
TCF Programme Board	Bid development/progress	Key decisions on programme.	HIGH	HIGH	Red	Updated via monthly project boards.
	Decisions on programme	Sign off of projects				
	Decision on project objectives/outputs/design					
Public Transport Team	Involvement in specification, tendering and delivery process	Ensure specification and all partnership objectives are met throughout programme.	HIGH	HIGH	Red	Monthly meeting prior to Programme Board meetings.
	Regular engagements via design team meetings (DTM)					
External stakeholders						
Public Transport Operators - Project delivers: First/Arriva/Centrebus.	Involvement in development and delivery of the programme. Feedback from their own management processes - to adjust programme if necessary.	To ensure full delivery of the programme to agreed Zebra objectives	HIGH	HIGH	Red	Monthly meetings
Bus Operators Group - all operators	Present designs to allow comment and buy in on public transport improvements	To ensure user needs are met.	LOW	HIGH	Red	Every 3 months
General Public	Consultation on programme via media, as part of BSIP/EPS Bus Partnership process	TO ensure public support of the programme/Projects.	HIGH	HIGH	Yellow	In line with agreed process from BSIP/EPS Bus Partnership process in line with National Bus Strategy recommendations.
	Regular updates on progress via local media and LCC website.	Take on board concerns/wishes/ comments.			Yellow	
Leicester Disabled Peoples Access Group (LDPAG)	Engagement with people with disabilities to ensure the designs and objectives of the scheme have a positive impact on users. Present designs at workshops, involvement in the design process.	To take on board comments/suggestions/concerns. Ensure designs improve access	HIGH	HIGH	Red	Initial consultation as part of EIA started July 2021
Bus User Panel	Present specification to allow comment and buy in on public transport improvements	To ensure user needs are met.	LOW	HIGH	Red	Initial consultation as part of EIA started July 2021. Full consultation before bus specification is determined
Hospital Trust	Keep informed of programme progress and impact of projects	To ensure access by public transport, walking and cycling	LOW	HIGH	Red	Within current 3-monthly consultation meeting process
Universities	Keep informed of programme progress and impact of projects	To ensure access by public transport, walking and cycling	LOW	HIGH	Yellow	Within current 3-monthly consultation meeting process
Sports stadiums	Keep informed of programme progress and impact of projects	To ensure access by public transport, walking and cycling	LOW	LOW	Green	Within current 3-monthly consultation meeting process
Key						
Low Influence, Low Interest	<i>Least Important, Minimal effort</i>				Green	
High Influence, Low Interest	<i>Meet their needs, keep Satisfied</i>				Yellow	
Low Influence, High Interest	<i>Show consideration, Keep Informed</i>				Yellow	
High Influence, High Interest	<i>Key Player, Engage Closely</i>				Red	

Risk Management Strategy

55. This is a slightly unusual programme in that the implementation of one project will be managed by the City Council, but the other two, larger, projects will be managed by First Bus and Arriva respectively – with both putting in a considerable amount of their own finances and as such well incentivised to manage risks robustly.
56. There is also the management and co-ordination of the whole grant programme which will be undertaken by the City Council, as local devolved grant administrator.
57. There is an obvious advantage of spreading the risk across these three parties, but associated risk in coordination of overall programme delivery.
58. There are no interdependencies between the three projects, but there are significant interdependencies within each project as outlined previously – adding risk to successful delivery to time and specification.
59. We recognise that risks need to be identified, evaluated, and controlled in a transparent, systematic, and consistent method. Risk will be considered by the Project Teams and Programme Manager and escalated to the Programme Board when a change decision is required. Funding for risks requiring changes to the approved budget will be held by the Programme Board.
60. Project risks are reviewed on an ongoing basis through the life of the scheme development and delivery process. This is the responsibility of the Project Manager, who maintains quantified risk assessments and reports any issues and risks to the Programme Manager. The Programme Manager will report on project and programme risks to the Programme Board at monthly meetings or as required. The programme governance arrangements described earlier will manage the high-level programme risk register and quantified risk assessments for each theme.
61. A high-level ZEBRA Programme risk register has been produced and is shown below. This captures programme level risks and mitigation actions. The programme risk register documents the key funding, design and construction risks and their anticipated probability and impact. The risks were identified and informed through experience on the delivery of similar major programmes.

62. The table below summarises the key risks and the risk management strategy that has been adopted, based on the severity/impact if the risk crystallises. The risk ratings are applied from a scale of 1-4 where 4 represents the highest possible risk rating.

Zebra Risk Register - High Level Summary			
Risk in terms of Severity (4 highest)			
Area	Risk	Score	Mitigation
One or more projects not delivered to specification - bus. (Particularly where using new untested supplier)	Impact on ability to operate the service using electric buses, could impact on ongoing operational costs/individual project business case, together with Zebra funding aims and rules	3	Engagement of specialists to advise in specification stage. Determine agreed cut off point for supplier negotiations and termination. Have a back up alternative supplier to use if chosen supplier relations break down at early stage. Ensure full project management and feedback loops throughout process
One or more projects not delivered to specification - depots	Impact on ability to operate the service using electric buses, could impact on ongoing operational costs/individual project business case.	3	Engage of specialists to advise in each stage of the specification. Have DNO and alternative IDNO lined up. Ensure full project management and feedback loop throughout procurement and delivery
Complete the programme on time	Programme/projects not delivered within timescale, impacts on funding rules, reputation and future investment plans	2	Agree programme with the DfT and LCC Executive Team, Ensure realistic timescales and contingency included in the programme. Early notification to the board of any potential delays.
Operator matched financing arrangements and own internal business case changes prior to ordering.	Impact on whole of Zebra programme and grant award	2	Ensure other matched programme of support projects continue and are developed further to improve viability and sustainability of proposed Zebra electric bus investment
Support of key stakeholders	Key stakeholders dissatisfied with programme outputs/objectives	2	Early involvement of key stakeholders at programme development level and project design level
Good project specification which meets LCC and Operator Partner and DfT Zebra funding objectives	Significant specification and design changes from concept/feasibility to development/delivery stage	2	Full market research and management of specification process with all stakeholders. Ensure EIA's meet needs of protected groups

63. The above table risk scoring will be adjusted to take into account the likelihood of each occurring as each project develops. The scoring assessed in August 2021 is as follows. This is reassessed monthly by the programme manager in discussion with each project manager and taken to Board quarterly.

High Level Risk Analysis				
Aug-21				
Area	Risk	Score - Impact (4 highest)	Score - Likelihood (4 highest)	Score Combined (16 highest)
One or more projects not delivered to specification - bus. (Particular where using new untested supplier)	Impact on ability to operate the service using electric buses, could impact on ongoing operational costs/individual project business case, together with Zebra funding aims and rules	3	1	3
One or more projects not delivered to specification - depots	Impact on ability to operate the service using electric buses, could impact on ongoing operational costs/individual project business case.	3	1	3
Complete the programme on time	Programme/projects not delivered within timescale, impacts on funding rules, reputation and future investment plans	2	1	2
Operator matched financing arrangements and own internal business case changes prior to ordering.	Impact on whole of Zebra programme and grant award	2	1	2
Support of key stakeholders	Key stakeholders dissatisfied with programme outputs/objectives	2	1	2
Good project specification which meets LCC and Operator Partner and DfT Zebra funding objectives	Significant specification and design changes from concept/feasibility to development/delivery stage	2	1	1

64. Detailed Quantified Risk Registers (QRR) will be produced for each project to feed into the above on a monthly basis. These are likely to be different for each project due to their inherent differences.

65. Although implementation of the Council complementary measures is independent from the implementation of the ZEBRA programme, it is important that it is delivered in tandem

and to timescales, in order to support the viability of the ZEBRA investment.

66. As noted above, the implementation of these complementary measures is governed through the Transforming Cities Funding governance and Local Assurance Framework processes set out above.
67. Risk management is undertaken on a project by project basis and fed up to programme level for monthly reporting in terms of delivery to specification, timescale and cost. Any mitigating actions are agreed at Board programme level and discussed and approved with DfT if they significantly impact programme outputs and outcomes.
68. Below is the current risk assessment of the main identified risks for each project, following significant ongoing mitigation work.

REDACTED

69. The financial assessment of the risks is detailed in the Financial Case. Financial risk will be monitored within each element of each project on a continuous basis. Ownership will lie with each project owner, and the grant conditions will be such that any cost overruns are the responsibility of the project owner – there will be no additional grant to cover this.
70. However, as detailed in the Financial Case, reasonably firm prices for each project have now been obtained. Any grant underspend related to any item will be returned to the Council programme manager and repurposed within the programme or returned following discussion with the DfT.

Risk Management – Redacted

71. Redacted

72. Redacted

73. Redacted

74. Redacted

- Redacted

75. Redacted

76. Redacted

77. Redacted

Monitoring and Evaluation

78. Effective monitoring and evaluation is an important part of the overall appraisal process. We intend to carry out a tailored monitoring and evaluation programme to identify the extent to which the identified objectives and anticipated outcomes have been achieved. This will build on and be compared against base data sets drawn up in preparation for this bid.

79. Full details of this process are set out in the separate Monitoring and Evaluation section.

80. It is noted that DfT is currently procuring a research contractor to coordinate programme-level M&E for ZEBRA. It is confirmed that Leicester's project-level M&E plan will cooperate with this programme-level evaluation and provide the required data as and when required.

Conclusions

81. From the above information it is concluded that:

- a. The delivery partnership has good experience in successful delivery of similar projects to timescale and specification – meeting agreed objectives and outcomes.
- b. The partnership is well resourced and has access to the required expertise to deliver the programme.
- c. Each organisation in the scheme has a strong governance structure in place, including Leicester City Council as grant administrator and programme coordinator.

- d. The recommended internal processes are in place to both deliver each project and manage the grant administration involved in this programme
- e. The partnership has a robust, established risk identification and management protocol which will be employed on the ZEBRA scheme to ensure successful delivery.
- f. The programme has the full support across a range of local stakeholders
- g. The programme is a challenging one, with several partners and some significant risks involved. However, it is felt by the all three partners that it is readily achievable given the resources available, commitment and work carried out to date.

Appendix 1

Draft Local Assurance Framework

(NB To be updated to merge ZEBRA and TCF programmes)

LEICESTER CITY COUNCIL

LOCAL ASSURANCE FRAMEWORK

TRANSFORMING CITIES AND ZEBRA CAPITAL PROGRAMMES

1.1 INTRODUCTION

1.2 PREAMBLE

1.2.1 The 'Transforming Cities Board' (TCFB) is established with the aim of managing the Department for Transport's (DfT) 'Transforming Cities Fund (TCF)'. One of the key aims of this document is to set out how the board will use the TCF public money responsibly and transparently to achieve best value for public spending. It also aims to establish a robust stewardship of the resources that are available with clear roles and responsibilities.

1.2.2 This framework has been developed following the principles set out in the Ministry of Housing, Communities & Local Government 'National Local Growth Assurance Framework' (January 2019). The document also draws on the Assurance Framework that was prepared by the Leicester and Leicestershire Transport Board (LLTB). The LLTB Assurance Framework was signed off by the DfT in June 2015. However, it has been necessary to review and update the document in light of the January 2019 MHCLG framework to make it fit for purpose for schemes that are being promoted through TCF Tranche 2.

1.2.3 This document sets out:

- The process for ensuring accountability, transparency, legal compliance and value for money by setting a robust governance and working arrangement.
- Confirm the means through which project funding will be prioritised, approved and delivered.
- How progress and impacts of these investments will be monitored and evaluated.

1.2.4 The primary role of the TCFB is to review and approve individual business cases and ensure effective delivery of the programme of schemes identified and approved in the TCF Strategic Outline Business Case (SOBC).

1.2.5 This Assurance Framework is intended to cover the period Q4 2019/20 to Q4 2022/3 or any extension agreed with DfT. It may be amended following revised guidance from DfT or in order to better meet the local needs in the light of experience gained. The DfT will be consulted if any substantive changes are proposed to be made to the Assurance Framework.

PART 1 – PURPOSE, STRUCTURE AND OPERATING PRINCIPLES

1.3 GEOGRAPHY

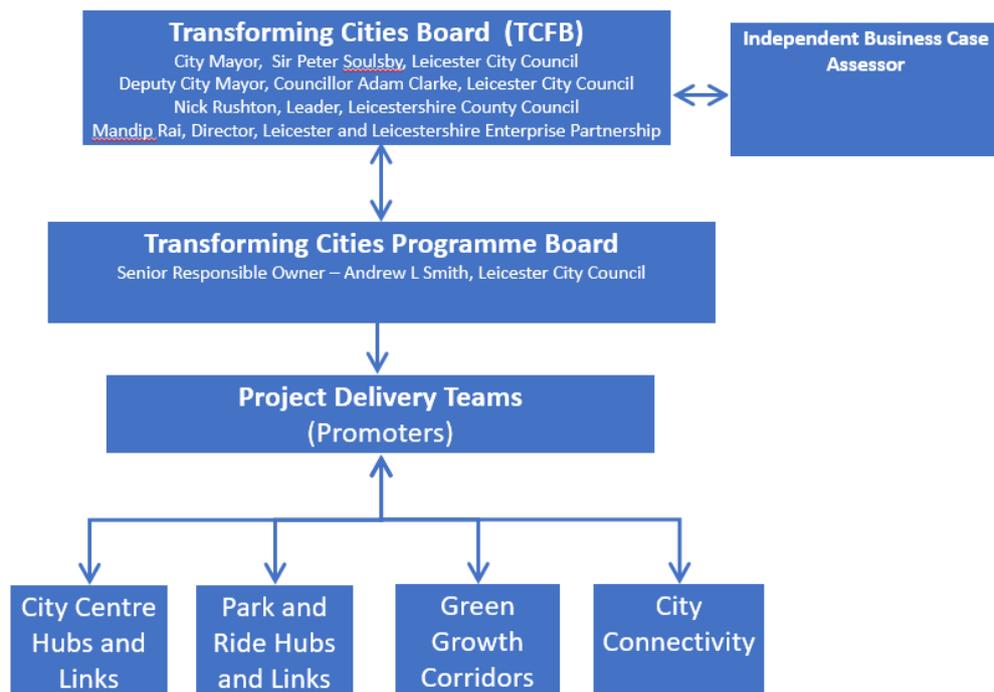
1.3.1 The geographic jurisdiction of the TCFB is based on the programme of schemes approved in the TCF bid to be delivered in the Leicester City urban area. This extends beyond the city council's administrative area into adjacent urban areas under Leicestershire County Council Transport Authority jurisdiction.

1.4 MEMBERSHIP

1.4.1 The TCFB comprises Leicester City Council (LCC), Leicestershire County Council (Leics CC) and Leicester and Leicestershire Enterprise Partnership (LLEP) and any co-opted partner organisations/individuals.

1.4.2 Those representing their respective Membership will be reviewed annually and at other times by the Board as may be required. The TCFB has been set up in such a way to allow for future expansion if considered appropriate by the Board. Deputies will be permitted.

Governance Structure for Transforming Cities Fund Programme



1.5 CONFLICTS OF INTEREST

- 1.5.1 All individuals who are members of the TCFB will be required to disclose any potential conflicts of interest, at the beginning of each meeting, which may prevent them from making an impartial decision on either the prioritised programme or a particular investment or scheme. Depending on the nature of the potential conflict of interest, to be determined by the other members present, there may be a need to co-opt another member on to the TCFB for the purpose of making a particular decision. All conflicts and co-opting will be recorded in the minutes of the meeting.

1.6 GIFTS AND HOSPITALITY

- 1.6.1 TCFB members are not allowed to accept any gift or hospitality from any individual or organisation who has a specific interest in any scheme or other item of TCFB business. All gifts and hospitality offered must be declared on a publicly available register, to be kept by the TCFB and published on the LCC website, and clearly showing whether the gift or hospitality has been accepted or declined.

1.7 AUDIT AND SCRUTINY

- 1.7.1 An independent local audit will be commissioned by LCC and carried out by a qualified auditor mid-way through the programme in 2021/2 and the audit will be made available at the request of the DfT. The aim of the audit will be to verify that the TCFB is operating effectively within the terms of the agreed assurance framework. Any shortcomings identified within the audit will be reported to the TCFB and appropriate remedial action will be put into place. This is to avoid the risk of DfT withholding or recovering funding due to an adverse audit finding or because remedial action has not been taken in a timely manner.
- 1.7.2 Further audits will be carried out at the TCFB's discretion.
- 1.7.3 It is acknowledged that DfT may also decide to undertake its own periodic assessments of the quality of appraisal and scrutiny within the TCFB, in order to test the extent to which the TCFB is discharging the responsibilities to deliver value for money. It is noted that the results of these assessments may be taken into account in determining future funding allocations.
- 1.7.4 The TCF programme may be considered as part of the city and county transport authority's own scrutiny functions at the request of the respective councils.

1.8 STAKEHOLDER ENGAGEMENT AND CONSULTATION

- 1.8.1 TCF programme stakeholders engaged as part of project development and delivery can be co-opted on the TCFB as required by the board. Consultation on TCF projects will be led by Leicester City Council (LCC) or the relevant lead body. Where any projects are

proposed to be delivered on county highway, then Leicestershire County Council (Leics CC) as highway authority will be consulted to agree what, if any, Leics CC support is appropriate. All works on the public highway will require approval by the appropriate Highway Authority throughout the design and consultation process. All projects will adhere to statutory and non-statutory consultation requirements applied by each highway authority. Details of the TCF programme will be publicised through the lead authority website. Media releases with appropriate funder recognition will accompany the approval of individual schemes.

1.9 STRATEGIC OBJECTIVES AND PURPOSE

1.9.1 The primary objective of the TCFB is to decide which transport investments should be brought forward for delivery from the approved TCF programme, to review and approve individual proportionate business cases for those investments, and to ensure effective delivery of the programme. It will ensure value for money and sound decision making.

1.9.2 The TCFB is responsible for the following in relation to TCF scheme funding:

- Ensuring value for money is achieved.
- Agreeing investments within the available budget.
- Making decisions on individual scheme approvals, investment decision making and release of funding, including scrutiny of individual scheme business cases.
- Monitoring progress of scheme delivery and spend.
- Whole project Monitoring and Evaluation.
- Oversight of the budget and programme to respond to changed circumstances, such as scheme slippage, scheme alteration and cost increases.

1.10 SUPPORT AND ADMINISTRATION ARRANGEMENTS AND MEETING FREQUENCY

1.10.1 The TCFB will secure the capacity and capability to undertake all the functions of the TCFB described in this framework. Leicester City Council will guarantee that the required support arrangements are in place.

1.10.2 The TCFB will normally meet as required by the need to approve schemes and review progress of the programme.

1.11 TRANSPARENCY AND LOCAL ENGAGEMENT

1.11.1 This section explains how the TCFB will ensure a high level of transparency and appropriate involvement of the public and key stakeholders in decision making. The TCFB regard the opportunity for meaningful input by the public and stakeholders as being very

important and will adhere to the Local Government Transparency Code. The TCFB will have a dedicated web page which will be hosted by the City Council. This will contain material accessible to the general public to help inform on programme progress. It will also contain a clear statement of the approach that will be followed by the TCFB when making major investment decisions through this Assurance Framework.

1.11.2 The TCFB will engage as appropriate with key stakeholders on a project by project basis. The level of engagement would be proportionate to the scale of intervention.

1.11.3 Leicester City Council will publish the results of the TCFB decisions on its web site, ensuring that the rationale behind the decisions is clearly explained. This will include the expected outcomes for the schemes that it funds. Leicester City Council will make available copies of the following:

- Scheme business cases and evaluation reports including a Value for Money (VfM) statement.
- Funding decisions.
- The overall TCF programme and individual project programmes.

1.11.4 As the accountable body, Leicester City Council will deal with all information requests made under the Freedom of Information Act 2000 and the Environmental Impact Regulations 2004, in respect of TCFB business.

1.11.5 Leicester City Council on behalf of the TCFB will:

- Publish the necessary information on a timely basis.
- Hold all TCFB papers and documents for at least six years.

1.12 COMPLAINTS AND WHISTLEBLOWING

1.12.1 Any individual or organisation is entitled to make a complaint if they feel that the work of the TCFB is not being undertaken in accordance with the standards outlined in this Assurance Framework. Complaints made against the TCFB will be treated in accordance with the Leicester City Council complaints procedure which can be found at <https://www.leicester.gov.uk/contact-us/comments-compliments-and-complaints>.

1.12.2 The TCFB members are committed to high standards of conduct and to compliance with legal obligations and good practice. They want malpractice to be pointed out and dealt with and they expect those who help to deliver the programme of improvements, to help with that. Officers are encouraged to raise genuine concerns as “whistleblowers”. Those who make public interest disclosures reasonably and in good faith will be protected from detriment such as victimisation or discipline. Often, that involves treating the disclosure confidentially, including protecting the whistleblower’s identity.

1.13 SECTION 151 OFFICER

2.11.1 The Accountable Body will ensure they address the five principles of the CIPFA guidance:

- Embed a corporate position for Leicester City Council's Section 151 officer in TCFB assurance
- Create a formal/structured mandate for the LCC Section 151 officer
- Embed good governance onto decision making
- Ensure effective review of governance
- Ensure appropriate skills and resourcing

1.13.1 All Board and sub board documents which have a financial implication will be provided to the LCC Section 151 officer/delegate, and where decisions are being made the Section 151/delegate will have the opportunity to comment.

1.13.2 The LCC Section 151 officer will ensure their oversight of the proper administration of financial affairs within the TCFB continues throughout the year. They will provide an assurance statement as part of the Annual Performance Review to the TCFB. They will provide a letter to the Accounting Officer at the DfT, on request, which will include:

- Details of the checks that the LCC S151 officer has taken to assure themselves that the TCFB has in place the processes that ensure proper administration of financial affairs in the TCFB
- A statement outlining whether, having considered all the relevant information, the LCC Section 151 officer is of the opinion that the affairs of the TCF programme are being properly administered consistently with this LAF.

2 **PART 2 – PROGRAMME MANAGEMENT & INVESTMENT DECISION**

2.1 **SCHEME PRIORITISATION**

2.1.1 Scheme prioritisation and development of a scheme programme has been completed at SOBC stage. At SOBC stage prioritisation involved sifting a long list of schemes down to an agreed programme in line with DfT guidance.

2.1.2 The objectives of Leicester City Council, Leicestershire County Council and the TCF are very closely aligned. They recognise the importance of delivering transport investment that supports economic and housing growth for all sectors of the community whilst incorporating measures that will lead to an improvement in air quality and a reduction in Carbon emissions. Schemes were prioritised based on the TCF objectives.

2.2 **SCHEME ASSESSMENT AND APPROVAL**

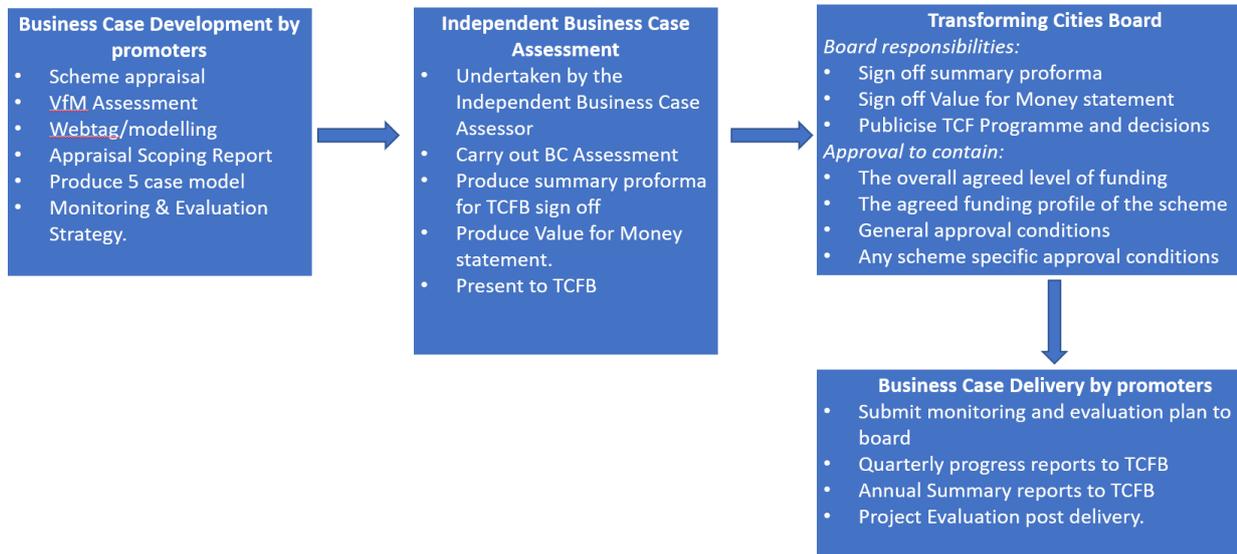
2.2.1 Each scheme will be project managed and promoted by officers (Promoters), who will be responsible for developing scheme proposals and producing business cases that are appropriate in scale and content to the proposals. The TCFB will be responsible for assessing the business case and deciding whether to provide funding for the scheme, and with what conditions.

2.2.2 Individual scheme approval decision made by the TCFB will be supported by an assessment of the scheme, carried out independently of the promoters and signed off by the Independent Business Case Assessor.

2.2.3 Independent scrutiny of business cases for presentation to the TCFB may be resourced by appropriately skilled and qualified professional officers (with appropriate experience in assessing business cases developed under TAG guidance) appointed internally or externally by Leicester City Council or Leicestershire County Council, who have no direct involvement in the particular business case under consideration. The Independent Business Case Assessor will be responsible for overseeing, and signing off, the business case assessment.

2.3 LOCAL ASSURANCE FRAMEWORK PROCESS

LOCAL ASSURANCE FRAMEWORK PROCESS



2.4 THE TRANSPORT BUSINESS CASE

2.4.1 The TCFB will require that all scheme proposals meet the key principles of the DfT Transport Business Case guidance, with the assessment of a scheme set out according to the Five Case Model as follows:

- the Strategic case.
- the Economic case.
- the Financial case.
- the Management case.
- the Commercial case.

2.4.2 The principles of the Five Case Model were required to be met at the Strategic Outline Business Case stage and will be applied proportionally at the project approval stage. Every funding bid should have a clear statement of objectives and the specific outcomes that the scheme is intended to achieve. This will enable the public and stakeholders to be clear on the success or otherwise of the scheme when it is evaluated. The core of the economic case is the value for money assessment, and this is discussed in more detail below.

2.4.3 All schemes/projects will be subject to proportionate appraisals and business cases.

2.5 THE APPROVAL PROCESS

2.5.1 The TCFB will follow a three-stage approval process for individual schemes with the First stage completed as a requirement of programme entry:

- i) **Strategic Outline Business Case** [Submitted to DfT November 2019] – this initial stage advises the TCFB of schemes included in a strategic programme approved by DfT. The appraisal undertaken on schemes was subject to a level of detail appropriate to an individual scheme Outline Business Case and included a clear statement of objectives, along with an outline of the scope and cost of the proposals, including VfM. It also set out how the proposals met strategic policy objectives. Proposals were at outline design stage and included a draft programme and risk assessment with an appropriate action plan for red risks. Constraints at a desktop level were also identified. A Monitoring and Evaluation plan will be submitted at full business case stage. Full Business Cases will now need to be submitted for each of the approved schemes or packages.
- ii) **Full Business Case** – At this stage all approved schemes will be designed and developed to a full proportionate detailed business case, following TAG principles which will be submitted to the TCFB. On relevant schemes, promoters should consider traffic impact and any subsequent mitigation resulting from proposed schemes, including any road space re-allocation. Traffic modelling will be undertaken as appropriate on relevant schemes.
- iii) **Scheme Approval** – will be by formal agreement between the TCFB and the promoter. The agreement will include the approved funding and programme, the scope and detail of the scheme that has been approved, any specific conditions for the particular scheme, monitoring/evaluation arrangements, reporting, claims and audit requirements.

2.5.2 The TCFB must be notified as soon as possible of any significant changes of scope or delays in the approved programme. Full details will need to be submitted to the TCFB. There will be no automatic increase in funding from the TCFB. The TCFB will consider the merits of the submission and take into account any headroom in the overall funding profile held by the TCFB.

2.5.3 On an exceptional/emergency basis (for example linked to the Covid 19 pandemic) and where agreed with the DfT, early programme spend can be incurred without TCFB approval.

2.5.4 Where required TCFB meetings may be held remotely through use of video conferencing. It may also be necessary for Board member decisions on projects to be expedited through

exchange of e mails following receipt of business cases without the need for a formal board meeting.

2.6 VALUE FOR MONEY

2.6.1 Value for money (VFM) can be described as using public resources in a way that creates and maximises public value. The greater the Benefit to Cost Ratio (BCR) of a scheme, the higher the value for money it is. Scheme benefits potentially encompass a wide range of economic impacts including:

- Journey time savings and journey quality for individuals.
- Reduction in costs to businesses, transport operators and passengers.
- Increasing access to jobs.
- Increasing inward economic investment.
- Keeping roads open to traffic (especially freight).
- Reducing accidents / improving safety and security.
- Health benefits.
- Modal shift from private cars to more sustainable modes of transport such as walking, cycling or public transport.
- Improvements to air quality and the environment.
- Revenue generated from modal shift, particularly with schemes involving rail or any passenger transport.

2.6.2 As well as VFM the promoter may also take into account non monetised benefits, such as more general impacts on the local area, ambience, regeneration (GVA, GDP, jobs) and public realm. Various tools are available to scheme promoters to quantify the fiscal benefits of a scheme. These could (not exclusively) include Heat, AMAT etc.

2.6.3 The TCFB requires each scheme submission to be supported by appropriate modelling and appraisal proportionate to, and fit for purpose for, the scheme under consideration. TAG should be applied proportionately, based on the impact of the scheme and the scale of the impacts. It is up to the scheme promoter to make the case for the proportionate use of TAG based on the type of scheme, modelling requirements, potential environmental impacts and projected social / distributional impacts. The scheme promoter will be required to produce a short Appraisal Specification Report (ASR) which will summarise the proposed modelling and appraisal approach.

2.6.4 The proportionate use of TAG is mandatory for all schemes. Scheme promoters will be required to conduct appraisals and value for money assessments using the DfT's TAG tool

kit: <https://www.gov.uk/guidance/transport-analysis-guidance-webtag> . Central case assessments must be based on forecasts which are consistent with the definitive version of NTEM (DfT's planning dataset). The appraisal and modelling will be commissioned by LCC and scrutinised by the TCFB and this will be undertaken independently of the promoting authority. This will be done either:

- If in-house capacity is available by appropriately skilled and qualified professional officers from Leicester City Council and/or Leicestershire County Council who have no direct involvement in the particular business case under consideration will act as an Independent Business Case Assessor.
- Otherwise by the external employment of appropriately skilled and qualified consultants not involved in the particular business case under consideration.

2.6.5 The TCFB will scrutinise the appraisal and modelling to include checks on whether:

- The proposed scheme fits with TCFB priorities.
- The figures used for forecasting of growth, traveller numbers, costs, etc. are appropriate.
- The scheme appraisal complies with proportionate use of TAG including checks on the suitability of models used and the modelling work undertaken.
- The factors used to show a benefit or dis-benefit are appropriate, proportionate and reasonable - such as in connection with the impact of behavioural change measures.
- The combined package of measures proposed is likely to result in the claimed outputs and outcomes.

2.6.6 The TCFB will be responsible for scrutinising the scheme appraisal and value for money case. The TCFB will, if necessary, appoint an Independent Business Case Assessor to quality assure the internal work of the TCFB and any external advice. If such an appointment is considered appropriate by the TCFB, Leicester City Council's normal practices for procurement, commissioning and monitoring will be used. This will be approved at director level. The process includes the assessment of potential consultants, to ensure, amongst other things, their suitability to undertake the work and their experience in appraising business cases. Recognised frameworks will be used if considered appropriate by the TCFB.

2.6.7 At the stage of the business case approval, the scheme promoter will produce a Value for Money Statement (VfMS). The VfMS will summarise the economic case for the scheme, so that stakeholders can understand the potential costs, benefits and impacts. DfT guidance on the VfMS is available at: <http://assets.dft.gov.uk/publications/value-for->

[money-assessments-guidance/vfmguidance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/614441/money-assessments-guidance/vfmguidance.pdf) . A VfM statement and a monitoring and evaluation plan will be required for all transport projects in line with DfT advice on assessing VfM and monitoring and evaluation. The VfM statement will be produced by scheme promoters and independently scrutinised by the Independent Business Case Assessor and TCFB.

2.6.8 For each scheme seeking approval, the VfMS will provide an overall Benefit to Cost Ratio (BCR) which will compare the monetised benefits with the costs (such as those in relation to journey time savings and the reduction in accidents). In purely monetised economic terms, the value for money of a scheme will be categorised as follows:

- Poor VFM if the BCR is less than 1.0
- Low VFM if the BCR is between 1.0 and 1.5
- Medium VFM if the BCR is between 1.5 and 2.0
- High VFM if the BCR is between 2.0 and 4.0
- Very high VFM if the BCR is greater than 4.0

2.6.9 The TCFB base expectation is for a BCR of 2.0 or higher and it is these schemes that demonstrate high value for money (a BCR of over 2.0 accounting for significant non-monetised impacts and key uncertainties) that will have the best chance of being funded. Notwithstanding the principles on value for money, the TCFB will be able to approve schemes having lower VfM, having regard to specific circumstances including:

- Very convincing wider economic, social and environmental benefits;
- The ability of the scheme to address multiple city regional policy objectives as set out in Chapter 3.3 of the TCF bid submission dated November 2019;
- Social/Distributional impacts;
- Circumstances where very significant levels of match funding are being provided by the scheme promoter; or
- Where there are other urgent considerations i.e., CoViD related impacts, regeneration opportunities, health benefits or where there is a high element of qualitative benefit.

2.6.10 Schemes with a BCR of less than 1.0 will not normally be funded and will only be funded by exception where there is very strong overall business case (including non-monetised benefits) or where there are clear linked overall programme benefits resulting in a combined higher level VfM/BCR; it is noted that there could be schemes which do not clearly fit the appraisal tools available and that the benefits are not easily captured. These schemes will be examined by the TCFB on a case by case basis. Those schemes that do

not achieve high VfM may still be funded providing the promoter can demonstrate that the preferred option meets the councils strategic objectives as defined by their Local Transport Plan and aligns with key Local, DfT and TCF objectives.

- 2.6.11 A summary pro forma will be prepared for the TCFB.
- 2.6.12 The standard assessment procedure will examine opportunities for higher performing schemes that could deliver higher VfM. The standard process will also check on scheme development to ensure that schemes are not being de-scoped.
- 2.6.13 The Independent Business Case Assessor engaged to undertake the review of the business cases would be responsible for ensuring that appropriate checks are carried out and by suitably qualified persons. This will include a consideration of the robustness and relevance of all the non monetised evidence provided by the promoters. Any inconsistencies within this evidence, and between this evidence and the economic case, will be carefully considered by the Independent Business Case Assessor, who may request further impartial due diligence which will be reported to the TCFB with recommendations.
- 2.6.14 The Independent Business Case Assessor will be the officer responsible for the VfM sign off on behalf of the TCFB.
- 2.6.15 The TCFB will consider to approve the business case based on the VfMS and other evidence as appropriate.
- 2.6.16 If a conflict of interest becomes apparent at any stage concerning the designated officer, Leicester City Council's Chief Operating Officer will be advised and will if necessary appoint another officer to act as the Designated Officer to be responsible for sign off.

2.7 EXTERNAL VIEWS ON BUSINESS CASES

- 2.7.1 Proportionate business cases for schemes with a construction cost more than £5m will be published (and publicised) on the TCFB website for at least two weeks before funding approval decisions are made so that external comment is possible. This would include a Value for Money Statement produced by a supporting independent officer/consultant and signed off by a member of the TCFB (Programme Manager). Opinions expressed by the public and stakeholders will be available to TCFB members when decisions are being taken. There will be exceptions for any commercially sensitive information.

2.8 RELEASE OF FUNDING, COST CONTROL AND APPROVAL CONDITIONS

- 2.8.1 The TCFB scheme approved funding can only be spent on the specified scheme and only on capital expenditure. Funding will only be released after the full approval stage and only

in quarterly instalments (which could be suspended if spend is not keeping pace). A nominated finance officer must sign off applications for payment. The TCFB may consider applications for a part contribution to cost increases on a one-off basis and subject to the TCFB having sufficient funds available. Full supporting information will need to be submitted to the TCFB and there is no guarantee of any additional funding being made available.

2.8.2 All scheme promoters in receipt of TCFB funding are required to provide regular quarterly progress reports containing financial and delivery information to the TCFB, including a full outturn cost profile. No funding will be allocated to the scheme promoter until a proportionate business case has been approved by the TCFB. The TCFB approval will contain:

- The overall agreed level of funding for the scheme.
- The agreed funding profile of the scheme.
- General approval conditions – e.g. capital expenditure only.
- Any scheme specific approval conditions (for example in relation to third party contributions, dates and format of progress reports).

2.8.3 Before any funding is released, the scheme promoter will need to accept the funding (and the conditions for its use) through confirmation that the money will be spent on the agreed purpose.

2.8.4 The scheme promoter will be responsible for submitting timely three-monthly claims to the TCFB for payment in arrears, on dates specified by the TCFB and in a format to be specified by the TCFB. On receipt of the claim, the TCFB will then instruct the accountable body to release the funds to the scheme promoter. If the claim differs from the agreed funding profile, the scheme promoter will need to provide an explanation to the TCFB and there is no guarantee of funding outside the agreed funding envelope. Only actual costs can be claimed. In the event of a scheme under spend, the difference between the under spend and the Approved Budget must not be claimed. If a scheme is completed and it transpires later that outstanding accounts are settled and there has been an under spend, any over claimed monies must be returned to the TCFB within 28 working days. TCFB monies cannot be transferred to fund other schemes without the approval of the TCFB. The TCFB will be mindful of the need to ensure that there is a mechanism in place to be able to make available any surplus funds held by the TCFB to alternative schemes within the wider programme as required and justified.

2.8.5 The TCFB will arrange audits of the expenditure by requesting evidence that it is being spent against the deliverables of the agreed scheme.

2.9 PROGRAMME AND RISK MANAGEMENT

- 2.9.1 The scheme programme will initially run from Q4 2019/20 to Q4 2022/23. A realistic programme is essential to enable funding to be provided within the TCFB available funding envelope and profile. It is necessary to plan expenditure to an agreed profile. Project delays need to be brought to the TCFBs attention as soon as they are foreseen. There is no guarantee of funding outside the agreed profile for the scheme. A Programme Manager supporting the TCFB will be responsible for overall management and monitoring of the major scheme programme.
- 2.9.2 A programme level Quantified Risk Assessment (QRA) was submitted with the SOBC for DfT approval. The QRA was prepared following the principles in the TAG Scheme Costs guidance (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625380/TAG_unit_a1.2_cost_estimation_jul17.pdf). All the risks identified were registered in a risk management table and quantified. This showed the probability of each risk, the actions required to mitigate each risk, the owner of the risk and eventually the date of closure. Through the stages of programme approval and delivery risk management table will be reviewed and updated regularly, new risks added, and any appropriate action will be taken immediately. It will be the boards responsibility to ensure that those risks are managed effectively.
- 2.9.3 Full project-level QRA and mitigation/contingency plans are required for each scheme as part of the assurance process within business cases. Where a project is seen as High Risk the TCFB will inform the promoter setting out the risks and requesting a written response outlining how the risks will be mitigated. If the Board are not satisfied with the response, then they may decide to remove the project from the programme.
- 2.9.4 In the event that a project has, in the opinion of the TCFB, significantly changed (by 10% or more) from what was originally proposed (i.e.: spend profile, outputs and outcomes, or delivery) the board will write to the promoter requesting a written response detailing why the project has changed. Following receipt of the response the TCFB may decide to proceed with the amended project, may request that the project revert back to what was originally approved, release only part of the funding or delete the project from the programme.
- 2.9.5 If a project has not commenced within 6 months of the board meeting at which the project was approved, the project will be reported as a high-risk project. In this instance the TCFB will write to the promoter requesting a written response detailing why the project has been delayed. If the Board are not satisfied with the response, they can remove the project from the programme.

- 2.9.6 For each scheme that is included in the programme, the scheme promoter will be required to provide a project programme including estimated timescales for:
- Statutory Orders.
 - Public consultation.
 - Scheme procurement.
 - Construction.
- 2.9.7 As the business case work progresses, scheme promoters will need to provide timely updates on progress and provide an up to date register of project risks.

MEASURING SUCCESS

2.10 WHY MEASURE SUCCESS?

2.10.1 Measuring the success of projects provides important lessons which are used to further improve the decision-making processes outlined in the previous section. This increases the likelihood of successful delivery of future projects.

2.10.2 Further, measuring the impact of a project is important to understand the outcomes achieved by the funds available to the TCFB. This information is useful both to the funding provider (DFT), who will wish to quantify the benefits gained by the fund, and also to the TCFB in order to ensure adherence to the principles of value and efficiency in future decisions about spending on projects. The impacts achieved would also be beneficial to other scheme promoters and local areas to learn from past experience.

2.11 MONITORING & EVALUATION

2.11.1 The scheme promoter should prepare summary reports one year and five years post completion of the project as recommended in the 2012 guidelines. The summary report should highlight the outputs, outcomes and impact of projects and activities funded by the TCFB. This is an integral element of the commissioning and delivery stage in the TCFB programme/project management cycle, and forms the basis of the TCFB performance management reporting procedures.

2.11.2 Scheme promoters are responsible for informing the TCFB of any changes to scope, costs and implementation timescales. The TCFB will assess the impact of any changes on the overall scheme programme, cost increases or slippage and will report this to the appropriate Board where necessary. The TCFB does not guarantee that it will meet any cost increases either in full or in part.

- 2.11.3 Once a project is underway, a continual communication process is maintained between the TCFB and the project promoters. The promoter provides regular update reports (Highlight Reports) to the TCFB. The Programme Management team will then collate the programme information and completes (quarterly/annual) reports to the board. Performance summaries are included in the monthly Highlight Reports to the TCFB.
- 2.11.4 Monitoring takes place throughout the lifespan of the programme. Specifically, the Finance Team works with the Programme Management to understand the overall scale of investment. This ensures that there is ongoing assessment of the effectiveness of each type of investment in line with the expectation of funding providers. The programme monitoring process therefore identifies the funding of each project and allocates the outputs achieved by each project to its contributory funds accordingly.
- 2.11.5 Evaluation is an important element of the scheme. It allows promoters and the TCFB to be able to demonstrate to stakeholders, the public and the Government that an investment has delivered as predicted. It also allows any 'lessons to be learnt'. Monitoring is defined as the collection of data to check progress against planned targets and benefits. Evaluation is defined as the assessment of the scheme effectiveness and efficiency during and after implementation. This includes measuring the causal effect of the scheme on planned outcomes and impacts and assessing whether the anticipated benefits and value for money have been realised. The results of evaluation and monitoring for each scheme will be published on the TCFB website.
- 2.11.6 The overall method that the TCFB will use to carry out monitoring and evaluations will be published. Subsequently the actual evaluation reports will also be published. Hard copy will be available on request to the Designated Officer and these documents will be published on the TCFB web site.
- 2.11.7 Promoters must submit proposals for, and undertake proportionate monitoring and evaluation in accordance with the DfT guidance documents on evaluation available at: <https://www.gov.uk/government/publications/monitoring-and-evaluation-framework-for-local-authority-major-schemes> and also in accordance with the emerging TCF Evaluation Guidance. This later guidance recommends to:
- Establish a 'Theory of change'.
 - Develop a counterfactual (before and after).
 - Collect baseline data.
 - Plan what monitoring is needed.
 - Plan for data access.

- 2.11.8 Scheme promoters are expected to submit a detailed Monitoring and Evaluation Plan to the TCFB prior to the Full Approval submission or before any data collection is programmed, whichever is the earliest. This plan will be assessed independently of the promoter, The TCFB will advise the promoter of any improvements required to the plan.
- 2.11.9 In most cases promoters will be expected to propose and implement a standard monitoring and evaluation plan, but in some instances enhanced monitoring may be required. These are schemes which have an expected outturn cost of over £50m. If promoters require early guidance on the level of monitoring required, they should request this when they submit their outline monitoring and evaluation plan with the Full Scheme Business Case at the Programme Entry stage. The plan should include:
- Logic mapping identifying the input, output, outcome and impact criteria. It should also set out how these would be measured.
 - The proposed before and after monitoring study.
 - The proposed approach to project management; and arrangements for monitoring its efficiency and effectiveness.
 - The proposed timescale for post-scheme evaluation.

2.12 CLOSE AND REVIEW

- 2.12.1 The TCFB will have a comprehensive monitoring and evaluation framework designed to provide robust feedback on the lessons learned from individual projects. At the end of the delivery stage, the scheme promoter is responsible for summarising the evaluation that has taken place.
- 2.12.2 The scheme promoter is required to ensure adequate resource is allocated at Full Business Case stage to undertake the agreed monitoring and evaluation.
- 2.12.3 Project evaluation not only provides accountability for the investment made but also provides the local evidence base to improve future bidding and the assessment of value for money and appraisal. It is also to confirm that a project/scheme has met all key requirements and deliverables in accordance with the funding agreement and TCF objectives. The evaluation/closure reporting will assess the success of the project, identify best practice for future projects, resolve any open issues and formally close the project.

Once the scheme evaluation report has been agreed with the TCFB, it will be published on LCC's website. The TCFB will be responsible to disseminating and completed reports to other scheme promoters such that they can build on lessons learnt and improve efficiencies.

Contact Details

2.13 TRANSFORMING CITIES PROJECT EXECUTIVE

2.13.1

Andrew L Smith

Programme Director

Transforming Cities Fund

Tel: 0116 454 2801

Email: andrewl.smith@leicester.gov.uk

Satbir Kaur

Programme Manager

Transforming Cities Fund

Tel: 0116 454 2855

Email: Satbir.kaur@leicester.gov.uk

Appendix 2

Stakeholder Consultation

To : Leicester Bus User Panel Members

Date : 18 July 2021

Leicester Electric Bus Bid - Consultation

Leicester City Council, is leading a partnership bid with Arriva and First Bus to apply for funding towards the purchase of upto 96 fully electric buses. If successful this will represent an overall investment of around £39m, with nearly £17m from Government grant.

These buses will be introduced on most main bus corridors in Leicester within the next 3 years – all of which are designated air quality management zones. For commercial reasons, full details of these routes cannot currently be disclosed.

The bidding process is competitive and Leicester has been shortlisted along with five other areas following its successful outline bid submission.

The City Council now has to complete a full business case for submission by 20 August 2021. Part of this includes an initial equality impact assessment, including consultation with different users that will be impacted by this proposed investment.

The buses will be a range of single and double decker buses to a similar overall design and capacity to those already in operation within Leicester. However, they will have the following additional features, in line with those 'Greenlines' buses recently introduced on Leicester's Park and Ride services:

1. A 34% reduction in green house gas emissions compared with the current diesel buses employed
2. Quiet electric motor, powered by a set of on-board batteries, with energy efficient regenerative braking.
3. Overnight charging at each depot, with no in-service charging delays – the overnight charge will last for a full day of operation.
4. Power will be purchased from certified renewable 'green' energy tariffs. There is also potential to use solar power energy through panels installed at each bus depot in the future.
5. Enhanced accessibility features such as
 - additional room for a second wheelchair or two unfolded buggies
 - dedicated seats with leg room for an assistance dog
 - on-board screens showing next bus arrival information

- on-board public address systems alerting passengers of oncoming stop and other route/timetable information
 - acoustic bus alert system for pedestrians when travelling at low speeds in areas of high pedestrian usage.
6. Digital contactless fare capping through tap in/ tap out, smart readers – giving the best daily or weekly fare for the trips undertaken, across any operator.
 7. Distinctive eye-catching livery – both inside and out.
 8. Full high-profile marketing plan associated with the launch of each new electric service.

They will also be accompanied by a range of other route features including:

- additional bus priority measures – enforced bus lanes, rationalised parking etc
- traffic light signal priority for late running buses
- real time information displays at all boarding stops
- new bus shelters

I would be very grateful if you could complete the attached brief survey and return it to me by 30 July at the latest by email. I will, of course, keep the panel updated on how this bid progresses.

Many thanks.



Andy Gibbons

Programme Manager

Leicester City Council

andrew.gibbons@leicester.gov.uk

Stakeholder Consultation

Leicester Electric Bus Bid Survey – Summary Results

Overview

1. There were 313 responses from the First Bus Leicester electronic version of the survey – sent to their active customer database. Responses were strongly in support of the proposals and are summarized below. Questions were not set to mandatory to allow customers to comment on areas they had something to contribute.
2. It should be noted this is a sample of engaged bus users, so likely to be supportive of bus improvements and may not be representative of the broader community.

Response summary

3. Do you agree with the council making this bid?

91% rated between "4-5" for this question

Score distribution



4. In terms of the potential features on board the proposed electric buses, ratings were given between 1 (lowest) and 5 (highest) and scored as follows:
 - Additional room for a second wheelchair or two unfolded buggies **4.65**
 - Dedicated seats with leg room for an assistance dog **4.53**
 - On-board screens showing next bus arrival information **4.74**
 - On-board public address systems alerting passengers of oncoming stop and other route/timetable information **4.64**
 - Acoustic bus alert system for pedestrians when travelling at low speeds in areas of high pedestrian usage. **4.4**

5. In terms of complementary work to enhance these proposed electric bus routes, ratings were given between 1 (lowest) and 5 (highest) as follows:

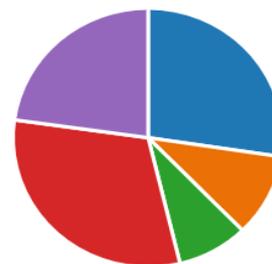
- Digital fare capping - to give best value day or weekly fare for trips made during that period **4.71**
- All electric power drawn from renewable source **4.71**
- A new identity/look and promotion of bus travel **4.47**
- Additional bus priority measures such as enforced bus lanes, changes to parking schemes etc **4.30**
- Traffic light signal priority for late running buses **4.41**
- Real time information displays at all boarding stops **4.82**
- New bus shelters **4.46**

6. Verbatim comments were broadly supportive of the bid but reflect customer requirements that on time, with a friendly driver and at a reasonable price continue to be key priorities for bus users and these developments should have a positive impact on core service delivery.

7. In addition, over 90% of respondents also supported further bids.

8. EI&A information (note: some customers may fall into more than one category) is shown below

● Being an older person	90
● Having a disability that can m...	34
● A single parent with one or m...	28
● Having a low income, with lim...	102
● Being from a Black, Asian or ...	75



Appendix 3

Stakeholder Support Letters

Local Grant administration body

Leicester City Council

Bid Investors:

First Bus

Arriva Bus

Leicester City Council

Other local bus operators :

Roberts Travel Group

Centrebus – also project partner

Stagecoach.

Major organisation:

University Hospitals Leicester

Leicester and Leicestershire Local Enterprise Partnership

Leicestershire County Council

Leicester Bus User Group

Project partners :

Zenobe Energy

ESP – IDNO

Please ask for: Colin Sharpe
Tel:
Email: colin.sharpe@leicester.gov.uk
Website: www.leicester.gov.uk
Our ref:
Date: 19th August 2021



Matthew Bentley
Green Bus Policy Lead, Buses, Light Rail and Taxis
Department for Transport
Great Minster House
33 Horseferry Rd
London SW1P 4DR

Dear Matthew,

ZEBRA Fast Track Grant Funding Bid

I can confirm as Deputy Director of Finance of Leicester City Council that match funding is available for the DfT ZEBRA Fast Track Funding.

Leicester City Council will provide match funding up to £ 2,113,666 from its own resources to match the associated ZEBRA grant funding bid of £ 1,120,998.

In addition, the Council will administer the grant to the bus operations FirstBus and Arriva in accordance with DfT guidelines.

Yours sincerely



Colin Sharpe
Deputy Director of Finance

First Bus Letter of Support

Redacted

Arriva Letter of Support

Redacted

Roberts

TRAVEL GROUP

Andy Gibbons
Leicester City Council
115 Charles Street
Leicester
LE1 1FZ

14th May 2021

Dear Sirs,

We write this letter in support of the Zebra bid from Leicester City Council.

Roberts Travel Group plan to increase the number of fully electric vehicles operated from the charging depot we already have in place.

Considerable additional charging capacity exists within our depot that we intend to utilise by way of adding additional Electric vehicles to the current fleet.

Should you require any further clarification then please do not hesitate to contact me.

Yours faithfully


Jonathan Hunt

Centrebus

your local bus service provider

Centrebus Ltd
43 Wenlock Way
Thurmaston
Leicester
LE4 9HU

14th May 2021

Andrew Gibbons
Programme Manager
Transport Strategy and Programmes
Leicester City Council
3rd Floor
City Hall
115 Charles Street
Leicester
LE1 1FZ

Dear Andy

ZEBRA BID

I am pleased to confirm that we whole heartedly support your bid to attract funding to help with the introduction of more electric buses within the City.

We are grateful for the assistance so far in helping to introduce buses onto the Hospital Hopper service and we would welcome the opportunity to further expand our depot infrastructure to allow the successful operation of additional electric zero emission buses in and around the City.

Electric vehicles do appear to be the future, at least for the next few decades and we very much appreciate the partnership working that is going on.

These are certainly exciting times for the industry and improving Air quality is key to any successful public transport network. Hopefully Zero emission buses will help restore customer confidence and encourage road users out of their cars and onto public transport.

Yours sincerely

Matt Evans
Managing Director



Mr Andrew Gibbons
Programme Manager
Transport Strategy and Programmes
Leicester City Council

By email to: Andrew.Gibbons@leicester.gov.uk

20th May 2021

Dear Andrew,

Zero Emission Bus Regional Areas (ZEBRA) scheme

As you are aware, Stagecoach Midlands are participating in the Electric Cities bid that has been approved for the city of Coventry. As part of that project our 48 Service which connects Coventry, Bedworth, Nuneaton, Hinckley, Earl Shilton and the city of Leicester will be upgraded to Electric fleet by winter 2025. This will include 25 fleet.

We believe that the investment in the bus fleet through both Electric Cities and ZEBRA will deliver substantial benefits including:

- Encouragement of modal shift to bus as a result of improved buses, thus reducing the volume of traffic on our local highway network providing environmental benefit
- Enabling operators to further collaborate with local authorities, bus manufacturers, electric vehicle charging infrastructure suppliers and the Distribution Network Operators to support the development of zero emission bus technology with a view to reducing our operational costs, whilst boosting patronage
- Enabling operators to better understand the extent of savings, cost efficiencies, whole-life costs and indeed operational challenges to support and potentially accelerate our plans to transform our bus fleet to electric zero-emission
- Contribute towards reducing the level of Nitrogen Dioxide concentrations in Air Quality Management Areas (AQMAS)
- Supporting economic growth by providing a more sustainable mode of travel to access employment, town centres, residential areas, medical facilities, public transport interchanges, educational facilities, leisure amenities and
- Enhance the quality of the bus network to encourage increased patronage, both to underpin efforts to encourage people back to the bus network as quickly as possible and indeed target growth over and above pre-Covid patronage levels as the country builds back stronger.

Stagecoach Midlands, Main Road, Far Cotton, Northampton NN4 8ES
T: 01604 662266 stagecoachbus.com

Registered Office: Midland Red (South) Limited, One Stockport Exchange, 20 Railway Road, Stockport SK1 3SW. (Registered in England & Wales 1556310)

Caring at its best

Leicester Royal Infirmary
Infirmary Square
Leicester
LE1 5WW

Andy Gibbons
Transport Strategy and Programmes
Leicester City Council
City Hall
115 Charles Street
Leicester
LE1 1FZ

20 May 2021

Dear Andy

Zero Emission Bus Regional Areas Scheme

University Hospitals of Leicester NHS Trust (UHL) would like to support the proposed Expression of Interest to the Department for Transport under the Zero Emission Bus Regional Areas Scheme.

Recent close partnership working with Leicester City Council and Leicestershire County Council has shown the positive improvements that can be made to the sustainable transport choices of our staff, patients, and visitors and we are keen to see that partnership continue.

The electrification of the local bus network is a policy that we fully endorse as we have shown with the similar plans for our own Hospital Hopper services, which are due for completion later this year.

UHL are the largest employer in the city and county with over 17,000 staff members across our three main hospital sites; our newly developed Travel Action Plan and our investment into the Santander Cycles Leicester initiative are indicators of how serious we are in aiming to improve the transport, air quality, and health and wellbeing of the people of Leicester and Leicestershire and we believe that this scheme integrates perfectly with those aims.

Yours sincerely



Nigel Bond
Deputy Director Estates and Facilities



Andy Gibbons
Transport Strategy and Programmes
Leicester City Council
City Hall
115 Charles Street
Leicester LE1 1FZ

18th May 2021

Dear Andy

On behalf of the Leicester and Leicestershire Enterprise Partnership (LLEP) I am writing to confirm our support for the proposed Expression of Interest to the Department for Transport under the Zero Emission Bus Regional Areas Scheme.

This proposal, if successful will mean that we will be able to accelerate the move towards achieving zero-carbon emissions across the LLEP area, as set out in our recently published Energy Infrastructure Strategy which takes into account both national and local policy, and which feeds directly into our Economic Recovery Strategy.

By supporting up to 94 fully electric buses in the City and parts of the county, equating to around a third of our local bus network, - this will result in a significant improvement to the air quality in our area thereby improving the health and wellbeing of people living and working in the city and surrounding area, clearly aligning with the LLEP's net zero carbon ambition.

Together with our partners, we are very much taking a holistic approach to low carbon investment, with the ultimate goal of achieving a carbon-neutral economy in Leicester and Leicestershire by 2035, through the investment in our businesses through our Growth Hub, together with supporting low carbon sector skills and jobs to support green recovery from the pandemic.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M Rai'.

Mandip Rai
LLEP CEO





21 May 2021

Leicester City Council
City Hall
115 Charles Street
Leicester
LE1 1FZ

Attn: Andy Gibbons – Programme Manager, Transport Strategy and Programmes

Dear Andy,

Zero Emission Bus Regional Areas Scheme (Zebra) – Expression of Interest

As the Leader of Leicestershire County Council, I am writing to confirm my strong support for Leicester City Council's fast-tracked Zero Emission Bus Regional Areas Scheme (Zebra) expression of interest.

On 15th May 2019 the County Council declared a Climate Emergency and, as such, I am pleased that the City Council is able to take up this opportunity. We are keen to see zero emission buses operating in Leicester and Leicestershire in support of our carbon/climate commitments, and, therefore, I very much welcome this proposal, which has the potential to support our environmental aspirations.

The County Council is supportive of the City Council proposals and notes that some of these bus services are cross boundary routes, therefore have the benefits of improving quality of life for residents both in the city and within Leicestershire.

The County Council recognises the health issues that can arise from poor air quality and carbon emissions and welcomes the City Council's commitment to tackle air quality issues, through limiting carbon emissions from vehicles. Increasing evidence shows that air quality is the most immediate and urgent challenge faced by local authorities, and limiting emissions will enable greater benefits to health, productivity and the economy.

Cont.../

Cabinet Office
Leicestershire County Council, County Hall, Glenfield, Leicestershire. LE3 8RA
Telephone: 0116 3056111
Email: nicholas.rushton@leics.gov.uk

Nicholas Rushton, Leader, Leicestershire County Council
www.leicestershire.gov.uk

LEICESTER SUSTAINABLE TRANSPORT GROUP

The Leicester Sustainable Transport Group comprises representatives from Living Streets, Campaign for Better Transport, and Bus UK

Flat 16, The Waterfront, Leicester LE3 5LU
✉ bmarriott71@btinternet.com • ☎ 0116 285 6158

20 May 2021

Mr Andy Gibbons
Leicester City Council

Dear Mr Gibbons

We are pleased to hear that you are preparing an application for funding under the government's ZEBRA programme. We note that the City Council has recently been awarded nearly £250,000 of Government grant to help make further improvements to local air quality. ZEBRA funding, if granted, will cover a sizeable proportion of Leicester's bus fleet, setting a first-rate example to other vehicle owners. If the electric bus services are equipped with the other 'tram-like' features of a first-class bus service – audio-visual next-stop announcements, free wifi and USB points at every seat, significant priority measures on roads and at junctions, real-time arrival information at all stops, digital 'best fare' capping, and new shelters – then if properly promoted there should be a good take-up from motorists which will be a key factor in reducing pollution and congestion.

We support this initiative and hope it will be entirely successful.

Yours sincerely

Kristine Beuret OBE FCILT FCIHT TPP

Bernard Marriott





Zenobe Energy Limited
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18th May 2021

Leicester City Council
Transport Strategy and Programmes
City Hall
Leicester City Council

Following positive discussions with Leicester City Council ('LCC'), Zenobē Energy are pleased to be supporting them with their Department for Transport ('DfT') ZEBRA bid to continue their drive toward Zero Emission transport in the region. Zenobē has the following leading and unique experience in the eBus sector and can provide the following benefits to LCC;

High level of experience from live electrification depot projects: Working with Zenobē the LCC would benefit from our market leading experience of electrifying 10 UK depots, financing the batteries on the bus and the chassis and thereby supporting c.150 eBuses for 9 bus operators (both major and SME).

We are currently providing our services to LCC with the electrification of two buses depots: Robert Travel and Centrebus where we are providing charging services and an ongoing managed service allowing the operators to benefit from our charging software which can reduce grid upgrade requirements but also ensures the buses are always charged to meet the operational services.

Over the last 4 years Zenobē has become one of the largest owners and operators by building, owning and operating a portfolio of c.73MW of Battery Energy Storage Assets to support National Grid with the provision of energy services in the UK. This has enabled us to become experts in understanding, sourcing and financing batteries as well as developing leading control and monitoring software that enables us to optimize the application of batteries. Bus Operators are using Zenobē as their valued and knowledgeable partner to assist with all aspects of the adoption of eBuses and Zenobē is keen to support LCC and their operators to implement this bid in the most financially and operationally efficient manner maximising the grant funds

Zenobē Resolve Grid / Energy Constraint Issues: as an expert in the application of batteries for bus and fleet operators we will analyse the running boards, bus model options and charging constraints providing advice to LCC on the project. Once the analysis is complete, and if required, we can use our fully funded batteries as a cost-effective solution that addresses the local grid constraints to ensure the depot has sufficient energy to meet the charging requirements of LCC's chosen Bus Operator's eBus fleet. These batteries can also be used to support solar projects to facilitate renewable energy being used at the depot as well as reducing the cost of electricity by storing it from cheap periods and charging the eBuses in more expensive periods.

Specialist delivery partner: the LCC council would get full access to our experienced engineering team who will work with the Bus Operators (both large and small) to manage the depot electrification projects in the region. Post construction Zenobē will enter into a contract to become the Bus Operators charging partner and guarantee the eBuses will all be charged daily to meet LCC's route requirements. Zenobē offers this performance guarantee given our in-depth understanding of eBus batteries and our market leading operations software.

Full Turnkey eBus service offering: Zenobē offer a full turnkey managed service to Bus Operators for the provision of their:

1. charging requirements for their eBus fleet;
2. eBus battery management requirements; and
3. eBus battery and vehicle financing requirements

LCC can benefit from the Zenobē support that we will provide to your chosen bus operator by effectively de-risking their investment, accepting responsibility for the charging infrastructure to power the on-board eBus batteries but also for the operation, maintenance and replacement of these units to guarantee a level of performance throughout life of the contract. Through our energy storage business division, Zenobē have a

FAO
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May 20th 2021

Dear Arron,

Please find within some information about how ESP are supporting your good selves with the delivery of Bus Fleet Electrification with ESP being your partner IDNO for adoption.

If there is anything further you would like please let me know.

Yours sincerely



Jamie Charles
ESP Head of I&C Development

