St Helens Borough Council

LEA GREEN RAIL STATION - EASTERN REGION INTERCHANGE AND CONNECTIVITY (ERIC) PACKAGE

Full Business Case

70075020_FBC
FEBRUARY 2021

CONFIDENTIAL

St Helens Borough Council

LEA GREEN RAIL STATION - EASTERN REGION INTERCHANGE AND CONNECTIVITY (ERIC) PACKAGE

Full Business Case

TYPE OF DOCUMENT (VERSION) CONFIDENTIAL

PROJECT NO. 70075020

OUR REF. NO. 70075020_FBC

DATE: FEBRUARY 2021

St Helens Borough Council

LEA GREEN RAIL STATION - EASTERN REGION INTERCHANGE AND CONNECTIVITY (ERIC) PACKAGE

Full Business Case

WSP

1st Floor Station House
Tithebarn Street, Exchange Station
Liverpool
L2 2QP

Phone: +44 151 331 8100

WSP.com

QUALITY CONTROL

Issue/Revision	V1.0	V2.0		
Remarks	Draft for LCRCA	Final for LCRCA		
Date	17/01/2021	01/02/2021		
Prepared by	JB	JB/LA		
Checked by	AL	AL		
Authorised by	AL	AL		

CONTENTS

APPENDICES

Appendices are submitted with the Full Business Case but are separate to this main document. The list of Appendices which accompany the submission is provided below.

Appendix Ref	Title
S1	Options Assessment Report
S2	Scheme Drawings
S3	Rail Station Junction Initial Capacity Assessment Technical Note
E1	Appraisal Specification Report
E2	Rail Appraisal Technical Note
E3	Highways Modelling Report
E4	Highways Appraisal Technical Note
E5	Highways Model Local Model Validation Report (LMVR)
E6	Walking & Cycling Appraisal Technical Note
E7	Environmental Appraisal Technical Note
E8	Economic Appraisal Summary Tables
E9	Appraisal Summary Table (AST)
F1	Rail Works Cost Plan
F2	Highways and Cycling Works Cost Plan
F3	Rail Works Whole Life Scheme Costs
F4	Highways and Cycling Works Whole Life Scheme Costs
M1	Delivery Programme
M2	Stakeholder Letters of Support
M3	Rail Steering Group Terms of Reference
M4	Highways and Cycling Steering Group Terms of Reference
M5	Stakeholder Engagement and Consultation Strategy
M6	St Helens Borough Council Section 151 Officer Letter
M7	Risk Register Framework (Including QRAs)

1 INTRODUCTION

1.1.1. This document presents the Full Business Case (FBC) for the Eastern Region Interchange and Connectivity (ERIC) package; a cohesive series of transport improvements proposed in St Helens. The proposals include enhancements to passenger facilities at Lea Green Rail Station and the delivery of improved walking and cycling infrastructure in the surrounding community to facilitate more sustainable access to the station and more widely within the borough.

1.1.2. The ERIC package is being put forward by St Helens Borough Council (SHBC), the Liverpool City Region Combined Authority (LCRCA) Rail Team and Northern Trains Limited (NTL) for funding consideration by the LCRCA Investment Team as part of the City Region's Transforming Cities Fund (TCF) allocation.

1.1.3. Throughout the FBC development process, regular discussions have been held between the project team, comprising of SHBC, LCRCA Rail, NTL, Hydrock (SHBC design team), Vextrix (NTL principal designer) and WSP (business case team) and LCRCA's Investment Team to confirm the approach, requirements and timescales for submission.

1.1.4. This FBC has been developed in line with the Department for Transport (DfT)'s 5-Case Transport Business Case Model, with the economic appraisal undertaken in line with Transport Analysis Guidance (TAG) guidance as appropriate and as referenced in the Economic Case.

1.1.5. This FBC is structured as follows:

- Chapter 2 – Strategic Case
- Chapter 3 – Economic Case
- Chapter 4 – Financial Case
- Chapter 5 – Commercial Case
- Chapter 6 – Management Case

TRANSFORMING CITIES FUND

LCRCA secured a £172.5 million grant from the Government's Transforming Cities Fund (TCF). This funding can be used to deliver measures which have the ability to transform sustainable transport connectivity on key commuter routes in the Liverpool City Region (LCR). The funding forms part of the City Region's wider Strategic Investment Fund (SIF).

The LCR agreed three priority themes to help set the parameters for the TCF funding:

- Theme 1: Improving and expanding the public transport network to meet new areas of demand.
- Theme 2: improving the appeal of public transport, and particularly bus, against private transport.
- Theme 3: Intervening for health and wellbeing.

SHBC submitted outline proposals for the ERIC package in response to a Call for Schemes issued by LCRCA and it was successfully shortlisted for further development under Theme 1. The proposals also closely meet the objectives set out in Themes 2 and 3 in terms of approving the appeal of using public transport as a result of the rail station improvements and in promoting an uplift in cycling which can improve levels of health and wellbeing.

2 STRATEGIC CASE

2.1 INTRODUCTION

2.1.1. This chapter sets out the Strategic Case for the ERIC package, evidencing the need for investment, the problems that the scheme will address and the anticipated scheme benefits.

2.1.2. It should be noted that the information and data presented in this section has been developed on the basis of pre-COVID-19 conditions in terms of transport service provision and travel behaviour, unless otherwise stated. The ongoing restrictions concerning social distancing and the advice to work from home where possible continue to have a significant effect on patterns of movement and the future is highly uncertain. However, for the purposes of this FBC the expectation is that future demand and travel behaviour could start to align more closely with pre-pandemic conditions from summer 2021.

2.2 SCHEME BACKGROUND

LEA GREEN RAIL STATION

2.2.1. Lea Green Rail Station lies between Rainhill and St Helens Junction and offers services operated by NTL (which also operates the station) and TransPennine Express (TPE), as shown in Figure 2-1. Direct services are offered to Liverpool and Manchester city centres, as well as intermediate stations.

Figure 2-1 – LCR Rail Network Map (National Rail Maps, September 2020)

2.2.2. In 2020 and thus far into 2021, rail operations in England have been significantly affected by the COVID-19 pandemic and the associated downturn in rail demand. Government data shows that in mid-September 2020, rail patronage across England was only around 40% of typical levels[1].

2.2.3. Locally in the LCR, in 2020 rail patronage was estimated to have fallen to around 60% of typical levels, though there was some evidence that patronage recovered after the first national lockdown more quickly than in other parts of the UK. Although patronage on the City Line is lower than the Merseyrail network, demand between Liverpool and Manchester remained relatively higher than other parts of the NTL network. Throughout the pandemic, Northern Trains Ltd has had significant issues with staff sickness and isolation which has led to cancellations.

2.2.4. Since September 2020, NTL has operated westbound services to Liverpool Lime Street every 30 minutes during the daytime every Monday to Saturday. Eastbound, services operate to Earlestown, with one train per hour continuing to Crewe (via Manchester Piccadilly and Manchester Airport), and another train continuing to Warrington Bank Quay. There are additional weekday peak period services and early morning/late evening services which operate to Manchester Victoria. There is also a limited service each day to/from Wigan North Western (via Earlestown). NTL services are reduced on Sundays with one train per hour direct to Liverpool Lime Street and Wilmslow (via Manchester Airport).

2.2.5. In January 2021, it was announced that as a result of further national lockdown and associated travel restrictions, rail services are to be reduced further in the short term and this is likely to have a further impact on the services offered at Lea Green during at least the first half of the year.

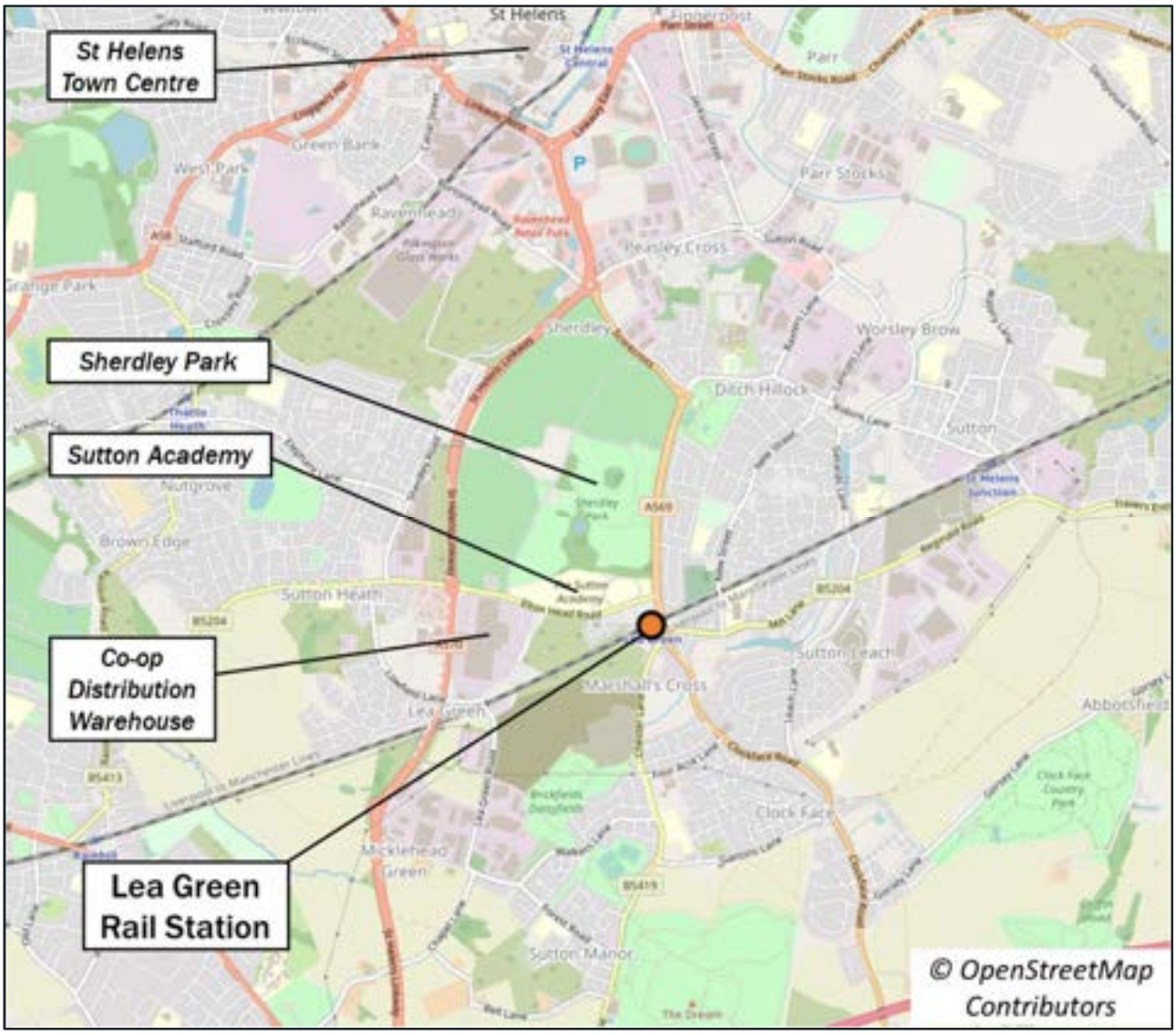
2.2.6. TPE services started to call at Lea Green in May 2018 (instead of St Helens Central), offering an hourly express service which calls at Liverpool Lime Street to the west, and a range of locations including Manchester Victoria, Leeds, York and Scarborough to the east.

2.2.7. The addition of a stopping TPE service has widened the range of destinations accessible from Lea Green, which has broadened the market of potential users. The station now provides both local and regional connections and is therefore more attractive to people living in the surrounding area as a viable alternative to the car for longer journeys.

2.2.8. An overview of the rail station location, to the south of St Helens town centre, is shown in Figure 2-2.

[1] Source: https://www.gov.uk/government/statistics/transport-use-during-the-coronavirus-covid-19-pandemic

Figure 2-2 – Lea Green Rail Station Area Context Plan



WHY DEVELOP A PACKAGE OF IMPROVEMENTS AROUND LEA GREEN RAIL STATION?

2.2.10. The ERIC package has been developed in response to the ambitions of SHBC, NTL, TPE and LCRCA, who are all keen to build on the existing success of Lea Green Rail Station by investing in enhanced facilities which will help to further widen its appeal.

2.2.11. One of the central pillars of SHBC's strategic approach to transport planning is to promote the use of more sustainable travel across the borough, including the use of rail, and Lea Green is one of the most strategically important sites in St Helens.

2.2.12. SHBC and its project partners consider Lea Green to be the most appropriate rail station in the borough for TCF investment for the following reasons:

- Lea Green offers both NTL and TPE services, meaning its service offer in terms of destinations and frequencies is broader than other similar sized rail stations in the borough.

- Lea Green already has ramped access to both of its platforms allowing more straightforward access for the mobility impaired compared to some other local stations where provision is poorer. For example, there is no lift provision at St Helens Junction and it is not considered to be accessible by those with additional mobility needs.
- Lea Green currently offers few passenger facilities, with no covered waiting room, toilets or retail facilities.
- Lea Green is situated adjacent to Sutton Academy which generates a large number of local journeys, particularly during weekday drop-off and pick-up time periods. Therefore any improvement works which enhance local travel options and walking/cycling connectivity will not only benefit rail users but also the wider community.
- Lea Green Rail Station is already directly connected to St Helens town centre via a Quality Bus Network Corridor (QBNC), which serves stops located within metres of the station on Marshalls Cross Road. This QBNC provides a strong basis for bus connectivity to the rail station and multi-modal interchange and strengthens the demand potential of the Lea Green site.
- The Lea Green neighbourhood has several future development sites allocated in the Draft Local Plan 2020-2035, which means that investment in the short term will also support the borough's growth ambitions. An improved rail facility and better connectivity between the station and its surrounding communities will make sustainable travel a more viable and attractive option for local residents as the local population increases and will help to reduce the impact of additional trips on the network.
- Lea Green already offers an on-site park and ride facility which operates over capacity. This indicates strong demand for rail travel and the scope to unlock further demand with an improvement in facilities. The lack of sufficient park and ride capacity to meet demand has led to local parking issues which are currently unresolved.
- The existing on-site car park at Lea Green has the potential for expansion from a deliverability perspective. There is available land and the physical/site constraints are less significant than is the case at other rail stations.
- SHBC is the landowner for the station and the station access road and bus turnaround facility within the rail station are designated as public highway. The fact that the current station land is owned by SHBC means that site improvement proposals can be developed and delivered without the need for extensive land negotiations which could pose a significant constraint to delivery.
- Road links around the Lea Green Rail Station site are good, with access to a wide catchment across the borough, the M62, Widnes and other surrounding areas.
- Recent Emergency Active Travel Fund (EATF) measures have already provided enhanced cycling infrastructure in the vicinity of the rail station, including the approaches to Marshalls Cross Roundabout, which further investment in active modes infrastructure can build upon.

PATRONAGE

2.2.13. Patronage at Lea Green has been sourced from Office of Road and Rail (ORR) data which includes estimates of station usage for each financial year. Table 2-1 summarises the annual patronage (boarding and alighting) at Lea Green.

2.2.14. Demand generally increased from 2013 until 2018 with over 480,000 users in the 2017-18 financial year. This meant it was the fourth busiest rail station in St Helens borough that year.

Table 2-1 – Lea Green Rail Station, Station Usage Estimates

	2013–14	2014–15	2015–16	2016–17	2017–18	*2018–19*	*2019-20*
Annual station usage at Lea Green	382,060	393,556	439,500	445,960	484,730	*397,832*	*465,154*

Source: Office for Road and Rail Annual Passenger Usage Estimates

2.2.15. The table shows lower patronage in 2018-19 but it is known that the data for this year was impacted by an 8-week full station closure of Liverpool Lime Street mainline station which took place during the summer of 2018. This resulted in a significant reduction in rail demand across the City Region, including at Lea Green. Unfortunately this means that this data is not able to give a direct comparison of years to show the additional patronage generated at Lea Green as a result of the May 2018 introduction of TPE services.

2.2.16. The data for 2019-20 shows a small reduction from 2017-18 levels which is likely to be a result of the impacts of the COVID-19 pandemic in March 2020. The UK Government introduced restrictions on public life during March which had an impact on travel demand during the final weeks of the data period.

2.2.17. Since March 2020, rail demand has been severely impacted by the ongoing restrictions on public life introduced as a result of the COVID-19 pandemic, including the guidance to work from home where possible and not undertake any unnecessary travel. As with all parts of the country, public transport operators continue to monitor how demand may re-stabilise as commuter patterns re-establish and forecasting is difficult given the high degree of uncertainty over how this public health emergency will continue to develop.

2.2.18. However, during periods when restrictions were lifted, it has been observed that rail patronage recovery appears to take place more quickly in the LCR compared to other parts of the UK. This may be due to the overall lower levels of car ownership and the existence of a local rail network across the Wirral, Northern and City lines that provides a high-frequency service across large parts of the City Region.

2.3 SCOPE OF THE ERIC PACKAGE

2.3.1. The Council commissioned an initial Feasibility Study (WSP, January 2020) which set out early conceptual options for infrastructure improvements both at Lea Green Rail Station and within the surrounding neighbourhoods. The outputs of that study formed the basis for the concepts which have now been developed into costed detailed design proposals for this FBC submission.

2.3.2. This FBC seeks funding for works which will improve the passenger facilities at Lea Green rail station, as well as improving the active travel connections between the rail station and the surrounding neighbourhoods as shown in Figure 2-3.

Figure 2-3 – ERIC Local Area Package Proposals

2.3.3. The interventions which will be delivered are set out in Table 2-2.

Table 2-2 – ERIC Package Measures

Package Element	Description
Route enhancements to six neighbourhood walking and cycling access corridors	Infrastructure improvements along the following routes: ■ **Route 1 Clock Face Road** - This route extends from the proposed 'Cycle Optimised Protected Signals' (CYCLOPS) junction at Marshalls Cross Roundabout (HWY2) along Clock Face Road as far as its junction with Gartons Lane. The total length is around 1.7km. The route will be formed of a mixture of on-road cycle lane and tracks, as well as some shared use pedestrian/cycle footway. The measures will provide some new facilities as well as enhancing the existing sections of cycle lane along this corridor. Localised carriageway reallocation will be undertaken where possible to provide space to fit in the cycle lane. As far as is practical, the design will follow the LTN1/20 guidance for bus stop design, which may require minor slight relocation to accommodate proposals (e.g. the southbound stop between Four Acre Lane and Lindale Drive). Notable access enhancements provided as part of this route include the replacement of the gate to Sutton Mill Park with a more accessible K-barrier design and the upgrade of an existing signalised crossing near Leach Lane to a toucan crossing. The measures for Clock Face Road will integrate with the EATF Tranche 1 scheme already in place on this route. The Active Travel Fund (ATF) Tranche 2 proposals include the continuation of cycling facilities to the south of Gartons Lane to the Warrington boundary, subject to consultation. Route 1 will also interconnect with Routes 2, 5 and 6 through the new CYCLOPS junction.

Package Element	Description
	▪ **Route 2 Chester Lane** - This route extends from the new CYCLOPS junction at Marshalls Cross Roundabout (HWY2) for around 200m south along Chester Lane. Here it integrates with the EATF scheme already in place along Chester Lane and Jubits Lane. The works will include the provision of a new crossing around 100m south of the CYCLOPS junction. Route 2 will interconnect with Route 1 through the new CYCLOPS junction, and with the EATF measures referenced above. ▪ **Route 4 New Street** - This new cycle route will connect between Marshalls Cross Road and Robins Lane using traffic calmed 'quiet routes' to form more cycle friendly conditions. The total length is around 1.3km. Measures will be introduced on Eaves Lane (from Marshalls Cross Road to New Street) and along New Street (from Eaves Lane to Robins Lane) to create the route. Route 4 will interconnect with Route 5 at the western extent of Eaves Lane, where the existing crossing of Marshalls Cross Road will be upgraded as part of the scheme works. ▪ **Route 5 Marshalls Cross Road** - This route extends from the new CYCLOPS junction at Marshalls Cross Roundabout (HWY2) along Marshalls Cross Road as far as Scorecross roundabout towards St Helens town centre. The total length is around 1.2km. The route passes Lea Green Rail Station and the Marshalls Cross Road/Elton Head Road junction. Northwards from the new CYCLOPS junction, the route will pass over the listed Marshalls Cross Bridge close to Lea Green Rail Station before realigning to run parallel to Marshalls Cross Road. The route will cross Elton Head Road at the existing signalised junction before continuing as a segregated path along the eastern fringes of Sherdley Park (which is an upgrade to the existing cycle route). Towards the northern extents, a new crossing will be provided across Marshalls Cross Road, giving access to Sutton Park and enabling connections with Marina Avenue and residential streets. Route 5 will interconnect with Route 1 and Route 2 through the new CYCLOPS junction. It will also connect with Route 6 at its junction with Elton Head Road. ▪ **Route 6 Elton Head Road** - This route will run from the junction with St Helens Linkway along the length of Elton Head Road to its junction with Marshalls Cross Road. The total length is around 1.0km. From the Linkway junction, the route will be provided as a 3m segregated two-way cycle track and 2m footway throughout the northern side of the road to Covington Drive. Immediately east of Covington Drive, an existing signalised crossing will be upgraded to a toucan with the route then continuing on the southern side of Elton Head Road. This will be through a mix of segregated provision and some shared use pedestrian/cyclist footway as space allows. It is in this section that the route will meet the remodelled entrance junction to Lea Green Rail Station. Route 6 will connect with Route 5 at its junction with Marshalls Cross Road. It will also connect with Route 7 at the Lea Green Road/Elton Head Road junction and the St Helens Linkway. ▪ **Route 7 Lea Green Road** - This route will provide additional connectivity to the south of Elton Head Road (Route 6), including through the recent Mere Grange development. It is formed by a 'Y' shape of routes including along Mere Grange, Lowfield Lane and Lea Green Road. The total combined route length is around 1.8km. The route will link the facilities provided within the Mere Grange development to the St Helens Linkway as well as to paths towards Brickfields (via Lowfield Lane and then Lea Green Road). Route 7 will interconnect with Route 6 at the Lea Green Road/Elton Head Road junction and at the St Helens Linkway.

Package Element	Description
	Note: Route 3 is deliberately omitted from the scheme proposals
Reconfiguration of Marshalls Cross Roundabout	To facilitate the provision of the new walking and cycling facilities at Marshalls Cross Roundabout, the junction will be reconfigured to a CYCLOPS layout. Some additional highway capacity is also included within the design to ensure an acceptable level of service.
Demolition of the existing Lea Green station building and replacement with a new station building and additional facilities	New passenger facilities to be incorporated into the revised car parking layout to include: ▪ Indoor ticket office and waiting room, customer toilets, sheltered taxi waiting area; ▪ New secure cycle storage plus expansion of Sheffield Stands (9no.); ▪ New landscaping, external seating and tree planting; and ▪ Design to include passive provision to enable 'plug and play' pod units to be provided in future e.g. retail/café facilities.
Remodelling and expansion of the on-site car park, to increase park & rail capacity from 196 spaces to 439 spaces	▪ Increase in park & rail capacity to be achieved through the expansion of the surface car park to the west of an expanded access junction, as well as the addition of a deck above the existing car park area. The expanded car park will provide a total of 439 spaces. ▪ The existing bus turnaround facility and bus stop (which are no longer used due to overspill parking) will be removed from the site, with signposting towards services on Marshalls Cross Road and Elton Head Road, just outside the station boundary. A letter from LCRCA (Merseyrail) is included within Appendix M2 which demonstrates support for this approach. ▪ Blue badge holder & accessible spaces will be increased to each match 5% of total capacity. ▪ Ducting will be installed to provide the potential for up 100% of future capacity to be adapted into Electric Vehicle charging spaces. Installation and operation of EV charging in NTL car parks is subject to agreements with a commercial operator (Franklin Energy). There are currently 4 EV spaces in the car park (powered from two charging units) and upon the completion of the ERIC project at least 4 EV spaces will be reinstated to match current levels. The comprehensive passive provision will give the ability to quickly increase the amount of EV charging in the future, which would be achieved through the renegotiation of contracts with the commercial operator. ▪ The car park will remain free of charge to rail users in line with LCRCA's park and ride policy in the City Region.
Bus interchange facilities	▪ Formalisation of existing informal hail and ride provision for the 156 bus service on Elton Head Road, with new flag poles provided close to the rail station access. A letter of support from Merseytravel Bus Services is included within Appendix M2 in relation to this proposal. ▪ Existing bus stops on Marshalls Cross Road already offer the highest specification currently offered by LCRCA and will be unchanged. ▪ New signposting within the remodelled station will help passengers transfer seamlessly between rail and bus.

2.3.4. The identification and development of the preferred option is evidenced in the Options Assessment Report (OAR) which is attached as Appendix S1.

2.3.5. Note that there are no changes proposed to the usual rail timetable operating from the station as a result of the ERIC package, noting that current service patterns are revised due to the COVID pandemic but are planned to return to normal when the public health situation allows.

2.3.6. The plans in Figure 2-4 and Figure 2-5 present an overview of the proposals, with more detailed scheme drawings provided in Appendix S2. The highways design drawings have the agreement in principle of the Cabinet Member for Environment and Transport. The Council will provide further sign-off at the conclusion of the detailed design stage if changes are made following the public

engagement and Road Safety Audits. Given the level of scrutiny to date from SHBC's Engineering Services Team on the proposed designs, it is not envisaged that extensive work will be required to complete the detailed design. Similarly, LCRCA (Rail) has signed off the station design drawings and will provide further sign-off if refinements are needed following the outcome of the planning application and engagement.

Figure 2-4 – ERIC Package Proposals: Revised Station Layout

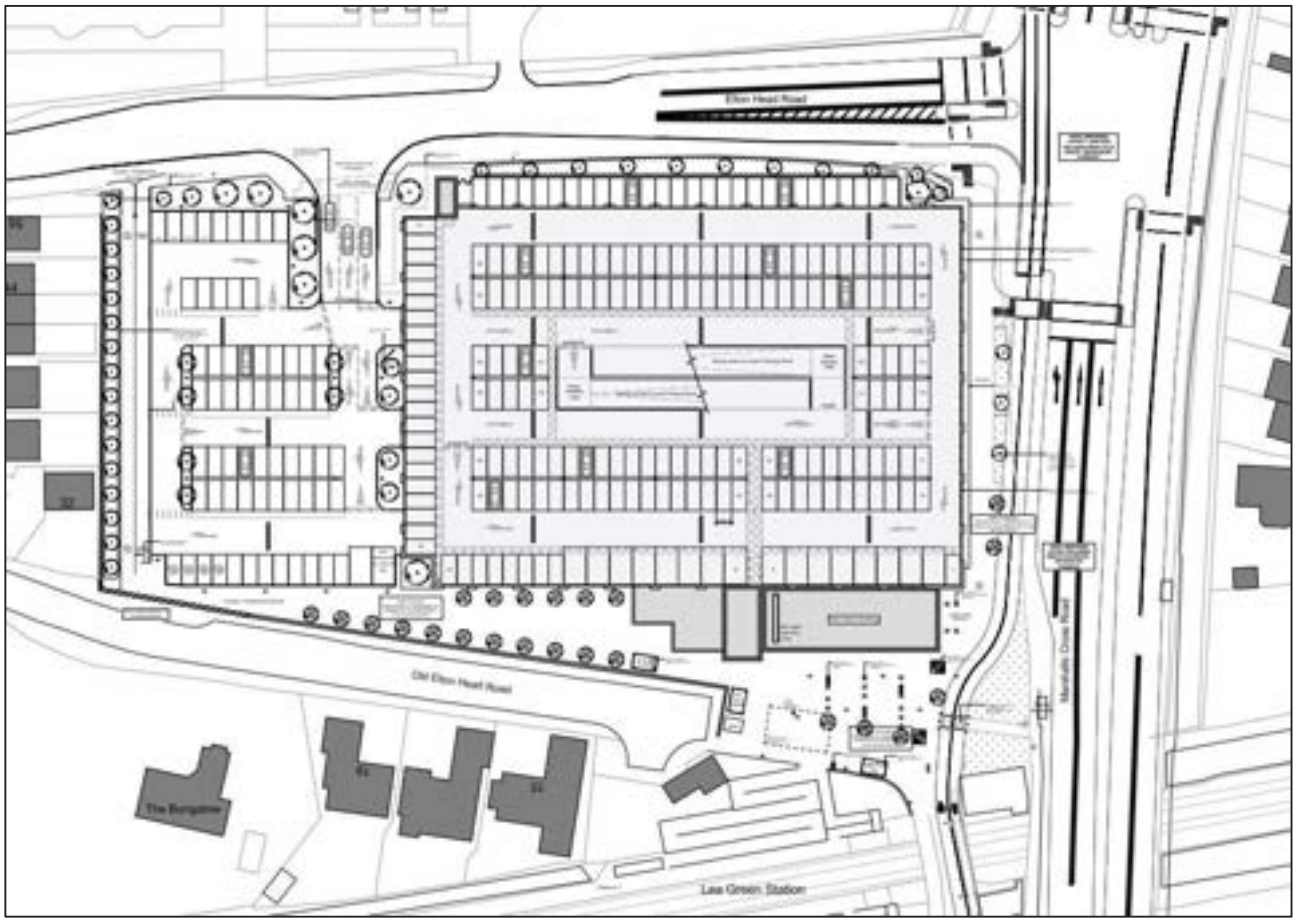
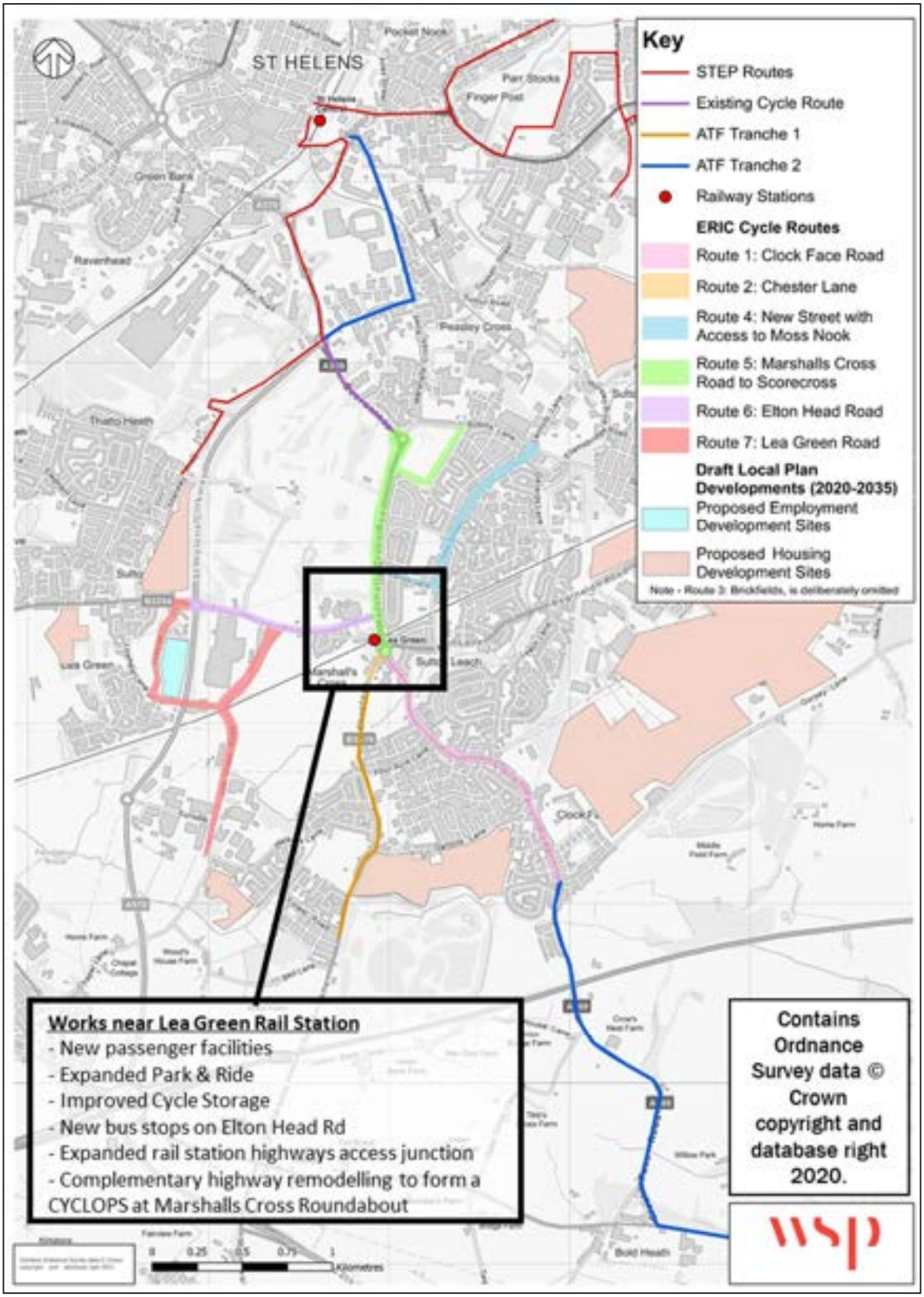


Figure 2-5 – ERIC Package Proposals: Surrounding Area Links



2.3.7. The car park expansion works are subject to planning permission being granted by SHBC, and as part of the planning application a Transport Assessment will be submitted to articulate the potential impacts of the increase in traffic associated with the station car park expansion on the local highway network.

2.3.8. An initial capacity assessment (provided in Appendix S3) has been undertaken to support the design of the preferred option for the station vehicle access. This assessment shows that the existing single lane exit to Elton Head Road does not have sufficient capacity to accommodate the forecast level of traffic exiting the car park during peak periods without some blocking back within the station boundary. A two-lane exit is therefore proposed to provide separate lanes for right and left turning vehicles.

2.3.9. The Elton Head Road/Marshalls Cross Road junction already operates over capacity in the base year and is forecast to worsen with the increase in station traffic in the future year. SHBC is developing improvement proposals for this junction as part of a separate scheme and officers accept the reduced level of service that may be provided to vehicle traffic until such a solution is implemented.

2.4 BUSINESS STRATEGY & POLICY FIT

2.4.1. SHBC has developed the ERIC package in line with national, City Region and local policies and plans, to ensure a clear alignment between the scheme and the prevailing strategic direction and associated objectives.

2.4.2. Key policies are referred to below with further information on the scheme's strategic fit captured in the OAR, which is attached as Appendix S1 to this FBC.

SCHEME FIT WITH LOCAL AND REGIONAL POLICIES, PLANS AND PROGRAMMES

LCRCA Policies, including the Combined Authority Transport Plan (2019) (LCRCA)

2.4.3. The Combined Authority Transport Plan (CATP) is a non-statutory plan that articulates the City Region's vision for transport, with a focus on delivery and priorities in the short term. It sets out five Strategic Objectives, each of which have associated Priority Actions. These are: Inclusive Economic Growth; Global Gateway; Sustainable Travel Choices; Liveable Places; and Safer Roads. Transport infrastructure schemes are required to align as closely as possible to these objectives and demonstrate deliverable outcomes.

2.4.4. The ERIC package aligns closely to these Strategic Objectives, as the measures implemented will enhance sustainable travel provision in Lea Green and the wider borough, helping to connect neighbourhoods more effectively and enhance the sense of place.

2.4.5. The ERIC package will also improve local road safety, particularly for pedestrians and cyclists where new (often segregated) facilities and crossing points will be provided at locations where there is currently limited or no provision.

2.4.6. As a key node on the borough's rail network, the increased accessibility of Lea Green will offer more people the opportunity to access a wider range of local and City Region economic centres, as well as providing access across the north of England, helping to drive economic growth.

2.4.7. The ERIC package also supports a number of wider LCR strategies, including:

- The **LCR Long Term Rail Strategy (2018)** presents a vision to equip the region with a more modern railway, based around delivering a step change for customers in quality, accessibility and speed. Lea Green Rail Station is an important node in the local travel and commuter markets, serving local, City Region and Northern UK destinations through NTL and TPE services. The ERIC package offers a key opportunity to support the ambitions of the Long Term Rail Strategy, as it will deliver an enhanced, more accessible rail station which offers higher quality passenger facilities.
- The **LCR Local Journeys Strategy (2017)** provides a framework for guiding the development of services and infrastructure which support sustainable short trips across the City Region. The ERIC package will provide a more attractive and accessible rail station that is available to a wider catchment, via improved community links, particularly for pedestrians and cyclists.

St Helens Borough Local Plan (Draft) (2020-2035) (SHBC)

2.4.8. The Local Plan for St Helens Borough is currently developed as a Submission Draft, which was the subject of public consultation during 2019. The Council delayed submission of the Local Plan during 2020; however, the plan was submitted in October 2020.

2.4.9. The Local Plan Submission Draft (2020-2035) sets the following Spatial Vision: *"through the balanced regeneration and sustainable growth of its built-up areas, a range of attractive, healthy, safe, inclusive and accessible places in which to live, work, visit and invest".*

2.4.10. With regards to transport and connectivity, the Spatial Vision refers to the need for the Borough's housing to be *"well connected to employment areas, local facilities, attractions and green spaces in a way that will encourage walking, cycling and the use of public transport."*

2.4.11. To achieve the Spatial Vision there are 7 Strategic Aims and associated Objectives, as set out in Figure 2-6. The ERIC package can help the Council to deliver on these Strategic Aims.

Figure 2-6 – SHBC Local Plan (Draft) (2020-35) Strategic Aims

Source: SHBC Local Plan (Submission Draft) (2020-2035), page 15

2.4.12. The ERIC package will help improve neighbourhood accessibility by walking and cycling for existing residents and the proposed cycle routes also connect to proposed development sites, making these sites more attractive to developers and helping to embed an active travel culture at the outset. Combined with the measures introduced through EATF and ATF, the ERIC package will support the development of a comprehensive network of routes that serve the rail station, surrounding communities, town centre and prominent local businesses, as well as local leisure and green spaces which help to promote inclusive and healthier lifestyles.

2.4.13. The ERIC package will also improve cycle/rail interchange opportunities, creating a step-change in the overall sustainable transport offer in this part of the Borough. The increase in park and ride capacity will also help to create more choice and opportunity for local people, offering a more sustainable alternative to driving into urban centres. Furthermore, the ERIC package will also work in support of the local economy, supporting local businesses and local rail-enabled employment.

2.4.14. Overall it is considered the ERIC package strongly supports the Council's Local Plan Vision and Strategic Aims. It will enhance the lives of existing residents whilst making it easier for the Council to bring forward regeneration with developers to meet housing and employment need.

2.4.15. Information on the Local Plan Submission Draft (2020-2035) local allocations which are likely to have the biggest level of interaction with the ERIC package are detailed later in this Strategic Case.

Third Local Transport Plan for Merseyside (LTP3) (2011-onwards) (LCRCA)

2.4.16. Although LCRCA has developed a more recent CATP (as detailed previously), the most recent statutory Local Transport Plan still provides the framework for the policies and plans that guide the provision and future development of transport in Merseyside.

2.4.17. The LTP3 vision for the transport network is:

> *'A city region committed to a low carbon future, which has a transport network and mobility culture that positively contributes to a thriving economy and the health and well-being of its citizens and where sustainable travel is the option of choice.'*

2.4.18. The plan is based around the concept of creating a new Mobility Culture that recognises the need to find new and smarter ways of travelling and moving goods. In order to achieve the vision, LTP3 sets out six Goals as follows:

- Goal One – Help create the right conditions for sustainable economic growth by supporting the priorities of the LCR, the Local Enterprise Partnership (LEP) and the Local Strategic Partnerships.
- Goal Two – Provide and promote a clean, low emissions transport system which is resilient to changes to climate and oil availability.
- Goal Three – Ensure the transport system promotes and enables improved health and wellbeing and road safety.
- Goal Four – Ensure equality of travel opportunity for all, through a transport system that allows people to connect easily with employment, education, healthcare, other essential services and leisure and recreational opportunities.
- Goal Five – Ensure the transport network supports the economic success of the city region by the efficient movement of people and goods.
- Goal Six – Maintain our assets to a high standard.

2.4.19. The ERIC package supports each of these goals, with the strongest correlation to Goals Two, Three, Four and Five. In particular, the ERIC package will widen travel opportunities, help provide choices by modes which are more efficient, greener and healthier as they move people, and generally promote a cleaner and lower emission transport system.

LCR Local Cycling and Walking Infrastructure Plan (2019-onwards) (LCRCA)

2.4.20. The Local Cycling and Walking Infrastructure Plan (LCWIP) offers a strategic approach to developing a cohesive network of high-quality active travel routes across the region. The LCWIP supports the LCR Local Journeys Strategy, by setting out the implementation plan and next steps for enhancing walking and cycling provisions.

2.4.21. The LCWIP identifies several routes across St Helens for enhanced facilities and new infrastructure, and the ERIC package represents a delivery vehicle for implementing some of these routes using TCF funding.

2.4.22. There are many routes identified through the LCWIP which will provide benefits to the Lea Green neighbourhood, including routes along:

- City Road (starting at East Lancashire Road);
- Peasley Cross Lane;
- Marshalls Cross Road;
- Chester Lane; and
- Jubits Lane (ending at Warrington Road the boundary with Halton).

2.4.23. Figure 2-7 presents an extract from the LCR LCWIP, showing priority LCWIP routes in the context of existing infrastructure. A route between St Helens town centre and Lea Green (and onwards to Widnes) is included in the proposed Phase 3.

Figure 2-7 – Extract from the LCR LCWIP showing Priority Routes

Source LCR LCWIP Figure 5.3 (page 34) (https://www.liverpoolcityregion-ca.gov.uk/wp-content/uploads/LCR-LCWIP-Final.pdf)

Emergency Active Travel Fund (2020) (DfT)

2.4.24. Due to the restrictions on public life introduced in 2020 in response to the COVID-19 pandemic and the reduction in capacity on bus and rail services as a result of social distancing, there is now significantly increased focus on investing in and promoting active travel. The DfT established the EATF to support local authorities in the introduction of temporary and permanent walking and cycling measures across their networks.

2.4.25. In 2020 SHBC successfully implemented a series of EATF Tranche 1 measures, including the installation of segregated cycle tracks south of Marshalls Cross Road on both Clock Face Road (to Four Acre Lane) and on Chester Lane/Jubits Lane (to Forest Road).

2.4.26. SHBC has now agreed a set of ATF Tranche 2 measures with LCRCA. These measures include the provision of further measures along Clock Face Road, extending southwards to the boundary with Halton at Warrington Road, and on Sherdley Road and Peasley Cross Lane.

Initial Air Quality Action Plan (2019) and Clean Air Plan (CAP) (LCRCA)

2.4.27. In Spring 2018, the LCRCA's Overview and Scrutiny Committee convened a 'task and finish group' to examine the issue of poor air quality across the LCR. This work collated detailed evidence on the causes and effects of poor air quality and set out a range of options to tackle the problem.

2.4.28. One recommendation was that an Air Quality Action Plan (AQAP) be developed and an Initial AQAP was subsequently published by LCRCA in November 2019. It recommended that, in the short term, active travel is boosted (especially for short trips) through the development of a more extensive walking and cycling network. It also stated that the LCR TCF allocation should be used to support this, with a focus on increasing the cycle route network to encourage the switch from car to cycle for short journeys.

2.4.29. The AQAP sets out the objective that bus, rail and ferries become the 'mode of choice' for longer distance trips. This is to be supported by an enhancement of the Merseyrail cycle locker scheme across the rail network and the implementation of new or extended park and ride facilities where these remove or reduce polluting journeys by private car.

2.4.30. The ERIC package will support both the short-term and long-term actions in the Initial AQAP. It will deliver a transformational improvement in the local walking and cycling network alongside complementary investment in active travel, as well as increasing park and rail capacity, providing secure cycle lockers and providing passive provision for 100% EV charging in the expanded car park.

SCHEME FIT WITH NATIONAL AND STRATEGIC POLICIES AND PLANS

UK Industrial Strategy and Transport Investment Strategy (2017) (DfT)

2.4.31. In 2017, the Government published the UK Industrial Strategy, which is a wide-ranging plan to boost productivity by backing businesses to create good jobs and increase the earning power of people throughout the UK with investment in skills, industries and infrastructure.

2.4.32. The Transport Investment Strategy followed, setting out how high performing infrastructure will support the Industrial Strategy. The Transport Investment Strategy identifies four objectives which set out how investment should be targeted. Investment must seek to:

- Create a more reliable, less congested, and better-connected transport network.
- Build a stronger, more balanced economy by enhancing productivity.
- Enhance our global competitiveness.
- Support development of new housing.

2.4.33. The ERIC package is an example of a local infrastructure scheme which can contribute towards achieving national objectives. It will deliver a multi-modal package of measures that will deliver a better connected network, support local people in accessing employment opportunities and future proof the local area in terms of the local transport network provision for planned housing.

Gear Change: A Bold Vision for Cycling and Walking (2020) (DFT)

2.4.34. In July 2020, the Government published 'Gear Change'; a new plan for walking and cycling in England to accompany a £2 billion funding commitment to active travel infrastructure across the country. It sets out the Government's vision for the transformation of England's transport system into 'a great walking and cycling nation'. The policy has a thematic approach towards what is required for cycling and walking to become the preferred and safe choice for short trips, with a move away from mass motoring. These themes are supported by updated technical design guidance note LTN 1/20, which Local Authorities should adhere to as far as is practical when designing cycling infrastructure.

2.4.35. The ERIC package will significantly enhance and develop the local walking and cycling network in St Helens and SHBC officers have followed the guidance in LTN 1/20 as far as possible within site constraints to achieve a high-quality network.

Strategic Transport Plan (2019) (TfN)

2.4.36. The Strategic Transport Plan (STP) covers the whole of the North of England, setting out strategic aims for transport across the North in support of the Northern Powerhouse agenda and associated rebalancing of the economy. It states three key aims:

- Connecting People – Improving access to leisure and tourism assets and work opportunities whilst widening the labour market for businesses.
- Connecting businesses – Improving connections to collaborators, clients and competitors, including those within the prime and enabling capabilities.
- Moving goods – Supporting businesses to move freight and goods efficiently and across modes.

2.4.37. The ERIC package will provide localised improvements which will better connect people and businesses. As such a key node for the borough it is crucial that its facilities and 'last mile' connectivity align with the rail provision. Lea Green provides direct services to Liverpool and Manchester and connectivity to economic centres is crucial to link labour to opportunities.

Long Term Rail Strategy (2018) (TfN)

2.4.38. TfN's Long Term Rail Strategy (LTRS) follows an earlier Integrated Rail Report which was published in 2017. The LTRS sets out a vision for the ongoing transformation of the North's railway to 2050.

2.4.39. It describes how the rail network should be improved to realise its potential in supporting and facilitating a growing Northern economy and in enhancing quality of life in an environmentally sustainable way. It goes on to set out potential changes for the rail network which can deliver enhancements in terms of connectivity, capacity, customers, communities and cost-effectiveness.

2.4.40. Whilst the ERIC package does not aim to improve rail connectivity at Lea Green, improvements to the 'last mile' around the station are complementary to the aims and ambitions of the LTRS; with a focus on customers and communities and the importance of rail stations in the wider social fabric.

2.5 PROBLEM IDENTIFICATION

2.5.1. The ERIC package has been developed in response to several issues which impact on the community and which will become increasingly severe if no action is taken. It will introduce solutions which maximise the considerable opportunity to increase rail patronage and also help to meet sustainable transport and net zero carbon aspirations.

2.5.2. The OAR attached in Appendix S1 provides detailed background information on the existing situation, including information regarding:

- Rail services operating from the station, and comparisons with nearby rail stations;
- Existing passenger facilities;
- Access arrangements by all modes, and related constraints;
- Safety issues close to the site and in the surrounding catchment;
- The demographic characteristics in the surrounding catchment, including levels of deprivation, levels of car ownership and employment profiles; and
- Local air quality issues.

2.5.3. The OAR also provides details on how the situation may change in the future as a result of:

- Future housing and employment development proposed in the Local Plan (draft) (2020-2035). The latest proposals include pre-2035 allocations totalling 2,489 new residential dwellings and 3.8ha of employment land. There are further sites identified for delivery post-2035 with allocations for 2,557 residential dwellings. Embedded into the Local Plan (draft) is the need to promote more sustainable development served by a wide variety of modes.
- The changing nature of demand – behaviour changes which impact travel demand, such as increased home working and increased online shopping.
- Public transport timetable changes – whilst services are currently operating an adjusted service due to COVID-19, this FBC assumes that patterns will revert to previous arrangements later in 2021. There are no further known changes to public transport timetables to account for.
- EATF – in 2020 SHBC successfully implemented active travel measures as part of EATF Tranche 1 and the ERIC proposals have been designed to integrate with the EATF measures on Clock Face Road and Chester Lane/Jubits Lane. SHBC has also agreed a set of Active Travel Fund (ATF) Tranche 2 measures with LCRCA, including on Clock Face Road, Warrington Road, Sherdley Road and Peasley Cross Lane, which will support the cycling and walking network being created through the ERIC package.

2.5.4. The key transport problems that the ERIC package aims to address are:

- The local walking and cycling infrastructure does not enable safe, easy access to the rail station or wider town centre. There are roads which create severance due to a lack of controlled crossings and roads which are not conducive to safe cycling (due to traffic conditions and physical constraints) but where there are no viable alternatives. There are insufficient protected or segregated cycle routes to make walking and cycling the natural choice for short trips. As a result, there is relatively low cycle mode share across the area.

- The station does not provide rail passengers with a secure cycle storage option. The only facilities are five uncovered Sheffield Stands (shown in Figure 2-8), which are not well used. Along with the issues around cycle route infrastructure noted above, the lack of an attractive cycle storage facility compounds the poor perceptions of cycle-to-rail travel and there is limited capacity to take cycles onto rail services, especially during peak times.

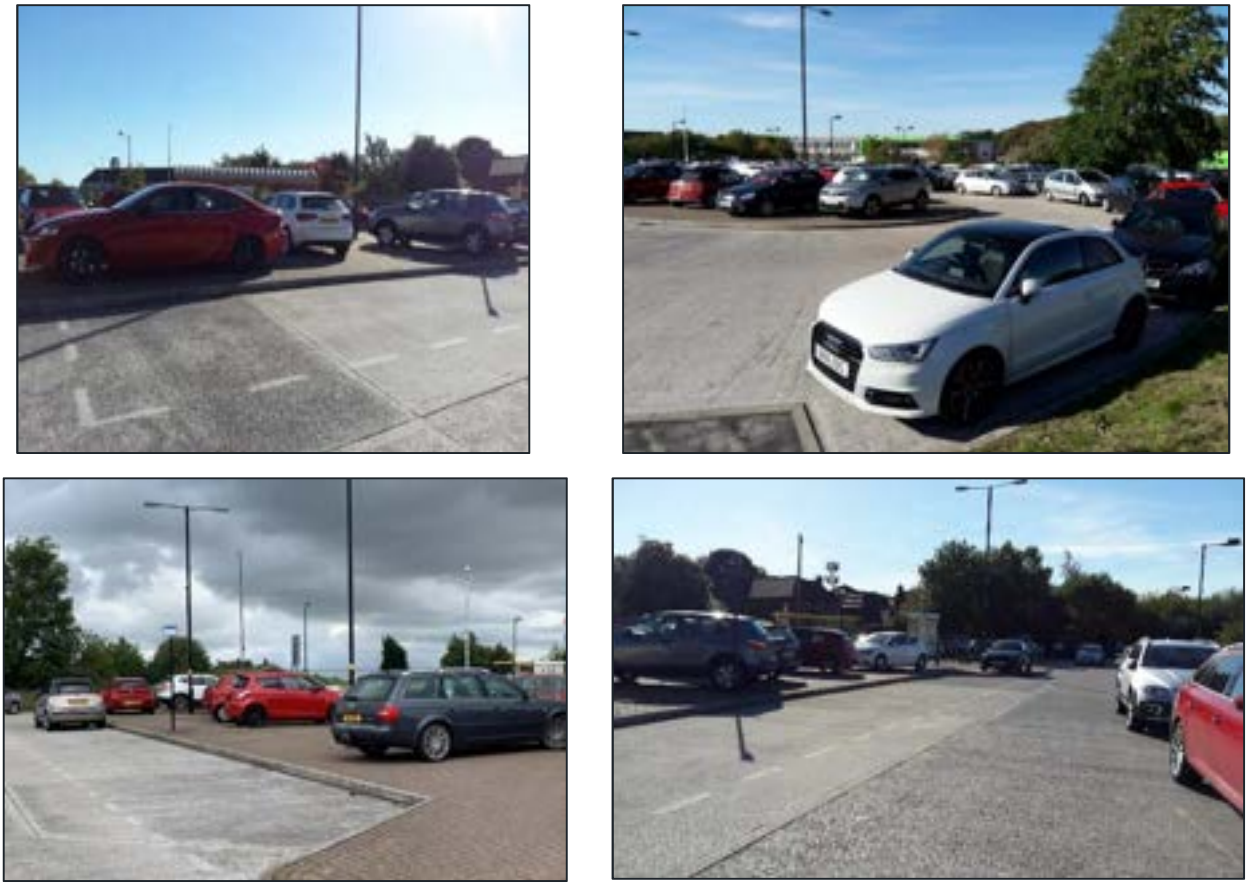
Figure 2-8 – Sheffield Stand Cycle Storage at Lea Green

- Despite Lea Green being the fourth busiest rail station in St Helens borough, accommodating almost half a million boarding and alighting movements (2017/18 ORR data), it only offers basic passenger facilities. A ticket window is available, however, there is no covered waiting area, toilet facilities or retail offering which would be expected by longer distance rail passengers. The station's ability to exploit the longer distance rail market is hampered by a lack of facilities.

Figure 2-9 – Station Ticket Window at Lea Green

- The station car park operates over capacity which restricts the ability to accommodate further rail passenger growth. Furthermore, this leads to indiscriminate parking within the station site (Figure 2-10), which impedes bus and emergency vehicle access and causes overspill parking in surrounding areas which has a detrimental impact on local residents and businesses.

Figure 2-10 – Examples of Overspill Parking at Lea Green



- The rail station includes 4 EV charging spaces operated commercially by Franklin Energy which may become a barrier to growth as ULEV ownership increases. The overspill on-site parking issues mean that on most days the EV charging spaces are used by non-electric vehicles.
- During the five year period 2015 to 2019, there were a number of collisions in the area surrounding the station. Whilst none resulted in a fatality, several caused slight or serious injuries. In the immediate 200m radius of the station, there were 15 recorded injury accidents. Two involved at least one pedal cycle, and seven involved at least one pedestrian. The most concentrated collision cluster in this area is at Marshalls Cross Roundabout.

2.5.5. It is important to address these transport issues, in order to support economic viability and sustainability of the local neighbourhood. The OAR provides detailed information on socio-demographic characteristics within a 3km catchment of Lea Green. These are summarised as:

- 51% of residents are amongst the **20% most deprived across England**. This proportion is significantly higher than the borough as a whole (43%).
- A greater proportion of residents living within a 3km catchment of Lea Green have **no access to a car (29%)** than across the borough as a whole (26%). These households rely on alternative

modes, in particular rail for longer journeys. Low car ownership aligns geographically to the areas of worst deprivation and is concentrated in the residential areas to the south of Four Acre Lane.

- Conversely, the data shows **71% of households have at least one car** and 28% (5,700) have 2 or more vehicles. These households likely include people that use their cars to travel to work who may be able to consider park and ride as an alternative to driving the full journey length.
- **28% of borough residents have no qualifications**, compared to 22.5% nationally. Furthermore, 24.7% of people in St Helens have a Level 4 qualification or above compared to a national average of 33.1%. The improved connectivity delivered through the ERIC package will provide residents with greater opportunities to access education and training opportunities.
- ONS data shows that although Professional Occupations are the most common type of job, proportionally this accounts for a smaller proportion of jobs in St Helens compared to the national average (**18.6% compared to 21.5%**).

2.5.6. Given the significant housing and employment allocations set out in the Local Plan (Draft), it is important that Lea Green offers effective walking and cycling infrastructure that links to a high-quality rail hub.

2.5.7. It is important for all stakeholders to work proactively to resolve these issues, in order to maximise the potential use of rail services and reduce reliance on the car. This will then help to reduce congestion and improve air quality in the local area. The provision of enhanced, greener mobility options is an essential driver behind the City Region meeting its ambitions for inclusive and sustainable economic growth. The vivacity of the urban centres relies on attracting inward investment and this means offering access to a skilled and accessible workforce and enabling the swift movement of people and goods. Measures which make convenient rail access more attractive are a key enabler to delivering these types of goals.

2.6 IMPACT OF NOT CHANGING

2.6.1. Without investment in the ERIC package, the prevailing issues will worsen and will be compounded by the planned increase in housing and employment provision in the short to medium term. As Local Plan growth comes forward, the transport system will come under increasing pressure and the need for additional local park and ride capacity at Lea Green Rail Station will become more urgent. Without this, on-site and off-site parking issues will become more severe and an increasing number of people who have the potential to use rail services will choose to drive the full length of their journey. This will lead to more congestion, poorer environmental conditions, and poorer public health, which will each contribute towards a more severe adverse impact on the local economy.

2.6.2. Without this important new infrastructure, the viability and appeal of potential development sites will be limited and delays to identified sites being built out could jeopardise the Council's ability to meet local housing need.

2.7 INTERNAL DRIVERS FOR CHANGE

2.7.1. The need for the ERIC package is driven by the Council's desire to improve the role and local importance of Lea Green Rail Station in the community, through improved connectivity and interchange. The proposals will facilitate more active travel and enable local residents to access a wider range of opportunities, helping to address some of the socio-demographic challenges. The proposals are also key to supporting the Council in meeting its Local Plan targets.

2.8 EXTERNAL DRIVERS FOR CHANGE

2.8.1. The Council is closely engaged with its community and understands there is a strong underlying demand for the rail station to be better integrated into the local neighbourhood. In recent years, the Council has received numerous comments from residents regarding the need for better linkages between the station and the surrounding residential areas, with the lack of safe crossing facilities at Marshalls Cross Roundabout often highlighted as a barrier to active travel.

2.8.2. The introduction of TPE services at Lea Green has provided a significant boost to transport connectivity; however, the passenger facilities are basic and are not in line with the expectations of longer-distance rail travellers. There is also impetus from the rail operators to create an interchange at Lea Green which is more fit for purpose. Furthermore, the fact that the current park and ride car park operates at capacity indicates there is likely to be latent demand in the surrounding area which could be unlocked should the station offer higher capacity and a higher standard of facilities.

2.8.3. SHBC recognises the importance of planning and promoting more sustainable travel behaviours, which echoes prevailing policy in the LCR. The ongoing prominence of car travel causes adverse impacts on the environment and public health and there are significant benefits which can be achieved with mode shift. The ERIC package will provide a coherent set of safe pedestrian and cycle routes that link local neighbourhoods with the station and town centre and enhanced station facilities that encourage rail travel over car use for longer journeys.

2.9 OBJECTIVES

2.9.1. The ERIC package has been developed to align with the objectives set out in the LCRCA Transport Plan (2019) and the LCRCA TCF themes, focusing on sustainable transport solutions.

2.9.2. Based on the policy context and an understanding of stakeholder aspirations, the following three objectives have been developed for the ERIC package.

1. To improve the accessibility, quality and overall attractiveness of Lea Green Rail Station as a key local transport hub, providing an effective interchange for longer distance journeys that offers a more viable alternative to private car use.

2. To provide infrastructure that facilitates safer, improved access to Lea Green Rail Station and within a one-mile radius on foot and two-mile radius by cycle, supporting improved levels of health and wellbeing amongst rail travellers and the wider population.

3. To support the successful delivery of the residential and employment development set out in the St Helens Local Plan, by providing inclusive, integrated sustainable transport links to meet new areas of demand and connect people across the City Region and beyond, helping to drive sustainable economic growth.

2.10 MEASURES FOR SUCCESS

2.10.1. Table 2-3 presents the measures of success, aligned to each of the three scheme objectives.

Table 2-3 – Measurements of Success for ERIC package

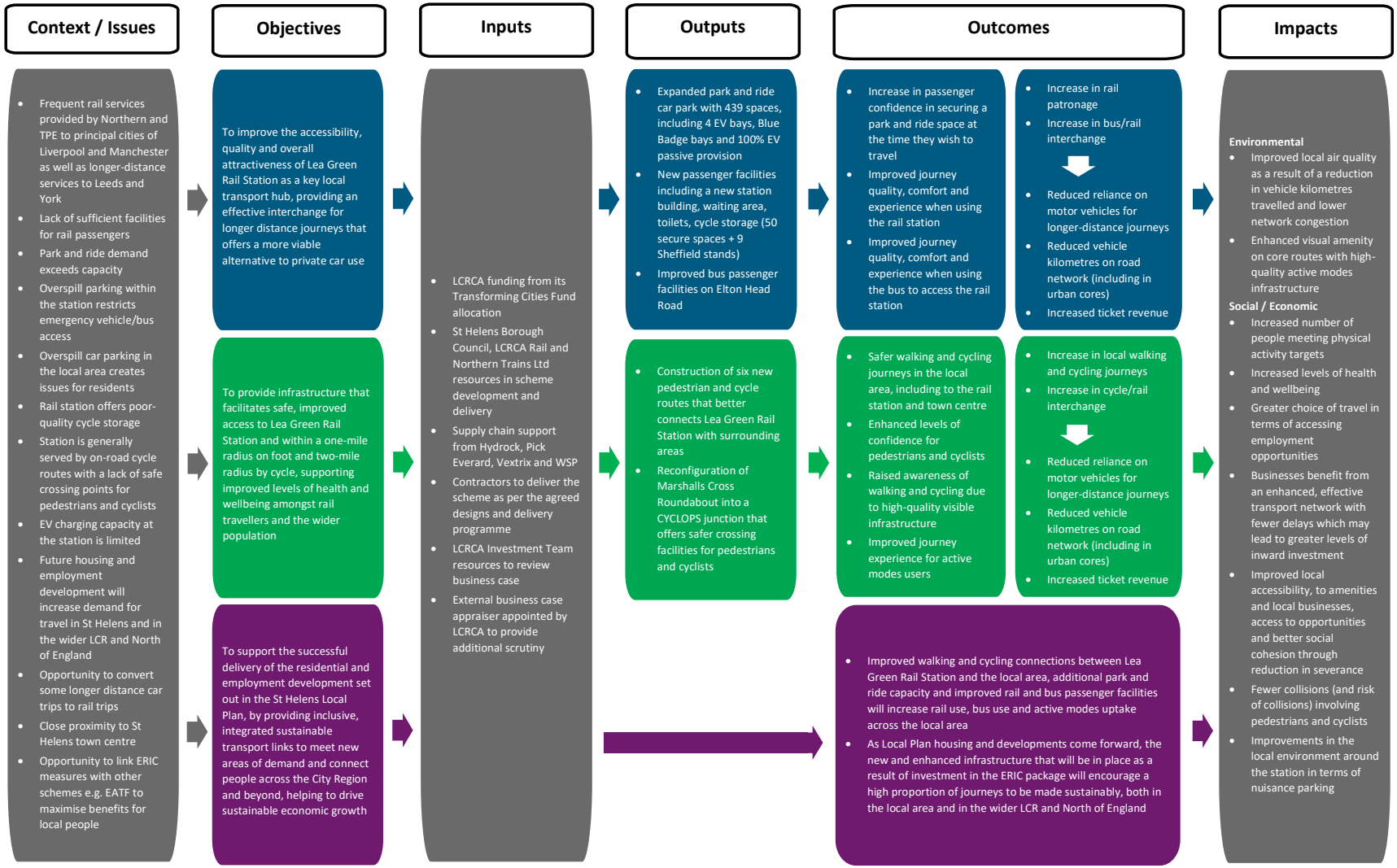
Objective	What do we need to do to achieve this?	How will success be measured?
1. To improve the accessibility, quality and overall attractiveness of Lea Green Rail Station as a key local transport hub, providing an effective interchange for longer distance journeys that offers a more viable alternative to private car use.	▪ Provide enhanced passenger facilities, including sheltered waiting facilities and toilets. ▪ Provide sufficient on-site car parking to fulfil the station's full park and ride potential. ▪ Provide high-quality, safe cycle parking facilities. ▪ Ensure bus/rail interchange is supported and strengthened where viable.	▪ Increased number of boarders/alighters (subject to transference from elsewhere). ▪ Increase in ticket revenues. ▪ Increase in legal on-site parking (and a reduction in off-site overspill parking). ▪ Increase in passenger satisfaction. ▪ Increase in the number of cycles parked on-site.
2. To provide infrastructure that facilitates safer, improved access to Lea Green Rail Station and within a one-mile radius on foot and two-mile radius by cycle, supporting improved levels of health and wellbeing amongst rail travellers and the wider population.	▪ Provide safe, well-connected, well-signed pedestrian/cycle routes between residential areas and the rail station, with segregated routes if possible. ▪ Provide dedicated facilities at key pinch points such as junctions to facilitate safe active travel movement. ▪ Borough-wide promotion of walking and cycling as short trip modes of choice.	▪ Increase in the number of local walking and cycling journeys to the rail station, Sutton Academy and local employment destinations. ▪ Increase in the number of pedestrians and cyclists using rail services. ▪ Reduction in road traffic accident rates involving pedestrians and cyclists in the station catchment.
3. To support the successful delivery of the residential and employment development set out in the St Helens Local Plan, by providing inclusive, integrated sustainable transport links to meet new areas of demand and connect people across the City Region and beyond, helping to drive sustainable economic growth.	▪ Provide defined and direct infrastructure on designated cycling routes which connect between the rail station and identified new development sites.	▪ Accelerated completion and uptake of planned local developments. ▪ High proportion of walking and cycling journeys made to and from the new development. ▪ High proportion of rail journeys amongst new development residents for applicable journeys.

2.10.2. A process evaluation will support a broader understanding of the project's success, considering:

- Was the scheme delivered as intended?
- How did the outturn costs compare to the forecast scheme costs? What are the reasons for any significant differences?
- What are the key lessons learnt from the delivery of the scheme?
- How well was the programme managed through the scheme's development and delivery?
- How effectively was change managed during the delivery of the scheme?

2.10.3. To further explore how success can be measured, a logic map has been developed (Figure 2-11), which sets out the links between the Issues, Inputs, Outputs, Outcomes and Impacts. The logic map has been developed from 'right to left', working back from the societal impacts, through the transport-related outcomes as a result of the inputs. Further information on monitoring and evaluation is provided in the Management Case.

Figure 2-11 – ERIC Package Logic Map



2.11 CONSTRAINTS & INTER-DEPENDENCIES

2.11.1. There are a number of key constraints which have been considered in the development of the ERIC package and the delivery plan. None are particularly unique to this scheme, or unusual for a package of measures of this type. SHBC and its delivery partners have a wealth of experience and are well placed to manage these constraints during the development and delivery of the works:

- Land Transfer Agreement (Lord St Helens) – The land required to extend the footprint of the existing car park to the west is owned by Lord St Helens. It is understood that this land is protected for the sole purpose of increasing park and ride capacity and there are no issues with securing the land. There is a historic agreement already drafted for transferring the land into SHBC ownership which will be executed as part of the ERIC package. The agreement includes a condition that works must commence within 28 days of the transfer; therefore, SHBC will not action the relevant paperwork until TCF funding approval is granted. The timescales and milestones to complete this action are shown within the delivery programme in Appendix M1.
- Land Transfer Agreement (Sutton Academy) – Cycle Route 6 along Elton Head Road requires the transfer of a portion of Council-owned land which is currently leased to Sutton Academy to Highway use. The Academy has provided verbal agreement to the proposed scheme and a letter of support is expected imminently.
- Land Transfer Agreement (Lea Green Road) – The proposals for Cycle Route 7 include a section of land on Lea Green Road which is not within Council ownership. The ownership is being identified and an agreement or a land ownership declaration will be made prior to construction. The delivery programme reflects the worst-case scenario for this route, should the landowner not be identified, in which case construction will not start until 8 months into the delivery programme.
- Planning Permission – Delivery of the expanded station car park requires planning permission. NTL is leading on this process and plans to submit the application in early February 2021 once the formal pre-application response is received from SHBC. It is expected that the outcome will be known in April 2021. It is recognised that the approval of this FBC will be on the condition that planning approval is granted.
- Listed Bridge - Marshalls Cross Bridge is a listed structure located adjacent to the rail station that is owned by Network Rail. The ERIC package includes resurfacing and marking changes at the surface level across the bridge, including a new marked cycle route. As the works are not intrusive and will not affect its historic character, there is no requirement for Listed Building Consent (LBC). However, Network Rail will need to agree to a method statement for the works.
- Further Engagement and Consultation – Section 2.12 details the engagement undertaken to date. These activities will continue through to delivery, in order to manage stakeholder and public requirements and expectations. Aspects of the detailed design may be subject to amendment in response to the feedback.
- Funding – This FBC is being submitted to the LCRCA for TCF funding approval. Clearly, securing that funding and signing a delivery agreement is fundamental to the delivery of the scheme. There are no alternative funding sources identified.
- Resources – SHBC, LCRCA and NTL will allocate sufficient resources to deliver all elements of the scheme to the programme set out in this FBC. Where appropriate, this may also require the procurement of supply chain resources to supplement the team's skills, experience and capacity.
- Traffic Management and Public Rights of Way – The implementation of the scheme will require traffic and user management plans, in order to minimise impacts on the highway network and existing Public Rights of Way (PRoW). Suitable plans will be prepared in advance of any

construction works being undertaken, where there will be a highways impact or the need to divert existing designated walking/cycling routes.

2.11.2. The ERIC package has relatively few inter-dependencies. Two which have been identified are:

- Emergency Active Travel Funding (EATF) – in 2020 SHBC successfully implemented active travel measures as part of EATF Tranche 1. The ERIC package has been designed to integrate with these EATF measures on Clock Face Road and Chester Lane/Jubits Lane. SHBC has now agreed a set of Active Travel Fund (ATF) Tranche 2 measures with the LCRCA. These measures (proposed for Clock Face Road, Warrington Road, Sherdley Road and Peasley Cross Lane) will support the cycling and walking network being created through the ERIC package.
- Quality Bus Corridors – It is known that LCRCA is continuing to develop its Quality Bus Network (QBN) standard. Bus routes 17 and 30 travel along Marshalls Cross Road to the immediate east of the rail station site and form part of the QBN. Whilst there are no plans to bring in new requirements as part of the QBN standard, it is understood that work is ongoing to develop a future standard for higher specification bus stops which could be introduced at locations where boarding and alighting numbers are highest (programme named 'bus stop of the future'). The bus stops closest to Lea Green on Marshalls Cross Road could be strong candidates for any pilots of this programme in the future and the ERIC package will not prevent the future introduction of higher specification bus stops on Marshalls Cross Road (subject to land requirements).

2.12 STAKEHOLDERS AND ENGAGEMENT

STAKEHOLDER ENGAGEMENT

2.12.1. In developing the scheme, the Council has actively engaged with key stakeholders to obtain feedback and gain support. The key scheme stakeholders identified are:

- Council Officers:
  - Various departments including Highways, Active Travel, Legal, and Planning;
- LCRCA (as Merseytravel);
- Rail operators:
  - NTL (as station owner and rail GRIP lead), and TPE (as support);
- Impacted landowners:
  - Lord St Helens, Sutton Academy, Lea Green Road landowner(s) (Cycle Route 7); and
- Network Rail (Marshalls Cross Bridge).

2.12.2. The Council has developed a Stakeholder Engagement Plan which will continue to be updated and actioned through to pre-construction and delivery. Further information on stakeholder engagement is provided in the Management Case.

2.12.3. To demonstrate the level of support for the proposed measures, stakeholder letters of support are included with this FBC submission as Appendix M2.

PLANNING APPLICATION

2.12.4. The redevelopment of the car park site requires planning permission and the application for full planning permission is planned to be submitted in early February 2021, following a period of design

refinement in response to pre-application comments made by SHBC Planning Officers. As part of the pre-application works, statutory consultation has been undertaken with relevant organisations.

LOCAL SUPPORT

2.12.5. SHBC had intended to undertake community engagement on the package during 2020. The disruptions resulting from COVID-19 caused delays to the original programme and ultimately it was determined best to delay any activities until after the FBC is submitted to avoid wider programme delays on submitting the funding bid.

2.12.6. It is planned to undertake community engagement on the proposals in February 2021, to ensure that any local concerns are mitigated as far as possible in advance of site works commencing.

2.13 SUMMARY

2.13.1. This Strategic Case evidences the need for intervention in Lea Green, which focuses on the opportunities to increase rail patronage, enhance journey quality for rail passengers, reduce car use for longer distance trips and increase local levels of walking and cycling.

2.13.2. The scheme proposals, which have been developed jointly by SHBC, LCRCA and NTL, include the provision of a new station building, expanded park and ride car park and improved cycle storage, six pedestrian and cycle routes and the conversion of Marshalls Cross Roundabout into a CYCLOPS junction to facilitate safe crossing by active travellers.

2.13.3. The ERIC package will not only help to address SHBC and wider LCR immediate policy goals around carbon reduction, sustainable travel behaviour and improved health and wellbeing, it will also help to futureproof the local transport network in the context of significant planned housing development, providing enhanced travel choice and helping to shape improved quality of place.

3 ECONOMIC CASE

3.1 INTRODUCTION

3.1.1. This chapter presents the Economic Case for the ERIC package. The Economic Case identifies and assesses the costs of developing, building, operating and maintaining the scheme and its anticipated key impacts to determine its overall value for money.

3.1.2. The Department for Transport's (DfT's) guidance document 'The Transport Business Cases' (2013) states that the Economic Case should consider the economic, environmental, social and distributional impacts of a proposal using qualitative, quantitative and monetised information to determine the extent to which a proposal's benefits outweigh its costs.

3.1.3. This chapter sets out the economic cost of delivering the ERIC package compared to its key impacts in terms of rail passenger travel, highway impacts, impacts on pedestrians and cyclists and wider environmental, social and distributional impacts, culminating in a Value for Money statement.

3.2 OPTIONS APPRAISED

3.2.1. The only option which has been appraised is the preferred scheme option, as described in Section 2.3 of the Strategic Case and in the Options Appraisal Report in Appendix S1.

3.2.2. The preferred scheme option comprises of the provision of six new pedestrian and cycle routes (Work Package 1), a new CYCLOPS junction at Marshalls Cross Roundabout (Work Packages 2 and 3) and upgraded passenger facilities at Lea Green Rail Station, including an expanded park and ride car park, a new station building and improved cycle storage (Work Package 4).

3.3 APPRAISAL SPECIFICATION

3.3.1. As the ERIC package comprises a series of interconnected elements, the scheme impacts have been assessed using several appraisal techniques which provide a robust means of identifying, quantifying and where possible monetising them. The approach to appraisal was detailed in an Appraisal Specification Report (ASR) which was submitted to and discussed with LCRCA in October 2020. This is attached as Appendix E1.

3.3.2. Table 3-1 presents an overview of how the quantified impacts have been estimated for the scheme.

Table 3-1 – Summary of Quantified Scheme Impacts

Impact	Methodology / Data Sources
Rail Passenger Benefits	▪ MOIRA demand baseline, plus DfT growth forecasts to 2040. ▪ Benefits monetised using PDFH6 factors, based on prospective increases in rail use due to improved passenger facilities.
Expansion of Park and Ride	▪ MOIRA demand baseline, plus DfT growth forecasts to 2040. ▪ Benefits monetised using PDFH6 factors, based on prospective increases in rail use due to additional Park and Ride capacity.
Highway Remodelling Impacts	▪ Base Model for 2020 using observed count data. ▪ Traffic models developed for 2022 Opening Year and 2033 Future Year, with Do-Minimum and Do-Something comparisons. ▪ Forecasting based on St Helens Strategic Traffic Model. ▪ Benefits monetised using TUBA.

Impact	Methodology / Data Sources
Active Travel Measures	▪ Baseline estimated using Census 2011 data and Propensity to Cycle Tool forecasts based on the Government Target scenario. ▪ Benefits monetised using the DfT Active Mode Appraisal Tool (AMAT).

3.3.3. Within this Economic Case chapter, the quantified benefits calculated from each of these components are presented and are then aggregated to show the cumulative benefits of the overall ERIC package. The proposals have been developed as an integrated package that offers a much larger level of benefits compared to implementing schemes individually over a longer period and therefore an aggregated set of results is considered to be most appropriate.

3.4 RAIL ENHANCEMENTS

3.4.1. Detailed information on the economic appraisal of rail enhancement benefits is set out in a technical note attached as Appendix E2. This section of the Economic Case summarises the approach, methodology and results of the appraisal.

3.4.2. The economic appraisal for all rail elements comprises of an assessment of the potential revenue impact associated with an increase in rail patronage as a result of the expanded park and ride car park and the enhanced station facilities.

3.4.3. There are also forecast journey time savings and generalised costs savings for rail passengers who currently use informal off-site parking, but who will be able to relocate to the on-site car park once expanded.

3.4.4. Improved active mode facilities for pedestrians and cyclists accessing the station were also captured in the appraisal. In addition, the decongestion and environmental benefits of the associated reduction in car kilometres have been monetised for all new-to-rail users (e.g. trips where the main mode of travel will shift from car to rail).

DEMAND FORECASTS

Base Year (2020) Demand

3.4.5. 2020 base year demand at Lea Green Rail Station has been derived using MOIRA data for the December 2020 timetable. This dataset totals 464,439 annual entries and exits.

3.4.6. As outlined in the Strategic Case, recent ORR station usage estimates are not accurate for Lea Green as a result of the 8-week full station closure of Liverpool Lime Street in summer 2018 (2018/19 analysis period) and the impacts of the COVID-19 pandemic which impacted the end of the 2019/20 analysis period. Therefore MOIRA was considered the most appropriate data source to use to derive the base year demand.

Future Year Demand Forecasts

3.4.7. Future year demand forecasts have been calculated using:

- Information on background growth, in accordance with TAG Unit A5.3 Rail Appraisal (DfT, 2018). The project has used DfT's annual rail revenue and journeys at existing stations which cover the financial years 2018/2019 to 2040/2041. Beyond 2040, background growth is assumed to follow

population estimates set out in the TAG Databook. This growth is assumed to be exogenous to the scheme; it is occurring due to background economic and demographic factors; and

- Local adjustments to account for planned local development. The St Helens Local Plan (Draft Submission) sets out planned housing and employment development which includes some significant sites which are due to be completed within the appraisal period. There are 2,441 additional households planned within the catchment of the station. Current data on household numbers (from Census 2011) was used to calculate an equivalent annual trip rate per person. It has then been estimated that the 2,441 planned new households will result in 5,659 additional residents and 48,508 additional rail journeys per annum.

Do Minimum Demand Assumptions

3.4.8. This data is representative of pre-COVID demand, and there is an assumption that journeys will return to this quantum following the pandemic. Other than the ERIC package that is being appraised, there are no other factors identified as impacting on future demand, such as service improvements, timetable changes, or disruptions on other parts of the local rail network.

3.4.9. Background growth, as per the DfT estimates referenced above, is applied to the demand.

Do Something Demand Assumptions

3.4.10. To forecast demand for the Do Something scenario, we have used the guidance and parameters set out in the rail industry standard Passenger Demand Forecasting Handbook (PDFH6). This treats some improvements as Generalised Journey Time (GJT) changes with demand uplifts applied using an elasticity model. For other changes a simple, percentage demand uplift is applied.

3.4.11. In the Do Something scenario, the following have been considered:

- Additional rail trips made due to the enhanced passenger facilities;
- Additional rail trips made due to the expanded park and ride; and
- Additional rail trips made as people are able to walk and cycle to the station more easily due to the six new pedestrian and cycle routes.

3.4.12. In lieu of other evidence, it is assumed that demand increases will ramp up over time rather than be fully realised from the scheme opening date, which reflects the typical lag between the delivery of an intervention and a change in travel behaviour. The proportion of demand, revenue and benefits that will accrue are each assumed to rise incrementally with assumptions in accordance with PDFH6 Table B9.5. The following demand increase assumptions have been applied:

- Year 1 (2022) – 53% of demand, revenue, and benefits realised in the opening year;
- Year 2 (2023) – 78% of demand, revenue and benefits realised;
- Year 3 (2024) – 90% of demand, revenue and benefits realised;
- Year 4 (2025) – 98% of demand, revenue and benefits realised; and
- Thereafter (2026 onwards) 100% of demand, revenue and benefits realised.

Potential for Abstraction from Other Stations

3.4.13. PDFH6 Chapter 8 identifies that 20-30% of the rail demand increase due to station facilities improvements could be abstraction from nearby stations. When considering the likelihood for abstraction, Lea Green already has an excellent offer in terms of service pattern and car parking spaces compared to nearby stations. Conversely, the fact that there are a large number of stations

in the area which surrounds Lea Green (seven other rail stations within a 5km buffer of the station, which is well above the average for UK stations) means abstraction is likely. A central factor of 25% is therefore deemed an appropriate figure to apply, with the other 75% of trips assumed to be new-to-rail users.

ECONOMIC APPRAISAL

3.4.14. The rail appraisal was undertaken for a 60-year period from opening for all rail elements, with the exception of the active modes analysis which has been undertaken for a 30-year period in line with TAG Unit 5-1 Active Mode Appraisal (2020).

Rail Station Passenger Facility Enhancements

3.4.15. Current and future facilities at the station were compared. The uplift in rail demand and willingness-to-pay (WTP) benefits have been calculated using PDFH6 Chapter B8.

3.4.16. The scheme includes new waiting facilities, ticket office provision and customer toilet facilities. Given that some facilities already exist at the station, which will be significantly improved rather than offering a step-change, various proportions have been applied to the uplifts and WTP values.

3.4.17. The assessment also included analysis of the proportion of station users that will benefit from each aspect of the facility improvements. Only the 'Condition of Station Exterior' is anticipated to benefit all users, with percentages applied to other elements such as 'Ticket Purchase', 'Retail Facilities', and 'Waiting Facilities'. The technical note in Appendix E2 provides full details of these assumptions.

3.4.18. The analysis forecasts an uplift in rail demand of 2.2%. Applied to the base annual rail demand (464,439), this equates to an additional 10,043 rail trips per year in 2022. Applying a 25% abstraction rate, this means that the annual increase in new-to-rail trips is 7,532.

3.4.19. By 2035, this increases to 11,092 additional rail trips per year, including additional background growth and new development trips.

3.4.20. In addition, there is a calculated WTP benefit that is equal to £0.064 (2008 prices) per trip. PDFH6 guidance notes that WTP values should only be applied to passengers that are likely to spend the most time in a station and hence use/benefit from the facilities. These will be passengers waiting to board a train, rather than users arriving into Lea Green at the end of their journey. MOIRA data which records loadings by stop suggests departure and arrival demand is relatively evenly split at Lea Green, therefore, the £0.064 WTP benefits have been applied to 50% of the annual demand (232,220 in the base year).

Expansion of Park and Ride

3.4.21. The ERIC package will expand the on-site car parking provision from 190 spaces to 439 spaces.

3.4.22. A high-level assessment of existing mode share for accessing rail services at Lea Green was used to inform the appraisal assumptions, which include:

- Anecdotal data and site observations suggest that, on a typical day, the existing on-site car park operates at and in excess of 100% throughout the day. Specific data to confirm this assumption has not been collected as a result of the COVID-19 pandemic and associated significant changes to travel behaviour. However, this assumption has been confirmed via stakeholder discussions

and through analysis of feedback provided to SHBC from local residents. It is estimated that turnover during the day is relatively low; assumed to be 5% across the 190 formal bays.

- In addition, there is significant on-site parking which takes place outside of marked bays which can be obstructive to other vehicles, as described in the Strategic Case. It is estimated that an additional 29 vehicles per day park illegally within the site, with 5% turnover.
- It is understood that some rail passengers park off-site in surrounding areas. Locations identified include on Old Elton Head Road, Covington Road Drive, and in the car park of the Bull & Dog pub. It was estimated that that an additional 25 vehicles per day park off-site, with no turnover.

3.4.23. These assumptions aggregate to a total of 255 vehicles per day for rail passengers. An assumed average car occupancy of 1.2 was applied to generate an equivalent park and ride passenger demand of 306 people per day (or 612 entries and exits assuming all passengers make two-way trips).

3.4.24. The expansion of the car park is expected to unlock latent demand and generate additional use. Assuming the same average car occupancy rate, the 439 spaces would provide capacity for 527 rail passengers per day (which equals 1,054 entries and exits per day assuming all passengers make two-way trips). In this post-scheme scenario, it is assumed that there would be no off-site parking, and (perhaps conservatively) no turnover of spaces during the day.

3.4.25. These calculations therefore equate to an additional 442 rail trips per day, or 100,712 rail trips per annum (using an industry-standard annualisation factor of 228). Applying a 25% abstraction rate, means the increase in new-to-rail trips per annum is 75,534.

Active Mode Access Routes

3.4.26. The AMAT assessment detailed later in this chapter estimates the benefits of the additional pedestrian and cyclist activity associated with the six new pedestrian and cycle routes. However, the specific impacts of additional cycle-to-rail activities is not fully accounted for in the AMAT methodology and a Rail Access Model has therefore been used to calculate these additional rail benefits. The methodology behind the assessment is based on PDFH6 guidance.

3.4.27. In particular it may be noted that research cited in the PDFH6 indicates that time saved on access journeys can have an even more significant effect on rail demand than reductions to the rail in-vehicle journey time. The time saved on walking and cycling access trips (for example) is given a double weighting in the PDFH6 guidance as compared to the core GJT as calculated by MOIRA.

3.4.28. Baseline cycle-to-rail demand is understood to be very low, based on anecdotal evidence provided by LCRCA and NTL. Whilst there are four cycle stands at the station these are infrequently used. It is also understood that passengers are rarely observed to take a bicycle onto the train. The same mode split estimate analysis referenced earlier (in relation to the car park use) estimated that 13 rail passengers arrive at the station each day by bicycle.

3.4.29. The estimated increase in rail-to-cycle draws on the demand increases calculated as part of the wider AMAT analysis. The equivalent reduction in GJT for new-to-rail journeys has been calculated by converting the monetised benefit per journey from the AMAT into a time equivalent using the VoT for each rail journey (as defined by the TAG Databook).

3.4.30. As the VoT assumptions are different for each ticket type and journey distance, the underlying model uses separate figures for the Full, Reduced and Season ticket journey data extracted from MOIRA (further disaggregated by destination). The uplift in demand results from the equivalent GJT

reduction was then modelled using the appropriate elasticity of demand (for that ticket type) drawn from the PDFH6. The revenue per journey in 2020 uses the DfT's forecasts on revenue.

Journey Time Savings from Parking Reassignment)

3.4.31. It is anticipated that there will be a journey time saving for rail users that currently park off-site who will be able to park on-site following scheme implementation, as a result of a shorter walking distance to reach the station platforms. It is assumed that each of these users will save approximately 83m in walking distance travelled and, based on an average walking speed of 4kph, this equates to a 1 minute time saving per user.

3.4.32. As described previously, PDFH6 sets out a weighting of 2.0 for walking trips to access a station, generating an equivalent generalised journey time saving of 2.5 minutes per trip. National Rail Travel Survey journey purpose proportions are then applied to split the users who benefit into 'commuters', 'business' and 'other'. Monetary values of time can then be applied for each trip purpose, based on values in the TAG Databook.

3.4.33. These benefits are annualised using a factor of 228, providing an annual benefit of £4,737 (in 2010 prices discounted to 2010).

Decongestion and Environmental Impacts

3.4.34. The scheme is expected to encourage mode shift towards rail, including some new-to-rail users that previously travelled by car. Diversion factors, car occupancy factors and average trip distances (by user type) have been used to calculate the number of vehicle kilometres removed from the road network as a result. The benefits of this in terms of decongestion, accidents, local air quality, greenhouse gases and indirect taxation can all be monetised using the values in the TAG Databook A5.4.2.

3.4.35. Census 2011 data was used to calculate an average distance that commuters travel to work to/from the Lea Green area. This analysis calculated a weighted average journey distance of 17.05km. A congestion factor of 29% was calculated as the average of applicable rail flow categories and then applied.

3.4.36. Overall, the analysis predicts that the scheme will remove 20,182 car kilometres from the road network each year.

3.4.37. The Rail Access Model calculates that the improved cycle accessibility will remove 4,199 car kilometres from the road network each year.

Assumptions and Exclusions

3.4.38. The methodology takes no account of the capacity available on rail services, and any constraint which overcrowding or journey quality may place on user mode choice.

3.4.39. The analysis also assumes that car parking continues to be free for rail users in line with wider LCRCA policy for rail travel in the City Region and that there is no parking provision for non-rail users.

Demand

3.4.40. Table 3-2 demonstrates the demand at Lea Green for notable years in the appraisal and summarises the profile for both the Do Minimum and Do Something options.

Table 3-2 – Summary of Monetised Rail Enhancement Impacts

Year		Do Minimum Demand (per annum)	Do Something Demand (per annum)	Scheme Impact
2020	Baseline	464,439	-	-
2022	Scheme Opening Year	494,429	558,972	+64,543
2026	Post opening, after full ramp up period	512,827	625,121	+112,294
2035	Example future year, after local development is built out	581,672	695,520	+113,848

Scheme Benefits

3.4.41. Table 3-3 presents the results for the core scenario. These include the scheme benefits (Present Value of Benefits) and additional revenue generated which will have a positive impact on the public purse (subtracted in the economic appraisal from the Present Value of Costs).

Table 3-3 – Summary of Monetised Rail Enhancement Impacts

Category		TOTAL (£000s) (2010 prices, discounted to 2010)
Revenue Impacts	Expanded park and ride car park	4,386
	Enhanced passenger facilities	559
	New and improved cycle routes to the station	29
	Net Revenue Impact (additional income, to be subtracted from the PVC)	**4,974**
GJT Savings	Reduction in walk time for car users who change from parking off-site to the expanded on-site car park	170
	New and improved cycle routes to the station	98
Journey Ambience Benefits	For all rail station users as a result of the improved facilities	370
Decongestion and Environmental Benefits	Reduction in vehicle kilometres on the road network due to the mode shift towards rail	2,363
	Present Value of Benefits (PVB) Total	**3,002**

3.5 HIGHWAYS ASSESSMENT

3.5.1. Detailed information on the assessment of highway impacts is set out in a technical note produced by Hydrock, which is attached as Appendix E3. A supplementary note is included as Appendix E4

which summarises the quantification of the impacts using TUBA. This section of the economic case summarises those notes.

APPROACH TO TRAFFIC MODELLING

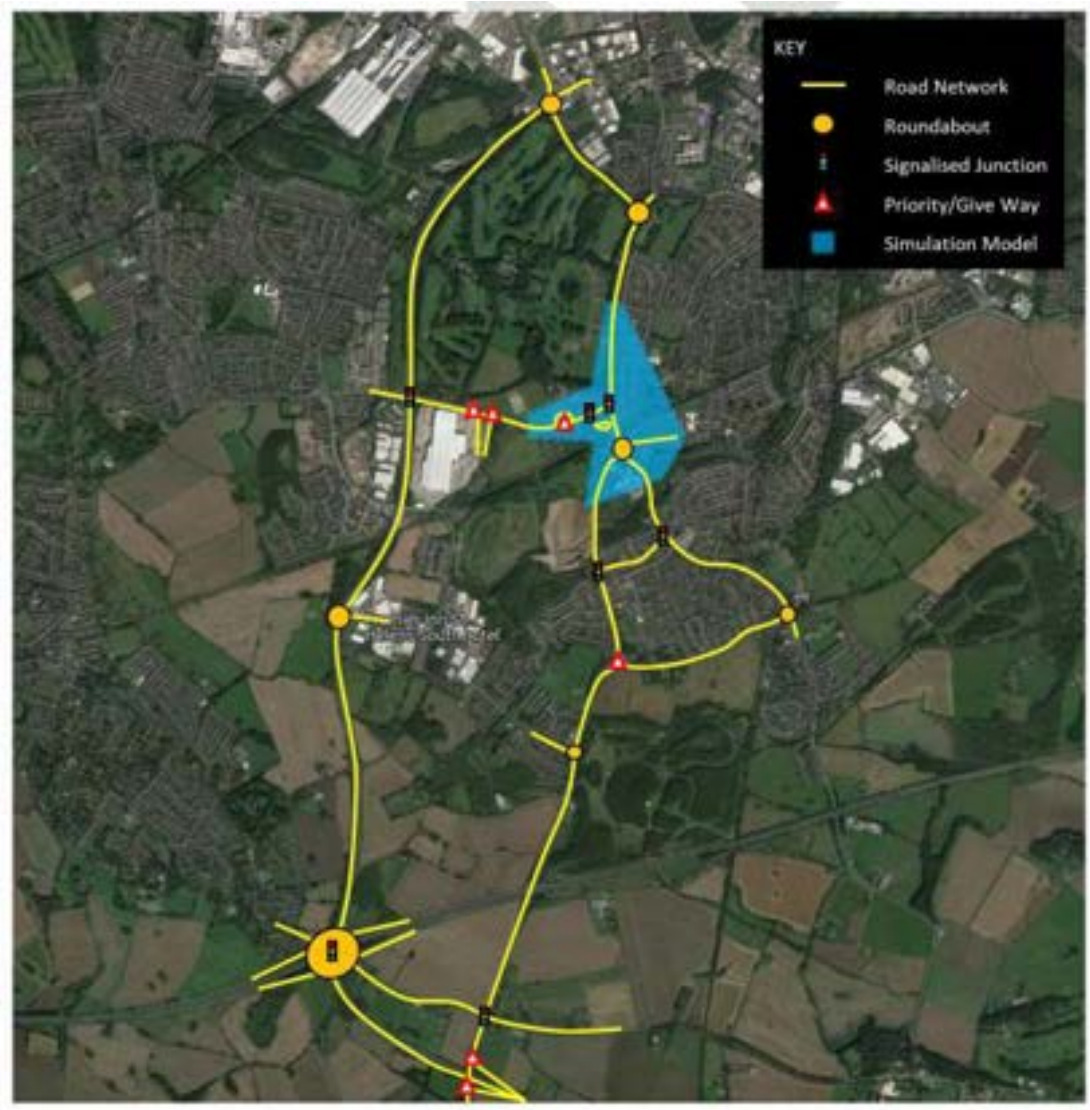
Model Specification

3.5.2. The analysis of highway impacts has been undertaken using a hybrid mesoscopic and microscopic model of the St Helens area, developed using PTV VISSIM software. This tool was created for the purpose of assessing the proposed CYCLOPS junction and allows a proportionate assessment of the forecast traffic impacts. The Local Model Validation Report (LMVR) is included in Appendix E5.

3.5.3. The model area covers a distance of 5km along two corridors; the strategic St Helens Linkway into the centre of St Helens and the B5419, which runs parallel east of the Linkway. The B5419 is observed to operate as a rat-run alternative to St Helens Linkway during busy periods.

3.5.4. The model covers the area surrounding Lea Green Rail station, as shown in Figure 3-1.

Figure 3-1 – Model Area



3.5.5. Signals information has been entered into the model to replicate on-street controls as much as possible, including the use of PCMOVA3 to link the Marshalls Cross Road / Elton Head Road and Elton Head Road / Station Access junctions. Other signals are coded using fixed signal timings.

Base Year Demand

3.5.6. The base year model is for 2020, using count data collected in September 2020 supported by extrapolated historic count data. The base model was calibrated and validated against observed junction turning counts and observed journey time data. The technical note provided in Appendix E3 provides further information on these processes.

3.5.7. All bus routes that travel through the model study area have been coded into the model on fixed paths with frequency and stops entered from the information provided in the timetables. The dedicated bus route which runs southbound on Marshall Cross Road has been included to enable complete bus routes to be modelled. Bus passenger demand data has not been collected; therefore a default dwell time distribution has been used for all stops within the model study area.

Matrix Development

3.5.8. The VISSIM model uses Dynamic Assignment (DA) due to the number of access zones across the modelled network. The DA module has been used in the base model to enable an Origin-Destination (O-D) matrix-based assignment. Base matrices have been created to assign traffic demand across the modelled network, using zones on all external points of the highway network, to replicate all O-D points of the network.

3.5.9. However, no O-D data was available for the St Helens area to assist in the development of O-D matrices. Instead, O-D matrices have been created using extrapolated count data for each respective junction within the model study area.

3.5.10. Matrices have been produced at 15-minute intervals for each peak period for each vehicle type, with the exception of buses, which are coded using fixed public transport routes.

Modelled Time Periods

3.5.11. The modelled time periods, including warm up and cool down periods, each last four hours. A peak hour is identified within each analysis period, based on the September 2020 count data. The modelled time periods are set out in Table 3-4.

Table 3-4 – Modelled Time Periods

Time Period	Analysis Period	Peak Hour
AM	06:30-10:30	08:00-09:00
PM	14:30-18:30	17:00-18:00

TRAFFIC FORECASTING

3.5.12. The modelled forecast years are:

- 2022: Scheme Opening Year – it may be noted that the delivery programme shows that the CYCLOPS junction will open to traffic in early 2023. When scoping the modelling work it was anticipated that these works would be completed in late 2022, hence this slight discrepancy. The

construction period of the CYCLOPS has been amended slightly to carry out the main works during the quieter summer period and to minimise the cumulative impact of multiple works being undertaken at the same time on the network. We do not believe this variance has a significant impact on the robustness of the appraisal.

- **2033: Future Year** – 10 years post-opening.

3.5.13. The St Helens SATURN model has been used to derive growth factors for future year traffic flows.

NETWORK DEVELOPMENT

Do Minimum Network

3.5.14. The Do Minimum network is consistent with the existing highway network. There are no other planned or committed schemes which have been included within the model coding.

Do Something Network

3.5.15. The Do Something network includes coding of the ERIC package highway measures as follows:

- The remodelling of Marshalls Cross Roundabout to a CYCLOPS layout, including pedestrian and cyclist phases in the traffic signals;
- Installation of MOVA to include the new CYCLOPS junction as well as the Marshalls Cross Road / Elton Head Road junction and the junction which provides access into the rail station; and
- Widening of the rail station car park access junction to provide two exit lanes.

SCENARIO TESTING

3.5.16. Traffic impact analysis of the local road network was carried out for the following weekday AM and PM peak hour scenarios:

- 2020 Base;
- 2022 DM - 2022 Growth;
- 2022 DS - 2022 Growth + Scheme;
- 2033 DM - 2033 Growth; and
- 2033 DS - 2033 Growth + Scheme.

MODEL RESULTS

3.5.17. The 2033 DM - 2033 Growth scenario shows that the junctions within the model are forecast to operate significantly over capacity, causing a model 'lock-up'. Whilst the modelling results are useful in determining trends, the precise values of the results should be treated with some caution.

3.5.18. Average journey time runs for the AM and PM peak hours in each modelled time period have been used to demonstrate the outcomes of the scheme on the highway network, based on 11 two-way journey time routes. Due to the strain on the 2033 DM network as a result of forecast traffic growth, the model was unable to produce any results as the vehicles are unable to progress.

3.5.19. It is noted however that in the majority of cases the CYCLOPS junction is forecast to improve the performance of the network, decreasing the latent number of vehicles and decreasing journey time on a number of key routes.

3.5.20. The implementation of the CYCLOPS junction provides control through the key sets of junctions which allows traffic to move to similar levels as the base year situation. Furthermore, the operation of the proposed CYCLOPS will deter a proportion of the existing strategic traffic that uses the B5419 as an alternative to the A570 St Helens Linkway.

3.5.21. It is intended that the preferred option for drivers will be to use the strategic network over the route through the CYCLOPS which will prioritise pedestrians and cyclists. To encourage this behaviour, improvements to existing signage within the area will be provided to redirect strategic traffic to the Linkway. The impact of this route change is forecast to be a 4-5 minute delay on the Linkway southbound during the 2033 DS PM peak; however, this should be considered in the context of a forecast reduction in journey time on other routes.

3.5.22. Queue lengths were analysed for three key junctions in the network: Marshalls Cross signals; the proposed CYCLOPS junction and Lea Green station signals. In the AM peak hour, there is forecast to be a general reduction in queue lengths at the CYCLOPS on the B5419 and A569 arms, with an increase on the Marshalls Cross Road and B5204 arms. The Marshalls Cross and Lea Green Station signals indicate the queues will show a similar or reduced level in this time period, although the approach from the north to the Marshalls Cross signals indicates an increase. This is in line with the increase seen from the northern approach to the CYCLOPS junction. The results for the PM peak are broadly similar.

3.5.23. In terms of pedestrian movements through the CYCLOPS, there is forecast to be an improvement in pedestrian journey times which is particularly prominent in the 2033 scenarios, in line with the key objectives of the scheme.

ECONOMIC APPRAISAL

3.5.24. User benefits have been assessed using the DfT's TUBA (Transport User Benefits Appraisal) software. The current version of TUBA is 1.9.14(.4) released in January 2021, which includes the latest parameter values as published in the TAG Databook (v1.13.1) published by the DfT in July 2020.

3.5.25. Inputs to TUBA were taken from the VISSIM modelling, for the Opening Year (2022) and the Future Year (2033). The appraisal was undertaken for a 60-year period from opening, in accordance with HM Treasury's Green Book (2020).

3.5.26. Annualisation factors were utilised to expand the benefits accrued during the two modelled time periods to an appropriate annual equivalent. The derivation of the annualisation factors takes into account only those periods within the year when the ratio between flows and benefits in the period is similar to the model period used to approximate it.

3.5.27. Table 3-5 presents the monetised highway impacts for the core scenario.

Table 3-5 – Summary of Monetised Highway Impacts

Impact	TOTAL (£000s) (2010 prices, discounted to 2010)
TEE (business users)	-1,321
TEE (consumer users: commuting)	13,478
TEE (consumer users: other)	9,160

Impact	TOTAL (£000s) (2010 prices, discounted to 2010)
Greenhouse Gas Emissions	-862
Wider Public Finances (Indirect Taxation Revenue)	1,710
Present Value of Benefits (PVB) Total	22,165

3.5.28. The calculation of benefits does not take account of the impacts of the construction work on the highway network. The programme has been designed to minimise disruption to highway users, with major works taking place during quieter periods on the network and works staggered to reduce the cumulative impact at any one time.

3.6 ACTIVE MODES ASSESSMENT

3.6.1. The scheme includes six new pedestrian and cycling routes which will create improved conditions to support walking and cycling journeys. The assessment has used the DfT's AMAT in accordance with TAG Unit A5-1 (2020). It was determined most appropriate to assess the six routes as a single network appraisal to avoid the risk of double counting benefits and provide a robust assessment.

3.6.2. Detailed information on the economic appraisal of the pedestrian and cycle infrastructure benefits is set out in the technical note in Appendix E6. This section of the economic case summarises that note.

DEMAND FORECASTS

Do Minimum Demand

3.6.3. There was no observed count data available so baseline demand has been estimated using an approach set out in TAG Unit 5.1, which is founded on Census 2011 travel to work data.

3.6.4. 23 Middle Super Output Areas (MSOAs) were identified as relevant to the analysis, including the area around Lea Green Rail Station and the area covering St Helens town centre. The Census 2011 dataset was reviewed to identify how many people make journeys to work by cycle between each MSOA pair. For each result, a factor was then applied which reflected how useful the route is likely to be for people making that Origin Destination (OD) journey.

3.6.5. The sum of these products for all MSOA pairs gives an estimate of the total number of people likely to use the route to travel to work. This total was multiplied by 1.9 to estimate the number of one-way trips each day (with an assumption that not everyone returns home, and by the same mode), and then multiplied by a factor of 2.2 to convert commuting journeys into trips made for all purposes. This calculation uses the assumption that commuting accounts for 45% of all trips made by bike. The results of these calculations provide the baseline demand for the AMAT assessment.

Do Something Demand

3.6.6. The core scenario is based on growth in cycling activity in line with published Government targets extracted from the Propensity to Cycle Tool (PCT), which sees cycling double by 2025 from a 2013 baseline.

3.6.7. The resulting trips with and without the scheme are set out in Table 3-6.

Table 3-6 – Do Minimum and Do Something Cycling Trips

Impact	Trips per Day
Do-Minimum Cycling Trips	463
Do Something Cycling Trips	1,560

ECONOMIC APPRAISAL

3.6.8. The appraisal calculations have been undertaken in AMAT for a 30-year appraisal period. Key assumptions and inputs are detailed in the technical note in Appendix E6.

Scheme Benefits

3.6.9. Table 3-7 presents the results for the core scenario.

Table 3-7 – Summary of Monetised Active Mode Impacts

Impact	TOTAL (£000s) (2010 prices, discounted to 2010)
Congestion benefit	959
Accident	80
Local air quality	15
Noise	5
Greenhouse gases	19
Reduced risk of premature death	9,546
Absenteeism	1,174
Journey ambience	1,445
Indirect taxation	-45
Present Value of Benefits (PVB) Total	**13,200**

3.7 ENVIRONMENTAL IMPACTS

3.7.1. An assessment of the environmental impacts of the ERIC package has been undertaken in line with the approach set out in the ASR. A technical note summarising the assessments is provided in Appendix E7.

3.7.2. The following topics have been considered within the appraisal:

- **Noise** – including all aspects of ambient noise and noise from transportation and traffic as well as other related infrastructure;
- **Air Quality** (Regional and Local) – including all emission and pollution to air from vehicles;
- **Greenhouse Gases** – relating to the impacts of the transport scheme on greenhouse gas emissions, including water vapour, carbon dioxide, methane and ozone, whether they are increased or decreased;
- **Townscape** – referring to the physical and social characteristics of the urban or rural environment and the way in which these characteristics are perceived;

- **Historic Environment** – including historical and cultural buildings, assets and archaeological sites and areas such as parks, gardens and public spaces;
- **Biodiversity** – including earth heritage (geological) interests, flora and fauna; and
- **Water Environment** – relating to all aspects of the water environment, including groundwater and surface water and aquatic ecology.

3.7.3. The effects of the ERIC package have been appraised using a seven-point scale in accordance with TAG criteria. The environmental appraisal is summarised in Table 3-8, as reported in the Appraisal Summary Table (Appendix E9). It should be noted that noise and air quality have not been quantitatively assessed with respect to the forecast traffic impacts; however, an assessment has been made based on AMAT and rail appraisals of Marginal External Costs.

Table 3-8 – Environmental Impacts of the ERIC Package

Impact	Scoring	Description
Noise	Slight Beneficial	Anticipated reductions in road noise levels due to mode shift to bus, cycling and walking. Traffic restrictions at the proposed CYCLOPS are anticipated to lead to some traffic displacement onto other roads, namely the A570 St Helens Linkway.
Air Quality	Slight Beneficial	Anticipated reductions in air pollutant levels due to mode shift to bus, cycling and walking. Traffic restrictions at the proposed CYCLOPS are anticipated to lead to some traffic displacement onto other roads, namely the A570 St Helens Linkway.
Greenhouse Gases	Slight Adverse	Increase in non-traded carbon of 20,040 tonnes and increase in traded carbon of 157 tonnes. However, there is also an anticipated beneficial impact on Greenhouse Gases due to reductions in traffic resulting from mode shift from car use towards rail, cycling and walking.
Landscape	Not Applicable	Due to the mix of sub-urban, urban and industrial land uses present, a landscape appraisal has been scoped out in line with TAG guidance.
Townscape	Slight Adverse	Enhanced townscape through new and enhanced public realm at Lea Green Rail Station and improvements to human interaction through dedicated walking and cycling routes. Potential for adverse impacts on visual amenity for adjacent residents to the Proposed Scheme which may require mitigation via visual screening.
Historic Environment	Neutral	Potential direct impacts to the form, context and period of one designated asset Grade II Listed (Bridge Over Railway) and indirect impacts on 16 non-designated assets adjacent to the Proposed Scheme, although any impact is considered negligible. Improvements to public realm and reduction of general traffic are considered likely to improve the context of adjacent heritage assets.
Biodiversity	Slight Adverse	No direct or indirect impacts on any statutory designated sites. Potential direct impacts on Sherdley Park and Golf Course Local Wildlife Site within the Proposed Scheme extent and indirect impacts on six Local Wildlife Sites within 500m of the Proposed Scheme. Potential impact anticipated on individual trees and woodland located within the Proposed Scheme extent. Proposed Scheme could impact protected species, although considered unlikely.

Impact	Scoring	Description
Water Environment	Slight Adverse	Proposed Scheme is located in part within Flood Zone 2 and 3 and is not anticipated to result in any increase in flood risk. Crosses Pendlebury Brook statutory main river. With standard mitigation, any risks of chemical contamination of ground or surface waterbodies is not considered to be significant.

3.8 SOCIAL IMPACTS

3.8.1. Non-monetised impacts are those which are assessed based on the estimated magnitude of the impact on a quantitative or qualitative basis, using a variety of evidence sources and analytical judgement. These impacts are not included in the initial or adjusted BCR; however, they are considered in the Value for Money statement.

3.8.2. An approach to considering the social impacts of a scheme is set out in TAG Unit 4.1 Social Impact Appraisal (2020). Social impacts include the human experience of the transport system and its impact on social factors. Each of the eight social impacts is assessed and the result is entered into the Appraisal Summary Table (AST). The eight social impacts are:

- Accidents;
- Physical Activity;
- Security;
- Severance;
- Journey Quality;
- Option and Non-use Values;
- Accessibility; and
- Personal Affordability.

3.8.3. The assessments have been carried out qualitatively as some social impacts were scoped out of the full assessment or were anticipated to produce neutral impacts, so a quantitative approach was not deemed proportionate to the study.

3.8.4. The appraisal has assigned an assessment score to each impact based on a seven-point scale of beneficial, neutral and adverse impacts, as set out in Table 3-9.

Table 3-9 – Social Impacts Summary Table

Impact	Scoring	Description
Accidents	Slight beneficial	The scheme is predicted to have a positive impact on accidents as the measures will provide enhanced infrastructure for pedestrians and cyclists which will enable their journeys to be made more safely. This should reduce the likelihood of collisions happening which involve these types of users. STATS19 collision data (in the OAR - Appendix S1) shows there were 37 collisions involving pedestrians and/or cyclists between January 2015 and December 2019 in the vicinity of the proposed new route network (out of a total of 85 collisions). It has not been possible to access detailed accident records for these previous incidents and so no attempt has been made to quantify the scale of any additional safety benefit that the new infrastructure might provide. It is also noted that as the scheme will increase the number of pedestrian and cycle journeys in the neighbourhood, there is a chance that this could increase the risk of pedestrian and/or cyclist collisions occurring where infrastructure is

Impact	Scoring	Description
		not suitable. Whilst the ERIC infrastructure will encourage more use, it is likely that a proportion of new journeys will be made away from the new infrastructure. This benefit may (in part) offset any significant reduction in collision rate on the new infrastructure corridors themselves.
Physical Activity	Strong beneficial	The scheme is predicted to have a strong beneficial impact on physical activity, as the measures will provide enhanced conditions for pedestrians and cyclists which will encourage more people to use these modes and more journeys to be made.
Security	Slight beneficial	The scheme will have a positive impact on security, where new and enhanced CCTV coverage will be installed in the vicinity of Lea Green Rail Station, improving security for rail users and other travellers.
Severance	Moderate beneficial	The scheme will have a positive impact on severance as the cycle routes include improved crossing provision for pedestrians and cyclists at locations that have been identified as particular severance barriers. Most significant are the planned works at the Marshalls Cross Roundabout, where a major remodelling of the junction will convert it to a CYCLOPS layout which gives enhanced priority and accessibility to active modes (there are currently no crossing facilities at this major interchange which is a key barrier to pedestrian and cycle access to Lea Green Rail Station and onwards to the town centre).
Journey Quality	Moderate beneficial	The scheme includes various elements which will improve journey quality. For rail station users there will be significant improvements in traveller care and traveller views. For park and ride users, there will be reduced traveller stress and traveller care. For pedestrians and cyclists, there will be reduced traveller stress through the reduced fear of accidents and route uncertainty.
Option and Non-use Value	Not applicable (N/A)	Not applicable as the ERIC package will not substantially change the availability of transport services.
Accessibility	Moderate beneficial	The scheme will have a positive impact on accessibility, providing additional travel choice as part of an enhanced network, and improved options for walking and cycling and for accessing rail services. The expansion of the park and ride site will also improve access to rail services for people who have access to a car across a wider catchment area, with TPE services opening up longer distance journeys across the north.
Personal Affordability	Not applicable (n/a)	Not applicable as the ERIC package will not substantially change the monetary costs of travel for users.

DISTRIBUTIONAL IMPACTS

3.8.5. An approach to considering the distributional impacts of a scheme is set out in TAG Unit 4.2 Distributional Impact Appraisal. It was agreed with LCRCA that qualitative distributional impact assessment would be undertaken for the ERIC package, as set out in the ASR.

3.8.6. The ERIC package has been planned to provide significant enhancements for people in the Lea Green neighbourhood, as well as other residents across the wider catchment of St Helens. The scheme will provide improved facilities for rail passengers and a larger car park for park and ride which will increase the accessibility of rail services for people that live within a reasonable driving catchment.

3.8.7. SHBC is keen to promote walking and cycling as the preferred modes of travel for short distances and the ERIC package will build on the investment made via the EATF to enhance the network of local routes, including a significant number of segregated routes along main movement corridors.

3.8.8. The scheme will therefore improve the journey experience for people walking, cycling and using rail services, as well as promote inclusivity, travel choice and opportunity, and sustainability. These elements will all contribute towards an overall enhancement of the Lea Green community.

3.8.9. A screening assessment was initially undertaken to identify which Impact Areas should be included. TAG Unit A4.2 suggests that where impacts are localised, such that residential location of the users cannot easily be determined, then a DI analysis is probably not appropriate or feasible. For those which are relevant and achievable, applicable social groups have been identified. This is summarised in Table 3-10.

Table 3-10 – Distributional Impacts Summary Table

Impact	Scoring	Applicable Social Groups
User benefits	Scoped out	-
Noise	Scoped out	-
Air quality	Scoped out	-
Accidents	Slight beneficial	Children, Young people, Older people
Security	Scoped out	-
Severance	Moderate beneficial	Children, Older people, People with a disability, People without access to a car
Accessibility	Moderate beneficial	All groups
Affordability	Scoped out	-

3.8.10. As set out in the Strategic Case, the area faces a series of socio-demographic challenges which the ERIC package can help to address. Commentary is provided below to demonstrate how the scheme will help to positively impact on some of these challenges.

- 51% of residents living within 3km of the rail station are classified as amongst the 20% most deprived across England. This can be linked to a lack of accessibility, or economic opportunity and/or skills. Residents in the St Helens Borough are also generally lower skilled than the North West or England average, with 28% of borough residents having no qualifications. The ERIC package will provide an improved range of travel choices for these most deprived communities. The enhanced walking and cycling links will support people to make more local journeys as well as trips to the station to access rail. NTL and TPE services offer a range of destinations across the North which provide access to opportunities to gain employment, training and skills which may not be available in the more immediate catchment. Improved accessibility in the area also has the potential to encourage more external investment into the Lea Green area which over time would help to improve the living standard and bring people out of the most deprived conditions.
- There is a significant proportion of people living around Lea Green who do not have access to a car. 29% of households within 3km of the rail station do not have a car which is higher than the St Helens district average. These households rely on non-car modes for journeys and so any measures which provide better opportunities for active modes and/or public transport will

significantly improve their conditions. ERIC will make local walking and cycling journeys easier and safer, and the improved facilities at the rail station will make it much more appealing and inviting for people (including people who may not have tried to use rail services before).

3.9 WIDER IMPACTS

3.9.1. Assessment of wider impacts was scoped out as part of the ASR development as the scheme is not expected to have significant impacts that require quantification.

3.10 SCHEME COSTS

APPROACH TO COST ESTIMATION

3.10.1. Estimation of the scheme costs is a crucial part of the scheme appraisal process and directly determines the Net Present Value (NPV) and Benefit Cost Ratio (BCR) reported in the value for money statement.

3.10.2. There are three components to the scheme cost estimate which need to be assessed and reported as per TAG Unit A1-2 Scheme Costs (2017). These are:

- Base cost estimate;
- Adjustment for risk; and
- Adjustment for optimism bias.

3.10.3. The Financial Case provides a detailed description of the development of the outturn cost estimate. In summary:

- The costings are based on BoQ estimates, using appropriate framework rates and recent delivery examples as far as possible to ensure robustness;
- The cost includes inflation in line with CPI forecasts in the TAG Databook (July 2020); and
- Risk allowances have been derived based on Quantified Risk Assessments calculated for the Risk Register Framework, plus additional cover for unidentifiable risk as a contingency.

3.10.4. The base cost estimate, risk and inflation cost totals from the Financial Case are presented in Table 3-11.

Table 3-11 – Summary of Scheme Cost Totals

Cost Component	WP1-3 (£)	WP4 (£)	TOTAL (£)
Base Cost	4,019,740	8,809,570	**12,814,310**
Inflation	113,235	336,590	**449,825**
Risk	761,508	1,155,641	**1,917,149**
OVERALL COST	**4,894,483**	**10,301,801**	**15,196,285**

3.10.5. These totals exclude all sunk costs that have already been incurred by the project, such as the development fees to prepare the designs, undertake the modelling and compile this FBC. In line with TAG guidance these are omitted from the business case.

OPTIMISM BIAS

3.10.6. Optimism bias represents the demonstrated systematic tendency for appraisers to be overly optimistic about key parameters; specifically estimating scheme costs and delivery times to be too low and too short respectively. An uplift factor is therefore applied to the scheme costs to account for this.

3.10.7. TAG recommends a range of factors based on the nature of the scheme and the stage of development. The values that have been applied in the appraisal are shown in Table 3-12.

Table 3-12 – Optimism Bias Uplifts for ERIC Package

Cost Type	OB	Description
Highways / Cycle Routes	3%	TAG Unit A1.2 Table 8, for Stage 3 Design
Rail Improvements	9%	TAG Unit 5.3 Table 3, for Single Option Refinement Stage

PRESENT VALUE OF COSTS

3.10.8. For economic appraisal, present value costs are presented requiring three further calculations (in line with TAG Unit A1-1 Cost Benefit Analysis (May 2018):

- Rebasing to the DfT's base year (which is currently 2010);
- Discounting to the DfT's base years using DfT Databook factors (3.5% for 0-30 years, then 3.0%); and
- Converting to market prices, using the indirect tax correction factor of 1.19.

3.10.9. The calculated Present Value of Costs (PVC) for the scheme is presented in Table 3-13. This includes the effect of additional revenue generated through increases rail ticket sales as a result of the scheme.

Table 3-13 – Scheme Cost Estimate (PVC)

Cost Element	TOTAL (£)	*Relevant Reference*
Investment cost	10,472,612	*n/a*
Operating costs	730,572	*n/a*
SUB-TOTAL	**11,203,184**	
Rail Revenue Generated	-4,973,618	*Table 3-3*
Total Present Value of Costs (PVC)	**6,229,566**	

Contributions

3.10.10. The total PVC estimate represents the full cost of the scheme. For cost-benefit analysis and value for money appraisal the costs of a scheme should only include the cost to the Broad Transport Budget. This refers to costs (and revenues) which directly affect the public budget available for transport.

3.10.11. As the whole scheme is to be funded from the City Region's TCF allocation, there is no planned private sector funding for the scheme.

Public Accounts Table

3.10.12. The Public Accounts (PA) Table summarises the overall cost to the Broad Transport Budget and Wider Public Finances. In this table costs appear as positive numbers whilst revenues and private contributions appear as negative numbers. The PA table is attached to this FBC as Appendix E8.

3.11 COST-BENEFIT ANALYSIS

3.11.1. This section provides a summary of the core scenario benefits and assesses the value for money when compared to the scheme costs.

ANALYSIS OF MONETISED COSTS AND BENEFITS

3.11.2. The monetised benefits that have been calculated for the scheme are summarised in Table 3-14.

Table 3-14 – Scheme Benefits (PVB)

Cost element	TOTAL (£000s) (2010 prices, discounted to 2010)	*Relevant Reference*
Rail enhancement impacts	3,002	*Table 3-3*
Highway impacts	22,165	*Table 3-5*
Active mode impacts	13,200	*Table 3-7*
Total Present Value of Benefits (PVB)	**38,367**	

3.11.3. Transport Economic Efficiency (TEE) accounts for a significant proportion of the scheme benefits. A completed TEE table is attached to this FBC as Appendix E8. Note that rounding in the TEE means that the PVB reflected in the AMCB table is slightly different to that presented above.

3.11.4. Table 3-15 compares the PVB (Table 3-14) to the PVC (Table 3-13) to assess the NPV and BCR of the ERIC package core scenario.

Table 3-15 – Cost-Benefit Analysis

Cost Element	TOTAL (£000s) (2010 prices, discounted to 2010)	*Relevant Reference*
PVB (£)	38,367	*Table 3-14*
PVC (£)	6,230	*Table 3-13*
Net Present Value (NPV) (£)	**32,137**	
Benefit to Cost Ratio (BCR)	**6.16**	

3.11.5. The DfT's 'Value for Money Framework' (2017) provides the framework for assessing and reporting value for money based on economic appraisal outputs. A BCR of **6.16** categorises the scheme within the Very High Value for Money category.

VALUE FOR MONEY STATEMENT

3.11.6. The monetised impact assessment presented above demonstrates that the ERIC package reflects Very High VfM, with a BCR of 6.16. In addition to the monetised impacts, the VfM statement also

gives consideration to the broader impacts of the scheme including those which have not been monetised.

3.11.7. The analysis demonstrates that the ERIC package has the potential to provide additional benefits in terms of social and distributional impacts. In particular there will be a significant enhancement in journey quality (particularly for rail station users, pedestrians and cyclists), severance (as a result of the new crossings, particularly those at the new CYCLOPS junction at Marshalls Cross Roundabout) and security (for rail users through the installation of new and enhanced CCTV coverage).

3.11.8. Mode shift to non-car modes as a result of the scheme will contribute towards improved air quality and noise conditions. There are forecast to be some slight adverse impacts on greenhouse gases, townscape, biodiversity and the water environment; however, these are not significant and can be mitigated relatively easily.

3.11.9. The scheme also offers the potential to provide positive impacts that benefit communities which are relatively disadvantaged, be it because they are currently considered to be areas of higher deprivation or areas where car ownership is typically lower than average. These conclusions all add to the positive BCR, creating a stronger overall value for money case for the scheme.

3.11.10. The introduction of the new CYCLOPS at Marshalls Cross Roundabout will provide significant enhancements to pedestrian and cyclist connectivity at a junction which currently presents a barrier to the use of these modes to access the rail station and town centre. The increase in vehicle capacity on the approach arms to the junction as part of the introduction of the CYCLOPS will reduce the level of delay experienced during peak hours.

3.11.11. The modelling shows that a proportion of the strategic traffic currently using Marshalls Cross Road will re-route to the A570 St Helens Linkway as a result of the implementation of the CYCLOPS, which will be reinforced using improved signage. This will lead to some forecast additional delay on the Linkway during the peak hours. SHBC recognises that there is a need to balance competing demands from different users within a limited network. This effect has been understood from the outset of the project and formed part of the initial objectives scoping. SHBC has a clear policy priority to promote and encourage the use of sustainable modes for local trips and accepts that this can lead to some negative impacts on vehicle traffic.

3.11.12. The TAG 'Analysis of Monetised Costs and Benefits' (AMCB) Table is also used to present the NPV and BCR in a standardised format. The AMCB table is attached to this FBC as Appendix E8.

APPRAISAL SUMMARY TABLE

3.11.13. The Appraisal Summary Table (AST) presents all of the evidence from the economic appraisal in a single table. It records all of the impacts which have been assessed using monetised, quantitative or qualitative information. The AST is attached to this FBC as Appendix E9.

3.12 ALTERNATIVE SCENARIOS AND SENSITIVITY TESTING

3.12.1. Alternative scenarios are modelled to understand the extent that the appraisal conclusions may vary from the core 'most likely' scenario, including cost-benefit analysis and value for money, through changing specific parameters or assumptions. Sensitivity testing is usually completed to test the robustness and variability of the BCR in relation to particular weaknesses or risks related to the scheme or the appraisal.

3.12.2. For the ERIC package, six sensitivity tests have been undertaken as set out in Table 3-16.

Table 3-16 – Sensitivity Tests

Test ID	Category	Description on Variance from Core Scenario
1a, 1b, 1c	Rail enhancements appraisal	Impact of COVID-19 on rail demand. The DfT has provided three post-COVID impact projections which 'dampen' forecasts down by a set percentage. These are referenced as Low (1a-most severe), Medium (1b) and High (1c-least severe) growth.
2a	Active mode appraisal	Expanded analysis period where the infrastructure is used 365 days per year instead of 253 days per year.
2b	Active mode appraisal	Higher 'Go Dutch' growth scenario used with increased future cycling demand.
2c	Active mode appraisal	Additional 'adjusted BCR' sensitivity test to include the impact of carbon abatement.

3.12.3. The impact on the BCR of each rail and active modes sensitivity test is summarised in Table 3-17.

Table 3-17 – Sensitivity Test Results (£000s, 2010 Prices, Discounted to 2010)

Test ID	Change in PVB (£)	Change in PVC (£)	Revised PVB (£)	Revised PVC (£)	Revised BCR	Revised VfM Category
Core: PVB £38,367; PVC £6,230; BCR 6.16; Very High VfM						
1a	-878	+1,416	37,489	7,645	4.9	Very High
1b	-465	+724	37,902	6,954	5.5	Very High
1c	-32	-1,098	38,335	6,228	6.2	Very High
2a	+5,197	0	43,564	6,230	7.0	Very High
2b	+50,143	0	88,510	6,230	14.2	Very High
2c	+153,822	0	38,521	6,230	6.2	Very High

3.12.4. The sensitivity assessments demonstrate that the ERIC package offers a robust VfM case which is not expected to alter significantly on the basis of the changes in assumptions and methodologies used. The BCR remains above 4.0 in all sensitivity tests.

3.12.5. The lowest BCR (test 1a) relates to a very severe post-COVID reduction in rail patronage, however, this analysis still shows the scheme offers Very High VfM. The tests also demonstrate how a more significant increase in cycling such as to a 'GoDutch' scenario could deliver a BCR of 14.2, largely due to the additional health benefits of increased cycling.

3.12.6. It is likely that the sensitivity tests would deliver similar conclusions as the core scenario in terms of social, environmental and distributional impacts, although the scale of modal shift may be lower where rail patronage is depressed (Tests 1a,1b,1c) and higher where cycle demand is higher (Test 2b).

3.13 SUMMARY

3.13.1. This Economic Case presents the costs and benefits of the ERIC package, providing comparative analysis to demonstrate the value for money offered by the proposals. The appraisal shows that the

scheme represents a strong investment for LCRCA, with a core BCR of 6.16 which reflects Very High VfM.

3.13.2. In addition to the monetised benefits and additional rail revenue that will be generated through additional rail ticket sales, the scheme will positively impact on key environmental and social factors, including noise, air quality, severance and physical activity. It will also make a positive contribution towards improving accessibility and travel opportunities for some of the most deprived communities in the St Helens borough.

3.13.3. Sensitivity testing has shown the VfM to be stable around a series of alternative scenarios for the rail and active modes appraisals, including future scenarios where rail patronage is slow to recover from the severe impacts of the COVID-19 pandemic.

4 FINANCIAL CASE

4.1 INTRODUCTION

4.1.1. This Financial Case sets out the approach taken to assess the affordability of the ERIC package, providing information on the forecast scheme costs, the identified funding strategy and any accounting implications.

4.1.2. The ERIC package is one of several schemes accepted by LCRCA for TCF funding consideration subject to the approval of an FBC, and this Financial Case evidences the scheme costs to date, forecast development and delivery costs and overall funding ask being made by SHBC, LCRCA and NTL in this respect.

4.1.3. As outlined in the Management Case, it is planned for the project to be delivered through two steering groups which hold responsibility for the highways-led and rail-led elements of the project respectively. These are to be delivered under 4 Work Packages, which are summarised as:

- **Work Package 1:** Works related to the six new pedestrian and cycle routes (referred to as Routes 1,2,4,5,6,7);
- **Work Package 2:** Works for preparatory utility diversion works at Marshalls Cross Roundabout in advance of the CYCLOPS works;
- **Work Package 3:** Works at Marshalls Cross Roundabout to construct a CYCLOPS junction; and
- **Work Package 4:** Works to deliver the improvements within the Lea Green Rail Station site, including the construction of new rail station facilities and an expanded car park.

4.1.4. This Financial Case is structured to be consistent with this work package approach. It is understood that two separate Grant Funding Agreements (GFA) will be signed with LCRCA as follows:

- For Work Packages 1-3 with SHBC; and
- For Work Package 4 with LCRCA (Rail).

4.1.5. The Financial Case is supported by two cost plans prepared in relation to the highways and rail elements of the scheme, which are attached as Appendix F1 and F2.

4.2 SPEND TO DATE

4.2.1. Costs incurred to date in the development of the ERIC package are set out in Table 4-1. In line with Transport Analysis Guidance A1-2 Scheme Costs (DfT, July 2017), these sunk costs have not been included in the costs used in the economic appraisal or the affordability assessment presented later in this chapter.

Table 4-1 – Sunk Costs

Item	£ (Outturn Prices)
ERIC Feasibility Study	66,000
Highways / Cycle Design Development and Modelling to date	334,000
FBC Development	100,000
Rail Elements GRIP4 Costs to date	135,000
TOTAL	**635,000**

4.2.2. As part of the funding request made through this FBC, SHBC is seeking to recover the £464k spend to date from LCRCA in relation to highways/cycle scheme development as a capital spend claim.

4.3 SCHEME COST ESTIMATE

COST ESTIMATE APPROACH

4.3.1. In line with TAG Unit A1.2, there are two key components of a scheme cost estimate that need to be assessed and reported:

- **Base Cost Estimate** – the basic cost of a scheme before allowing for risks. The base cost represents the basic costs of the scheme made up of investment, for a given price base. This includes estimates for construction, land, preparation and supervision. It also incorporates a realistic assumption of changes in real costs over time (e.g. cost increases or reductions relative to the rate of general inflation); and
- **Adjustment for Risk** – covers all risks that can be identified, the majority of which are assessed and quantified through a Quantified Risk Assessment (QRA) and included in the risk-adjusted cost estimate.

BASE COST ESTIMATE

4.3.2. The base cost estimate includes both investment and operating costs. TAG Unit A1.2 sets out the cost elements which generally fall into these two categories:

- **Investment Costs:**
  - Construction costs (preliminaries, structures, roadworks, earthworks, ancillary works & third party);
  - Land & property costs (land transfer & legal fees); and
  - Preparation costs (project management, consultancy fees, design, public consultation, public inquiry, surveys, costs associated with gaining statutory powers/orders).
- **Operation Costs:**
  - Operating Costs: This includes routine and non-traffic related maintenance costs e.g. drainage, street lighting, fencing, grass cutting, repainting lines, traffic signals, etc; and
  - Monitoring & Evaluation Costs: Costs for monitoring and evaluating the performance of the scheme compared to the baseline (as set out in the Management Case).

INVESTMENT COST

4.3.3. The ERIC package cost estimate is formed of two separate estimates. This approach aligns with the plan to deliver the project under two GFAs. This approach also offers the best levels of robustness and cost certainty as specialist technical teams have been involved in the estimation process for the highways design (Pick Everard) and rail design (Vextrix) elements.

4.3.4. Both cost estimates draw on industry-standard techniques and approaches to ensure robustness. Further details on the approach taken to developing each estimate is provided below.

4.3.5. The cost plan for the highway-led elements (Work Packages 1-3) has been developed by Pick Everard as follows:

- Work Package 1 will be delivered using the Council's call-off engineering services framework. The cost estimate for these works uses a Bill of Quantities (BoQ) and rates agreed with the Council which reflect recent examples of delivery. These are reflective of the rates that will be used by framework contractors and as such provide a robust degree of cost certainty. There is also an allocation in the QRA to account for possible rate changes.
- Work Package 2 comprises of utilities diversion works which will be procured by Pick Everard on behalf of SHBC and let under a single contract. The cost estimate for these works is based on rates agreed with the Council which reflect recent examples of delivery and existing stats information.

4.3.6. The rates used in the development of the scheme costs for Work Packages 1 and 2 provide SHBC with sufficient cost certainty to accommodate any overruns, should they be required. This is confirmed in the S151 Officer Letter in Appendix M6.

4.3.7. Work Package 3 comprises of the development of a CYCLOPS junction, with works procured by Pick Everard through the SCAPE Perfect Circle Framework, which offers value for money through selection from pre-approved contractors. As the unit rates are unknown until tendering, a Bill of Quantities (BoQ) and rates agreed with the Council have been used, which reflect recent examples of delivery using the SCAPE Perfect Circle Framework. There is also an allocation in the QRA to account for possible rate changes.

4.3.8. A Cost Plan for the rail-led elements (Work Package 4) has been developed by Vextrix, on behalf of NTL and LCRCA. Unit rates have been sourced from outturn cost examples from other recently delivered projects, and industry standard Building Cost Information Service (BCIS) allowances.

4.3.9. Table 4-2 presents the base cost estimates for each of the four Work Packages, in 2020 Q4 prices.

Table 4-2 – ERIC Package Base Cost Estimate

Cost Type	WP1 (£)	WP2 (£)	WP3 (£)	WP4 (£)	TOTAL (£)
Development (excludes sunk costs)	235,625	0	189,875	768,466	**1,193,966**
Design / Procurement / Preparation	1,026,500	380,000	596,500	1,226,609	**3,229,609**
Construction	875,999	0	690,241	6,814,495	**8,380,735**
Land and Property	25,000	0	0	0	**25,000**
TOTAL	**2,163,124**	**380,000**	**1,476,616**	**8,809,570**	**12,829,310**

INFLATION

4.3.10. It is important to take account of the impact of inflation on the base cost estimate over the estimated length of the future design and construction phases, in order to provide a robust estimate of the expected costs.

4.3.11. TAG Unit A1.2 recommends that industry sources are used to derive inflation rates that can be applied over the spend profile. The appraisal has used CPI forecasts, as set out the most recent TAG Databook (July 2020). Inflation rates equal 0.200% in 2021/22 and 0.404% in 2022/23.

4.3.12. The effect of applying inflation is an additional **£449,825** added to the package cost estimate, giving an inflation-adjusted cost estimate of £13,279,136.

4.4 RISK ALLOWANCE

4.4.1. A structured and systematic process for identifying, assessing and managing risk has been established for the ERIC Package. As set out in the Management Case, a Risk Register Framework has been established which comprises three individual Risk Registers as follows:

- 1 – Rail Delivery Specific Risk;
- 2 – Highways Delivery Specific Risk; and
- 3 – Overarching Project and Programme Risk.

4.4.2. This approach will enable the highways and delivery risks which apply under the separate GFAs to be suitably managed by the relevant steering group, whilst also enabling management of higher level risks which apply to the project as a whole.

4.4.3. The three Risk Registers have been maintained as a suite of live documents and each is subject to regular Risk Reviews. All risks within each register are classified across the probability of the risk occurring and the most likely impact on costs and time which would arise if the risk did occur. A 'freeze' was taken after the latest risk reviews on 5th January 2021 to calculate the risk allowances to be included within the FBC. For Risk Register 1, calculations have used a spreadsheet tool with low and high exposure values assigned to each risk. The mean level of risk has been taken for each item in line with the approach taken on other recent schemes delivered by the Northern / Vextrix team. For Risk Registers 2 and 3, the risk allowances have been calculated through a QRA using @RISK (ver7) analysis software, taking P80 values.

4.4.4. Whilst the risk registers capture risks that are understood and foreseen to some extent, experience tells us that additional costs can be incurred during delivery which cannot be foreseen or which are unknown at the time of scheme development. This is particularly important during the current time, as we better understand the impacts of Brexit on supply chains and contractor rates and as the COVID-19 pandemic continues to heavily influence working arrangements. A small element of additional project contingency has therefore been included for both the highways and rail elements to account for this uncertainty.

4.4.5. This risk analysis has calculated an overall project risk allocation of **£1,917,149**. This is equivalent to 15% of the base cost. Table 4-3 shows the breakdown of this allocation in 2020 Q4 prices. This includes the split between Work Packages / GFAs. For simplicity, it is proposed to distribute the programme level QRA allocation evenly between the two GFAs.

Table 4-3 – Quantified Risk Assessment and Risk Allocations

QRA Type	TOTAL (£)	*WP1-3 (£)*	*WP4 (£)*
1a – Rail Delivery Specific QRA	684,899	*n/a*	*684,899*
1b – Additional Rail Delivery Contingency (5.0% of base costs)	402,055	*n/a*	*402,055*
2a – Highways Delivery Specific QRA	498,916	*498,916*	*n/a*
2b – Additional Highways Delivery Contingency (4.5% of base costs)	193,905	*193,905*	*n/a*

SUB-TOTAL	**1,779,775**	***692,821***	***1,086,954***
1 – Overarching Project and Programme QRA	137,374	*68,687*	*68,687*
TOTAL	**1,917,149**	***761,508***	***1,155,641***

4.4.6. Full details of the risk management approach that covers the procedures for the ongoing review and management of project risks are set out in the Management Case. The Risk Registers are included as Appendix M7.

4.5 OVERALL COST ESTIMATE AND SPEND PROFILE

COST ESTIMATE

4.5.1. The previous sections have outlined how the base cost, risk allowance and inflation elements of the scheme cost have been calculated. All of these are used to calculate the overall cost estimate as detailed in Table 4-4.

Table 4-4 – ERIC Package Overall Current Cost Estimate

Cost Type	WP1-3 (£)	WP4 (£)	TOTAL (£)
Base Cost	4,019,740	8,809,570	**12,829,310**
Inflation	113,235	336,590	**449,825**
Risk	761,508	1,155,641	**1,917,149**
TOTAL	**4,894,483**	**10,301,801**	**15,196,285**

4.5.2. Therefore the overall current cost estimate for the ERIC package as at January 2021 is **£15.196m**.

SPEND PROFILE

4.5.3. The cost profile across the development and delivery period is set out in Table 4-5. It should be noted that all TCF funding for the scheme must be spent before the end of the 2022/23 Financial Year (FY). Therefore there is no planned spend after March 2023. The delivery programme set out in the Management Case incorporates appropriate flexibility and contingency to ensure that the full scheme can be delivered before the end of the TCF funding period.

Table 4-5 – ERIC Package Forecast Spend Profile

		2020/21 (£)	2021/22 (£)	2022/23 (£)	TOTAL (£)
Work Packages 1-3	Base Cost	30,000	2,350,500	1,639,240	**4,019,740**
	Inflation	0	47,010	66,225	**113,235**
	Risk	0	380,687	380,821	**761,508**
Work Package 4	Base Cost	0	946,900	7,862,670	**8,809,570**
	Inflation	0	18,938	317,652	**336,590**
	Risk	0	172,687	982,954	**1,155,641**
TOTAL		**30,000**	**3,916,722**	**11,249,563**	**15,196,285**

4.6 SOURCE OF FUNDING

4.6.1. This business case has been prepared by SHBC, LCRCA and NTL to seek funding from the LCR's TCF funding allocation. The proposals have been developed to align to the objectives of the TCF fund and this FBC articulates how the ERIC package will help to achieve the relevant desired outcomes.

4.6.2. At the present time there are no appropriate third parties that have been identified to contribute to the funding of the ERIC package.

4.6.3. Therefore the FBC seeks to secure the full amount of £15.196m from the TCF allocation to deliver the project.

4.6.4. For WP1-3, as all delivery funding is being sought from LCRCA, SHBC or other partners will not incur any financial implications. However, SHBC confirms that it will be responsible for any costs incurred over and above the funding request set out in this FBC submission. Furthermore, SHBC confirms its acceptance that any costs that may be incurred after March 2023 (including costs associated with delayed delivery) are not able to be recovered from the TCF allocation. This is evidenced in the signed letter provided by SHBC's Section 151 Officer in Appendix M6. SHBC expect to discuss suitable approaches to drawing down agreed funding as part of the preparation of the GFA with LCRCA.

4.6.5. For WP4, LCRCA is both the funding body and the delivery organisation (as Merseytravel). This has been discussed by relevant parties in advance of the submission of the FBC and the risks to LCRCA are understood should there be any overruns in relation to the delivery of the rail-elements of the ERIC package.

4.6.6. It should also be noted that there are no known state aid issues to address with regards to this proposal.

4.7 OPERATION COSTS

4.7.1. As outlined at the start of the Financial Case, operation costs include Operating Costs (such as maintenance and renewals) and costs for Monitoring and Evaluation (M&E).

OPERATING COSTS

4.7.2. Estimates for Operating Costs are included as part of the two cost plans, included as Appendix F3 and F4. These equate to a total of around £7.9m over the 60-year appraisal period.

4.7.3. It is planned that budgets to cover maintenance and renewals activities will be taken from local Council, LCRCA and NTL budgets. Therefore there is no funding requirement for these costs in this FBC.

MONITORING AND EVALUATION

4.7.4. The Management Case includes a detailed plan for activities that will be undertaken to monitor and evaluate the impacts of the scheme. This includes 1 Year and 3 Year after data collection and reporting periods which are scheduled to take place in 2024 and 2026 respectively.

4.7.5. The M&E strategy set out in the Management Case has been designed to make best possible use of existing datasets, to reduce the need for new data collection and the associated costs that will be

incurred. Furthermore, SHBC, LCRCA and NTL will provide sufficient internal resources to lead the data collection and reporting process. However, a relatively small budget of £60,000 is required to carry out primary data collection, specifically related to understanding patronage of the expanded car park, carrying out vehicle/pedestrian/cycle counts on the local highway network and understanding how rail passengers travel to the station.

4.7.6. SHBC, LCRCA and NTL have not identified any internal sources of funding to undertake these primary data collection activities. Therefore, the £60,000 cost has been capitalised and is included in the overall funding ask for the FBC.

4.7.7. As per the details set out in the Management Case, as the lead scheme promoter SHBC will hold responsibility for ensuring the M&E activities and associated reporting is carried out and so it is proposed that the M&E costs are aligned to WP1-3.

4.8 SUMMARY AND TOTAL FUNDING ASK

4.8.1. This Financial Case has set out the funding required to deliver the ERIC package.

4.8.2. It is planned to deliver the project under two GFAs to be made with LCRCA, and this Financial Case has been structured to enable an easy understanding of these two strands to project management and delivery. The full project cost is being put forward for LCRCA TCF funding.

4.8.3. As well as the funding to deliver the project, the total funding ask includes the recovery of a portion of the scheme development costs already incurred as previously agreed with LCRCA, as well as funding to action specific M&E data collection and activities that will critique the impacts and the successes of the scheme after it has opened.

4.8.4. The total funding ask of LCRCA is therefore **£15,690,285**. Table 4-6 demonstrates the total value of the GFAs which would be signed with SHBC and LCRCA.

Table 4-6 – ERIC Package Total Funding Ask

	WP1-3 (£)	WP4 (£)	TOTAL (£)
Work Package Lead Organisation	**SHBC**	**LCRCA**	
Development Costs to Date (to be recovered as agreed)	434,000	0	**434,000**
Funding Request to Deliver the ERIC Package	4,894,483	10,301,801	**15,196,285**
Monitoring and Evaluation Costs	60,000	0	**60,000**
TOTAL	**5,388,483**	**10,301,801**	**15,690,285**

4.9 SUMMARY

4.9.1. This Financial Case demonstrates that detailed cost estimates have been produced for each element of the ERIC package. The scheme is planned to be funded entirely using LCRCA TCF funding, with an overall contribution being sought of £15.690m. A risk allocation has been calculated based on QRA and contingency to support effective delivery. SHBC has confirmed that it will meet any additional costs over and above the level of TCF funding being sought via the S151 letter in Appendix M6.

5 COMMERCIAL CASE

5.1 INTRODUCTION

5.1.1. This section of the document sets out the Commercial Case for the ERIC package, providing details on the procurement strategy that will be used to deliver the four Work Packages and how these arrangements will deliver best value for money for SHBC, LCRCA and NTL. This includes details on other procurement strategies considered, contract milestones, contract management and risk allocation, as well as other evidence to demonstrate the overall commercial viability of the proposals.

5.2 OUTPUT BASED SPECIFICATION

5.2.1. This business case seeks funding from the LCR TCF programme for delivery of the ERIC package, which will be delivered as four discrete works packages as follows:

- **Work Package 1: Six Pedestrian and Cycle Routes** (referred to as Routes 1,2,4,5,6,7)[2]: Six new pedestrian and cycle routes are to be constructed, that will link into the proposed CYCLOPS junction at Marshalls Cross Roundabout to facilitate safe travel to the rail station, town centre and wider area. These routes will provide a total of:
  - 276m of mandatory one-way on-road cycle lane;
  - 484m of advisory one-way on-road cycle lane;
  - 462m of one-way on-road segregated cycle lane;
  - 2,065m of one and two-way off-road segregated footway/cycle track;
  - 1,617m of two-way off-road non-segregated cycle track;
  - 400m of pedestrian footway;
  - 3 toucan crossings; and
  - 1,270m of new 20mph zone including 12 new road humps/raised tables as traffic calming.

  The Project Delivery Team will be responsible for ensuring that the works comply with Manual for Streets (MfS) and Manual for Streets 2: Wider Application of the Principles (MfS2) and Local Transport Note 1/20: Cycle Infrastructure Design. Where a conflict exists between these documents and the requirements of the local planning authority, highway authority or any other relevant authority, then the requirements of the relevant authority shall take precedence.
- **Work Package 2: Utility Diversion Works:** Diversion or other works as required are to be undertaken early on in the delivery programme to facilitate safe construction and delivery of the CYCLOPS junction in the second delivery year.
- **Work Package 3: CYCLOPS Junction:** Construction of a CYCLOPS junction that provides enhanced vehicle approach capacity and safe crossing for pedestrians and cyclists. Deliverables include 4 new parallel crossings and approximately 260m of on-road segregated cycle lane. The Project Delivery Team will be responsible for ensuring the works comply with MfS and MfS2, and

[2] NB Cycle Route 3 has been omitted from the Full Business Case proposals due to the identification of an unacceptable delivery risk following the options selection stage. Further details are provided in the Strategic Case.

LTN 1/20. Where a conflict exists between these documents and the requirements of the local planning authority, highway authority or any other relevant authority, then the requirements of the relevant authorities shall take precedence.

- **Work Package 4: Rail Station Works:** Development of the existing 190 car park and ticket office into a modern transport Interchange including a 439 space car park that incorporates a 373 space two-level multi storey car park and a 66 space ground level carpark with passive provision for Electric Vehicle charging. This will lead into a new station ticket office, rail and bus passenger waiting room, a taxi waiting/drop-off area and associated forecourt and public realm improvements leading to the platforms. This element of the scheme will be delivered by NTL as the Station Franchise Operator and its appointed design and build contractor.

5.2.2. The works proposed are relatively straightforward civil engineering works that are well understood by SHBC, LCRCA and NTL and have no impact on the operational railway. The guidance documents that we have specified as constituting the specification for the scheme are well understood by the industry in terms of the quality of products and workmanship and have clearly defined outcomes.

5.2.3. SHBC, LCRCA and NTL are conscious of the benefits that high-quality construction can bring to improving the whole life cost of maintaining public highways, footways and cycleways from an asset management perspective and the specification focuses on achieving a reduction in that cost and improving overall value for money.

5.2.4. The use of quality products and materials coupled with a high standard of workmanship should result in reduced maintenance and repair costs over the life of the assets. This reduces the ongoing financial liability held by SHBC, LCRCA and NTL and increases the availability and reliability of the transport network to users.

5.3 PROCUREMENT STRATEGY

OVERVIEW

5.3.1. The ERIC package is comprised of highways and rail proposals as follows:

- Highways works to be undertaken outside of the Lea Green Rail Station site boundary, including the six new pedestrian and cycle routes and the remodelling of Marshalls Cross Roundabout to a CYCLOPS junction (Work Packages 1-3). As SRO, Steven Walker will hold overall responsibility for the procurement, management and delivery of these elements of the ERIC package, supported by Stephen Walsh as the Delivery Lead.
- Rail works to be undertaken within the Lea Green Rail Station site boundary, including the new rail station building and the expansion of the park and ride car park (Work Package 4). LCRCA will hold overall responsibility for the procurement, management and delivery of these elements, supported by NTL as the delivery agent and TOC and Vextrix as the Principal Designer appointed by NTL.

5.3.2. The four Work Packages will be procured separately to suit the form and scale of proposals within each.

5.3.3. As detailed in the Management Case, two separate Steering Groups will be set up to oversee the delivery of the rail and highways elements, co-ordinated centrally through a Project Board that sits across the programme as a whole.

PROCUREMENT CONSIDERATIONS

5.3.4. The approach taken by SHBC, LCRCA and NTL has been to review the proposed works in light of previous project delivery experience, to identify how relevant experience and lessons learnt can be used to select the most appropriate procurement strategy for the ERIC package.

5.3.5. For all elements of the ERIC package, when assessing the credentials of potential procurement options, the following criteria have been considered:

- **Quality** – to what extent would the procurement option result in the works being delivered by contractors who are technically capable of delivering high-quality outputs that provide value for money?
- **Cost certainty** – to what extent would the procurement option offer a greater degree of cost certainty, including certainty that the ERIC package can be delivered within the available funding constraints?
- **Management of risk** – to what extent would the procurement option result in project and financial risk being held and carried by the contractor (as opposed to the client)?
- **Management time and resource** – to what extent would the management of contracts required be onerous and likely to take up limited client resources?
- **Time** – to what extent can the procurement option lead to appointment within the timescales set out in the delivery programme and the requirement for all TCF funding to be spent by 31 March 2023?

5.3.6. The time element in particular is fundamental to the selection of the preferred procurement strategy. The strategy has been developed to give SHBC full confidence that the ERIC package can be delivered and all TCF funding spent by the end of March 2023.

WORK PACKAGES 1-3

Procurement Options Assessment

5.3.7. Given the nature of the proposed works, SHBC has undertaken a strategic review of potential procurement options, according to the criteria set out above and the specifics of the scheme. These procurement options include:

- Traditional Procurement;
- Management Contract;
- Framework Agreement; and
- Design and Build (Single Stage & Two Stage) – SCAPE Framework.

Traditional Procurement

5.3.8. Traditional procurement involves the use of separate design and construction processes. The first stage would be to undertake a detailed design with full construction specification and bill of quantities for subsequent tender by contractors / suppliers. This design element could either be undertaken in-house if appropriate skills and resources exist or could be contracted out under the Council's professional services framework, thus minimising procurement time.

5.3.9. The second part of procurement would then be either a single or multiple construction contract appropriate to the works involved.

5.3.10. This approach would offer SHBC maximum control over the design and specification. However, the procurement and handover process can take longer than alternative approaches and the knowledge and experience gained during the design process may not be fully transferred to the construction team.

Management Contract

5.3.11. The Management Contract approach would normally result in SHBC employing a single management contractor with an appropriate contract (e.g. NEC Option F) who would then arrange for the procurement, management and delivery of the works using appropriate sub-contracts. The management contractor does not normally execute the works itself, although a number of civil engineering contractors also undertake management contracting. In this scenario the civil engineering contractor would likely seek to employ a specialist sub-contractor for elements of the works.

5.3.12. In either scenario the cost of procurement via this method is likely to be 10-30% higher due to the profits required for having a management contractor in place.

5.3.13. There is no guarantee of quality other than by specification in the management contract and the actual quality delivered is highly dependent on the individual contractor. In terms of programme, this is likely to extend the overall programme for delivery as the management contractor is likely to require a period to procure the sub-contractors following the procurement period of the management contractor themselves by SHBC.

5.3.14. The main benefit of a management contract would be to minimise Council inputs once the management contractor has been appointed and the performance specification determined. However, this potentially comes at a higher price and with a longer delivery programme.

Framework Agreement

5.3.15. The use of SHBC's existing framework agreements would allow the Council to access prequalified supply chains on a call-off basis. The repeated use of frameworks creates efficiencies and flexibility in the selection of suitable delivery parties with agreed rates for works. This minimises exposure to risk by relying on an established risk allocation model. Furthermore, the use of framework call-offs enables selection and appointment of the preferred contractor within a much shorter space of time compared to other procurement methods.

Design and Build

5.3.16. The SCAPE civil engineering framework adopts a Design and Build contract option, with Balfour Beatty as the principal contractor. This framework is normally used for large value single projects when the detailed design is not fully developed by early contractor engagement to deliver best value design solutions and value for money. The ERIC package comprises of multiple elements with relatively low values and the detailed design has been completed for the submission of the Full Business Case.

Option Scoring

5.3.17. A qualitative scoring mechanism was used to assess the four procurement options. The scoring mechanism uses a five-point scale, where 3 is neutral, 1 is least favourable and 5 is most favourable. A score of 15 (an average score of 3 for each of the 5 criteria) therefore reflects an

average score, with a score higher than 15 being beneficial to service delivery and a score lower than 15 being an undesirable outcome.

5.3.18. The four procurement options were assessed against the following five criteria:

- **Quality** – Contract options that are likely to result in high-quality outputs particularly for the urban realm elements are scored more favourably. High quality is viewed in the context of maintenance durability and ease of removing or repairing damage.
- **Time to Implementation** – A higher score is awarded to options that offer the shortest period to scheme implementation.
- **Cost Certainty** – A higher score is awarded to options that offer the greatest cost certainty at the time of signing contracts.
- **Risk Transfer** – A higher score is awarded to options that enable SHBC to transfer the highest appropriate degree of risk as practicable to a Contractor.
- **Management Time** – A higher score is awarded to options that are less onerous for the Project Manager to administer the contract.

5.3.19. The outcomes of this assessment are shown in Table 5-1.

Table 5-1 – Procurement Option Scoring Matrix

Procurement Option	Quality	Time	Cost Certainty	Risk Transfer	In-House Resource Requirement	Total Score
Traditional Procurement	5	3	3	4	3	**18**
Management Contract	3	2	2	3	3	**13**
Framework Agreement	5	5	5	4	4	**23**
Design & Build	4	4	2	2	3	**15**

5.3.20. The use of a Management Contract was discounted for the delivery of all three Highways work packages, due to its low overall score and its particularly low scores in terms of cost certainty and delivery time – both of which are critical to the successful delivery of the ERIC package within the criteria for the TCF programme.

5.3.21. The use of a Design and Build contract via the Scape Framework (Balfour Beatty) was also discounted for the delivery of all three Highways work packages, as SHBC's previous experience of using this route is that the overall cost of delivery is typically higher than using one of the alternative routes as a result of the management charges applied. Given the relatively small, package nature of the ERIC scheme, it is not felt that this approach is suitable or offers value for money above the other options. The score of 15 in Table 5-1 reflects this evaluation.

5.3.22. For the delivery of the pedestrian and cycle routes (Work Package 1), Traditional Procurement via an open tender exercise was discounted as the Council's market analysis identified a risk that the available contractors who are likely to bid do not have the flexibility in terms of programming the delivery of the six cycle routes to align against the delivery of the other scheme elements, in a

manner that avoids a significant cumulative impact on the network at any one time. This option was discounted for Work Package 2 (utilities) for similar reasons.

5.3.23. However, Traditional Procurement is considered to be the most suitable mechanism for delivering the CYCLOPS junction (Work Package 3). This is a relatively complex scheme that will require specialist skills and it is not considered that the Council's framework contractors have the necessary experience in delivering such a large project to a high quality or the available time needed to deliver within the specified project timescales.

5.3.24. Furthermore, a full construction stage detailed design and bill of quantities exists for the CYCLOPS proposal, which reduces the main risk associated with running an open tender exercise that enables contractors to specify alternative designs or costs. The delivery of the CYCLOPS is programmed for the second delivery year, with the tender planned in January 2022, which gives sufficient time to appoint a suitable contractor and deliver the works by the end of 2022, with three months' float to March 2023 if required.

5.3.25. The use of an existing Framework Agreement is considered to offer the best overall option for the delivery of Work Package 1 (pedestrian and cycle routes). This option scores very highly on quality, cost certainty and delivery timescale and highly on risk transfer and the need for in-house Council resources. Framework Agreements are based on established rates which are pre-approved in terms of offering value for money to the Council, and call-offs under the framework are a much quicker exercise than Traditional Procurement. The use of a Framework Agreement also offers flexibility in terms of the delivery programme and minimises the risk of costs arising during the delivery stage which SHBC would need to fund over and above the TCF allocation.

Preferred Procurement Options

5.3.26. The preferred procurement options are therefore:

- **Work Package 1:** Pedestrian and Cycle Routes – SHBC via an existing Framework Agreement;
- **Work Package 2:** Utilities – SHBC will appoint Pick Everard via the SCAPE Perfect Circle Framework to manage procurement for WP2, which will be let via a single contract with works undertaken by the Utilities; and
- **Work Package 3:** CYCLOPS – SHBC will appoint Pick Everard via the SCAPE Perfect Circle Framework to manage procurement for WP3, which will be tendered via traditional procurement.

Sourcing Options

5.3.27. The Public Procurement Contracts Regulations requirements and processes require that OJEU processes apply to all schemes procured in the UK which exceed the following thresholds with effect from 1 January 2018:

- £181,302 Supplies and Services (others)
- £4,551,413 Works (all bodies)

5.3.28. Framework agreements are increasingly being used by public sector clients to commission work more quickly and with greater efficiency. The use of framework agreements allow SHBC to access pre-qualified supply chains on a call-off basis. The repeated use of frameworks creates efficiencies in the selection of suitable delivery parties and minimises the Council's exposure to risk by relying on an established risk allocation model.

5.3.29. SHBC has access to the TMC 15 Engineering Works Framework which will be used for the delivery of Work Package 1. This provides the most efficient route to market and all work tendered on this framework is on an open-book basis, with the aim of offering the best value for money. This sourcing option also enables the Council's delivery team to follow well-established, familiar processes, helping to de-risk the contract management elements of the scheme.

5.3.30. Utilities diversion works will be let by Pick Everard on behalf of SHBC via a single contract with works undertaken by a specialist contractor appointed by the utility company. In order to plan for the timely construction of the highway works and following C2 (preliminary enquiries) with utility companies likely to be affected by the scheme, Pick Everard will appoint an agent at detailed design stage to act on the Council's behalf for C3 (initial design and budget estimates) and C4 (detailed design and estimates) investigations.

5.3.31. However, Pick Everard will retain responsibility for placing notices and advance orders, together with construction, claims, invoicing and payment. Timescales for the submission of estimates and information from the Undertaker will be agreed by Pick Everard with the Project Delivery Team, although this may be extended by agreement. Pick Everard will liaise with the Undertaker to ensure timely submission including any construction conflicts.

Payment Mechanism

5.3.32. To ensure value for money, SHBC has considered a range of payment mechanisms appropriate to the type of work being undertaken and to support the correct allocation of risk during the delivery period. All applications for payment will be checked and signed off by Steven Walker as SRO and Stephen Walsh as Delivery Lead in line with the Council's requirement for two signatures. Supporting information will be required from the contractor for each application for payment.

Risk Allocation and Transfer

5.3.33. It is important that the project delivery risks are allocated according to the ability of any particular party to manage and control those risks. Inappropriate allocation or transfer of risks will result in cost premiums and therefore the Council's objective is to allocate risks appropriately at the start of the delivery period.

5.3.34. Risk allocation will depend on the form of contract and the works being undertaken. Separate risk registers are being maintained for the highways and rail technical elements and for the ERIC package as a whole, and these will continue to be updated as the scheme moves through to the procurement and pre-construction stage.

5.3.35. For all Risks, an owner is identified and any mitigation actions that are to be taken for each risk (e.g. treat, transfer) are recorded. As part of the ongoing risk management process, SHBC will assess each risk and whether it is appropriate to transfer the risk in part or whole to the Contractor based on the preferred procurement option set out above. A Quantified Risk Assessment has been undertaken to quantify the level of risk associated with delivery and an appropriate risk allowance has been added to the scheme costs presented in the Financial Case.

Length of Contract

5.3.36. The length of the contract will vary in relation to each specific work package according to the nature of the works being procured. In line with the delivery programme, the length of contract will cover the individual task durations, as follows:

- **Work Package 1:** Six Pedestrian and Cycle Routes (1,2,4,5,6,7): 24 months for works, plus a 24 month defects correction period.
- **Work Package 2:** Utilities Diversion Works: 12 months for works, plus a 24 month defects correction period.
- **Work Package 3:** CYCLOPS Junction: 8 months for works, plus a 24 month defects correction period.

5.3.37. With some works running concurrently, the overall programme will last for 24 months, excluding the defects correction periods. The contracts will terminate following completion of all obligations including the defects correction periods. The defects correction period has been set at 24 months for all three work packages to provide sufficient time to understand the quality of finish and ensure that any pavement surface defects have become fully apparent.

5.3.38. For this reason, the contract will not be discharged until two years after practical completion of the works. However, SHBC liabilities should be minimal over this period. For the purposes of funding allocations, SHBC would expect to claim the whole of the TCF funding for the final account in the year of works completion (2023) and to make payment of any retention on completion of the contracts.

Contract Management

5.3.39. The expected completion dates for the various work packages are as follows:

- **Work Package 1:** Six Pedestrian and Cycle Routes (1,2,4,5,6,7): Practical completion and handover in February 2023; final account settlement in February 2025.
- **Work Package 2:** Utilities Diversions: Practical completion and handover in November 2021; final account settlement in November 2023.
- **Work Package 3:** CYCLOPS Junction: Practical completion and handover in December 2022; final account settlement in December 2024.

5.3.40. To ensure the dates set out in the delivery programme are met, procurement and delivery will be managed by Stephen Walsh as Delivery Lead using SHBC's existing framework contractors for Work Package 1.

5.3.41. As set out above, the Council will, via the SCAPE Perfect Circle Framework, appoint Pick Everard to manage procurement and delivery on its behalf for Work Packages 2 and 3.

5.3.42. The works undertaken as part of Work Package 2 will be let via a single contract with works undertaken by the Utilities managed by Pick Everard.

5.3.43. For the procurement and delivery of Work Package 3, use of the SCAPE Perfect Circle Framework will significantly reduce the time needed to prepare the relevant briefs and carry out the necessary procurement procedures, enabling delivery within the required timeframe. It also opens up access to an extensive supply chain which will bring a collaborative team that offers value for money and local social value.

5.3.44. Stephen Walsh will retain overall responsibility for delivery across all three work packages and Steven Walker will retaining overall responsibility for sign off of the works.

5.3.45. As SRO, Steven Walker has overall responsibility for contractual risk management, contractor performance management and project reporting, in line with the scheme objectives. As Delivery Lead, Stephen Walsh will provide sufficient information for the SRO to carry out his role effectively and ensure that the SRO is suitably involved in all decisions that could affect the performance of the scheme. If a deviation is required, the SRO will be responsible for ensuring that adequate approvals have been obtained from the relevant parties.

5.3.46. As Delivery Lead, Stephen Walsh is responsible for leading the wider project delivery team and ensuring that all parties are provided with relevant information at each stage of the delivery process. All documentation to be issued to external parties will be reviewed and approved by Steven prior to publication or issue. Steven will ensure that a suitable document control process is in place to track all documents and communications issued externally and that such processes are regularly audited to ensure compliance in line with Council policies.

Contract Milestones

5.3.47. Table 5-2 sets out the proposed contract milestones, which are set out in full in the delivery programme in Appendix M1. These have been developed based on SHBC's experience in using the same procurement processes in the delivery of previous similar schemes and based on NTL's experience in delivering Newton Le Willows and St Helens Junction station improvements.

5.3.48. The contract milestones are based on the completion of the following relevant project dependencies:

- Public and stakeholder engagement (14 December 2020 – 10 March 2021);
- Finalisation of detailed designs following public/stakeholder engagement (1 February 2021 – 31 March 2021);
- LCRCA TCF funding approval (26 March 2021); and
- GFA signed between LCRCA and SHBC (23 April 2023).

Table 5-2 – Work Packages 1, 2 and 3 Contract Milestones

Contract Milestone		Completion Date
Development	LCRCA / SHBC Grant Funding Agreement Signed	23 April 2021
	Completion of Detailed Design Work	31 March 2021
	Route 6 Sutton Academy Land Transfer	31 March 2021
	Route 7 Lea Green Road Land Transfer	30 September 2021
	Network Rail Agreement – Marshalls Cross Bridge	7 May 2021
Work Package 1	Prepare Pre Construction Information	19 April 2021
	Framework Call Off	7 May 2021
	Appointment of Contractor(s)	10 May 2021
	Completion of all Works	27 February 2023

Work Package 2	SHBC Appoint Pick Everard	19 April 2021
	Agent Appointment	3 May 2021
	Completion of all Works	23 November 2021
Work Package 3	Preparation of Tender Documents	23 July 2021
	Tender Period	30 September 2021
	Appointment of Contractor	18 November 2021
	Completion of all Works	19 December 2022

5.3.49. The delivery programme in Appendix M1 allows for the relevant procurement processes to take place in an appropriate timeframe to ensure that a contractor can be procured during the first year of the programme for Work Package 3. The time allocations will allow the contractor to organise its resources to make best use of the time that is programmed for construction, as well as enable engagement on design refinements, innovation opportunities and potential areas of cost savings.

5.3.50. As required, there are appropriate time allowances included in the programme for the completion of legal orders, notices and land transfers related to the highways works.

WORK PACKAGE 4

5.3.51. LCRCA will hold responsibility for the delivery of the rail-led elements, supported by NTL as delivery agent which will appoint Vextrix as Principal Designer. NTL is now under the direct control of the DfT which means that:

- It is directly spending public money;
- It is governed by UK contract regulations, specifically the Utilities Contract Regulations 2016;
- It is governed by UK government policy objectives, issued through Cabinet Office;
- It is accountable for compliance and will be audited; and
- It is subject to Freedom of Information.

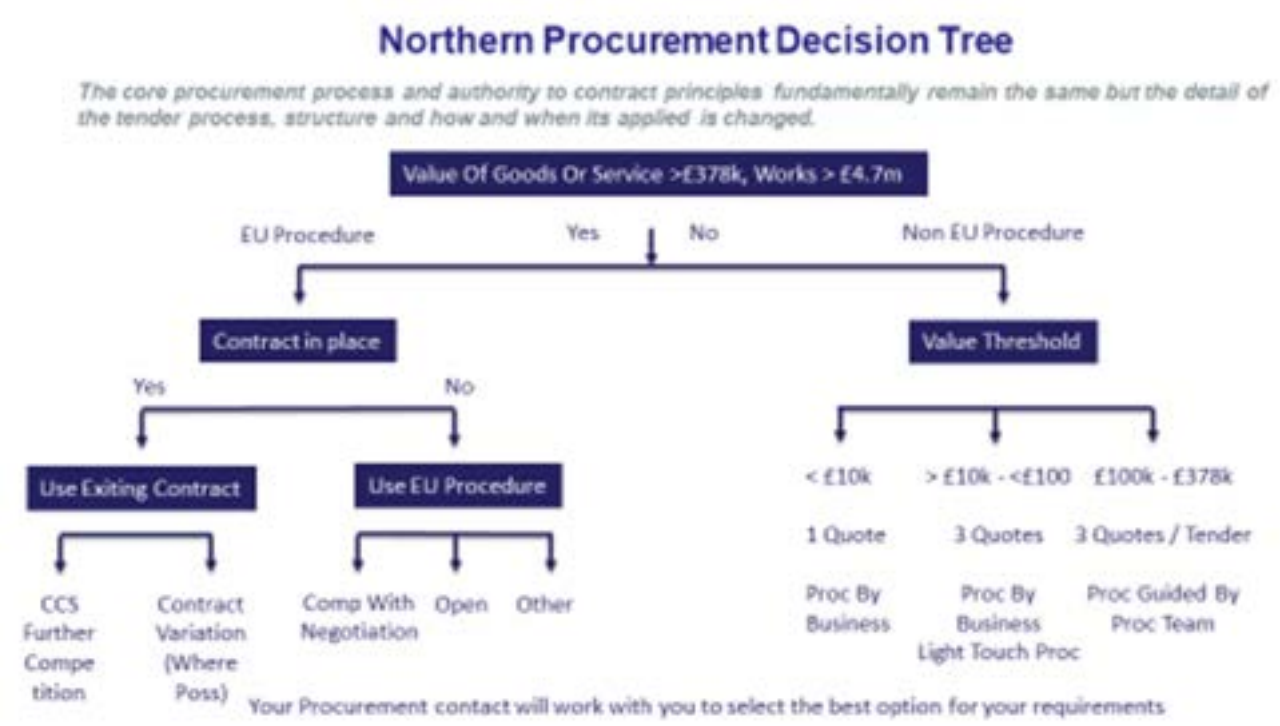
5.3.52. The key elements of the Utilities Contract Regulations 2016 that NTL must adhere to include the need for competition, fairness, transparency, equitable treatment of suppliers and adherence to a detailed specific process. The regulations set out a structured and controlled environment for procurement, including specified stages and timelines.

5.3.53. Two types of contract can be let through the regulations:

- Supply and Services Contract and Design, with a threshold of £378,660; and
- Works Contracts, with a threshold of £4,733,252.

5.3.54. NTL makes procurement decisions in accordance with the decision tree presented in Figure 5-1. For the delivery of the ERIC Package, NTL will tender a GRIP 5-8 Detailed Design and Build contract, with the GRIP 4 design being owned and developed by the contractor through GRIP 5. The relevant timelines for this have been included in the overall project programme.

Figure 5-1 – NTL Procurement Decision Tree



5.3.55. NTL will be the overseeing management company for the works and will manage the procurement process. It will select the professional team and the principal contractor from its approved framework suppliers. All contractors and consultants on the frameworks have pre-qualified and are experienced and suitably qualified to deliver rail development projects.

5.3.56. NTL has a series of property management processes and procedures confirming how schemes are delivered along with a robust ISO approved control of contractor documentation.

5.3.57. The relevant contract milestones for Work Package 4 are set out in Table 5-3.

Table 5-3 – Work Package 4 Contract Milestones

Contract Milestone	Completion Date
GRIP 4 Tendering and Procurement	28 July 2021
GRIP 4/5 Stage Gate Review	17 August 2021
GRIP 5 Contracts Signed	16 September 2021
Section 274 Application	11 February 2022
GRIP 6-8 Construction and Hand Back	31 January 2023

5.3.58. The timescales for the delivery of Work Package 4 are March 2022 for construction work to start on site, January 2023 for practical completion and handover and March 2023 for final account settlement.

5.4 SUMMARY

5.4.1. This Commercial Case demonstrates a robust, clearly evidenced procurement strategy for each of the four work packages, based on consideration of the nature of works required, previous experience of which approaches deliver best value and the delivery timescale.

5.4.2. As the scheme moves through the completion of the detailed design and pre-construction phase, the contractual arrangements will be progressed alongside the required land transfers, notices and orders. The risk registers will be updated with more information on the allocation and treatment of commercial risk as the contractual agreements are put in place.

6 MANAGEMENT CASE

6.1 INTRODUCTION

6.1.1. This Management Case describes how the ERIC scheme will be managed and delivered in accordance with the specified delivery timescales and budget, providing confidence in its overall level of deliverability.

6.1.2. It provides evidence of the successful delivery of similar schemes by SHBC, LCRCA and NTL as the main delivery partners, sets out the governance arrangements and associated responsibilities and reporting structures, provides a detailed delivery programme, sets out how communications and engagement will be managed and provides information on how the performance of the scheme will be monitored and ultimately how the benefits will be realised.

6.1 EVIDENCE OF DELIVERY

6.1.1. The delivery of the ERIC package is reliant on SHBC, LCRCA and NTL as the key delivery partners. Each has extensive experience in managing and delivering high value and complex transport infrastructure schemes, including works similar to those proposed in the ERIC package.

ST HELENS BOROUGH COUNCIL

6.1.2. SHBC has a strong track record of delivery over recent years, including several highways and active travel projects which have been delivered with the full support of the City Region.

6.1.3. Notable examples include:

- **A570 Linkway / Elton Head Road Junction Upgrade** (part of the A570 Corridor) – a £3.7m LGF1 highways-led scheme delivered as per the delivery programme during 2018/2019 to remodel the A570 St Helens Linkway junction with Elton Head Road (Sutton Hall Junction) from a priority roundabout to a signal-controlled crossroads. The scheme has been successful in reducing issues with congestion, as well as significantly improving access around the junction for pedestrians and cyclists through the provision of new crossing facilities and paths. These works were procured and delivered using SHBC's TMC 15 – Engineering Works Framework (2017-2021) and the same approach is proposed for the delivery of the ERIC pedestrian and cycle routes – noting that a 12 month extension is being applied to the framework.
- **A570 Linkway / Scorecross Junction Upgrade** (part of the A570 Corridor) – a £1.2m LGF1 highways-led scheme which is currently on site and is on track for delivery completion in March 2021. The scheme introduces localised widening and new active facilities around Sherdley roundabout, as well as a speed limit reduction on all approaches to improve safety. As per the A570 Linkway/Elton Head Road junction upgrade, these works were also procured and delivered using the Council's TMC 15 Engineering Works Framework.
- **Windle Island Improvements** – a £6.7m highways-led scheme delivered by Balfour Beatty through the Scape framework, with the aim of improving traffic flow and safety at this important junction on the Key Route Network. The scheme, which was delivered to budget and four weeks ahead of schedule in April 2019, was funded through the LCRCA KRN Fund. It is widely considered a success by officers, local politicians and road users in terms of congestion reduction and improved safety.

- **Emergency Active Travel Fund (EATF)** – During 2020 SHBC delivered new active travel infrastructure with the support of LCRCA as part of Tranche 1 of this Government initiative. SHBC quickly mobilised resources to introduce measures which have converted existing advisory cycle lanes on Chester Lane, Jubits Lane and Clock Face Road to segregated cycle tracks. SHBC has now also agreed a series of Active Travel Fund (ATF) Tranche 2 measures with LCRCA, which will complement the Tranche 1 measures and the routes delivered as part of the ERIC Package, offering a coherent network between key destinations. The implementation of the Tranche 1 measures was procured using the Council's TMC 15 engineering framework in a similar way to that proposed for the delivery of the ERIC cycle routes.

LCRCA / NTL

6.1.4. LCRCA and NTL will lead on the delivery of the rail-related elements of the ERIC package. These include the provision of a new station building and the expansion of the existing car park, as well as associated changes to access and landscaping within the site boundary.

6.1.5. LCRCA has successfully delivered a number of projects in partnership with NTL (formerly Arriva North West and Arriva Trains) and SHBC on rail related projects across the Liverpool City Region. These include:

- **Newton-Le-Willows Station Redevelopment** – £18.9m redevelopment of Newton-Le-Willows station and extension of the station car park to provide bus interchange and step free access for passengers, with the provision of a re-designed booking office and new pedestrian access to both platforms, which was completed in 2019. The LCRCA project team worked with officers from SHBC to release land owned by the council, as well as working closely on issues around highway access and additional land acquisition to successfully complete the scheme. Project contractors managed by LCRCA not only delivered station elements but also undertook highways improvements on behalf of SHBC. The project was led by a strategic Project Board similar to that proposed for the ERIC Package, that was attended by all partners including SHBC, Network Rail, LCRCA and NTL, and a stakeholder working group.
- **St Helens Junction Station Car Park** – the 2017 £792k expansion of St Helens Junction station car park on land adjacent to the station, where project partners LCRCA, SHBC, NTL, Network Rail and Vextrix successfully delivered 242 new spaces on time and to budget.
- **Rebuilding St Helens Central Station** – £6m redevelopment of the existing station to make it fully accessible and provide a better link between the town centre and rail network. Works were undertaken in 2007 through a partnership of LCRCA, SHBC, NTL and Network Rail.

6.1.6. Furthermore, LCRCA has worked with a number of other partners to deliver station development and access improvement schemes across the Merseyrail network, covering the Wirral, Northern and City Lines. These have included:

- **Conway Park Station** – new station between Birkenhead Park and Hamilton Square serving Birkenhead Town Centre.
- **Old Roan** – new station created to serve communities in Liverpool.
- **Birkenhead North** – the development and then extension of the station car park to 600+ spaces and lift installation.
- **Maghull North** – delivery of a new rail station to serve a community in north Liverpool.
- **Halton Curve** – reopening of the rail line between Chester and Liverpool Lime Street.

6.2 DELIVERY PROGRAMME

6.2.1. Although the ERIC package has been developed as a single cohesive scheme under the LCR TCF programme, the delivery of the rail elements and the highways elements will be procured and managed by two separate steering groups, as outlined in Section 6.3.

6.2.2. The delivery programme has therefore been developed on this basis, with completion of delivery by 31 March 2023 as per the TCF requirements, but with separate delivery programmes for the two scheme elements. The programme enables the delivery of each scheme element to start on site as and when it is ready, avoiding busy network periods where possible and staggering delivery to reduce the cumulative impact on the network at any one time, and the associated traffic management needed.

6.2.3. The full delivery programme is provided in Appendix M1, which shows the key milestones, dependencies and the critical path. The key milestones are replicated in Table 6-1.

Table 6-1 – Key Programme Milestones

Type / Phase	Key Milestones	Start Date	Completion Date
Scheme Development, Design Completion & Approvals	Design & Scheme Costs Freeze for FBC Submission	22/12/2020	22/12/2020
	Land Transfer – Lord St Helens Land	04/01/2021	05/04/2021
	Land Transfer – Route 6 Sutton Academy Land	04/01/2021	31/03/2021
	Land Transfer – Route 7 Lea Green Road	04/01/2021	30/09/2021
	Network Rail Agreement Marshalls Cross Bridge	04/01/2021	07/05/2021
	Submission of Draft FBC to LCRCA	18/01/2021	18/01/2021
	Independent Business Case Review	18/01/2021	26/02/2021
	Submission of Final FBC to LCRCA	01/02/2021	01/02/2021
	Detailed Design Completion	01/02/2021	31/03/2021
	Core Public and Stakeholder Engagement Period	03/02/2021	18/02/2021
	Submission of Rail Station Planning Application	05/02/2021	05/02/2021
	Planning Application Review Period (8 weeks)	08/02/2021	02/04/2021
	LCRCA Approval of TCF Funding	26/03/2021	26/03/2021
	SHBC Policy Cabinet Approval	31/03/2021	31/03/2021
	Planning Approval	05/04/2021	05/04/2021
	NTL Internal Approvals	15/04/2021	14/05/2021
	Completion of Highways Grant Funding Agreement	22/04/2021	23/04/2021
	Completion of Rail Grant Funding Agreement	14/05/2021	14/05/2021

Type / Phase	Key Milestones	Start Date	Completion Date
Work Package 1: Pedestrian & Cycle Routes	Framework Call Off & Appointment of Contractor	26/04/2021	10/05/2021
	Route 1 Construction Period	11/05/2021	13/09/2021
	Route 2 Construction Period	11/10/2021	15/03/2022
	Route 4 Construction Period	11/05/2021	23/09/2021
	Route 5 Construction Period (Phase 1)	15/12/2021	04/03/2021
	Route 5 Construction Period (Phase 2)	03/10/2022	09/12/2022
	Route 5 Construction Period (Phase 3)	14/11/2022	03/02/2023
	Route 6 Construction Period (Phase 1)	20/07/2021	22/10/2021
	Route 6 Construction Period (Phase 2)	27/12/2022	06/02/2023
	Route 7 Construction Period	30/11/2021	25/02/2022
Work Package 2: Utilities Diversions	Framework Call Off & Appointment of Contractor	16/03/2021	03/05/2021
	Diversions & Signal Ducting	08/06/2021	22/11/2021
Work Package 3: CYCLOPS Junction	Tender Period & Appointment of Contractor	26/07/2021	18/11/2021
	Construction Period	04/04/2022	16/12/2022
Work Package 4: Lea Green Rail Station	RIBA 3 / GRIP 4 Tendering & Procurement	17/05/2021	28/07/2021
	Independent Design Check	31/05/2021	17/06/2021
	GRIP 4 / 5 Stage Gate Review	29/07/2021	17/08/2021
	RIBA 4 GRIP 5 Detailed Design	27/08/2021	02/02/2022
	GRIP5 to GRIP6-8 Gate Review	03/12/2021	16/12/2021
	Section 274 Application	17/09/2021	11/02/2022
	RIBA 5-7 / GRIP 6-8 Construction: Phase 1 Surface Car Park Extension	23/03/2022	24/05/2022
	RIBA 5-7 / GRIP 6-8 Construction: Phase 2 MSCP & Station Building	25/05/2022	17/01/2023
	RIBA 5-7 / GRIP 6-8 Construction: Phase 3: Cycle Storage & Public Realm	25/05/2022	20/09/2022
	Hand Back & Entry Into Service	27/01/2023	31/01/2023
Monitoring & Evaluation	Baseline Data Collection	12/04/2021	20/04/2021
	Year 1 Data Collection & Reporting	11/04/2022	19/04/2022
	Year 3 Data Collection & Reporting	14/04/2025	22/04/2025

6.2.4. The programme and milestones assume that LCRCA provides funding approval at its meeting on 26 March 2021, and that planning permission is granted by SHBC in April 2021. Delays to either of these milestones would impact on all subsequent activities and may compromise the ability to deliver the full scheme within the available delivery window.

6.2.5. The largest single constraint on the delivery programme is the TCF deadline for funding to be spent by 31 March 2023. SHBC, LCRCA and NTL have developed their plans and the programme accordingly to ensure that delivery is completed prior to this deadline. All construction work is programmed to complete in early February 2023, with the majority of scheme elements completed well before this date. There is therefore a level of contingency built into the programme in case of unforeseen delays or issues that lead to unavoidable programme elongation.

6.2.6. The approval of TCF funding will enable GRIP 5 (Detailed Design) to be undertaken. In July/August 2021, a stage gate review will be undertaken to move from GRIP 4 to GRIP 5. As the preferred procurement approach is to use a Design and Build contract, the preferred bidder will be selected in parallel during July 2021. The GRIP 5 detailed design work will then take place from August 2021, with an approval gateway planned for early December 2021 where NTL and LCRCA will evaluate the designs and costs before formally moving on to GRIP 6-8 and the construction phase from February 2022.

6.2.7. The car park expansion is also reliant on the transfer of land that is owned by Lord St Helens to SHBC and ultimately to LCRCA to lease to NTL. The transfer to SHBC must be completed in time to enable site works to commence in accordance with the delivery programme, although final leasing arrangements may not be formalised until a later date.

6.2.8. The rail-related scheme elements will be phased commencing with the creation of the new surface car park to the west of the existing car park area. The existing car park will remain open whilst this extension is built. Once completed, the new area will supply approximately 66 spaces and these will remain open throughout the rest of the works when the existing car park will be closed to facilitate works. Works on the existing car park area will start in March 2022 and continue until January 2023. The majority of works are scheduled to take place over the summer months when passenger demand for parking is likely to be at its lowest.

6.2.9. The highways-led elements will each be progressed to a stage where a contractor can be appointed shortly after the approval of the funding. Public engagement and further work to refine the detailed design drawings (as necessary) will take place whilst the FBC is being reviewed by LCRCA and the appointed independent reviewer. It is planned that the majority of construction work on the cycle routes will take place during the first 12 months of the delivery period, alongside any utilities diversions required close to Marshalls Cross Roundabout. The main works at the roundabout will then be undertaken during the second year of the delivery programme.

6.2.10. Where there is the potential for areas of work to overlap, the programme has been considered and structured accordingly to maximise efficiencies as well as minimise potential conflicts and customer disruptions. In particular there has been consideration of how the highway works on Marshalls Cross Road may interact with the delivery of the cycle routes and the works within the rail station site boundary. The delivery programme is phased so the cycle routes are the focus of site works during the first year of the delivery period, with the works to remodel Marshalls Cross Roundabout to be undertaken subsequently. Preparatory work at Marshalls Cross Roundabout such as utilities

diversions will be undertaken in the first year. The programme will therefore aim to manage the overall level of disruption faced by people travelling in the local area during the delivery period. Furthermore, disruption that will required on Elton Head Road to facilitate scheme delivery is scheduled during the 2021 summer holiday period when the school is closed.

6.2.11. The following programme constraints and dependencies have been identified.

- **FBC/Funding Approval** - The delivery of the scheme is reliant on the approval of the FBC by the Combined Authority on 26 March 2021. Any delay would reduce the delivery period to less than two years, which would require a higher volume of works on site concurrently in order to achieve completion by 31 March 2023. The requirements of the FBC have been discussed and agreed in advance with LCRCA officers to minimise the likelihood that the submission does not provide or evidence the information needed to provide funding approval. As far as has been possible, information has been shared in draft with the LCRCA for comment and updates in advance of the formal submission.
- **Planning Approval** – The delivery of the rail-led scheme elements in line with the programme is reliant on securing planning approval from SHBC for the rail elements within the expected timescales. The pre-application submission is complete and a series of meetings were held with planning officers during Q3/Q4 2020 to better understand the requirements for the application. The design and associated cost plan for the station have since been updated accordingly in response to comments from officers. The planning application will be submitted in early February 2021, with a response expected in April 2021.
- **Stakeholder/Public Engagement** – The delivery of the scheme to programme relies on the fact that key stakeholders and members of the public will not raise any significant concerns associated with the proposals as they develop closer to delivery. Any such objections have the potential to delay works and/or could lead to redesign costs. Key stakeholders have already been engaged in the scheme development and letters of support are provided in Appendix M2 to demonstrate the existing level of support. Further engagement is being undertaken in February 2021 to ensure the maximum possible local support and buy-in to the proposals, as detailed later in this section.
- **Land Transfers** – Works are reliant on the resolution of necessary land ownership transfers as follows:
  - Transfer of land ownership from Lord St Helens to SHBC, adjacent to the existing rail station site, in order to construct the new area of park and ride.
  - Leasing of rail station land from SHBC to LCRCA. In turn, this will be leased to NTL as the current TOC. The existing rail station access road and bus turnaround is currently designated as Council Highways land and it is proposed that this land is leased to LCRCA.
  - Transfer of rights over Council-owned land along Elton Head Road that is currently leased to Sutton Academy, which is required for the delivery of Cycle Route 6. A verbal agreement has been reached and formal confirmation is expected in due course.
  - Securing necessary land to deliver Route 7, adjacent to Lea Green Road. The Council is currently confirming the relevant landowners and will engage as appropriate where land is not already owned by the Council.
- **Section 247 Agreement** – a highways stopping up order is required to remove the adopted highway status of the access road/busway as part of the station works. The Agreement can only be advertised after planning approval is granted and the determination period by the DfT is likely

to take 8-10 weeks following this. However, this activity can run concurrently with the detailed design process in order to reduce the overall duration of the station works.

- **Network/Travel Disruption** – During construction, the works will cause some level of disruption to the local community and the delivery programme has, as far as is practical, been designed to minimise this disruption. For example, the planned works on Elton Head Road near to Sutton Academy have been scheduled for the 2021 summer holiday period when the number of people requiring access will be much lower than in term time. Similarly, the most disruptive parts of the major works required at Marshalls Cross Roundabout are scheduled for summer 2022 when traffic flows are expected to be lower than typically. These works have been programmed in year 2 of the delivery programme separate to the station car park works which will be undertaken in year 1, to reduce the cumulative level of disruption to travellers. For all works, appropriate traffic management plans will be implemented to ensure that access is retained throughout the works and key stakeholders such as Sutton Academy will be consulted directly with respect to the proposed arrangements. Similarly, pedestrian and cycling routes will be maintained or diverted wherever required to maintain access when closures are required in order to facilitate the works.
- **Listed Bridge Works** – Cycle Route 5 includes a continuous cycleway that passes directly over the listed Marshalls Cross bridge. Listed Building Consent (LBC) is not required, as the construction of the cycleway does not require any works to the bridge structure or upstand walls, and thus does not affect the historic character of the bridge. However, whilst the highway land over the bridge is owned by SHBC, the bridge itself is owned by Network Rail, and SHBC therefore need to provide a method statement and obtain permissions in order to carry out the necessary works.
- **Co-Ordination with Routine Works, Events and Other Schemes** – The development of the highway works programme has been developed to ensure suitable co-ordination with routine maintenance works that are also scheduled for the network during the next two years. The works programme has also considered the potential demands of major local events as shown in Table 6-2, noting that these events are subject to prevailing COVID-19 restrictions at the time. It is also known that, from January 2021, Sutton Academy will be undertaking works to construct an artificial pitch that will continue during the ERIC delivery period. The Project Manager will hold meetings with Street Works internally during delivery to coordinate scheme delivery alongside routine works and maintenance.

Table 6-2 – Major Events in St Helens during ERIC Delivery Programme

Event	Timescale
Sherdley Park – Circus	5 - 10 April 2021
Sherdley Park – Summer Festival	Late July 2021
Sherdley Park – Reminisce Festival	11 September 2021
Rugby World Cup	7.30pm on 26 October, 1 November and 6 November 2021
Sherdley Park – Spark in the Park	5 November 2021

- **Unknown Buried Utilities** – although existing drawings have been consulted, the full extent of any buried utilities will not be known until the works start on site.

6.2.12. Mitigation measures have been put in place as far as possible to minimise the impact of these constraints. As the project progresses, the Project Board will be responsible for regularly reviewing the programme and delivery risks as part of the risk management approach and will assess impacts on milestones as any changes become apparent. The project governance arrangements have been setup to ensure that the links and interactions between the highways-led and rail-led elements will be considered throughout the project delivery.

6.2.13. All aspects of the ERIC package are able to be delivered independently and are not dependent on the delivery of any external projects in order to proceed.

6.2.14. It is important to note that the funding approval request to LCRCA is made for the ERIC package in its entirety only; there is no alternative approach where one of more elements of the package could be extracted and delivered separately. The programme is based on the package as a whole accordingly.

6.2.15. With regards to benefits, the cycle routes proposed as part of the ERIC package integrate with the EATF infrastructure to achieve the largest possible overall impact. SHBC has successfully completed the delivery of Tranche 1 measures on Chester Lane/Jubits Lane and on a section of Clock Face Road. SHBC has also been successful in receiving funding for Active Travel Fund (ATF) Tranche 2 proposals, which are programmed for delivery by March 2022. The proposed routes will support a wider cycle network around Lea Green rail station, both southwards to the Warrington border and northwards to St Helens town centre.

COVID-19

6.2.16. It should be noted that the COVID-19 global pandemic has significantly impacted the UK during the majority of 2020 and into 2021, whilst the scheme and associated FBC have been developed. This has not had a significant impact on the scheme development process and all project partners have retained a business-as-usual approach as far as possible. It is noted that NTL has only lost two working days on site to date as a result of COVID-19.

6.2.17. Notwithstanding the positive intentions of all parties, the COVID-19 pandemic does have the potential to disrupt planned ERIC package activities and uncertainty remains regarding how the situation will develop over the course of 2021, the delivery period and beyond. Some impacts are likely to remain for at least as long as restrictions on public life and social distancing guidance stay in place, and supply chains may be impacted by the challenging economic circumstances and potentially also as a result of the new Brexit trade deal which has been agreed.

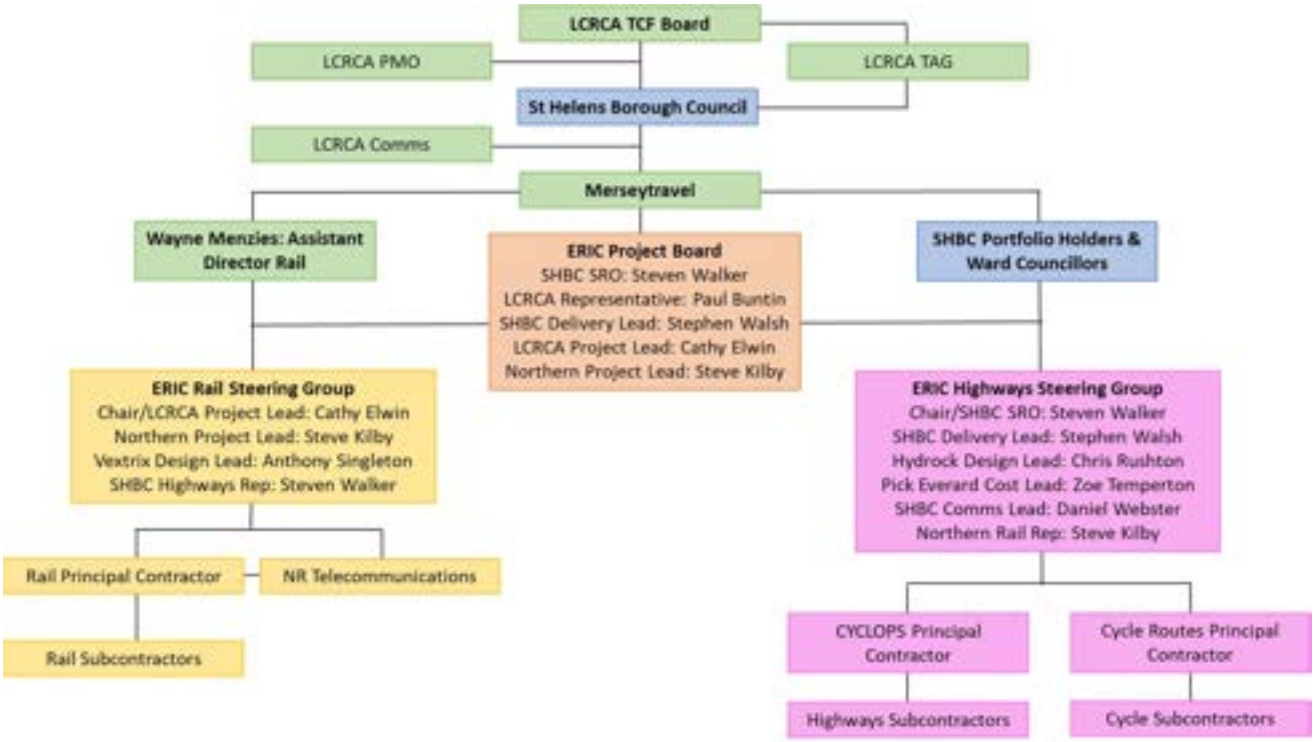
6.2.18. The contents of this business case reflect constraints and risks to delivery which have been introduced by the COVID-19 pandemic, as far as they are currently understood. With regards to programme, the planned dates assume there may be an element of disruption that continues throughout 2021. It is understood that a higher degree of normality may be likely during the second half of the year.

6.2.19. As the ERIC delivery period runs from May 2021 to February 2023, there is a risk that is any future COVID-19 related delays on the construction sector could lead to programme disruption, which could mean that the full programme of works is not completed before the TCF spend deadline.

6.3 GOVERNANCE STRUCTURE

6.3.1. The ERIC package will be delivered jointly by SHBC, LCRCA and NTL, in line with the governance structure set out in Figure 6-1. LCRCA has agreed that it will sign two separate Grant Funding Arrangements (GFAs); one with SHBC for the delivery of the highways and cycle works and one with LCRCA Rail for the rail-related elements. The governance structure therefore reflects this distinction in terms of responsibility and financial accountability for delivery.

Figure 6-1 – ERIC Package Governance Structure



PROJECT BOARD

6.3.2. The Project Board will comprise of the following senior representatives as a minimum. On occasion, it may also be appropriate for additional attendees to join the Board meetings.

- SHBC Senior Responsible Officer (SRO) – Steven Walker
- LCRCA Investment Team Representative – Paul Buntin
- SHBC Delivery Lead – Stephen Walsh
- LCRCA Project Lead – Cathy Elwin
- NTL Project Lead – Steve Kilby

6.3.3. The role of the Project Board will be to coordinate across the two main workstreams to ensure that delivery is seamless and in accordance with the project objectives. It will also make decisions on programme-level issues and manage risk/change control for programme-level issues. The responsibility for decision making on individual project elements will be held by two separate steering groups that will sit below the main Project Board due to the separate GFAs described above.

6.3.4. The Project Board will meet monthly, discussing key aspects of co-ordination, progress against programme, budget and key risks and issues raised by the delivery and project management team.

A collective course of action will be agreed on programme-level issues as appropriate. As SRO, Steven Walker will chair the Project Board.

STEERING GROUPS

6.3.5. As the highways-led and rail-led elements will largely be delivered through independent specialist delivery teams working under two separate LCRCA GFAs, two separate Steering Groups will be established to provide oversight and scrutiny across these areas of work.

6.3.6. Each Steering Group will meet formally once a month, preferably one week before the monthly Project Board meeting. In addition, a weekly highlight report will be prepared to reflect any live activities, key decisions, completed tasks and new/updated risks, that will be fed back to the Project Board. Ad-hoc meetings of the Steering Groups will be convened as appropriate, including on-site meetings and informal discussions.

6.3.7. The decision to form two steering groups going forwards was made at a project team meeting on 22 December 2020, which was attended by SHBC, NTL, LCRCA, Hydrock, Vextrix and WSP. This meeting included all key parties and formalised the agreement between all parties to work to the governance arrangements described in this section; with separate steering groups each with responsibility for their own project elements.

Rail Steering Group

6.3.8. The Rail Steering Group will lead the development and delivery of the works related to the rail station site and will act as a single point of responsibility for all matters arising from these elements of the ERIC package, including progress against programme, risk management, stakeholder communications, cashflow forecasting and dealing with change control and variations. Draft Terms of Reference have been developed, which are provided in Appendix M3.

6.3.9. This Steering Group will comprise the following representatives as a minimum. On occasion, it may also be appropriate for additional attendees to join:

- Chair/LCRCA Project Lead – Cathy Elwin
- NTL Project Lead – Steve Kilby (representing the Principal Contractor and CDM)
- Design Team Lead – Anthony Singleton (Vextrix)
- Highways and Cycling Steering Group Representative – Steven Walker (SHBC)

6.3.10. The inclusion of a Highways and Cycling Steering Group representative on the Rail Steering Group and vice versa will provide visibility and help to control communications between the two groups and up to the Project Board.

6.3.11. Additional representation may be included on the steering group as appropriate as the project progresses.

Highways and Cycling Steering Group

6.3.12. This Steering Group will lead the development and delivery of the highways-led elements of the ERIC package, with full responsibility for decision-making at the project level. This group will be responsible for the works to remodel Marshalls Cross Roundabout to a CYCLOPS layout, and also the works to deliver the six proposed cycle routes. Draft Terms of Reference have been developed, which are provided in Appendix M4.

6.3.13. This Steering Group will comprise the following representatives as a minimum. On occasion, it may also be appropriate for additional attendees to join:

- Chair/SHBC SRO – Steven Walker
- SHBC Delivery Lead – Stephen Walsh
- Design Team Lead – Chris Rushton (Hydrock)
- Quantity Surveyor Lead – Zoe Temperton (Pick Everard)
- Communications Officer - Daniel Webster (SHBC)
- Cycle Routes Principal Contractor/Sub-Contractor Representation
- CYCLOPS Principal Contractor/Sub-Contractor Representation
- Rail Steering Group Representative - Steve Kilby (NTL)

6.3.14. The Highways and Cycling Steering Group will be accountable for:

- Programme management for all highways and cycling scheme elements, including delivery programme, management of funding profiles and budget monitoring;
- Provision of technical advice;
- Contract management;
- Achieving value for money;
- Transparent decision making;
- Liaison with the Lea Green Rail Steering Group;
- Risk management throughout delivery;
- Stakeholder and public communications and engagement;
- Submission of project reporting to LCRCA in accordance with required deadlines;
- Identification of project variations and submission of change controls; and
- Submission of claim forms to LCRCA.

6.3.15. The Highways and Cycling Steering Group will be accountable to the Senior Assistant Director of Highways and Regeneration, the LCR Transport Advisory Group and PMO.

KEY PERSONNEL

6.3.16. Further information on the key delivery team members is provided in Table 6-3.

Table 6-3 – Key Delivery Team Members

Name	Role	Experience
Steven Walker, Engineering Services Senior Manager at SHBC	SHBC SRO	Over 31 years of experience in developing and delivering highway improvement schemes. In recent years Steven has led on the implementation of the A570 Linkway/Elton Head Road and Pewfall scheme for SHBC. He will bring his knowledge of SHBC's project management processes and requirements, procurement arrangements and contract management arrangements to ensure the successful delivery of ERIC, on time and to budget.
Cathy Elwin, Rail Project Manager at LCRCA	LCRCA Rail Project Lead	Over 17 years of experience in developing and managing projects, of which five years have been spent in the rail sector. Led on the development and delivery of rail car park and station improvement projects for LCRCA during this time.

Name	Role	Experience
Steve Kilby, Programme Manager (3rd Party Investment Programme) at NTL	NTL Project Lead	Steve provides day-to-day leadership of the £52m 3rd party investment programme and benefits realisation across NTL, working with each regional team to establish and award commercially beneficial delivery models with suppliers and execute the baseline delivery programme to ensure that all planned benefits are delivered. He led the successful Access for All funding strategy for NTL which resulted in a £16.15m award to the region covering 28 stations. He also negotiated £14.2m of new station and car park renewals work from Merseytravel covering 4 stations.

LCRCA OVERSIGHT

6.3.17. LCRCA will be represented on the Project Board and will be kept appraised of progress on the project each month through board meetings and a live project dashboard, with urgent matters raised separately if required.

6.3.18. The requirements of the Grant Funding Agreements (GFA) which will be signed with the LCRCA for the TCF funding are expected to condition that monthly financial reporting is submitted to the LCRCA. This will be carried out by Steven Walker and Cathy Elwin for the respective GFAs.

6.4 ASSURANCE AND APPROVALS

6.4.1. A range of approvals will be required to enable the scheme to proceed in line with the delivery programme, as set out below.

FBC REVIEW / TCF FUNDING APPROVAL

6.4.2. It was agreed with LCRCA that TCF funding can be approved on the basis of a single FBC submission, without the prior approval of an Outline Business Case (OBC).

6.4.3. This FBC was submitted in draft to LCRCA on 18 January 2021 and this final submission is being made on 1 February 2021. These dates must be met in order to achieve TCF funding approval at the LCRCA meeting scheduled for 26 March 2021.

6.4.4. In Autumn 2020 it was agreed that, where available, early drafts of business case information could be provided in advance of the formal FBC submission. Elements of the business case and information on key decisions taken have been shared in this manner to help expedite the review and approvals process.

STATUTORY APPROVALS

Grant Funding Agreements

6.4.5. Consent for SHBC to sign a Grant Funding Agreement (GFA) with LCRCA requires the approval of the Council's Section 151 (S151) Officer, as well as sign-off from Cabinet.

6.4.6. The S151 Officer has been made aware of the contents of the FBC in advance of its formal submission and will therefore already be familiar with the project when it comes to reviewing the GFA. Cabinet approval is not required for the submission of the FBC to LCRCA. However, Cabinet approval will be needed to enter into the necessary financial agreement once the outcome of the LCRCA FBC review is known.

6.4.7. Once LCRCA has approved the TCF funding, there is a need to take the project to Merseytravel Board to agree the signing of the GFA, which is expected to take two weeks and is included in the project programme.

Approvals to Appoint Contractors

6.4.8. As set out in the Commercial Case, SHBC plans to construct the highway-led elements of the scheme through two different contracts; with the Marshalls Cross Roundabout works to be let separately to the cycle route works.

6.4.9. As part of the procurement of these contracts, SHBC will secure senior authority and political approvals to enter into these agreements through the Council procedures for Delegated Authority for framework contractors (Works Package 1 and 2) and Cabinet approval for Works Package 3.

Planning Approval

6.4.10. As detailed elsewhere in this FBC, the rail-led elements of the scheme require planning permission to be granted. A series of pre-planning meetings have been held and documents are currently being finalised for submission by the end of January 2021. It is hoped that a decision would be provided by the end of March 2021.

Traffic Regulation Orders

6.4.11. Where the scheme requires new Traffic Regulation Orders (TROs) there is a statutory process to following before such legal orders can be sealed. This includes requirements for consultation. SHBC will carry out the due processes required in advance of commencing any site works which involve new or amended TROs.

Temporary Closures

6.4.12. To enable the works to be undertaken, there will be periods when temporary closures will be required in order to allow construction to take place safely.

6.4.13. All works will be subject to individual traffic management plans to minimise traffic disruption and maintain access in the local area to Sutton Academy, Lea Green Rail station, local businesses and residential properties. Any road closures will be subject to streetworks approval.

6.4.14. The construction of the ERIC scheme is also likely to require the closure of existing sections of footway and cycleway. In all instances diversionary routes will be established and signed in line with SHBC's requirements to maintain rights of way.

6.4.15. The Principal Contractor will work with SHBC officers to secure necessary approvals for any closure notices in a timely manner that ensures that works are undertaken in line with the delivery programme. In preparing for any closures, local engagement will be undertaken to ensure that stakeholders and members of the public are fully informed, with prompt responses to any concerns raised.

Section 247 Agreement

6.4.16. The scheme requires the closure of the public highway, which currently provides the access road and bus turnaround within the rail station car park. It has been agreed that this land will be removed

as public highway and transferred to LCRCA (and then NTL) through a subsequent lease agreement.

6.4.17. The programme provides allowances for this application to be prepared between September 2021 and February 2022.

ORR Notification

6.4.18. The ORR will need to be informed of any temporary reduction in the number of station car park spaces whilst the construction works are being carried out. The construction works are designed such that a reasonable level of on-site parking provision is maintained throughout the works.

GRIP 5 Gateway

6.4.19. The development of the rail-led elements of the scheme are currently at GRIP 4 stage in Network Rail's Governance for Railway Investment Projects (GRIP) process. Subject to receiving LCRCA TCF funding approval, the project will progress to GRIP 5 (detailed design).

6.4.20. GRIP 5-8 will be undertaken as a Design and Build contract with a contractor appointed in advance of GRIP 5. That contractor will undertake detailed design, with a gateway review planned for early December 2021 to close out GRIP 5 and formally proceed to GRIP 6-8. This will be undertaken by LCRCA to ensure that the designs meet the necessary requirements and that the costs are acceptable before GRIP 6 construction commences. This approval will not require the input or assurance of Network Rail.

Land Agreements

6.4.21. There are a series of land agreements that will be required to facilitate the delivery of the scheme:

- **Sutton Academy Land:** Cycle Route 6 along Elton Head Road will require land to be re-designated from Sutton Academy. The land is owned by the Council but is presently leased to the Academy rather than being within the Highway boundary. In December 2020, SHBC began to engage with the Academy to negotiate the release of the required land from existing arrangements. Verbal agreement has been given and this process will continue in parallel with the FBC submission and approvals process. Any change in agreement will be progressed to completion once funding approval has been granted for the ERIC package. It is understood there is unlikely to be any cost to either party associated with this change. Should the land transfer not be agreed in time, the construction of the cycle route can still go ahead, with some relatively minor changes to the design.
- **Lord St Helens Land:** Proposals to expand the park and ride site include the extension of the car park to the west of the current site boundary. The new car park will include land that is owned by Lord St Helens. It is known that the land has been held back from development and has a condition placed on it that it may only be redeveloped for rail station car parking. Lord St Helens has been engaged during the early stages of the scheme development and is supportive of the ERIC project being delivered to meet this conditioned use. There is an agreement in principle for the land to be transferred to Council ownership; however, the legal transfer in ownership to SHBC will only be progressed to completion once TCF funding approval is granted. There is a condition that works must be started within 28 days of the completion of the land transfer so SHBC will not progress this formally until there is funding certainty and at the appropriate point in the

programme. It is understood that the existing agreement with Lord St Helens does not include any reimbursement for the land.
In turn, SHBC plans to enter into a new lease arrangement with LCRCA for the completed rail station site. The access road and bus turnaround area are designated as Council Highway land within the station area and a Section 247 Agreement is required to re-designate this as station land and incorporate it into the overall station envelope. It is planned that a new arrangement will consolidate all arrangements in order that the entire site is included under a single lease to LCRCA. In turn, LCRCA will then sub-lease the site as a whole to NTL (as the current TOC). LCRCA has suggested two alternative options for this agreement which SHBC's Estates and Legal Teams are exploring:

1. SHBC to grant LCRCA a long lease on the land upon which the station building and new car park are constructed, which is then sub-leased to NTL or a different TOC depending on how the franchise system changes over the coming years; or
2. SHBC to transfer the freehold of the land for a peppercorn to LCRCA, which it would then sub-lease to NTL or a different TOC – as was done in the case of Newton-le-Willows station.

If the latter option is chosen, LCRCA may be able to reimburse the Council's legal and survey fees and provide a covenant that the land will only be used for rail purposes. This may also include an agreement that, should the land become redundant, it would transfer back to SHBC ownership.

- **Industrial Estate Land:** Cycle Route 7 along Lea Green Road is expected to require the acquisition of additional land which is not currently within the highway boundary. The Council have been exploring the existing ownership arrangements for that land and will continue to determine the details of this matter in parallel with the FBC submission and approvals process. The worst case scenario is reflected in the delivery programme in terms of the owner not being identified, which would mean that the start of construction is delayed until November 2021 whilst a Compulsory Purchase Order (CPO) is completed.

LCRCA PMO OVERSIGHT

6.4.22. During the delivery phase, LCRCA's Programme Management Office (PMO) will provide oversight of the scheme, checking delivery against the programme and whether the stated objectives are being met. As the scheme sponsors, SHBC and LCRCA (Rail) will complete and submit monthly dashboards to the PMO, which will provide a further level of assurance for the scheme.

6.5 ENGAGEMENT AND COMMUNICATIONS

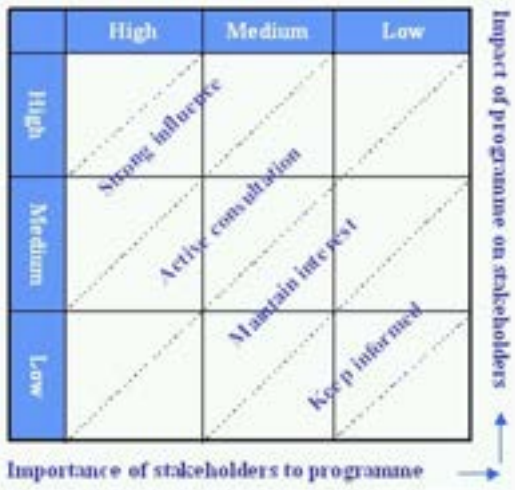
STAKEHOLDER IDENTIFICATION AND MAPPING

6.5.1. SHBC, LCRCA and NTL all recognise the importance of effective engagement and consultation in the development and delivery of successful projects.

In the early stages of developing the ERIC package, partners undertook a stakeholder identification exercise, where each stakeholder was mapped in terms of their importance to the project and their level of impact. This principle is demonstrated in the matrix presented in

6.5.2. Figure 6-2

Figure 6-2 – Stakeholder Mapping Matrix



6.5.3. Table 6-4 lists the key ERIC stakeholders and their level of importance and impact, which together result in their overall status. These factors have then been used to define the proposed Engagement and Consultation Strategy provided in Appendix M5.

Table 6-4 – ERIC Stakeholders

Stakeholder	Project Input/Role	Analysis			Relationship Owner
		Importance	Impact	Status	
NTL	Development/ Delivery	High	High	Strong influence	SHBC
SHBC – Planning	Approvals	High	High	Strong influence	SHBC
St Helens – Elected Members	Political Support	High	High	Strong influence	SHBC
LCRCA – Rail	Approvals	High	High	Strong influence	LCRCA
LCRCA – Bus	Approvals	High	High	Strong influence	LCRCA
Network Rail	Approvals (Marshalls Cross Bridge)	Medium	High	Active Consultation	SHBC
Statutory Consultees	Approvals	Medium	Medium	Active Consultation	SHBC
Sutton Academy	Design Input	Medium	Medium	Active consultation	SHBC
Franklin Energy	Design Input	Medium	Medium	Active Consultation	SHBC
Businesses on Jubits Lane/ Mill Lane/Clock Face Rd	Engagement/ Information	Medium	Medium	Active consultation	SHBC

Stakeholder	Project Input/Role	Analysis			Relationship Owner
		Importance	Impact	Status	
TransPennine Express	Engagement/ Information	Medium	Medium	Active consultation	LCRCA
Pedal Power	Engagement/ Information	Medium	Medium	Active consultation	SHBC
Merseyside Cycling Campaign	Engagement/ Information	Medium	Medium	Active consultation	SHBC
Torus	Engagement/ Information	Medium	Medium	Active consultation	SHBC
Coop/Wincanton	Engagement/ Information	Medium	Medium	Active consultation	SHBC
Eaves Primary School	Engagement/ Information	Medium	Medium	Active consultation	SHBC
Friends of Sutton Park	Engagement/ Information	Medium	Medium	Active consultation	SHBC
Simon O'Brien, LCRCA Cycling and Walking Commissioner	Information Provision/ Support	High	Low	Maintain Interest	SHBC
Sherdley Park Golf Course	Information Provision	Low	Medium	Maintain Interest	SHBC
Reginald Road Industrial Estate	Information Provision	Low	Medium	Maintain Interest	SHBC
Iman Trust	Information Provision	Low	Medium	Maintain Interest	SHBC
St Helens Chamber of Commerce	Information Provision	Low	Medium	Maintain interest	SHBC
Developer – Moss Nook	Information Provision	Low	Medium	Maintain interest	SHBC
Developer – Ibstock (Brickfields)	Information Provision	Low	Medium	Maintain interest	SHBC
Developer – Suttons Site	Information Provision	Low	Medium	Maintain interest	SHBC
Developer – Elton Head Road	Information Provision	Low	Medium	Maintain interest	SHBC
Developer – Mere Grange	Information Provision	Low	Medium	Maintain interest	SHBC
Developer – Local Plan Garton's Lane	Information Provision	Low	Medium	Maintain interest	SHBC
Town Centre Steering Group	Information Provision	Low	Medium	Maintain interest	SHBC

6.5.4. A number of letters have been received from stakeholders that demonstrate their support for the scheme proposals, including Trans Pennine Express, St Helens Chamber of Commerce and the City Region's Cycling and Walking Commissioner Simon O'Brien, which are provided in Appendix M2.

6.5.5. SHBC will lead on engagement and communications, with support from LCRCA and NTL's press/communications teams. Engagement and communications meetings will be held quarterly, or more often where required, around the scheme delivery milestones.

6.5.6. All material will be branded with the appropriate TCF branding, to be advised by LCRCA.

Stakeholder Communications and Engagement

6.5.7. Key stakeholders will continue to be engaged during the project delivery phase, via virtual/face-to-face meetings (the latter according to prevailing Government regulations at the time) and other communications as required. This will promote ongoing support and dialogue with respect to any key changes and ensure that the necessary approvals are gained according to the delivery programme. Any key risks in this respect will be communicated by Stephen Walsh as Highway Delivery Lead or Cathy Elwin as Rail Delivery Lead to the relevant Steering Group and if they cannot be resolved, they will be communicated to the Project Board as soon as is practical.

Public Engagement and Communications

6.5.8. Project partners had hoped to deliver a community engagement programme during 2020 to seek views on the emerging ERIC package and to incorporate relevant suggestions into the scheme design. The ongoing restrictions imposed on public life as a result of the COVID-19 pandemic have made it difficult to carry out meaningful engagement with a sufficiently broad range of people.

6.5.9. The decision was therefore made to delay the public engagement activity until early 2021 when there may have been the opportunity to do some face-to-face engagement and when rail passengers may have returned after the Christmas break. The opportunity was taken during the business case development process to carry out the stakeholder engagement as far as possible and to plan the public engagement.

6.5.10. A new national lockdown began on 4 January 2021 and is currently expected to continue until at least 8 March 2021. This will pose considerable constraints on engagement, which will be limited to online engagement supported by hard copy materials where required. The Engagement and Consultation Strategy is provided in full in Appendix M5 and a summary of engagement activities in Q1 2021 are set out in Table 6-5.

Table 6-5 – Q1 2021 Engagement Activity

Activity	Timescale	Responsibility
Engagement with The Sutton Academy regarding land transfer	W/C 4 January; ongoing	Steven Walker (SHBC)
Engagement with the Dog & Bull public house regarding access arrangements during construction	W/C 4 January; ongoing	Steven Walker (SHBC)
Set up online public engagement survey	W/C 25 January	SHBC Communications Team
Press release	W/C 1 February	SHBC Communications Team
Develop social media plan	W/C 1 February	SHBC Communications Team

Activity	Timescale	Responsibility
Complete draft fly-through video of scheme proposals	W/C 25 January	NTL / Vextrix
Online public engagement survey period Fly-through video available for viewing Scheme promotion through: - Press and social media by SHBC - Social media by NTL, LCRCA and stakeholders - Season ticket holders by NTL and TPE - Posters at Lea Green rail station - Local schools - Letter drop to frontages Paper copies of the public engagement survey and fly-through stills available on request	8 – 22 February	SHBC / LCRCA / NTL / TPE
Analysis of public engagement survey responses and other feedback	22 – 26 February	SHBC

6.5.11. All project partners including SHBC will closely manage any risks that may arise from conducting engagement at the end of the scheme development phase and will work proactively throughout the engagement period to respond to queries/concerns, and to identify any issues which have the potential to impact on the delivery programme or the scheme itself.

6.5.12. It may also be noted that the safety of staff and the public will be paramount in the planning of all engagement activities, and Government guidelines will be followed at all times.

6.6 RISK MANAGEMENT STRATEGY

MANAGEMENT STRATEGY

6.6.1. All delivery partners recognise the fundamental importance of taking a proactive approach to risk management throughout the development and delivery of any project. This centres around a Risk Register, which is an integral component of the project management procedures that are conducted as standard by SHBC and LCRCA on all major infrastructure projects which they are involved with.

6.6.2. Given the planned approach to deliver the scheme through two steering groups, and because it is expected that budgets and financial risks will be managed separately for the rail-led and highways-led elements under separate GFAs with LCRCA, it was decided to set up an approach to risk management which accounts for this.

6.6.3. Therefore, a Risk Register Framework has been established for the ERIC package during the development of the scheme which comprises three individual Risk Registers as follows:

- 1 – Rail Delivery Specific Risks
- 2 – Highways Delivery Specific Risks
- 3 – Overarching Project and Programme Risks

6.6.4. The Overarching Risk Register comprises programme-wide risks that could impact all aspects of project delivery (for example funding approval), whereas the Rail and Highways risk registers contain more detailed technical risks in relation to the construction of those elements.

6.6.5. The Risk Register Framework is being maintained as a suite of live documents and each is subject to regular Risk Reviews, the latest of these being on 5 January 2021. A schedule of future Risk Reviews will be confirmed at the outset of the next stage of works and these will continue throughout the remaining development stages, procurement, construction, and post-construction periods.

6.6.6. The Rail and Highways Risk Registers will be owned, managed and maintained by the individual Steering Groups related to those elements of the project, with the Overarching Risk Register being owned, managed and maintained by the Project Board.

6.6.7. Risk will be an item on the agenda of each Project Board meeting. Risk will also be discussed at monthly Steering Group meetings, with significant risks escalated to the Project Board as appropriate.

6.6.8. As the project develops through detailed design and towards the construction phase, contractors will be appointed and it is likely that a more thorough and detailed examination of risks will be incorporated into a contract Risk Register. This will result in the transfer of certain areas of risk to the Principal Contractor according to the agreed contractual arrangements. This will be an evolution of the Rail and Highways risk registers that are already in place with named risk owners.

6.6.9. When a new potential risk is identified (by anyone related to the project), it will be submitted for consideration by the Project Manager as part of the next Risk Review. This assessment will consider any potential impact on programme and cost. Each review will generally include:

- Review of mitigation plans assigned against each risk and agree any additional actions;
- Identify and assess any new risks identified in the period and agree potential quantum, programme impact, ownership, and mitigation measures to be actioned;
- Close any risks which are no longer applicable; and
- Formally report on any instances where it is necessary to draw down QRA allocated funding in response to a project risk.

6.6.10. This type of approach to risk management has been successfully used in recent times in the delivery of the Prescot Access for All scheme, which was delivered in partnership by Knowsley Metropolitan Borough Council, LCRCA and NTL.

6.6.11. Risk management is particularly important in relation to the management of project budgets, with SHBC and LCRCA being responsible for any project overspend in relation to the highways and rail works respectively. As outlined above, this Risk Register Framework approach will enable the two GFAs to be managed accordingly. Where the scale of live risk has been quantified, the Rail and Highways Risk Registers identify the additional contingency that can be attributed to each element of the project. The Overarching Risk Register allocation is then split across the two delivery elements.

6.6.12. The highways-related elements of the scheme will be delivered under a GFA to be signed by the SHBC Section 151 Officer. Evidence of this commitment is provided in Appendix M6. The SHBC scheme of delegation together with its finance and contract procedure rules provide relevant officers with the authority to action and allocate resources to mitigate any risks arising. Financial risk for these scheme elements will sit with SHBC, which will have accountability for any cost overruns. This will be evidenced as part of the signed GFA.

6.6.13. The financial risk for the rail-related scheme elements will sit with LCRCA, which will have accountability for any cost overruns. This will be evidenced as part of the signed GFA.

CURRENT RISK ASSESSMENT

6.6.14. The current iteration of the Risk Register Framework is attached to this FBC as Appendix M7. It was most recently reviewed by members of the project team on 5 January 2021, in order to provide the Quantified Risk Assessment for the FBC submission.

6.6.15. Table 6-6 highlights the most significant risks taken from the three risk registers at the time of finalising this FBC and provides a snapshot of the post-mitigation likelihood and severity scoring that is used in the detailed risk registers.

Table 6-6 – Key Programme, Rail and Highways Risks

Risk Type	Risk Description	Likelihood 1-3	Severity 1-3	Potential Impact	Mitigation
Programme Level	**Planning Approval** – the rail proposals are subject to planning approval being granted by SHBC Planning	1	3	The ERIC package as a whole cannot proceed without planning approval as it is designed as one integrated scheme	Pre-application process is largely complete and designs have been amended accordingly. Awaiting the final report from SHBC Planning to confirm any additional requirements prior to submission by end January 2021.
	LCRCA Business Case Approval – the ERIC package cannot be delivered without LCRCA approval	1	3	The scheme has no alternative funding other than TCF so cannot be taken forward	Dialogue has been maintained with LCRCA during the business case development process to agree key decisions and confirm requirements. Consultant engaged to provide specialist advice.
Highways Delivery	**Delivery Delays** – delays beyond 31/03/23 result in financial risk being transferred to SHBC	1	3	SHBC has no identified funding to support delivery beyond the end of the TCF period	The delivery programme has been planned carefully to contain contingency where possible and to deliver highways elements during Year 1 as far as possible to reduce whole programme delay.
	Scheme Costs – outturn scheme costs exceed the target cost, leading to a need for further funding to be identified	2	2	SHBC has no identified funding to make up any shortfall, leading to de-scoping or potentially scheme cancellation	Framework rates have been used in the pricing of elements that will be delivered via existing agreements. Risk has been added based on a live risk register, with a small additional contingency. Use of specialist quantity surveyor to price the scheme.

Risk Type	Risk Description	Likelihood 1-3	Severity 1-3	Potential Impact	Mitigation
	Utilities at Marshalls Cross Roundabout – The design work has so far used high-level stats information; however, more intrusive works/diversions could be required than planned for once further stats information is sourced	2	2	Could result in significant additional costs for diversions, and/or could lead to additional time in the schedule for third party contractors to undertake necessary works. Could ultimately lead to a need for re-design.	All currently available information has been reviewed and the cost plan and programming has used recent evidence from other delivery examples to ensure that a relevant cost allowance is captured. Sufficient risk allowance has been made to account for unknown stats. The delivery programme includes a period in 2021 for required diversions to be undertaken which should reduce the risk of programme creep should works be necessary.
Rail Delivery	**EV Charging** – May become more prevalent during delivery than forecast	1	2	Additional scheme cost needed to provide the necessary infrastructure	Allowance has been made in the risk pot to account for such a risk. Passive provision for 100% EV charging is reflected in the current design and costs.
	Inaccurate Pre-Tender Estimate – Due to level of design and general tendering issues in the industry	2	2	Need to identify additional funding to cover a shortfall in identified funding	Risk allowance built into the forecast scheme cost to account for this uncertainty. GRIP4-5 gateway will include a review of the design and cost for accuracy and agreement with the contractor.

6.6.16. The latest version of the Risk Register was used to model the quantum of risk for the cost plan, through a Quantified Risk Assessment. The methodology and results for this are presented in the Financial Case.

6.7 MONITORING & EVALUATION AND BENEFITS REALISATION

OBJECTIVES

6.7.1. Whenever committing public funding to a major infrastructure project, it is critical to monitor the impacts which result from the measures that are put in place. This enables partners and fund-holders to form conclusions regarding whether the project offers value for money for the taxpayer. This information can also help to identify lessons learned that can inform future funding bids and help inform the future direction of policies and strategies.

6.7.2. The requirement to undertake thorough monitoring and evaluation (M&E) is also set by LCRCA as a condition of accessing TCF funding.

6.7.3. For clarity, the HM Treasury Magenta Book provides the following definition:

- **Monitoring** – seeks to check progress against planned targets, defined as the formal reporting and evidencing that spend and outputs are successfully delivered and milestones met.
- **Evaluation** – assessment of the initiative's effectiveness and efficiency during and after implementation. It seeks to measure the causal effect of the scheme on planned outcomes and impacts and assess whether the anticipated benefits have been realised, how this was achieved, or if not, why not.

6.7.4. The objectives for the M&E plan for the ERIC package are:

- To understand which interventions have been (most) effective at achieving the objectives, and the level of outcomes and impacts achieved;
- To examine the strengths and weaknesses of the approaches taken to design development, procurement, project management and delivery; and
- To provide a robust evidence base against which future policies and strategies can be developed.

6.7.5. Three objectives have been set for the ERIC package, which have been used to develop a logic map that maps the relationship between the prevailing issues and the scheme inputs, outputs, outcomes and impacts, in pursuit of achieving the stated objectives. This map, which is presented as Figure 2-11 in the Strategic Case, forms the basis of understanding the M&E requirements for the scheme.

RESEARCH QUESTIONS

6.7.6. In addition to the measures of success, the following research questions have been developed to guide the approach that will be taken to M&E:

1. How was the scheme delivered and was this done effectively and efficiently?

   a. Was the scheme delivered on programme and to budget?

   b. Have the scheme measures been delivered as planned and do they work for users in the way which was intended?

   c. How effectively was change managed during the delivery of the scheme?

2. To what extent have the desired scheme outcomes and impacts been achieved?

   a. What difference has the ERIC package made in terms of travel patterns in Lea Green?

   b. Which scheme elements were particularly influential in achieving the overall goals?

   c. Were there any unanticipated impacts?

   d. Which target groups have been impacted the most (beneficially and adversely)?

   e. What lessons can be learnt for future scheme development?

   f. Is there enough evidence that the benefits justify the level of investment?

3. To what extent has the scheme contributed towards wider strategic objectives – for St Helens and the wider City Region?

a. What has been the contribution to wider economic objectives?

b. What has been the contribution to wider social objectives?

c. What has been the contribution to wider environmental objectives?

MONITORING AND EVALUATION STRATEGY

Measures of Success

6.7.7. The scheme objectives are set out in Table 6-7 alongside the measures of success.

Table 6-7 – ERIC Package Objectives and Measurements of Success

Objective	What do we need to do to achieve this?	How success is measured
1. To improve the accessibility, quality and overall attractiveness of Lea Green Rail Station as a key local transport hub, providing an effective interchange for longer distance journeys that offers a more viable alternative to private car use.	▪ Provide enhanced passenger facilities, including sheltered waiting facilities and toilets. ▪ Provide sufficient on-site car parking to fulfil the station's full park and ride potential. ▪ Provide high-quality, safe cycle parking facilities. ▪ Ensure bus/rail interchange is supported and strengthened where viable.	▪ Increased number of boarders/alighters at the station (subject to any transference from other stations). ▪ Increase in ticket revenue at the station. ▪ Increase in legal on-site parking (and a corresponding reduction in off-site overspill parking). ▪ Increase in passenger satisfaction. ▪ Increase in the number of cycles using on-site storage facilities.
2. To provide infrastructure that facilitates safe, improved access to Lea Green Rail Station and within a one-mile radius on foot and two-mile radius by cycle, supporting improved levels of health and wellbeing amongst rail travellers and the wider population.	▪ Provide safe, well-connected, well-signed pedestrian and cycle routes between residential areas and the rail station, with the provision of segregated and supported routes where possible. ▪ Provide dedicated facilities at key pinch points such as junctions to facilitate safe movement by pedestrians and cyclists. ▪ Borough-wide promotion of walking and cycling as the modes of choice for short trips.	▪ Increase in the number of local walking and cycling journeys to the rail station, Sutton Academy and local employment destinations. ▪ Increase in the number of pedestrians and cyclists using rail services. ▪ Reduction in road traffic accident rates involving pedestrians and cyclists in the station catchment.

Objective	What do we need to do to achieve this?	How success is measured
3. To support the successful delivery of the residential and employment development set out in the St Helens Borough Local Plan, by providing inclusive, integrated sustainable transport links to meet new areas of demand and connect people across the City Region and beyond, helping to drive sustainable economic growth.	▪ Provide defined and direct infrastructure on designated cycling routes which connect between the rail station and identified new development sites.	▪ Accelerated completion and uptake of planned local developments. ▪ High proportion of walking and cycling journeys made to and from new developments. ▪ High proportion of rail journeys amongst new development residents for applicable journeys.

Data Collection

6.7.8. Where possible, it is planned to use quantitative data to evidence the outcomes and impacts of the scheme and its success in achieving the objectives set. Table 6-8 lists the key indicators where a quantified assessment will be made, either using existing or new data collection activities.

6.7.9. Data that is already collected by SHBC and other parties will be used where possible for efficiency purposes and as part of a proportionate approach. A small budget for carrying out additional M&E activities has been capitalised and included in the scheme costs presented in the Financial Case.

6.7.10. Note that the current COVID-19 restrictions on social interaction and travel mean that it may be difficult to establish a typical baseline scenario as a basis upon which to monitor against. Below we indicate that baseline data collection will be carried out in April 2021; however, this will be considered in the context of the data being collected, prevailing travel behaviour and when each element of the ERIC package is scheduled to commence construction. Pre-COVID data sources may be used as appropriate to inform the baseline.

Table 6-8 – ERIC Package Evaluation Datasets for Key Indicators

Indicator	Data Sources
Has the number/proportion of passengers arriving at the rail station on foot or by bicycle to use rail services changed?	▪ Video/manual classified counts at key station access points; cycle storage occupancy counts
Has the number/proportion of passengers arriving at the rail station by bus to use rail services changed?	▪ Bus stop boarding/alighting surveys (with route monitoring)
Has the number/proportion of passengers parking within the station car park to use rail services changed?	▪ Car park occupancy counts – either manual or using Automatic Number Plate Recognition (ANPR)
Has the number of pedestrians and cyclists travelling through Marshalls Cross Roundabout changed?	▪ Video/manual classified counts

Indicator	Data Sources
Has the number of pedestrians and cyclists travelling at selected locations across the six cycle routes changed? Has the overall level of walking and cycling increased in the local area?	▪ Sensor counts using existing sensors at Clock Face Road and Chester Road and future sensors installed as part of ATF Tranche 2; manual spot counts along routes
Have passenger perceptions of the experience of travelling from Lea Green Rail Station changed?	▪ National Rail Passenger Survey data
Has the frequency and/or severity of collisions that involve a pedestrian or cyclist in the local area changed?	▪ STATS19 accident data

6.7.11. For the process-based evaluation, which will include monitoring of outturn cost and programme against forecasts, Stephen Walsh and Cathy Elwin as the Delivery Leads will collate the necessary information on a monthly basis and share this with Steven Walker as the SRO. At the end of the delivery period, Steven will then compile a lessons learnt report which will be shared as appropriate within the Council and with key delivery partners and LCRCA.

Timescales

6.7.12. An effective M&E plan requires comparable data to be assessed from before and after scheme delivery. The following timescales are proposed, which are reflected in the delivery programme in Appendix M1:

- **Baseline** – Pre-scheme levels to be observed through data to be collected in April 2021, noting the points raised above regarding COVID-19 restrictions and how these may influence the timing of the baseline data collection.
- **1 Year After** – Post-opening levels to be observed through data to be collected in April 2024.
- **3 Year After** – Post-opening levels to be observed through data to be collected in April 2026.

6.7.13. It may be noted that the risks related to data collection are expected to extend throughout at least the first half of 2021 and this could impact on the quality of the baseline data which can be collected for monitoring. In particular, it is foreseeable that rail demand may not have increased back to pre-pandemic levels by this time. Industry forecasts are that rail passenger demand will in time return to pre-pandemic levels and whilst the profile of this growth is unclear it is reasonable to predict that demand will have re-established by the completion of the scheme works in March 2023. It may be necessary for the project team to discuss appropriate baseline data assumptions with LCRCA if it is not possible to collect data that will allow for a robust evaluation of scheme impacts.

6.7.14. The process-based evaluation will be undertaken upon completion of the scheme and the close out of all financial matters.

RESPONSIBILITIES AND REPORTING

6.7.15. As the lead promoter SHBC will hold the responsibility for carrying out the M&E activities in line with the M&E plan, with overall accountability held by the Project Board.

6.7.16. Scheme monitoring reports will be produced for the baseline and the one-year and three-year after monitoring rounds and shared with LCRCA and other parties as appropriate. Stephen Walsh will take responsibility for preparing and submitting these reports which will be signed off by Steven Walker as SRO prior to submission.

6.7.17. Following the three-year after M&E exercise, Steven Walker will prepare a brief Benefits Realisation report that sets out the extent to which the project has achieved the anticipated benefits.

6.8 SUMMARY

6.8.1. This Management Case demonstrates that the ERIC package is readily deliverable, with the relevant permissions and agreements in progress or planned at relevant points in the programme, a clear governance structure with defined roles and responsibilities, a comprehensive approach to risk management and a delivery programme that aims to reduce the cumulative impacts on the network at any one time, focus larger works during quieter periods, provide sufficient time for procurement processes and also provide contingency in the case of any unforeseen delays.

6.8.2. A clear M&E strategy is set out, based on the scheme objectives and associated logic model. This includes baseline, one year after and three year after data collection and reporting, as well as lessons learnt and benefits realisation reporting that will provide key information to SHBC, its delivery partners and LCRCA that will be of benefit in planning future schemes.

1st Floor Station House
Tithebarn Street, Exchange Station
Liverpool
L2 2QP

wsp.com