

Levelling Up Fund – Round 2 Application Form

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Introduction

Prior to completing the online application form, applicants should read the LUF [Round 2 Prospectus](#), [Technical Note](#) and this Application Guidance.

This guidance note supports applicants from across the UK to complete their application. Recognising the different local government landscape in Northern Ireland, there are some aspects of the application that will be specific to Northern Ireland bids. Where this is the case, it will be made clear in the question being asked.

Please note that this document is a guide, rather than an exhaustive list of requirements.

Word counts are included for several questions throughout the application, these are provided as a guide only. The level of detail you provide in the online application form should be proportionate to the amount of funding that you are requesting. For example, bids for more than £10m should provide proportionally more information than bids for less than £10m.

Whilst there are some annexes that we ask applicants to complete (via the [pro forma documents](#) supplied) and some additional documents we request as evidence, applicants must point to specific additional text that they have submitted if they wish it to be considered in the assessment. Any answer referencing any information contained in annexes must be relevant to a specific question in the application form and referenced within the answer.

The application portal opens on Tuesday 31 May 2022 and will close at **12:00 noon, on Wednesday 6 July 2022**. Please ensure that the online application is complete and all supporting documents are uploaded by this deadline.

All of the proformas referred to in the table below can be downloaded in a zip file on [Application guidance](#) page along with the [Costings and Planning workbook](#).

Part 1 - Gateway

Applicants will be asked a series of questions to ensure that they have met all the eligibility requirements for the bid type. This information sits outside the scoring framework but will affect how the bid is processed. The application will not be able to proceed until all the relevant eligibility checks have been met.

Allowance checks in England, Scotland and Wales only.	
Please confirm which bid allowance you are using: - Constituency allowance - Transport allowance	Transport allowance

For bids using the transport allowance, is your bid at least 90% investment in the transport theme with the remaining investment related to the transport element of the bid? Y/N	Y
Bids from a single applicant, excluding large transport and large culture bids	
Please confirm that the bid does not exceed £20 million. Y/N	N, the bid exceeds £20 million
Package Bids	
Do you have more than three component projects? Y/N	N
Joint Bids	
For a joint bid in England, Scotland, and/or Wales, please confirm the names of the other local authorities you are working jointly with and confirm which bid allowance they are using to support this bid.	N/A
For a joint bid in Northern Ireland, please confirm the registered names of the other organisations you are working jointly with. Please confirm if any of your partners are from the non-public sector.	N/A
All joint bids. Do you have the support of the other organisations you are working with and have a signed pro forma to this effect from each organisation? Y/N	N/A

<p>For bids in England, Scotland, and/or Wales, please complete pro forma 2.</p> <p>For bids in Northern Ireland, please complete pro forma 3.</p>	
<p>Joint bids with only one component project. Please confirm that your bid does not exceed the maximum threshold allowable for joint bids with only one component project.</p> <p>I am submitting:</p> <ul style="list-style-type: none"> - a joint bid that contains only one component project with one other applicant organisation and can confirm that the bid overall does not exceed £40 million grant value. Y/N - a joint bid that contains only one component project with two or more other applicant organisations and can confirm that the single component project within the bid (and therefore the bid overall) does not exceed £50 million grant value. Y/N 	N/A
<p>Joint bids with multiple component projects. Please confirm that your bid does not exceed the maximum threshold allowable for joint bids that contain multiple component projects.</p> <p>I am submitting:</p> <ul style="list-style-type: none"> - a joint bid that contains multiple component projects with one other applicant organisation and can confirm that the bid overall does not exceed £40 million grant value. Y/N - a joint bid that contains multiple component projects (maximum of three) with two or more other applicant organisations and can confirm that no 	N/A

<p>single component project within the bid exceeds £50 million grant value. Y/N</p> <p>- a joint bid that contains multiple component projects (maximum of three) with two or more other applicant organisations and can confirm that the total for the overall bid does not exceed £60 million grant value. Y/N</p>	
Large transport bids (from a single applicant) >£20 million	
<p>Please confirm that the bid does not exceed £50 million.</p> <p>Y/N</p>	Y, the bid does not exceed £50million
<p>Please confirm that at least 90% of the investment is in the transport theme. The remaining investment must be related to the transport element of the bid?</p> <p>Y/N</p>	Y
Large cultural bids (from a single applicant) >£20 million	
<p>Please confirm that the bid does not exceed £50 million.</p> <p>Y/N</p>	N/A
<p>Please confirm that at least 90% of the investment is in the cultural theme with the remaining investment related to the cultural element of the bid.</p> <p>Y/N</p>	N/A
Transport bids from the Northern Ireland Executive (NIE)	
<p>For transport bids in Northern Ireland from the Northern Ireland Executive (NIE), do you have the support of the relevant local council(s)?</p> <p>Y/N</p> <p>Please complete pro forma 4.</p>	N/A

Any bid with a transport element	
<p>For bids in Northern Ireland with a transport element, which are not from the Northern Ireland Executive (NIE), do you have the support of both the NIE and the relevant local council(s)?</p> <p>Y/N</p> <p>Please complete pro forma 4.</p>	N/A
<p>For bids in England, Scotland, and/or Wales, where you (the applicant) do not have statutory responsibility to deliver all of the transport elements of your bid, please confirm that you have the support of all the authorities with the relevant statutory responsibility before proceeding.</p> <p>Y/N</p> <p>Please note that this also a requirement for all bids using a transport allowance.</p> <p>Please complete pro forma 1.</p>	Y
<p>1.1 Gateway Criteria for all bids. Please tick the box to confirm that some LUF grant funding will be defrayed in the 2022/23 financial year.</p> <p>Eligible expenditure in 2022-23 could include capital development costs.</p>	Y

<p>1.2 Gateway Criteria for single and joint bids where the lead applicant and any partner organisations are higher education / university, private and/or third sector organisations in Northern Ireland bids only.</p> <p>Please confirm that you have attached audited financial statements covering the last three financial years (or audited annual accounts for registered charities).</p> <p>For the applicant (if applicable) Y/N</p> <p>For partner organisation(s) (if applicable) Y/N</p>	N/A
<p>1.2.1 Gateway Criteria for single and joint bids where the applicant and/or partner organisations are higher education / university, private and third sector organisations in Northern Ireland bids only.</p> <p>Please provide evidence demonstrating that your organisation (as the applicant) and/or your partner organisations (for joint bids) has experience of delivering two capital projects of similar size and scale in the last five years.</p> <p>For the applicant (if applicable)</p>	N/A

<p>For the partner organisation(s) (if applicable)</p> <p>Partner organisation evidence should be copied from pro forma 3.</p>	
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Applicant Details

<p>Legal name of lead applicant organisation:</p> <p>Bid Manager <i>Officer with day-today responsibility for delivering the proposed scheme and nominated contact for the bid.</i></p> <p>Name: Position: Contact telephone number: Email address: Postal address:</p> <p>Senior Responsible Officer contact details: Name: Position: Contact telephone number: Email address:</p> <p>Chief Finance Officer contact details: Name: Contact telephone number: Email address:</p> <p>Local Authority leader contact details: Name: Position:</p>	<p>Cambridgeshire and Peterborough Combined Authority</p> <p>Anna Graham Transport Programme Manager 07923 250209 anna.graham@cambridgeshirepeterborough-ca.gov.uk Cambridgeshire and Peterborough Combined Authority, 72 Market Street, Ely, Cambridgeshire CB7 4LS</p> <p>Tim Bellamy Interim Head of Transport 07923 250208 tim.bellamy@cambridgeshirepeterborough-ca.gov.uk</p> <p>Jon Alsop 07923 250201 jon.alsop@cambridgeshirepeterborough-ca.gov.uk</p> <p>Dr Nik Johnson Mayor</p>
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<p>Contact telephone number: Email address:</p>	<p>01480 277180 nik.johnson@cambridgeshirepeterborough-ca.gov.uk</p>
<p>Please provide the name of any consultancy companies involved in the preparation of the bid:</p>	<p>Fore Consulting Ltd, NORR, Milestone Infrastructure Limited, Volterra Partners LLP</p>

<p>Where is your bid being delivered? England, Scotland, Wales or Northern Ireland.</p>	<p>England</p>

<p>For Northern Ireland only, please confirm lead applicant type;</p> <p>Northern Ireland Executive Third Sector Public Sector Body Private Sector Local Council Higher Education/University Other (please state)</p>	N/A
<p>For Northern Ireland only. If third sector, private sector, higher education/university or other please provide charity and/or company registration number.</p> <p>Charity number:</p> <p>Company number:</p>	N/A
<p>For all bids. If VAT is applicable to your organisation please provide VAT number:</p>	The Cambridgeshire and Peterborough Combined Authority VAT number is 275 2042 18 (Whilst VAT is paid it is then reclaimed)

Part 2 - Subsidy control and State aid analysis

If the Levelling Up Fund is used to provide a subsidy, expenditure must be compliant with the UK’s obligations on subsidy control. All bids that have the potential to be a subsidy must consider how they will deliver in line with subsidy control principles (or State aid for aid in scope for **Northern Ireland only**) as per [UK Government guidance](#).

All applicants must establish if the direct award of LUF funds could constitute a subsidy. It is vital that all applicants complete this section of the application form. **Where applicants do not adequately demonstrate that the LUF award is compliant under the UK Subsidy Control Regime or State aid rules then the project could be considered ineligible and the application may be rejected.**

2.1. All applicants must establish if the direct of award of LUF funds from UK Government to you (as the applicant) could constitute a subsidy.

<p>Applicants must consider whether any of the planned activities meet each of the four key characteristics which indicate if it would be considered a subsidy.</p> <p>If any of the four responses is a 'No' then the award is not considered to be a subsidy.</p>	
<p>2.1.1 Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?</p>	<p>Yes. The LUF2 funding provided will be a grant and is to be provided by a public authority.</p>
<p>2.1.2 Does the support measure confer an economic advantage on one or more economic actors?</p>	<p>Yes. The support does confer an economic advantage on one or more economic actors. The investment in the station facilities, car parking and highway/active mode measures will benefit Network Rail, Peterborough City Council and LNER as it provides a grant on terms that are more favourable to these enterprises than the terms that might reasonably have been expected to have been available on the market to these enterprises.</p>
<p>2.1.3 Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?</p>	<p>No. Financial assistance is not to be regarded as being specific as the distinction in the treatment of enterprises is justified by principles inherent to the design of the arrangements of which that financial assistance is part. Network Rail and London North Eastern Railway (LNER) are publicly owned and the only enterprises that can facilitate rail investment in terms of station facilities/infrastructure at Peterborough Station due to their lease and statutory obligations respectively. Peterborough City Council (PCC), as the highway authority, is the only enterprise that has statutory highway powers to deliver the highway/active mode proposals.</p>
<p>2.1.4 Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?</p>	<p>No. It will not harm competition or investment within the United Kingdom. The station facilities/infrastructure are not currently subject to competition and will not be in the future as a new public body, Great British Railways, will soon integrate the railways, owning the infrastructure, collecting fare revenue, running and planning the network, and setting most fares and timetables. The</p>

	<p>highway/active mode elements of the project are also not subject to competition due to the requirement for statutory powers to deliver such interventions. The car parking elements of the project will only provide car parking at a level that replaces any lost as part of the other proposals, with prices set by LNER as per the current arrangements. This means there will be no distortion of competition with respect to car parking.</p>
<p>2.1.5 Did you respond ‘Yes’ to all the above? If so, the planned activities meet all four key characteristics which indicates it would be considered a subsidy.</p>	<p>No</p>
<p>2.2 Please demonstrate how the direct award of LUF monies from UK Government to you (as the applicant) has been considered under each of the subsidy principles.</p> <p>This will involve consideration of the how the subsidy can be provided in accordance with the following Subsidy Control principles listed in the Subsidy Control Bill:</p> <p>If the proposed LUF activities do represent a subsidy and all principles have been met, the LUF application will be considered compliant.</p> <p>Please separate your response where there are multiple awards of subsidy.</p>	
<p>2.2.1 Subsidies should pursue a specific public policy objective to remedy an identified market failure or to address an equity rationale such as social difficulties or distributional concerns (“the objective”)</p>	<p>N/A</p>
<p>Please demonstrate how your bid meets this principle.</p>	<p>N/A</p>
<p>2.2.2 Subsidies should be proportionate and limited to what is necessary to achieve the objective</p> <p>Please demonstrate how your bid meets this principle.</p>	<p>N/A</p>

<p>2.2.3 Subsidies should be designed to bring about a change of economic behaviour of the beneficiary that is conducive to achieving the objective and that would not be achieved in the absence of subsidies being provided.</p> <p>Please demonstrate how your bid meets this principle.</p>	<p>N/A</p>
<p>2.2.4 Subsidies should not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy.</p> <p>Please demonstrate how your bid meets this principle.</p>	<p>N/A</p>
<p>2.2.5 Subsidies should be an appropriate policy instrument to achieve a public policy objective and that objective cannot be achieved through other less distortive means.</p> <p>Please demonstrate how your bid meets this principle.</p>	<p>N/A</p>
<p>2.2.6 Subsidies should be designed to achieve their specific policy objective while minimising any negative effects on competition or investment within the United Kingdom.</p> <p>Please demonstrate how your bid meets this principle.</p>	<p>N/A</p>
<p>2.2.7 Subsidies' positive contributions to achieving the objective should outweigh any negative effects, in particular the negative effects on trade or investment between the Parties.</p> <p>Please demonstrate how your bid meets this principle.</p>	<p>N/A</p>

<p>2.3 All non-public sector applicants delivering in Northern Ireland. If the award of funds is or isn't considered to be a subsidy please set out in detail how you will deliver the funds compliantly under the subsidy regime.</p> <p>If you are proposing to allocate some of the grant funds to third parties, such as project partners working with you to deliver the project, (e.g. sub-granting) please identify how you will ensure disbursement of the grant is done so in accordance with the UK subsidy control regime.</p> <p>The department will need to assess how funds will be awarded and how risk is managed.</p>	<p>N/A</p>
<p>2.3.1 All non-public sector applicants delivering in Northern Ireland.</p> <p>Confirm that you have obtained and uploaded independent legal advice that is aligned to your response in this section and verifies that the award of funds is considered to be UK subsidy control regime and/or State aid compliant. Y/N</p>	<p>N/A</p>
<p>2.4 Public authorities only. Please confirm if you will be disbursing the funds as a potential subsidy to third parties.</p>	<p>N</p>
<p>2.5 Public authorities only. Confirm that you have completed pro forma 5 statement of compliance signed by your Chief Finance Officer.</p> <p>Y/N</p>	<p>Y</p>

<p>2.6. Public and private sector applicants for delivery in Northern Ireland only. Is the direct award of funds from UK Government to you (as the applicant) considered to be as State aid under the four EU State aid rule tests?</p>	
2.6.1 Is the support granted by the state or through state resources?	N/A
2.6.2 Does the support confer a selective advantage to an undertaking?	N/A
2.6.3 Does the support distort or have the potential to distort competition?	N/A
2.6.4 Does the support affect trade between EU member states?	N/A
<p>2.6.5 Do the planned activities meet all four key State aid tests?</p> <p>If all four tests are met then the award constitutes State aid and must comply with the State aid law.</p>	N/A
<p>2.7 For private sector applicants, what is the size of the enterprise applying for funding?</p> <p>Refer to the official SME definition.</p>	N/A
2.8 Please list all the organisations (if known) which may benefit from the funding of the project and any economic benefit they may receive as a result of the funding.	N/A

2.9 Applicants must consider whether the award meets all the tests for each beneficiary.

If beneficiaries are considered to be in receipt of State aid then you must consider how this is compliant under the State aid rules.

Applicants may wish to refer to the European Commission’s [“Notion of State aid”](#) guidance.

Beneficiary name	Is the support granted by the state or through state resources?	Does the support confer a selective advantage to an undertaking?	Does the support distort or have the potential to distort competition?	Does the support affect trade between member states?	Is the award considered State aid?
					Y/N
					Y/N
					Y/N
					Y/N

2.9.1 Where a project is funded under an exemption based on the General Block Exemption Regulations (651/2014), the Applicant is required to either

- a) confirm that the project falls within the scope of Regulation 6(5) or
- b) submit a separate document to demonstrate incentive effect in line with Regulation 6(2) containing the following information:
 - I. the applicant undertaking’s name and size
 - II. a brief description of the project, including start and end dates
 - III. the location of the project
 - IV. a full list of the project costs used to determine the allowable level of funding
 - V. the form of the aid
 - VI. the amount of public money needed for the project.

2.9.2 Do you confirm that the project falls within the scope of Regulation 6(5) under the General Block Exemption Regulations (651/2014)

N/A

2.9.3 If no, confirm that you have attached document containing the required information.

N/A

<p>2.9.4 If you intend to use an exemption(s) under GBER to deliver the project, please confirm you have read the terms of the scheme and meet all the relevant terms.</p>	<p>N/A</p>
<p>2.9.5 Identify the GBER provision, the title of the scheme and the amount of LUF award to be delivered under the provision.</p> <p>Describe how you meet all the relevant terms of the exemption.</p>	<p>N/A</p>
<p>2.10 As the bidding organisation are you subject to an outstanding recovery order in respect of State Aid? If 'Yes', provide brief details.</p>	<p>N/A</p>
<p>2.11 Describe the system in place for collecting and recording the required information for State aid audits and returns.</p>	<p>N/A</p>
<p>2.12 All non-public sector applicants delivering in Northern Ireland. Confirm that you have obtained and uploaded independent legal advice that is aligned to your response in this section and verifies that the award of funds considered to be State aid compliant.</p>	<p>N/A</p>

Part 3 - Bid summary

In this section applicants should provide the core details of their bids; clarifying what, where, how and how much. If your bid is a package bid you should also complete Application Form [Annexes A – C](#) .

To note, word counts are included for several questions throughout the application form, these are provided as a guide only. The level of detail you provide should be proportionate to the amount of funding that you are requesting.

<p>3.1 Bid Name:</p>	<p>Peterborough Station Enhancements</p>
<p>3.2 Please provide a short description of your bid, including the visible infrastructure that will be delivered/upgraded and the benefits that will be felt in the area.</p> <p>(100 words maximum)</p>	<p>The bid is a fundamental component of the Peterborough Station Quarter programme, the aim of which is:</p> <p><i>“To stimulate the local economic, social, and cultural landscape of Peterborough through the delivery of a new Peterborough Station and Station Quarter precinct.”</i></p> <p>This project focuses on the creation of an enhanced gateway station including a new western entrance, enhanced passenger facilities and better active travel connections to the city, delivering:</p> <ul style="list-style-type: none"> • Economic growth and levelling up, providing a catalyst for wider regeneration • Improved accessibility and journey quality at and around this important station • Less congestion on surrounding highway network • Health and wellbeing improvements.

3.3 Please provide a more detailed overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.

(500 words)

The project aims to transform the existing station to create a new gateway to Peterborough and Cambridgeshire on the East Coast Main Line. It comprises the following elements:

- Enhanced station facilities
 - Peterborough station is an important rail interchange on the ECML, however, users' opinions of Peterborough mean that it is the lowest scoring station on the route with a 74% satisfaction rating. Improving the current station through an extension of existing buildings and new build, with additional high quality facilities and frontage, will significantly improve journey quality for passengers and create a gateway to the city that it has been lacking historically. New larger circulation and staging areas for passengers will also improve passenger safety, enabling waiting within the station building rather than the platform edge.
- Enabling future commercial and residential development
 - Station car parking currently comprises a number of surface parking areas over a dispersed area, with the furthest being a 10 minute walk from the existing entrance. These areas constitute high value land that could repurposed for commercial and residential use, contributing to economic growth and place making for the surrounding area. The aim is to consolidate surface parking closer to the existing station entrance, with further provision alongside the new western entrance.
- Transforming accessibility through a new western station entrance
 - The station is currently only accessible from a single eastern entrance, however, previous feasibility work confirmed that 30% of station users travel from the west. Creating a new western station entrance will provide more effective access to the station from the west for all users, easing pressure on

the local road network, enabling active modes and reducing journey time for passengers.

- Enhancing passenger capacity and improved interchange
 - There are two existing footbridges at the station – a primary footbridge located adjacent to the station concourse building where there are already notable congestion issues and a life expired goods parcel bridge (with ramp access) at the northern end of the station. Capacity modelling undertaken by Network Rail reveals that, without intervention, the station will be operating at the lowest possible level of service by 2042, due to passenger congestion. Upgrading and/or replacing the existing footbridges in line with the new western entrance and to accommodate future demand is therefore important.
 - Not all of the existing station platform areas are covered by canopies, which has historically created crowding issues on the platforms, particularly at times of inclement weather, and is a safety concern. It is proposed to upgrade and extend the existing canopies to provide sufficient cover for passengers along the platforms.
- Improved and safer walking and cycling connections to the city centre
 - The station is located approximately 500m from the city centre and is currently severed by Bourges Boulevard, a dual carriageway. There is also a lack of accessible and level pedestrian and cycle links between the city and the station – the primary link is facilitated by an undesirable network of underpasses. Improving the quality and safety of the walking and cycling connections between the railway station, city centre and bus station, through physical infrastructure and wayfaring interventions will enhance the connections between the station and the city.

3.4 Please provide a short description of the area where the investment will take place. If complex (i.e. containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.

For transport projects include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.

(500 words)

Slides and objective 1 category

Peterborough is the largest city in the Cambridgeshire and Peterborough Combined Authority (CPCA) area. The CPCA area is home to 850,000 people, covers an area of 340,000 hectares and consists of six local authority districts. Peterborough is an important regional centre, providing employment, shopping, health, education and leisure facilities for people across a wide catchment area. Refer to the appended map showing the geographical location of the project and Peterborough.

Peterborough station is an important rail interchange on the ECML, offering twice hourly express train access to London Kings Cross in just under 40 minutes and to York in 1 hour 15 minutes. The station is managed by LNER who are publicly-owned. Prior to the COVID-19 pandemic, the station had an annual throughput of 5 million passengers, including 960,000 passengers who use it as an interchange for services to other destinations.

Peterborough has a deficit of professional service and higher-level technical jobs relative to the region and rest of England average, a lower number of public sector jobs and a real shortage of modern Grade A office accommodation. This is evidenced in the Cambridgeshire and Peterborough Independent Economic Review (CPIER) and recent assessments of the office market in Peterborough, which identifies substantial losses in office accommodation in the city in recent years and significant shortages in key sectors, including public sector professions.

The station is located approximately 500m west of the city centre (defined as Peterborough Town Square) and 200m west of the Queensgate Shopping Centre and Peterborough Bus Station. However, despite its proximity to these key facilities, the station feels isolated from the city centre, both visually and from an active modes perspective. This is demonstrated by the severance created by dual carriageway Bourges Boulevard between the station and city centre, and presence of multiple unattractive underpasses to guide pedestrians between these locations.

The station building itself has limited capacity to accommodate forecast passenger growth (as exemplified by the Network Rail modelling work) and creates issues at

present that should not be expected at a gateway station of such importance. For example, one of the two existing footbridges is not compliant with the Equality Act and there are only seven automatic ticket gates located inside the concourse building, which creates passenger congestion issues during peak times.

The station currently comprises of disjointed facilities without a centralised domain for waiting and interchanging passengers, which significantly impacts upon passenger satisfaction. Also, there is no canopy covering a large segment of the several platforms, which is particularly problematic considering the large numbers of passengers using the station, and the reduction of waiting areas in times of inclement weather.

Additionally, station staff are required to carry out their work in similar confined spaces. The station office facilities are limited in size and barely meet the needs of the current work force. The lack of quality facilities limits staff in delivering their operational responsibilities and providing the highest experience to passengers.

The investment will take place within the existing station lease area, aside from the proposed improvements to the walking and cycling connections to the city centre. It predominantly involves the consolidation of existing surface parking areas and enhancements to the existing station facilities that comprise retrofit, extension and new build elements.

Network Rail currently occupy a Maintenance Delivery Unit (MDU) over several plots of land to the west of the station. Part of this site includes the Grade II* listed Crescent Wagon Repair Shop, said to be the only surviving all timber wagon shop in Britain. The MDU is to be relocated onto an area of existing surface car parking to provide an enhanced facility for Network Rail and to create land for the new western entrance and associated facilities. This may also enable the refurbishment of other rail heritage assets such as the Grade 2 listed carpenters workshop.

A Distributional Impact Assessment (DIA) undertaken shows that there are large proportions of vulnerable groups near to the station. In particular, the largest concentration of ethnic minority groups in Peterborough are centred around the station

	<p>and city centre. Additionally, there is a large proportion of households encountering income/multiple deprivation to the west and north of the station who could benefit from temporary and longer-term employment opportunities brought forward by the project both directly and indirectly. Reference DIA maps have been appended to this bid.</p>
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<p>3.5 Please confirm where the investment is taking place (where the funding is being spent, not the applicant location or where the bid beneficiaries are located).</p> <p>If the bid is at a single location please confirm the postcode and grid reference for the location of the investment.</p> <p>If the bid covers multiple locations please provide a GIS file. If this is unavailable please list all the postcodes / coordinates that are relevant to the investment.</p> <p>For all bids, please confirm in which constituencies and local authorities the bid is located. Please confirm the % investment in each location.</p>	<p>The investment is taking place in the immediate vicinity of Peterborough Station – including the station itself, surrounding car parks, and surrounding access routes. The associated postcode for all areas is PE1 1QL. The grid reference for Peterborough Station is “TL 18697 98851”. Refer to the appended map showing the geographical location of the project and Peterborough.</p> <p>The project is located 100% with the Peterborough Parliamentary constituency, within the PCC local authority area and the CPCA area.</p> <p>Peterborough is identified as a Levelling Up ‘Priority One’ area.</p>
<p>3.6 Please confirm the total grant requested from LUF (£).</p>	<p>£47,840,000</p>

<p>3.7 Please specify the proportion of funding requested for each of the Fund's three investment themes:</p> <ul style="list-style-type: none">a) Regeneration and town centre (%)b) Cultural (%)c) Transport (%)	<p>100% Transport</p>
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3.8 Please tick one or more sub-categories that are relevant to your investment:

Regeneration

- Commercial
- Civic
- Residential
- Other

Cultural

- Arts & Culture
- Creative Industries
- Visitor Economy
- Sports and athletics facilities
- Heritage buildings and sites
- Other

Transport

- Active Travel
- Buses
- Strategic Road
- Rail
- Aviation
- Maritime
- Light Rail
- EV Infrastructure
- Local Road
- Other

- Commercial
- Civic
- Residential
- Visitor Economy
- Heritage buildings
- Active Travel
- Rail
- Local Road

3.9 Please provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome. Where a successful outcome might lead to you no longer requiring the LUF grant please provide details and confirm when might you expect the outcome to be known.

(150 words)

There are currently no other outstanding applications made to other funding streams. However a Towns Fund project is being submitted to DLUHC in July 2022 for additional complementary, but standalone, station connectivity improvements.

LUF1, two tranches of towns fund successful

Part 4 Strategic Fit

4.1 Member of Parliament Endorsement (England, Scotland and Wales ONLY)

4.1.1 Has an MP given formal priority support for this bid? Y/N	Y
4.1.2 Please confirm which MP has provided formal priority support: (name)	Paul Bristow
4.1.3 Which constituency does this MP represent?	Peterborough Parliamentary Constituency
Please also complete pro forma 6 .	

4.2 Stakeholder Engagement and Support

Applicants are encouraged to engage with a wide range of local stakeholders and the local community to inform proposals in the bid and to secure buy in.

<p>4.2.1 Describe what engagement you have undertaken with local relevant stakeholders, including the community (the public, civic society, private sector and local businesses). How has this informed your bid and what support do you have from them?</p> <p>(500 words)</p>	<p>In 2020, PCC, CPCA, Network Rail and LNER funded a feasibility study for the Peterborough Station Quarter Masterplan. This was part of the combined authority's comprehensive spending review in the same financial year, which was communicated to statutory consultees and the wider community.</p> <p>At the same time, an investors conference was set up in Peterborough, with the wider purpose of 'selling' key investment sites located in the city – PSQ being the main site. A press release on this was publicised widely, including to the local media, trade publications, the websites of key partners, social media (including LinkedIn with #investor hashtags used). Database of potential investors also used to target those who had previously registered an interest.</p> <p>The conference was held in October 2020. A decision was made to hold the conference virtually due to the COVID-19 social distancing restrictions in place at the time. It was attended by 90 potential investors, plus businesses in the city and local stakeholders. It included speakers from PCC, Opportunity Peterborough (PCC's economic development and inward investment not-for-profit business), both local MPs and CPCA. News of the conference was circulated afterwards (including slides) to the media, online and social media.</p> <p>In 2021, an element of the PSQ Masterplan was included in the Towns Fund Investment Plan, in which £1.5million</p>
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	<p>of Towns Fund capital was allocated and a further £350,000 assigned from CPCA to develop a SOBC for the rail station improvements. This was communicated widely to stakeholders, direct through email, via the council's website and social media channels and through the media.</p> <p>In the current year (2022), a further update on the project was communicated. A bid was made to secure PSQ as a host for the Great British Railways Headquarters – supported firmly by both city MPs. This would support the wider regeneration proposed through the Towns Fund and also through this bid. Again, this was communicated widely to stakeholders, direct through email, via partners' websites, social media channels and through the media. A decision is expected shortly on the shortlist for the location of the headquarters.</p>
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<p>4.2.2 Has your proposal faced any opposition? Please provide a brief summary, including any campaigns or particular groups in support or opposition, and if applicable, how will you work with them to resolve any issues.</p> <p>(250 words)</p>	<p>No, the project has not faced any opposition.</p> <p>The Further Draft version of the Local Plan (published for consultation in December 2016 to February 2017) included a new policy on the Railway Station Policy Area as well as a policy for the city centre as a whole. The main comments raised through the Further Draft Local Plan consultation were:</p> <ul style="list-style-type: none"> • Support for station west entrance and footbridge • Support for public realm improvements and benefits this has already achieved • Any public realm improvements must include reference to traffic reduction • Need for safe cycle routes through the city centre • Support for protection of historic environment • Support for more housing in the city centre • Support for design requirements that protect the setting and views of heritage assets.
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<p>4.2.3 Do you have statutory responsibility for the delivery of all aspects of the bid?</p> <p>If no:</p> <ul style="list-style-type: none"> - Please confirm those parts of the project for which you do not have statutory responsibility - Please confirm who is the relevant responsible authority - Please confirm that you have the support/consent of the relevant responsible authority 	<p>No. CPCA, whilst it does have strategic transport powers, does not have statutory responsibility to deliver any elements of the project. However, CPCA does have the consent of the relevant responsible authorities which are as follows:</p> <p><u>Rail Station Element</u> Network Rail Limited was created in 2002 as a private sector not-for-dividend Company Limited by Guarantee. Its role is set out in the Licences and is broadly to operate, maintain, renew, replace, improve, enhance and develop the majority of rail infrastructure in England, Scotland and Wales. It therefore has responsibility for ensuring that the railway is safe and reliable.</p> <p><u>LNER</u> LNER is the rail company that operates on the East Coast Mainline. The company is owned by the DfT OLR Holdings for the https://en.wikipedia.org/wiki/Department_for_Transport DfT. LNER took over the InterCity East Coast franchise in June 2018, after the previous privately owned operator Virgin Trains East Coast returned it to the government following sustained financial difficulties. The DfT intended for the company to provide services until a new public–private partnership could be established in 2020. In July 2019, it was announced that LNER had been given a direct-award to run services beyond 28 June 2020 until 2025. The company manages 11 stations along the route – this includes Peterborough Station under a 99 year lease.</p> <p><u>Station Connectivity Element</u> PCC has statutory responsibility for the highway network as the local highway authority under the Highways Act 1980.</p>
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4.3 The Case for Investment

Applicants should use this section to detail a compelling case for why the proposed investment supports the economic, community and cultural priorities of their local area.

Applicants should upload their completed Theory of Change model that supports this section at the time of submission.

For package bids, an explanation should be provided as to how the component projects are aligned with each other and represent a coherent set of interventions.

<p>4.3.1 Please provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to.</p> <p>(500 words)</p>	<p><u>Inadequate station facilities</u></p> <p>There is a shortage of quality food and beverage, meeting and conferencing facilities around the Station compromising the overall customer experience. Post-COVID work and leisure patterns are likely to see migration from centres such as London to a more dispersed model, and Peterborough is ideally suited to continue its upward population growth in addition to acting as concentrated point from local commuters in East Northamptonshire, South Lincolnshire, Rutland and North West Cambridgeshire. In addition, LNER have identified a number of operational issues with the current station layout and facilities such as a lack of platform space, a small gate line and lack of office space/staff facilities.</p> <p><u>Single eastern entrance to station</u></p> <p>The Station is currently accessible from one side only (east) meaning that passengers need to traverse a connecting link bridge to access the most westerly platforms. Car Parking provision is also concentrated on the east side of the Station, where there is approximately 4 hectares of surface car parking. Therefore, some passengers experience additional journey times in excess of 15 minutes from car park to platform edge.</p> <p>The fact that the Station can only be accessed from the east creates additional pressures on the road network at the Crescent Bridge roundabout. The Aecom feasibility study for the PSQ Masterplan (2020) revealed that around 30% of station users travel from the west along Thorpe Road. If the Station could be accessed from the west with adequate car parking provision it would ease pressure on the city's road network at Crescent Bridge/Bourges Boulevard, reduce congestion, vehicular/pedestrian interface risk and air pollution.</p> <p>The proposed western station entrance will assist in the delivery of the CPCA Local Transport Plan (LTP) and emerging Local Transport and Connectivity Plan (LTCP) by improving the efficiency of the transport network in</p>
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support of a sustainable future for the region's nationally important and innovative economy.

Severance from city centre

There is a lack of accessible and level pedestrian and cycle links between the heart of the city and the train station. Bourges Boulevard interrupts the movement of active modes and the existing buildings provide visual severance as well.

There are three routes into the city centre from the rail station but these are via an underpass that is unattractive and of poor quality. The underpass is very difficult to navigate in a wheelchair, can be intimidating to use and offers a very poor first impression of Peterborough. A strong connection between the railway station entrance and Cowgate could become an accessible route suitable for all which would introduce visitors to the city through a series of legible spaces, finally culminating in the west face of the Cathedral.

Surface car parking, employment land and housing

Stations are far more than just transport interchanges – they act as gateways into their immediate surroundings and the wider area.

Surface level car parking occupies approximately 5 hectares of land around the station. This high value land has the potential to transform the local area and could be unlocked for greater commercial and housing development. This is particularly significant as there is a substantial lack of high quality commercial and office space in Peterborough and particularly in the proximity of Peterborough Station. This discourages businesses to conduct operations in Peterborough and serves to reduce the productivity of the region.

Peterborough offers lower business costs and is less than a 40 minute train journey to London King's Cross (with direct trains to Gatwick Airport). In order for Peterborough to capitalise on its strategic location to London, it needs to provide the resources necessary for businesses to operate. High quality Grade A commercial space is needed to be a real alternative to London and attract businesses to the region. With the relocation of various government services to Fletton Quays set for 2022, Peterborough is in a prime position to continue this trend with other types of businesses.

In addition, between 2010 - 2017, over 5,000 homes were built across the city at the Hamptons, the Ortons and Fengate, providing amenities and open areas for growing families. As growth continues across the city, PCC is now

focusing on enhancing the city centre and riverside. The city centre has historically relatively few houses and flats, when compared to other towns and cities of a similar size and scale. The city centre is now therefore being promoted as a location for substantial new residential development at a range of densities according to location.

The PSQ area offers the opportunity to build upon the confidence created by Fletton Quays development and be a key foundation in the city's aim to attract and retain young people that want to stay and play their part in the community. Peterborough is in the most affordable city in the Greater South East (including the South East, East of England, and London), with the average homes costing eight times average wages, more affordable than the UK city average of 9.9.

Railway stations offer perfect opportunities for new homes, as they provide access to jobs for new residents with minimal need for cars. This is illustrated by other examples within the CPCA area, for example, Waterbeach Cambridge North and Soham stations.

The delivery of an improved railway station, public realm and better connectivity will act as a catalyst to support regeneration and later development initiatives in the city and wider combined authority area. It will also contribute to the city's 'place making' agenda through the creation of new housing, commercial, retail and leisure uses, built around a sustainable transport hub that attracts new visitors and inward investment to the city centre and adjacent opportunity areas such as North West Gate, Rivergate and beyond.

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

(600 words)

Summarise this section to make it easier to understand

Market failure for the PSQ programme is driven by the historic, piecemeal approach to the development of Peterborough station as well as some of the more common market failures associated with regeneration projects.

In terms of the station itself, the expanse of surface level car parking has been driven by increasing demand using land available within the existing station lease area, but without a larger view on how this impacts on the local road network. Similarly, the setting of the station and the connections to the city centre require a more holistic approach, particularly if active modes are to be encouraged. The need to take a 'wider' view of the station within the PSQ programme contributes to the market failure to date.

Where the benefits of investment have impacts that stretch beyond the direct individual users of the service, investment is commonly under-delivered through private markets alone. This is particularly the case for projects involving regeneration of the public realm and placemaking, such as that of the PSQ programme – where individual investments are made into areas of public realm, this not only benefits users of these areas but individuals and businesses in the wider area.

The area surrounding the rail station suffers from poor public realm, with limited amenity for active travel users to access the station and to travel between the station and the city centre. The proposed interventions will provide a substantial increase in amenity at the station and in the surrounding area, creating further activity that does not occur as a result of this market imperfection and contributing positively to wider growth and welfare benefits in the city.

Increased use of active modes will address the externality associated with the health benefits of active travel options (individuals do not fully internalise the wider cost to society of ill health through lack of exercise, for example), and the negative environmental externalities associated with pollution and carbon emissions resulting from private vehicle travel.

Station regeneration can be associated with addressing several externalities that result in market failures, for example the benefit resulting from a number of firms locating in proximity to one another. There is strong evidence that increasing the connectivity between firms, the labour supply, and product markets has a positive supply-side impact on welfare. This is referred to as agglomeration, and is not taken into

account when individual firms make decisions on where to locate. Through enhancing connectivity between firms, and through encouraging additional development in proximity to the station, the proposed interventions will address this market failure and address the economic disadvantages Peterborough suffers that have led to it being the fifth most “at risk” city in the UK following COVID-19 (Centre for Cities).

Finally, imperfect markets arise where conditions do not allow for active competition between firms. Imperfections in land and property markets can arise from:

- Dispersed ownership – whereby multiple owners of land or development sites cannot agree to undertake investment even where it is mutually beneficial to do so
- Monopolistic landowners – whereby individual landowners hold significant market power and can actively restrict supply of additional development in order to generate profits
- Land rationing – whereby land is not available for development as a result of imposed restrictions such as within the planning system – where the planning system creates a barrier to new development this can result in lower than optimal levels of new development.

The project would contribute to addressing these imperfections through supporting additional development on currently highly underutilised sites. In spite of their proximity to, and the recent growth of, the city, these sites have not seen development on the scale that would be socially optimal. The PSQ programme would provide large areas for new floorspace and facilities in and around the rail station.

4.3.3 Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location.

For large transport bids £20M - £50M applicants should submit an Option Assessment Report (OAR).

(750 words)

An Option Assessment Report (OAR) was developed as a part of the SOBC for the project. The OAR describes the work undertaken to identify a range of proposals that could address the existing and forecast problems at Peterborough. It also defines the process by which a working group, comprising representatives from CPCA, PCC, Network Rail and LNER, generated and sifted options in order to identify those likely to achieve the project- specific objectives identified.

The aim of the option generation process was to develop a range of potential solutions to address the need for intervention. This led to the development of the following option packages presented in the OAR:

- Do Nothing
 - This involves leaving the station as existing
 - This option takes no action to address to issues and barriers to growth that have previously been identified.
- Do Minimum
 - This includes passive provision for new platforms, retaining of parcel bridge and existing footbridge with extension for new platforms, minimal station/forecourt enhancements, minimal active travel improvements. This does not include a new western station entrance
 - This option satisfies the functional requirements addressed in Network Rail's Peterborough Area Strategic Advice Study and also begins to address the shortcomings in relation to addressing the inadequate station facilities and low levels of passenger satisfaction.
- Option 1
 - This includes a new western station entrance, passive provision for new platforms, refurbishment of existing footbridge, removal and replacement of parcel bridge, medium station/forecourt enhancements, medium active travel improvements, relocation of the Network Rail MDU to GNGE site, residential development on existing MDU site
 - This option provides improved accessibility through the facilitation of the western entrance and addresses the station capacity issues identified from Network Rail modelling work. The relocation of the MDU frees up land for residential development, while also creating and securing future rail jobs for the Peterborough area.
- Option 2
 - This is as Option 1 with the consolidation of car parking nearer to the two station entrances
 - This option allows for further development due to the consolidation of car parking, which also provides benefits through the reduced journey time for passengers and reduced congestion on

Crescent Bridge and Bourges Boulevard

- Option 3
 - This is as Option 2, but with maximum station/forecourt enhancements, maximum active travel improvements, a new western multi-storey car park (MSCP), and commercial and residential development south of Crescent Bridge
 - This option provides greater benefits in terms of addressing passenger satisfaction, and frees up further valuable land for commercial and residential development due to the construction of a western MSCP. This provides the opportunity to encourage business into the area, capitalising on the strategic location of Peterborough and bring levelling up benefits to the region. This option is also anticipated to further reduce journey times and reduce local congestion. Additionally, this option aims to reduce severance between the station and city centre, encouraging rail passengers to interact with the city.
- Option 4
 - This is as Option 3, but with a new eastern MSCP, and further commercial and residential development south of Crescent Bridge set around the extended eastern station.
 - Building upon Option 3, this option maximises the benefits in terms of addressing passenger satisfaction through providing a new eastern gateway building, while the new eastern MSCP frees up further land, allowing maximum development of high value land around the station.

Further details of what is included in each of these option packages can be found in the accompanying OAR..

Justify why the proposed solution is the preferred option above others

Due to the nature of this project being at the SOBC stage, only a preferred way forward rather than a preferred option has been identified in line with HM Treasury Business Case guidance. Option 2 appears to be the preferred way forward given its performance in relation to cost and benefits. **Add in here about it offering staged approach to potentially achieving Options 3 and 4 in the future to delivery wider PSQ programme.**

Justify why the proposed location of the investment is the preferred option above others

	<p>The location of the project, and the associated options that have been defined, have been constrained to the existing rail and station infrastructure and land uses. However, the proposed location of various components of the project are still subject to further work, such as the Network Rail MDU, the future car parking areas, and the extent of the new station buildings. Due to this uncertainty, an element of flexibility is being carried forward with the options to ensure the best design decisions are made. These location uncertainties are deemed of minor consequence in relation to the overall strategic objectives of the project.</p>
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4.3.4 Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions.

This should be demonstrated through a well-evidenced *Theory of Change*. Further guidance on producing a Theory of Change can be found within [HM Treasury's Magenta Book](#) (page 24, section 2.2.1) and [DLUHC appraisal guidance](#).

(500 words)

A theory of change logic map has been developed in line with DfT and DLUHC appraisal guidance to show how the SMART objectives will be achieved and lead to the strategic benefits. This logic map is appended to this bid. The core impacts and strategic benefits of the project are summarised below, along with how these result from the project's outputs and outcomes.

- **Economic growth and levelling up in Peterborough**

- *Unlocking new areas for development*: This will be driven by the consolidation of surface car parking around the station, which will free up valuable land for both commercial and housing development.
- *Gateways to new and expanded markets*: This project will complement and build upon the confidence of other developments such as the new ARU Peterborough campus and Fletton Quays riverside development to create a gateway to new and expanded markets for Peterborough. Fletton Quays will see the relocation of civil servants from HM Passport Office and Defra – paving the way for the similar relocation of business into the PSQ area. Peterborough is in a strategic position to attract more knowledge intensive high-level employment to take advantage of the city's connectivity to London and other key cities in the UK by rail.
- *Increased footfall*: Safer and more accessible active travel connections to the city centre will lead to increased footfall benefitting Peterborough businesses – there is a significant market to capitalise upon in attracting those rail passengers currently interchanging at Peterborough (almost 1 million per annum) towards the business and cultural offer of the city centre.

- **Improved accessibility, journey quality and passenger satisfaction**

- *Enhanced passenger capacity in station*: The station enhancements delivered through the project will provide improvements to station capacity, particularly benefitting those with accessibility needs. The need for this is evidenced through the 2022 Network Rail Station Capacity Modelling, which recommended the widening of the existing footbridge and adjoining staircase, and expanding the gateline - all of which exhibit significant congestion at present, which will only exacerbate in future.
- *Reduced journey time*: This will primarily be achieved through the consolidation of car parking closer to the station entrances. The new western entrance and associated parking provision will additionally play a key role, as it has been shown that 30% of station users travel from the west.
- *Higher quality station facilities*: National Rail Passenger Surveys identify

Peterborough station as the lowest scoring station on the LNER route, in terms of passenger satisfaction. The implementation of higher quality, modern, and more extensive station facilities will undoubtedly improve passenger satisfaction.

- One third of the UK population lives within 20 minutes of an East Coast Main Line station accounting for 47% of the UK's economic output, highlighting the scale and reach of this bid.
- **Less congestion on surrounding road network**
 - *Reduced travel demand:* The creation of a western station entrance and provision of western car parking will alleviate pressure on the city's road network, particularly along Crescent Bridge and Bourges Boulevard, particularly as 30% of rail demand is generated from the west.
- **Health and wellbeing improvements**
 - *Mode shift from cars to rail and active travel:* Increase in active travel mode share has proven benefits in relation to health and wellbeing improvements. The reduction in vehicle mode share and reduced congestion on the surrounding road network will also provide local air quality benefits.

<p>4.3.5 For package bids you should clearly explain how the component projects are aligned with each other and represent a coherent set of interventions.</p> <p>(250 words)</p>	<p>N/A</p>
<p>4.3.6 Applicants should also briefly set out how other public and private funding will be leveraged as part of the intervention.</p> <p>(500 words)</p>	<p>The LUF is the prime focus for funding the main elements of the project. However, there are a range of other secured and potential funding sources that will be leveraged as part of the intervention, including:</p> <ul style="list-style-type: none"> • Towns Fund <p>Peterborough was allocated £22.9 million from the Towns Fund in 2021 following the submission of their Town Investment Plan, which proposed a range of projects within the city centre. £1.5 million of this allocation has been earmarked to enhance connectivity to Peterborough station and this will predominantly be used to take forward the station connectivity element.</p> <ul style="list-style-type: none"> • Network Rail Maintenance Delivery Unit <p>Network Rail is undertaking work to relocate and upgrade their MDU within the vicinity of Peterborough station, and this forms part of the overall PSQ programme in terms of the land that will be freed up for the provision of the new western entrance in particular, but also future residential development. Network Rail will cover the costs for the relocation, which are estimated at £15.2 million.</p> <p>Other possible funding streams that could potentially complement the LUF bid (though not confirmed) include the following:</p> <ul style="list-style-type: none"> • ECML Upgrades (Post-IRP) (Department for Transport/Network Rail)

In the IRP for the North and Midlands, the Government outlines plans of an ambitious package of further investment on the ECML from London to Leeds and the North East. Network Rail is preparing a body to work to meet the various conditional outputs related to the IRP and where necessary present DfT with investment choices. Analysis is expected to commence in August 2022.

There is certainly an opportunity to incorporate rail infrastructure upgrades at Peterborough station into the future pipeline of works to upgrade the ECML. This will require liaising with Network Rail and DfT to confirm that such proposals are deemed appropriate to be included in the ECML upgrades.

- **Private Sector / Third Party Funding**

Investment for commercial/residential development that is private sector led – this is enabled for PSQ programme. Other funding contributions can be gained from the private sector, through engaging developers in establishing speculative residential and commercial spaces, while also setting up S106 Agreements between PCC and developers. Through this approach, contributions can be sought for the costs of elements of the project and also providing community and infrastructure upgrades, determined as required by the implementation of the developments.

4.4. Alignment with the local and national context

In this section, applicants should clearly articulate their alignment with any relevant local and national strategies and objectives concerning investment, infrastructure and levelling up. Applicants should explicitly state how the bid will substantially support the delivery of local and national policy objectives.

4.4.1 Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, Local Economic Strategies, Local Cultural Strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up.

For Northern Ireland, Scotland and Wales bids: In addition, explain how your bid aligns to the strategic plans and objectives of devolved administrations.

(500 words)

CPCA and PCC have developed a strong vision for the PSQ programme – this is supported at both a regional and local level by their adopted policy documents.

CPCA released their ‘Sustainable Growth Ambition Statement’ in March 2022, which restates the Devolution Deal commitment to double the size of the Cambridgeshire and Peterborough economy over the 25 years from the date of the Devolution Deal. It also describes six themes which inform the Combined Authority’s investment programme. These reflect an economic approach anchored in growth theory, aiming to maximise not only annual headline growth in the economy, but also achieving growth in people – skills and health, climate and nature, infrastructure, innovation, reducing inequalities and improving institutional capital. The Peterborough Station project directly and indirectly strives to meet all of these ambitions, through changing the physical environment and activating the region.

The ‘Local Industry Strategy (LIS)’ (2019) links closely to this statement, providing a detailed plan to support the region’s various industries. It cites that delivering transformational transport projects will improve the long-term capacity for growth. This strategy provides reference to the PSQ programme as a means to attract high quality jobs and deliver business space to the region.

CPCA’s ‘Local Economic Recovery Strategy (LERS)’ (2021) sets out how the region will accelerate the recovery and renewal of the economy in light of the COVID-19 pandemic. It consolidates how the region can get back on path to achieving its goals set in the 2019 LIS, while dealing with newer issues that have arisen over the past year. This strategy highlights the PSQ programme as a significant intervention for recovery and future growth.

The ‘Local Transport Plan’ (2020), which is currently being updated, outlines how transport interventions can be used to address current and future challenges for Cambridgeshire and Peterborough. This overarching document sets out the policies and strategies needed to secure growth. The PSQ programme is referenced in this plan, and particularly relates to the guiding principles of:

- Supporting economic growth and distributing prosperity;
- Providing attractive alternatives to driving – ‘mode shift’;
- Preparing for the future of mobility;
- Greening our transport infrastructure; and
- Supporting social mobility and access to opportunity for all.

CPCA released their ‘Draft Local Transport & Connectivity Plan (LTCP)’ in 2022. This bid strives towards

the key vision of the LTCP, which is provide a transport network which secures a future in which the region and its people can thrive. Additionally, it is aligned with the 6 LTCP goals relating to Productivity, Connectivity, Climate, Environment, Health, and Safety.

The 'Bus Service Improvement Plan' (2021) was developed in accordance with the National Bus Strategy to set out the region's plan for buses and specifies how bus services will link to rail stations and hubs, providing integration with active modes. The relocation of the existing bus stop serving Peterborough Station as a part of the project will adhere to this plan. In addition, feasibility funding has been allocated to consider relocation of the existing bus depot to assist in electrifying the fleet.

The Cambridgeshire & Peterborough Independent Commission on Climate released their strategy document, 'Fairness, nature and communities: addressing climate change in Cambridgeshire and Peterborough' in 2021. The PSQ programme aligns with this strategy, through supporting the target of a 'reduction in car miles driven by 15% by 2030 relative to baseline'. Furthermore, the commission identifies the need to explore the following:

- Options to improve cycling infrastructure both within urban areas, and to encourage the use of e-bikes for longer trips to and from market towns and cities
- Alternatives to road investment to be prioritised for appraisal and investment – from active travel and public transport options, to opportunities for light rail and bus rapid transit or options to enhance rail connections.

The 'Peterborough Local Plan 2016-36' contains the adopted planning policies for the growth and regeneration of Peterborough and the surrounding villages up to 2036. The PSQ programme directly relates to Policy LP48: Railway Station Policy Area, 'where the Council will support and encourage high quality mixed-use developments which create an attractive and legible gateway into the rest of the city centre.' This project will therefore form a key part in the delivering of the place based policy ambitions of the area.

PCC has championed the development of the PSQ programme for some time – the 'PSQ Feasibility and Master Plan' (2021) is a high-level feasibility document for the redevelopment of Peterborough Station. This document was the starting point that established the vision for the project.

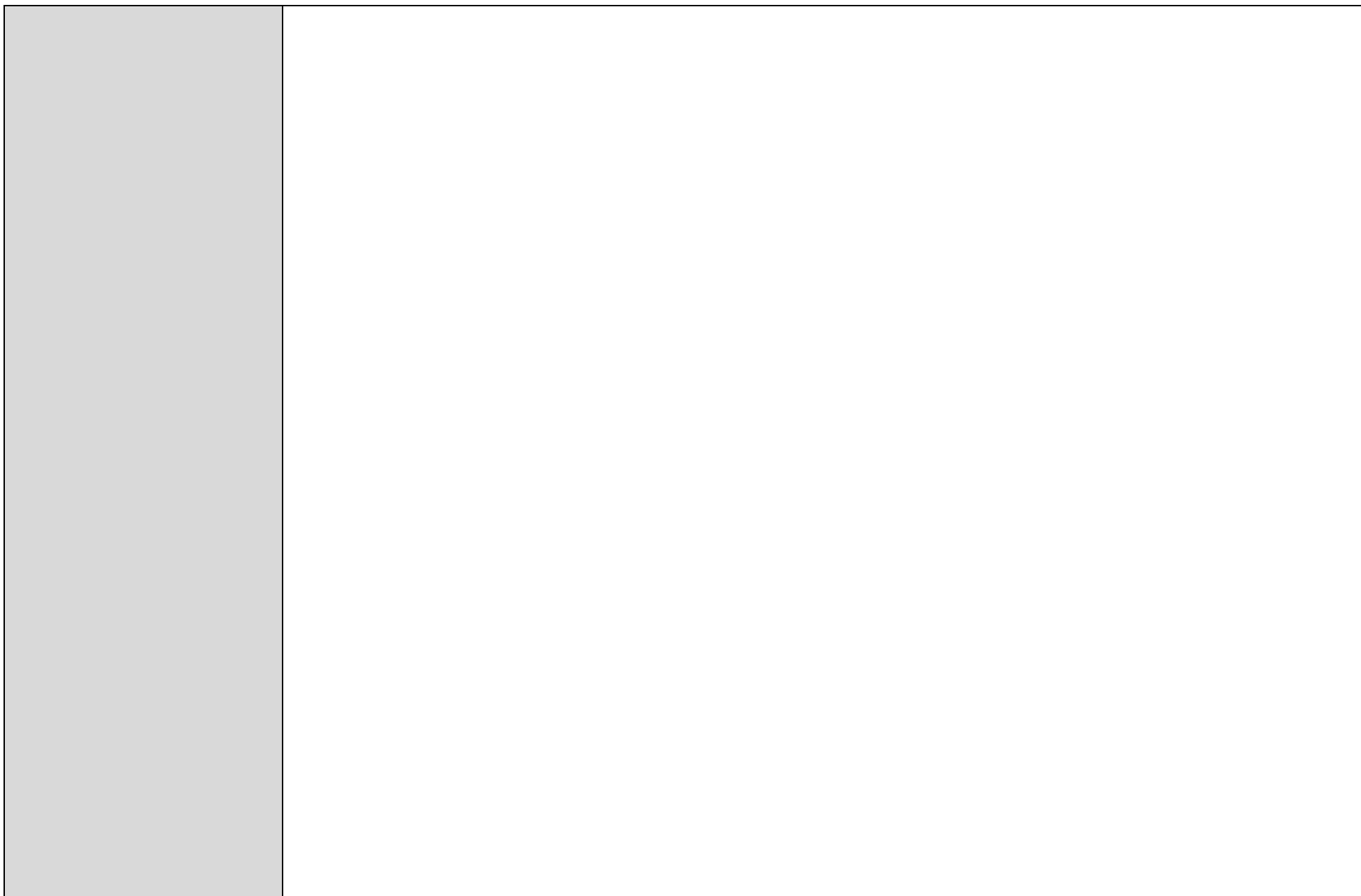
The 'Town Investment Plan', released by Peterborough Town Board and PCC in 2020, outlines the

priorities for future investment in the region. This document sets the PSQ programme as a project of focus in relation to land use, planning and infrastructure, and funding from the plan has been allocated to elements of this project.

PCC produced the 'Peterborough City Centre: Transport Vision 2040' in 2020 as a guide to inform future planning policy, largely centred around Peterborough Station. The PSQ programme will support the key outcomes from this vision including:

- A substantial reduction in vehicle trips through the city centre, and the location of one of the identified travel hubs;
- A well connected network of public realm corridors, providing a safe and pleasant space for sustainable modes of transport;
- A vibrant and thriving city centre economy, accessible to all users;
- An urban environment where nature has a home, and urban greening is used to soften the visual impact of infrastructure.
- Additionally allied to the transport vision are the following documents:
- A draft 'Peterborough Public Realm Strategy', which develops a plan for public realm improvements. The PSQ programme plays a significant role in this document, which has the strategic aim of creating a cultural, connected, natural city.

The draft 'Local Cycling and Walking Infrastructure Plan 2020 – 2029' highlights PCC's commitment to encouraging active travel modal shift throughout the wider Peterborough area. The improvements to cycling and walking connections in association with the project will strongly align with the priorities in this document.



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

For Northern Ireland, Scotland and Wales: In addition, explain how your bid aligns to any specific policy objectives, legal and statutory commitments relevant to the devolved administrations.

(500 words)

The project supports the UK's 'Build Back Better: our plan for growth', which superseded the post Brexit Industrial strategy. This new strategy, released in 2021, is primarily centred around ensuring that no region is left behind as the Government plans to deliver growth and high-quality jobs.

REFERENCE MORE DIRECTLY TO THE BID IN ALL CASES

This project further supports the UK's pledge to bring all greenhouse gas emissions to net zero by 2050 through encouraging modal shift to rail. The 'Net Zero Strategy: Build Back Greener', released in 2021, further iterates this pledge and establishes a strategy for its success. This document outlines numerous commitments as a part of this strategy, the following of which are directly related to this project:

- Increase the share of journeys taken by public transport, cycling and walking
- Support decarbonisation by investing more than £12 billion in local transport systems over the current Parliament
- Invest £2 billion in cycling and walking, building first hundreds, then thousands of miles of segregated cycle lane and more low-traffic neighbourhoods with the aim that half of all journeys in towns and cities will be cycled or walked by 2030.

This project is aligned with the Clean Growth Strategy, published in 2017, outlining the Government's strategy towards growing the national income while cutting greenhouse gas emissions. It is particularly aligned with the policy of "Encouraging Low Carbon Alternatives to Car Journeys", as the Government proposes to continue to "invest in public transport, and help people to cycle, walk or travel by bus or train." This p

Additionally, this project has been developed in alignment with the Clean Air Strategy, published in 2019, outlining how the Government will tackle all sources of air pollution. This project supports the strategic direction for transport, which accelerates the shift from road to rail, supports more active modes of travel, and improves local air quality.

The project is expected to reduce carbon emissions through an increase in rail patronage and reduction in private vehicle use. The increase in rail patronage will be driven by improved station facilities, better access to the station by pedestrians, cyclists and buses, enhanced car parking, and new active travel connections between the station and the rest of Peterborough.

Active travel

A key part of the project is the provision of a new western station entrance and associated car parking facilities. The station is currently only accessed directly from the eastern side of the rail lines, including all car parking provision. This means that passengers accessing the rail station often need to travel further than is necessary, adding to walking and cycling distances and increasing highway congestion and carbon emissions. This project has the potential to broaden access and car parking choices whilst providing new facilities for electric vehicle charging and enhanced integration with other modes in line with Peterborough's City Centre Transport Vision, and improving active travel infrastructure, reducing rail users' dependency on private cars to reach the station.

As a result of this expected reduction in private vehicle use/mileage, there are expected benefits related to carbon emission reductions. The reduction in greenhouse gases will be quantified and reported in the Economic Dimension of the Strategic Outline Business Case that will be submitted in July 2022.

Furthermore, low carbon technology will be used through the project's design, construction, and operational phases. The intention is to work closely with our project partners and their procurement specialists to ensure that carbon emissions throughout the design stage are carefully considered and designed out where possible embracing the principles of the circular economy. In addition, the Peterborough Integrated Renewables Infrastructure project (PIRI), launched in July 2020, aims to design a low carbon, smart energy system, which heats and powers the city via a web of integrated smart energy systems. The PIRI design combines a heat network, electricity network and electric vehicle infrastructure under one smart holistic scheme. PIRI brings together energy generation, demand management and storage, unlocking efficiencies and serving as a blueprint for other cities. Through a separate £2m feasibility project, funded by Innovate UK and supported by Cranfield and SSE, there are plans to extend the city's renewable energy infrastructure to the Station Quarter. Further information on PIRI is available via this link <https://storymaps.arcgis.com/stories/e4d740a84c9b4df0a84be3d592e2e3b0>.

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

(100 words max per fund)

This project both complements and aligns with several other investments in Peterborough, including:

- East Coast Main Line (ECML) Improvements
 - The Integrated Rail Plan (IRP) for the North and Midlands published in November 2021 identifies a comprehensive package of upgrades on the ECML as it has significant potential to further improve line speed increases and seat capacity. The government states that they will ensure digital signalling is delivered as well as an upgrade of the power supply to allow longer and more frequent trains, increase maximum speeds up to 140mph in some places, improve the capacity of stations, and remove bottlenecks such as flat junctions and crossings. In August 2022, Network Rail will commence a body of work to meet the various conditional outputs related to the IRP and where necessary present DfT with investment choices. Enhancements to Peterborough station complement and align with the IRP proposals as they both strive for improvements on the ECML.
- Towns Fund Investment Plan
 - Peterborough's Investment Plan was submitted in July 2020 and the Heads of Terms for £22.9m was signed in January 2021. This involves the implementation of several active travel infrastructure enhancements projects in the city centre. These schemes will both complement and overlap with this project as they strive to create a welcoming entrance to the city for visitors from the station.
- Network Rail Maintenance Delivery Unit (MDU)
 - It is proposed to relocate and upgrade the Network Rail MDU, currently located to the west of the station. The relocation of Network Rail's Delivery Unit could unlock a further 5 acres for commercial and housing development, and allow for the optimisation of land use within the station precinct. The relocation of the Delivery Unit will provide greatly needed quality accommodation for front line operational staff, which will create opportunity to increase Network Rail jobs in Peterborough. It is estimated 45 new FTE jobs could be generated at the new MDU.
- LUF Round 1 – new Anglia Ruskin University (ARU) campus
 - A recipient of LUF Round 1 funding, Anglia Ruskin University (ARU) Campus Peterborough, a CPCA and PCC initiative, is a new £30 million university set to open its doors to 2,000 students in 2022 with an ambition to offer courses for up to 12,500 students, by 2032. The aim of ARU Peterborough is to work with employers as co-creators in developing and delivering the curriculum, which will be led by student and employer demand. These projects will complement each other as they significantly raise the quality of facilities in Peterborough and attract talent to the region. The Framework Travel Plan has a target of 4% of trips to be made by rail.

- Fletton Quays riverside development
 - Fletton Quays involves the development of 350 luxury apartments, a Hilton Garden Inn Hotel, a gin distillery, and modern office spaces - housing 1,000 civil servants from HM Passport Office and the Department for Environment, Food and Rural Affairs. The success of the Fletton Quays government relocation can encourage and strengthen the case for further business relocation.
- Great Northern Hotel Redevelopment
 - A planning application was approved in 2020 to redevelop the Great Northern Hotel, which is directly adjacent to the main station entrance. These consented plans include a hotel extension and new office building. This redevelopment will complement this project to create a new gateway to the area, presenting a high standard of facilities to both departing and alighting passengers.
- £60 million Queensgate Shopping Centre extension
 - The Queensgate Shopping Centre is currently undergoing a £60 million cinema-led extension, due for completion in 2022. Alongside the 10 screen cinema there will be a number of new restaurants and stores opening, with the leading entertainment centre acting as the anchor of the development. This is expected to create an additional 200 jobs. The site of this extension is located approximately 150m from the main Peterborough station entrance, meaning these projects will be greatly intertwined in their presentation of a new gateway to Peterborough and the vision of Peterborough Station Quarter.
- Peterborough Area Strategic Advice works
 - Network Rail has undertaken a 'Peterborough Area Strategic Advice Study' to understand whether further operational railway enhancements may be needed in the future in and around Peterborough, such as new platforms and/or track modifications, as well as potential diversions for increased rail freight demands. This study identified key constraints relating to platform capacity at Peterborough station and flexibility on the northern and southern approaches to Peterborough station. As such, the study has recommended various interventions relating to 2 new platforms and new crossovers.
 - Shared prosperity???
 - EEH connectivity??
 - City Centre projects - Lewis

<p>4.4.4 Please explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the government's cycling design guidance which sets out the standards required.</p> <p>(250 words)</p>	<p>This project firmly aligns with the DfT strategy document, Gear Change: A bold vision for cycling and walking. A key commitment from this strategy is to <i>"make sure the railways work better with cyclists"</i>, highlighting how the Government will improve the connections between the railway and bicycles, matching the convenience of the car – which this project equally strives towards.</p> <p>This project includes enhanced walking and cycling facilities between the station and the city centre as a core component. New infrastructure will be compliant with Government cycle infrastructure design (LTN 1/20) and a range of intervention scenarios are being developed to ensure the project that is brought forward delivers that maximum potential benefits from a range of perspectives. These improvements will address historic impediments to active travel and cycling within the city centre and benefit a large number of journeys beyond just those destined to/from the rail station.</p> <p>Improved connections to the east will also provide a better link to Peterborough Bus Station, enhancing interchange opportunities. Enhancements to the rail station itself will be Equality Act compliant, improving accessibility by all modes, and the design of the station frontage (on both sides) will prioritise active modes.</p> <p>Given the proximity of existing bus routes to the existing station entrance and the new western entrance, extensive bus priority measures are not considered applicable, although the new station frontage arrangements on the eastern side will extend the capacity for rail replacement bus services and improve the facilities for passengers requiring these services.</p>
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4.4.5 Please tick to confirm which of the following [Levelling Up White Paper](#) Missions (p.120-21) your project contributes to:

- Living Standards
- Research and Development (R&D)
- Transport Infrastructure
- Digital Connectivity
- Education
- Skills
- Health
- Wellbeing
- Pride in Place
- Housing
- Crime
- Local Leadership

And write a short sentence to demonstrate how your bid contributes to the Mission(s).

Why a category 1 area??

Living Standards: *By 2030, pay, employment and productivity will have risen in every area of the UK, with each area containing a globally competitive city, and the gap between the top performing and other areas closing.*

- This project will strive towards this mission through supporting economic growth and levelling up in Peterborough, achieved through the creation of a revitalised gateway to the city (complementing other key investments) and the unlocking of valuable land for commercial and residential development. This is expected to lead to the creation of higher paid jobs and the improving of life chances of those in neighbouring deprived communities.

Transport Infrastructure: *By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.*

- This project is closely aligned with this mission, as it is primarily centred around improvements to Peterborough transport infrastructure and lifting the standards of the facilities in and around Peterborough station, which without intervention, will be operating at the lowest possible level of service by 2042, due to passenger congestion. The standards of Peterborough station will be lifted through substantially improved journey quality, station capacity levels, western accessibility, and active travel connections.

Health: *By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.*

- This project will deliver improvements to active travel infrastructure and reduce local congestion around the station, which will provide health benefits in relation to increased levels of exercise and improved air quality.

Wellbeing: *By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.*

- Through the improved active travel connections and wayfaring, and enhancements to the functionality and quality of Peterborough station and its surrounds, there are associated well being and quality of life benefits expected for the residents of Peterborough, relating to improved journey quality, safety and accessibility

Pride in Place: *By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.*

- This project and the associated station enhancements will provide a new gateway to Peterborough, through the way of improved station facilities, improved public realm surrounding the station, and improved active travel infrastructure/wayfaring towards the city centre – contributing to an increased pride in place for the residents of Peterborough.

Part 5 Economic Case

All costs and benefits must be compliant or in line with [HMT's Green Book](#), [DfT Transport Analysis Guidance](#) and [DLUHC Appraisal Guidance](#). Please also see [Technical Note](#).

5.1 Appropriateness of data sources and evidence

<p>5.1.1 Please provide up to date evidence to demonstrate the scale and significance of local problems and issues.</p> <p>(500 words)</p>	<p>Focus on local economics and deprivation etc Reorder, more suitable to LUF2 bid Additional statistics</p> <p>Peterborough is profiled as being 'more deprived' than the rest of the country. In the context of the Levelling Up Agenda, Peterborough is categorised by the Government as a 'Priority One' area. The allocation of 'Priority One' specifies that the Government deems Peterborough as a region in most need of investment through Levelling Up funding. According to the Index of Multiple Deprivation 2019, Peterborough is the most deprived area within the CPCA region. Barriers to Housing and Education, Skills & Training are defined as the most significant categories of deprivation for the area.</p> <p>Peterborough has strong rail connectivity on a national scale - Peterborough Station offers twice hourly express train access to London Kings Cross in just under 40 minutes and to York in 1 hour 15 minutes. However, its shortcomings are related to the station facilities and its local connectivity with the surrounding area.</p> <p>There is a lack of quality facilities within Peterborough station, which is amplified by 2022 Customer Satisfaction surveys for the LNER route. Of the 11 survey categories, Peterborough station scored most poorly in relation to Retailing Options and First Class Lounge facilities. Peterborough station scored a 32.5% satisfaction in relation to Retailing Options (compared to a 50.8% average for the entire LNER route) and a 35.6% satisfaction in relation First Class Lounge facilities (compared to a 58.9% average for the entire LNER route). This shows the station is underperforming on the LNER route, largely due to its inadequate facilities.</p> <p>Station passenger congestion is another significant issue. Station Capacity Modelling conducted by Network Rail in 2022 concluded that, without intervention, the station will be operating at the lowest level of service (LOS F) by 2042, primarily due to congestion on the station footbridge, staircase, and at the gateline. Additionally, the lack of centralised waiting areas and crowded facilities on the station platforms</p>
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has created historic crowding and safety issues. There have been incidents following local football matches or significant service delay incidents, logged by LNER through their management systems, in which the large numbers of passenger have overwhelmed the capacity of the station, resulting in particularly unsafe environments for staff and passengers.

The existing configuration of multiple, sprawling surface car parks around the station can inflate journey times by more than 10 minutes. Additionally, this presence of approximately 5 hectares of surface car parking space is stifling economic growth by occupying high value land that could otherwise be utilised for commercial and residential development. Furthermore, the wider configuration of land around the station creates severance due to the physical barrier of Bourges Boulevard between the station and city centre, impeding the quality of pedestrian and cyclist journeys.

There is an evidenced shortage of office supply within Peterborough, which has the potential to stifle economic growth. Barnack Estates UK Ltd published the “Peterborough Employment Land Review” in 2021, which found that more site opportunities are essential to meet market demand. This review found that 2 years after the adoption of the Peterborough Local Plan 2019, only 29% of the allocated supply remains available. Additionally, this lack of office supply creates the risk of inward investment and business expansion opportunities being lost to Peterborough.

5.1.2 Please demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased.

(500 words)

The data used to support the issues defined in 5.1.1 has been derived from a range of sources. This range of data sources has been utilised to both highlight the extent of issues and to reduce the impact of bias. The data presented in 5.1.1 and their corresponding origin are as follows:

- Deprivation data has been derived from the English Index of Multiple Deprivation 2019, issued by the Office of National Statistics. This is up to date data which is utilised on a national scale, and is recommended for use by DLUHC.
- LNER Customer Satisfaction surveys are undertaken by KPMG Nunwood on behalf of LNER. KPMG Nunwood are an independent organisation from LNER and as such can undertake customer satisfaction surveys from an unbiased perspective.
- Surface car parking area and walking journey times were obtained from Google Maps. These areas and walking journey times have been derived from up to date satellite imagery and walking path data.
- Network Rail conducted and released their Station Capacity Modelling of Peterborough station in 2022. This is an up to date pedestrian model/analysis and highlights the current and anticipated capacity issues at the station.
- Specific incidents of passenger crowding from football fans is well documented through internal emails by the stations' Duty Team Leader and TSSA Local Station Representative and management systems.
- Evidence relating to the lack of office supply is derived from Barack Estates UK Ltd "Peterborough Employment Land Review", published in May 2021. This review includes additional input from other real estate and planning organisations Eddisons, Barmach Ltd, and Savills, reducing the influence of bias from a single organisation.

5.1.3 Please demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions.

(250 words)

In addition to this bid's data originating from a multitude of sources (as outlined in 5.1.2), the data also considers varying spatial dimensions. This is important because, while there are localised issues within the station itself, Peterborough station has a large area of influence, extending across the entire Peterborough district as a commuting catchment.

Various data considers Peterborough at a district level, for example:

- ONS data including Indices of Deprivation, population statistics, employment and business data and census data
- Local intelligence including Cambridgeshire and Peterborough Independent Economic Review, Peterborough: Economic Intelligence Report and Peterborough Employment Land Review 2021
- The PTM3 strategic highway model (details on the PTM3 base network build and validation can be found in the Local Model Validation Report, but given the central location of the station within the model, flows and journey times are well validated and calibrated using up to date information from 2019).

This bid has also derived data from localised sources relating directly to Peterborough station. The following data sources are focused at a station level:

- ORR Station Usage information
- Network Rail Peterborough Area Strategic Advice findings and recommendations
- Network Rail Station Capacity Modelling: This pedestrian modelling considers the internal capacity of the station, including the station concourse, gateline, footbridges / adjoining staircases, and platforms
- LNER Customer Satisfaction Survey
- LNER internal incident reporting
- An Aimsun micro-simulation model of the localised area around the station has been used to assess operational impacts of the proposals
- Local road accident data
- Local traffic/cycle counts.

5.2 Effectiveness of proposal in addressing problems

In this section applicants should clearly set out how the activity described in the bid will address the challenges identified.

<p>5.2.1 Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should be forecasted using a suitable model. Theory of Change evidence should be identified and referenced.</p> <p>(750 words)</p>	<p>This section will address the key problems as defined in 3.4 and 4.3.1. Following the format of the theory of change, the following paragraphs outline the pre-existing problem of the area, the proposal from this bid, the expected impact of the proposal, and the evidence supporting this inference.</p> <ul style="list-style-type: none">• Problem<ul style="list-style-type: none">○ Inadequate station facilities, both customer and operational• Proposal<ul style="list-style-type: none">○ Creation of a new eastern gateway station building, new western station facilities, new footbridges• Expected impact<ul style="list-style-type: none">○ Increased passenger satisfaction○ Increased rail mode share• Evidence<ul style="list-style-type: none">○ The Chelmsford Station enhancements scheme, completed in 2019, provided improved station facilities with provisions for active travel and noted a reduction in congestion and 12% reduction in crime in the area, serving to improve the journey quality for passengers (Rail Delivery Group, 2021)○ Based on the evidence and methodology from the Passenger Demand Forecasting Handbook, the benefits from improved station facilities from uplift in demand for passengers (for the appraisal period of 60 years) has been calculated as £3.96m○ Network Rail 2022 Station Capacity Modelling indicates that, without intervention, the station will be operating at the lowest level of service by 2042, and these proposals which enhance capacity will undoubtedly provide rail customer benefits.• Problem<ul style="list-style-type: none">○ The station is currently accessible from a single eastern entrance• Proposal<ul style="list-style-type: none">○ The creation of a new western station entrance• Expected Impact<ul style="list-style-type: none">○ Improved accessibility, journey quality and passenger satisfaction○ Less congestion on surrounding road network
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- Evidence
 - Station enhancement projects at Reading and Birmingham demonstrated how new and improved station accesses were key to unlocking commercial and residential development. (The Value of Station Investment, Steer Davies Gleave, 2011)
 - Much of the transport user benefits come from providing car parking and a new entrance to the west of the railway. This reduces journey time and distance for vehicles travelling in from the west, predominantly via Thorpe Road, by removing the need to queue on the approach to, and travel through, Crescent Bridge Roundabout. By 2036, this is forecast to reduce journey times from the Thorpe Road junction with Longthorpe Parkway to the railway station car parks by 130 seconds in the AM peak hour and 119 seconds in the PM peak hour (when compared the Do Minimum scenario which only provides parking to the east of the railway line).
- Problem
 - Severance
 - There is a lack of accessible and level pedestrian and cycle links between the heart of the city and the train station and from the west to the station – Bourges Boulevard interrupts the movement of active modes and the existing buildings provide visual severance
- Proposal
 - Improved active travel and bus connections with the station
- Expected impact
 - Improved accessibility, increased active travel, bus, and rail mode share
 - Health and Well Being improvements
- Evidence
 - Rail Delivery Group research shows that active travel enhancements surrounding Nottingham Station led to a 44% increase in cycling around the city, demonstrating the link between improved infrastructure and the uptake of active travel modes.
 - The uplift in cycle trips that would use Crescent Bridge has been calculated by comparing the Propensity to Cycle Tool (PCT) Government Target Equality scenario uplift for this location against the observed uplift when a temporary pop-up cycle lane was implemented in this location during the COVID-19 pandemic. This scenario estimates that there is potential for an uplift factor of 2.03. The temporary pop-up cycle lane generated an uplift factor of 1.40. It is expected that a fixed cycle lane in this location would result in an uplift between these two scenarios and therefore the two uplift factors have been averaged to provide a mean average uplift of 1.715. Furthermore, AMAT analysis provides preliminary benefits of £1.4 million – **more breakdown of health benefits.**
 - Health benefits from active travel improvements are well established and the recommended method for estimating physical activity impacts of active travel is based on monetising the

change in mortality resulting from a change in walkers and cyclists, i.e. the benefits from gaining life years. This approach is supported by a strong evidence base, which is also included in WHO's 2014 update of its Health Economic Assessment Tool.

- Public transport hub evidence

- Problem
 - There are approximately 5 hectares of surface car parking around the station, and a lack of employment and housing land
- Proposal
 - Consolidation of surface car parking to unlock high value land for development opportunities
- Expected Impact
 - Economic growth and levelling up in Peterborough
 - Increased land values around the station
- Evidence
 - Rail Delivery Group's "Station Investment: A catalyst for local economic growth" (2021) demonstrates how investing in station improvements can stimulate economic growth, supporting local businesses and creating jobs. Recent station enhancements at Nottingham Station led to an increase in the number of developments within a mile of the station from 10 to 133 a year, a yearly rise of 3.7% in employment in nearby areas, and an average yearly increase in local house prices of 7.6%
 - Station enhancements at Manchester Piccadilly and Sheffield also provide evidence of a 'ripple effect', whereby initial development prompted partly by station improvements increases investor confidence and encourages further development across the city (The Value of Station Investment, Steer Davies Gleave, 2011)
 - Existing land use plan
 - Estimated usage for commercial, retail and residential of sites
 - Volterra has quantified that expected direct Land Value Uplift (LVU) of £12.4m at the development sites to the west of the station or an expected direct LVU of £20.4m at the development sites to both the east and west of the station.

5.2.2 Please describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis, the quality of the evidence and the accuracy and functionality of the models used.

(500 words)

With reference to 5.2.1, the following paragraphs outline the methodology and forecasting assumptions associated with the demonstrated evidence.

- Problem
 - Inadequate station facilities, both customer and operational
- Evidence / Forecasting Assumptions
 - Network Rail 2022 Station Capacity Modelling provides a basis for the station capacity enhancements, such as improvements to footbridges and expanded station concourse and gateline. A base model (2019) and a worst case model for 2042 was produced. The base model uses passenger demand data from 2019, while the 2042 model used the 2019 data with an additional 31% growth. Outputs from this modelling are shown with Fruin's Level of Service and are assessed against NR/GN/CIV/100/03 for normal operations.
 - The PDFH has been utilised to calculate station facility benefits. The calculation factors identified in PDFH 6 (December 2017) do not match well with the changes proposed at Peterborough. It has therefore been assumed that for business and leisure a 1.5% demand uplift is appropriate whilst for commuting a 0.5% uplift is suitable. These are considered to be conservative and have been adopted to ensure robustness in the assessment.
- Problem
 - The station is currently accessible from a single eastern entrance
- Evidence / Forecasting Assumptions
 - Milestone have utilised two transport models to support this assessment the Peterborough Transportation Model 3 (PTM3), which is a SATURN-based strategic model of the Peterborough area used to assess the impact of land-use changes and transport interventions proposed, and Aimsun Next Peterborough Station micro-simulation model, used to assess the detailed traffic operation of the proposed interventions
 - For the PTM3, the base model was validated using traffic count and journey time data from 2019. The PTM3 forecast models use the base model and applies traffic growth sourced from the DfT's Trip End Model Presentation Program (TEMPro), National Road Traffic Forecasts (NRTF) and trip rates for local developments. Forecast growth has been calculated for 2026, 2031, and 2036 to align with the Peterborough Local Plan period
- Problem
 - Severance
 - There is a lack of accessible and level pedestrian and cycle links between the heart of the city

and the train station and from the west to the station – Bourges Boulevard interrupts the movement of active modes and the existing buildings provide visual severance

- Evidence / Forecasting Assumptions
 - Active travel benefits have been calculated using the Active Mode Appraisal Toolkit (AMAT). Cycle uplift was calculated using the PCT tool in conjunction with observed data from a temporary cycle lane in Peterborough. The PCT tool is recognised in AMAT guidance and the incorporation of observed data in conjunction with the PCT tool provides an additional element of robustness, as the methodology is not relying on a single source
- Problem
 - Lack of employment and housing land
- Evidence / Forecasting Assumptions
 - The methodology for LVU aligns with MHCLG Land Value Estimates for Policy Appraisal 2019. The calculations have utilised Peterborough-specific values for land value per sqm, presented in the guidance estimates. Additionally, a displacement rate of 25% is applied to newly generated land value when estimating the LVU accruing as dependent development in line with DCLG Appraisal Guidance (2019)

5.3 Analysis of costs and benefits

In this section applicants should describe and explain the costs and benefits in the relevant [Costings and Planning Workbook – Tables A – Economic Benefits and Table A - Economic Costs](#). They should provide an explanation of how benefits and costs are analysed and estimated, and how this approach is proportionate for the proposal being submitted.

All costs and benefits must be compliant or in line with [HMT's Green Book](#) (including supplementary guidance), [DLUHC Appraisal Guidance](#), and if appropriate [Transport Analysis Guidance](#).

Package bids need to demonstrate both the overall package costs and benefits, and the disaggregated costs and benefits for each component project. Supplementary tables for component projects should be completed in full.

<p>5.3.1 Please explain how the economic costs of the bid have been calculated, including the whole life costs.</p> <p>(500 words)</p>	<p>Please also see section 6.1.6.</p> <p><u>Rail Station Elements</u></p> <p>Cost estimates were prepared by Aecom in February 2020 for all elements of the PSQ programme, and these have formed the basis of the estimates for the majority of the project included in this bid.</p> <p>The cost estimates were derived from a build-up of quantities taken from the latest set of drawings at that time and using applicable unit rates for materials. The quantities and unit rates used for the rail station elements of this bid have been reviewed by Network Rail to confirm their ongoing applicability for the bid.</p> <p>These costs were provided in Q1 2020 prices and assumed a JCT 2016 Design and Build Contract at the time, although it is likely that the preferred procurement route will differ for the for the rail station elements as set out in 6.2.1, which may lower tender prices.</p> <p>Certain exclusions were noted, which are considered usual at this point in project development, including assuming a standard specification in line with current rail station construction standards, no enhancements over and above current standard Building Regulations, no contamination in the ground and foundation designs across the site are assumed to be strip foundations rather than piled or deep trench fill foundations.</p> <p>Inflation has been assumed at the start on site date using an annual increase of 8% for each element. The</p>
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	<p>latest short term Consumer Price Index forecasts published by the Office for Budget Responsibility shows CPI peaking at just over 8% by the end of 2022 and then dropping to around 3% by the end of 2023, so assuming 8% across the next three years is considered a robust approach.</p> <p>The only rail station cost elements included in the economic analysis at this time relate to the western station entrance.</p> <p><u>Station Connectivity Elements</u></p> <p>The cost estimates for the station connectivity elements were derived in 2022 by PCC Highway Services quantity surveyors drawing upon industry price books (e.g. SPONS) and experience from recently implemented similar projects.</p> <p>The total base costs with real cost increases and optimism bias have been input into TUBA. Inflation has been based on the TAG Annual GDP Growth and Annual Construction Price Growth (BCIS) over a 60-year appraisal period (2022 to 2081).</p> <p>For ease of calculation, a single mid-point optimism bias of 46% has been applied to all costs utilised in the economic assessment.</p> <p>Further work to refine the cost estimates will be completed by Network Rail and PCC Highway Services for use in the OBC.</p>
<p>5.3.2 Please describe how the economic benefits have been estimated, including a discussion and evidence to support assumptions.</p> <p>(750 words)</p>	<p>The Present Value for Benefits (PVB) comprises a number of benefits that have been quantified and monetised as follows:</p> <ul style="list-style-type: none"> • Transport User benefits, assessed using the DfT’s Transport Users Benefit Appraisal (TUBA) software using outputs from the PTM3 SATURN model of the Peterborough area, in accordance with guidelines set out in TAG Unit A1 – this includes the decongestion benefits of the western entrance • Transport User benefits, assessed using the DfT’s Active Mode Appraisal Toolkit (AMAT), in accordance with guidelines set out in TAG Unit A1 – this includes the health and journey quality

	<p>benefits of the pedestrian and cycle scheme elements</p> <ul style="list-style-type: none"> • Transport User benefits in relation to a reduction in community severance utilising Centre for Transport Studies, University College London's Community Severance Evaluation Tool • Accident impacts from changes in traffic volumes on the highway network have been assessed using COBALT using outputs from the PTM3 model and local accident data • Revenue benefits, derived from an increase in passengers using the rail services as a result of the enhanced station facilities has assessed in accordance with the approach set out in the PDFH and recorded station usage (ORR). <p>At this point in the project development process, these are the only benefits that can be quantified with any degree of robustness, and so they have been included in the value for money assessment.</p> <p>In addition to these traditional transport benefits an Economic Narrative and initial assessment of wider economic benefits has also been produced for the SOBC based on a land value uplift framework, consistent with both DfT TAG and DLUHC Appraisal Guidance. Preliminary high-level estimates show that direct LVU could total between £12.4m and £20.4m. Under the assumption of a 4% uplift in the value of nearby commercial and residential floorspace the proposed interventions could therefore also result in a wider LVU of £98.1m.</p> <p>Furthermore, employment generation has been estimated through applying typical employment densities from the HCA Employment Density Guide (3rd Edition) to the types of floorspace supported by the project once operational. GVA resulting from these jobs has then been calculated in 2022 prices over a 15-year period (2028-2042 inclusive) following the full operation of the proposals, and through applying a discount rate and a 25% displacement factor. Dependent on the option that is selected at OBC, a GVA of between £265m and £569m is estimated to be generated over a 15-year period. This period corresponds to the period in which the proposed interventions will be operational up to 2042, the</p>
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	relevant policy period for the target to double GVA by CPCA.
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5.4 Value for money

In this section applicants should set out the Value for Money (VfM) of their bid, taking account of monetised and non-monetised impacts and risks and uncertainties.

Prior to completing this section the application should complete the relevant **Costings and Planning Workbook – Table A – VfM**

<p>5.4.1 Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios (BCR).</p> <p>(500 words)</p> <p>If a BCR has been estimated, please provide the BCR of the proposal below.</p> <p>If you only have one BCR, please enter this against the 'initial' BCR.</p> <p>'Initial' BCR (single bid) 'Adjusted' BCR (single bid)</p>	<p>As noted in 5.3.2, there is a range of quantifiable benefits that have been calculated at this point, but there is also a range that has a good deal of uncertainty attached to them, most notably those relating to increase in rail demand and overall revenue that will result from the new western entrance as well as the improved station facilities on the east side.</p> <p>Quantifying these benefits will require a station access model (as set out in 5.4.2) as well as more certainty around the form of the station improvements, including the proposed new footbridge.</p> <p>In calculating a BCR, adding in the total costs of these elements without an understanding of the real benefits will only act as a 'drag' on the BCR itself and undermine the clear benefits of the project. Therefore, at this stage of project development, a BCR has been calculated that uses the costs of the infrastructure required to deliver the quantified benefits outlined above.</p> <p>This cost includes:</p> <ul style="list-style-type: none"> • Station connectivity elements • Car park consolidation elements • New western entrance • Surface parking area to the west • Highway network changes • Provision of new lifts/footbridge enhancement to connect the new western entrance to the rest of the station. <p>Taking this approach, a reasonable BCR for the project is 1.28:1.</p> <p>The balance between additional benefits and costs, which relate to the eastern station</p>
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	<p>extension and new footbridge, will be calculated in more detail in the next stage of project development, with the caveat that these elements in their own right will need a BCR of at least 1.0, giving confidence that the BCR for the overall project will not be below the figure quoted above.</p> <p>In addition, there is a range of other benefits (as set out in 5.4.2) that cannot be quantified at this time, alongside the wider economic benefits set out in 5.3.2. Taken together, the BCR and the non-quantifiable elements suggest that the project would provide high value for money.</p>
<p>5.4.2 Please describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed, including the expected scale of these impacts. These will be factored into the overall Value for Money assessment of the bid.</p> <p>(500 words)</p>	<p>Given the current stage of project development, there are a number of benefits that have not been monetised at this time. These can be summarised as follows:</p> <p><u>Transport User/Non-User Benefits</u></p> <p><i>Highway and Active Mode Users</i></p> <ul style="list-style-type: none"> • Personal security • Journey time benefits for active modes <p><i>Rail Passengers</i></p> <ul style="list-style-type: none"> • Revenue benefits, derived from an increase in passengers using the rail services as a result of reduced station access times by different modes. • Value of station decongestion – ongoing pedestrian modelling work by Network Rail will be used to demonstrate the level of decongestion afforded by the proposals <p><u>Station/Train Operator Benefits</u></p> <ul style="list-style-type: none"> • Reduced boarding delays • Additional advertising income • Value of staff facilities • Avoided renewals spend

- Additional revenue from farebox and retail, and other uses at the station which in turn reduces operating expenditure to run the station and has direct impact on the tax payer by improving the viability of running the railway

Land Owner Benefits

- Land receipts for sale of surplus land
- Efficiencies in infrastructure renewal costs e.g. parcel bridge

Wider Economic/Environmental Benefits

- Brand/reputation
- Value of urban realm improvements
- City centre/station quarter footfall and spending
- Increase in tourism
- Biodiversity benefits, measurable through the incorporation of natural capital elements into the design – particularly the public realm features
- Social/levelling up benefits, particularly tackling levels of deprivation

At this time these benefits have been assessed qualitatively within the SOBC. However, it is believed that benefits to rail passengers once monetised will be significant in terms of reduced access times and pedestrian decongestion.

The provision of the western access will reduce station access/egress times at Peterborough for those travelling from western areas. When access times reduce it is possible for this to lead to an increase in rail demand and this will vary according to the mode of transport used and the proportion of access/egress journey time compared to the overall journey time including the rail element. The formula for determining the impact of changes in access times on demand is as follows specified within the PDFH.

Given this formula, to assess the impact of station access improvements on rail demand and therefore rail passenger revenue at Peterborough would necessitate the development of a station access model,

	<p>requiring detailed knowledge of precise origins and destinations of rail passengers. At this current time a model of this type is not available.</p> <p>However, the scale of the benefits from access time reductions is likely to be significant. For example, if it is assumed that:</p> <ul style="list-style-type: none"> • Generalised journey times to London from Peterborough are 80 minutes • 30% of rail demand is from the west • 25% currently arrive by walking • Walking times from a western catchment to the station are currently 15 minutes and are reduced by 5 minutes through provision of the western access • There is no access mode switching. <p>this would result in an uplift in demand for trips between Peterborough and London of around 1.48%.</p> <p>Based on information for 2026 provided by Network Rail, demand for trips between Peterborough and London could be in the region of 3,100 and 3,900 per day having excluded a proportion assumed to be interchanging at the station. An uplift of 1.48% equates to between 47 and 58 additional trips per day. Annualising this figure would indicate an uplift of circa 11,800 to 14,500 trips per annum. The revenue generated from these additional trips is likely to be significant (potentially around £650,000 per annum assuming an average fare of £50 to London) and is directly applicable to this project. Significant changes in demand could also be generated for other rail journeys from the changes in access time.</p>
<p>5.4.3 Please provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid.</p> <p>(250 words)</p>	<p>The approach taken to provide a BCR for the project within this bid has been developed to try to negate as many of the risks that exist at this stage of project development, particularly the quantification of the rail demand and revenue benefits that will accrue from the project, which cannot realistically be estimated at this time.</p> <p>The quantified benefits that have been included have been derived from a</p>

	<p>validated transport model and are in accord with TAG, so although these will be refined as part of the OBC, they remain the most robust forecast of the quantified benefits of the project at this time.</p> <p>Work to provide a more detailed and up-to-date cost estimate for the elements of the project is underway and will be completed shortly after the submission of this bid to allow completion of the SOBC. However, the approach taken to challenge the most recent cost estimates (which were only provided two years ago in any event) using Network Rail's expertise, along with the allowance of inflation factors that better reflect the prevailing conditions, all negate the risk that the cost estimates used are significantly inaccurate so as to impact on the value for money calculation.</p>
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<p>5.4.4 We would expect an Appraisal Summary Table, to be completed to enable a full range of impacts to be considered. This should be consistent with the relevant appraisal guidance for the bid.</p> <p>For package bids, please provide an Appraisal Summary Table for each component project.</p> <p>For Regeneration or Cultural bids, the Appraisal Summary table should be consistent with the DLUHC appraisal guidance. For Transport bids it should be consistent the Transport Analysis Guide.</p> <p>Any additional evidence to support your responses to this section should be referenced within your responses (5.1.1 – 5.4.3) and attached as a single annex.</p>	<p>Appraisal Summary Table is appended to this bid.</p>
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Part 6 Deliverability

6.1 Financial

Within this section applicants are required to provide clear and robust details of the financial aspects of the bid, including sources, secured status, and type of match funding, project costs, financial risks and mitigation measures, and how funding is structured – e.g. if you are intending to further disburse the LUF grant with bid partners.

Management and consultancy costs should be clearly shown within the project budget, and any work to be sub-contracted explained within the application form.

Prior to completing this section applicants should complete the relevant [Costings and Planning Workbook - Table B – Funding Profile and Table C – Cost Estimates](#)

6.1.1 Please confirm the total value of your bid.	£65,550,000
6.1.2 Please confirm the value of the capital grant you are requesting from LUF.	£47,840,000 To ensure work can continue on the project ahead of a LUF2 funding decision PCC will be investing its own funds. This will include funding some elements of work required for the preparation of the OBC so that the programme remains on track.

<p>6.1.3 Please confirm the value of match funding secured.</p> <p>Where match funding is still to be secured please set out details below. If there any funding gaps please set out your plans for addressing these.</p> <p>(250 words)</p>	<p>Match funding secured is as follows and represents 26% of the total bid costs:</p> <ul style="list-style-type: none"> • £1,500,000 from PCC’s Towns Fund allocation • £15,210,000 from Network Rail as the Anticipated Final Cost (AFC) for the relocation of the MDU <p>At this time there are no private sector stakeholders that would benefit directly from the works undertaken as part of this bid. However, the future elements of the PSQ programme involving commercial and residential development will include private sector investment.</p> <p>Match funding letters are appended to this bid.</p> <p>There are no additional funding gaps associated with this bid.</p>
<p>6.1.4 If you are intending to make a land contribution (via the use of existing owned land), please provide further details below and confirm who currently owns the</p>	<p>Network Rail and LNER, as existing landowners, are supportive of the PSQ programme and subject to attaining the necessary regulatory consents and rail industry approvals are committed to consolidating their land holdings. The proposed development of an improved gateway station will help facilitate unlocking land for development to drive economic growth. No additional land, under different ownership is needed to deliver the station works.</p> <p>The land has not been valued as it is not a land contribution in the strictest sense.</p>

land, details of any restrictions and the estimated monetary value.

(250 words)

In addition, Network Rail are committed to develop and internally fund the relocation of the MDU within the existing station lease area, which will maintain and create jobs in Peterborough and act as a catalyst for further land release. A successful LUF bid is pivotal to enable the initial car parking consolidation to take place so that the new MDU can be relocated to the most appropriate location, which in turn will further release land around the proposed new western station entrance.

All land required to deliver the station connectivity improvements is owned by Peterborough City Council.

<p>6.1.5 Please confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below.</p> <p>(250 words)</p>	<p>The budget does not include unrecoverable VAT costs.</p>
<p>6.1.6 Please describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget. Please advise on any assumptions.</p> <p>(750 words)</p>	<p>Please also see Section 5.3.1.</p> <p>Cost estimates were prepared by Aecom in February 2020 for all elements of the PSQ programme, and these have formed the basis of the estimates for the majority of the project included in this bid. As one of the largest cost management consultancies, Aecom have access to unprecedented cost data on projects across contexts and sectors. Based on that intelligence and analysis, they have developed industry-leading benchmarking data sets on a global basis.</p> <p>The cost estimates were derived from a build-up of quantities taken from the latest set of drawings at that time and using applicable unit rates for materials. The quantities and unit rates used for the rail station elements of this bid have been reviewed by Network Rail to confirm their ongoing applicability for the bid.</p> <p>The cost estimates were provided in Q1 2020 prices and assumed a JCT 2016 Design and Build Contract at the time. Certain exclusions were noted, which are considered usual at this point in project development, including assuming a standard specification in line with current rail station construction standards, no enhancements over and above current standard Building Regulations, no contamination in the ground and foundation designs across the site are assumed to be strip foundations rather than piled or deep trench fill foundations.</p> <p>Inflation has been assumed at the start on site date</p>

	<p>using an annual increase of 8% for each element. The latest short term Consumer Price Index forecasts published by the Office for Budget Responsibility shows CPI peaking at just over 8% by the end of 2022 and then dropping to around 3% by the end of 2023, so assuming 8% across the next three years is considered a robust approach.</p> <p>The cost estimates for the station connectivity elements were derived in 2022 by PCC Highway Services quantity surveyors drawing upon industry price books (e.g. SPONS) and experience from recently implemented similar projects.</p> <p>Further work to refine the cost estimates will be completed by Network Rail and PCC Highway Services for use in the OBC.</p>
<p>6.1.7 Please provide information on margins and contingencies that have been allowed for and the rationale behind them.</p> <p>(500 words)</p>	<p><u>Rail Station Elements:</u></p> <p>The cost estimates for the rail station elements include the following allowances as part of the build-up:</p> <ul style="list-style-type: none"> • Preliminaries – 10% • Main Contractors’ Design Fees – 5% • Main Contractors’ Overheads and Profit – 15% <p>These are considered reasonable for the current stage of project development and have been agreed with Network Rail.</p> <p>For the rail station elements, the cost estimate included a 15% design risk contingency.</p> <p><u>Station Connectivity Elements:</u></p> <p>A slightly lower figure of 10% was applied for design risk contingency, given the lower risk associated with the type of work involved.</p>

6.1.8 Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UK Government funding partners. (You should cross refer to the Risk Register).

(750 words)

At this stage of project development, the main financial risks included within the risk register are as follows:

- Benefit : Cost Ratio is not satisfactory to gain approval / funding
- Increased competition for resources and funding and a lack of available resources means a reduced ability to deliver
- Inaccurate cost estimates means that insufficient funding is available for delivery of the whole PSQ programme
- Compressed funding timescales may impact on programme meaning that some elements of preferred option may need to be amended
- There is an increase in project costs and potential delay to programme due to unforeseen circumstances, such as poorer ground conditions than anticipated or unknown/ unexpected utility diversions required

The risk register sets out the proposed mitigation measures for these risks, but across all of them is the fact that more design and development work on the project will be undertaken through to OBC. At that stage, a Quantified Risk Assessment (QRA) will be provided, giving a more accurate estimate of the likely financial risks.

At this stage, the cost estimates used for this bid include for a reasonable allowance for risk and should these estimates be exceeded as the OBC is developed, value engineering and, in exceptional circumstances, a review of the scope of the project, will be undertaken to ensure that the LUF bid for the project remains within the £50 million limit.

It should be noted that a commitment of only £940,000 is required to deliver the OBC, with the remainder of the LUF2 grant request predicated on submission and acceptance of the OBC.

Once the OBC is completed and approved, the risk of further cost increases will pass to CPCA/PCC as would be the case in a transport funding bid, and CPCA and PCC will seek to apportion that risk accordingly as part of the grant funding approval at that point.

Even then, the updated project cost estimate at OBC contains a greater proportion of risk borne by PCC

	and Network Rail than will remain after the appointment of the successful contractors.
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<p>6.1.9 If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below. NB: You must ensure any further disbursement of the grant is done so in accordance with subsidy controls and public procurement rules.</p> <p>(750 words)</p>	<p>The majority of the LUF grant will be utilised for the provision of changes to the rail station. As such it will be awarded to CPCA who, via a grant funding agreement, will allocate this to PCC.</p> <p>PCC will then contract with Network Rail via one of Network Rail’s template agreements for enhancement projects such as a Development Services Agreement pre-design and an Implementation or Asset Protection Agreement post design. Further detail can be found via the following link: https://www.networkrail.co.uk/wp-content/uploads/2021/02/Investing-in-the-railway-guide-March-2021.pdf</p> <p>The remaining LUF grant funds will be utilised for the provision of the station connectivity elements. It will therefore be awarded to PCC via CPCA and utilised by them as the highway authority to deliver the works.</p> <p>In both cases the provision of funding to PCC will be governed by a grant funding agreement put in place by CPCA as per similar arrangements for other funding sources such as Transforming Cities Fund. The grant funding agreement will ensure proper use and administration of all funding provided and ensure its use is only for the purpose of carrying out the project.</p> <p>The grant funding agreement will also cover the allocation of funds to PCC for specialist project management activities so the proposed strong governance arrangements and robust project management processes are put in place. PCC is looking to provide some initial funding (at risk) prior to LUF2 funding announcements to ensure OBC and</p>
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	<p>project management continues in the intervening period and does not impact on the delivery programme.</p> <p>All disbursement of the grant will be in accordance with subsidy controls and public procurement rules, in line with established practices of Network Rail, CPCA and PCC.</p>
<p>6.1.10 What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?</p> <p>(750 words)</p>	<p>A Head of Terms Agreement has been drafted and substantially agreed. This agreement will govern the relationship between the partners who have a financial interest in the project. It is provided as a separate document and will be developed further for each stage of the project.</p> <p>The agreement sets out that the parties agree that delivering a Gateway Station is crucial to the success criteria of the PSQ masterplan to create an attractive city gateway, transform the visitor and passenger experience, accommodate future rail demand and provide for city wide economic growth. Some of the key items included in the agreement are as follows:</p> <ul style="list-style-type: none"> • The parties will work together to achieve the objectives and enable the redevelopment of the sites that form the PSQ. • To work collaboratively over the life of the development programme to ensure the timely delivery of the key stakeholder aspirations. • The parties will agree a revised planning framework (masterplan) to be adopted that will promote the viable redevelopment of PSQ and promote improved railway facilities, so long as this will not prejudice the existing railway permissions and permitted development rights. • The parties will agree marketable opportunities and the appropriate disposal strategy when appropriate to attract end users in accordance with planning policy to achieve the objective.

	<p>Other legal agreements will also govern the relationship between rail industry partners, with established rail industry processes to amend these as required to deliver the project. For example, Station Lease and Station Change agreements.</p> <p>In relation to Station Change, Peterborough Station is owned by Network Rail but is leased to and directly operated by LNER, which is known in regulatory terms as the Station Facility Owner (SFO). Additional train operating companies (“beneficiaries”) can be granted Station Access Agreements (SAA), which permit them to enjoy access to the station facilities and operate train services serving the station.</p> <p>The SAAs contain a range of obligations and incorporate Station Access Conditions (SAC), which are a set of regulatory access rules including the Station Change procedure. This is a regulatory process, which is required for approval of physical changes to the station or contractual changes to the SAC and will be required to facilitate the project.</p> <p>The Station Change procedure involves consultation by the party promoting the change with the other Beneficiaries and generally also the Department for Transport (DfT) and ORR.</p>
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6.2 Commercial

Within this section, applicants should set out their commercial and procurement strategy for effectively awarding and managing any contracts for goods, works or services to be funded by the grant. The strategy should include all key procurement lifecycle activities, timescales and who will lead on procurement / contractor management.

<p>6.2.1 Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted.</p> <p>(1500 words)</p>	<p>In developing the project, CPCA, PCC and Network Rail have considered whether separate delivery routes and contracts for each element of the project (or a combination of the elements) would secure better value for money, allow a phased approach to delivery and minimise risk. The conclusion from this assessment is that the most effective and efficient route to delivery would be to separate out the project into two distinct delivery packages:</p> <ul style="list-style-type: none">• Rail Station – the new station entrance/building and parking area on the west side, new footbridge, extension/improvements to the existing station, station user facilities and public realm improvements in the immediate vicinity of both station entrances.• Station Connectivity – junction improvements on Midland Road and Thorpe Road to provide access to the new station entrance/building and parking area, active travel improvements between the station and the city centre. <p>Up to completion of the OBC, PCC via the proposed governance arrangements will take the lead in procuring the necessary project development work using established procurement routes, including existing framework arrangements.</p> <p>The current strategy for the delivery of each element is outlined below.</p> <p><u>Rail Station</u></p> <p>It is expected that the rail station elements will align with Network Rail’s Project Acceleration in a Controlled Environment (PACE) process. PACE describes how Network Rail manages and controls investment projects on the rail network. The approach has been developed to minimise and mitigate the risks associated with project development and delivery and is based on best practice within comparable industries that undertake major investment projects. Implementation of this standard will reduce the</p>
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reputational and financial risk related to the delivery of complex projects. It also provides a flexible control framework enabling Sponsors and Project Managers to tailor the controls to better meet the requirements of the project.

Delivering the project will entail either a standard Network Rail Asset Protection Agreement or a Development Services and Implementation Agreement. Development or changes to Network Rail's property will also require a number of approvals from Network Rail and may also need approval from the ORR and the Train Operating Companies (TOCs) who have contractual and regulatory arrangements with Network Rail.

If it is decided that Network Rail should design and construct the rail station elements, the procurement strategy for the delivery of the project will be driven by the output specification, key objectives and appraisal of the design and associated risks. Network Rail Commercial and Procurement teams will support and identify the most effective route to market for project delivery. Three main types of contract are usually considered:

- Competitive tender
- Cost plus
- Framework/alliancing,

each having their own benefits depending on the project's objectives.

The types of contract to be used for this element could include:

- Hub and Spoke with a Programme Management team providing specialist design and delivery integration - specific elements of scope could be delivered via a framework supplier or competitively tendered
- One supplier that delivers the entire project with specialist supply chain or sub-contractors.

The advantages of the former are potential value for money opportunities with the use of frameworks, with the disadvantages being intensive integration activity, if multi-disciplined. With reference to the latter, the main

advantage is a single point of accountability with potential disadvantages being some inflexibility and lack of market competition.

Network Rail has a range of internal major project delivery organisations, Capital Delivery (major projects), Works Delivery (minor projects) and Direct Delivery (agile delivery). All of the aforementioned have a range of framework contracts with major Tier 1 construction and design contractors, or if preferable specialist procurement resource to launch a competitive tender.

In January 2020, Network Rail announced the award of 82 framework contracts to deliver design services, worth an estimated £400 million for Control Period 6 and up to £640 million including the options to extend the framework into Control Period 7. The Design Services Framework (DSF) consists of four multi-discipline frameworks and 78 single-discipline frameworks and is aligned to the various Network Rail regions.

In an alternative delivery model, Network Rail could act as an 'asset protector' and LNER could deliver the rail station element supported by Network Rail within the off-infrastructure Network Rail estate.

Station Connectivity

In relation to the station connectivity elements, the scope of works is substantially standard civil engineering, for which there is expected to be sufficient competition to secure best value.

The two main types of contracts for consideration for these elements are:

- Separate design and construction (traditional approach) - the design is prepared for the delivery body under one contract and a separate construction contractor takes responsibility for building the works to the design provided
- Design and build - the construction contractor both designs and builds the works, for example under a turnkey contract.

At this point in the development of the project, it is considered that the station connectivity elements would suit a traditional approach to allow more detailed

design and consultation on these elements prior to confirming the scope of works. This will use existing framework arrangements where possible. PCC to advise on any existing procurement arrangements to be used.

At this stage of project development and prior to the letting of any of the construction contracts, the project cost estimate contains a greater proportion of risk borne by PCC and Network Rail than will remain after the appointment of the successful contractors.

Some of the risk is captured and quantified within the risk allowance of the project costs. Once the tendering process for the various construction contracts is complete, some of the risk (such as project cost increases associated with the detailed design and construction) can be transferred to the successful contractors. However, the risk of costs being higher than currently predicted remains until this tendering process is complete.

Other risks that may be transferred to the successful contractor at the appropriate time include those that encompass appropriate planning conditions, estimations of the quantities, mitigation measures and resources. PCC and Network Rail will continue to take responsibility for risks that encompass land, residual planning and environmental permission in the next stage of project development work, as well as the following specific risks:

- The need for changes to the project
- Inaccuracies or incompleteness of any of the data or information related to the project
- Pre-contract advance works which might result in delivery and programme delays to the contractor
- Pre-contract arrangements with others/third parties
- Change in the law.

Other risks, such as the identification of statutory undertakers' equipment, and mitigation costs associated with these, can be removed from the risk allowance element of the project costs completely if they do not materialise, or transferred to "actual" project costs if they do materialise, rather than

	remaining within the risk allocation.
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<p>6.2.2 Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature? If the procurement is being led by a third party and not the lead applicant, please provide details below.</p> <p>(500 words)</p>	<p>Network Rail will lead on the procurement and contractor management for the rail station elements. Network Rail's supply chain is divided into Route Services (goods and services) and capital delivery projects (delivery of major projects). Network Rail spends over £7 billion per year with its supply chain, 98% of which is with British companies, and worked directly with around 4,000 suppliers during the 2018/19 financial year.</p> <p>Network Rail has developed a standard suite of contracts that it believes reflect a sensible allocation of risk and responsibility between the different parties and that these contracts will save management time for Network Rail and their suppliers and contractors when setting up and managing contracts.</p> <p>PCC will lead on the procurement and contractor management for the station connectivity elements. Add in here about Milestone Infrastructure Contract Details.</p>
<p>6.2.3 Are you intending to outsource or sub-contract any other work on this bid to third parties? For example, where you have identified a capability or capacity gaps.</p> <p>(750 words)</p>	<p>All project partners, including Network Rail and LNER are integral delivery partners and included in the governance arrangements.</p> <p>At this time it is envisaged that no other third parties will be utilised to deliver the project.</p>
<p>6.2.4 How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes. What measures will you put in place to mitigate supplier/contractor risks and what controls will you implement to ensure they deliver on quality.</p> <p>(1000 words)</p>	<p>At this time, it is envisaged that Network Rail will lead on the detailed design and construction contract for the rail station elements and that the successful contractor will be paid through standard mechanisms as with other similar rail network enhancement schemes. Network Rail has a standard suite of contracts that it uses for procurement of construction and other works. These set out how the contracts will be effectively managed.</p> <p>https://www.networkrail.co.uk/industry-and-commercial/supply-chain/procurement/standard-suite-of-contracts/</p> <p>As part of future stages of the PACE process, there will be further project level consideration of payment and</p>

	<p>charging mechanisms in accord with Network Rail procedures.</p> <p>For the station connectivity element, the payment mechanism will be negotiated with the contractor based on the final shape of the individual contracts. This will reflect the agreed principles of the standard contract documentation, shaped to the specific circumstances of the project. The mechanisms developed will need to be workable in practice, clear in operation and incentivise timely, effective and efficient performance, as well as driving innovation in the short and longer term. The incentives will include performance targets and a deduction mechanism that incentivises strong performance. This will be underpinned by the clear and transparent output-based specification against which performance can be measured.</p> <p>PCC to advise on any existing contractual arrangements to be used</p>
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Prior to completing this section applicants should complete the relevant [Costings and Planning Workbook](#) - Table D – Milestones Delivery

6.3.1 Please set out how you plan to deliver the bid (this should be a summary of your Delivery Plan)

(1000 words)

A Delivery Plan has been developed setting out all the key project tasks and their duration, the interdependencies between each of the tasks, and key milestones and gateways. Certain elements of the programme have a built-in tolerance/contingency to account for risks identified within the risk register which could have an impact upon the programme.

The current version of the plan is appended to this bid and includes all significant work activities, significant outputs and key decision points regardless of which organisation is leading the work and the governance milestones envisaged.

The current programme envisages completion of the overall PSQ programme by Autumn 2028, with the elements of the project included within this bid to be completed by March 2026.

The Steering Group will seek opportunities to expedite the process where possible to meet this date, for example, standard construction timescales have been assumed and future potential innovations/novel construction approaches are not considered that could reduce timescales.

The provision of a new footbridge will require disruptive possessions over the ECML, and it is envisaged that these will be provided over Christmas 2025.

Other key milestones currently envisaged are as follows:

- Completion of SOBC, LUF Round 2 Bid and Towns Fund Business Case – July 2022
- Next Stage Design Work (PACE ES3 for rail-related elements) – July 2022 to March 2023
- Outline Planning Application – March to June 2023
- Lease Agreements for Replacement Parking Spaces – April to July 2023
- Outline Business Case – June to August 2023
- Reconfiguration of Replacement Parking Spaces – July to September 2023

	<ul style="list-style-type: none"> • Improvements to Station Frontage – March to June 2024 • Station Connectivity Enhancements – February to July 2024 • Full Business Case – June to August 2024 • New Western Entrance/Building and Car Parking – December 2024 to December 2025 • Existing Station Enhancements and New Footbridge – March 2025 to March 2026 (including ECML disruptive possessions at Christmas 2025). <p>Some of the dates outlined above overlap to ensure that the programme can be accelerated, completing some requirements at the same time instead of one after the other, in line with Project SPEED principles.</p> <p>The plan is a ‘live’ document and will be reviewed and updated regularly to provide an accurate and integrated picture of progress and dependencies for the project. The Project Manager is responsible for ensuring the plan is reviewed and updated on a monthly basis. Any changes or risks to achieving key milestone dates are brought to the Steering Group’s attention and discussed as part of the monthly meeting cycle. All proposed revisions to the project plan are issued to the Steering Group for approval.</p>
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<p>6.3.2 Please demonstrate that some bid activity can be delivered in 2022-23.</p> <p>(250 words)</p>	<p>The programme has been designed to ensure the next stages of project development work will meet the requirement for in-year spend.</p> <p>Between July and November 2022, the following tasks are envisaged:</p> <ul style="list-style-type: none"> • Completion of SOBC and car parking strategy • Planning and environmental studies and surveys
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	<ul style="list-style-type: none"> • Design for outline planning application • Ongoing project management. <p>It is anticipated that PACE ES3 for the rail station element will be undertaken between November 2022 and March 2023. PACE ES3 includes the identification and endorsement of single option.</p> <p>Detailed design of the station connectivity element, alongside public consultation on the proposals, will also be undertaken over the same period.</p>
<p>6.3.3 Risk Management: Applicants are asked to set out a detailed risk assessment. (500 words)</p>	<p>A programme-level risk register has been prepared and maintained by the Project Manager, which is the means of recording risk information and monitoring risk exposure at this time. It records identified risks and their associated assessments, and also includes risk control plans and responsibilities, as well as the status of all risks.</p> <p>The latest version of the risk register is appended to this bid and incorporates a covering note that provides further information on approach to risk management. The key programme-level risks at this time are.</p> <ul style="list-style-type: none"> • Lack of clarity over future location of the MDU – the preferred option could be impacted by decisions taken about the potential relocation • Inability to agree amended station lease and station change arrangements for new parking areas, meaning reduced space for commercial/office developments that are a core part of the PSQ programme. <p>Both of these risks are being managed closely with the project partners by ensuring the value of the changes is communicated to allow early decisions to be made and also developing options that are not dependent on either of the current working assumptions.</p> <p>Reporting of the key risks has been undertaken at the monthly Steering Group meetings as necessary.</p> <p>As the project progresses, particularly the rail station element, Network Rail’s usual risk management activities will be engaged and feed into the wider</p>

Programme Risk Register.

Network Rail has a corporate risk management strategy and system for managing project/programme risks (Active Risk Manager) – this is reviewed and assessed on a four weekly basis and will also be visible to senior stakeholders should the risk exposure become significant.

The Designated Project Engineer and Project Manager are responsible for reviewing the requirement and implementation of the Common Safety Method on Risk Evaluation and Assessment (CSMRA) process.

Risks relating to construction works that are relevant to the operational rail network, either during design, construction or during operation, maintenance or deconstruction, are progressed through the CSMRA hazard log. Risks relating to construction works that are relevant to areas other than the operational railway network are progressed through the CDM issues log. The Safe by Design process is applied to the hazard elimination and risk mitigation/control for all project phases.

A quarterly QSRA (Quantitative Schedule Risk Analysis) is held to assess the likely impact of uncertainty on key milestones and project completion date. It is recommended that this approach is carried out as part of a Collaborative Planning Workshop with all relevant stakeholders. Key inputs considered include development phase duration, design phase duration, funding approvals, procurement timescales, possession planning, timetabling, Network Change, construction phase duration, with the inclusion of adequate float to allow trial running of trains before formal Entry into Service.

On entering into a construction contract, a construction risk register will be established and monitored with the contractor. A risk reduction meeting will be held monthly to update current risks, discuss mitigations to minimise contract variations and assess new risks.

For the station connectivity elements Peterborough Highway Services will ensure that specific risk registers will be produced for each intervention in line with current practice. These will feed into the wider Programme Risk Register and enable quantification

	<p>or risk for these project elements.</p>
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<p>6.3.4 Please provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature.</p> <p>Please explain if you are intending to sub-contract any of this work or if a third party is managing the project and not the organisation applying.</p> <p>(750 words)</p>	<p>CPCA will be the grant recipient and will distribute the funding to PCC via a grant funding agreement to deliver the project.</p> <p>CPCA is heavily involved in funding and enabling a range of local rail projects that include reinstating of Soham Rail Station that closed in 1965, improvement of Fenland services, rail connectivity Wisbech to Cambridge, capacity improvements through Ely and a new station at Cambridge South serving the biomedical campus and local community.</p> <p>For example, the new station at Soham opened in 2021 ahead of schedule and under budget. CPCA and Network Rail accelerated the programme by overlapping stages in the project process, completing some requirements at the same time instead of one after the other. A number of lessons have been learned from implementing this local scheme and these have been documented in a Network Rail Value Management Lessons Learned Workshop Report and will influence how the Peterborough Station Enhancements project is taken forward.</p> <p>The transport team at CPCA is headed by the Interim Head of Transport Tim Bellamy (add experience). Time will be the SRO for the project. Rail projects at CPCA</p>
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are overseen by Robert Jones, Transport Programme Manager (add experience).

PCC will be the Project Delivery Agent, administering the use of the grant funding in accordance with the PSQ Board and Phase 1 Steering Group decisions (see 6.3.5).

PCC to add information about undertaking similar role for large grants.

Charlotte Palmer, PCC Group Manager - Transport and Environment will act as Project Manager (add experience).

To deliver the rail station elements of the project NR will allocate an experienced project sponsor to act as the "guiding mind", defining the work required and checking that the detailed outcome is aligned with the requirement set for them by the client (PCC). It is likely that as the project progresses through the PACE milestones and the different stages of Network Rail's Investment Decision Framework that the project sponsor will change so that they have the appropriate skills and experience for the project development stage.

Network Rail has wide experience in delivering a diverse range of high profile rail projects, and have a strong track record in the procurement and delivery of major track and station improvements on the ECML and across the North of England in recent years including:

- **Wakefield Westgate** new station building and footbridge - £8.8 million (completed in 2014)
- **Newcastle Station Gateway** – Grade I listed station redevelopment, including new retail opportunities and enhanced public realm/pick-up/drop-off facilities - £12 million (completed in 2014)
- **King's Cross remodelling** - £260 million (completed in 2021)
- **Leeds station improvements** - £160 million (completed in 2021)
- **Werrington grade separation** - £200 million (completed in 2021)

	<ul style="list-style-type: none"> • Doncaster Platform 0 - £30 million (completed in 2017). <p>There is therefore clear evidence of the delivery of similar projects to the scheme by Network Rail and that this project would sit well within their enhancements programme at the appropriate time.</p> <p>For the station connectivity elements of the project, PCC have a strong track record in the procurement and delivery of similar measures. Peterborough Highway Services will deliver these project elements; this is a partnership between Peterborough City Council and Milestone Infrastructure, with the existing contract including the design and delivery of major highway schemes. The combined team PCC/Milestone Infrastructure have successfully delivered a number of schemes including Bourges Boulevard, Long Causeway and a range of Active Travel Fund schemes.</p>
<p>6.3.5 Please set out what governance procedures will be put in place to manage the grant and project.</p> <p>We will require Chief Financial Officer confirmation that adequate assurance systems will be in place.</p> <p>For large transport bids, you should also reference your Integrated Assurance and Approval Plan, which should include details around planned health checks or gateway reviews.</p> <p>(750 words)</p>	<p>The appropriate structures and processes are in place to support effective decision making with strong and effective leadership embedded within the development and delivery process.</p> <p>An Integrated Assurance and Approvals Plan (IAAP) has been developed and is provided as an attachment to this bid. Individuals are properly empowered and, along with partners, incentivised to work effectively together to achieve and agree a shared purpose. Effective mechanisms are in place for addressing issues that cut across different thematic areas and for avoiding ‘siloed’ working.</p> <p><u>Existing Governance Arrangements</u></p> <p>Most recently, PCC has led the recent development of the project in partnership with CPCA. Key individuals involved include:</p> <ul style="list-style-type: none"> • Senior Responsible Owner (SRO) – the SRO has overall accountability for the delivery of the project ensuring the project remains focused on achieving its objectives. They have the authority to make decisions concerning the delivery of the project within a certain delegation. The SRO is Tim Bellamy from CPCA given the Combined Authority will be the grant recipient and pass on funds via a grant funding agreement to PCC.

- **Project Manager** – the Project Manager leads and manages the project team with the authority and responsibility to run the project on a day-to-day basis. The Project Manager is Charlotte Palmer from PCC given the Council will be Project Delivery Agent.

In addition, a Peterborough Station Steering Group has been set up to manage development of the project. The Group currently meets monthly and comprises senior level representation from the following:

- PCC
- CPCA
- Network Rail
- LNER.

The Steering Group, via the SRO and/or the Project Manager, reports progress against milestones, as required, to:

- CPCA Transport and Infrastructure Committee
- PCC Cabinet/Executive Groups.

The Steering Group receives progress and project exception reports from, and gives direction to, the Project Manager. The Group ensures the timely set up and key deliverables from the technical support teams involved with the project, directing the commissioning of the technical work necessary. The Group also provides overview of the risk register and ensures effective communications are implemented.

There is a change management mechanism in place which identifies the tolerances for when changes should be reported to the Steering Group.

The responsibilities of the Steering Group in the immediate future include:

- Strategic direction
- Business case preparation

- Funding strategy
- Stakeholder engagement and communications
- Co-ordination across the different elements of the preferred project option, but also with other interventions across the city centre.

The Steering Group also has the authority to commission further technical work as necessary and will liaise with other stakeholders with regard to the progress in relation to their interests.

The Steering Group will be responsible for a gateway review of the SOBC ahead of formal review by DfT as funders.

Future Governance Arrangements

Following completion of the OBC the governance arrangements will develop as set out in diagram and RACI chart appended to this bid. These future governance structures will include a PSQ Board that meets quarterly and will oversee delivery of the wider PSQ programme of which the Peterborough Station Enhancements project is one element. A Phase 1 Steering Group will also be set up to develop and deliver the Peterborough Station Enhancement Project with a number of distinct working groups that sit beneath it.

The Steering Group will be responsible for gateway reviews of the OBC and FBC ahead of formal review by DfT as funders. It will also oversee the outcomes of the Network Rail PACE delivery milestones.

Additional information on how the governance arrangements impact risk management for the project can be in the Risk Register Cover Note appended to the bid.

It should also be noted that from the point that the project enters the Network Rail Investment Decision Framework, it is proposed that the existing ECML Programme Board would be a suitable body for the oversight of the development and delivery of the project from Network Rail's perspective. The Programme Board is held every eight weeks with a supporting Programme Delivery Group (PDG) every four weeks.

	<p>Additionally, progress updates will be reported to Route Investment Review Group (RIRG).</p>
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6.3.6 If applicable, please explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised. You should also consider any ongoing maintenance and servicing costs.

Please note that these costs are not covered by the LUF grant.

(750 words)

It is fully anticipated that costs of maintaining any new rail assets will be incorporated in Network Rail's settlement for the next Control Period.

The operational costs for the new station facility (staffing and day to day running) will form part of the Station Change proposal and are expected to be covered by the incumbent Station Facility Operator (SFO).

It should be noted that whilst running costs for the station will increase due to the provision of a larger station footprint these will be partially offset by greater revenue generating opportunities (e.g. retail, food and beverage and advertising income). The newer station will also be more cost effective to run compared to the existing station. For example the design will incorporate consideration of energy saving and energy generating opportunities to reduce utility costs.

PCC will absorb the maintenance costs of the new transport infrastructure that it provides, utilising its existing highway maintenance budgets. Peterborough Highway Services is a partnership between Peterborough City Council and Milestone Infrastructure.

The contract covers the improvement and maintenance of Peterborough's highway network and maintains 550 miles of carriageway, 718 miles of footways and 366 structures. It includes:

- Surfacing and surface treatment works
- Drainage and gully maintenance
- Sign maintenance
- Grass and vegetation cutting
- Emergency response and winter service
- Street lighting
- Gully cleansing and drainage jetting services
- Inspection repairs

The new transport infrastructure provided as part of the project will become highway assets, and the ongoing maintenance of these highway assets will follow the strategy outlined in the Council's Highway Asset Management Plan.

The Council's Highway Asset Management Plan makes the best use of limited resources now and in the future by:

- Focusing on outcomes that help to prioritise future funding decisions
- Replacing inefficient and expensive short-term repairs, which allow more defects to develop, with longer term and less costly repairs (research show

	<p>that reactive repairs are four times more costly than preventative treatments)</p> <ul style="list-style-type: none">• Helping to make the best use of public money• Providing a clear evidence base to justify the need for future or new investment in highways management, such as through prudential borrowing. <p>The Council has established lifecycle planning for each of the main asset groups to provide a robust understanding of how existing condition, deterioration rates and future funding levels will impact on the long term condition of the assets. The lifecycle planning process will provide a solid foundation and evidence base for smart based decision making and Levels of Service for each asset to be set with confidence.</p> <p>The process for identifying planned maintenance works varies for each of the main asset groups, but is always based on information gathered as part of the data collection process, lifecycle planning of the asset and the set Levels of Service. Once schemes have been prioritised and selected, they are added to the Council's forward works programme and scheduled in for a designated financial year when funding can be allocated for the work. The forward works programmes are carefully designed to minimise disruption and maximise efficiency by consolidating maintenance works for multiple asset types into the same package of works where appropriate.</p>
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6.3 Monitoring and Evaluation

Prior to completing this section please complete the relevant [Costings and Planning Workbook](#) - Table E – Monitoring and Evaluation

<p>6.4.1 Monitoring and Evaluation Plan: Please set out proportionate plans for monitoring and evaluation.</p> <p>(1000 words)</p>	<p>A separate Monitoring and Evaluation Plan for the project has been developed and is appended to this bid and reflected in the Cost and Planning Workbook. This plan is cognisant of the following requirements:</p> <ul style="list-style-type: none"> • HM Treasury Magenta Book • DLUHC LUF2 Technical Note (Annex E) • DfT Local authority major schemes: monitoring and evaluation framework • CPCA’s Monitoring-and-Evaluation-Framework-v1.6 • Network Rail PACE requirements • LNER/Network Rail Agreed Performance Metrics <p>The plan has been developed by referring to the project theory of change to identify key outputs, outcomes, and impacts. Where possible the standard outcomes and impacts set out in Annex B of the LUF2 Technical Note have been incorporated as well as DfTs enhanced monitoring measures for transport schemes and CPCA’s Draft Key Metrics. The definition of these outcomes and impacts has been adjusted so that they align with the design of the project.</p> <p>The following list of measures is proposed:</p> <ul style="list-style-type: none"> • Project Build • Costs • Project Objectives • Travel Demand, including levels of mode shift to rail and changes in rail revenues • Travel Times and Reliability • Impact on the Economy including change in jobs/employment rate, particularly for those living in local deprived communities; • Change in perceptions of place (business, residents and visitors); • Change in business investment; • Change in land values • Carbon • Noise • Local Air Quality • Change in natural capital/biodiversity • Accidents • Levels of customer satisfaction. <p>The type of evaluation method proposed is a</p>
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combination of 'impact evaluation' and 'value for money' evaluation.

- Impact evaluation attempts to provide a definite answer to the question of whether an intervention was effective in meeting its objectives. Impact can in principle be defined in terms of any of the outcomes affected by a policy or intervention but is most often focused on the outcomes which most closely match with the ultimate objectives. The key characteristic of a good impact evaluation is that it recognises that most outcomes are affected by a range of factors, not just the policy or intervention.
- Value for money evaluation measures the economic outcomes and benefits of the interventions and the programme's cost-effectiveness. There is some overlap with impact evaluation, although the impacts require monetisation and this will be undertaken in line with Transport Appraisal or DLUHC Guidance.

It is intended to utilise data sources that are already readily available where possible to reduce monitoring and evaluation costs. However, these data sources will be supplemented with additional locally collected data where necessary to ensure the true impacts of the project are fully recorded. CPCA is committed to maintaining a repository of monitoring and evaluation data and is supported in doing this through Cambridgeshire Insight Partnership.

The monitoring and evaluation for the project will be undertaken by CPCA, PCC, Network Rail and LNER. The existing and future project governance structures will be used for the delivery of this plan. The collection and analysis of the monitoring data will be the responsibility of the Project Manager and will be reported to the quarterly Peterborough Station Quarter Board meetings. The Board will be responsible for ensuring the agreed measures have been monitored and will consider the results of the evaluation.

Following the opening of the project, an alternative governance model will be adopted with Network Rail/LNER (or GBR in the future) taking responsibility for delivery of the plan for the station elements and PCC for the transport improvements. CPCA will provide an oversight role. In the case of PCC, the collection of data and preparation of the identified assessments will be managed as part of the wider monitoring and evaluation of the Cambridgeshire and

	<p>Peterborough Local Transport Plan and the Towns Fund projects.</p> <p>Prior to starting on site, any gaps in the required baseline evidence will be collected. A baseline evidence report will be completed on acceptance of the FBC and prior to construction of the project.</p> <p>Regular monitoring reports will be provided on a quarterly basis to DfT/DLUHC in terms of progress against programme, costs and risks. In addition, a 6 monthly monitoring summary will be undertaken that also includes outputs and outcomes.</p> <p>Data will then be collected one year and five years post opening, which will be compared against the baseline data to quantify the extent of benefits realised.</p> <p>'1 year after' and '5 year after' evaluation reports will be produced and published on the PCC and CPCA websites, which contains the results of a meta-analysis of all project evaluations carried out so far, highlighting any interesting and emerging trends. It is, however, anticipated that wider economic benefits may take longer time frames to manifest. This would invariably have a bearing on the timing of surveys and subsequent reporting.</p> <p>The initial one year impact assessment will be used to understand the impact mainly on station access journey times/quality, rail patronage and passenger satisfaction. The five year assessment will look at longer term benefits including mode shift, jobs, additional business investment and land values.</p> <p>PCC, CPCA, Network Rail and LNER recognises the importance of setting specific targets and accepts that the Monitoring and Evaluation Plan does not yet include these. The plan will be updated on acceptance of the FBC and following the collation of the baseline report to include these targets.</p>
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Part 7 Declarations

7.1 Senior Responsible Owner Declaration

Please complete [pro forma 7](#) Senior Responsible Owner Declaration.

7.2 Chief Finance Officer Declaration

Please complete [pro forma 8](#) Chief Finance Officer Declaration.

7.3 Data Protection

Please note that the Department for Levelling Up, Housing and Communities (DLUHC) is a data controller for all Levelling Up Fund related personal data collected with the relevant forms submitted to DLUHC.

The Department, and its contractors, where relevant, may process the Personal Data that it collects from you as part of your application to the Levelling Up Fund, in accordance with its privacy policies. The Department will use the Personal Data provided to contact you, if needed, as part of the assessment, selection and/or monitoring process.

For the same purposes, the Department may need to share your Personal Data with other government departments (OGDs), their Arm's Length Bodies and contractors, where relevant, and departments in the Devolved Administrations, and by submitting this form you are agreeing to your Personal Data being used in this way.

Any information you provide will be kept securely and destroyed within 7 years of the application process completing.

You can find more information about how the Department deals with your data [here](#).

7.4 Publishing

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

Please tell us the website where this bid will be published:

<https://cambridgeshirepeterborough-ca.gov.uk> and also [Peterborough City Council - Peterborough City Council](#)

ANNEXES A – C: PROJECT SUMMARIES

These should be completed individually for each component within a **package bid**.

<p>Please use Annexes A – C to provide detail on each component project of a package bid. A package bid can have up to 3 component projects.</p>	<p>For each component project please complete this form e.g. Annex A would be details for component one, Annex B for component two and Annex C for the third package component.</p>
<p>A1. Project Name:</p>	
<p>A2. Please provide a short description of this project (100 words maximum)</p>	
<p>A3. Please provide a more detailed overview of the project and how this project aligns with the other projects in the package bid, representing a coherent set of interventions. (250 words)</p>	
<p>A4. Please provide a short description of the area where the investment will take place. If complex (i.e., containing multiple locations/references) please include a map defining the area with references to any areas where the LUF investment will take place.</p> <p>For transport projects include the route of the proposed scheme, the existing transport infrastructure and other points of particular interest to the bid e.g., development sites, areas of existing employment, constraints etc. (250 words)</p>	
<p>A5. Please confirm where the investment is taking place (where the funding is being spent not the applicant location or where the project beneficiaries are located).</p> <p>If the project is at a single location please confirm the postcode and grid reference for the location of the investment.</p> <p>If the project covers multiple locations please provide a GIS file. If this is unavailable please list all the postcodes/coordinates that are relevant to the investment.</p>	

<p>For all projects, please confirm in which constituencies and local authorities the project is located. Please confirm the % investment in each location.</p>	
<p>A6. Please confirm the total grant requested from LUF (£)</p>	
<p>A7. Please specify the proportion of funding requested for each of the Fund's three investment themes: a) Regeneration and Town Centre % b) Cultural % c) Transport %</p>	<p>a)</p>
<p>A8. Please confirm the value of match funding secured for the component project.</p> <p>Where funding is still to be secured please set out details below. If there are any funding gaps please set out your plans for addressing these. (250 words)</p>	
<p>A9. Value for Money</p> <p>Please set out the full range of impacts – both beneficial and adverse – of the project. Where possible, impacts should be described, quantified and also reported in monetary terms. There should be a clear and detailed explanation of how all impacts reported have been identified, considered and analysed. When deciding what are the most significant impacts to consider, applicants should consider what impacts and outcomes the project is intended to achieve, taking into account the strategic case, but should also consider if there are other possible significant positive or negative impacts, to the economy, people, or environment. (500 words)</p>	
<p>A10. It will be generally expected that an overall Benefit Cost Ratio and Value for Money Assessment will be provided at Question 5.5 in the main</p>	

<p>application. If it is not possible to provide an overall BCR for your package bid, please explain why. (250 words)</p>									
<p>A11. Where available, please provide the initial and adjusted BCR for this project:</p> <table border="1" data-bbox="193 483 663 568"> <tr> <td data-bbox="193 483 459 524">Initial BCR</td> <td data-bbox="459 483 663 524"></td> </tr> <tr> <td data-bbox="193 524 459 568">Adjusted BCR</td> <td data-bbox="459 524 663 568"></td> </tr> </table>	Initial BCR		Adjusted BCR		<table border="1" data-bbox="794 450 1248 535"> <tr> <td data-bbox="794 450 1043 492">Initial BCR</td> <td data-bbox="1043 450 1248 492"></td> </tr> <tr> <td data-bbox="794 492 1043 535">Adjusted BCR</td> <td data-bbox="1043 492 1248 535"></td> </tr> </table>	Initial BCR		Adjusted BCR	
Initial BCR									
Adjusted BCR									
Initial BCR									
Adjusted BCR									
<p>A12. Does your proposal deliver non-monetised benefits? Please set out what these are and a summary of how these have been assessed. (250 words)</p>									
<p>A13. Does this project include plans for some LUF grant expenditure in 2022-23?</p>									
<p>A14. Could this project be delivered as a standalone project or does it require to be part of the overall bid?</p>									
<p>A15. Deliverability: Please demonstrate that project activity can be delivered in 2022-23?</p>									
<p>Statutory Powers and Consents</p>									
<p>A16. Please list separately each power / consents etc. obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.</p>									
<p>A17. Please list separately any <u>outstanding</u> statutory powers / consents etc, including the timetable for obtaining them.</p>									

Attachment Checklist

Where possible, please zip attachments under the headings provided to reduce the number of attachments being uploaded. Applicants will not be able to submit more than 25 annexes in total. Zipped files will however be accepted. We cannot accept embedded links or file sharing, and information submitted in this way will not be considered.

1: Workbook

Have you completed the [Costings and Planning Workbook](#)? Y/N

For package projects please complete the [Costings and Planning Workbook for package bids](#)

2: Northern Ireland: Gateway for non-public sector applicants

For NI non-public sector applicants:

Have you attached audited financial statements covering the last three financial years (or audited annual accounts for registered charities)? Y/N

For joint bids with non-public sector partners, financial statements/accounts will be required from partners and applicants (if applicable).

For NI non-public sector applicants:

Have you provided evidence of experience of delivering two capital projects of similar size and scale in the last five years?

For joint bids with non-public sector partners, evidence will be required from partners and applicants (if applicable).

3: Evidence of Support – Transport Bids

For applicants using their transport allowance: Have you attached [pro forma 1](#) from the relevant authority with statutory responsibility for transport? Y/N

For large transport bids (£20M - £50M): Have you attached [pro forma 1](#) from the relevant authority with statutory responsibility for transport? Y/N

For NI applicants submitting transport projects: Have you attached [pro forma 4](#) from the Northern Ireland

Executive and relevant local council with responsibility for transport? Y/N	
4. Evidence of Support - Joint Bids	
For Joint Bids in England, Scotland, and/or Wales: Have you attached pro forma 2 evidencing support of participating local authorities organisations? Y/N	
For Joint Bids in Northern Ireland: Have you attached pro forma 3 evidencing support of participating organisations? Y/N	
5: Evidence of MP formal priority support	
For bids in England, Scotland, and/or Wales only: Have you attached pro forma 6 : MP formal priority support for this bid? Y/N	
6: State Aid/Subsidy	
For all non-public sector applicants delivering in Northern Ireland: Have you attached independent legal advice that is aligned to your response in this section and verifies that the award of funds considered to be UK subsidy control regime compliant? Y/N	
For public and private sector applicants for delivery in Northern Ireland only: if the direct award of funds from UK Government is considered to be state aid under the four EU state aid rule tests and is funded under an exemption based on the General Block Exemption Regulations (651/2014) , and does not falls within the scope of Regulation 6(5). Have you attached a document to demonstrate incentive effect in line with Regulation 6(2)? Y/N	
For non-public sector applicants for delivery in Northern Ireland only: Have you attached independent legal advice that is aligned to your response in this section and verifies that the award of funds considered to be State aid compliant? Y/N	
For all public authorities in England, Scotland and Wales only, disbursing funds as a potential subsidy to third parties.	

Have you attached pro forma 5 : statement of compliance relating to subsidy signed by your Chief Finance Officer? Y/N	
7: GIS Files	
Have you attached a GIS file (this is recommended for projects that cover multiple locations)? Y/N	
8: Maps and Drawings	
Have you attached a map defining the area with references to any areas where the LUF investment will take place? Y/N	
Have you attached any drawings/plans to support your bid? Y/N	
9: Strategic Fit	
Have you attached evidence of stakeholder engagement (letters of support, for example)? Y/N	
Have you provided an Option Assessment Report (OAR)? Y/N	
Have you attached a Theory of Change? Y/N	
10: Economic Case for Investment	
Have you attached an explanatory note explaining how the Benefits-Cost Ratio (BCR) has been calculated? Y/N	
For transport bids: Have you attached an Appraisal Summary Table? Y/N	
Have you provided additional documents to support the Economic Case (section 5)? Y/N	
For transport bids, applicants should provide specific appraisal output spreadsheets where relevant, including Active Mode Appraisal Toolkit , Local Highways Maintenance Appraisal toolkit , Small Scheme Appraisal toolkit or transport user benefit appraisal (TUBA) outputs.	
11: Deliverability	
Have you appended copies of confirmed match funding? Y/N	

The UK Government may accept the provision of land from third parties as part of the local contribution towards scheme costs.	
Have you attached evidence in the form of a letter from an independent valuer to verify the true market value of the land? Y/N	
Have you attached a Delivery Plan Y/N	
Have you attached evidence relating to statutory consents/land ownership and/or acquisition? Y/N	
Have you attached an Integrated Assurance and Approval Plan? Y/N	
Have you attached a copy of your Risk Register? Y/N	
For cultural bids, have you attached a document to set out how you will sustainably manage your asset/facility in the long term? Y/N	
12: SRO and CFO Bid Declarations	
Have you attached pro forma 7 : SRO declaration? Y/N	
Have you attached pro forma 8 : CFO declaration? Y/N	
13: Business Case	
Have you attached an outline or full business case? Y/N	