



Active Preston – *Transforming Our Community Infrastructure*

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Delivery Plan Active Preston *Transforming our Community Infrastructure*

1. INTRODUCTION

1.1 This is the detailed delivery plan for Active Preston. It sets out the governance and management arrangements for the project, detail on project milestones, details of project management to deliver the capital works, the roles, track record, skills and experience of the senior project team and delivery organisations, stakeholder management strategy, details of powers and consents, proposed approach to project finance and benefits monitoring, and a summary of the project risks and mitigation strategies. The risk register is attached in a separate Excel file (Appendix K).

1.2 We will deliver two projects, supporting Preston's City Investment Plan ambitions for a healthier, more inclusive, liveable and sustainably connected city. The package includes:

- Regeneration of Preston's major parks. A cross-city project focusing on Ashton, Moor, Waverley and Grange Parks, providing higher quality and more accessible sporting, community, public realm, heritage and safety infrastructure improvements.
- New and enhanced active travel infrastructure, including a replacement River Ribble cycle and pedestrian bridge, route improvements across the city centre and a Mobility Hub at Preston Bus Station. The outcome will be an active travel network that better serves and connects communities, businesses, education, transport, and cultural/leisure assets, including its major parks.

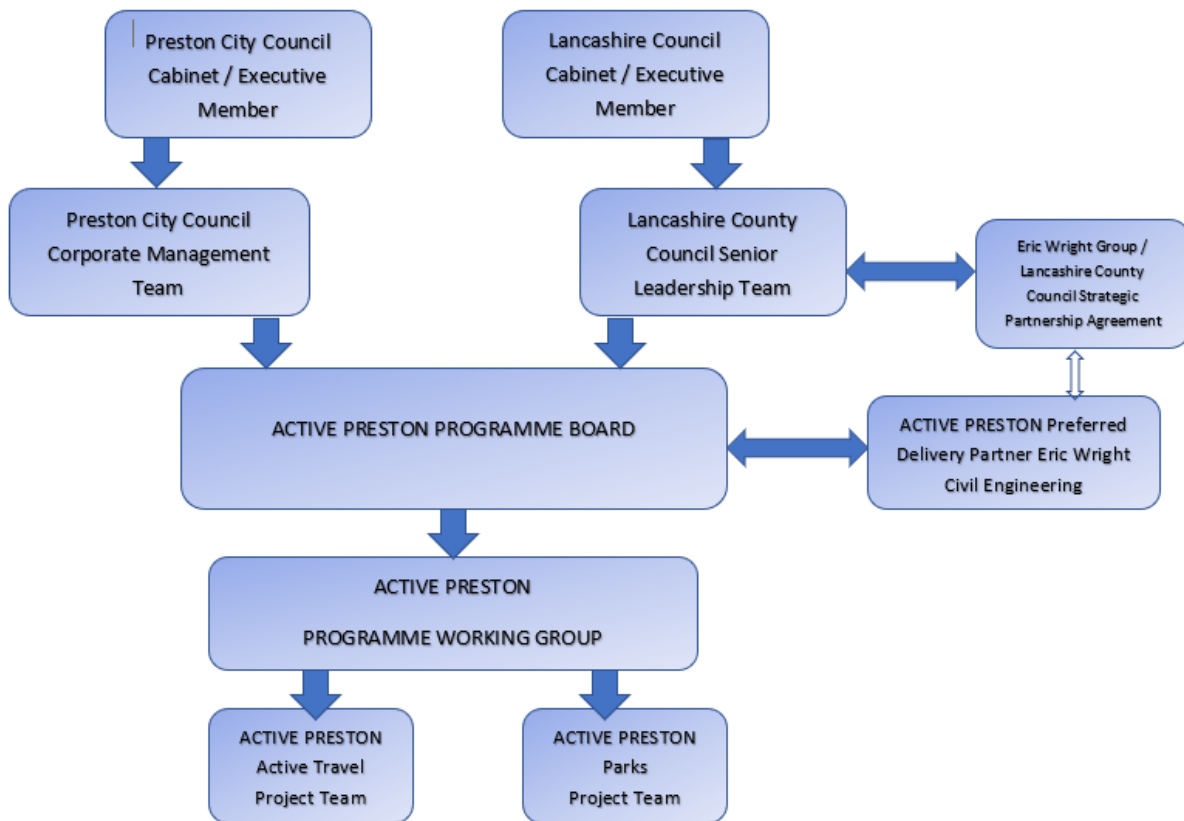


2. PROJECT GOVERNANCE AND MANAGEMENT

Project Governance

2.1 This section of the Delivery Plan explains organisational and individual roles and responsibilities for Active Preston. The governance structure is provided in Fig. 2.1. The project benefits from a strong governance structure, defined and owned by Preston City Council. The structure is central to robust decision making and underpinning project management processes. The Active Preston scheme will be included in the Council’s Capital Programme. The Council’s Director of Development and Housing is the Senior Responsible Officer (SRO) for Active Preston.

Fig. 2.1 Active Preston Project Governance



2.2 The governance arrangements will ensure:

- Transparent decision making
- Accountable decision making
- Value for money
- Robust monitoring and evaluation

2.3 The governance arrangements will ensure adherence to the City Council’s protocols and policies, including for:

Procedures to avoid Conflict of Interests

The Council has in place a Register of Interests for both Members and Council employees. Guidance is available to help manage and overcome conflicting duties/interests.

Code of conduct for setting standards for ethical and professional behaviour

The Council has in place a Code of Conduct for Members and employees. The underlying theme is that both are accountable for their actions, and they must conduct themselves at all times in such a manner that their honesty and probity should not be called into question.

Financial controls - Audit - Counter fraud, corruption, and anti-bribery

The Council has an Anti-Fraud, Bribery and Corruption Policy and Strategy in place which sets out the Council's commitment to adopting a zero-tolerance approach to fraud, bribery and corruption from both internal and external sources. Where fraud, bribery or corruption is suspected the Council will deal with the allegations seriously in accordance with Council procedures.

Cyber security, and data management

Cyber security arrangements at the Council are governed through the implementation of industry best practice and through existing compliance arrangements including the government's Public Service Network (PSN) requirements.

Data is stored and protected with copies on site, the Council's disaster recovery site and immutable backups in the cloud.

Code of Conduct for Recipients of Government General Grants

The Council complies with the Code of Conduct for Recipients of Government General Grants. This helps grant recipients to understand the standards and behaviours that are expected of them when working with the government, and how they can help the government deliver value for money for taxpayers. In the event that the City Council and Lancashire County Council enter into a Grant Funding Agreement the County Council will abide by the Code of Conduct.

- 2.4 Decision making for Preston City Council is achieved through a Cabinet structure with Full Council sitting above the Cabinet. Delivery is achieved through the Council's Corporate Management Team and project specific delivery arrangements. The roles of the key bodies are described below:

Council

Full Council comprises of 48 elected Members. It sets the framework of key policies, the budget and annual council tax, it appoints the Council Leader, and determines the size and membership of Council committees. In the event that the LUF is successful a report would be taken to Full Council to accept the grant award (and any agreed conditions) and delivery of the project, including all key decisions would be delegated to the Cabinet.

Cabinet

Cabinet is responsible for implementing policies for the effective delivery of services and will take all Key LUF decisions.

Executive Member

Individual Executive Members also have delegated authority to make decisions on matters in their own right and these are described as Executive Member Delegated Decisions. All executive decisions taken by Members are available for inspection on the Council's website. Councillor Borrow is the Executive Member for Planning and Regulation, responsible for LUF and with specific delegations and powers as outlined in the Council's Constitution.

Corporate Management Team

Comprises Chief Executive, Director of Resources (who is also the s151 Officer), City Solicitor (Monitoring Officer), Director of Development and Housing (SRO for Active Preston), Director of Communities and Environment and Director of Customer Services. It is responsible for the governance of Preston City Council project activities to ensure that they are properly resourced, managed and controlled at all stages of the project lifecycle.

Monitoring and Evaluation Board

Chaired by the Director of Resources, the Monitoring and Evaluation Board was established to oversee the monitoring and evaluation of Preston's Towns Fund programme, specifically in regard to output, grant/financial and programme risk monitoring. The M&E Board terms of reference will be expanded to all the Board to perform the same role for the LUF project. The cost profiles set out in this application include an allowance of £100,000 to support LUF monitoring and evaluation. In addition to this committed allocation additional monitoring and evaluation resources will be secured through the contract negotiation with the LUF preferred delivery partner Eric Wright Civil Engineering.

- 2.5 Lancashire County Council will deliver the Ribble Bridge Crossing, and Preston City Council will deliver all other interventions in Active Preston. The governance arrangements for Active Preston, detailed below, will be set within the arrangements set out in 2.4.

LUF Programme Board

Chaired by the Active Preston LUF SRO the Director of Development and Housing, Preston City Council. The Programme Board will be responsible for overseeing programme delivery. The Programme Board will bring together senior officers from Preston City Council and Lancashire County Council. Table 2.1 sets out Programme Board membership. The Board will be responsible for:

1. Overseeing the allocation of resources and project management processes towards the successful delivery of the Active Preston LUF programme.
2. Supporting Project Managers in the production of project plans, including identifying milestones and approving quarterly monitoring and progress reports.
3. Approve project allocations and monitor expenditure against overall programme budgets and timescales.
4. Agreeing to the submission of scheme proposals for final approval, including to the Cabinet Member for Planning and Regulation (PCC) and Cabinet Member for Highways & Transport (LCC) for final approval.
5. Ensuring all significant project risks and issues are identified, responded to, and escalated where these might affect the delivery of the project or impact on the wider programme.

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6. Reporting to Corporate Management Teams of the two authorities regarding the programme and escalating decisions where appropriate.
7. Authorising required resources i.e., personnel and finance.
8. Authorising Delivery Partners' project plans.
9. Monitoring progress against the plans.
10. Authorising any necessary revisions to key milestones.
11. Assisting in problem solving, (e.g., budgeting, resourcing, providing clarity for the objectives).
12. Risk management of the wider political dimensions of the project.
13. Representing the communities affected by the scheme by providing regular opportunities for engagement and input.
14. Ensuring the project delivers the outputs proposed in the LUF submission.

Table 2.1 Programme Board Membership

Project Role		Position
Programme Sponsor, Board Chair		Director of Development and Housing, PCC
Programme Compliance		Director of Resources, PCC
Programme Manager		LUF Programme Manager
County Council Lead		Director of Highways and Transport, LCC
Project Team Chair and Active Travel Sponsor		Assistant Director, Head of City Growth and Regeneration, PCC
Preston Parks Sponsor		Interim Director of Customer Services

The project SRO will report regularly to the Preston City Council Corporate Management Team and the Director of Highways and Transport, Lancashire County Council will report regularly the County Council's Senior Leadership Team.

Eric Wright Civil Engineering

Lancashire County Council (LCC) issued a contract notice in the European Journal on 6 March 2012 in relation to Lancashire Regeneration Property Partnership(s) and following a dialogue process and subsequent selection, entered into a Strategic Partnering Agreement (SPA) with the Eric Wright Group (EWG) in 2012. The SPA establishes a long-term strategic partnering relationship between EWG (and all its companies including Eric Wright Civil Engineering EWCE) and LCC to operate and manage a public private regeneration property partnership. The LRPP was procured to enable use by named Lancashire organisations including Preston City Council. In May 2022 approval was granted by LCC to the Council's request to use the SPA for the delivery of Active Preston. Further detail is provided in the procurement strategy set out in section 6 of this Delivery Plan.

EWCE are the preferred delivery partner for all the interventions in the LUF proposal, except for the small works programme at Grange Park with confirmation set out in the letter of support in Appendix M.

Programme Working Group

The Programme Working Group, which was established in shadow form to support Active Preston LUF bid development, will be refreshed to enable it to take on responsibility for programme delivery. The Programme Working Group will bring together delivery specialists from the City and County Councils along with EWCE.

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Table 2.2 Programme Working Group Membership

Project Role		Position
Working Group Chair		Assistant Director, Head of City Growth and Regeneration, PCC
Finance Lead		Principal Project Accountant
Programme Manager		LUF Programme Manager
Parks Lead		Assistant Director, Head of Neighbourhood Services, PCC
Ribble Bridge Lead		Bridges and Structures Design Manager, LCC
Active Travel Lead		Regeneration Manager, PCC
EWCE Project Manager		EWCE Senior Project Manager
EWCE Project Manager		EWCE Senior Project Manager

Active Preston – Parks Project Team

The Parks project lead will chair the monthly project team meeting which will bring together EWCE project manager along with internal and external colleagues involved in day-to-day delivery.

Active Preston – Active Travel Project Team

The Active Travel project lead will chair the monthly project team meeting which will bring together EWCE project manager along with internal and external colleagues involved in day-to-day delivery.

Project Management

- 2.6 Project management costs have been built into the total project costs. In some instances, project management will be provided by specialist project management services, and in some instances, it will be provided by existing capacity. In addition, the role of EWCE as Active Preston preferred delivery partner provides further certainty of project management capability and delivery. A LUF Programme Manager will oversee the development and delivery of the Active Preston project. The City Council has a vacant programme Manager post on its structure and a LUF programme manager will be appointed, these costs will be met by the City Council.
- 2.7 The LUF Programme Working Group will be responsible for delivering the scheme. It will seek approval from the Project Board in line with the programme, for key elements of work and, where necessary, will seek authorisation for expenditure or any divergence from the approved scheme, which attracts extra costs or savings. The Active Preston Project Teams will meet monthly to ensure progress is maintained and that all issues are resolved in a timely manner.
- 2.8 The responsibilities of the Programme Manager will be:
- Overseeing (and challenging where appropriate) the Active Preston Project Teams;
 - Management of the LUF project throughout its life cycle;
 - Liaison with Lancashire County Council to support delivery of the Ribble Crossing
 - Strategic contract management with Eric Wright Civil Engineering;
 - Reporting monthly to the Programme Board at each project Stage Gate for scrutiny of project resources, timescales and budgets. This provides the

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transparency and assurance that the scheme is being delivered as efficiently as possible through the Council’s Capital Programme, and that all objectives are being met;

- Coordinate and develop partnerships and other complementary activity;
- Provision of quarterly reports to the Programme Board and Monitoring and Evaluation Board to enable output reporting to government.

2.9 The Programme Manager will prepare and submit the monthly project report and dashboard to the Project Board. This report is the main source of documentation which summarises progress, performance, and any change in the scheme. The report will set out the following:

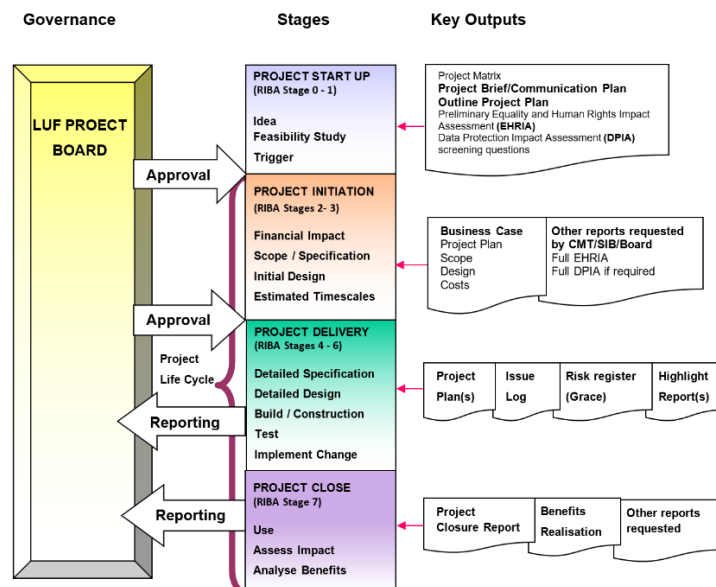
- Progress on each workstream and status update on the scheme;
- Key activities undertaken since the previous meeting;
- Key activities to be undertaken before the next meeting;
- Approvals required before the next meeting;
- Programme and budget update.

Preston’s Project Management Framework

2.10 The project will be managed in alignment with Preston City Council’s Project Management Toolkit. The toolkit is aligned to Association of Project Management (APM) principles and has been adapted to suit the delivery of infrastructure projects within the Council’s governance structure and used to deliver the annual Capital Programme. Preston City Council’s Project Lifecycle is split into four stages which are described below. The four lifecycle stages, set out in Fig. 2.2, are:

1. Project Start Up (RIBA Stage 0-1)
2. Project Initiation (RIBA Stage 2-3)
3. Project Delivery (RIBA Stage 4-6)
4. Project Close (RIBA Stage 7)

Fig. 2.2 Preston’s Project Management Approach



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Managing Delivery Partners

- 2.11 Preston City Council will deliver all of Active Preston, except for the Ribble Bridge Crossing which will be delivered by Lancashire County Council. Section 6 of this Delivery Plan sets out the procurement strategy and the preferred delivery partner for Active Preston is EWCE. EWCE will deliver all the interventions in the LUF proposal except from the small works package for Grange Park which will be delivered by the City Council's Buildings Management Team and procured via 'The Chest' Northwest Procurement Portal".
- 2.12 Preston City Council and the County Council have agreed to enter into a Grant Funding Agreement which will set out the obligations on both parties with respect to delivery of the new Ribble Bridge. The County Council's Ribble Bridge project manager will be a member of the Programme Working Group and the Active Travel Project Team and the County Council's Director of Highways and Transport will be a member of the Programme Board. The City Council's LUF Programme Manager's monthly report will include the Ribble Bridge.
- 2.13 Preston City Council, Lancashire County Council and EWCE all have a strong track record of delivering major capital projects. Tables 2.3, 2.4 and 2.5 provide a summary of recent and relevant projects delivered within timescales and to budget by each of the three organisations. Table 2.6 sets out the delivery experience of the key personnel.

Table 2.3 Preston City Council Project Examples

Scheme	Delivery Body	Description	Completion Date	Contract Type	Approx. Value
Discover Preston Gallery at the Harris	Preston City Council	The creation of a permanent history gallery at the Harris Museum, Art Gallery & Library to coincide with the historic Preston Guild.	2012	Construction	£1.0m
Winckley Square project	Preston City Council/ Groundwork Lancashire West and Wigan/ Winckley Square Community Interest Company (WSCIC)	The Winckley Square Futures project received funding from NLHF to create and implement a new vision in this Georgian Square in Preston, improving access, security and drainage, celebrating the heritage of the area and enabling users to enjoy the green space to its fullest potential.	2016	Construction	£1.2m
Moor Park	Preston City Council	The NHLF project brought the historic Grade II* listed Moor Park back to life with improvements to paths, park furniture and historic features such as the Observatory, grotto and bowling pavilions.	2018	Construction	£2.2m
Market Hall and Box Market	Preston City Council	Renovation of the Grade II listed Fish Market and Covered Market. Construction of New Market Hall and demolition of the former Indoor Market.	2019	Construction	£7.0m

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Preston Central Gateway Public Realm	Lancashire County Council in partnership with Preston City Council	Shared Space and Public realm.	2019	Construction	£10.5m
Harris Quarter Pops Up	Preston City Council	Programme of cultural initiatives to encourage safe return to Preston City Centre post/ during pandemic.	Partially complete/ 2022	Various	£1m
Towns Fund – Renewal of Harris Quarter Assets	Preston City Council	Refurbishment of listed building to provide managed workspace.	Ongoing	Development Management	£7.5m
Towns Fund – Illuminate and Integrate	Preston City Council	City Centre Public realm and lighting.	Ongoing	Development and Funding Agreement	£2.3m
Towns Fund – Animate	Preston City Council	Cinema and leisure new build.	Ongoing	Development and Funding Agreement	£41m

Table 2.4 Lancashire County Council Project Examples

Recent major transport and sustainable and active travel projects demonstrating successful delivery include:

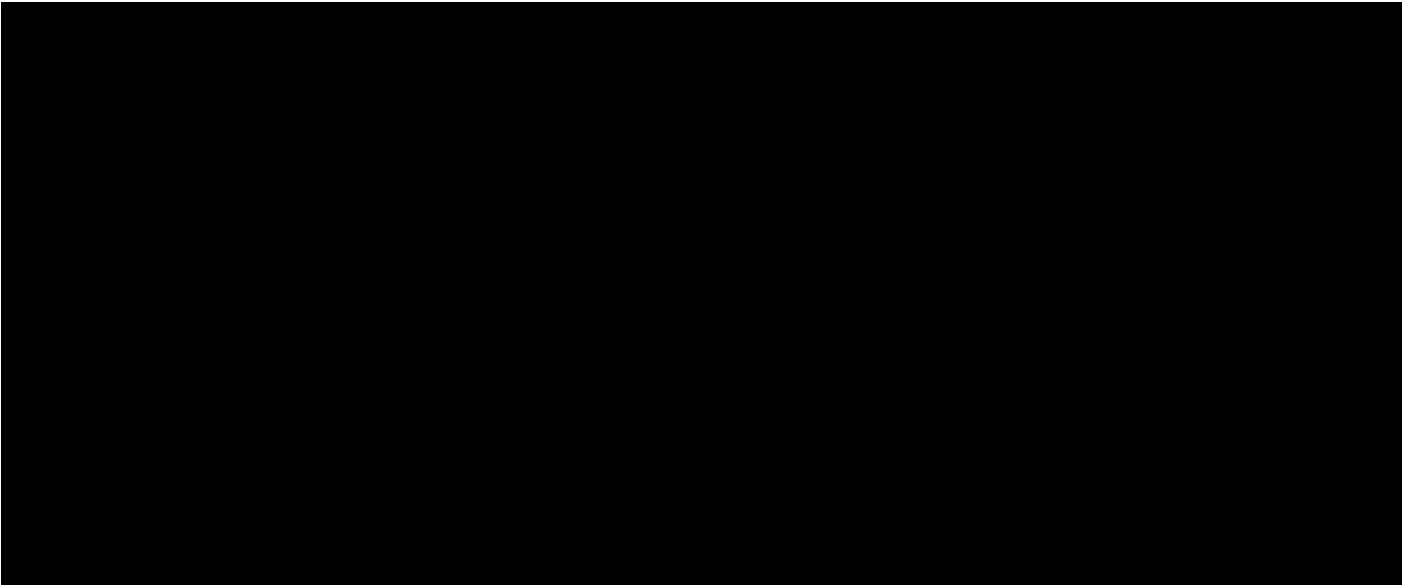
Scheme	Delivery Body	Description	Completion Date	Contract Type	Approx. Value
Bay Link	Lancashire County Council	New link road from M6 to Heysham.	2017	Construction	£130m
Broughton Bypass	Lancashire County Council	Relief Road.	2017	Construction	£32m
Broughton Sustainable Transport Corridor	Lancashire County Council	Segregated cycle track, carriageway narrowing, bus stop improvements, urban realm enhancement, pedestrian improvements.	2019	Construction	£2m
Penwortham Bypass	Lancashire County Council	Relief road with associated off-carriageway walking and cycling provision.	2012	Construction	£20m
A582 Upgrade	Lancashire County Council	Dualling, junction and cycle way improvements.	2018	Construction	£21m
Preston Bus Station refurb	Lancashire County Council	Internal listed building refurb and external public realm.	2019	Construction	£20
East Lancashire Cycleway	Lancashire County Council	New cycleway.	2020	Construction	£7.2m
Preston Shared Space	Lancashire County Council	City Centre Public Realm and lighting.	2019	Construction	£6m
New Hall Lane Public Realm	Lancashire County Council	Footways, cycleways, bus stop enhancement.	2018	Construction	£3.1m

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Table 2.5 EWCE Project Examples

Recent civic, public realm and highway projects include:

Scheme	Delivery Body	Description	Completion Date	Contract Type	Approx. Value
Replacement Pooley Bridge	Cumbria County Council	UK's first stainless steel road bridge. Constructing Excellence's Civil Engineering project of 2021. Multiple awarding project for public consultation, sustainability, constructability, offsite manufacture, etc. from ICE, CIHT, IStructE, Civic Trust, RIBA, BCIA, etc.	2020	NEC	£7.6m
Darwen Market Square	Blackburn with Darwen Borough Council	New Civic Square for Darwen, high quality public realm and landscaping.	2019	NEC	£1.7m
The Solway Coaster	Allerdale District Council	Award Winning 14km Cycleway Silloth to Allonby, including bridge, National Cycle Network Route 72.	2021	JCT	£1.25m
North Beck Bridge Northallerton Link Road	NYCC/ Persimmon/ Taylor Wimpey	New bridge over railway and beck, and link road.	2022	NEC	£7.6m
North Bank Public Realm and Cycleway	Wirral Council	Combined footway/cycleway parallel to, and cross the Great Float Docks Wirral Waters.	2021	NEC	£1.35m
Forge Island	Rotherham Council	Public realm, towpath, landscaping and flood defence.	2021	NEC	£3m
A57 Pinchpoint Removal	Manchester City Council	Highway project that included construction of bridge to carry the Fallowfield Loop Cycleway over A57 and works to Debdale Park.	2021	NEC	£3m
Replacement New Ford Bridge	Cumbria County Council	Replacement bridge located Burneside, Kendal.	2020	NEC	£2m



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3. PROJECT PLAN

Milestones

3.1 A summary of the project plan showing the key stages and milestones is shown in Table 3.1 and the delivery programme is set out in the workbooks.

Table 3.1 Key Programme Milestones

Milestone	Project	Intervention	Date
Submission of Active Preston LUF proposal			Aug 2022
LUF (assumed) Funding announcement			Nov 2022
Ashton Park Business Case Approval & Football Foundation Funding application submitted	Parks	Ashton	Dec 2022
SPA Stage 1 Approval	Parks & Active Travel	All	Dec 2022
Feasibility design complete	Parks	Grange Park	Jan 2023
Ashton Park			
RIBA Stage 3 complete	Active Travel	Ribble Bridge	April 2023
Football Foundation grant approval	Parks	Ashton Park	May 2023
RIBA Stage 3 complete	Active Travel	Cycle routes and Mobility Hub	June 2023
Environment Agency / Marine Management Organisation approval	Active Travel	Ribble Bridge	June 2023
Natural England Notification	Active Travel	Ribble Bridge	June 2023
Listed Building Consent	Parks	Moor Park	June 2023
RIBA Stage 3 complete	Parks	Ashton, Moor, Waverley Park	Mar 2023
Planning secured	Parks	Waverley Park	Mar 2023
Contract awarded	Parks	Grange Park	April 2023
SPA Stage 2 Approval	Active Travel	Ribble Crossing	June 2023
SPA Stage 2 Approval	Parks	Ashton, Moor, Waverley Park	June 2023
Commence works	Parks	Ribble Crossing	June 2023
SPA Stage 2 Approval	Active Travel	Cycle routes and Mobility Hub	Oct 2023
Stage 4 Design & tender complete	Active Travel	Ribble Crossing	Oct 2023
Stage 4 Design & tender complete	Active Travel	Cycle Routes and Mobility Hub	Feb 2024
Stage 4 Design & tender complete	Parks	Ashton, Moor, Waverley Park	Sept 2023
Complete works	Parks	Grange Park	Sept 2023
Contracts exchanged	Parks	Ashton, Moor, Waverley Park	Oct 2023
Contracts exchanged	Active Travel	Ribble Crossing	Nov 2023
Contracts exchanged	Active Travel	Cycle Routes and Mobility Hub	Mar 2024
S278 Agreements entered into	Active Travel	Cycle routes	May 2024
Commence works	Active Travel	Ribble Crossing	Dec 2023
Complete works	Active Travel	Cycle Routes and Ribble Crossing	Mar 2025
Complete works	Active Travel	Mobility Hub	Nov 2024

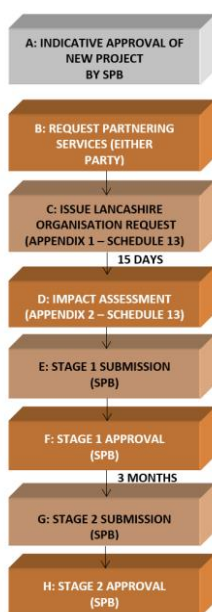
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Commence works	Parks	Ashton, Moor, Waverley Park	Nov 2023
Complete works	Parks	Ashton, Moor, Waverley Park	Feb 2025

(NB the since the completion of the workbook it is confirmed that no planning consents are required for works at Moor Park)

- 3.2. Achieving the key milestones allows progression through the gateway approvals defined in the City and County Council’s Project Management Framework processes and in the Strategic Partnership Agreement with EWG. As key milestones are achieved the Programme Board will provide approval to proceed to the next stage, and if necessary, make recommendations to the Corporate Management Teams of both Councils, the Strategic Partnership Board (for the SPA) and Executive Members as appropriate.
- 3.3 The Strategic Partnership Agreement provides Preston City Council and Lancashire County Council with a unique opportunity to align gateway approvals and investment decisions to ensure delivery of a comprehensive LUF programme with a pre-procured strategic delivery partner. The SPA process is set out at 3.1.

Fig. 3.1 SPA process



- 3.4 It is recognised that the Active Travel and Parks project interventions are at different stages of project readiness and that the timescale for spend of LUF is definitive. Notwithstanding these facts there does remain some flexibility within the stages prior to construction to accommodate some programme shift. This is primarily because there is already a preferred delivery partner procured and in place with the relevant experience, expertise, capacity and established supply chain links to deliver the programme. The low value works package for Grange Park will be delivered by Preston City Council’s Buildings Management Team and procured via 'The Chest' Northwest Procurement Portal". The milestones set out at table 3.1, and the delivery programmes set out in the workbooks are set within the context of the Strategic Partnership Agreement with EWCE and the following six stages of project delivery:

SPA Stage 1 Approval

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EWCE have been engaged through the LUF submission process and will prepare a SPA Stage 1 submission over Summer 2022. Following confirmation of LUF funding EWCE will submit the SPA Stage 1 report to the Programme Board. The Programme Board will make a recommendation to the SPA Board for Stage 1 approval. Following SPA approval Executive Cabinet Member approval would be sought. The Stage 1 SPA approval process will include approval of concept design and EWCE roles, responsibilities, and fees and will enable the following three stages to be completed.

(i) Design

Following the Stage 1 SPA approval both projects will move through preliminary design stages to the design stage required to secure the relevant planning approvals and to inform the Stage 2 proposals. Some of this work will take place this financial year (2022/23) evidencing early spend of LUF following approval, as set out in Table 3.2.

Table 3.2 2022/23 LUF Spend

Project	Activity	LUF Spend £ 22/23
Active Travel	Design, planning, surveys	69,428
Parks	Design, planning, surveys	407,087
Total 22/23 LUF Spend		£476,515

(ii) Consultation

The consultation process will include design workshops, community consultation and liaison with statutory bodies including the Environment Agency, Historic England, Natural England – these consultation periods are built into the delivery programmes. The Programme Board will also build on ongoing Towns Fund stakeholder engagement work to develop stakeholder engagement plans with non-statutory bodies as set out in section 4.

(iii) Consents

Statutory consents required are limited. The new active travel routes do not require planning as the routes are on existing highway. S278 agreements will be entered into following detailed design. The new Ribble Crossing also does not require planning as the route is already a highway (right of way/bridleway) and replacement is allowed under permitted development given the route and the footprint is within the existing highway. There are no protected trees within the red line of the Ribble Crossing however planning consent may be required for some tree removal on the boundary of the conservation area. Ecology reports to date have confirmed that no Natural England licence is needed, however the Ribble Crossing is in a Biological Heritage designation and there is a requirement to notify and provide evidence that suitable risk measures are in place to address this, but this is not a statutory designation. Listed building consent is required for the mobility hub at Preston Bus Station, a listed building. The demolition approval of redundant/ dilapidated buildings in Ashton and Waverley parks will need to be secured as part of the planning consent.

SPA Stage 2 Approval

SPA Stage 2 reports will be submitted by EWCE for consideration by the Programme Board. The Stage 2 reports will set out the form of contracts to be entered into and proposed maximum sums for the projects, based on EWCE’s soft market testing process and in line with the SPA best value mechanism, to ensure that the projects will be delivered within the available budgets. The Stage 2 approvals will include agreement on risk transfer, EWCE return and programme. If the Programme Board approves the Stage 2 submission, then the SPA Board will receive the reports. Following approval by the SPA then approval by appropriate Cabinet Member decisions will be sought.

(iv) Contracts

The detailed design (RIBA Stage 4) undertaken at this stage will inform the pre-construction documentation. It will incorporate changes required through consultation and planning. EWCE will prepare the tender documentation for supply chain packages. On conclusion of the tender process EWCE will submit a final report to the Programme Board. If the Programme Board agree there are no material variations from the Stage 2 submission, then no further approvals will be required and the contracts with EWCE can be entered into. If the Programme Board agree that there are material changes from the Stage 2 submission, then the Programme Board will be required to consider the impact of the variations and the SPA will be asked to consider the amendments and further Cabinet Member decisions would be required.

(v) Construction

Table 3.1 and the delivery schedules set out in the workbooks set out the construction timescales for the interventions and summarised below:

Table 3.3 Construction Timescales

Projects	Commence construction	Complete construction
Parks		
Ashton	Nov 23	Feb 25
Moor	Nov 23	Feb 25
Waverley	Nov 23	Feb 25
Grange	June 23	Sept 23
Active Travel		
North South cycle	May 2024	March 2025
Mobility Hub	May 2024	Nov 2024
East West cycle	May 2024	March 2025
Ribble Crossing Bridge	Dec 2023	March 2025

(vi) Commissioning

The Active Travel and Parks projects will be complete by March 2025. There will be some match funding spend in 2025/26 which will be released following the end of any retention periods.

Dependencies

3.5 Delivery of Active Preston is dependent upon a number of external decisions and process as set out below. Further work will be undertaken (during the LUF determination period) by EWCE and the City and County Councils as part of the Stage 1 report to accelerate approval processes where this is required and feasible.

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(i) Funding:

- LUF approval: confirmation of LUF approval, without which the programme will not proceed;
- Match funding: The total match funding required to implement the LUF proposal is £4,098,352. A robust strategy to secure match funding is in place with all funding sources identified as set out in table 3.4.

Table 3.4 Dependencies- Match Funding

Project	Source	Amount	Status	Steps to confirm
Active Travel	Lancashire County Council Lancashire Levelling Up Investment Fund	£1,000,000	In principle support agreed	Upon LUF confirmation formal grant funding approval from LCC will be secured and allocation placed within Capital Programme.
Active Travel	Preston City Council Capital Programme	£238,352	In principle support agreed	Upon LUF confirmation the allocation will be placed within the Capital Programme subject to appropriate Member approval.
Parks	S106 developer contribution ringfenced for Ashton Park	£600,000	Secured (Allocated subject to timing drawdown processes)	Upon LUF confirmation and Football Foundation confirmation PCC will seek appropriate approval regarding Sports Facilities contribution notice.
Parks	Preston City Council capital receipt	£140,000	Secured	-
Parks	Preston City Council Leisure budget over 2 years	£90,000	Secured	-
Parks	Preston City Council Leisure Capital budget	£240,000	Secured	-
Parks	S106 developer contribution ringfenced for Waverley Park	£100,000	Secured	-
Parks	Fishwick and St Matthews Big Local Partnership ringfenced for Waverley Park	£150,000	In principle funding support	Upon LUF confirmation funding will be secured.
Parks	Football Foundation	£1,540,000	In principle project support	Funding application to be submitted and subject to LUF outcome.

The Football Foundation is a key match funding grant provider for new / improved football facilities planned at Ashton Park and have given their in-principle project support - Appendix H. The Parks Team and Football Foundation have had extensive discussions with the Lancashire FA who are satisfied with the project and agree that it is vital for developing sports participation and for growing and developing football within the city and county. The Football Foundation agree that the project had been developed in accordance with Preston's Local Football Facilities Plan and that PCC would submit a funding application to the Foundation for c.£1.54m. The Football Foundation indicated they would provide funding for up

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to 75% of the total cost relating to Football/ Multi Sports projects subject to approval of business case.

(ii) Statutory Consents

A range of statutory consents are required to deliver the LUF programme, as set out in table 3.5.

Table 3.5 Statutory Consents

Consent	Description	Timeframe	Mitigation
Planning consent – Ashton Park sports hub/ pavilion and Waverley Park	Planning consent is required for Ashton Park pavilion and sports facilities (3G all-weather facility with lighting) and works (including demolition) at Waverley Park.	March 2023	Early engagement with our planning officers in the Development Management Team at Preston City Council (the local planning authority) at pre application stage. This will ensure that designs are acceptable any issues are addressed early on. Early scoping discussions have taken place to establish a planning strategy for taking it forward.
Traffic regulation orders/S.278 agreements	Traffic regulation orders and S.278 agreements	In place by March 2024	Lancashire County Council Officers have been fully engaged in the development of the Active Travel project. Continued early engagement with LCC officers on the need for the TRO's and S.278 will take place to ensure these statutory consents are programmed in and any issues addressed in advance. Engagement with residents, local businesses and Members will continue during the preliminary and detailed design stage.
Tree removal licence	Replacement Old Tram bridge - consent may be required for some tree removal on the boundary of the conservation area	April 2023	Ecology reports have previously confirmed consent may not be required. Early engagement with the LPA to determine.
Listed building consent – Regulation 3	Mobility Hub is within Preston Bus Station which is a listed building	June 2023	Lancashire County Council own the bus station and a Regulation 3 planning application will be made. The mobility hubs are a strategic priority for the County Council with five mobility hubs in the East of the County forming part of the County Council's own LUF proposals.

(iii) Land acquisitions

All land is in the ownership of the City and County Councils, so no land assembly or acquisition is required

Inter-dependencies and Interfaces

3.6 The LUF Active Travel project builds on a substantial programme of investment to improve sustainable and active travel movement and connections across Preston. The Plans set out in Appendix A demonstrates the linkages with ongoing/ committed schemes, in particular:

- Lancashire County Council works committed to improve signalised junction and install crossing facilities to increase connectivity with Ashton Park.

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- CYCLOPS' Junction works to commence in 2022. Increasing connectivity between the Guild Wheel (NCR 622) and the newly constructed Cycle Superhighway.
 - LCC S278 works committed to improve signalised junctions at crossing provision at aqueduct Street/ Water Lane.
 - Works planned to designate and improve 'Quietway' cycle link through Fishwick Parade linking to Waverley Park.
 - Existing traffic calmed residential area linking to Ashton Park - 20mph zone with road humps.
 - Recently constructed 'Penwortham to Preston Cycle Superhighway'.
 - Recently completed highways works associated with University of Central Lancashire masterplan.
 - S278 works in progress associated with Cardinal Newman/ Lancaster University School of Mathematics Improvements to Toucan crossing and Cycling facilities.
 - Existing on carriageway cycle route through traffic calmed 20mph zone.
 - National Cycle Route 6 linking to Moor Park along traffic calmed route.
- Importantly however there are no dependencies between these interventions and those set out in the LUF project.

Resource, Dependencies and Contingencies

3.7 Managing the dependencies and interfaces has been considered and is set out in table 3.6 and 3.7 below:

Table 3.6 Parks Dependencies and Resource

Stage	Milestone	Date	Resource	Dependencies
Initiation	Secure LUF funding from DLUHC	01.11.22	Preston CC - SRO	Submit Active Preston LUF application in July
Initiation	PCC enter into funding agreement with DLUHC	01.11.22	Preston CC - SRO	Secure funding approval in October
Delivery	Planning 'prior approval' for demolition of redundant/dilapidated buildings in Ashton Park and Waverley Park secured	30.1.23	EWCE	Asbestos /bat surveys
Delivery	Demolition works completed for Ashton and Waverley park buildings	30.04.23	EWCE	Demolition contractor appointed and consent secured
Design	Planning Permission secured for Ashton, Waverley Parks	30.03.23	EWCE	Outline designs completed
Design	Grange Parks works specification/detailed design completed	30.03.23	EWCE	Detailed design signed off by Project Board
Design	Ashton, Moor and Waverley Parks detailed design completed	30.07.23	EWCE	Designs signed off by Project Board
Delivery	Ashton, Moor and Waverley Parks start on site	01.09.23/ 01.10.23	EWCE	Principal contractors' price and method statement approved
Closure	Park regeneration interventions (01) completed	30.11.24	EWCE	Works delivered as per design/specification
	Park regeneration interventions (02,03) completed	28.2.25	EWCE	Works delivered as per design/specification

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Table 3.7 Active Travel Dependencies and Resource

Stage	Milestone	Date	Resource	Dependencies
Initiation	Secure LUF funding from DLUHC	01.11.22	Preston CC - SRO	Complete Active Preston LUF application in July
Initiation	PCC enter into funding agreement with DLUHC	01.11.22	Preston CC - SRO	Secure funding approval in October
Delivery	Listed building consent for Mobility Hub	30.06.23	EWCE	HE consent
Delivery	TROs in place	30.04.24	EWCE	No objections and design standards achieved
Delivery	Tree Removal License granted	30.03.23	EWCE	Confirmation no further approvals required
Delivery	Confirmation no Natural England licenses are required	01.02 .23	EWCE	updated ecology report completed
Design	Detailed designs approved to enable tender (08)	01.11.23	Programme Board	Detailed design approved by Programme Board
	Detailed designs approved to enable tender (5,6,7)	30.04.24		
Delivery	Active Travel (08) start on site	01.12.23	EWCE	All contractors price and method statements approved
	Active Travel (05,06,07)	30.05.24		
Closure	Active Travel (06) completed	30.11.24	EWCE	Works delivered as per contract
	Active Travel (05,07,08)	30.03.25		

Local Assurance

3.8 The SRO and Programme Board will have responsibility for ensuring appropriate assurance is in place for all LUF workstreams. The City Council's Corporate Management Team oversee the delivery of the Council's Capital Programme, with individual directors taking lead responsibility for directorate capital programme spend. The LUF will be accounted for through the Capital Programme and the LUF SRO, Director of Housing and Development will be responsible for the LUF capital programme which will be managed by the LUF Programme Manager. Outline business cases will form part of the SPA Stage 1 approval process with full business cases forming part of the Stage 2 approval process. The use of the SPA, a pre-precured partnership arrangement provides additional assurance with regards to procurement.

Ongoing Management

3.9 Consideration has been given to the ongoing management of new and improved assets to ensure that the City and County Councils have the necessary skills, capacity and resources in place to sustainable asset management.

3.10 The City Council understands there are often significant long-term financial implications arising from operational and management liabilities created through investment in new public funded capital projects. Given existing constraints on the City Council's revenue budget ensuring that there are no significant additional ongoing operational costs for the City Council, or to the general public purse, has

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been a particularly important consideration in drawing up the Active Preston project. Aside from the new facilities at Ashton Park the Active Preston project does not create new facilities per se and therefore it was not considered appropriate to include operating costs into the workbooks. However, costs have been assessed and are set out below:

- The maintenance costs for the cycle routes will met through LCC's Highways Maintenance budget and are estimated as: **Friargate South** (North-South link): £6,942 per annum covering maintenance and cleaning of paving and kerbing, tree and planter care, street furniture care and maintenance, drainage gully maintenance, street lighting replacement luminaires. **East-West Link**: £7,709 per annum including maintenance of cycle track surface and kerbs, tree care and bulb planting, drainage gully cleaning and replacement of luminaires for lights. These costs are manageable and do not represent a material increase in the current annual road maintenance costs.
- The maintenance costs for the mobility hub will met through LCC's Highways Maintenance budget and are estimated as £6,681 per annum covering cleaning of the Hub, maintenance of the key fob system, general building maintenance and lighting running costs. These costs are manageable and do not represent a material increase in the current cost of managing the bus station complex.
- The maintenance costs of the Ribble Bridge will be met through Preston City Council's buildings maintenance budget and are estimated (over a 50-year period) at £10,948 per annum to cover painting, masonry repairs, pointing, annual inspections, major maintenance, bearing refurbishment and joint replacement.
- The operating and maintenance costs for Ashton Park will be met by the operator (procured by the Football Foundation) and based on similar facilities across the UK the operating cost are estimated to be £300,0000 per annum.
- The maintenance of Moor Park and Grange Park will be contained within the Council's Parks maintenance budget. The Parks Friends group will also assist with ongoing maintenance.
- The maintenance of Waverly Park will be responsibility of a local football team (who will operate under license) It is proposed that the Waverley Park football provision be operated.

4. STAKEHOLDER MANAGEMENT AND COMMUNICATION

- 4.1 Stakeholder engagement and communications will continue to play a key role in the successful delivery of all our projects and component interventions within our LUF package, in order to ensure all necessary stakeholders are appropriately engaged throughout development and that the proposals continue to be supported. The Council recognise the need to ensure transparency and openness in communicating about the LUF Package.

The key objectives for stakeholder engagement for 'Active Preston's' LUF Package are to:

- Keep stakeholders aware of the projects progression and give an opportunity for feedback to inform development and to gain/ sustain continued support;
- Give an opportunity for stakeholders including residents, businesses and community/ interest groups to have a say and for them to provide views and suggestions for improvements so that the interventions meet stakeholder requirements as far as is feasible and practical;
- Increase public and stakeholder awareness of the scheme;
- Meet statutory requirements;
- Provide consistent, clear and regular information to those affected by the projects and component interventions, including the nature of any intervention related impacts and when and how it will affect people of groups both during delivery and once operational; and
- Address perceptions of the scheme where these are inconsistent with the scheme objectives and forecast outcomes.

Approach to Stakeholder Engagement for our LUF Project

- 4.2 In keeping with the key principles our communication and engagement activity propose to be:
- Clear, timely and accurate;
 - Targeted and appropriate avoiding a 'scatter gun' approach , which can be less effective;
 - Accountable to the Programme Board, Accountable Body and Government/ DLUHC where appropriate;
 - Planned, consistent and professional;
 - Two-way – with feedback considered in every interaction;
 - Build a consistent and clear story of the Levelling Up Fund and complementary investment such as the Preston Town Deal Fund;
 - Take a coordinated Preston-wide approach;
 - Be put into context and linked into the 'bigger picture' with 'Preston's Priorities' and 'City Investment Plan' objectives kept in mind when creating messages;
 - Use all available channels and techniques that are appropriate to the audience;
 - Be meaningful and provide a feedback mechanism as appropriate;
 - Be mindful of all the partners when sharing information.
- 4.3 The proposed approach to communications is based on good practice and seeks to be mindful that activity influences the reputation and perception of Preston City Council and local partners. We will be aware of this in all our communication and engagement initiatives, actions and publications.

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- 4.4 There has already been comprehensive engagement at a strategic level and at more detailed level which has helped inform the LUF Package. The Council has identified the key target audiences/ principal stakeholders for the individual Active Travel and Park interventions forming the LUF package via a stakeholder matrix and going forward will continue to engage further with these audiences.
- 4.5 The Council will undertake an Equality Impact Assessment and mapping exercise as part of the engagement aspects at design stage for the various LUF interventions, to identify underrepresented groups (and particularly those who would qualify as having protected characteristics under the Equalities Act 2010) to ensure those that are “hard to reach” are afforded full opportunity to engage and participate. This mapping will serve as a tool which logs the engagement, captures feedback and logs decisions against this.
- 4.6 The mapping exercise of all the stakeholders identified will clarify their level of **interest and influence** which will largely dictate the method of engagement, which can be categorised into the following approaches:
- **Manage Closely** – Actively and closely managed through frequent communications. Methods of engagement will include regular face-to-face meetings and activities to allow for active discussion and consultation, supported by tailored communications that maintain an open dialogue between those closely involved with the project.
 - **Keep Satisfied** – Relationships with higher profile stakeholders who may not have a direct interest in the project should be focused on keeping the stakeholders satisfied.
 - **Keep Informed** – Kept informed of developments through regular communications providing general updates and relevant information. Methods of engagement will be tailored to the audience and include project specific emails and updates, newsletters and briefings as relevant.
 - **Monitor** – Stakeholders in this group unlikely to be actively seeking information about the project but may require general, accessible communications of the key messages.
- 4.7 A communication log will be utilised to record all communications – providing a record of engagement with stakeholders, and will generally be delivered through these key methods:
- **Email** – Information will be emailed to relevant stakeholders where possible.
 - **Regular newsletters** - use of newsletters as appropriate for a particular intervention focusing on achievements, progress and next steps, produced for community distribution and available on the web site
 - **Online virtual Meetings/ Virtual webinars** – the use of innovative virtual tools to communicate (which were established during COVID-19 lockdown) will continue to be utilised to engage with stakeholders at appropriate stages in the scheme’s development.

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- **Face to face meetings/ Drop in exhibition events** – Meetings and events will be held as required with stakeholders throughout the programme to address specific aspects of the various scheme’s development.
- **Social Media and Website** – A dedicated page on the Council’s website will be created to provide details and updates throughout the delivery of the LUF programme. PCC also has a number of social media platforms, providing an accessible platform for general updates to the wider community should this be required.

- 4.8 The Council will review and analyse the engagement undertaken and the feedback received throughout the lifetime of the project, in order to provide regular updates in line with other monitoring and evaluation, of what has been delivered to date against each element of the proposals and how its delivery could be improved for future activity.
- 4.9 This will include a review of which organisations have contributed and where the gaps are for future activity. Providing regular feedback, updates and amendments with stakeholders and residents will give them confidence that their views have been taken on board, particularly at design stage.
- 4.10 There will be regular reporting between the Programme Board, Programme Working Group and LUF Programme Manager and the Council’s wider Project Management programme. There are reporting structures in place as described above. The Preston City Council website and social media channels allow for two-way communication with the general public and will be developed and integral in updating residents and visitors on progress.
- 4.11 Partnership working within the Council is already embedded and working effectively. In delivering the LUF project, it will utilise and build on partnership working already established through the Preston Partnership and the Towns Fund Board. These cross-sector structures and the planned structures for the LUF project described above offer opportunities to feedback across partners and the wider-community.
- 4.12 Feedback structures will be identified as a key deliverable for all communication and engagement activities in the detailed Communications and Stakeholder Management Plan which will be drawn up should the Council be successful with its funding bid.
- 4.13 Regular and quality evaluation is key to guiding the Communications Plan as the project develops. The reporting and feedback structures (monthly to the proposed new LUF Board and weekly to Project Leads) will evaluate and capture learning to guide the next steps. This allows the Engagement Plan to be a “live” document that can be updated and react to activity (whether successful or unsuccessful), linking the outcomes to the project objectives and altering the focus should there be a need.

Communications and Stakeholder Management Plan

- 4.14 As highlighted above a ‘Communications and Stakeholder Management Plan’ will be prepared to support the delivery of the ‘Active Preston’s LUF Package. This will set out the planned approach to engagement with the identified stakeholders. It will reaffirm/ set out the principles of communication, identify the key target audiences/ stakeholders for the individual and distinct projects as appropriate via a stakeholder matrix, identify key messages and set out via a communication risk register to identify

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potential crisis management issues. It will be a live document and will be updated as required throughout the various stages of the project's development. All communications will be led by PCC, working closely with Lancashire County Council (who will lead on the delivery of the new bridge) where appropriate.

Engagement to Date

- 4.15 The two components of Preston's LUF Package have been underpinned, at a strategic level, by work to inform the City Investment Plan (CIP), the Transforming Cities Fund bid and Preston's Towns Fund Deal, as well as Preston's various Parks & Open Space, Playing Pitch Strategies; and at a more detailed level by the master planning and early design development work associated with the parks and active travel proposals. In the development of the CIP in particular, PCC's approach to stakeholder engagement was to put stakeholders right at the centre of the Council's regeneration ambitions for the city to ensure proposed interventions were built upon a solid evidence base and underpinned by views of the local community. Engagement with stakeholders to date has therefore informed an understanding of the area's issues, needs, challenges and opportunities and helped to establish a robust vision for the future as embodied in the CIP, as well as interventions that will deliver real change, as proposed within this LUF application.
- 4.16 The preparation of these various strategic documents has been informed by stakeholders, including various anchor institutions, local communities and businesses and at a more detailed level, such as at the masterplan stage for the 3 parks by various interest groups/ Friends of the Parks. As a result of these processes and additional work undertaken in the selection of LUF proposals, Preston's LUF Package has been the subject of comprehensive engagement and consultation. However, this platform of engagement carried out so far will be built on at the design and development stage of the proposals, if we are successful with securing funding.
- 4.17 There has also been significant and focused support for a number of key components which form the LUF package. To name a few, this includes:
- An original online petition (c. 3,000 signatures) and then subsequently a formal petition in March 2022 with 946 signatories received by the Council calling for the re-establishment/ new bridge crossing as part of the LUF bid.
 - A design competition for a replacement of the Old Tram bridge was run in early 2022 by local campaigners (Studio John Bridge, PR and marketing agency Fifty2M, David Cox Architects, and Friends of Tram Bridge), which raised the profile and engendered strong community support.
 - The draft masterplans for the three parks (Ashton Park, Moor Park and Waverley Park) were the subject of extensive engagement with various interest groups and the relevant Friends of the Parks.
 - Engagement involving presentations on the LUF proposals with various key City stakeholders, including the Preston Partnership, Towns Fund Board, LCC, local MP, UCLan, SRBC. They have formally outlined their support.
 - Various local, regional and national bodies, such as Active Lancashire, Sustrans and the Football Foundation were consulted on the proposals, and they have formally outlined their support.

5. MONITORING AND EVALUATION

Aims of the M&E Plan

- 5.1 Preston City Council and its partners recognise the critical importance of both robust and effective monitoring, and insightful evaluation, to the success of our programme, the positive lessons we can draw from it to inform future interventions and support our ongoing work to change Preston, and to the Levelling-up Programme nationally. Our specific bid level M&E objectives are therefore to:
- Assess the process through which we designed and delivered our interventions, how we have managed that process, and how we realise the benefits of our investments;
 - Collect and report information about our programme and project level expenditure and the delivery of infrastructure to ensure we meet all our key milestones, spending commitments (LUF and Match Funding) and minimise the risks and consequences of delays and expenditure overruns;
 - Collect and report timely, clear and robust monitoring data that will allow us to assess progress, feed into our outcomes and benefits assessment, meet our UK Government reporting requirements and inform our project evaluations;
 - Assess the extent to which the LUF bid objectives were met, and that met the objectives of the national LUF programme;
 - assess and as far as possible quantify the economic, social and environmental benefits of our interventions, and the value for money we achieve;
 - understand the reasons for under or over-performance and the lessons that can be learned for future interventions.

Bid Objectives and Theory of Change

- 5.2 Underpinning our M&E Plan are the objectives we set out to achieve through the delivery of our Active Preston, and the theory of change (Attached as Appendix D) which establishes how the interventions we propose will deliver the positive changes we are seeking.
- 5.3 Our headline objectives for our package of projects are driven by Preston's City Investment Plan and the priorities to which our proposed interventions will directly and indirectly contribute:
- Create a well-connected, safe and accessible city that supports low carbon journeys with excellent walking, cycling and public transport infrastructure;
 - Improve the physical and mental health and wellbeing of all our communities by increasing levels of physical activity including walking, cycling and sporting activity, encouraging social engagement and participation, and improving air quality.
 - Strengthen Preston's economy by improving active travel access to employment, education, cultural assets and visitor attractions, and by increasing footfall;
 - Change perceptions of Preston as a place to live, work, visit and invest in by creating a more attractive and liveable city with high quality public realm and heritage infrastructure;
 - Tackle the impacts of climate change by reducing CO2 emissions from transport in Preston.

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5.4 Active Preston is designed to deliver against these objectives through the mechanisms set out in our Theory of Change. This is summarised below and shows how our package of investments will generate changes in response to our identified needs. This informs the scope of our M&E Plan, and the research questions it addresses.

5.5 At the core of our M&E Plan are the following key research questions that connect our bid objectives, the investments we make and the rationale for them, and the approach we will take to tracking progress and understanding the change we secure:

- Were our interventions based on a sound rationale and how far has our programme met our strategic objectives, local and national policy priorities, including those of the Levelling-up Fund?
- Did the structures and processes for our LUF programme's delivery work effectively and how could they have been improved?
- Did our LUF programme meet all its milestones for delivery and expenditure? If not, what are the reasons for this and what lessons should we learn?
- Did our programme meet its financial, activity and output-related delivery targets? What are the reasons for any under or over performance, and what lessons can we learn for future investment?
- What have been the measurable changes in our target outcomes? To what extent can we evidence changes in:
 - Walking and cycling activity in our target areas;
 - Participation in organized sport including football;
 - Footfall and the use of facilities in our parks for other physical activity including sport, play, community engagement and cultural activities;
 - CO2 and emissions levels in central Preston;
 - Perceptions about the city of Preston as a place to live and visit.
- To what extent can these changes be attributed to our LUF programme as opposed to other factors?
- What have been the long-term changes that are resulting from our programme?
- What was the total cost of the intervention? Did the social and economic benefits justify the costs and deliver value for money?

M&E Governance, Management and Resourcing

5.6 The governance, management and delivery arrangements for Active Preston's M&E are integrated into the overall governance and management of the LUF Programme. Monitoring of our LUF programme will be led by Preston City Council, working with our partner Lancashire County Council and our contractors to ensure the systematic and structured collection of all relevant delivery, expenditure and output, outcome and impact data, including meeting any requirements from the DLUHC's M&E plans. We have established as part of Preston's Towns Fund programme a Monitoring and Evaluation Board, and this will play a key role in ensuring a robust and effective M&E strategy. Specific responsibilities for M&E are:

- **Project Managers:** Part of the LUF Project Team, responsible for contract management for each of the projects, collecting and reporting to the LUF Programme Manager on progress on delivery, expenditure, outputs and outcomes.

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- **LUF Programme Manager:** Strategic contract management, assembling project inputs into monthly reports to the Programme Board on delivery progress, expenditure and resources, key planned activities and approvals required. M&E Plan updates will be part of quarterly reports to the Programme Board and Monitoring and Evaluation Board. Programme Manager will have overall responsibility for allocating and monitoring the M&E budget.
- **LUF Programme Working Group:** Practical responsibility for Programme delivery, seeking approvals from Programme Board for key elements of the work and expenditure. Working Group will guide project teams in the practical implementation of Programme monitoring requirements.
- **Monitoring and Evaluation Board:** Chaired by PCC's Director of Resources this Board was created to inform Towns Fund monitoring returns to UK Government and guide the Town Board on M&E progress and requirements. Its remit will be extended to the LUF Programme, and it will provide both advice to the LUF Programme Manager and Board and will receive monitoring reports from the LUF Programme Manager. It will be responsible for developing the evaluation brief, final decision/ recommendation to the Programme Board on evaluator appointment, and oversight of evaluation progress.
- **LUF Programme Board:** Overall responsibility for Programme budgets and delivery progress, monitoring progress against plans and ensuring delivery of specified outputs, outcomes and benefits of the Programme. It will issue any M&E reports required by UK Government and will report to Corporate Management Teams in Preston City Council and Lancashire County Council to ensure Executive Members, Cabinets and Councils are kept apprised of progress.
- **Ulan School of Business:** UCLan's School of Business is supporting Towns Fund monitoring and evaluation, with Business and Management students working on survey research insights and focus group activity. This will be replicated for Active Preston.

5.7 The costs for the delivery of our M&E Plan have been included in our budgets for each of the projects in our package. The Package Workbook (Appendix I to the bid) explains where M&E is factored into project costs. In total, we have estimated £148,000 to cover the costs of implementing our plans. Our initial estimate is a requirement for £50-60,000 to complete the interim and final evaluations, with the £88-98,000 for monitoring and data collection. However, we recognise that the requirements for M&E and UK Government's responsibilities vis-à-vis those of successful bidders are yet to be determined and may have a bearing on the scope and costs of M&E. We will review and consider adjustments to our budget should the bid be successful as part of the grant funding agreement. Responsibility for managing the M&E budget will reside with the LUF Programme Manager.

M&E Components and Deliverables

- 5.8 Monitoring and evaluation is fundamentally about providing accountability for investment, informing future policy and spending choices, establishing what is most cost-effective, and positively shaping future interventions.
- 5.9 We set out in detail in the Appendix to this M&E Plan the outputs, outcome and benefit measures that apply across our bid and the individual projects. We propose a mix of methods to track the outputs we are achieving, both those that are central to the

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facilities and infrastructure we deliver (e.g. numbers and areas of public space, play areas, football pitches, new and improved events spaces, new and improved public realm, new and improved walking and cycling infrastructure). Similarly, we intend to use a mix of methods to capture and report progress on our outcomes and benefits impact measures. These include equipment to enable us to monitor changes in the use of the facilities and infrastructure we deliver (e.g. Cycle counter loops, mobile data, cameras), the use of primary surveys, and a range of local authority and national data sets.

Monitoring

5.10 The specific monitoring tasks will be:

- **Delivery Progress Monitoring:** Delivery progress and reporting will be the responsibility of the Project Managers reporting to the Programme Manager, Working Group and Board. The Programme Manager and Project Managers will identify milestone dates for the completion of key project activities, key deliverables and will monitor progress against these dates, working with the appointed contractors.
- **Expenditure monitoring:** This will be the responsibility of the LUF Programme Manager, drawing on each of the individual Project Managers (see Delivery Plan for full detail) through our monitoring of the delivery of the capital works, including contractor's returns. PCC's Principal Project Accountant is part of the LUF Programme Working Group. We will meet the requirement for quarterly reporting of expenditure, progress, project changes and stakeholder engagement as necessary.
- **Baselines:** For those outcome and benefits which are quantified in our LUF Programme, the following baseline information is either included as part of our bid or will be generated as part of our M&E process. Details on baseline indicators, data sources, how these will be updated (if necessary) and links to outcomes/ benefits are given in table 5.1.

Table 5.1 Data Source and Collection

Project	Actual or Potential Baseline Indicators	Source and Method	Related Outcome/ Benefit
Active Travel	Cycle use on intervention area routes	Data to be collected pre-project completion via cycle loop counters and/or route user intercept survey	LUF standard outcome measure – change in cycle flow
	Pedestrian flow on intervention area routes	Data to be collected pre-project completion via CCTV or route user intercept survey	LUF standard outcome measure – change in pedestrian flow
	Vehicle flow at Friargate	Use of ANPR or CCTV pre-project completion to establish flows during different periods of the day	LUF standard outcome measure – change in vehicle flow
	Footfall on intervention area routes	Use of CCTV/footfall counters and/or user surveys pre-project completion	LUF standard outcome measure – increased footfall
	Perceptions of place	May draw on secondary survey evidence from PCC resident and visitor surveys	LUF standard outcome measure – changes in perceptions of place
	Health of residents	Linked to AMAT assessment tool indicators and will require baseline data on mortality indicators and work	LUF standard outcome measure – change in health of residents

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		absenteeism levels, drawing on NHS and other UK Government data. PCC to consider whether analysis of wider health indicators should be carried out prior to project completion from NHS, CCG, Local Authority and UK Government sources	
	Air quality – NOX and particulate emissions – intervention areas	Air quality monitoring data (PCC/LCC) for pre-completion in intervention areas. Measured in NOX tonnes per year; PM10 concentrations per year	Important measure of impacts of both Active Travel and Parks project
	Average annual CO2 emissions	Local Authority Carbon Tool for year pre-completion CO2 emissions levels. May require bespoke estimates for intervention areas	Important measure of impacts of both Active Travel and Parks projects
	Collisions, accidents and casualties	STATS-19 data review for year prior to project completion	Impact measure for Active Travel project linked to cost savings from reductions in accidents
	Access to jobs in Preston City Centre	Possibly through intercept survey evidence	Impact measure on improved access to jobs for residents – wider benefit
Parks	Park users (Ashton Park, Waverley Park, Moor Park) 1.807 million in 2019	Actual: HUQ data from mobile telephone data points. Use of 2019 data to reflect 'normal' Parks use. Decision to be taken about whether to refresh data pre-project delivery (i.e. 2022/23).	Well-being value associated with use of local park in economic appraisal.
	Participants in sports – local football. Total current number estimated at 1,000 per annum by Preston City Council	Estimated: By Preston City Council in collaboration with local football teams.	Well-being/happiness value of participation in sport.
	Event attendees at Parks (2019). 94 per event at Moor Park, 115 per event at Ashton Park (2019)	Estimated: From HUQ mobile phone data points analysis. Decision to be made about whether to rerun data in 2023 prior to works commencing.	Value of participation in cultural events
	GP related medical costs. No baseline data necessary because measure applies saving per GP visit to additional active park users.	Potential: Review of NHS GP visits data for practices in intervention areas	Health and well-being: reduction in GP-related medical costs
	Employment (FTE) at Ashton and Waverley Park – 8 FTE jobs	Actual: Preston City Council data for Council run operations	Contribution to Preston economy from employment (Gross Value Added per FTE job).
	Anti-social behaviour crimes at four parks: Annual 453 (2021-2)	Actual: UK Crime Statistics. Data to be refreshed for baseline in advance of project completion.	Economic costs of crime – reduction gives economic value of costs saved.
	Number of regular volunteers in parks: 15 in 2022	Actual: Preston City Council data on volunteering – volunteer names and characteristics recorded. Will be updated pre-project completion.	Social value of volunteering. Values drawn from HACT Social Value Bank
	Number of attendees per social group meeting in parks: 10	Estimated: By Preston City Council in 2021. Potential for PCC to carry out brief survey pre-project completion.	Social value of regular engagement in social group

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- **Output monitoring:** This will also be the responsibility of the Project Managers reporting into the LUF Programme Manager. The agreed output schedule on LUF grant award will be developed into an output monitoring framework to provide six monthly reporting on mandatory indicators and those we have identified in our M&E Plan (see Appendix).
- **Outcomes and Impacts:** We understand that DLUHC will lead data collection for outcomes and impacts, which we assume will address the standard LUF outcomes and impacts (Annex B LUF Guidance). We have identified a series of target outcomes and impacts/ benefits through our strategic and economic cases, and our work on our M&E Plan. At this juncture, it is not clear what sources and methods DLUHC will use to capture progress on outcomes and impacts, but we have set out in detail the sources we will use or explore to provide regular and consistent evidence on what our bid is achieving, and the lasting change it delivers. Our outcome and impact/benefit measures, and how we propose to capture progress, are set out in the Appendix.

Evaluation

- 5.11 We have built into our M&E Plan provision for interim and final evaluations, with the resources to support the commissioning of an external evaluator. Our bid aims to achieve sustained change in walking, cycling and sporting activity through our intervention areas, with residents and visitors to the city expected to benefit from this. The economic, social and environmental benefits we target involve individual and community level behavioural changes, shifts in activity levels, differences in the modes of transport used to travel in/ out of Preston and around the city centre, and changes in footfall and the time spent in different parts of the city. These are changes whose impacts/ benefits will take time to be realised, and a combination of regular and systematic monitoring with evaluation is essential to measuring them.
- 5.12 **Interim Evaluation:** At 1.5 years post completion (i.e. 2028/9) of the capital works we will commission an independent evaluator to deliver an interim evaluation of our programme. This will focus on the process through which the delivery of the projects and the management of new facilities is leading to change and provide an initial assessment of progress towards our impact/benefit targets.
- 5.13 We considered an interim, process focused evaluation during the delivery of the LUF Programme itself but concluded that this would offer only a partial and limited view of changes occurring. Whilst process evaluation is important in its own right, we will capture them by maintaining clear progress monitoring information during the delivery period and ensuring this is available to the evaluator. The interim evaluation will therefore combine elements of both process and initial summative evaluation.
- 5.14 We propose to appoint an evaluator who will deliver both the interim and final evaluation to ensure a consistent framework and approach. The brief for the evaluation will include requirements to:
- Review all relevant policy and strategy document to test the strategic alignment of the projects with key policy objectives, and establish whether the rationale for the project holds;
 - Assess the performance of the programme in terms of project expenditure and delivery milestones, and the robustness of the process for managing it;

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- capture all of the output, outcome and emerging impacts evidence to which our monitoring data is directed, and we describe in the Appendix the sources and methods we will use to provide this;
- provide a methodology for the final evaluation;
- provide initial findings on value for money, recommendations on how we continue to measure progress, and conclusions recommendations that will help to shape how our new and improved infrastructure is managed ahead of the final evaluation.

We would expect the evaluator to carry out any relevant beneficiary surveys.

5.15 **Final Evaluation:** We will carry out a final evaluation to be finished at three years post-project completion (i.e. 2030/1). This will be a comprehensive summative evaluation which is particularly focused on the evidence of the impacts and benefits our LUF programme has delivered. The evaluator will be required to deliver a full survey covering those aspects of our M&E framework which require primary survey evidence, and to draw on the complete range of monitoring data that PCC and LCC will supply, together with monitoring data from DLUHC/ Central Government.

5.16 We have considered the use of counterfactual impact evaluation approaches. However, we do not believe this is feasible given the individual and subjective nature of some aspects of the impacts we are seeking, and the complexity and cost of delivering robust counter-factual methodologies.

Dissemination

The dissemination of M&E information to stakeholders, including our communities, is an integral part of our stakeholder engagement and communication strategy. Monitoring data about the progress we make in delivering the project will be part of regular communications from PCC's team via social media, press, website and engagement meetings. We know from experience that it is essential to keep stakeholders informed about positive changes and any issues that arise in delivering infrastructure works, and the monitoring information we collect will assist in both transparency and accountability. We anticipate at a minimum six monthly communications which major on the outputs we have delivered. These will be publicly available and hosted on Active Preston's website.

Measurement of the outcomes and benefits we achieve through our LUF programme will be essential to the narrative we want to provide to stakeholders about the positive changes we are delivering for Preston. We see this as a combination of the selective dissemination of the results we are achieving, using accessible indicators of change that stakeholders will understand (for example, increases in the number of people using our Parks and sports facilities, increases in cycling activity) and case studies or snapshots of how individual residents, communities and organisations are benefiting.

We are committed to meeting all of the UK Government's requirements for the timely provision of monitoring data, and to contribute to national programme evaluation of the LUF as that proceeds. We envisage that the key findings of our interim and evaluation reports will be published online.

Finally, dissemination is not uni-directional. Stakeholder input through surveys and consultation is a significant part of our M&E strategy, feeding into progress monitoring and providing crucial data for the evaluations.

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Projects	Measure	Possible Data Sources	How Monitored/Measured	Frequency	Owner
Programme Delivery and Expenditure					
Parks and Active Travel	Delivery milestones progress	Project management information	PCC and LCC contract and project managers	Quarterly reporting to Programme Board	PCC/LCC
	LUF project expenditure	Defrayed expenditure from project invoices	PCC and LCC project managers and finance teams		PCC/LCC
	Match funding expenditure	Non-LUF funding by source	PCC and LCC project managers and finance teams		PCC/LCC
	Stakeholder engagement	Reporting of stakeholder engagement activities	<ul style="list-style-type: none"> - Number and characteristics of stakeholders engaged - Number of events, communications, social media engagements - Qualitative feedback from stakeholder engagement captured 		PCC
Outputs					
Parks	Public realm created or improved (for each of four parks) – a total 848,000m ²	Project delivery contract/monitoring	Project management information, area created/improved.	Quarterly delivery monitoring and sign off on project completion	PCC
Parks	Sports centre space created or improved (8 football pitches, two new pavilions, one with community space), one pavilion improved – a total of 39,165m ²	Project delivery contract/ monitoring	Project management information. Area of football pitches, pavilion building and facilities details.		PCC
Parks	One new community space (see above)	Project delivery contract/monitoring	Project management information. Area of space.		PCC

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Parks	One improved MUGA including play area and skate park	Project delivery contract/ monitoring	Project management information. Detail of completed facility.		PCC
Parks	One improved play area	Project delivery contract/ monitoring	Project management information. Completion of infrastructure and area covered.		PCC
Parks	One new bicycle pump track	Project delivery contract/ monitoring	Project management information. Completion of cycle track and length of track.		PCC
Parks	One improved events stage	Project delivery contract/ monitoring	Project management information. Completion of improved stage.		PCC
Parks	New and improved access roads, footpaths, and cycle paths – a total of 1,450 linear metres.	Project delivery contract/ monitoring	Project management information. Length of infrastructure completed.		PCC
Parks	One restored and improved heritage lake	Project delivery contract/ monitoring	Project management information. Completion of restoration.		PCC
Parks	New trees planted	Project delivery contract/ monitoring	Project management information. Count of trees planted.		PCC
Parks	10 x new lighting columns between park entrance and community building.	Project delivery contract/ monitoring	Project management information. Completion of installation.	Regular delivery monitoring and on project completion	PCC
Parks	Volunteering opportunities supported (Cultural theme output)	Operational information	Regular review of operational data on number of volunteers, time spent volunteering, characteristics of volunteers	Six monthly	PCC
Active Travel	New bridge replacing old Tram Bridge	Project delivery/ contract monitoring	Project management information. Completion of structure.	Regular delivery monitoring and on project completion	PCC/LCC

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Active Travel	700 metres of segregated cycle track on Avenham Lane/ Queen St. with traffic calming (new cycle way)	Project delivery/ contract monitoring	Project management information. Length of cycleway completed.	Regular delivery monitoring and on project completion	PCC/LCC
Active Travel	4,375 sq m of public realm	Project delivery/ contract monitoring	Project management information. Area of public realm created.	On project completion	PCC/LCC
Active Travel	Planting of 27 trees and bulb planting	Project delivery/ contract monitoring	Project management information – numbers planted.	On completion of planting	PCC/LCC
Active Travel	New Mobility Hub structure for secure cycle parking	Project delivery/ contract monitoring	Project management information. Size of building and facilities detail.	On completion of installation	PCC/LCC
Active Travel	20 cycle stands for Mobility Hub	Project delivery/ contract monitoring	Project management information on installation of cycle stands.	On completion of installation	PCC/LCC
Active Travel	New or improved pedestrian paths: 620 metres each side of Friargate/ Cheapside; 700 metres on east west link. Creates 3m segregated footpath	Project delivery/ contract monitoring	Project management information. Length of paths completed.	Six monthly monitoring of delivery and completion	PCC/LCC
Active Travel	New or improved cycleways: 620 metres on Friargate/ Cheapside; 700 metres on Avenham Lane and Queen St.	Project delivery/ contract monitoring	Project management information. Length of cycleway completed.	Six monthly monitoring of delivery and completion	PCC/LCC

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Active Travel	Road converted to cycle way and pedestrian way: Reduction of 1.5-2m carriage way width over 100 linear metres to provide for cyclists use. 80 linear metres converted from carriageway to no vehicle use.	Project delivery/ contract monitoring	Project management information. Length of road converted.	Six monthly monitoring of delivery and completion	PCC/LCC
Outcomes					
Parks	Increase in park general users	<ul style="list-style-type: none"> - Footfall counters at each entrance? - Contract with HUQ to capture mobile data - Resident/ visitor surveys 	Regular review of user count data to track use and compare with baseline data.	<ul style="list-style-type: none"> -6 monthly monitoring of footfall post-completion -Annual Survey of Preston residents? 	PCC
Parks	Number of additional participants in sport	<ul style="list-style-type: none"> - Data from football teams using facilities - Sports Hub and pitch usage data - Football Foundation data 	<ul style="list-style-type: none"> - Regular reporting of football club data; - Returns from Pavilions. 	<ul style="list-style-type: none"> - 6 monthly review of football team use -6 monthly review of Pavilions' returns 	Operator and PCC
Parks	Additional event attendees	Customer data for paid for events	- Review of events attendance data segmented by type of event and customer.	Per event. Will depend on frequency and type of event	PCC
Parks	Additional jobs created (Sports facilities, general parks, heritage facility)	PCC Payroll Operator reporting	<ul style="list-style-type: none"> - PCC Payroll for Parks staff employed by Council; - Operator reporting to PCC. 	<ul style="list-style-type: none"> - Annual review of payroll - Annual review of operator's staffing 	PCC/ Operator

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Parks	Increase in number of volunteers	PCC/ Operator data	-Tracking volunteer numbers and time committed – Parks management information.	- 6 monthly review of volunteering data	PCC
Parks	Change in health/ wellbeing of users	- Survey of users	- Anonymous survey covering visits to GP, improvement in physical well-being, improvements in mental health; - Survey could contain questions on users changes in physical activity levels over time.	- Interim and final evaluation	PCC
Active Travel	Change in cycle flow	- CCTV cameras/ counters - Manual surveys	Installation of new equipment by PCC/ LCC at specific points on new and upgraded routes: - Potentially cycle counter loops; - Annual survey including origin destination for cyclists and pedestrians for 3 years.	- 6 monthly review of count data - Annual survey of walking and cycling activity by users of routes - Bi-annual survey of Preston residents	PCC/LCC
Active Travel	Change in pedestrian flow	- CCTV footfall counters - Manual surveys	Installation of new equipment by PCC/ LCC at specific points on new and upgraded routes: - Annual survey including origin destination for cyclists and pedestrians.	- 6 monthly review of count data - Annual survey 3 years	
Active Travel	Change in vehicle flow at Friargate	-Transport authority/ city centre traffic management data; Potentially ANPR; Traffic master data?	Traffic surveys with turning counts and speed survey. Counts would capture multiple days including am/pm, weekends etc.	Annual survey for 3 years	PCC/LCC
Active Travel	Change in footfall	- CCTV footfall counters	- Installation of new equipment by PCC/ LCC at key points on new and upgraded infrastructure; - Potential for annual surveys of city centre users.	- 6 monthly review of data from completion of project - Annual survey for 3 years	PCC/LCC
Active Travel	Changes in perceptions of place	- Resident/ visitor survey	- Questions in survey to cover perceptions of Preston and improvements made	- Survey at 1.5 year interim and 3-year final evaluation	PCC

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Active Travel	Change in health of residents	- Resident survey	- Anonymous survey covering visits to GP, improvement in physical well-being, improvements in mental health; - Survey could contain questions on users changes in physical activity levels over time.	- Survey at 1.5 year interim and final evaluation	PCC
Active Travel	Improvement in air quality – NOX and particulate emissions	- Air quality monitoring surveys	- Covering existing, new and improved routes where traffic flows are changed; - Measured in NOX tonnes per year; PM10 concentrations per year.	- Annual monitoring	PCC/LCC
Active Travel	Reduced emissions – average annual CO2 emissions	- Local Authority Carbon tool	- Based on distances travelled, speed and vehicle mix.	- Annual monitoring	PCC/LCC
Active Travel	Reductions in collisions, accidents and casualties	- STATS 19 accident data	- Regular monitoring of STATS 19 data for intervention areas.	- Annual monitoring	PCC
Active Travel	Improved access to jobs in Preston City Centre	- Survey evidence	Potential for route user intercept survey, asking users about reasons for journey, options selected for transport, alternatives considered.	- Survey at interim and final evaluation stages	PCC
Active Travel	Improved journey quality and safety	- Resident/ visitor survey	- Survey questions covering perceptions of accessibility, quality and safety for route users.	- Survey as part of interim and final evaluation	PCC
Benefits/Impacts					
Parks	Reduction in ASB in and around Parks	UK Crime Statistics	Analysis of Crime Statistics data to track change in defined geographic areas around Parks.	- Straightforward to assess change annually. - Will also be a requirement for interim and final evaluations.	PCC
Parks	Reduction in Crimes in and around Parks	UK Crime Statistics	Analysis of Crime Statistics data to track change in defined geographic areas around Parks.	- Straightforward to assess change annually - Also picked up in interim and final evaluations (1.5) years	PCC

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				interim, 3 years final	
Parks	Change in Gross Value Added	Either ONS ABS and BRES or Operating data from PCC and Operator of Sports Facilities	- Two possible methods. For evaluation, should include requirement to assess net economic impact of LUF investment, including GVA impacts. This could include direct, indirect and induced impacts, and possibly visitor spending impacts. Evaluator would need to devise methodology. - Alternative is for PCC and the Operator to provide detailed data on turnover and other organizational financial information to enable GVA estimates to be calculated.	Interim evaluation 1.5 years; Final evaluation 3 years.	PCC
Parks	Improved perceptions of Preston to residents and visitors	- Resident/ visitor survey	Survey questions to assess resident and visitor perceptions of improvements in their experience of Preston, ensuring mix of residents and regular users of Parks and facilities, visitors from outside City, businesses, other organisations	- Survey requirement through final evaluation	PCC
Parks	Improved health and wellbeing of residents	- Individual survey data - Health outcomes data for defined geographic area for Park users - Primary Care data	Challenging to assess impacts because of complex nature of effects and confidentiality of data. May use subjective measures of wellbeing (physical and mental, including happiness, feeling well etc). Potentially use of Primary Health data including changes in visits to GPs, changes in incidences of specific health conditions. Evaluation brief should include requirement to measure health and wellbeing impacts.	Interim 1.5 year and final 3-year evaluation	PCC
Parks	Well-being value of engaging in cultural events and activities	Surveys and interviews as part of evaluation	Challenging to assess because it requires survey evidence on value people attach to each activity in terms of happiness and wellbeing. Would require survey evidence and interviews.	Interim 1.5 year and final 3-year evaluation	
Active Travel	Improved perceptions of Preston to residents and visitors	- Resident/ visitor survey	- Survey questions to assess resident and visitor perceptions of improvements in their experience of Preston, ensuring mix of residents and regular users of infrastructure, visitors from outside City, businesses, other organisations	- Survey requirement through final evaluation	PCC
Active Travel	Reduced congestion	- Traffic master data; Automatic Number Plate Recognition	- Monitoring of traffic congestion statistics reported across intervention area and on key corridors where infrastructure delivered	- Annual reporting	
Active Travel	Improved resident health and well-being	- Individual survey data - Health outcomes data for defined intervention areas	Challenging to assess impacts because of complex nature of effects and confidentiality of data. May use subjective measures of wellbeing in survey questions (physical and mental, including happiness, feeling well etc). Will explore use of Primary Health data including changes in visits to GPs, changes in incidences of specific health conditions	Interim 1.5 year and final 3-year evaluation	PCC

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		- ONS mortality and explore sources of absenteeism data	Evaluation brief should include requirement to measure health and wellbeing impacts.		
Active Travel	Reduction in CO2 emissions	- Local Authority Carbon Tool	CO2 monitoring data reported into final project evaluation. Will require comparison of CO2 emissions with baseline and projected CO2 levels without intervention	Interim 1.5 year and Final 3-year evaluation	PCC
Active Travel	Improvement in air quality	Air quality monitoring surveys	Emissions data reported into interim and final project evaluations	Interim 1.5 year and Final 3-year evaluation	PCC
Active Travel	Reduced noise levels	Noise monitoring surveys at target locations in City Centre	Survey type and delivery to be determined by PCC. Survey outputs to be passed to interim and final evaluators.	Interim 1.5 year and Final 3-year evaluation	PCC

6. PROCUREMENT STRATEGY

- 6.1 The City and County Councils, as public bodies are bound by a series of procurement rules and guidelines. The procurement and management of the project is the responsibility of the Senior Responsible Officer at Preston City Council, Chris Hayward, Director of Housing and Development and Phil Durnell, Director of Highways and Transport at Lancashire County Council.
- 6.2 The recommended route to deliver and procure has been identified by key partners and project sponsors following consideration of three primary sourcing options:
- (i) **In - House Provision** – Lancashire County Council (LCC) have an in-house Highways Design and Construction team. This option was discounted following liaison with LCC who were unable to confirm their capacity given its committed work programme.
 - (ii) **Frameworks** – appropriate frameworks, eg, SCAPE, SBS and Pagabo frameworks were considered. These were discounted as the LRPP provided a more efficient approach.
 - (iii) **Lancashire Regeneration Property Partnership (LRPP) / Strategic Partnering Agreement** -The LRPP is Strategic partnership between LCC and the Eric Wright Group. EWG are a large locally based major employer. Eric Wright Civil Engineering (EWCE) are part of the EWG with extensive experience of delivering projects similar to Active Preston. The LRPP provides a unique opportunity for the Councils to partner with one delivery partner to provide a programme approach to delivery.

The Lancashire Regeneration and Property Partnership

- 6.3 Lancashire County Council (LCC) issued a contract notice in the European Journal on 6 March 2012 in relation to Lancashire Regeneration Property Partnership(s) and following a dialogue process and subsequent selection, entered into a Strategic Partnering Agreement with the Eric Wright Group (EWG) on 20 December 2012 (SPA) in respect of the areas comprising of the Boroughs of Blackpool, Chorley, Fylde, Preston, South Ribble, Wyre and West Lancashire (the Area).
- 6.4 The SPA establishes a long-term strategic partnering relationship between EWG and LCC to operate and manage a new public private regeneration property partnership ('the Partnership').
- 6.5 The SPA (and OJEU notice) set out that Preston City Council is one of a number of named "Lancashire Organisations" who may use the LRPP for a comprehensive range works and services listed in the OJEU procurement. The SPA includes the use of all companies within the Eric Wright Group, including the civil engineering company Eric Wright Civil Engineering (EWCE)
- 6.6 The SPA requires that any Lancashire organisation wishing to use the SPA be approved through the Lancashire Organisation Request – whereby LCC approve a request by the Lancashire Organisation to use the SPA. In May 2022 approval was granted by LCC to the Council's request to use the SPA for the delivery of Active Preston.

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- 6.7 The SPA includes a comprehensive list of compliantly procured services which can be provided by the EWG group of companies. All the works set out in the LUF proposal are on this list and can be delivered by EWCE.
- 6.8 The assessment of sourcing options considered the suitability of each option in the context of the delivery of a major project by Preston City Council and Lancashire County Council. Key in the decision-making approach was the need for an efficient and time-sensitive approach given the LUF funding is conditioned upon its being delivered by March 2025. This timescale consideration, along with local social value benefits, and directly relevant experience resulted in the use of the Lancashire Regeneration Property Partnership being the preferred procurement option. The benefits are listed below:
- A pre-procured development vehicle which will save both time and costs;
 - Early engagement with the EWG integrated supply chain in a transparent and iterative manner enabling options to be costed, tested and appraised at an early stage thereby reducing abortive costs and expensive delays;
 - A cost efficient, expedient and streamlined procurement and delivery partner which is not carrying a burdensome operational overhead;
 - Sector specific expertise and in-depth understanding of Preston;
 - Strength in depth of the local supply chain;
 - Purchasing power through the use of local supply chain partners;
 - The assurance, through the requirements of the SPA, that best value will be delivered;
 - Use of EWG Value for Money Benchmarking Methodology, which ensures that significant proportion of subcontract packages are market tested;
 - EWG commitments to local supply chain maximises benefits to local economy;
 - EWG and the Council working collaboratively to promote apprenticeship and training opportunities.

Preferred Delivery Partner

- 6.9 EWCE are the preferred delivery partner for all the LUF project except for the small works package at Grange Park which will be delivered by the City Council's Buildings Management Team and procured via 'The Chest' Northwest Procurement Portal". No further procurement exercise is required for the delivery of the projects however a series of steps must be followed in accordance with the SPA as set out below.

The Stage 1 Report will build on the work set out in this submission, early engagement with EWCE has taken place and it is expected that the Stage 1 Report will confirm the detail set out in this delivery plan. EWCE and the Programme Board will agree which items from the following list are reasonable, appropriate, and required for a Stage 1 Submission to enable the Programme Board to make an informed decision.

- (a) a description of the project;
- (b) confirmation of the appropriate contractual route to deliver the project - NB early discussions with EWCE confirm that the NEC 4 will be the most appropriate contract route;
- (c) contractor return;

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- (d) confirmation of consents that may need to be obtained including from statutory undertakers and planning authorities – NB early discussions with EWCE confirm that these are likely to be consistent with those set out in this delivery plan;
- (e) a delivery programme, taking into account date of LUF award and draw down;
- (f) confirmation that the proposals meet the targets in the SPA Continuous Improvement Plan;
- (g) local supply chain strategy;
- (h) planning requirements supported by a proposed timetable for planning;
- (i) acknowledgement of the Authority's approval process and likely timetable;
- (j) proposed regeneration outputs from the Project;
- (k) risk assessment;
- (l) outline consultation strategy.

The Stage 2 Report EWCE and the Programme Board will agree which items from the following list are reasonable, appropriate, and required for a Stage 2 Submission to enable the Programme Board to make an informed recommendation to the Cabinet(s):

- (a) draft(s) of the relevant contract;
- (b) confirmation of planning status;
- (c) a comprehensive financial assessment;
- (e) an explanation (together with appropriate supporting evidence) as to why the Stage 2 Submission meets the Approval Criteria,
- (f) a value for money assessment explaining why EWG's proposals represent value for money;
- (g) an assessment of the progress made by EWG against the Continuous Improvement Plan;
- (h) a timetable and method statement setting out the stages and timescales for the period between achieving Stage 2 Approval and the execution of the relevant contracts;
- (i) proposals for the effective management of the development programme;
- (j) confirmation that title to the relevant Site(s) issues have been resolved and EWG and any funders are satisfied with the same;
- (k) explanation as to how EWG will address and deal with any existing contractual arrangements that may affect the delivery or operation project;
- (l) a completed risk register showing the potential risks identified in relation to the delivery of the project and a financial estimate of the most likely consequences of each risk occurring together with the prioritisation of all continuing risks and an Action Plan in respect of, and risk owners for, all risks prioritised as serious risks;
- (n) a proposed longstop date for the execution of the contract.

6.10 Any further procurement in the management of the projects, for example employer's agent services, will be procured through the "The Chest".

6.11 Following the SPA stages it is anticipated there will be a maximum of seven separate contracts with EWCE and one contract for the works at Grange Park. It is anticipated that the most likely form of contract will be NEC4 ECC - of which there are six Main Options, based on different mechanisms for payment to be made to the Contractor, with different levels of risk transfer and motivation to control costs. That is, six methods of pricing and payment:

- Option A – Priced contract with activity schedule
- Option B – Priced contract with bill of quantities

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- Option C – Target contract with activity schedule
- Option D – Target contract with bill of quantities
- Option E – Cost reimbursable contract
- Option F – Management contract

Each carries its own level of commercial exposure and essentially determines the balance of financial risk between the Council and contractor as detailed below. Discussions with EWCE and the Councils' contract managers indicate that Option A will be the preferred option and this will be confirmed at SPA Stage 1 and Stage 2.

Table 6.1 LUF Contracts

Intervention	Lead Authority	Form of Contract	Delivery Partner
Ashton	PCC	NEC 4 Option tbd	Pre-Procured - EWCE
Moor	PCC	NEC 4 Option tbd	Pre-Procured - EWCE
Waverley	PCC	NEC 4 Option tbd	Pre-Procured - EWCE
Grange	PCC	Unknown (works value below £20,000)	to be procured
North South cycle (works to highway)	PCC	NEC 4 Option tbd	Pre-Procured - EWCE
Mobility Hub (TfGM standard bike hub)	PCC	NEC 4 Option tbd	Pre-Procured - EWCE
East West cycle (works to highway)	PCC	NEC 4 Option tbd	Pre-Procured - EWCE
Ribble Crossing Bridge	LCC	NEC 4 Option tbd	Pre-Procured - EWCE

Procurement Management

6.12 The Strategic Partnership Agreement (SPA) between Lancashire County Council and The Eric Wright Group is a pre-procured arrangement. The SPA is overseen by the SPA Board which includes senior officers from the County Council and the Managing Director of the Eric Wright Group. The SPA Board is supported by legal and procurement officers of the County Council. The use of EWCE through the SPA has been approved by the SPA Board and the City and County Councils will follow the Stage 1 and Stage 2 process set out in the SPA in order to enter into compliant contract arrangements with EWCE. The Programme Board members all have experience of procurement and will be further advised as appropriate by the procurement teams at the City and County Councils. The SPA Board will receive quarterly update reports on the progress of Stage 1 and Stage 2 process. EWCE are, as part of the Stage 2 reports, required to set out their procurement of the supply chain has been carried out in accordance with the SPA.

Supply Chain Management

6.3 EWCE will undertake all procurement of sub-contractors in line with the EWG Value for Money Benchmarking Methodology. Two experienced EWCE Senior Project Managers will be responsible for managing the supply chain risks. EWCE have a well-established local supply chain which will further mitigate the risks. The following methodology will be adopted for the procurement of the supply chain:

- Use a wide database of tried, tested and experienced subcontractors and suppliers.
- All subcontractors are formally vetted in terms of Health and Safety, Environmental, Financial, Quality Assurance, Insurance, and Equal Opportunities.

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- A commercial team will produce a tender package programme that separates each work package identifying periods for design, tender evaluation, and value engineering.
- High value packages will be given priority for long design/ tender periods to ensure more complex elements are thoroughly tested and subject to a value engineering exercise.
- On completion of the design for each work package a shortlist of specialist subcontractor companies will be selected for enquiries from an established supply chain database, or vetted alternatives if applicable, on the basis of their experience and proven track record on jobs of a similar nature or content.
- Selected subcontractor details for the main packages will be circulated to the design team for information, comment and initial approval as part of the overall enquiry procedure.
- Enquiries incorporating all relevant information will be sent out with stipulated return dates to suit the agreed times set out in the procurement programme.
- Subcontractors are encouraged to offer alternative products and/or solutions which offer reduced capital, running or life cycle costs alongside their compliant offer.
- Enquiry responses are analysed and assessed for value, logistical and practical content in comparison with each bid for the work package concerned.
- On review completion of a formal interview with at least the lowest two tenderers takes place with a commercial team who will compile and issue a sub-contractor tender appraisal together with a recommendation for acceptance of the best value bid taking into account price, programme, quality, and resource.
- If required, the Client's design team will be involved in the selection process and circulated with details of relevant work packages for their input and comment.

Contract Management

- 6.14 EWCE are the key pre-procured supplier. The SPA sets out prescribed guidance for Stages 1 and 2 of the SPA. The purpose of this is to ensure that, firstly appropriate contracts are entered into and secondly that the contracts clearly set out required outcomes, approach to risk allocation and cost. Over and above this the SPA Board will receive regular reports on progress from the Active Preston Programme Board. The SPA is a long-term partnership and its ongoing success is dependent upon EWG adopting a continuous improvement approach. The SPA includes a continuous improvement plan and performance on Active Preston will be measured in line with the provisions set out in the continuous improvement plan, including key performance indicators. This provides an additional layer of assurance, over and above the individual contract route that EWCE will deliver on quality as well as programme and price.
- 6.15 LCC and PCC have experienced, and dedicated contract management capacity to deliver effective contract management, and as utilised in a range of local, previous projects identified in tables 2.4 and 2.4 in this Delivery Plan. The Contract Management arrangement during the construction and delivery stages of the Active Travel elements (aside from the Ribble Crossing) will be undertaken by the City Council's Active Travel lead. The Contract Management arrangement during the construction and delivery stages of the Ribble Crossing will be administered by LCC's Highways Design and Construction team, Project Manager and Supervisor. The Contract Management arrangement during the construction and delivery stages the

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Parks project will be administered by PCC's Assistant Director, Head of Neighbourhood Services.

- 6.16 The construction contract will be well programmed and coordinated by EWCE Project Manager.

Ashton Park Operator Procurement

- 6.17 Discussions have already commenced with the Football Foundation regarding operator models for Ashton Park with the expectation that the preferred model will be one which provides a cost neutral position for the City Council. Based on similar facilities across the UK the operating cost is estimated to be £300,0000 with costs being recovered by the operator through an agreed pricing structure.
- 6.18 Discussions with the Football Foundation will continue over summer 2022 and following the in-principle LUF award the Council and the Football Foundation will finalise the business plan for the preferred operating model. The Football Foundation will then procure the operator in a compliant manner. The Football Foundation have experience of procurement and of working in collaboration with The Premier League, The FA, Sport England and DCMS. Letting the contract for works will not be dependent upon the commencement, conclusion or outcome of operator procurement.

7. RISK

Risk Management

- 7.1 The City Council recognises that effective risk management is critical for a project's successful delivery. The Council's governance structures are built around risk and given the scale of the LUF programme, the Council will include appropriate risks from the LUF risk register on the Corporate Risk Register and the Council Corporate Governance group will also monitor the LUF Risk Register on behalf of the Programme Board.
- 7.2 Risks may arise from or in connection with the following:
- Briefing;
 - Design;
 - Procurement;
 - Construction;
 - Completion;
 - Interfaces with operation, neighbours, and the public;
 - Funding;
 - Approvals;
 - Statutory Authority; and
 - External Factors.
- 7.3 Risk Registers (see Appendix K) are in place for the Parks and Active Travel projects. The Active Travel risk register has already been developed to inform the Qualitative Risk Assessment (QRA) (Appendix K) and will be updated regularly as the scheme progresses through the Stage 1 and Stage 2 SPA stages and to the delivery and construction phases. Potential issues have been identified with appropriate resolutions

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sought to mitigate and eliminate the risk where possible, as the project is close to delivery.

7.4 Project leads are responsible for identifying and managing project risk throughout the project. This will require periodic risk workshops. The LUF Programme Manager will continually update and refine the programme Risk Register and identify those elements of the project plan that require immediate attention. The risk register will also allocate risks following the confirmation of the form of contracts. The residual risk can then be correctly allocated to the Council or the contractor. Updating the risk register will be an ongoing process, requiring the following steps:

- **Identify risk** – identify risks and opportunities and enter onto the register;
- **Identify Severity Rating** – this is the product of the Probability (i.e. likelihood) of the risk occurring, and the Impact it would have, would it to occur; both Probability and Impact are entered as a rating against each risk to produce a High, Medium or Low severity rating;
- **Identify risk owner** – each identified risk will be assigned an owner, usually by the Project Manager. The risk owner will implement the mitigation strategy, and subsequent actions to reduce or eliminate the risk by a specified date;
- **Develop Risk Mitigation Plan** - this puts in place the actions that need to be taken to mitigate or eliminate the risk. The Severity Rating will determine what level of action to take; the plan will record the nature and date of actions taken, people responsible (usually the risk owner), the new severity rating following mitigation and any cost implications;
- **Review of Severity Rating** - re-calculate the severity rating following mitigating action through revised Probability and Impact inputs;
- **Assess residual cost impact** - following mitigation, the cost of each residual risk should be calculated on the basis that it will occur; optimistic and pessimistic costs should be prepared for each risk.

7.5 The programme risk register will be reviewed monthly by the Programme Board.

Risk Allocation

7.6 The use of EWCE as the LUF delivery partner will help to mitigate some of the early risks of material and supply chain management. Early engagement with EWCE means that they can undertake early resource planning and will be able to flexibly deploy their workforce and supply chain between the LUF components.

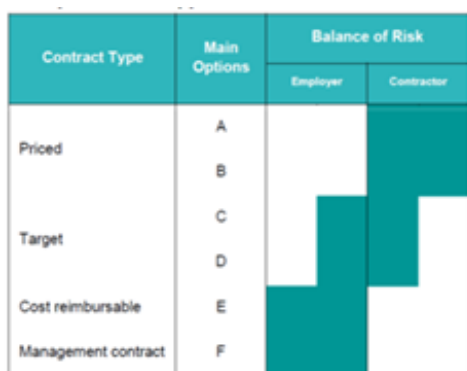
7.7 Cost and delivery risks as a result of global supply chain disruption caused by a variety of known factors have been factored into the scheme cost estimates and QRA as far as is possible. These will continue to be being built into detailed cost estimates and programmes. Decisions will be made around materials to try and mitigate some of these risks.

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7.8 Following the SPA stages it is anticipated there will be a maximum of seven separate contracts with EWCE and one contract for the works at Grange Park. It is anticipated that the most likely form of contract will be NEC4 ECC - of which there are six Main Options, based on different mechanisms for payment to be made to the Contractor, with different levels of risk transfer and motivation to control costs. That is, six methods of pricing and payment:

- Option A – Priced contract with activity schedule
- Option B - Priced contract with bill of quantities
- Option C - Target contract with activity schedule
- Option D - Target contract with bill of quantities
- Option E - Cost reimbursable contract
- Option F - Management contract

Each carries its own level of commercial exposure and essentially determines the balance of financial risk between the Council and contractor as detailed below in Fig. 7.1. It is anticipated that the preferred option will be Option A Priced, however this will be determined and confirmed as part of the SPA Stage 1 and Stage 2 preparation and Approval process.



Programme Risks

7.9 Our initial risk registers and proposed mitigation are provided in the separate risk registers at Appendix K. Table 7.1 sets out identified programme risks and approach to mitigation.

Table 7.1 Programme Risks

Risk ID	Risk Type	Risk Description	Risk response and mitigating actions
R001	Strategic	Opposition/ lack of support from elected members	In developing the LUF Package of proposals/ business case, liaison and briefings with cross party-political Members has been undertaken to secure support. The Council's Cabinet in April 2022 also received a report on our LUF project and agreed the package elements. There will also be ongoing liaison / briefings to ensure cross party support continues and local councillors are also fully briefed as the proposals develop.

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R002	Strategic	Failure to secure support from key stakeholders and statutory bodies	Engagement with key stakeholders has been undertaken at the LUF bid stage to secure support early on. Stakeholder Mapping and engagement to identify all potential bodies, interest groups, communities and the potential issues is ongoing and will continue as the project develops. Early identification of required approvals from relevant statutory bodies (LCC, Football Foundation, the Garden Trust etc) has taken place and engagement will continue during the design process to obtain approvals in good time. Robust project governance is in place.
R003	Strategic	Difficulties in procuring contractors	The Lancashire Regeneration Property Partnership (LRPP) is an established procured partnership which created a Strategic Partnership Agreement between LCC and The Eric Wright Group for the LA's in the sub region of Central Lancashire and is proposed to be utilised for the delivery of this project and a request to access it and work the SPA contractor-partner (Eric Wright Civil Engineering) has been agreed. EWCE has the experience and capacity to deliver on this project, which will expediate delivery.
R004	Financial	Cost over runs - Actual costs are higher than anticipated	Appropriate due diligence has been undertaken at this Bid Stage. Analysis has been undertaken by cost consultants and appropriate contingencies have been allowed for in preparation of the costs. Further due diligence will be undertaken on confirmation of the success of our bid through the SPA Stage 1 and Stage 2 process. If costs increase, we will adapt our proposals and carry out value engineering to remain within the agreed budget.
R005	Operational	Issues with Planning consents & Moor Park listing consents	Whilst Moor Park is a Grade II* Listed Park, our proposals are seeking to enhance the park's key heritage features and the Phase 2 heritage-based masterplan has the support of Historic England (HE) and engagement will continue with HE and The Garden Trust to gain their support. Our proposals for the other parks also seek to enhance place and improve their attractiveness, which will support planning policies as set out in the Local Plan Policies EN2 and EN8. Early scoping discussions have taken place with the Local Planning Authority officers on a clear planning strategy and early engagement will continue with the Development Management Team at pre application stage. This will ensure that designs are acceptable. Architects/ specialist designers have worked with Officers to develop the proposals for all the Active Preston interventions to ensure quality proposals sympathetic to their location. Elected Members have been involved throughout the development of the masterplans/ business cases and further discussions with relevant officers will take place as projects are refined, e.g. around design, agreeing materials, mitigation of minor impacts, etc.
R006	Operational	Issues with S.273/ TRO's consents	PCC Officers have an excellent working relationship with Lancashire County Council (LCC) who are the highway authority. Early engagement with Lancs County Council Officers will take place to ensure statutory consents are programmed in and any issues addressed in advance.
R007	Operational	Materials availability causes shortage within supply chain with impact on delivery	The SPA contractor being engaged with for the delivery of this project has a robust supply chain and early ordering (potentially up to a year in advance) is a practice the SPA contractor has adopted for large scale projects.
R008	Strategic	Capacity/skills to oversee development and delivery of the programme and individual proposals	PCC has established programme and delivery structures for a similar scale and complexity of capital programme and projects. The delivery teams both at PCC and the LCC (for the bridge project) has sufficient skills and experience to deliver projects of this type/ scale and will secure additional specialist resources where required. PCC has good project governance structures in place and development programme plan, key dependencies and milestones, and monitoring arrangements.