

## SECTION 1: INTRODUCTION QUESTIONS

What is the legal name of the lead applicant organisation?	North East Lincolnshire Council
Where is your bid being delivered?	England
Select your local authority	North East Lincolnshire
Enter the name of your bid	North East Lincolnshire Transport Bid
Does your bid contain any projects previously submitted in round 1?	No

### Bid manager contact details

Full name	Jason Papprell
Position	Partnership Director
Telephone number	[ redacted ]
Email address	[ redacted ]
Postal address	New Oxford House George Street Grimsby Lincolnshire DN31 1HB

### Senior Responsible Officer contact details

Full name	Sharon Wroot
Position	Executive Director Place, Environment, Economy & Resources
Telephone number	[ redacted ]
Email address	[ redacted ]

### Chief Finance Officer contact details

Full name	Sharon Wroot
Telephone number	[ redacted ]
Email address	[ redacted ]

### Local Authority Leader contact details

Full name	Philip Jackson
Position	Leader of the Council
Telephone number	[ redacted ]
Email address	[ redacted ]

Enter the name of any consultancy companies involved in the preparation of the bid	redacted
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Enter the total grant requested from the Levelling Up Fund	£20000000
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### Investment themes

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

## SECTION 2: ELIGIBILITY AND GATEWAY CRITERIA

Which bid allowance are you using?	Transport allowance
Is your bid at least 90% investment in the transport theme with the remaining percentage invested in transport related activity?	Yes
How many component projects are there in your bid?	2
Do you have the support of all the authorities with the relevant statutory responsibility before proceeding?	Yes
Upload pro forma 1	LUF2 Proforma 1 Transport.pdf
Are you submitting a joint bid?	No
Are you submitting a large transport bid?	No

### Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value	✓
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### Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year	✓
Costings and Planning Workbook	NEL LUF_Transport_Package_Bid_Costings Planning_Workbook.xlsx <i>Available upon request</i>

## SECTION 3: BID SUMMARY

### Provide bid name

North East Lincolnshire Transport Bid

### Provide a short description of your bid

Bid consists of two parts:

1. A centralised multi-functional green transport hub in Grimsby town centre for buses, cycles and taxis and pedestrians that will connect to the adjacent railway station and multi-storey car park. This will promote public transport use and support NELC's net zero carbon ambitions.
2. A roll-out of a new fleet of electric buses and associated charging infrastructure to replace the current Stagecoach diesel fleet serving all 19 bus routes within the North East Lincolnshire area. The modern high-quality buses will attract more bus passengers and will improve local air quality by producing zero emissions.

### Provide a more detailed overview of your bid proposal

Transport hub: A two-storey building in Grimsby town centre. This will offer a more centralised location and an improved facility compared to the current 10 on-street bus stops along George Street, Victoria Street West and Town Hall Street which will be removed once the hub opens. The hub will include:

- Ground floor: entrance hall; 10 bus stands; public toilets including Changing Place toilet facility; and two retail units.
- First floor: passenger waiting area; ticket / information office; and three retail units.

The hub will also have cycle storage, a taxi rank including electric vehicle charging points. Real time bus information will be provided on screens around the hub and all public areas will be covered by CCTV. The facility will also provide space for organisations such as the Police and NELC's Community Safety Team to meet and deliver improved local services in the town centre.

Outside, a new green corridor will be developed connecting to the wider locality and incorporates green roof systems, rain gardens and wild planting which will contribute to improved urban air quality. The introduction of an innovative water catchment solution in the form of roof top swales will slow surface water discharge while feeding the green roof systems before it finally meets the water catchment feature.

The hub represents the first phase in improving multi-modal connectivity in the heart of Grimsby. The location of the hub will facilitate subsequent phases including improving the multi-storey car park on Abbey Walk, enhancing the walking route to Grimsby Town railway station (thus making bus-rail interchange easier) and link to the development of Riverhead Square. It will provide more pedestrian space in the town centre by diverting traffic round the centre and connecting south of the town centre with the key retail, leisure and night-time economy offer. The hub will therefore act as a catalyst to regenerate and transform this forgotten area of the town and provide a welcoming, safe and attractive environment for visitors to pass through before they reach their final destination. The development will be a significant contribution to the overall regeneration of Grimsby and complement existing initiatives funded through Towns Fund and Future High Street Fund, including the proposed Alexandra Dock Housing Development supported by Homes England.

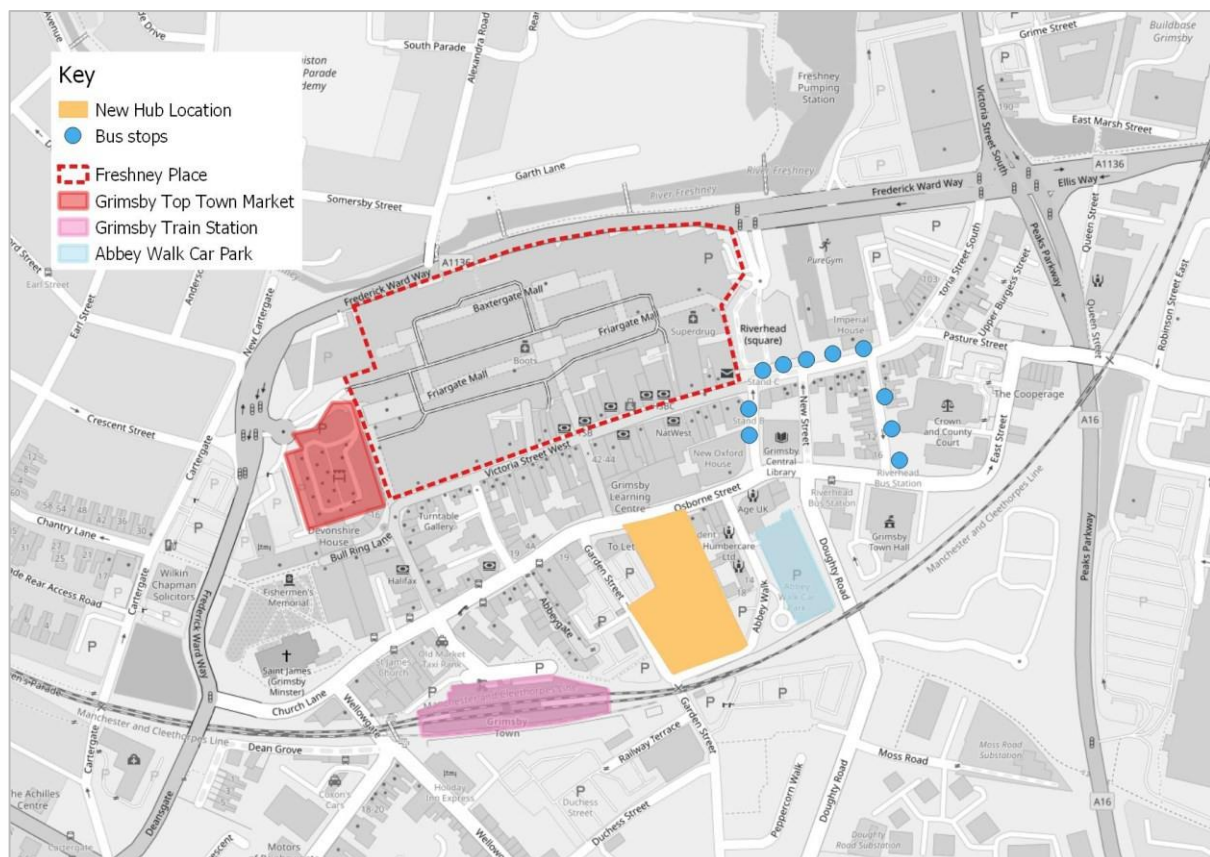
Charging infrastructure and bus fleet upgrade: the LUF grant will fund the delivery of electric charging points and associated infrastructure. In parallel, NELC and Stagecoach will fund the upgrade of the entire Stagecoach fleet (currently 53 vehicles which operate across the 19 bus routes within the Grimsby area) from the existing diesel to new electric vehicles.

The transport hub and electric bus schemes are fully aligned and will create synergies in the resulting benefits. They are both bus-focussed and together will deliver the necessary infrastructure to offer more convenient and comfortable zero-emission journeys for bus passengers; this will make bus a more attractive mode to travel to, from and within Grimsby and drive a mode shift towards more sustainable travel and contribute towards reducing congestion and emissions within the town centre and beyond.

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

Transport hub: NELC has recently purchased a 1.6-acre site on Osborne Street in Grimsby town centre for the hub. Figure 3.1 shows the location of the site and the existing on-street bus stops that will be removed and its proximity to the railway station and Freshney Place shopping centre.

Figure 3.1 Location of the transport hub site

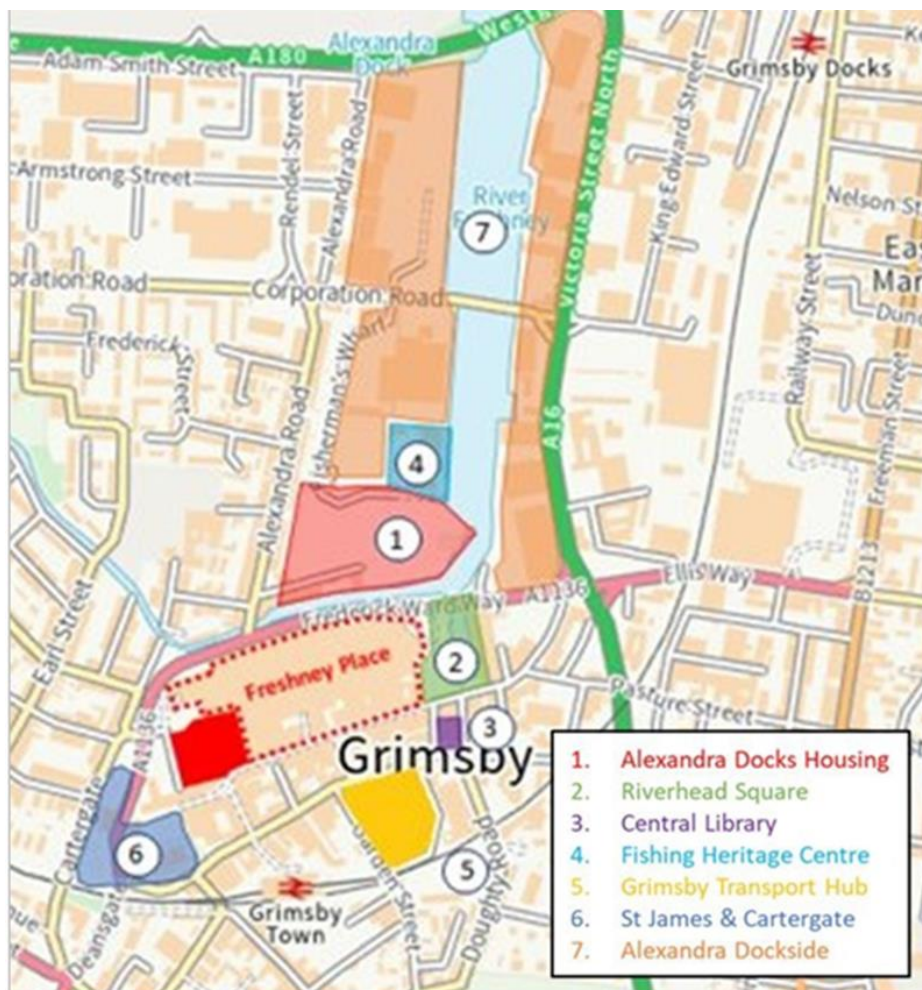


Source: OpenStreetMap

Figure 3.2 also shows the proximity of the hub to other development sites that have been brought forward as part of the Town Centre master plan. These include:

1. Alexandra Dock Housing (£7.2m investment): Connects the town centre to the waterfront and the heritage trail from St James, through the town centre, across Garth Lane and into Alexandra Dock.
2. Riverhead Square (£3.3m): Public realm to create an event space and connect Garth Lane to the town centre.
3. Central Library (£4.2m): Develop the four-storey library to introduce education and commercial office space on the upper floors and provide a modern interactive library on the ground floor.
4. Fishing Heritage Centre.
6. St James & Cartergate (£1.5m): Improved public realm and an event space created. This compliments the green space and St James Church.
7. Alexandra Dockside (£20m+).

Figure 3.2 proximity of hub to other development sites



Source: NELC

Charging infrastructure and bus fleet upgrade: The roll-out of the electric bus fleet will replace the entire fleet of 53 vehicles currently operated by Stagecoach and which cover all 19 public bus routes within the Grimsby area. The current route map is shown in Figure 3.3.



Figure 3.3 Stagecoach Grimsby route map



Source: <https://www.stagecoachbus.com/promos-and-offers/east-midlands/grimsby-services>

Does your bid include any transport projects?

Yes

Provide a short description of the transport project

Transport hub: the route of the scheme is not applicable. Existing transport structure and other points of particular interest are provided in the previous response and accompanying maps.

Charging infrastructure and bus fleet upgrade: the route of the new buses is provided in the previous response and accompanying map.

Provide location information

Location 1	
Enter location postcode	DN31 1EY
Enter location grid reference	TA269092
Percentage of bid invested at the location	75%
Optional GIS file upload for the location	[ not entered ]
Location 2	

Enter location postcode	DN31 1NS
Enter location grid reference	TA271097
Percentage of bid invested at the location	25%
Optional GIS file upload for the location	[ not entered ]

Select the constituencies covered in the bid

Constituency name	Great Grimsby
Estimate the percentage of the bid invested in this constituency	100%

Select the local authorities covered in the bid

Local authority name	North East Lincolnshire
Estimate the percentage of the bid invested in this local authority	100%

Sub-categories that are relevant to your investment

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

- ✓ Buses
- ✓ EV Infrastructure

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

N/A

Provide VAT number if applicable to your organisation

[ redacted ]

## SECTION 4: EQUALITIES

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

This project will deliver a key community asset and promote multi-modal transport which will be accessible to the whole community, will promote equality within Grimsby, the borough of North East Lincolnshire and connection to the wider regional area.

Grimsby town centre has suffered a deep and dramatic economic decline in the last decade and this has been compounded recently due to the Covid-19 pandemic. The shift from a retail led town centre to a leisure and employment focus, funded in part through grants from the Town Deal and Future High Street Fund, and centred on the Freshney Place leisure project relies heavily on footfall and access to the town centre. Residents of the borough have identified the need for safe and efficient access to urban centres and the new transport hub will provide this alongside other transport modes including active travel.

Access is also driven by economic factors, with wealthier residents having a natural advantage through car ownership. Similarly residents with access to the rail system which is driven by geographical location as well as economic cost limits the availability of access. Combining car and rail access with an affordable, efficient and green bus provision is a key element of the regeneration of the town centre along with the wider socio-economic re-levelling of the borough. The Transportation Hub delivers these urgent and necessary additions.

Elements of the community within the borough are reliant upon publicly funded services around health, social care and education which in turn is reliant upon efficient and affordable access. As the redevelopment of the town centre continues and parts of these services are centralised within the town centre itself, the impact of the transportation hub will increase. During this transition, the hub will provide the focus and the logistics to efficiently and safely transfer people across the borough toward these vital services. The same impact will apply to the employment market in growing sectors such as off-shore wind energy, clean energy developments around Stallingborough and the Freeport. The ability not only to transfer people in to the town centre, but also from the town centre toward these areas will be pivotal in tackling unemployment and deprivation in areas such as East Marsh, a housing community in Grimsby town centre, of some 11,000 residents which ranks as the 25th most deprived ward out of 32,844 in England. The transport hub will help to redress the disparity of opportunity seen across the borough.

During delivery of the scheme, all procurement will be subject to appropriate equality guidance and legislation. As highlighted within the deliverability section, North East Lincolnshire Council includes provision of social value within its procurement practices.

The Council are committed to ensuring Social Value in procurement of regeneration and development contracts. The specific priorities of this policy are to ensure it is considered and built into all activity that is part of the Council commissioning framework to maximise social, economic, and environmental benefits for North East Lincolnshire coupled with value for money.

1. To involve local people and organisations in how we meet the needs of local communities through the commissioning cycle.
2. To tackle disadvantage and address inequalities of health, wealth, and opportunity across the borough
3. To promote the local economy by supporting micro, small and medium sized enterprises, and the voluntary and community sector to thrive
4. To further our sustainable procurement objectives to protect and enhance the environment
5. Opportunities to explore novel ways to address some of these issues are tested through pre-market consultation.

As part of its due diligence, North East Lincolnshire Council will undertake an Equality Impact Assessment of the scheme but will also consult with appropriate elements of the local community, as outlined below.

The Council recognises that it has a low BME population and works with faith and other groups to try to ensure that inequality and access is not affected. Through the Safer Communities Partnership, the Council will monitor community cohesion and any reports of issues will be identified early and addressed through the work of that partnership.

The project will also link to the work of the Safer Communities Partnership, faith groups and the voluntary sector forum to see if further work is needed to encourage people of minority groups to use the centre.

In summary, the project will have a catalytic effect upon regeneration of the town centre and the borough, and in also tackling the high level of social and economic issues. In addition, it will aid North East Lincolnshire in tacking advantage of the key opportunities that are presenting themselves in the area and help toward the solutions needed around health, employment, skills and driving innovation in new green technology sectors.

## SECTION 5: SUBSIDY CONTROL AND STATE AID ANALYSIS

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

No

Does the support measure confer an economic advantage on one or more economic actors?	No
Provide further information supporting your answer	Please refer to appendix: NELC Transport - Subsidy Control opinion 27 July 2022 - FINAL  This is provided in Section 9, Additional File Attachment 6.

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

No

Provide further information supporting your answer

Please refer to appendix: NELC Transport - Subsidy Control opinion 27 July 2022 - FINAL

This is provided in Section 9, Additional File Attachment 6.

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?	No
Provide further information supporting your answer	Please refer to appendix: NELC Transport - Subsidy Control opinion 27 July 2022 - FINAL  This is provided in Section 9, Additional File Attachment 6.

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

No



## SECTION 6: STRATEGIC FIT

**Has an MP given formal priority support for this bid?**

No

*Post-submission note: as defined in "Proforma 6" "MPs can provide formal priority support to up to two bids only in the second round of the Levelling Up Fund." Since NEL have submitted three bids, no 'priority support' was requested.*

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

redacted

Electric bus stakeholders:

For the rollout of electric buses, NELC has engaged with the following local stakeholders who will be critical to the success of the scheme. Stagecoach East Midlands is supportive and has committed to investing in the buses and operating them in the designated place for a minimum of five years. In addition we have the support of: Lincolnshire Local Enterprise Partnership, ENGIE (power supply companies e.g. distribution network operators, battery storage companies), Northern Powergrid, Grimsby Renewables Partnership, Northern Lincolnshire and Goole Hospitals, North East Lincolnshire Public Health and DecarboN8.

Public Consultation:

In June 2022, NELC conducted an online survey of local residents to gather views on various initiatives including the transport hub and introduction of electric buses. A total of 541 completed responses were received.

- Transport hub: A strong majority (85% / 384 respondents) supported the development of a new transport hub in Grimsby with 15% (70) unsupportive. Respondents were also asked if they would benefit from a centralised transport hub in Grimsby town centre that connects bus, train, cycle, car parking and taxis. 66% of respondents (359) said they would benefit with 20% (107) saying they would not and 14% (75) unsure. 56% (305) of respondents stated that having connected modes of transport would make them more likely to use public transport with 26% (142) saying it would not and 17% (94) not sure.

- Electric buses: Respondents firmly supported the introduction of electric buses in North East Lincolnshire with 92% (461) in favour and 8% (38) against.

**Has your proposal faced any opposition?**

As noted in the previous section, the public consultation has shown high levels of support from local residents for the schemes. NELC is not aware of any local stakeholders, groups or campaigns who would actively oppose the scheme. A full public consultation is proposed at the next stage of scheme development (Outline Business Case) which will provide an opportunity to gauge the level of support for or opposition to the scheme with local residents and other stakeholders. A continuous programme of engagement will be undertaken throughout the design process. The Council will ensure that the consultation is comprehensive, inclusive and complies with best practice guidance.

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

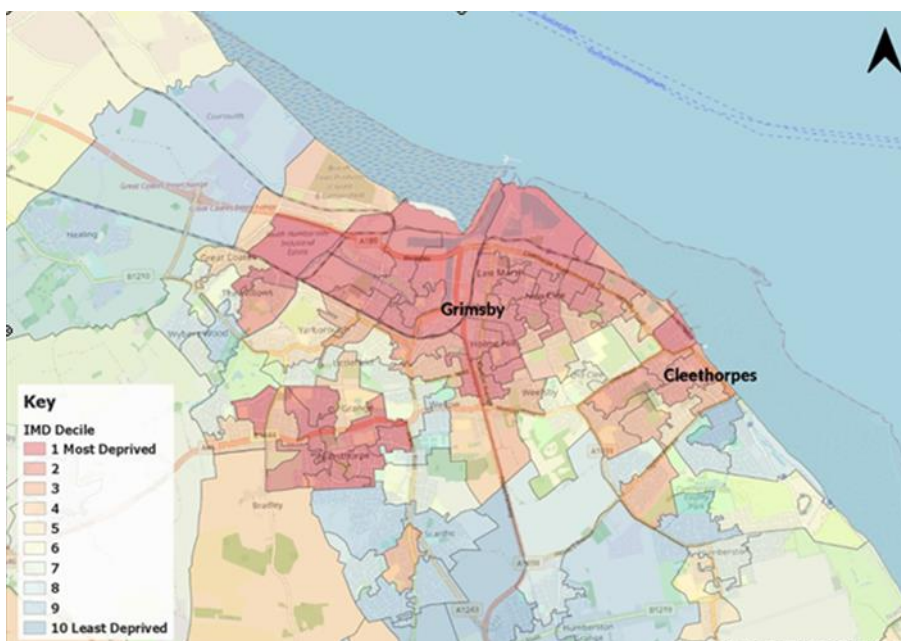
Yes

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

Economic deprivation:

A key challenge in Grimsby and North East Lincolnshire (NEL) is economic deprivation. Economic inactivity and unemployment are high. In NEL 16.7% of households were workless (2020), above the national and regional average of 13.6% and 14.3%, respectively. In 2021, 12.1% of NEL residents aged 16-64 had no qualifications, nearly double the national rate of 6.6%, and significantly higher than the regional average of 7.8%. Grimsby is a deprived town, with 44% of residents, mostly located in and around the town centre, being among the 10% most deprived in the country, due to economic, health, and other inequalities (Figure 6.1). A closer look reveals that over 26,000 people or 30% of Grimsby's residents are among the 5% most deprived in the country, and 16% of residents, nearly one in six, are among the 1% most deprived in the country.

Figure 6.1 Indices of multiple Deprivation (2019)



Congestion presents an obstacle to economic prosperity:

It prevents people from travelling to and within Grimsby, leading to long and unreliable journey times for all road users, which limits the destinations they can reach for work, education and leisure, restricting their **opportunities**. Similarly, this creates an unattractive town centre environment and stifles inward investment into the town centre. Key routes in Grimsby include the A180 serving Cleethorpes, Grimsby, and on to Immingham and the M180, the A16 south into Lincolnshire, and the A1243 Laceby Road. Of the 59 key junctions in Grimsby, 43% of the signalised junctions and 58% of the priority junctions were either 'slightly' or 'highly' over capacity at AM and/or PM peak times. Congestion results in higher levels of queuing, slower speeds and longer trip times and also has a negative effect on external factors including safety, air quality, ecology, employment and the economy. Therefore congestion needs to be alleviated and the town centre ambience needs to improve in order to reverse economic decline.

Humber Freeport:

Grimsby and Immingham are part of the Humber freeport that will attract inward investment to NEL. In order for the potential of the freeport to be fully realised, it is vital that residents can gain qualifications to be eligible for employment there, and can reach the jobs in those locations. Accessing training opportunities and jobs boost an

individual's wellbeing, employability, and allows them to become more economically active in their local area, reducing deprivation. With additional opportunities on the horizon it is therefore vital that people can reach their education and workplace destinations in an affordable, environmentally sustainable manner.

Poor connectivity, affecting operations and safety:

Poor connectivity presents a barrier to creating a sense of place that will attract inward investment. In 2019 there were 5,845 million bus journeys in NEL, with 29% of these passengers, over 16,000 each day, boarding in Grimsby town centre. At present, the most central bus stops in Grimsby are spread across George Street, Victoria Street West and Town Hall Street. If you are unfamiliar with the town, you could walk as far as 200 metres between bus stops, over a 2 minute walk. Operationally this arrangement presents challenges, with crowded roads, delivery vehicles and coaches blocking the path of buses, which delays buses and leads to poor journey time reliability for passengers. The arrangement is also spatially constrained, meaning accommodating additional services in the future would be a challenge. There are also safety concerns, with pedestrians and cyclists in conflict with buses and other traffic. All of this constrains future growth and discourages trips to/from the town centre by bus. The Bus Service Improvement Programme has begun to deliver improvements on routes into the town, such as raised kerbs at bus stops, however Grimsby is currently lacking a central provision to accommodate all 10 bus stops and 19 bus services in one single location. With 31% of NEL households without access to a car or van, higher than the 26% UK figure, good bus connectivity is particularly vital for NEL.

Some areas of Grimsby are pedestrianised, with appealing paving and space for active travel. The walking environment to the south of the town however, is characterised by vehicular streets and, in places, narrow footways, such as the alley to the east of the rail station, en route to the town hall, library and other destinations. This low-quality pedestrian environment does not encourage people to walk in this part of town, nor to spend time and therefore money here, leaving this part of Grimsby underutilised.

The High Street:

High vacancy rates and low street footfall interact to reduce the vitality of the town centre, limiting economic prosperity. Springboard data indicate that 14.3% of Grimsby's town centre floorspace is currently vacant, significantly higher than the UK average of 10.3%. Between 2016 and 2018, Grimsby's footfall reduced by nearly -14%, a stark change compared to 0.5% nationally. In later years, Grimsby has also been struggling to regain footfall, with the 2021 and 2022 figures struggling to show signs of rebounding towards 2019 levels after the lifting of pandemic restrictions (Figure 6.2). High vacancy rates and low footfall have created a fragmented town centre, especially to the south, and without intervention may worsen.

*Figure 6.2 High street footfall, Victoria Street, Grimsby*

## Air quality and climate:

Poor air quality and the climate emergency must be addressed for Grimsby to have an economically sustainable future. Pollutants from transport contribute to the Climate Emergency. The main source of air pollution in NEL is road traffic, with contributions from regional background and local sources. These include domestic and commercial space heating, rail, industry, aircraft, roads, point sources and other sources (ships and off-road emissions). In addition, emissions arise from the industrial areas in both Grimsby and Immingham. Operating buses and cars with internal combustion engines adds carbon dioxide (CO<sub>2</sub>) to the atmosphere, a greenhouse gas that drives global heating. For the long term resilience of Grimsby and the wider country and globe, CO<sub>2</sub> emissions need to be curtailed with less polluting modes of transport sought. In NEL, 69% of journeys to work are undertaken by car or van, 11% by walking, 5% by cycling and 6% by bus, presenting a challenge to air quality.

Buses, whilst more sustainable than the private car, nonetheless run on diesel engines. Poor air quality as a result of pollutants such as nitrogen dioxide (NO<sub>2</sub>) also leads to poor respiratory health and premature death, a prevailing challenge for the residents living in the central, most deprived, areas of Grimsby. Grimsby has had an AQMA for NO<sub>2</sub> since 2010, due to a breach in the annual mean objective. Outside of the AQMA there are currently three areas with elevated levels of NO<sub>2</sub> within NEL. Transport accounts for around 18% of energy consumption in NEL. Bus services are a vital part of the transport network, and yet diesel engines are known to have particularly problematic NO<sub>2</sub> emission levels. The bus fleet in North East Lincolnshire is 100% diesel driven, with no hybrid or electric buses. The bus fleet has an average age of 11 years and so lack modern features such as next stop audio announcements, WiFi and USB charging points that are all expected as standard for bus passengers today.

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

NEL is one of the 10% most deprived districts/unitary authorities in England, based on the indices of multiple deprivation average scores 2019. There are multiple reasons for this including: an ageing population; high rates of economic inactivity and unemployment; a struggling high street with high vacancy rates; low levels of productivity; and the industrial structure of the region with an over-representation in traditional declining industries e.g. manufacturing and fishing; and insufficient representation in growing sectors e.g. professional services.

The dominance of the private car in Grimsby town centre also generates significant negative externalities through road congestion and air pollution; this is a further barrier to the town's economic growth.

To tackle these issues, intervention is required to help catalyse a change in the future trajectory of this town. One solution is targeted investment in local transport infrastructure and public transport networks. Transport infrastructure is a fundamental public good that can transform the way societies and economies function by reducing costs to businesses and travellers, and by stimulating local economies e.g. by raising productivity and/or attracting new firms and investment. The importance of quality local transport infrastructure and public transport networks, particularly buses to local economic growth and wider community benefits is well-established (Smarter Spending to boost the economy, Campaign for Better Transport, 2011).

The transport schemes proposed in this bid will contribute to economic growth by increasing public transport demand, reducing congestion and emissions which will stimulate town centre footfall and which could unlock conditions in which the private sector can thrive through, for example, encouraging inward investment in the town in the long-term. The investment in transport in NEL therefore provides an opportunity to level-up this fragile local economy, improve resilience, connectivity and access to economic opportunity, and support a successful transition into a stronger, more diversified economy.

These improvements however can only be delivered through substantial public investment; given transport infrastructure is a public good and non-excludable, there is little commercial incentive for the private sector to invest in a large-scale intervention. Consequently, a market failure exists that prevents the market mechanism from operating efficiently, leading to lower social and economic welfare for the town's residents; investment from national government is therefore required.

### **Explain what you are proposing to invest in and why the proposed interventions in the bid will address**

## those challenges and barriers

This is a package to deliver a multi-modal transport hub and an electric bus fleet. At present Grimsby's sustainable transport offering is geographically scattered. The buses stop on three adjacent roads, George Street, Victoria Street West, and Town Hall Street, 400m from the railway station located to the south. The bus fleet of 75 are all diesel-powered. This includes 20 double decker buses, most of which are 16 year old Euro 3 diesel buses. The aim of this package is to promote the regeneration of the town and strengthen the sustainable travel offering for Grimsby.

### Transport Hub:

The package will deliver a centralised, compact, highly functional multi-purpose transport hub in a brownfield town centre location that reutilises a surface carpark and empty retail units to extract greater efficiencies from this town centre location. The transport hub will serve all modes, as well as people passing through, across two floors, with:

#### o Buses

- A single central location for all buses
- Real time travel information
- Travel shop, for bus tickets, travel information and assistance
- Indoor, heated waiting area

#### o Cycles

- Cycle hub, for secure storage

#### o Rail travel

- Enhanced connection to the railway station, with better lighting and renewed footway.

#### o Taxis

- Taxi rank
- Electric vehicle charging points

#### o Pedestrians and visitors

- Wayfinding maps, signage and information
- Public conveniences, including a changing place
- Five additional units to rent, to encourage café use and retail offerings, such as bicycle repair.

#### o Design

- Safe and secure environment, well lit, with CCTV.
- Sustainable, energy efficient design with: natural and low energy lighting and ventilation; grey water harvesting; solar panels; and green roofs and landscaping to support wildlife.

### Electric bus fleet:

The package will also deliver a zero emissions bus fleet for Grimsby, with:

- o 53 electric buses delivered over a five year period.
- o Audio next stop announcements on board
- o On board WiFi
- o USB charging ports
- o Associated electric bus charging infrastructure

The transport hub will:

- o Provide a single central location for all buses in North East Lincolnshire, in a safe, sheltered environment accessible to all.
- o Provide pleasant routes and improved wayfinding for pedestrians and cyclist will reactive the southern part of the town centre between the hub and the rail station, Abbey Walk car park, Riverhead Square, St. James' Square, and beyond elevating the town centre ambience.
- o Support a new town centre housing offer at Alexandra Dock supported by Homes England.

Longer term

- o Lead to increases in footfall, cycling, bus patronage, and inward investment attracted by a revitalised town centre.

The electric buses will:

- o Provide quieter journeys due to lower noise from electric engines compared to diesel.
- o Provide improved air quality in the local area, with zero exhaust pipe emissions

Longer term

- o Increase patronage due to improved public perception on bus travel upon the arrival of modern, fully electric vehicles.
- o Supporting future skills around EV maintenance supported by this. Also, utilising locally-generated renewable energy.

This package of a practical transport hub paired with an electric bus fleet will address the challenges outlined in “Evidence of local challenges” and have wide-reaching benefits for the regenerated town and wider region, as outlined in Table 6.1. *Table 6.1 How interventions will address challenges*

Problem	Scheme impact	Evidence
High levels of deprivation and worklessness.	Improve ease of access to training, services and jobs, including at the Humber Freeport locations and the OnSide Youth Zone.	Reduced unemployment rate.
		Increase in qualifications attained.
Congestion.	Reduce delays at key junctions, and improve journey time reliability for buses and other vehicles.	Journey time data.
Poor / disjointed connectivity in the town centre.	Improved journey quality.	Bus patronage data, from ticket sales and/or on site count data.
	Greater ease of multimodal interchange.	
	Increased bus patronage.	
	Improved perception of bus travel.	User perception survey data.
	Increased active travel.	Cycle and pedestrian count data, especially on Osbourne Street to the south of the town centre.
High vacancy rates and low footfall	Improved town centre ambience.	User perception survey data.
	Increased town centre footfall.	Footfall data in Freshney Place, on Victoria Street and Osbourne Street.
	Improved economic viability of the town centre.	Reduced vacancy rates.
CO <sub>2</sub> and NO <sub>2</sub> emissions from transport, leading to global warming and poor respiratory health.	Improved air quality.	Air quality monitoring data.

Upload Option Assessment report (optional) [ not entered ]

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

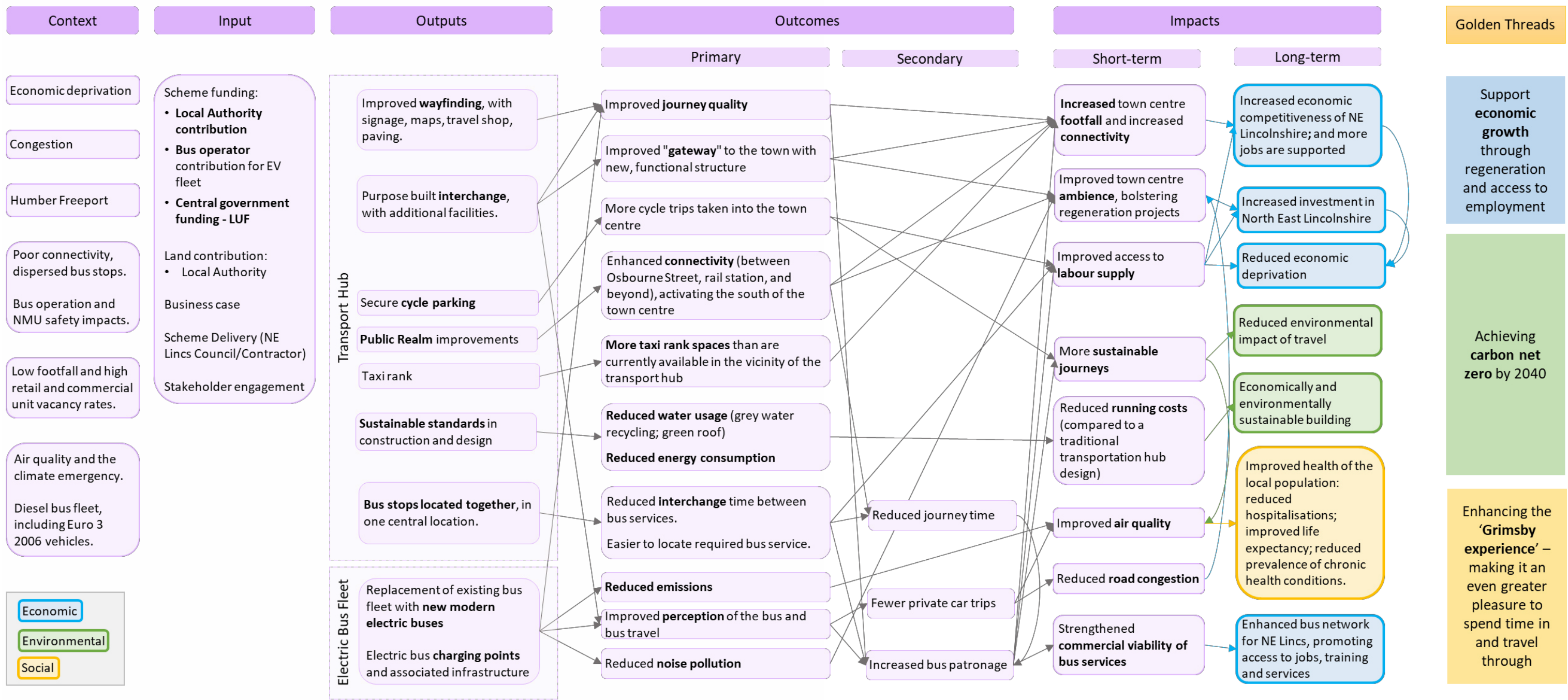
The overarching aim of this project to deliver a central multimodal transport hub for North East Lincolnshire and to electrify the bus fleet to support the economic growth of the borough through regeneration and



employment, to achieve carbon net zero by 2040, and to enhance the Grimsby experience for residents and visitors.

The Theory of Change is expressed in the Logic Map flow diagram (Figure 6.3) that illustrates how these interventions will deliver both short-term outcomes and long term impacts for Grimsby.

Figure 6.3 Logic Map





**Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions**

The scheme is to reintroduce a central transport hub to Grimsby and to electrify the bus fleet. These two elements will work in tandem to: bolster the perception of travelling to and spending time in Grimsby for both work and leisure; and to increase bus patronage and active travel participation across North East Lincolnshire and surrounding areas and villages. These interventions will encourage travel via bus and, once they arrive, passengers and those passing through will be able to enjoy the shops, café and public space, creating an active part of the town centre, before continuing their onward journey to the rest of the town centre. This will breathe new life into the southern part of the town centre, which is attractive for those seeking to invest. Delivering electric buses alongside a new transport hub magnifies the benefits beyond their individual contribution, as together they clearly state Grimsby's Net Zero ambition and aims for an economically and environmentally sustainable future. Furthermore, rolling out an electric bus fleet and associated infrastructure could put Grimsby on the map as the first 100% electric bus fleet town in the country, further boosting the town's green credentials.

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

(redacted)

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

Table 6.2 outlines how the package aligns with local policy aims. *Table 6.2 Local policy alignment*

Policy	Policy objective	Scheme Objectives					
		Increased employment	Reduced deprivation	Reduced congestion	Improved connectivity (all modes)	Increased footfall, reduced vacancy rates	Reduced emissions of air pollutants
Local Transport Plan – Transport Strategy and the Highway Strategy	Enable sustainable growth through effective transport provision.	✓			✓		
	Improve journey times and reliability by reducing congestion.			✓	✓		
	Support regeneration and employment by connecting people to education, training and jobs.	✓	✓		✓		
	Enable disadvantaged groups or people living in disadvantaged areas to connect with employment, health, social and leisure opportunities.		✓		✓		
	Improve the health of individuals by encouraging and enabling more physically active travel modes.		✓			✓	
	Improve the journey experience on the local transport network.				✓		
	Ensuring that transport projects contribute to environmental excellence, including managing air quality and reducing transport related greenhouse gas emissions.						✓
Grimsby Town	Improve permeability of the town centre.				✓		

Centre Masterplan Framework (2020)	Identify development opportunities					✓	
	Prioritise health and wellbeing		✓				✓
	Enhance opportunities for employment, skills and enterprise	✓					
North East Lincolnshire Council Plan (2022)	Net additional employee jobs	✓	✓				
	Net increase of registered enterprise	✓				✓	
	Increased GVA per head (NEL) all industries;	✓	✓				
	Reduction in the number of workless households	✓	✓				
	Increasing participation in learning for those both in and out of work across all qualification levels;	✓	✓				
	Number of businesses in rated premises					✓	
	Reduction in town centre units vacant for six months or longer as a percentage of total town centre units				✓		
	Increase in footfall figures for Grimsby and Cleethorpes				✓	✓	
Greater Lincolnshire Strategic Economic Plan (2014-2030) 2016 refresh	Drive the growth of the area's defining and strongest sectors:...the low carbon economy.						✓
	Drive growth by [prioritising] infrastructure improvements and the skills of individuals.	✓			✓		
	To promote...sustainable growth through improved transport infrastructure...enabling ...strong communities.				✓		
Greater Lincolnshire Local Industrial Strategy	Increase GVA per head (from 36 <sup>th</sup> out of 38 LEPs)		✓				
	Job growth needed and skills to future-proof manufacturing	✓					
	Inclusive growth:						
	• Infrastructure: treat investments in buses as equal to roads and rail			✓			✓
	• People: prioritising skills needs to increase job opportunity	✓	✓				
	• Place: address specific local challenges, such as connectivity to other places				✓		
	• Business environment: ensure new jobs are good jobs and are accessible to residents	✓	✓		✓		
Midlands Engine Vision for Growth (2017)	Invest in long-term energy security						✓
	Shape great places: regeneration of our city and town centres	✓		✓		✓	
	Strengthen skills	✓					

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

Table 6.3 National policy alignment

Table 6.3		Scheme Objectives
-----------	--	-------------------

Policy	Policy objective	Increased employment	Reduced deprivation	Reduced congestion	Improved connectivity (all modes)	Increased footfall, reduced vacancy rates	Reduced emissions of air pollutants
Levelling Up (2022)	Improve productivity, pay, jobs and living standards	✓	✓				
	Raise public transport connectivity			✓	✓		
	Increase uptake of high-quality skills training	✓			✓		
	Reduce the gap in Healthy Life Expectancy		✓				✓
	Increase sense of pride in place		✓			✓	
Clean Growth Strategy (2017)	Accelerate take up of ultra-low emission vehicles (incl. buses and taxis)						✓
	Make walking and cycling easier				✓	✓	✓
Clean Air Strategy (2019)	Reduce emissions by modal shift – to active travel				✓	✓	✓
	Reduce emissions by modal shift – to public transport			✓	✓		✓
Net Zero Strategy: Build Back Greener (2021)	Provision of funding for local EV infrastructure				✓		✓
	Create integrated bus networks with more frequent services			✓	✓		✓
	Transform local transport with new EV buses						✓
	Increase levels of active travel				✓	✓	✓
Build Back Better: Our plan for growth (2021)	Achieve economic activity and productivity improvements through investment in infrastructure	✓			✓		
	Achieve productivity growth through skills and training	✓	✓				
	Level up the UK and regenerate struggling towns	✓	✓		✓	✓	
	Support the national transition to net zero						✓
National Infrastructure Strategy (2020)	Focus on local growth so that no community is left behind	✓	✓			✓	
	Revitalise towns as part of creating regional powerhouses	✓	✓			✓	
	Decarbonise the economy						✓



Alignment and support for existing investments

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

A transport hub will provide a vital catalyst for the regeneration of Grimsby town centre, and will be a spring board for other schemes, as outlined below.

- Towns Fund: Alongside the West Havens Maltings and Garth Lane Town Deal projects, £20.9m from the Towns Fund has been committed towards delivering six further projects, including (1) a major waterfront residential development at Alexandra Dock Garth Lane; (2) enhancements to Riverhead Square to create a new public square; (3) active travel loops to connect the town centre and Alexandra Dockside; (4) refurbishment of the Central Library to accommodate new uses, including spaces for learning and innovation; (5) further regeneration of St James Quarter; and (6) Activation Fund grant programmes for community and local business-based initiatives supporting activity in the town centre.
- Greater Grimsby Heritage Action Zone (HAZ): The HAZ stretches from the Kasbah, a historic portside area associated with the fishing industry, along Alexandra Dock to the town centre. A 2018-2023 programme aims to deliver transformational heritage-led regeneration and to reconnect the town centre and port, in line with the Local Plan for growth and Town Investment Plan.
- redacted
- Future High Streets Fund: In December 2020, the Government announced that the Council had been awarded £17.3m from the FHSF to deliver the Freshney Leisure Scheme, alongside significant local co- funding from NELC and the Shopping Centre owners. In January 2022, however, Freshney Place Shopping Centre went into receivership, and following negotiation with DLUHCs, NELC has received provisional approval that the FHSF investment can now be committed to NELC's acquisition of the Shopping Centre. This will enable the Freshney Leisure Scheme ambition to still progress.
- Redacted

**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**

The transport hub and electric bus scheme is focussed on delivering for multiple mode uses, expressly bus users as well as cyclists and pedestrians.

Better Deal for Bus Users flags that healthy local economies need to be underpinned by high quality bus services, with a third of town centre spending alone driven by bus users. The package to deliver electric buses supports Grimsby's economy and will also directly improve air quality, supporting the Paper's goal of having "as many buses as possible ... exclusively electric." The inclusion of the transport hub in this package also demonstrates NELC's vision to bring in measures that compliment and support each other, with the combination of the hub and electric buses providing a step-change in bus journey quality that will improve customer satisfaction and lead to longer-term modal shift.

Bus Back Better recognises that buses are integral to delivering local and national government goals. NEL is looking to capitalise on the Humber Freeport and to attract additional inward investment to boost jobs. The Strategy notes that nationally 77% of jobseekers do not have regular access to a private vehicle, and so strengthening the bus services in Grimsby by electrifying the fleet and providing a transport hub for easy interchange serves the goal of increasing access to employment opportunities. Furthermore, electric buses achieve this whilst providing a high quality, comfortable, attractive service and simultaneously supporting Net Zero carbon emissions targets.

Gear Change notes a future vision of "convenient and accessible travel", with walking and cycling "at the heart of transport

decision-making". Locating the transport hub at this site responds to this call by bringing more activity to the south of the town centre and, in doing so, benefiting those on foot and cycling between the transport hub, the railway station, Abbey Walk car park and the rest of the town centre, with increased activity leading to livelier and perceptibly safer streets. Furthermore, locating all buses in a single location that is sheltered from the weather, staffed with people at the travel shop who can advise on journeys, alongside accessible toilets and a changing place, improves the accessibility of bus travel. Improvements to the pedestrian environment can also bolster high street footfall by up to 40% (Gear Change), and this package will both deliver a better environment for shoppers and a more vibrant, more resilient high street for the businesses they support.

### **Confirm which Levelling Up White Paper Missions your project contributes to**

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

- ✓ Living Standards
- ✓ Transport Infrastructure
- ✓ Skills
- ✓ Health
- ✓ Wellbeing
- ✓ Pride in Place

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

#### **o Living standards**

A new transport hub and electric buses will attract people to Grimsby town centre, and in turn this increase in footfall will attract further investment that provide jobs and opportunities to residents, raising productivity and strengthening the economy of Grimsby.

#### **o Transport infrastructure**

A new transport hub in the centre of Grimsby will provide a modern, central facility for those travelling by all modes, activating the south of the town centre and strengthening connectivity for all modes, with bus passengers benefitting from the high journey quality of EVs and the more efficient and reliable bus services stationed at the hub.

#### **o Skills**

Better bus travel links via the new transport hub will improve connectivity to the town centre and to outlying places of learning and innovation, whilst the introduction of a new electric bus fleet means that local vehicle maintenance skills will remain relevant to modern transport technologies.

#### **o Health**

The introduction of new electric buses will reduce pollutant emissions from buses and will lead to improved air quality in the Grimsby area that will benefit residents' respiratory health and reduce health disparities, whilst the improved bus services and interchange facilities may also induce modal shift from car to bus, further lowering emissions from private vehicles.

#### **o Wellbeing**

The OnSide Youth Zone, to be located in Alexandra Dock Garth Lane, will provide support to young people with skills, employment and will work towards tackling social issues, and safe, easy access to the Youth Zone will be provided by the new, purpose built, transport hub that will allow youngsters from across the borough to access the facility and its services.

#### **o Pride in Place**

A new transport hub will demonstrate that Grimsby is on the ascent, with the new electric bus fleet placing Grimsby at the forefront of the national drive towards net zero, showing that NEL is a modern, forward- thinking area in which people and business can take pride and thrive.

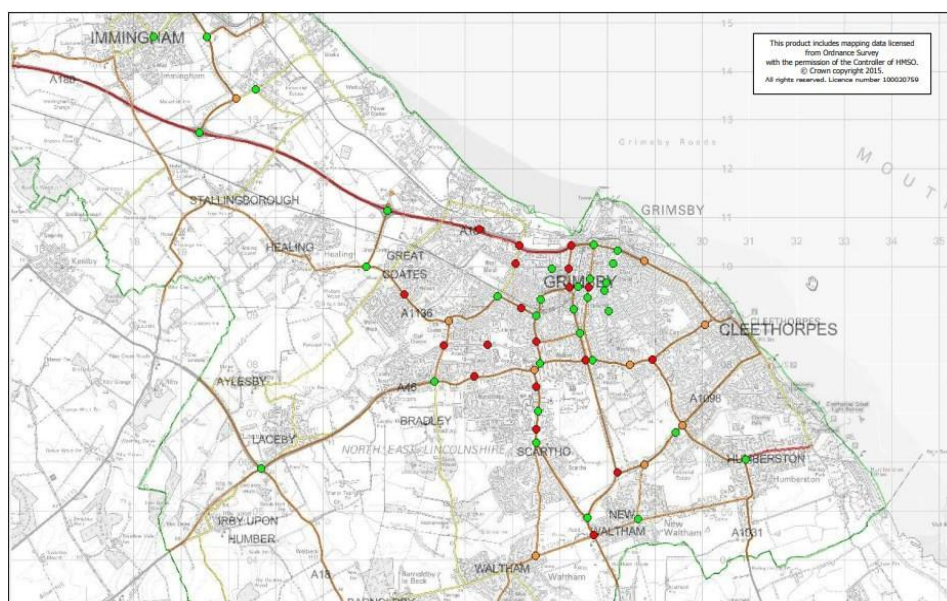
## SECTION 7: ECONOMIC CASE

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

Please see Table 7.1 and Figure 7.1.

Table 7.1 redacted

Figure 7.1 Current junction performance in North East Lincolnshire



Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues	Please see Table 7.2.
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*Table 7.2 Quality assurance of data analysis and evidence*

Problem / Issue	Data source / Quality assurance
Economic deprivation	Deprivation data is from English Indices of Deprivation (EID), an official and regularly updated national dataset provided by the Ministry of Housing, Communities and Local Government. Figures presented are the latest available (2019). Labour market data is from Nomis (official census and labour market statistics) and is from 2021 and therefore up-to-date.
Bus station	<p>The site accessibility audit and bus station relocation study undertaken by (Redacted) was informed by a range of data and analysis including:</p> <ul style="list-style-type: none"> <li>- accessibility audit</li> <li>- road safety audit</li> <li>- local media reports (anti-social behaviour)</li> <li>- review by Stagecoach which concluded that stand capacity issues are not down to poor bus scheduling.</li> </ul> <p>Bus passengers' views on bus station improvements are from a survey conducted by (Redacted) over 3 weeks in July/August 2021 which received 452 responses.</p>
Bus fleet quality	<p>Fleet age data is based on Stagecoach's latest fleet data.</p> <p>Bus passengers' views on the current fleet are from the aforementioned survey.</p>
Road congestion	The congestion analysis presented in NEL Highway Strategy 2016 was undertaken using industry standard software for modelling and analysing the performance of junctions: LinSig for traffic signal junctions and Junctions 9 (J9) for roundabouts. The base models were developed using traffic data from surveys carried out in 2014 and 2015. Models were satisfactorily validated and calibrated. Whilst the traffic survey data is up to 8 years old, a review of TEMPRO has shown that there has been no significant growth in traffic in Grimsby; this suggests the modelling remains representative of current traffic conditions.
Air quality	<p>NO<sub>2</sub> levels provided by automatic air quality monitoring site within AQMA. Analysis and reporting undertaken by independent consultant Bureau Veritas and reported in NELC 2020 Air Quality Annual Status Report.</p> <p>NEL bus fleet emission standard data is based on Stagecoach's latest fleet data. The national comparison is sourced from DfT Annual bus statistics (England, 2019/20).</p>

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions	Please see Table 7.3.
--	-----------------------

*Table 7.3 Relevance of data to the area of influence of interventions*

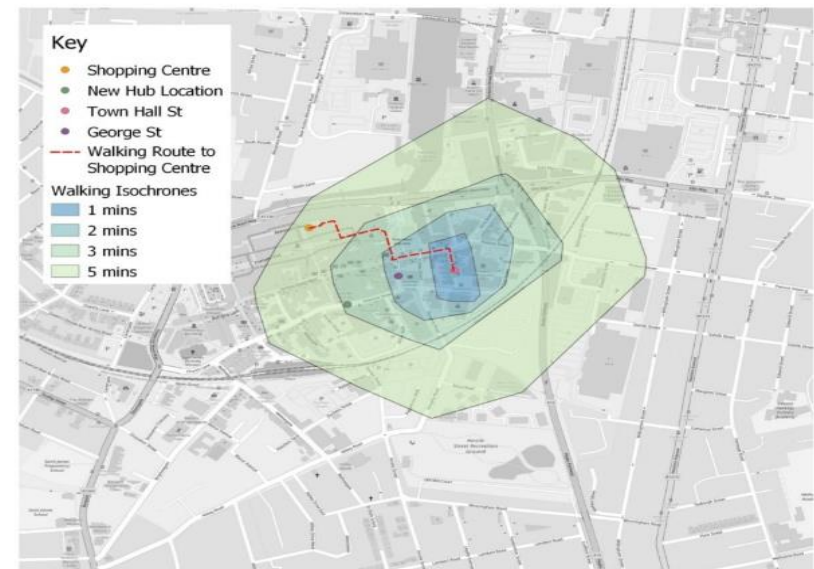
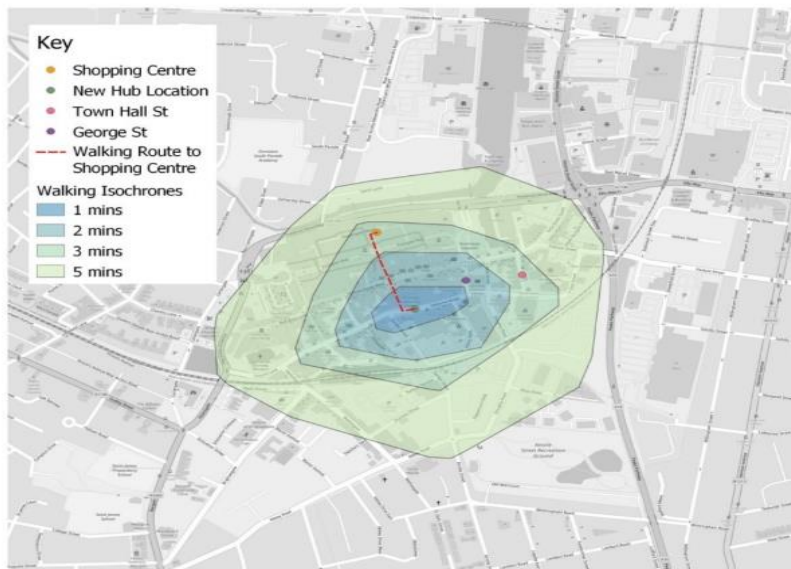
Problem / Issue	Area covered
Economic deprivation	Deprivation and labour market data are both presented for the whole of NEL local authority.
Bus station	The site accessibility audit and bus station relocation study was solely concerned with the current Riverhead Exchange where bus passengers going to/from Grimsby town centre currently board/alight, and which the bus relocation scheme is designed to improve. The survey was conducted with bus passengers across Stagecoach services operating across North East Lincolnshire.

Bus fleet	Information on the bus fleet is based on the current Stagecoach NEL fleet (75 vehicles).
Road congestion	The relevant junctions and roundabouts are all within the NEL area, with the majority in Grimsby including within the town centre and along the A180 but also extending to Cleethorpes and Immingham.
Air quality	Air quality levels within the AQMA are recorded by an automatic monitoring station on Cleethorpe Road. Additionally, NELC undertook non- automatic (passive) monitoring of NO <sub>2</sub> at 30 sites during 2019. Bus emission standard data based on Stagecoach's fleet which serves NEL and which would be fully replaced as part of this bid.

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems	redacted.
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Table 7.4    redacted

Figure 7.2    Before and after walking time isochrones





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

Economic benefits have been calculated in line with Transport Analysis Guidance (TAG) and using specific appraisal spreadsheets where applicable as documented in Table 7.5.

Table 7.5      redacted

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

redacted

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

Redacted

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

Redacted

## SECTION 8: DELIVERABILITY

Confirm the total value of your bid      redacted

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

Confirm the value of match funding secured      redacted

Where match funding is still to be secured please set out details below	Evidence of match funding (optional)  N/A	Section 8 Deliverability - Evidence of Match Funding.docx (see Appendix C)
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Land contribution  
If you are intending to make a land contribution (via the use of existing owned land), provide further details below      redacted

Upload letter from an independent valuer

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

redacted

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

redacted

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

redacted

**Describe the main financial risks and how they will be mitigated**

Key financial risks, and how these will be mitigated are set out as follows:

redacted

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

N/A: NELC is not intending to award a share of the LUF grant to a partner.

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

The transport hub will be owned and operated by North East Lincolnshire Council (NELC) so a form of user agreement will be put in place between the Council and bus operators. Concessions and retail space within the transport hub will be let on a commercial basis. Contracts will be in place between any concession and the Council. At the current time no concessions have been procured for the Transport Hub.

The electric bus infrastructure will require a legal agreement between the Council and Stagecoach. The method of which is still to be agreed. The electric vehicles utilising the charging infrastructure will be owned by Stagecoach and any subsequent maintenance and the ongoing operation of the vehicle will be the responsibility of Stagecoach. Bus services within North East Lincolnshire are currently subject to governance between the Council and the operator via a Strategic Bus Transport Group to manage the operational aspect of the bus service along with any directives generated by NELC as the statutory transport authority. It is envisaged that this arrangement will continue following the introduction of the new fleet.

As NELC will remain as owner and operator of the transport hub, a building user group (BUG) will be initiated and managed by the Council's Assets Team. This BUG will cover the operation of the facility and will include representatives from all stakeholders, including any commercial tenants within the building. The group will also ensure compliance with commercial agreements and statutory responsibilities from each party.

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

Commercial Structure:

The Council will be contractually responsible for the delivery of the project. The Council will however utilise services provided by teams within EQUANS, a strategic delivery partner embedded within NELC, such as building design and contract administration. All procurement will be carried out in line with NELC's Contract Procedure Rules and the Public Contracts Regulations 2015 and 2020 amendments.

Procurement Strategy:

The following output requirements are expected to be delivered and thus need to be considered in terms of the procurement strategy

- Business Case
- Project management of construction
- Communication
- Legal
- Procurement
- Infrastructure Design
- Construction works Transport Hub
- Construction work electric charging infrastructure
- Electric Bus fleet

The following sourcing options have been considered within the procurement strategy:

- Existing framework
- Competitive tender
- Delivered in house

Existing framework: This involves the use of existing frameworks to procure a contractor. Appropriate frameworks exist for the local authority to use for both design and construction of the scheme. These could alleviate some degree of risk, increase capacity and reduce the timescale for delivery. Yorbuild is an example of existing frameworks that has been used by NELC. The use of an existing framework would require a tender period and the Contractor would not have sight of the developing project through the initial stages. There can also be additional fees/charges associated with the use of a framework.

Competitive tender: Develop a construction brief to award to the marketplace. The Local Authorities in the Yorkshire & Humber Region have a single strategic procurement strategy, which aims to ensure best practice in procurement across the Region. A key element of the strategy is the YORTender procurement portal which allows authorities to share, co-ordinate and collaborate on procurement exercises and suppliers to register their capabilities and interests in opportunities.

There are advantages to using a competitive tender process, the process provides a robust procurement route that follows legal regulations as the tender is open to a range of contractors, competitive prices should be received, the local authority could choose which form of contract the scheme is awarded under, and the route provides a clear, auditable procurement and award process. However, the disadvantages of a competitive process include the increased level of resource required to undertake the procurement process and the longer procurement timescales compared to alternative options.

In-house: The local authority has the relevant skillset to fulfil project management and supervision of construction work as well as delivery of capital works. Resources exist within the local authority and their delivery partner EQUANS to act as a one stop shop for designing the scheme. Similar transport projects in terms of costs, scale and complexity have been designed in-house previously.

The advantages and disadvantages of each option are summarised in Table 8.1.

*Table 8.1      redacted*

**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?**

NELC will be contractually responsible for the delivery of the project and will lead procurement and contractor management activities associated with it.

NELC's procurement team has extensive experience in procuring a wide variety of products and services, including those associated with transport schemes and external funding, such as Future High Street Fund (FHSF), Towns Fund, ERDF, etc.

NELC's procurement team are all MCIPS qualified. NELC will also utilise technical expertise provided by EQUANS, the Council's delivery partner, who support day to day operational activities.

NELC will select goods and suppliers of goods, works and services in relation to the programme through an open, transparent, and non-discriminatory competitive process in accordance with the Public Contracts Regulations 2015. EQUANS appointment as the NELC's outsourced regeneration partner was made in accordance with public procurement regulations following a full OJEU tender process including competitive dialogue.

Members of the project team will form a Procurement Sub-group to specifically ensure that all regulatory requirements are fully addressed in delivering this project. All procurements would be carried out in line with the NELC's Contract Procedure Rules and the Public Contracts Regulations 2015. The Local Authorities in the Yorkshire & Humber Region have a single strategic procurement strategy, which aims to ensure best practice in procurement across the Region. A key element of the strategy is the YORtender procurement portal which allows authorities to share, co-ordinate and collaborate on procurement exercises and suppliers to register their capabilities and interests in opportunities.

The main contract for the works would be procured through YORtender in accordance with public procurement regulations. This would be evaluated based on NELCs Tender Award Criteria.

In terms of contract management, again NELC and EQUANS have extensive experience of managing a variety of contracts, including multi-million pound construction contracts. NELC has developed a contract management toolkit, which provides a framework for all staff managing contracts, a framework to operate via, including help and advice.

NELC also ensures its regeneration schemes are delivered to support the prosperity and wellbeing of the community, and social value is considered as intrinsic to any scheme delivered as part of this agenda. Consideration is given to providing employment opportunities to SME's and voluntary sector organisations as well as supporting active travel and carbon reduction. Social value is embedded in the procurement process and the NELC's social value policy aims to tackle disadvantage, grow wealth, promote the local economy, reduce waste, and carbon emissions.

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

redacted

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

As highlighted above, members of the project team will form a Procurement Sub-group to specifically ensure that all regulatory procurement and contract requirements are fully addressed in delivering this project. Equally, NELC will select goods and suppliers of goods, works and services in relation to the project through an open, transparent, and non-discriminatory competitive process in accordance with the Public Contracts Regulations 2015.

To support the project and facilitate a successful relationship with contractors, NELC will seek to undertake preliminary market engagement prior to commencement of the formal procurement process. This will ensure that early engagement is in place from the outset, facilitating clear understanding of the project requirements and constraints so that contractors are clear on these.

An output-based specification will be developed as part of the procurement strategy. This will summarise the

requirements of the project in terms of outcomes and outputs. This will form the basis of the agreement between the Council and supplier.

As also highlighted above, all procurements would be carried out in line with the NELC's Contract Procedure Rules and the Public Contracts Regulations 2015, utilising the YORtender procurement portal, which ensures consistency across the Yorkshire & Humber region, which contractors will be aware of and used to working with, whilst also allowing suppliers to register their capabilities and interests in opportunities.

The procurement strategy will include a thorough check of the financial and economic standing of suppliers including the requirement to hold appropriate levels of insurance provision. The procurement strategy will also require suppliers to demonstrate experience of delivery of similar/comparable schemes.

Once appointed, NELC will utilise its Contract Management Toolkit, which is used across the Council to support contract management. The toolkit identifies a series of processes that have been developed via best practice across North East and North Lincolnshire Councils and can be applied to across all commercial relationships to ensure the Council obtains best value out of contracts, whilst ensuring that all relevant legal elements are adhered to.

The toolkit provides a suite of guidance/best practice templates for Council officers to access including, stakeholder management, social value, risk management, relationship management, audit, performance management, termination, dispute resolution, financial management, benchmarking, and many others.

In addition, the toolkit provides a suite of template documents that can be used for contract management purposes, for example, performance scorecards, agreements to vary a contract, notice to terminate, amongst others. This provides a comprehensive suite of guidance to be utilised for this project.

NELC's regular best practice regarding contract management includes regular contract review meetings to monitor performance against contract KPI's and to identify and resolve potential risks and issues.

Payments will be linked to performance and suppliers will be paid upon delivery of key milestones, this will be included in the Output Based Specifications. Performance measures, payment mechanisms and quality attributes will be determined as part of the drafting of the procurement pack of tender documents.

To manage all project risks, the Project Manager and contractors (internal and external) will be asked to produce detailed priced risk registers which will be reviewed regularly. Risk registers are live documents and should be continually updated.

Allocated risks will be tied to the payment approach and payments may be withheld if deliverables are not met. In

addition to the above, NELC also carries out regular supplier health checks to check continued supplier viability for duration of contracts entered into, including financial checks. This provides confidence that suppliers are able to deliver the contract requirements.

Alongside reviewing risks, financial performance, etc, NELC also seeks to ensure social value is generated from its procurement and contract management processes, as outlined below.

Regeneration schemes are delivered to support the prosperity and wellbeing of the community, and social value is considered as intrinsic to any scheme delivered as part of the Regeneration agenda. Consideration is given to providing employment opportunities to SME's and voluntary sector organisations as well as supporting active travel and carbon reduction. Social value is embedded in the procurement process and the Council's social value policy aims to tackle disadvantage, grow wealth, promote the local economy, reduce waste, and carbon emissions.

NELC operates a framework which sets out the five high level outcomes that we and our partners aspire to achieve to ensure prosperity and wellbeing for the residents of North East Lincolnshire. Delivery linked to the framework is underpinned by a commissioning plan which outlines our approach to commissioning through evidence-based decision making.

The five outcomes are that all people in North East Lincolnshire will:

- reach their full potential through skills and learning;
- benefit from a green economy and a high-quality environment;

- enjoy good health and wellbeing;
- benefit from a strong local economy; and,
- live in a safe environment, can have their say about things that are important to them and participate fully in their communities

Social value requires commissioners to think about how they achieve outcomes in a more integrated way. Rather than thinking about services in isolation or in the short term, this approach requires commissioners to consider long term costs, sustainability and how the inclusion of Social Value outcomes can potentially reduce pressures and realise opportunities in other areas.

Social Enterprise UK puts forward the following definition “Outcomes and activities that will improve the quality of life and life chances of our residents and enhance the economic, social and environmental sustainability of the local area.”

NELC is committed to ensuring social value in procurement of regeneration and development contracts. The specific priorities of this policy are to ensure it is considered and built into all activity that is part of the Council commissioning framework to maximise social, economic, and environmental benefits for NEL coupled with value for money. This is summarised in Figure 8.1.

*Figure 8.1 NELC Social Value Priorities*





In summary, NELC has extensive experience and support mechanisms in place to ensure effective procurement and contract management practices are put in place for all projects, which would be implemented for this project.

## **Set out how you plan to deliver the bid**

Redacted

### **Powers and Consents:**

The project would need approval from the Business Development Group, Scrutiny Panel and Full Council Cabinet, more detail on these approvals is provided in the governance procedures response. (redacted)

### **Dependencies and Interfaces:**

The transport hub and electric bus charging infrastructure is not dependent on the successful delivery of any other schemes. Similarly there are no currently proposed schemes which are themselves dependent on the delivery of the scheme. However there are clear synergies with the delivery of this scheme and the Bus Service Improvement Plan and the Grimsby High Street Levelling Up Fund bid. The transport hub and Grimsby High Street improvement form the initial phases of a wider plan to develop Grimsby. The future phases are currently under development and will build on the momentum created by the transport hub and High Street initiatives. There are key dependencies highlighted in the project programme which need to be achieved for the transport hub to deliver to programme these include the achievement of planning permission, development of a robust and compelling business case and design of the infrastructure.

### **Roles and Responsibilities:**

The following are key roles alongside responsibilities of those involved in the project:

#### **Project Executive – redacted**

- Ultimately responsible for the delivery of the project, including ensuring that the programme objectives are met and benefits are realised and communicated to Government.
- Chair the Project Board.
- Defining and promoting the major business aims, priorities and intended benefits of the project
- Owning the overall business change that is being supported by the project.
- Agreeing time, cost, quality and environmental sustainability criteria and tolerances in conjunction with the Project Board
- Maintain alignment of the programme with strategic direction (e.g. with relevant strategy documents).
- Monitor strategic risks and ensure appropriate governance is in place

#### **Project Manager – redacted**

- Key driving force behind the project.
- Chair of the Project Team
- Responsible for the day-to-day running of the project on behalf of the Project Sponsor.
- Responsible for leading and directing the Project Team and delivering the project.

#### **Project Team**

- Responsible for executing tasks and producing deliverables.
- Responsible for the delivery of the project on a day-to-day basis.
- Manage the spend profile for the project.
- Responsibility for compliance with financial controls and other regulations.

#### **Delivery Teams (supplier)**

- Ensuring that the supplier scope of services are clearly specified, agreed and recorded.
- Ensuring that the project plan is realistic and achievable from a supplier perspective.
- Briefing and advising supplier management at senior level on all matters concerning the project, decisions made at Project Board and any queries raised which need to be resolved by supplier management.
- Ensuring that supplier resources with necessary skills are made available to the project.
- Advising on impact of change requests from a supplier perspective.
- Ensuring that supplier risks identified in the Risk Register are considered and understood by the Project Board.

#### Plan for Benefit Realisation:

The approach to managing the realisation of benefits is set out in Table 8.5. The benefit realisation plan is used to define who benefits will be delivered and when measurement of the achievements of the projects benefits can be made. The benefit realisation plan relates to the project outcomes and assumes all outputs will be delivered in line with the agreed project approach.

Table 8.5 redacted

#### Managing Delivery Partners:

NELC will invest the necessary level of resource to ensure effective contract management. Management of construction and CDM will be the responsibility of external contractors (yet to be appointed). The project management resource will be responsible for tracking programme delivery and ensuring that procured services are delivering on schedule and are coordinated. The project will be managed in accordance with PRINCE2 Project Management Methodology and North East Lincolnshire's Contract Management Toolkit.

#### Managing Stakeholders:

Effective communication and stakeholder engagement is essential to achieve the strategic objectives of the project. A targeted approach to engagement with stakeholders is underway and will continue, to ensure audiences have regular planned information and stakeholders are aware of the wider impacts of the project. A clear understanding of which stakeholders have what level of interest and influence will also be developed.

A mixed approach to communications through a variety of channels will be taken to deliver the communication plan. During the development of the project, engagement will be focused on targeted channels with key stakeholders. We will continue to take a proactive approach to advertising, media and public relations. Support from NELC Corporate Communications will be requested as needed.

Table 8.6 provides a list of key stakeholders and the communication channels being used to engage with each group.

Table 8.6 Key stakeholders

Stakeholder	Purpose of communication	Communication channel	Frequency of communication
North East Lincolnshire Council	Involvement in key aspects of the project	Project development meetings, e-mails, briefings	Development phases as needed
Greater Grimsby Board	Key informants	Briefings	GGB sits Quarterly
North East Lincolnshire Council – Leader, Chief Executive and Director of Economy and Growth	Key informants/ Supporters	Briefings	Weekly development phases then monthly
Stagecoach	Key Consultee	E-mails and meetings	Development phases as needed
Greater Lincolnshire LEP	Awareness	e-mails and briefings	Key milestones
English Nature	Statutory Consultees	Stakeholder Meetings	Key milestones
The Environment Agency			
English Heritage			
Surrounding land owners	Key consultee – site	briefings	Development phases as needed
General public	Awareness	Press and PR	Key project milestones.
National Grid	Involvement in key aspects of project	Project development meetings, e-mails, briefings	Development phases as needed

#### Monitoring progress of the project:

The monitoring of the programme and delivery will be managed in line with the Monitoring and Evaluation Plan process and impact evaluation, including analysis of if enough resource is available, what has worked well and what could be improved.

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

redacted

### **Risk Management: Set out your detailed risk assessment**

Effective risk management is a core component of the Council's project management procedures, with systems in place for regular tracking and reporting of project risks and escalation through the project governance structures to enable risks to be detected and mitigated where possible at an early stage.

Risk management is an important part of how the Council achieves its priorities. The Council proactively manages its risks to allow effective management of current priorities and future challenges. Risk management is one of the key pillars of good decision making and a crucial element of good governance. The Council continually develops its risk management processes and the 'Risk and Opportunities Management Policy' defines how risks will be managed by the Council and provides guidance on the processes, procedures, roles, and responsibilities for risk and sets the context on how risks are managed.

A risk register has been prepared to ensure that the management of risk is explicit and clearly understood by all parties. A copy of the risk register is appended to this bid in Appendix G. The register will be updated on a regular basis, recording any significant risks which may prevent the programme from achieving its priorities, outputs, and outcomes. It will hold both strategic and operational risks. The register identifies the lead individual to manage the risk, identifies the controls or mitigation that need to be in place to continually monitor the risk and record the outcome of any audit review.

redacted

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

NELC as the scheme promoter will be responsible for the Levelling up programme with oversight from Greater Grimsby Board (GGB). Since formation in 2016, the GGB has been providing leadership on developing a public private approach to regeneration locally and to date this has helped enable existing projects and attract private sector investment into the wider region.

The Council will be the Accountable Body for the funding and its delivery partner EQUANS, will be responsible for project delivery. In July 2010, the Council appointed EQUANS as its outsourced regeneration partner. Under this arrangement, EQUANS provide a multi-disciplinary skills and services package to the Council which includes project management, planning, architectural consultancy, highways, asset management, procurement, communications, and stakeholder management. EQUANS also has extensive expertise in Public Procurement Regulations and in managing contractors and specialist external support.

This longstanding arrangement has over the years led to the successful delivery of regeneration initiative across NEL, including an extensive proven track record of developing and delivering major capital schemes locally.

A Project Delivery Team will be established to ensure that technical advice and guidance can be given by the relevant council officers and where required, external expertise is procured. The team is responsible for the technical and detailed development of the scheme and also managing the delivery (construction phase).

The project delivery team reports via the Project Manager to the Project Board. The Project Board has been established with key officers from Development Services and Asset Management. The team meets monthly and ensures the strategic aims of the project are delivered. The team also ensures that appropriate resources,

guidance and support are provided to the project team. The team has a wide remit and is well placed to ensure that wider development and transportation activities are recognised and incorporated into the project as required. The Project Board also provide the key link for consulting on the scheme with key internal stakeholders including the Leader and Lead Members. The meetings are chaired by the Project Executive. The Project Board report to and seeks guidance from the Major Scheme Governance Group.

The Major Scheme Governance Group is chaired by the Corporate Director for Economy and Growth and consists of senior officers including portfolio holders, chief executive and Leader.

There are specific roles which will be undertaken by people within the Council including:

- Project Executive: responsible for the delivery of the project including ensuring that the programme objectives are met and benefits realised and communicated to DfT. The Project Executive is also responsible for agreeing the cost quality and environmental sustainability criteria and tolerances in conjunction with the GMT.
- Project Manager: responsible for the day to day running of the project.
- The project manager is supported by the Project Team who are responsible for the delivery of the project on a day to day basis, manage the spend profile of the overall project and have responsibility of compliance with financial controls and other regulations

Should the scheme receive funding a formal Integrated Assurances and Approvals Plan (IAAP) will be developed. The Project Executive will be responsible for the development and on going management of the IAAP including refining the required approvals both within North East Lincolnshire Council and external organisations including Government and developing an estimated cost for the assurance activities.

Successful project management will be key to delivering the scheme, and ensuring that appropriate assurance and approvals processes are in place. Assurance will be an ongoing commitment of North East Lincolnshire Council, with monthly progress updates being present to Project Board. These will include identification of actual and planned progress, as well as any risks or changes to the projects. Individual workstreams will meet more regularly to provide continuance monitoring and communication on project performance.

The key assurance and approvals are summarised in Table 8.7.

*Table 8.7 Key Assurance and Approvals*

Stage/Task	Organisation
Outline Business Case	NELC (Business Development Group and Major Projects Group) HM Government
RIBA stage 2,3 and 4	NELC
Planning application	NELC
Procurement pack	NELC
Full Business Case	NELC (Business Development Group and Major Projects Group) HM Government
Contract awarded	NELC (Business Development Group and Assistant Director Group)

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

redacted.

Upload further information (optional) [ not entered ]

### **Set out proportionate plans for monitoring and evaluation**

Monitoring and Evaluation Plan:

The Monitoring and Evaluation Plan will be structured to follow DfT guidance for a 'Standard Monitoring',

The outline bid-level plan here provides an initial approach and indicators that can be developed into a Monitoring and Evaluation Plan (M&EP). Through the business case development a full M&EP will confirm the availability and approach to the monitoring metrics, evaluation objectives and research questions, and

determining and securing the required delivery resources.

There is a need to ensure that monitoring and evaluation is proportionate. Existing data and data collection will therefore be reused as much as possible, particularly where additional information can be obtained at marginal cost by extending existing programmes. Inevitably there will be some need for new data collection and care will be taken to ensure the approaches offer value for money, but also take account any constraints or impacts of the COVID-19 pandemic on travel volumes and behaviours, especially in respect of baseline data or early scheme impacts.

#### Governance, Reporting and Resources:

It is essential for local accountability and the wider Levelling Up agenda, that the governance and resourcing arrangements for the M&EP are planned to ensure this activity is integrated into wider project delivery whilst remaining cost effective.

The responsibility for the M&EP will lie with NELC (redacted), during the development, implementation and post implementation phases of the scheme. The evaluation team will call on the delivery contractor and inputs from others including private sector developers and community groups.

With some impacts expected to be realised only in the longer-term, there is a need to ensure continuity is maintained beyond the scheme delivery. Following the Year One reporting cycle, the M&EP will revisit the impacts evaluation for the Year Five evaluation and beyond to meet the planning and economic objectives of the scheme.

The required resources for the M&EP will be determined as the Plan is developed and confirmed. A clear driver will be the need for proportionality, including the potential use of suitable proxies and indicators from earlier or similar schemes elsewhere. In addition to the council's network of contacts on scheme delivery and access to specialist external advice.

#### Evaluation and learning questions:

The approach to producing the Plan will involve workshop discussions with members of the construction project management team, associated developers and wider council teams to ensure that both Process and Impact Evaluations can be adequately captured.

To support this step, a Theory of Change Evaluation Approach will be adopted based around the primary objectives to:

- improved air quality
- support economic growth and Government priorities for the area, including the Levelling Up agenda
- provide improved gateway to the town
- support a shift to public transport
- support wider environmental, social and community objectives, including a contribution to Net Zero Carbon.
- 
- A theory of change model has been developed which charts the causal effects between inputs, outputs, outcomes and the relationship these have back to the rationale for intervention. This step provides an open view on scheme development processes and potential scheme impacts, ensuring considerations such as community impacts are considered in the evaluation framework. The theory of change model will be tested through the governance structures and used to inform the key research questions that will frame the evaluation delivery.

A series of process evaluation questions will be configured to provide learning from the experience of scheme development and how delivery has influenced the observed outcomes and impacts. Examples of evaluation questions include:

- How does the outturn scheme design compare with the approved funding design?
- What were the causes of any changes to the scheme?
- What were the consequences of changes to the scheme?
- What were the causes of programme slippage or change and how were risks managed?
- Have any contextual factors influenced the delivery of the scheme? How?
- What changes in outcome and impact indicators have been observed?
- What unintended outcomes have been observed?

The impact evaluation will evidence the extent to which the scheme will enable change, for example in travel

behaviour, accessibility and community connectivity and on the environment. The evaluation design will ideally recognise attributable of impacts to the investment, although full attribution may be a challenge, particularly in respect to some of the 'difficult to obtain' economic impact metrics.

#### Monitoring and Evaluation Metrics:

The following list provides a number of metrics that are proposed for process and impact evaluation. Of these, a number of indicators are readily available from existing monitoring, including baseline data and that used for the development of the Economic Case. New analysis and primary research will be needed, particularly for some of the economic indicators and local resident and business perceptions. Suitable proxies for some of these indicators may also need to be identified to maintain the proportionality.

- Scheme Delivery
- Project costs
- Programme - delivery plan, resource availability, decision making, risk, etc
- Procurement - supplier performance, materials
- Actual build - scheme details as implemented
- Actual build - delivery of supporting measures

#### Economic vitality and growth impacts:

- Strategic housing and commercial developments enabled
- Construction and long-term employment enabled
- Local business perceptions, including connectivity, activity rates, access to employees and competitiveness
- Footfall
- Market perceptions of development sites.

#### Public transport impacts:

- Patronage data
- Bus reliability/punctuality
- Number of multi modal journeys
- User perceptions of hub and public transport

#### Environmental impacts:

- Air quality and noise impacts for key receptors
- Carbon emissions
- 

## SECTION 9: DECLARATIONS AND ATTACHMENTS

#### Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration	LUF2 Proforma 7 SRO Transport.pdf
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#### Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration	LUF2 Proforma 8 CFO Transport.pdf
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#### Publishing

URL of website where this bid will be published	<a href="http://www.nelincs.gov.uk">www.nelincs.gov.uk</a>
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Additional attachments - redacted

