

Apply to Levelling Up Fund Round 2

Section 1 – Introduction Questions

What is the legal name of the lead applicant organisation?

Norfolk County Council

Enter the name of your bid

King's Lynn Sustainable Transport and Regeneration Scheme (King's Lynn STARS project)

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

WSP

Enter the total grant requested from the Levelling Up Fund

£24,115,860

Investment themes

Regeneration and town centre

0%

Cultural

0%

Transport

100%

Section 2 – Eligibility and gateway criteria

Which bid allowance are you using?

Transport allowance

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

Yes

How many component projects are there in your bid?

2

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

Yes – pro forma uploaded

Are you submitting a joint bid?

No

Are you submitting a large transport bid?

Yes

Grant Value Declaration

I confirm that the bid does not exceed £50 million grant value

Ticked to confirm

I confirm that at least 90% of the investment is in the transport theme and that the remaining investment is related to the transport project

Ticked to confirm

Gateway criteria: costings, planning and defrayment

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

Ticked to confirm

Costings and Planning Workbook uploaded

Section 3 – Bid Summary

Bid Name

King's Lynn Sustainable Transport and Regeneration Scheme (King's Lynn STARS project)

Provide a short description of your bid

The STARS project is a once-in-a-generation opportunity to enable a historically significant sub-regional hub to deliver levelling up objectives of vibrant town centres, health and wellbeing and clean active travel by reducing the dominance of cars, improving safety, public realm and increasing air quality.

STARS will transform active travel solutions into and through King's Lynn. Improving the road infrastructure with vibrant space for bus, cycle and pedestrian priority whilst ensuring the long-term future of the historic entrance to the town, the project catalyses connectivity to planned housing and commercial growth, shortens active travel journey times and provides a better environment for all road users and the community.

Provide a more detailed overview of your bid proposal

The Borough Council of King's Lynn and West Norfolk (BCKLWN) and Norfolk County Council have a combined vision to support sustainable economic growth in King's Lynn by revitalising outdated infrastructure to promote active travel by connecting the town's primary entry point with housing and commercial sites. This project restores the vibrant town centre of a once prosperous sub-regional hub with geographical limitations to develop and is subject to overly high rates of car use causing severe congestion and impractical public transport flows. STARS creates a 21st century offer for residents, commuters and tourists, increasing perception of Pride in Place, improving health, employment and investment outcomes in a town centre suffering from economic and social decline with high rates of deprivation in a significant proportion of its population.

The STARS project kickstarts that transformation via a significant improvement to town-wide and regional connectivity. The enhancements to King's Lynn's primary entry point will enable private sector investment in wider scale regeneration across the town, encourage higher rates of active travel, increase the use of public transport, reduce congestion, and deliver easier access to employment and training sites. Redefining the Southgate will make easier town access possible for the housing growth in congruent areas such as the 4000 homes planned for West Winch. West Winch, the most strategically important site for housing in West Norfolk, is only three miles from KL town centre, therefore the provision of cycling and walking entry to the town centre is strategically and economically important. The 2018 DfT report on the economic impact of strategic roads shows that road improvements can lead to increased productivity and business investment, delivering increased GVA across the borough, better health and greater visitor footfall both into and through King's Lynn.

LUF investment empowers better living standards and wellbeing, through increased levels of walking and cycling, shorter and more direct journeys for walkers and cyclists, reduction in accidents and improved safety for pedestrians and motorists. Without significant government intervention, this once-in-a-generation opportunity to realise these benefits, alongside unlocking development sites, revitalising the public realm and investing in sustainable and credible travel options will be lost. By grabbing this opportunity, STARS will lead to long-term

benefits to productivity, health and growth thus supporting the Levelling Up missions 1 “Pay and productivity will have risen in every area of the UK” and 8 “Well-being will have improved in every area of the UK.”

STARS brings a single vision to reconfigure the junction at South Gate and the Gyratory, to enable a more sustainable and active travel network for future traffic patterns that also enhances links to growth areas on both sides of Kings Lynn. The STARS project has been developed to facilitate a shift from private car use, by prioritising public transport and active travel modes, thereby reducing pollution and delivering an environment that encourages further private sector investment in the town.

Appendix B Table 1 summarises the proposed interventions and the outcomes and benefits that will arise from the delivery of this project.

Appendix A Figure 12 Gyratory Scheme and Figure 13 Southgates scheme illustrate the proposals

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

King’s Lynn is a historic market town and sub-regional hub suffering from economic decline and a loss of the pride in place and economic importance that it once maintained as a thriving centre and significant Hanseatic port. The King’s Lynn Towns Fund has a vision that states “A sustainably connected town is one of the key priorities for the Town Investment Plan, and Town Deal Fund projects include investments in new cycle and walking routes, traffic reduction measures and air quality improvements for the town centre”. Alongside this, there is an overall strategic emphasis to create growing innovative businesses, a repurposed town centre with new experiences and enterprise, and a high-quality residential and leisure offer in the historic town core and riverfront.

The Southgates roundabout is one of the main routes into the town centre connecting the A148, A149, B1149 and linked to the Gyratory by one mile of the London Road (A148) providing the key interface to Railway Road (northbound), Austin Street (eastbound) Blackfriars Road (southbound), and surrounding routes.

Appendix A Figures 1 to 5 shows images of the local area.

The area surrounding King’s Lynn is the subject of substantial growth with the potential DfT funding of the West Winch Housing Access Road (WWHAR) supporting significant housing plans for the area. Whilst King’s Lynn is already connected by rail and road to Norwich, Cambridge and Peterborough, LUF investment delivers a high impact, once-in-a-generation opportunity to transform a sub-regional centre so it reverses the deprivation issues it faces and becomes a place of choice that can fulfil its undoubted potential.

The proposals represent an unrivalled opportunity to enhance the primary entry point and thruway in King’s Lynn which suffers from outdated road infrastructure and does not support Government’s aspirations for at least half of local trips to be by active travel modes (DfT publication ‘Gear Change’). The lack of connectivity has also limited sustainable housing and commercial growth. Currently the area creates a barrier for residents, commuters and visitors contributing to a lack of economic growth in the town.

The South Gate, a 15th century Grade 1 listed building at the heart of the STARS project, following delivery will revert to a high-value attraction, furthering perceptions of Pride in Place and leveraging in future investment.

The wider regeneration enabled by STARS is a key opportunity to match the King's Lynn offer for residents, commuters and visitors with emerging trends for active travel and increased use of public transport, STARS delivers essential benefits to reverse the long-term economic decline which has been exacerbated by the pandemic. The connectivity, accessibility and green measures, driven by LUF investment in STARS are the hallmark of a forward thinking, growth-oriented vision for the area to bring forward a clean, inclusive economic revival.

STARS will deliver a healthier, more vibrant town, with more opportunities where residents have increased pride in place, and which visitors find welcoming and attractive.

Appendix A - Figure 6 – Definition of Scheme Area shows the scheme area, including coordinates and postcodes for its elements.

Provide a short description of the transport project

Appendix A – Figure 6 – Definition of Scheme Area shows the scheme area, including coordinates and postcodes for its elements.

Provide location information

Location 1

Enter location postcode

PE30 1AB

Enter location grid reference

0.40035/52.756634

Percentage of bid invested at the location

21%

Location 2

Enter location postcode

PE30 5JH

Enter location grid reference

0.401670/52.744806

Percentage of bid invested at the location

79%

Select the constituencies covered in the bid

Constituency 1

Constituency name

North West Norfolk

Estimate the percentage of the bid investment in this constituency

100%

Select the local authorities covered in the bid

Local Authority 1

Local authority name

Norfolk County Council

Estimate the percentage of the bid invested in this local authority

100%

Local Authority 2

Local authority name

King's Lynn and West Norfolk

Estimate the percentage of the bid invested in this local authority

100%

Sub-categories that are relevant to your investment

Regeneration:

- Commercial
- Civic
- Residential

Cultural:

- Visitor Economy
- Heritage buildings and sites

Transport:

- Active Travel
- Buses
- Local Road

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

No applications have been made to any other funding scheme for this package bid.

Section 4 – Equalities

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

Our bid is intended to provide the conditions to make it easier for residents to choose public transport and Active Travel for getting in and around King's Lynn. It does this by providing low cost sustainable inclusive travel with a focus on safety benefits to vulnerable road users. The projects will also deliver benefits to highway users with mobility issues. Our intention is that the scheme will assist in the creation of cohesive, connected communities.

Because King's Lynn has a high proportion of low-skilled work and high benefit dependency this will improve access to employment sites. In this way it will help to reduce disparities amongst different economic groups within the community.

North Lynn is in the first decile in the indices of multiple deprivation, and King's Lynn Town Centre is in the second decile of deprivation. Improving road infrastructure and enhancing public transport and active travel connectivity will reduce business costs increase connectivity and lead to inclusive green growth, making King's Lynn more attractive for investment increasing opportunities for employment and accessibility to town centre services.

The scheme will improve pride of place, retain the historic South Gate monument and provide other public realm improvements around the gyratory to improve perception of place and improve satisfaction and engagement with the King's Lynn urban environment. These benefits will accrue across the whole of the local community and thus improve community cohesion.

The skills gap across KLWN is acute: only 21% of residents have level 4+ qualifications, 11% have no qualifications and only 17% of school leavers progress to higher education. Average earnings are £2,360.80 less than the regional average; £110,920 across a working life. In view this any measure that assist residents to access employment and training is welcomed.

Section 5 – Subsidy control and state aid analysis

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

No

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

No

Provide further information supporting your answer

No. The award will enable NCC to significantly enhance this key gateway area of King’s Lynn by providing bus priority and Active Travel measures which align with Bus Back Better and Gear Change.

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

No

Provide further information supporting your answer

No. The award will enable NCC to significantly enhance this key gateway area of King’s Lynn by providing bus priority and Active Travel measures which align with Bus Back Better and Gear Change.

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

No

Provide further information supporting your answer

No. The award will enable NCC to deliver a scheme that will benefit the travelling public and regenerate a key area of King’s Lynn.

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

No

Section 6 – Strategic Fit

Has an MP given formal priority support for this bid?

Yes

Full name of MP

James Wild

MP's constituency

North West Norfolk

Uploaded pro forma 6 – NCC MP support

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

Engagement has been comprehensive and inclusive providing time for as much response as possible. Since December 2019, the following surveys and consultations have ensured that all stakeholders' views and concerns were incorporated into the planning and design work around the STARS project.

1. Town Centre Use and Satisfaction Consultation (December 2019)
2. Consumer Confidence Study (June 2020)
3. Business Insight Survey (June 2020)
4. Walking & Cycling Survey (October 2020)
5. Young People Survey (October 2020)
6. Stakeholder Engagement (May-June 2022) – King's Lynn Gyrotory Scheme
7. Southgates Masterplan (January – June 2022).

Online surveys have been a key means of gathering feedback and were promoted in various ways, including via the Vision King's Lynn website and in the local media. Surveys have also been shared with Vision King's Lynn subscribers (now numbering more than 800). Working with appropriate partners, such as Discover King's Lynn, Norfolk Chambers of Commerce, the New Anglia LEP and the College of West Anglia, has also been essential for the effective promotion of online surveys.

In-person drop-in events and survey leaflets distributed in prominent places, such as within local businesses and public spaces, have also been used as alternative means of giving feedback (alongside online surveys).

For the Southgates Masterplan (Jan – June 2022), an extensive programme of engagement was planned and undertaken, using different methods to target different stakeholders/groups as appropriate, such as presentations, discussions, 1-2-1s and workshops for local organisations, businesses, bus operators and the public.

Key findings include:

- Most people (70% in the 2019 study) travel by car into King's Lynn town centre. Consequently, there is perceived to be 'too much traffic' in and around the town. London Road is particularly busy, and a bottleneck, leading to congestion and pollution, particularly for the local residents.
- A key improvement that respondents want to see is the routes, paths, and pavements they use – the condition and availability of what walkers and cyclists travel on is important and a priority for improvement.
- Other changes that respondents say would encourage them to walk or cycle more are the promotion of local cycling routes, cycle hire facilities and the provision of information on walking routes. The Town Investment Plan Active Travel Hub will provide cycle storage and hire, as will additional Beryl Bike facilities outside the planned Community Hub in the centre of town.

We have made the following changes based on stakeholder feedback:

Gyratory:

- The first iteration of the scheme was more focussed on the recently devised and adopted Local Cycling and Walking Infrastructure (LCWIP) and had more extensive segregated cycle lanes on Railway Road.
- The joint Member West Norfolk Transport and Infrastructure Steering Group (WNT&ISG) asked that more consideration be given to public transport as concern was expressed that buses would get held up at junctions.

Southgates:

The scheme now retains entry via the historic South Gate for pedestrians and cyclists

Active travel aspirations welcomed by cycle groups in the recent stakeholder workshop.

Has your proposal faced any opposition?

Stakeholder views have been overwhelmingly positive, with clear indications that changes to the current infrastructure are much needed and in demand. STARS will mitigate some concerns about additional congestion for private cars through greater access to public transport and active travel options. Both NCC and BCKLWN are committed to encouraging and developing alternative non-car-based travel options, which is supported by the resident and visitor engagement across the borough over the last three years.

While all road projects deliver some controversy NCC and BCKLWN are clear that the long-term benefits of all infrastructure projects lead to fully inclusive, clean economic growth and opportunity for all Norfolk residents. Consideration of public concerns, needs and demands iterated in all engagements will form part of the delivery process.

No compulsory purchases are required as all regeneration activities will take place on publicly owned land.

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

King's Lynn is a market town and sub-regional hub that is suffering from a combination of challenges that have contributed to economic decline. Development is constrained by the River Ouse and associated flood plains. The Area of Outstanding Natural Beauty (AONB), Reffley Wood, Gaywood Valley and the various parks and gardens throughout King's Lynn further restrict development opportunities as do the 200 historic buildings within the town.

Inadequate and narrow roads within the historic street layout of King's Lynn intensifies congestion and diminishes road safety specifically junctions on the A149, in the town centre, and around Southgates roundabout. Stakeholder engagement has highlighted the need for dedicated and safe active travel options. The effects of regular congestion due to high car use especially on weekends and rush hours have resulted in an air quality management area (AQMA) that includes the South Gate and the town centre's gyratory system. In 2020, DfT (investment in tech to tackle traffic) noted that congestion not only impacts the environment and productivity, but also has an economic impact, and that improved connectivity would open city centres.

Redefining the main entry route into King's Lynn will improve the public realm, reduce car-based pollution, reduce the dominance of private car use and will meet the emerging tourist trend (as identified in the ETC Market Study 2022) for immersive, authentic experiences in hyper-local areas with plentiful active travel and other "greener" travel options.

It will also drive forward investment opening up accessibility for housing, retail and commercial opportunities and bring focus to redevelopment within the town centre. The increased connectivity brought on by STARS will support the continuation of King's Lynn as an important sub-regional hub.

A high proportion of low-skilled work and high benefit dependency can be linked to a lack of access to employment sites and low qualification rates.

The skills gap across KLWN is acute: only 21% of residents have level 4+ qualifications, 11% have no qualifications and only 17% of school leavers progress to higher education. Average earnings are £2,360.80 less than the regional average; £110,920 across a working life.

75% of North Lynn residents are in decile one of the indices of multiple deprivation.

See Appendix A - Figure 8 – Deprivation in King's Lynn and West Norfolk

Health data highlights the comprehensive health issues across the borough, with high rates of obesity and dementia specifically noted.

See Appendix A Figure 15 – Index of Multiple Deprivation

See Appendix A Figure 16 – Health domain

Connectivity and Sense of Place

The town centre and its gateway suffer from a lack of investment and have not kept pace with increased demand for town centre living and new cultural and leisure experiences. Lack of joined up, attractive options for active travel has led to local communities' and tourists' reliance on the car, leading to congestion. The demand for active travel and the STARS project will provide an attractive alternative increasing the sense of connectivity and improving perceptions of place.

The scheme will address barriers by providing a step-change reconfiguration and regeneration of the transport network and urban environment, improving accessibility and connectivity and a sense of place for all, which will bring about positive socio-economic outcomes for residents and visitors.

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

The redefining of the road infrastructure is not in the remit of the private sector, and the cost is beyond the resources of local authorities. Without the LUF investment, a once-in-a-generation opportunity to reverse the economic decline of an historic and once vibrant town centre will be lost and the historic South Gate will continue to decay. The LUF investment is the catalyst that can reverse the economic decline, open employment and visitor opportunities, reduce congestion via active travel options, and link housing growth to clean, green and fully inclusive economic growth.

Dated road infrastructure has led to high pollution and to a lack of economic growth in the King's Lynn retail, commercial, housing and leisure offer. The STARS project, comprising two components, will reintegrate the South Gate back into the urban grain, enhancing the setting and improving both the public realm and the transport gateway to the town centre.

The South Gate in King's Lynn is a historic monument which dates to 1437. It has been the gateway to the town for centuries for those arriving by road and has symbolised the defence of King's Lynn, standing as a significant display of civic pride. It forms part of the Heritage Action Zone (HAZ), a status given to the town by Historic England for identifying and protecting heritage assets and encouraging regeneration. The town is home to some of England's only Hanseatic buildings.

This investment is needed to close the 'conservation deficit', which is the excess cost of repair over the market value of the heritage in its repaired condition. For example, the true market value of the South Gate cannot be reflected in its material value, despite its protected status as a Grade I listed building since 1951 and the fact that it is one of only 8 such buildings in Norfolk.

There are also a number of other market failures associated with the town:

- **Public good** – King's Lynn's historic character has public good characteristics in that it is non-excludable and non-rival, meaning one person's consumption does not limit its consumption by another person and it is accessible to all. Therefore, it benefits the owner as well as wider society, including residents of King's Lynn and visitors and tourists for which monuments such as the South Gate add to their quality of life, sense of place, and appreciation of culture and heritage.
- **Externalities** – there are consumption externalities, with those living and working in King's Lynn benefiting from the effect of King's Lynn's heritage offer on the positive perception of the area and town. There are also production externalities with assets such as the South Gate acting as a historical monument and therefore tourist attraction which, going beyond appreciation of the asset, can bring economic activity to the town. However, these types of externalities, such as higher house prices and higher tourism spending, cannot be attributed directly or collected, to support maintenance and restoration.
- **Coordination requirements and information asymmetries** – Without LUF investment it is likely that the work required for renovation, which requires a team with historical

and architectural expertise, will be delivered by those who lack specialised knowledge, such as property owners or outside vendors. Coordination is therefore required to disseminate guidance and carry out any work on the South Gate properly. This can affect the programme and the cost of delivering the work. There exist also information asymmetries, on which these economic agents can make sub-optimal decisions about restoration and maintenance.

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

STARS will provide active travel friendly road alignments to reroute traffic, improve flow for buses, and provide shorter and more direct journeys to meet demand for modern travel options. It will provide improved access to opportunities in King's Lynn, link with housing growth and improve the heritage offer and sense of place. The scheme will address the following barriers.

- Congestion – the town experiences major congestion and journey time delay, especially along the A148 London Road. The gyratory is also dominated by vehicular traffic, the effects of regular congestion have thus resulted in poor air quality and road safety.
- Connectivity and a Sense of Place – poor connectivity between different areas of the town and between the town centre and local housing growth are all creating a barrier to economic revival. Deprivation - economic and health inequalities are intrinsically linked and are most acute in areas of high deprivation. Job seeker's allowance claims have risen by 107.9% since the start of the pandemic, whilst the town falls below the England average for deprivation.

Details of how the proposed solution was chosen are provided below.

Commissioned by NCC in 2018, a transport study highlighted primary areas of congestion within King's Lynn: the Gyratory, Southgates roundabout, and Gaywood Clock. Potential schemes for the Gyratory and Southgates showed the greatest potential for assisting with relieving the problems brought about by traffic growth, and for addressing the objectives.

See Appendix A - Figure 9 – King's Lynn Transport Strategy Objectives

The STARS project, a single vision comprising two locations will invest in redefining the outdated road infrastructure within the Gyratory and Southgates roundabout. This work will deliver better active travel access, reduce congestion and the consequent pollution, link directly with the planned housing growth within King's Lynn and its borders to provide easier more inclusive access to the town centre for residents and visitors.

The two direct investments are as follows:

The Gyratory

A list of options for this work included:

- Traffic flow feasibility
- Bus lane flows
- Introduction of active travel access

A Multi Criteria Assessment Framework (MCAF) was developed to address suitability, feasibility and acceptability. MCAF considered 6 options:

- Option 1: Area Wide Filtering – filtering to restrict through traffic and improve active travel connections between bus and train stations and the town centre. Area-wide filtering beyond the gyratory through the town centre and encourage use of A47
- Option 2: Local Filtering – filtering to restrict through traffic and improve active travel connections between bus and train stations and the town centre
- Option 3: Public Transport – bus lane, junction upgrades, one-way access, footway widening, removal of street clutter, and upgrade of existing cycle facilities
- Option 4: Active Travel – segregated cycle paths, contraflow cycle facility, junction upgrades to accommodate cyclists, upgraded crossings and signals, removal of street clutter and upgrade of existing facilities
- Option 5: Hybrid Scheme – a mixture of junction upgrades, public transport (Option 3) and active travel measures (Option 4)
- Option 6: Highway Capacity Improvement.

The initial suitability assessment determined that options 1-5 had the potential to deliver against objectives for improving active travel connectivity, reducing car trips, and reducing greenhouse gases. Within the acceptability assessment, the options were ranked for perceived impacts on the local economy, people's everyday lives, and air quality and congestion. The Hybrid Scheme scored the highest across the assessments for its affordability, deliverability and potential to deliver benefits for all modes whilst meeting all the objectives.

See Appendix A - Figure 10 – Southgates Scheme Illustrative Masterplan

As part of the King's Lynn Heritage Action Zone programme, the Southgates Regeneration Area Masterplan was developed to establish a clear vision and design principles for the gateway. Using funding secured through the Norfolk Business Rates Pool, and building on the Heritage Action Zone, a strategy was developed to maximise valuable historic assets of the Southgates area, whilst aligning with the Unlocking Brownfield Sites Study (2019) and King's Lynn Transport Strategy (2020). The timeline for the masterplan work is provided below:

- June 2021: BDP appointed to develop the master plan, with the brief focusing on reviewing existing site information, considering infrastructure requirements, assessing feasibility, and preparing outline specifications and a delivery plan. It considered ongoing, parallel developments as part of the LCWIP, AQMA Action Plan, Local Plan and TIP
- January 2022: Baseline information presented to key stakeholders
- February-March 2022: Options developed for the reconfiguration of the Southgates roundabout, which involved continued engagement via focused workshops
- April-June 2022: Preferred option established to achieve the comprehensive regeneration of the area and improvement of the transport network.

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

The Theory of Change (ToC) (Appendix A - Figure 11 – Theory of Change) identifies the key problems facing the town, as articulated in the King's Lynn TIP, which is aligned with the key barriers to growth set out in Section 4.3.1. They represent a clear case for addressing

several transport-related issues, such as congestion, connectivity, safety, and air quality, alongside the related, more deeply rooted socio-economic issues around productivity, deprivation, and under-appreciation of the town's heritage assets and character. King's Lynn requires a reconfiguration and regeneration of its existing transport network and urban environment to improve movement and a sense of place for all, which will bring about positive social and economic outcomes.

One of the key inputs for developing the scheme further is a successful LUF2 application, which will fund more detailed design work for the Southgates and Gyrotory scheme elements. This work will form a key part of an integrated project programme for delivering transport infrastructure to reconfigure the existing network and improve traffic flow and provision for pedestrians, cyclists, and public transport users. Collaboration with Historic England on the Heritage Action Zone (HAZ) is vital to ensure the regeneration and public realm elements of the scheme are targeted in areas that are rich in uncelebrated heritage, whilst reflecting the town's character. Ongoing engagement between NCC and other stakeholders, including the Borough Council of King's Lynn and West Norfolk (BCKWLN) and the public, will also be vital for ensuring the project and vision are supported throughout its development lifecycle. Stakeholder views must be incorporated into the design of both the Gyrotory and Southgates elements, especially to ensure placemaking and traffic-calming measures are in line with the public's perception.

The outputs for the scheme are summarised in the ToC and represent a package of coordinated yet targeted interventions, from junction changes and road realignments to smaller-scale public realm improvements such as kerb adjustments and waymarking. They are designed, together, to change the way people travel around King's Lynn and how they engage with its town centre and heritage gateway area. This includes improving movement for all modes, whilst maintaining the historic character and sense of place throughout King's Lynn. The scheme will encourage a modal shift to active modes and public transport. It will also reduce greenhouse gases and improve air quality, by promoting modal shift. Detailed metrics for baseline data and outputs and outcomes, including modal shift and increased levels of walking and cycling, will be determined in the Monitoring and Evaluation (M&E) plan which will be prepared.

Outcomes and benefits will be measured within the M&E plan, which will track and assess the impacts of STARS. The outcomes and benefits are aligned with the LUF Missions listed in the Theory of Change. The Missions presented in the Theory of Change have been selected based on how effectively they can be met by the scheme's measurable outcomes/benefits, and therefore on the alignment of addressing the identified problems and barriers.

See Appendix A - Figure 11 – Theory of Change

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

This package bid is for two complementary elements of a single project promoting active travel and public transport, reducing dominance of private car usage and improving accessibility to economic, social, and cultural opportunities in King's Lynn for the local communities and visitors.

STARS will play a pivotal role in shifting the domination away from cars into a welcoming gateway for all modes of transport into King's Lynn town centre. STARS will be the keystone for a step change in transport behaviours throughout King's Lynn and the wider area.

The active travel interventions of STARS connect the cycling and walking network in King's Lynn. By directly addressing key routes outlined in the February 2022 LCWIP, STARS will contribute to addressing the core north/south connectivity issue by providing a safe and direct route into the town centre.

The public transport interventions around the gyratory will address existing issues buses experience such as blocked exits at key junctions and inefficient bus priority signals. These improvements were determined in discussion with the bus operators.

South of this location the interventions at Southgates including bus lanes and bus gates will provide onwards priority along this key corridor, linking with other planned BSIP improvements on Hardwick Road. In combination, this package will make public transport one of the most reliable modes of transport in the town centre, contributing to a modal shift away from private vehicle use.

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

Other public funding by way of land contributions by the BCKLWN and cash funding from Norfolk County Council will be leveraged to deliver the intervention.

NCC Cash Contribution £2,027,040

KLWN Land contribution £652,500

The Southgates area in King's Lynn is a key site for the Heritage Action Zone (HAZ) programme and a transport priority identified in the King's Lynn Transport Strategy and for the Town Investment Plan. Southgates is a strategic regeneration area, offering the potential to create a high-quality gateway to King's Lynn and improve the perception of the town. Given the position of the site as a prominent entry to the town, the Southgates area presents a unique opportunity to implement a transformational plan enabling the redevelopment of brownfield land into a more active and attractive gateway to King's Lynn.

Delivery of the Southgates Masterplan will start to pave the way to undertake wider regeneration initiatives in King's Lynn, potentially enlisting a development partner to invest in the town centre. Over time, we would expect this work and investment to yield further private sector investment. An enhanced gateway to the town centre will also support existing residents and the wider growth ambitions of the town (including residential and commercial development). Whilst it is challenging to pinpoint the monetary value attributable to the impact of delivering the changes proposed for Southgates on wider development activities, we anticipate that the investment in Southgates will increase the confidence of the private sector in King's Lynn generally, thus increasing private sector leverage overall. There is an opportunity for the Borough Council of King's Lynn and West Norfolk to control the site's development, potentially enabling it to ensure high-quality design which in turn might further attract new residents and businesses to the town. Furthermore, the redevelopment of Southgates could have synergy with other developments in King's Lynn including NORA 4 (fourth phase of Nar Valley Park) and has the potential to kick start the regeneration of further sites, which in turn may attract further private investment.

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

The scheme is aligned to and supports relevant local strategies and local objectives which are set out in the Appendix B.

See Appendix B – Table 2 – scheme alignment with local context.

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

The scheme is aligned with the key national policy objectives which are set out in the Appendix B.

See Appendix B – Table 3 - Scheme Alignment with the National Context

Alignment and support for existing investments

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

This project complements other investments from different funding streams within the local area including:

- Towns Fund –The Town Investment Plan (TIP) sets out a transformational vision for King's Lynn which subsequently secured a £25m Towns Deal. The TIP vision includes 'a sustainably connected town'. Under the Town Deal, an Active and Clean Connectivity (A&CC) programme covering a series of interventions to encourage modal shift is being progressed. This application is a key area for future investment identified in the King's Lynn Town Investment Plan (TIP) vision and project pipeline and complements the planned investment under the Towns Fund. The Southgates area is a key gateway and node into the town centre physically connecting with the Gyratory and investment planning under the A&CC programme and the West Winch growth area into the town centre. It will also improve the walking and cycling connectivity and public realm to other projects within the Town Deal such as the Active Travel Hub, Guildhall and Multi-User Community Hub, improving access for walking and cycling for residents and visitors accessing the services and enhancing visitor attractions.
- Growth Deal – Two industrial and two office premises off Nar Ouse Way on the Nar Ouse Business Park Enterprise Zone are currently being constructed by the Borough Council, co-funded by New Anglia LEP from its Growth Deal with government. Nar Ouse Business Park will provide approximately 15 hectares of serviced development land for office, industrial and research space in King's Lynn, the site of which immediately joins the Southgates roundabout to connect with the Town Centre. This project will support sustainable connectivity between the enterprise zone and town centre.
- Accelerated Construction Programme – £1,340,000 of funding support has been provided by Homes England to deliver 105 two and three-bedroom homes out of a wider 450 homes housing scheme in the Nar Ouse regeneration area. This development will connect Sandpiper Way with Morston Drift, running alongside the River Nar and Nar Ouse Way, which joins Southgates roundabout. The properties

will consist of affordable rent (15%), private rent (50%) and market sale (35%), built using modern methods to provide greener energy for residents with this project supporting the development by providing active travel infrastructure to be a highly sustainable and easily accessible place to live.

- West Winch Housing Access Road – Department for Transport – there is a key corridor from the West Winch Growth Area to Southgates in the LCWIP. The project will therefore provide wider sustainable infrastructure to support the future development of the West Winch growth area which will unlock 4,000 homes as part of the Local Plan.

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

The King’s Lynn Transport Strategy (KLTS) has been developed in partnership between NCC and BCKLWN and was adopted by both councils’ Cabinets. This has been further developed recently with a Local Cycling and Walking Infrastructure Plan (LCWIP) which has also been adopted by both councils and submitted to DfT. It follows the objectives of the Cycling and Walking Investment Strategy (CWIS) devised by DfT in 2017, which led to the publication of guidance on preparing LCWIPs. Schemes in the LCWIP are being developed in detail based on the overarching principles of Gear Change and LTN 1/20.

The proposed cycle infrastructure has been developed to the latest standards of the LTN 1/20 guidance. For example, the north-south route on the gyratory provides segregated cycle provision to rebalance road space to focus on pedestrians and cyclists. For the Southgate scheme, there is a designated active travel corridor through the South Gate which will utilise the former London Road alignment, alongside proposed shared use facilities on the new layout reconfigured junction, to ensure better priority for walking/cycling. The active travel elements are shown in the figures listed below.

See Appendix A - Figure 12 – Gyratory Scheme

See Appendix A – Figure 13 – Southgates Scheme

Confirm which Levelling Up White Paper Missions your project contributes to

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

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

As presented in the Theory of Change, the scheme contributes to the following missions:

- Living standards – reducing congestion in King’s Lynn and improving accessibility, via public transport, to economic opportunities will contribute to increased productivity and living standards

- Transport infrastructure – public transport connectivity and traffic flow will be improved through local network reconfiguration and upgrades in the town centre and at the town's main gateway, Southgates
- Well-being – improved physical activity and well-being will result from increased levels of walking and cycling, which will be encouraged by an expansion and reconfiguration of the active travel provision in King's Lynn
- Pride in Place – the scheme will retain the historic South Gate monument and provide other public realm improvements to improve perception of place and improve satisfaction and engagement with the King's Lynn urban environment.

Section 7 – Economic Case

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

The transport challenges affecting King's Lynn have been explored in a number of studies. Most notably, the King's Lynn Town Investment Plan (2021) set out an integrated strategy for renewal and success to address the key local concerns. The assessment identified the following issues:

- Congestion and Air Quality
- Lower Skills and Earning Levels
- Declining and poorly Connected Town Centre
- Major Housing Growth
- Poor Road Safety.

More detail is given in Appendix B.

See Appendix B – Table 4 – Scale and Significance of Local Issues

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

Pedestrian crossing counts were undertaken in line with industry standards, and they provide data disaggregated by 15-minute periods for the 12-hour duration. This data was collected in 2018 to support the King's Lynn Transport Strategy and therefore represents pre-pandemic levels. Pedestrian crossing counts for the gyratory were available at the following junctions:

- Railway Road – Austin Street – John Kennedy Road
- Railway Road – Norfolk Street
- Railway Road – Wellesley Street – Albion Street
- Railway Road – Waterloo Street – Old Market Street
- Blackfriars Street – Littleport Street – Norfolk Street
- Blackfriars Street – Coburg Street
- Blackfriars Street – Waterloo Street.

Cycle count data was not available for either the gyratory or Southgates areas. In its absence, propensity to cycle data was used using the clickable route cycle flows for the relevant links. The links available were as follows:

Gyratory

- Norfolk Street (between Railway Road & Paradise Lane)
- John Kennedy Road (between Austin Street & Railway Road)
- Railway Road (between John Kennedy Road & Norfolk Street)
- Wellesley Street.

Southgates

- London Road (between Southgates roundabout & Guanock Terrace)
- Vancouver Avenue / Wisbech Road

- Hardwick Road.

As a sense check DfT cycle count data was analysed to check the figures shown in the tool were appropriate. Overall, the available data provides an accurate representation of existing demand levels at locations where scheme interventions are proposed.

Traffic count data has been used for bus journey times and reliability and congestion levels.

Collision data has been supplied by NCC and provides an analysis of collisions reported in STATS19 between 2014 and 2019.

Data demonstrating lower skills, educational attainment and earnings has been taken from the Index of Multiple Deprivation and Office of National Statistics (ONS). The Index of Multiple Deprivation is a suitable data source as it assigns a score to small areas (LSOAs), providing a more accurate picture of deprivation for a specific area and allows for local, regional and national comparison. Further to this, the data was published in October 2021 so is the most up to date source available. ONS data provides reliable statistics on the demographic of a particular area similarly, allowing for regional and national comparison. The ONS data referred to in section 5.1.1 is from 2018.

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

The appropriateness of the data for the area of influence is evident from the sites of the pedestrian counts i.e. the gyratory junctions as well as link count data through the Propensity to Cycle Tool. This data is relevant because it provides demand levels on links where there is proposed infrastructure such as cycle lanes and at junctions where upgrades are proposed.

To augment available pedestrian demand data for the Southgates scheme, census travel to work data was assessed to deduct a relevant demand level in line with AMAT User guidance. As the data available was only for the wider area that the Southgates corridor was contained within, an assumption was made on how many commuting trips used the corridor. This demand was then compared to the demand levels at the gyratory to ensure the data was appropriate. This was deemed the most suitable approach given the absence of data sources available at this location.

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

The proposals are anticipated to deliver a range of environmental, economic, and social benefits. These have been estimated for:

- Increased levels of walking and cycling
- Shorter and more direct journeys for pedestrians and cyclists
- Reduced number of car trips in the town centre
- Reduced greenhouse gases and improved air quality
- Improved local heritage offer
- Improved perception of place
- Improved traffic flow for buses.

The connection between expected impacts/benefits listed above, the proposals, and the existing and anticipated problems is outlined in the table.

See Appendix D – AST for each component

The impacts identified in the ASTs for both schemes cover the full appraisal period of 30 years.

See Appendix B – Table 5 – Addressing Existing and Anticipated Problems

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

A conventional approach to scheme appraisal has been undertaken in line with HM Treasury and departmental guidance and is consistent with scheme appraisals which have previously received funding. Cost estimates for the scheme were developed based on the scheme concept designs and desktop research / analysis. A combination of DfT Toolkits was used to assess the benefits of the scheme by mode. The outputs from the toolkits were then input into a wider appraisal model alongside the scheme costs. Factoring, discounting, and deflation were applied where appropriate to both the benefits and costs and a BCR was provided as an output.

Given the range of users that the scheme will impact on, a number of tools and approaches have been used to appraise the scheme:

- Cyclists: Active Mode Appraisal Toolkit (AMAT)
- Pedestrians: AMAT & Ambience Benefits Calculator (ABC) Toolkits
- Highway users: Paramics Model and Small Scheme Appraisal Toolkit

The pedestrian and cycle demand data has been derived from count data where available and, in its absence, alternative sources such as Propensity To Cycle (PCT) have been used. Pedestrian count data was available for a number of junctions along the gyratory from surveys undertaken as part of the King's Lynn Transport Strategy in 2018. DfT cycle count data was available for several locations around the gyratory, with gaps being filled by the PCT tool – with necessary factoring applied to give a representation of all users instead of solely commuters.

It has been assumed that there will be 20% induced pedestrian demand. This is consistent with values identified through a literature review, including DfT's published information. It was assumed that there will be a 50% induced cycle demand, which is in line with induced demand assumptions made in the appraisal of King's Lynn LCWIP Routes and is also consistent with values from comparable schemes outlined in the Cycle City Ambition Programme 2013-2018.

The Paramics Model uses two scenarios of 2024 and 2039, which were forecast from a pre COVID-19 2018 base. This matrix was formed from an extensive data collection exercise as part of the King's Lynn Transport Strategy in 2018. For the purpose of the appraisal, the 2024 forecast year was analysed. Using these traffic flows was considered to be a worst-case scenario as it is considered locally that traffic levels have not recovered to full pre-pandemic levels. The potential impact of the scheme proposals on mode shift and strategic re-routing were also not considered in any model scenarios, which would of likely contributed in removing vehicle trips from the network.

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

The capital cost estimates have been produced for each of the projects reflecting their level of design certainty. Appendix C Funding Profile provides a breakdown of costs, which informed the production of the economic costs for the economic appraisal.

In line with the latest guidance set out in TAG Unit A1-2, for the purposes of the economic appraisal risk/contingency has been removed from the scheme costs, and optimism bias has been applied at 46% in line with guidance set out in TAG Unit A1-2 for highway schemes at this stage of development. The revised guidance regarding scheme costs in appraisal suggests a comparison between the risk-adjusted base costs and the base costs with the revised optimism bias percentages. The scheme costs in the Financial Case include 40% risk / contingency, compared to 46% optimism bias applied to the base costs. This shows that the scale of costs under each approach are relatively similar, and the higher costs are used within the appraisal.

In order to ensure the costs and benefits are in consistent units within the appraisal, the scheme costs have been rebased and discounted to 2010 Present Values and market price adjustment applied using the appropriate factors from the TAG Data Book.

The estimated Present Value of the capital costs of the gyratory scheme is £3.10m PV

The estimated Present Value of the capital costs of the Southgates scheme is £10.24m PV

The estimated Present Value of the capital costs of the overall package is £13.33m PV.

At this stage of scheme development, maintenance and renewal costs associated with the scheme have not been considered. It is likely the costs can be covered within existing council road maintenance budgets, and this will be considered further as the scheme progresses.

The assets provided by the LUF funding would represent upgraded transport facilities that benefit all modes of transport within the area of influence. The operational costs are expected to be similar to the present highway facilities and so will be covered by existing operational and maintenance funding sources. These comprise:

- Capital funding for Structural Maintenance comprising the renewal of roads, footways, and traffic signals
 - DfT formulae based annual grants for structural maintenance block, currently made up of three grants: 'needs based,' 'incentive' and 'pothole'
 - Any additional capital investment from Norfolk County Council - the current administration has made a commitment of £10m for maintenance over four years
- Revenue funding for cleansing and other similar activities which comes from the Council Tax.

Describe how the economic benefits have been estimated

The proposals are anticipated to deliver a range of economic benefits. These have been estimated for:

- Improvements to active travel infrastructure at both the gyratory and Southgates junction: journey quality and health benefits for pedestrians and cyclists as well as

decongestion benefits as a result of modal shift from highway users from the active travel interventions

- Impact on the highway network: highway user impacts (journey times and VOCs) as a result of changes in the operation of the highway network due to the scheme.

General

Active mode benefits have been considered over a 30-year appraisal period from scheme opening and the highway impacts have been considered over a 60-year appraisal period as have been estimated using the Small Scheme Appraisal Tool. Consistent with TAG, the outputs of the appraisal are presented in 2010 Present Values, including the market price adjustment. An opening year of 2026 has been assumed.

Improvements to active travel infrastructure

A combination of the DfT's AMAT and TfL's ABC toolkits were used to assess the impacts of the active travel proposals on pedestrians and cyclists, and the secondary benefits resulting from mode shift, i.e. highway decongestion, MECs, and health benefits. A combination of local count data and Propensity to Cycle data was used to populate number of trips. For the gyratory, pedestrian demand count data was available at several junction locations, while DfT cycle count data was also available at two locations. Propensity to Cycle data was available on links where count data was not available. The uplift in demand was derived from comparative AMATs undertaken by the local authority and comparable schemes referenced in the Cycle City Ambition Programme 2013-2018. The default assumptions in the AMAT tool were used and the tool provides outputs in 2010 PV values, market prices. Examples of these toolkits can be found in Appendix A.

The ABC toolkit outputs single year benefits in 2014 prices and values. The ambience valuations within the model are calculated based on market research assessing passenger's willingness to pay for improvements to their journey. Within the appraisal model these benefits have been applied to each year of the appraisal and grown in line with GDP growth to reflect increases in values of time. As the ABC tool has been developed by TfL it is based on London willingness to pay values, therefore within the appraisal the benefits have been scaled back based on a factor calculated comparing the mean income in London compared to King's Lynn and West Norfolk using income and tax by borough and district or unitary authority, tax year 2017 to 2018. This gives a factor of 0.6. The benefits have also been adjusted to 2010 PV using the necessary factors for deflation and discounting.

Impact on the highway network

The impact of the scheme on highway users has been calculated using outputs from the Paramics Microsimulation Model. The DfT's Small Scheme Appraisal Tool has been used to take these outputs and calculate the journey time, VOC and wider network impacts in 2010 PV. Both Small Scheme Appraisal Toolkits can be found in Appendix B.

The scheme impacts have been combined in a spreadsheet appraisal tool which then compares the overall benefits to the costs. Each of the gyratory and Southgates schemes have been appraised individually.

The positive impact of the Gyratory component on buses has been determined and included in the analysis. More detailed analysis will be carried out for the Southgates component and included during the Strategic Outline Case stage.

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

A full response to this section is outlined in Appendix F – BCR Explanatory Note

The two schemes within the package have different scales of costs and benefits. The appraisal of the gyratory project demonstrates High Value for Money, with a BCR of 3.4:1. The PVC for the gyratory scheme at this stage is £3.10m, and the estimated PVB is £10.56m. This gives a NPV of £7.47m.

See Appendix B Table 6 – Gyratory BCR Table

The largest driver of benefits is the journey time savings for highway users and those switching to active modes. This is valued at over £38.87m (2010 PV).

Another key driver is physical activity benefits including the reduction in the risk of premature deaths and absenteeism as a result of the enhanced infrastructure inducing increased levels of walking and cycling and therefore improved fitness and reduced health risks. This is valued at over £3.01m (2010 PV).

The appraisal of the proposed Southgates project demonstrates Very High Value for Money with a BCR of 7:3:1. The core scenario for the Southgates scheme includes a 25% reduction in highway demand in the with scheme scenario. This reduction in highway demand is representative of the ambition to reduce car use in the future with Gear Change stating that 'we want to see a future where half of all journeys in towns and cities are cycled or walked' and also to reflect the anticipated scheme induced mode shift. A sensitivity test has been undertaken assuming no reduction in highway demand. The PVB for the Southgates scheme at this stage is £74.81m, and the estimated PVC is £10.24m. This gives a NPV of £64.57m.

Southgates

See Appendix B – Table 7- Southgates BCR Table

The largest driver of benefits is the journey time savings associated with general reduction in highway travel and mode shift from private car to active modes – valued at £38.87m (2010 PV).

Sensitivity testing has been undertaken to explore the sensitivity of the expected outcomes of the appraisal to changes in inputs. The following sensitivity tests have been carried out for each scheme:

Gyratory

See Appendix B – Table 8 – Gyratory Sensitivity Tests

Test 1 demonstrates that if the scheme was solely appraised on active travel benefits the BCR would reduce from 3.4:1 to 1.2:1, representing a drop from High Value for Money to Low Value for Money. Test 2 demonstrates that if scheme costs were reduced the BCR would increase to 4.1:1, representing Very High Value for Money. Test 3 shows that the scheme can withstand an increase in scheme costs, with a small reduction in BCR from 3.4:1 to 3.0:1.

Southgates

See Appendix B – Table 9 – Southgates Sensitivity Tests

Test 1 demonstrates that in a scenario where highway demand is maintained at 100%, the scheme is expected to demonstrate Very Poor Value for Money. Test 2 demonstrates that if the scheme was solely appraised on active travel benefits the BCR would decrease from Very High Value for Money to Poor Value for Money (0.3:1). Tests 3 and 4 demonstrate that

variation in costs would have limited impact on the overall Value for Money category of the scheme, with both tests still delivering Very High Value for Money.

There are considerable non-monetised benefits which will be realised as a result of the proposals from a place-making and sustainable growth perspective, outlined below and further in the AST. Further detailed consideration of these benefits will be carried out during the development of the schemes.

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR

6.4

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

The bid is anticipated to provide significant non-monetised benefits, which are noted in the AST (found in Appendix D) following high-level consideration:

- Enhancing sense of place, community, and connectivity to encourage young people to stay and work in King's Lynn following further education. This will help address the decline in the young, working population and subsequently generate economic activity and upskill the local population
- Enhancing connections between the train/bus stations and the town centre and delivering public realm improvements encourages tourism and results in increased spend and investment. Better connectivity by sustainable modes and improved public realm enhances King's Lynn's attractiveness as a place to live, work and visit (shopping/hospitality), and enables easier access to services, tackling recent economic decline and supporting further investment and growth. Continuity and directness of routes will also improve reliability for those traveling by active modes, improving journey times and overall journey experience.
- Enhancing landscape and townscape through prioritising active modes and delivering public realm improvements. This will be achieved through the demolition of existing buildings, introduction of new green open spaces, green routes and traffic free spaces around the Southgate area, as well as paving infrastructure, access routes and pedestrian crossing facilities around the gyratory.
- Enhancing personal safety and security for those travelling on foot or by bike through cycle and pedestrian priority, protection at junctions, segregated cycle infrastructure, footway widening and filtered streets. These measures will help overcome some of the key deterrents to active travel outlined in the [Vision King's Lynn survey results](#).
- Potential to secure future investment and funding opportunities by aligning design with government guidance (Gear Change and LTN 120).

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

Count data and demand uplift

The most appropriate count data has been used of that available. There is some level of uncertainty where data specific to some locations may not have been available and other data sources had to be considered such as the PCT Tool and Census. It is noted that Census data is now relatively dated.

The extent of induced demand for walking and cycling, which drives the health and externality benefits has been based on available case studies however there is some level of uncertainty in terms of what would actually be realised. The current assumption is considered plausible based on other schemes.

Costs

The costs are based on emerging designs for the projects and subject to further development work which introduces uncertainty. A risk allowance of 40% has been included in the scheme costs and within the economic appraisal optimism bias at 46% has been applied. There is also further uncertainty over the potential inflation impacts on the costs between now and scheme delivery. Current market research has identified exceptionally high inflation rates for both construction activities and in the materials supply chain. In view of this significant amounts for inflation have been included in the cost estimates.

Sensitivity tests

Sensitivity testing has been undertaken as part of the appraisal process, demonstrating the sensitivity of the expected outcomes of the appraisal to changes in inputs.

Appendix D – Appraisal Summary Table - uploaded

Section 8 – Deliverability

Confirm the total value of your bid

£26,795,400

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

£24,115,860

Confirm the value of match funding secured

£2,679,540

Letter of support from KLWN – uploaded

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

At their Cabinet meeting on 24 June 2022 the Borough Council of King's Lynn and West Norfolk agreed in principle support to provide a land value contribution to the scheme, subject to a further report to cabinet once details of the scheme and land required is confirmed, if the application by Norfolk County Council is successful. For the purposes of the LUF bid the land value has initially been estimated at approximately £652k

On 27 May 2022 the Norfolk County Council Cabinet decided to allow a bid to be submitted to the government's Levelling Up Fund by the deadline of Midday on 6 July 2022. This decision was made in the knowledge that, if successful, when the scheme is implemented the fund rules suggest that the County Council should make a 10% contribution to the construction cost which is likely to be £2-3m.

Land Contribution

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

Land outside of the highway boundary required to deliver both components, Southgates and the Gyratory, is owned by the Borough Council. Much of this land has been acquired over recent years for the purpose of enabling the regeneration of the Southgates area. They have agreed in principle support the scheme by providing this land as part of the local contribution to the scheme. For the purposes of this bid, the land value has initially been estimated at approximately £652,500 by the Borough Council's Assistant Director Property as set out in the table below for the individual parcels that are required. At this stage this is not RICS Valuation and Appraisal (Red Book) compliant, but a more detailed assessment will be carried out during the next SOC stage of the project.

See Appendix B – Table 10 – Land Contribution / Values.

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

The budget does not include any unrecoverable VAT.

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

The costings for the scheme have been determined by Quantity Surveyors from WSP who have a detailed understanding of current rates.

The construction costs contained in the cost estimates have been built up employing the following methods with the nature of the works involved and the design information available determining the method adopted.

- Employing first principles of estimating involving quantifying the major items of work in any given element and rating those works using unit rates from industry standard published data adjusted for working in and around the live carriageway.
- Cost allowances obtained by specialist suppliers

By way of benchmarking, these figures have then been reviewed by the Joint Venture design and build company that is currently constructing the Great Yarmouth Third River Crossing scheme (Approx. £120m).

Current market research has identified exceptionally high inflation rates for both construction activities and in the materials supply chain. In view of this significant amounts for inflation have been included in the cost estimates.

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

The basic scheme cost is built up from up to date rates used by our consultant's Quantity Surveyors. These rates have been reviewed by our supply chain design and build contractors working on the Great Yarmouth Third River Crossing project which is currently under construction. This cost estimate was also informed by discussions with a Resident Engineer colleague who has supervised numerous recent highway projects in King's Lynn in relation to likely ground conditions and traffic management. Land costs were determined by the Assistant Director Property and Projects at the Borough Council of King's Lynn and West Norfolk. A meeting then took place between all parties to discuss and agree rates and assumptions.

The cost estimate has then been subject to an uplift of 40% for risk/contingency. No optimum bias has been applied for the purpose of this cost estimate. However, an appropriate optimum bias will be applied in the economic appraisal.

A cost for inflation has been added using the most current industry standard inflation rates for a construction Mid-Point of Q1 2026 for the Gyrotory package and Q1 2027 for the Southgates package. This represents a significant uplift in costs to reflect current uncertainties in the economic climate.

Describe the main financial risks and how they will be mitigated

The highest probable risk is that of inflation and cost increases. Although appropriate assumptions have been made based on best available current information, these could change over time, particularly due to the volatility of oil and energy prices and the context of the Russian war on Ukraine and its impact on world economics. The cost estimates presented in this submission now will continually be updated at each business case stage. The next formal business case submissions will be the SOC's for each component due in Q4 2022 and Q1 2023 for the Gyrotory and the Southgates components respectively.

At the procurement stage, the preferred Option C of NEC4, a target cost with activity schedule will balance the allocation of risk between NCC and the Contractor, incentivising both parties to work together to achieve an efficient delivery. In this way NCC can ensure that cost overruns can be mitigated.

In the first instance, cost overruns will be mitigated by a Value Engineering approach, which is a technique employed by NCC on all its transport schemes.

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

N/A

We do not intend to award a share of our LUF grant to a partner via a contract or sub-grant.

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

N/A

There are no bid partners in the project.

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

This section provides evidence of the commercial viability of the proposed scheme and describes the procurement strategy that will be used to engage the market. It provides evidence on the approach to risk allocation and transfer, contract and implementation timescales and the approach to managing the contract.

Procurement route

The following procurement route options have been considered for delivering both elements which comprise highway layout changes to benefit public transport and Active Travel (walking and cycling).

- 'Routes to Market' Competitive Tender Process
- Eastern Highways Alliance (EHA)

The advantages and disadvantages of these options are set out below.

See Appendix B – Table 11 – Procurement Route

The EHA has been selected as it balances NCC's attitude to numerous delivery factors including risk appetite, programme constraints and need for cost certainty. Previous experience of the Eastern Highways Framework (EHF) has demonstrated that the Contractors are capable and will have interest in delivering the scheme. Other advantages of the EHF include:

- Reduced resource (NCC) required to undertake procurement activities
- Fast route to market
- Good working relationships with Contractors built through the wider Framework working groups
- Good flexibility in terms of financial value covered by the Framework
- Framework will be supported by Framework Manager to assist relationships between Authorities and Framework Contractors
- Electronic project management software provided as standard through Framework

Use of the Eastern Highways Alliance Framework means that pre-market engagement/research activity has already been undertaken and it also provides flexibility to guard against any potential capability or limitations that may impact on project/procurement timescales.

Contract strategy

There are five main contract strategy options within the NEC4 suite which encourage a collaborative approach to deliver schemes and promote proactive management of risks to deliver schemes on programme and budget, and these are set out below.

- Option A: Priced contract with activity schedule
- Option B: Priced contract with bill of quantities
- Option C: Target cost with activity schedule
- Option D: Target cost with bill of quantities
- Option E: Cost reimbursable

They offer varying levels of risk exposure, incentivisation and flexibility depending on the procurement objectives and the level of design undertaken prior to tender.

Option C, a target cost with activity schedule has been selected to deliver the scheme, given that it balances the allocation of risk between NCC and the Contractor, incentivising both parties to work together to achieve an efficient delivery.

NCC will be looking to create a position of shared savings from improved delivery so that both parties' benefit. NCC will be able to set programme parameters for the Contractor to work within which important in terms of the MRN funding. While the risk element sits in the general mid-range for NEC Options, this should be reduced as the design will be well progressed, based upon a tight scope with good quality works information to support the Contract.

Contract Management

The form of contract selected provides the Council with a suitable contract at construction to minimise risk, but with increased ability to bring forward the detailed design process in the programme.

Design, procurement, and construction supervision will be managed by NCC and if necessary supported NCC's Consultants WSP. Both the council and the consultant have experience in delivering major schemes.

Sustainability, net zero and social value issues

Overall the project is intended to increase cycling and bus travel and so intrinsically supports net zero. We will aim to minimise use of new materials through in-situ recycling where practicable and will aim to use lower-temperature surfacing if appropriate. The use of the EHA framework will inherently involve more local suppliers which will make the supply chain more sustainable.

With regard to social value we will comply with the National Procurement Policy Statement priorities for social value, with particular emphasis on net zero, apprenticeships and skills. We will look for apprenticeships as part of the deal. Design will be done via our term consultant WSP who have significant upskilling plans for their design teams.

All of the contractors on the EHA list referred to in the procurement strategy above have sustainability at the heart of their business models. These include having published Carbon Reduction Plans and working to Net Zero ambitions through a variety of measures. Some of these include trials of low carbon materials and cement alternatives and using renewable energy for powering sites, offices and vehicles.

Modern Slavery Act

All of the contractors on the EHA list referred to in the procurement strategy above have Modern Slavery and Human Trafficking Policy Statements.

Other considerations

In relation to standard Playbooks, these are not relevant to our approach using the Eastern Highways Alliance (EHA) and NEC conditions. Instead, we have innovated and developed an NEC4 playbook, which provides guidance how to set the parameters for each project and we have a standard set of Z clauses, which can be included. The EHA3 framework agreement complies with Public Contract Regulations 2015. With regards to Resolution Planning we will follow the GCF Resolution Planning guidance note dated May 2021. We do not anticipate this being deemed a Critical Construction Project. We will consider the use of a Project Bank Account and any requirement for bonds or guarantees at procurement stage.

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

Procurement, and construction supervision will be managed by NCC and if necessary supported NCC's Consultants WSP. Both the council and the consultant have experience in delivering major schemes including the Great Yarmouth Third River Crossing, Norwich Distributor Road (NDR), A47/A1042 Postwick Hub Junction Improvement and A12/A143 Link Road.

A Project Manager will be named as the individual who will administer the contract on behalf of the Employer. The Project Manager will have the designated authority to issue all instructions, notifications and other communications required under the contract. As well as providing general management support and advice to the Project Manager, NCC will undertake the role of Supervisor under the contract with responsibility to check for compliance to the Works.

The governance structure for delivery of the scheme is described below and follows an established structure that has been used by NCC for successful delivery of previous schemes, including those listed above.

To ensure successful delivery of the scheme, NCC will establish and resource the following bodies:

- Project Board
- Members Steering Group
- Project Delivery Team

An organisational and governance structure is illustrated below for our Long Stratton bypass project which shows the essential lines of accountability and responsibility. We will use a similar structure for this scheme. At the heart of our project governance is a Project Board, which is accountable through the Project Sponsor to NCC, and is responsible for reviewing the scheme and taking key decisions. The Senior Responsible Officer is accountable to the Project Board and is responsible for the work of the Delivery Team.

See Appendix A - Figure 14 – Organisational / Governance Structure

The Senior Responsible Officer (SRO) will be David Allfrey who is Assistant Director for Infrastructure Delivery at NCC.

David Allfrey is a Chartered Civil Engineer and a Member of the Institution of Civil Engineers (ICE). He has over 30 years' experience working in the construction industry. For the last 25 years he has worked for NCC specialising in highways design and maintenance, and supervising and delivering a wide range of highway maintenance and more recently with a focus on major highway improvement projects, including:

- Great Yarmouth Third River Crossing - £121m
- The Nar Ouse Regeneration Route in King's Lynn - £15m
- A47/A1042 Postwick Hub Junction - £27m
- Norwich Northern Distributor Road - £178m

The key project team members including their roles and responsibilities are shown in the Management case section 6.3.4 below. The project team has experience in the successful delivery of similar projects including through the EHA Framework with Grahame Bygrave (Director for Highways and Waste), on the EHA Board.

See Appendix B – Table 12 –Project Team

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

Design, procurement, and construction supervision will be managed by NCC with support from NCC's term contract consultants, WSP. The Council has significant experience in

delivering major schemes with its consultants, which have included the Norwich Distributor Road (NDR) and the associated A47/A1042 Postwick Hub junction improvement, the Great Yarmouth 3rd River Crossing and the A12/A143 Link Road.

Through the Council and WSP resources, it is anticipated that all specialisms necessary to deliver the project can be sourced, which minimises any impacts in timescales for the scheme development.

In view of the number of large infrastructure projects that the Council is delivering, it already has in place an Infrastructure Delivery team that is responsible for the delivery of the projects being undertaken by the Council. This includes the £121m Great Yarmouth 3rd River Crossing (mentioned above and now in the second half of its construction programme – on time and budget), the £40+m Transforming Cities projects in Norwich, the £37m+ Long Stratton Bypass and the £65m+ West Winch Housing Access Road.

The structure of the team is such that each project is provided with a dedicated Project Manager with a delivery team in place. This also includes specialist Commercial Management expertise to oversee contracts and ensure compliance and good contract administration. Projects also have the expected levels of governance in place, including Project Boards and elected Member Groups.

This provides a high degree of confidence that the delivery of the projects will be to a high standard, with the correct resource levels and skills/experience necessary.

We are also confident that our preferred procurement strategy for the construction of the project, which utilises the Eastern Highways Alliance Framework contractors, will ensure there are no capability or capacity gaps during the construction phase. The EHA provides access to a range of contractors which ensures that both capability and capacity issues can be minimised. The contract also includes Key performance indicators (KPI's) which can be confirmed with the selected contractor at the appropriate stage.

The successful contractor will generally be expected to agree their supply chain with the Council and competitive quotes for any sub-contracted elements will need to be provided.

The Council also has an existing term contract with Dynniq, who provide traffic signal management and maintenance across the highway network. Dynniq also provide early contractor involvement and design input to the Council's traffic signal projects and, given the scope of work required for this project, would be expected to provide input as a nominated sub-contractor.

In addition, the Council also has a term contract with Tarmac, who provide construction services for its highway maintenance and improvement programmes. This provides the scope to include construction/traffic management advice during the development stages of the project.

The Council also has an experienced construction management site supervision team. They provide input during scheme development and design stages, during procurement and then supervise the construction works.

Procurement advice is also provided by the Council's dedicated procurement team, led by Al Collier, who provide expert advice based on many years of experience in developing and delivering procurement processes for major highway construction projects.

One aspect of the project that will require specialist input is related to the protection and preservation of historic structures, particularly the South Gate. The Council is working closely with King's Lynn Borough Council, who are contributing to the project, and they have

extensive knowledge and experience of the important structures and access to the appropriate statutory organisations.

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

The NCC Infrastructure Delivery team will manage the contractor. Typically on our projects this will involve monthly meeting to discuss progress against the programme, including reviewing any problems that have arisen and how they will be dealt with. This process will involve identifying risks, implementing mitigation strategies and monitoring them.

The Council has an experienced construction management site supervision team. They provide input during scheme development and design stages, during procurement and then supervise the construction works. There will be a Resident Engineer and site staff to check the satisfactory completion of each aspect of the works (i.e. quality control) and a Commercial Management team including Quantity Surveyors (QS) to ensure correct contract administration and monitor the spend against estimates. At NCC this tends to be done using the CEMAR contract administration software system.

The effective management of contracts and successful supplier management, using the approach described above and set out further in this document, is evidenced by the successful delivery of recent projects which include:

- Great Yarmouth Third River Crossing - £121m
- The Nar Ouse Regeneration Route in King's Lynn - £15m
- A47/A1042 Postwick Hub Junction - £27m
- Norwich Northern Distributor Road - £178m

The successful contractor will generally be expected to agree their supply chain with the Council and competitive quotes for any sub-contracted elements will need to be provided.

The Council also has an existing term contract with Dynniq, who provide traffic signal management and maintenance across the highway network. Dynniq also provide early contractor involvement and design input to the Council's traffic signal projects and, given the scope of work required for this project, would be expected to provide input as a nominated sub-contractor.

In addition, the Council also has a term contract with Tarmac, who provide construction services for its highway maintenance and improvement programmes. This provides the scope to include construction/traffic management advice during the development stages of the project.

Set out how you plan to deliver the bid

The scheme comprises two components:

- bus priority and active travel scheme, based on the recently adopted LCWIP, around the town centre one-way Gyratory system, which will reduce the dominance of motor traffic on Railway Road making it safer and more pedestrian and cycle friendly
- bus priority and active travel scheme in the Southgates area where the existing signalised roundabout is converted to two junctions to downsize the roadspace changing the nature of this intensely vehicle dominated entry point to King's Lynn to a more human scale for pedestrians and cyclists and to enable regeneration as per the Heritage Action Zone designation

The gyratory scheme is more developed of the two components and would see construction commence in Q4 2025 with opening by Q2 2026. The current scheme details have been finalised with input from stakeholders including the bus operators and a Strategic Outline case (SOC) will be completed by Q4 2022.

The Southgates scheme has been devised to facilitate the Borough Council regeneration aspirations, set out in their emerging Masterplan, in tandem with an ambitious scheme to lock in changes in traffic patterns post-pandemic. These changes are predicated on the bus priority and Active Travel transport scheme which is intended to transform the area in line with the adopted Town Investment Plan to achieve levelling up by focussing on cheaper and healthier travel options. As such more time is required to devise an SOC which could be submitted in Q1 2023. Beyond this, and dependent upon whether a public inquiry is required, construction could commence in Q2 2026 with a scheme opening in Q1 2027.

The construction of each component is going to require significant temporary traffic management which will cause disruption to movement by all modes including buses. If both of the components were to be constructed over the same time period, this is likely to cause unacceptable disruption to movement in King's Lynn. In view of this, because the Gyratory component is at a more advanced stage of development, the different timeframes for development and delivery is regarded as an advantage for implementation of the entire scheme.

New traffic survey data collection is required urgently for both components so post-pandemic traffic conditions can be assessed in detail and fed into extensive junction and strategic modelling. Some of these surveys will commence immediately in July 2022 before the school summer break. It is the traffic changes since lockdown that are providing the opportunity to reallocate roadspace and new traffic surveys will enable us to quantify post-pandemic traffic patterns to see if they mirror national data.

Most of the land required to construct the scheme is Norfolk County Council controlled "Highway". The remainder of the areas required are owned by the Borough Council of King's Lynn and West Norfolk who are fully supportive of the proposals which will enable their desired regeneration. In view of this no third party land is required and the Borough Council will be supportive of any consents that may be required on land they own which is being provided to facilitate delivery of the project.

The roles and responsibilities of those delivering the project are as set out in Appendix A, figure 14 organisational/governance structure.

There are no particular specialist aspects to the project and the nature of the construction works to deliver the project is well matched to the skills of the contractors on the EHA Framework which will be used for procurement.

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

The project activity in 2022/23 will comprise further scheme development and the production of SOC for both components in the overall scheme. This will include further traffic surveys.

In parallel with this work, further stakeholder engagement and consultation will be carried out. In particular there will be a focus on the regeneration of the area around the historic South Gate and the introduction of road layout changes to benefit sustainable transport and help facilitate the Town Investment Plan vision and levelling up.

Risk management: Set out your detailed risk assessment

Risk register summary for Gyratory component

See Appendix B – Table 13 – Risk Register for Gyratory

Risk register summary for the Southgates component

See Appendix B – Table 14 – Risk Register for Southgates

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

The Senior Responsible Officer (SRO) will be the Assistant Director for Infrastructure Delivery at NCC.

The Assistant Director for Infrastructure Delivery is a Chartered Civil Engineer and a Member of the Institution of Civil Engineers (ICE). He has over 30 years' experience working in the construction industry. For the last 25 years he has worked for NCC specialising in highways design and maintenance, and supervising and delivering a wide range of highway maintenance and more recently with a focus on major highway improvement projects, including:

- Great Yarmouth Third River Crossing
- The Nar Ouse Regeneration Route in King's Lynn
- A47/A1042 Postwick Hub Junction
- Norwich Northern Distributor Road

The key project team members including their roles and responsibilities are shown below. The project team has experience in the successful delivery of similar projects including through the EHA Framework with the Director for Highways and Waste, on the EHA Board.

See Appendix A - Figure 14 – Organisational / Governance Structure

We are confident that our preferred procurement strategy will ensure there are no capability or capacity gaps.

Design, procurement, and construction supervision will be managed by NCC with support from NCC's term contract consultants, WSP. The Council has significant experience in delivering major schemes with its consultants, which have included the Norwich Distributor Road (NDR) and the associated A47/A1042 Postwick Hub junction improvement, the Great Yarmouth 3rd River Crossing and the A12/A143 Link Road.

Through the Council and WSP resources, it is anticipated that all specialisms necessary to deliver the project can be sourced, which minimises any impacts in timescales for the scheme development.

In view of the number of large infrastructure projects that the Council is delivering, it already has in place an Infrastructure Delivery team that is responsible for the delivery of the projects being undertaken by the Council. This includes the £121m Great Yarmouth 3rd River Crossing (mentioned above and now in the second half of its construction programme – on time and budget), the £40+m Transforming Cities projects in Norwich, the £37m+ Long Stratton Bypass and the £65m+ West Winch Housing Access Road.

The structure of the team is such that each project is provided with a dedicated Project Manager with a delivery team in place. This also includes specialist Commercial Management expertise to oversee contracts and ensure compliance and good contract

administration. Projects also have the expected levels of governance in place, including Project Boards and elected Member Groups.

This provides a high degree of confidence that the delivery of the projects will be to a high standard, with the correct resource levels and skills/experience necessary.

We are also confident that our preferred procurement strategy for the construction of the project, which utilises the Eastern Highways Alliance Framework contractors, will ensure there are no capability or capacity gaps during the construction phase. The EHA provides access to a range of contractors which ensures that both capability and capacity issues can be minimised. The contract also includes Key performance indicators (KPI's) which can be confirmed with the selected contractor at the appropriate stage.

The successful contractor will generally be expected to agree their supply chain with the Council and competitive quotes for any sub-contracted elements will need to be provided.

The Council also has an existing term contract with Dynniq, who provide traffic signal management and maintenance across the highway network. Dynniq also provide early contractor involvement and design input to the Council's traffic signal projects and, given the scope of work required for this project, would be expected to provide input as a nominated sub-contractor.

In addition, the Council also has a term contract with Tarmac, who provide construction services for its highway maintenance and improvement programmes. This provides the scope to include construction/traffic management advice during the development stages of the project.

The Council also has an experienced construction management site supervision team. They provide input during scheme development and design stages, during procurement and then supervise the construction works.

Procurement advice is also provided by the Council's dedicated procurement team who provide expert advice based on many years of experience in developing and delivering procurement processes for major highway construction projects.

One aspect of the project that will require specialist input is related to the protection and preservation of historic structures, particularly the South Gate. The Council is working closely with King's Lynn Borough Council, who are contributing to the project, and they have extensive knowledge and experience of the important structures and access to the appropriate statutory organisations.

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

The governance structure follows an established structure that has been used by NCC to ensure successful delivery of the scheme and comprises:

- Project Board
- Members Steering Group
- Project Delivery Team

This organisational and governance structure is illustrated in section 6.2.2 and is what we used for our Long Stratton bypass project which shows the essential lines of accountability and responsibility. We will use a similar structure for this scheme. At the heart of our project governance is a Project Board, which is accountable through the Project Sponsor to NCC, and is responsible for reviewing the scheme and taking key decisions. The Senior

Responsible Officer is accountable to the Project Board and is responsible for the work of the Delivery Team.

In line with best practice the Project Board will include representatives of the customer, user, and supplier aspects of the project. The main roles of the board are decision taking and review. The Board will be responsible for:

- Approval of project / scheme objectives and scope
- Authorisation of expenditure on the project in line with the Project Plan
- Briefing senior officials and other executives on the status of the project
- Communication of information about the project to other parts of NCC and key stakeholder groups
- Project assurance
- Signing off any changes to the Project Plan and Programme, Business Case or project budget
- Monitoring quality control
- Managing key risks highlighted in the Risk Register
- Signing off key stages of the project and approval to proceed to the next phase
- Monitoring the project as it develops to ensure that it meets the scheme objectives

The Project Board will meet monthly until the project has been completed, after which it will make arrangements for ongoing oversight and reporting of monitoring and evaluation. The Board includes the Finance Business Partner for the Highways and Waste Service, who reports to the Head of Finance (s151 Officer).

The Member Steering Group is to provide input to the project based on their direct experience on similar projects. The steering group will meet bi-weekly during the course of a project. KLWN Members will be invited to join on an ad-hoc basis, as needed. The steering group is a key body within the governance structure and is responsible for providing political input and overview of the project delivery.

The Project Delivery Team will be led by the Project Owner and Project Manager and will include representatives of the various disciplines and work streams involved in delivering the project to completion. The delivery team will meet monthly, or as required, and the Project Manager will be responsible for determining which disciplines or work streams need to be represented at any particular meeting. The Delivery Team approach runs from 'cradle to grave', right through the design, statutory planning processes, procurement and construction stages. Each work stream will have an individual, detailed, agreed action plan to meet the target milestones for the coming year and beyond. This ensures coordination of activities and is a forum for discussing issues/problems as they arise.

The main responsibilities of the delivery team are to:

- Coordinate the different activities which make up the project
- Provide direction to the technical delivery of the project
- Undertake monthly reviews of progress against targets, including budget and programme
- Undertake monthly review of the risk register, and initiate corrective action where appropriate
- Provide monthly progress reports for the project board. The board will consider any matters of a strategic nature and give advice accordingly

Costs are monitored and presented to the Project Board on a monthly basis. The Project Manager and Commercial Manager maintain the system and takes account of any known committed costs in updating forecast outturn.

Assurance and approvals plan

We will follow the relevant assurance and approval processes, at both a national and local level. As the scheme is being submitted to DfT, the business case will be developed in line with DfT business case guidance and the supporting modelling and economic appraisal work will be developed in line with TAG. Furthermore, the business case will need to be signed-off to the satisfaction of NCC's Section 151 Officer in their role as the Chief Financial Officer and will be taken to Cabinet for approval prior to submission.

The Gateway review process, a 'peer review' in which independent project managers from outside the project provide a formal assessment of the progress of a project at key stages in its development, will be adopted. The SRO and project manager will engage early with the Local Partnerships to agree which gateways are required and when.

The Gateway review process will assess the project's viability, the value for money to be achieved, and the proposed approach for achieving delivery of the project's objectives. This approach will allow the review to assure the SRO, and ultimately the Project Board, that the selected delivery approach is appropriate.

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

The assets provided by the LUF funding would represent upgraded transport facilities that benefit all modes of transport within the area of influence. The operational costs are expected to be similar to the present highway facilities and so will be covered by existing operational and maintenance funding sources. These comprise:

- Capital funding for Structural Maintenance comprising the renewal of roads, footways, and traffic signals
 - DfT formulae based annual grants for structural maintenance block, currently made up of three grants 'needs based' 'incentive' 'pothole'
 - Any additional capital investment from Norfolk County Council - the current administration has made a commitment of £10m for maintenance over 4-years
- Revenue funding for cleansing and other similar activities which comes from the Council Tax

Set out proportionate plans for monitoring and evaluation

Monitoring and Evaluation

A Monitoring and Evaluation Plan (M&E) will be produced in line with the Theory of Change. The outcomes will include those listed in the table below which indicates potential data sources and methods of collection.

See Appendix B – Table 16 – Monitoring and Evaluation

The M&E plan for the scheme will follow the HM Treasury Magenta Book which provides the following definition of Monitoring and Evaluation

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

The DfT has also published a document entitled, 'Monitoring and Evaluation Framework for Local Authority Major Schemes' (2012), designed to make the process as consistent and proportionate as possible. It also aimed to be complementary with the devolution of decision-making. The document sets out three levels of monitoring and evaluation:

- Standard monitoring
- Enhanced monitoring
- Fuller evaluation

For this scheme the 'standard monitoring' approach will be required, as the costs are less than £50 million which is the threshold for scheme's requiring 'enhanced monitoring'. The following measures (covering inputs, outputs, outcomes and impacts) will also be monitored for the scheme:

- Scheme build
- Delivered scheme
- Costs
- Scheme Objectives
- Travel demand
- Travel times and reliability of travel times
- Impacts on the economy
- Carbon Impacts

Section 9 – Declarations

Senior Responsible Owner Declaration

LUF Round 2 Pro forma 7 – uploaded

Chief Finance Officer Declaration

LUF Round 2 Pro forma 8 – uploaded

Publishing

URL of website where this bid will be published

<https://www.norfolk.gov.uk/>

Additional attachments

Appendix A – Figures – uploaded

Appendix B – Tables – uploaded

Appendix C – King's Lynn Gyrotory Cost Estimate - uploaded

Appendix C – King's Lynn Southgates Cost Estimate - uploaded

Appendix D – AST Tables – uploaded

Appendix E – Small Scheme Appraisal Toolkits – uploaded

Appendix F – BCR Explanatory Note – uploaded

Appendix G – Active Mode Appraisal Examples – uploaded

Annex A

Project 1 Name

Gyratory Bus and Active Travel Scheme

Provide a short description of this project

Gyratory Bus and Active Travel Scheme (See Appendix A - Figure 12):

This scheme will provide cycleways, footways, traffic filters, bus prioritisation, junction upgrades, and urban realm improvements to deliver a more attractive active travel environment and increased connectivity in the town centre. This will reduce the number of car trips in the town centre, encourage modal shift, reduce the level of greenhouse emissions, and improve air quality and safety.

Provide a more detailed overview of the project

The proposal brings together two principal interventions in the King's Lynn Town Investment Plan (TIP) spatial strategy for improving town-wide connectivity whilst enabling safer and more active travel and improving the setting of the historic South Gate. The package, encompassing the Southgates roundabout and Gyratory connected by 1 mile of the A148/London Road, will open up the town's major gateway by addressing the corridor's long-term bottleneck issue. The proposal will encourage modal shift from private car, reduce congestion, and improve traffic flow for public transport.

See Appendix B – Table 1 – Detailed overview of schemes

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

Gyratory Bus and Active Travel Scheme (see Appendix A - Figure 12)

The Gyratory element is based in the King's Lynn town centre (Norfolk), specifically around Railway Road (northbound), Austin Street (eastbound) and Blackfriars Road (southbound), and surrounding routes.

Transport project location details for this project

The Southgates Regeneration and Gyratory Bus and Active Travel schemes are located within the Borough of King's Lynn and West Norfolk. Both schemes are located within the Northwest Norfolk constituency.

Appendix A - Figure 6 shows all the relevant postcodes / coordinates.

Further location details for this project

Project Location 1

Postcode

PE30 1AB

Grid reference

0.400035/52.756634

Percentage of project investment in this location

21%

Select the constituencies covered by this project

Project constituency 1

North West Norfolk

Estimate the percentage of this package project invested in this constituency

100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Norfolk County Council

Estimate the percentage of this package project invested in this Local Authority

100%

Project local authority 2

King's Lynn and West Norfolk

Estimate the percentage of this package project invested in this Local Authority

100%

What is the total grant requested from LUF for this project?

£5,169,960

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre

0%

Cultural

0%

Transport

100%

Confirm the value of match funding secured for the component project

£574440

Provide details of all the sources of match funding within your bid for this component project

At their Cabinet meeting on 24 June 2022 the Borough Council of King's Lynn and West Norfolk agreed in principle support to provide a land value contribution to the scheme, subject to a further report to cabinet once details of the scheme and land required is confirmed, if the application by Norfolk County Council is successful. For the purposes of the LUF bid the land value has initially been estimated at approximately £652k.

On 27 May 2022 the Norfolk County Council Cabinet decided to allow a bid to be submitted to the government's Levelling Up Fund by the deadline of Midday on 6 July 2022. This decision was made in the knowledge that, if successful, when the scheme is implemented the fund rules suggest that the County Council should make a 10% contribution to the construction cost which is likely to be £2-3m.

Annexe A - Gyrotory Bus and Active Travel Scheme

Scheme cost (including land) = £5,744,400

LUF funding requested = £5,169,960

NCC cash contribution = £449,440

KLWN Land contribution = £125,000

Value for money

Both the non-monetised and monetised impacts have been identified using the Appraisal Summary Table (AST). For more information on the inputs and calculations.

See Appendix E – AST for each component

The impacts identified in the ASTs for both schemes cover the full appraisal period of 30 years. Details of the beneficial and adverse impacts of both schemes are found in Appendix B:

- See Appendix B – Table 17 – Beneficial Impacts Gyrotory Scheme
- See Appendix B – Table 18 – Beneficial Impacts Southgates Scheme
- See Appendix B – Table 19 – Adverse Impacts Gyrotory Scheme
- See Appendix B – Table 20 – Adverse Impacts Southgates Scheme

BCR and value assessment

See Appendix B – Table 21 – Gyrotory BCR

Benefit Cost Ratios

Initial BCR

3.4

Adjusted BCR

3.4

Non-monetised benefits for this project

The bid is anticipated to provide significant non-monetised benefits, which are noted in the AST following high-level consideration. These benefits have been assessed in the AST which is found in Appendix E.

- Enhancing sense of place, community, and connectivity to encourage young people to stay and work in King's Lynn following further education. This will help address the decline in the young, working population and subsequently generate economic activity and upskill the local population
- Enhancing connections between the train/bus stations and the town centre and delivering public realm improvements encourages tourism and results in increased spend and investment. Better connectivity by sustainable modes and improved public realm enhances King's Lynn's attractiveness as a place to live, work and visit (shopping/hospitality), and enables easier access to services, tackling recent economic decline and supporting further investment and growth. Continuity and directness of routes will also improve reliability for those traveling by active modes, improving journey times and overall journey experience.
- Enhancing landscape and townscape through prioritising active modes and delivering public realm improvements. This will be achieved through the demolition of existing buildings, introduction of new green open spaces, green routes and traffic free spaces around the Southgate area, as well as paving infrastructure, access routes and pedestrian crossing facilities around the gyratory.
- Enhancing personal safety and security for those travelling on foot or by bike through cycle and pedestrian priority, protection at junctions, segregated cycle infrastructure, footway widening and filtered streets. These measures will help overcome some of the key deterrents to active travel outlined in the [Vision King's Lynn survey results](#).
- Potential to secure future investment and funding opportunities by aligning design with government guidance (Gear Change and LTN 1/20).

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

No – the project needs to be part of the overall bid.

Demonstrate that activity for this project can be delivered in 2022-23

Annexe A - Gyrotory Bus and Active Travel Scheme

- This will be the planned spend on developing the SOC

Statutory Powers and Consents

List separately below each power/consents etc, obtained for this project

Annexe A - Gyrotory Bus and Active Travel Scheme

No powers or consents have been obtained yet but the dates for those required are set out in the programme.

NCC is the local transport and highway authority and has statutory authority to deliver improvements to the transport network.

Some aspects of the scheme include providing new transport facilities such as cycleways and footways on land owned by the Borough Council of King's Lynn and West Norfolk. As mentioned elsewhere in this bid, the Borough Council of King's Lynn and West Norfolk is very supportive of the scheme and has agreed in principle to financially support the scheme by providing this land as part of the local contribution to the scheme.

We will continue to work in partnership with the Borough Council in developing the scheme and business cases and will jointly secure any additional approvals and consents that may be required such as planning permission. Securing these approvals is regarded as a low risk to the overall delivery of the project.

Outstanding statutory powers/consents

Annexe A - Gyrotory Bus and Active Travel Scheme

- Planning permission is not envisaged as this will be permitted development by the Local Highway Authority Norfolk County Council statutory

Annex B

Project 2 Name

Southgates Regeneration Scheme

Provide a short description of this project

Southgates Regeneration Scheme (see Appendix A - Figure 13):

This scheme will provide a reconfiguration of the local junction and road network. It will establish an active travel route through the area to link to the town's wider network and through the relocation of traffic, enhance the setting of the historic South Gate monument, which has been the gateway to the town centre since the 13th century.

Provide a more detailed overview of the project

The proposal brings together two principal interventions in the King's Lynn Town Investment Plan (TIP) spatial strategy for improving town-wide connectivity whilst enabling safer and more active travel and improving the setting of the historic South Gate. The package, encompassing the Southgates roundabout and Gyratory connected by 1 mile of the A148/London Road, will open up the town's major gateway by addressing the corridor's long-term bottleneck issue. The proposal will encourage modal shift from private car, reduce congestion, and improve traffic flow for public transport.

See Appendix B – Table 1 – Detailed overview of schemes

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

Southgates Regeneration Scheme (see Appendix A - Figure 13)

The Southgates element is situated 1 mile south of the gyratory and is connected to it via the A148 / London Road. The Southgates roundabout connects the A148, A149, B1149 and local road (former A148), and is one of the main routes into the town centre.

Appendix A - Figure 6 contextualises the two schemes and how they are connected by the A148/London Road.

Transport project location details for this project

The Southgates Regeneration and Gyratory Bus and Active Travel schemes are located within the Borough of King's Lynn and West Norfolk. Both schemes are located within the Northwest Norfolk constituency.

Appendix A - Figure 6 shows all the relevant postcodes / coordinates.

Further location details for this project

Project Location 1

Postcode

PE30 5JH

Grid reference

0.401670/52.744806

Percentage of project investment in this location

79%

Select the constituencies covered by this project

Project constituency 1

North West Norfolk

Estimate the percentage of this package project invested in this constituency

100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Norfolk County Council

Estimate the percentage of this package project invested in this Local Authority

100%

Project local authority 2

King's Lynn and West Norfolk

Estimate the percentage of this package project invested in this Local Authority

100%

What is the total grant requested from LUF for this project?

£18,945,900

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre

0%

Cultural

0%

Transport

100%

Confirm the value of match funding secured for the component project

£2,105,100

Provide details of all the sources of match funding within your bid for this component project

On 27 May 2022 the Norfolk County Council Cabinet decided to allow a bid to be submitted to the government's Levelling Up Fund by the deadline of Midday on 6 July 2022. This decision was made in the knowledge that, if successful, when the scheme is implemented the fund rules suggest that the County Council should make a 10% contribution to the construction cost which is likely to be £2-3m.

At their Cabinet meeting on 24 June 2022 the Borough Council of King's Lynn and West Norfolk agreed in principle support to provide a land value contribution to the scheme, subject to a further report to cabinet once details of the scheme and land required is confirmed, if the application by Norfolk County Council is successful. For the purposes of the LUF bid the land value has initially been estimated at approximately £652k.

Annexe B - Southgates Regeneration Scheme

The 10% match contribution for the Southgates Regeneration Scheme component of the package bid is as follows:

- NCC cash contribution = £1.5776m
- KLWN Land contribution = £0.5275m

Value for money

Both the non-monetised and monetised impacts have been identified using the Appraisal Summary Table (AST). For more information on the inputs and calculations.

See Appendix E – AST for each component

The impacts identified in the ASTs for both schemes cover the full appraisal period of 30 years. Details of the beneficial and adverse impacts of both schemes are found in Appendix B:

- See Appendix B – Table 17 – Beneficial Impacts Gyratory Scheme
- See Appendix B – Table 18 – Beneficial Impacts Southgates Scheme
- See Appendix B – Table 19 – Adverse Impacts Gyratory Scheme
- See Appendix B – Table 20 – Adverse Impacts Southgates Scheme

BCR and value assessment

Appendix B – Table 22 – Southgates BCR – uploaded

Benefit Cost Ratios

Initial BCR

7.3

Adjusted BCR

7.3

Non-monetised benefits for this project

The bid is anticipated to provide significant non-monetised benefits, which are noted in the AST following high-level consideration. These benefits have been assessed in the AST which is found in Appendix E.

- Enhancing sense of place, community, and connectivity to encourage young people to stay and work in King's Lynn following further education. This will help address the decline in the young, working population and subsequently generate economic activity and upskill the local population
- Enhancing connections between the train/bus stations and the town centre and delivering public realm improvements encourages tourism and results in increased spend and investment. Better connectivity by sustainable modes and improved public realm enhances King's Lynn's attractiveness as a place to live, work and visit (shopping/hospitality), and enables easier access to services, tackling recent economic decline and supporting further investment and growth. Continuity and directness of routes will also improve reliability for those traveling by active modes, improving journey times and overall journey experience.
- Enhancing landscape and townscape through prioritising active modes and delivering public realm improvements. This will be achieved through the demolition of existing buildings, introduction of new green open spaces, green routes and traffic free spaces around the Southgate area, as well as paving infrastructure, access routes and pedestrian crossing facilities around the gyratory.
- Enhancing personal safety and security for those travelling on foot or by bike through cycle and pedestrian priority, protection at junctions, segregated cycle infrastructure, footway widening and filtered streets. These measures will help overcome some of the key deterrents to active travel outlined in the [Vision King's Lynn survey results](#).
- Potential to secure future investment and funding opportunities by aligning design with government guidance (Gear Change and LTN 1/20).

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this be delivered as a standalone project?

No – the project needs to be part of the overall bid

Demonstrate that activity for this project can be delivered in 2022-23

Annexe B – Southgates Regeneration Scheme

- This will be the planned spend on developing the SOC

Statutory Powers and Consents

List separately below each power/consents etc, obtained for this project
Annexe B - Southgates Regeneration Scheme

No powers or consents have been obtained yet but the dates for those required are set out in the programme.

NCC is the local transport and highway authority and has statutory authority to deliver improvements to the transport network.

No compulsory purchases are required as all regeneration activities will take place on publicly owned land.

Some aspects of the scheme include providing new transport facilities such as cycleways and footways on land owned by the Borough Council of King's Lynn and West Norfolk. As mentioned elsewhere in this bid, the Borough Council of King's Lynn and West Norfolk is very supportive of the scheme and has agreed in principle to financially support the scheme by providing this land as part of the local contribution to the scheme.

We will continue to work in partnership with the Borough Council and other key bodies in developing the scheme and business cases and will jointly secure any additional approvals and consents that may be required such as planning permission or any Scheduled Ancient Monument that may be required due to the proximity of the 15th century South Gate. We are engaging with Historic England who support the scheme in principle. Securing these approvals is regarded as a low risk to the overall delivery of the project.

Outstanding statutory powers/consents

Annexe B - Southgates Regeneration Scheme

- Planning application Q1 2025
- Planning determination (including SRO confirmation) Q3 2025