

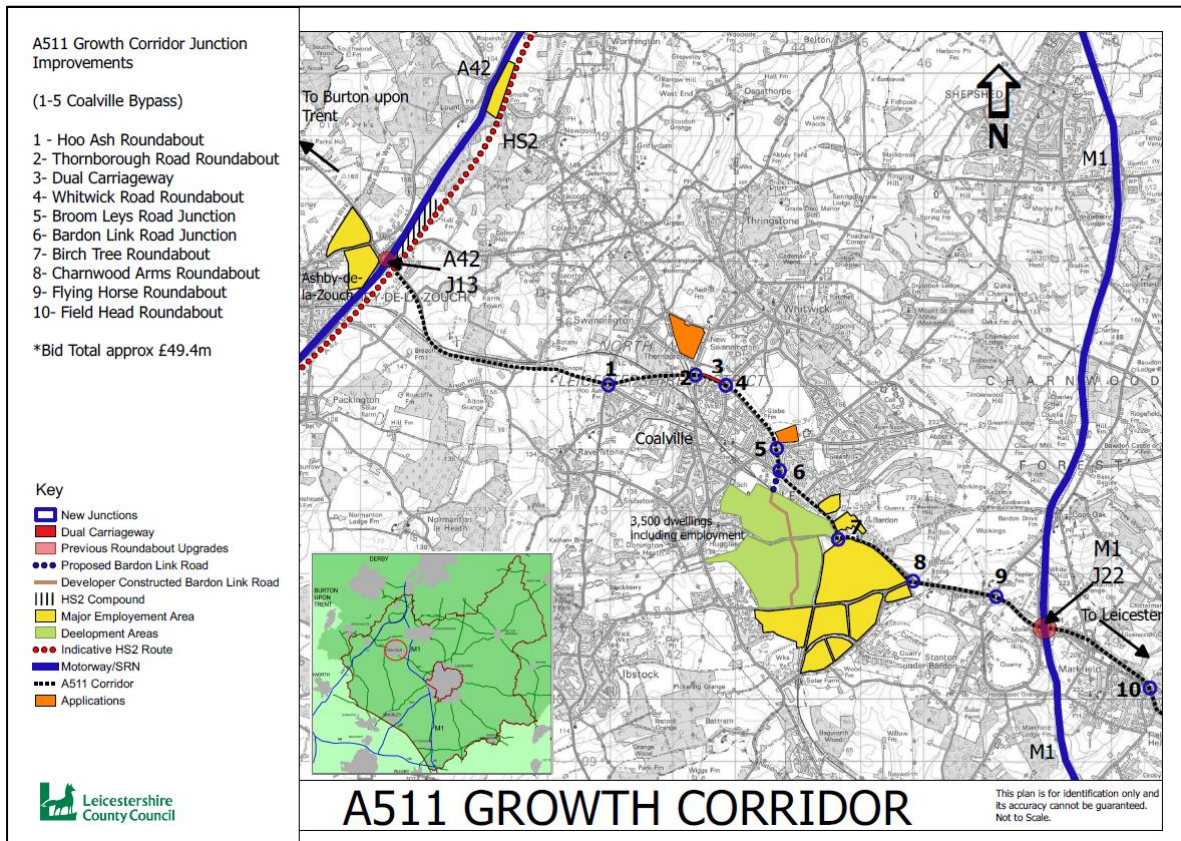
1 MRN A511 GROWTH CORRIDOR - EXECUTIVE SUMMARY OF OUTLINE BUSINESS CASE

1.1 SCHEME DESCRIPTION AND OVERVIEW

- 1.1.1. The A511 Growth Corridor is a 15km, mainly single carriageway road that extends from the A50 Field Head junction (just west of the M1 Junction 22) to the A42 Junction 13 near Ashby-de-la-Zouch. The current road forms a bypass round the north of the town of Coalville in North West Leicestershire.
- 1.1.2. The preferred option consists of a package of eight junction improvements and localised road widening to overcome existing traffic congestion and traffic related problems in the corridor enabling future growth and improving the reliability and resilience of the route as a connection with the SRN. It also includes a section of new road to link the A511 to the Bardon Link Road creating a new north/south link across Coalville.
- 1.1.3. The scheme will provide additional accessibility to and from housing and employment sites planned to the south east of Coalville. This will be achieved through the delivery of the new section of highway extending southwards from the A511 Bardon Road, into the southeast Coalville SUE, where an internal spine road will provide a continuous connection towards Grange Road.
- 1.1.4. In addition to improving access to local employment and residential sites, improvements along the A511 will enhance connectivity to the A42 and M1, both of which provide access to Leicestershire's Internal Gateway – East Midlands Airport.
- 1.1.5. The airport and the surrounding area are currently undergoing extensive redevelopment, with the delivery of East Midlands Gateway (EMG) one of the UK's largest Strategic Rail Freight Interchange and the potential for a significant mixed use development at the Ratcliffe on Soar power Station, which is due to be decommissioned in 2025. These schemes have been identified as part of plans to develop an East Midlands Development Corporation which aims to make the region an economic powerhouse.
- 1.1.6. If current HS2 proposals, which seek to start work in mid-2023, go ahead they will significantly increase freight movement along the A511. Furthermore, HS2 are also planning to realign part of the A512 on the approach to A42 Junction 13, as well as some accommodation works on the A511 approach onto the A42 Junction 13 to facilitate the route of HS2. The A512 runs parallel to the A511 providing a secondary link between the A42 Junction 13 and the M1. During the realignment works, the A511 will form one of the main diversion routes for the A512.
- 1.1.7. As a result of HS2, the A511 will be required to accommodate traffic associated with both the construction compound and diverted movements from the A512. Delivery of the A511 Corridor Improvements seeks to ensure this route remains resilient during this period. However, failure to deliver the works in advance of HS2 Phase 2b will sterilise the network for a 10 year period, with the Coalville Transport Strategy being undeliverable until 2035.

1.1.8. The latest proposals are shown on Figure 2-1.

Figure 2-1 - Scheme plan



1.2 BACKGROUND

- 1.2.1. Congestion on the A511 Growth Corridor has been a long standing issue recognised by both North West Leicestershire District Council and Leicestershire County Council; this can be dated back to 2008 when the Coalville Transport Strategy (CTS) was developed and investigated junctions on the corridor requiring improvement to facilitate housing growth in Coalville and Ashby.
- 1.2.2. An outcome of the CTS was the implementation of the Coalville Contribution Strategy (CCS) to help facilitate the delivery of improvements along the corridor, however insufficient funding has currently been received from the CCS to deliver the necessary improvements required for the corridor. Due to this, issues along the corridor have become increasingly pronounced and are likely to be exacerbated further by growth in background traffic and the significant levels of growth planned for the town as part of the local plan.
- 1.2.3. The A511 Growth Corridor is recognised by Leicester and Leicestershire Enterprise Partnership (LLEP) in its Strategic Economic Plan (SEP) as one of five Growth Areas. The SEP states through appropriate investment and improvements along the corridor, there is the potential to deliver at least 5,275 houses and 25ha of employment land. Importantly, a significant number of the committed dwellings (3,500) are on sites which are collectively referred to as south-east Coalville.
- 1.2.4. More importantly, one of the main HS2 Phase 2b construction compounds is to be located near the A42 Junction 13, which forms the westernmost end the A511 Growth Corridor.

Accessibility to the compound will potentially have major traffic implications on the corridor. The HS2 Phase 2 work is programmed to start mid-2023 and during the duration of the construction phase, additional major works elsewhere on the A511 Growth Corridor could be intolerable to both road users and non-users alike.

- 1.2.5. It is the current levels of congestion along the A511, the need to lock in the local benefit of housing and employment growth and the need to be ready for HS2 construction by 2023 that makes this scheme a priority for the Major Road Network.
- 1.2.6. Implementation of the scheme will provide the breathing space to implement a wider transport strategy for Coalville and the surrounding area to address localised traffic issues, public transport improvements and walking and cycling connectivity; building on the work done as part of the Local Sustainable Transport Fund ..

1.3 STRATEGIC CASE

EXISTING ISSUES

Issue 1 – Significant levels of congestion resulting in slow and unreliable journey times

- 1.3.1. The A511 Growth Corridor currently experiences notable levels of congestion and peak hour delay at several of its key junctions, this results in journey time delay upwards of forty seconds at each junction and leading in tailbacks that disrupt the flow of traffic along the approaching links, resulting in speeds of less than 10mph on sections of road designed for 60mph. This lack of journey time reliability reduces people's ability to utilise the network freely, reducing their choice of amenities which they can access.

Issue 2 – Personal injury collision clusters

- 1.3.2. A review of Personal Injury Collision statistics for the District highlights considerable clustering of accidents around the junctions on the A511 corridor. This is potentially influenced by the volume of traffic using the junctions being above that they were designed for, increasing driver frustration and the risk of accidents.

Issue 3 – Supporting freight and logistics use of the corridor

- 1.3.3. The A511 acts as a key north west to south east corridor, with its eastern end connecting to Leicester and the M1. Additionally, there are currently a wide number of transport & logistics and industrial firms on the corridor, including Amazon, as well the Bardon Hill Quarry (a nationally significant quarry and aggregate business), which is reflected in the high levels of employment in these sectors in local demographics. The existing levels of congestion on the corridor make freight movement slower, less reliable and subsequently more expensive.

Issue 4 – Need to support local growth

- 1.3.4. The North West Leicestershire Local Plan, supported by their Local Development Scheme 2018 – 2021 and the LLEP Strategic Economic Plan, all identify Coalville as a potential centre for residential and commercial development. However, current issues with junction capacity and journey time reliability constrain the volume of development that can be delivered without causing gridlock on the network.

Issue 5 – Lack of accessibility for vulnerable road users

- 1.3.5. Census analysis of the area shows low levels of walking and cycling trips, even on relatively short distance movements. Whilst Local Sustainable Transport Funding has provided interventions to address this, these journeys remain difficult, influenced by the current road layout and junction design being relatively hostile to people using these modes and this has subsequent impacts on the health of the local population.
- 1.3.6. Additionally, the levels of congestion on the road impact the journey times of residents reliant on public transport who are often in more vulnerable categories of individual. As such, the current congestion issues result in a reduction in their ability to access amenities, employment/training or to meet with friends or family, thus again adversely impacting health.

Issue 6 – Lack of journey time reliability for traffic to and from the SRN

- 1.3.7. As aforementioned, the A511 acts as a key artery for commuter and freight movements. This is, in part, due to it connecting two elements of the Strategic Road Network, the A42 and the M1. At present, delays to traffic on the A511 mean that the benefits of the ongoing capacity and reliability investments on the SRN by Highways England aren't fully realised as the delays on the A511 affect access and egress on the SRN.

Issue 7 – Air quality and noise impacts experienced by community on corridor

- 1.3.8. Due to the traffic delay and congestion at existing junctions on the A511 corridor, traffic moves in a stop-start fashion at several locations, particularly in the peak hours. This, in turn, results in increased fuel usage and greater production of emissions hazardous to human health, as well as the environment. This issue has already resulted in the imposition of an Air Quality Management Area (AQMA) on a section of the corridor.
- 1.3.9. Additionally, the disrupted traffic flow results in increased noise being generated by engines stopping and starting.
- 1.3.10. These conditions will only worsen with natural growth in background traffic and additional traffic from planned developments for the area if nothing is done.

IMPACTS OF DOING NOTHING

1) Continuation of current transport problems

- 1.3.11. The A511 currently experiences congestion and delay in the peak periods relating to a lack of capacity at key junctions along its length. This, in turn, leads to journey time unreliability and subsequent reductions in accessibility to and from the corridor. These issues will continue and likely worsen without intervention to handle increased traffic growth. Without the scheme, the problems and issues identified will continue and likely worsen. This means that roads will remain congested, impacting on both residents, and those from a wider catchment seeking to make longer distance movements to/from Leicester, Burton Upon Trent, Loughborough and further afield. Exacerbation of the traffic issues along the corridor would also lead to the worsening of air quality along the corridor, and potentially an extension of the identified AQMA.
- 1.3.12. In addition to this the resilience of the network will remain poor with corresponding impacts on journey time reliability along the corridor. Traffic would be diverted onto less suitable routes (i.e. through Coalville) which currently suffer from high numbers of injury collisions.

2) Delivery of housing, jobs and economic growth

- 1.3.13. The A511 Corridor is planned for high levels of residential and employment development. Both the Leicester and Leicestershire Enterprise Partnership (LLEP)'s Strategic Economic Plan (SEP) and Leicester & Leicestershire 2050: 'Our Vision for Growth' identify the need to improve this corridor, with the SEP identifying the A511 Growth Corridor as is one of five Growth Areas that could potentially deliver at least 5,275 houses and 25ha of employment land.
- 1.3.14. Whilst recently completed improvements to M1 Junction 22 and A42 Junction 13 have unlocked growth in North West Leicestershire, without further appropriate intervention, the resulting congestion and lack of journey time reliability could delay or stall the delivery of housing and reduce the attractiveness for businesses to locate within Coalville and surrounding area leading to a sterilisation in future development. In addition to this, existing developments will be undesirable to prospective buyers.
- 1.3.15. A failure to address the issues posed by underperforming junctions will increase delays to traffic accessing the SRN at M1 J22 and A42 J13, and impact on the economic output and productivity of existing businesses along the corridor.

3) Adverse impact on the SRN junctions

- 1.3.16. The A511 Growth Corridor links the A42 at Junction 13 to the M1 at Junction 22 and is one of the two key east-west links in Leicestershire. The A511 Growth Corridor acts as a feeder route to the two SRNs and it also performs a resilience function for the SRN by acting as a diversion route. Without intervention on the A511 corridor, there will be potential adverse impacts on trips using the Strategic Road Network. This will be in the form of trips originating from the SRN becoming delayed on reaching the MRN, in the form of delay trips between the A42 and M1 via the A511 and, in the worst case scenario, blocking back of traffic from a congested A511 Growth Corridor onto the SRN with the corridor, this is currently the case for the M1 J22 which experiences blocking back traffic from the Flying Horse and Field Head Junctions.
- 1.3.17. Furthermore, if congestion continues and/or increases on the A511 then there is a risk that time-sensitive deliveries to the HS2 construction site and business along the corridor and further afield will be delayed.

4) Inability to support HS2 works in the area

- 1.3.18. One of the main HS2 construction compounds is to be located at A42 J13, due to this and the realignment of the A512 needed to facilitate the route of HS2, the A511 Growth Corridor will be used as a diversion route, in addition to the route being used for HS2 staff and materials. This will result in additional traffic on the A511 corridor, and without the appropriate intervention this will have adverse traffic implications for the corridor and the strategic junctions located at either end of the corridor. In addition to this, there is a risk of HS2 construction traffic and freight traffic on the corridor experiencing severe delays and journey time instability, risking construction and operational issues for HS2 activities and the business along the corridor.

SCHEME OBJECTIVES

- 1.3.19. Based on the appreciation of the constraints and issues scheme objectives have been identified which align with national, regional and sub-regional policy and strategy including

MRN objectives. These scheme objectives were used in option assessment and are listed below:

- **Objective 1** - Make journeys on the A511 faster and more reliable.
- **Objective 2** - Provide a resilient and safer road network, resilient to road collisions.
- **Objective 3** - Improve reliability and capacity for freight along the A511 Growth Corridor and in so doing support the efficient operation of logistics and mineral extraction needs of the area.
- **Objective 4** - Support North West Leicestershire DC's objectives of facilitating growth by delivering transport infrastructure; and potentially deliver at least 25ha of employment land and unlock at least 3,500 new dwellings.
- **Objective 5** - Improve connectivity for all road users, with particular focus on vulnerable road users with the implementation of controlled crossings.
- **Objective 6** - Support the SRN by providing a reliable and resilient link to the M1 and the A42.
- **Objective 7** - Improve air quality and traffic noise impact along the corridor.

ALTERNATIVE OPTIONS

- 1.3.20. The preferred option is the best performing option to overcome existing traffic congestion and traffic related problems and tackle future issues to enable growth and network resilience. It has been developed from an evidence and objective led optioneering process, assessing a range of options across modes, and different scales of highway intervention.
- 1.3.21. In all, 28 different potential interventions were assessed against the scheme objectives, wider objectives and criteria relating to feasibility, acceptability and affordability to identify the better performing options. This assessment was derived from the evidence base with stakeholders engaged in the decision-making process.
- 1.3.22. The results demonstrated that highway interventions along the A511 Growth Corridor itself were the highest-ranking performers with the ability to provide a material benefit to both users and non-road users and support the growth proposals in the Local Plan
- 1.3.23. The identified packages in the assessment performed better than individual highway interventions, with the largest package ranking highest. This package identified as the preferred option, has the added benefit of providing a continuity of standard for the A511 with one hit. In addition to economies of scale, this provides a greater certainty of benefit and achievement of outcomes compared with an alternative approach of incremental implementation over a longer duration. Implementing the interventions individually adds uncertainty that the scheme will be fully delivered and that the full benefit will be realised.
- 1.3.24. The initial option assessment clearly shows that the preferred option has the greatest potential of contributing to outcomes as indicated by its anticipated impact on congestion problems along the whole of the Growth Corridor, improving access to housing and employment and providing user and wider economic benefits.

KEY BENEFITS OF THE PREFERRED SCHEME

- 1.3.25. The preferred option is the most effective at tackling the following problems in the A511 Growth Corridor, both now and in the future:

- The corridor currently experiences congestion and delays:
- The corridor is regionally important as the A511 acts as a feeder route to the SRN and performs a resilience function when acting as a diversion route;
- Congestion at the Flying Horse and Field Head junctions causes queues to tailback all the way to the M1 J22, and in so doing affecting the operation of that SRN junction;
- The corridor has been identified as one of the five growth areas identified in the Leicester and Leicestershire Enterprise Partnership's (LLEP) Strategic Economic Plan (SEP);
- Corridor improvements have the potential improve connectivity to the Leicestershire's International Gateway and the neighbouring significant development proposals including EMG, which have been identified by the emerging East Midlands Development Corporation.
- The area surrounding the corridor has been identified with the SEP as having the potential to deliver approximately 5,275 additional houses and 25ha of employment land, but remain constrained by poor transport infrastructure;
- The A511 Corridor suffers from poor air quality specifically area surrounding the A511 Stephenson Way / Bardon Road / Brooms Leys Road which has been recognised as an AQMA;
- Notable amount of shunt-type accidents;
- Nationally significant logistics and quarry businesses along the corridor are vitally important to the location, and these are reliant on the efficient movement of freight along the A511 corridor from key sites along the corridor to the motorway network. and
- One of the main HS2 Phase 2b construction compounds is to be located at A42 Junction 13 which forms the westernmost end the A511 Growth Corridor. The A511 will serve as a route for materials and diverted traffic during HS2 construction.

1.3.26. The scheme is consistent with Local, Sub-Regional and National policies, with a particular benefit of the scheme being increasing accessibility for 3500 new dwellings and a large employment site south east of Coalville as detailed in the adopted Local Plan (2011-2011) for North West Leicestershire.

1.3.27. With HS2 Phase 2B construction to commence in the mid-2020s it is imperative that its construction impact on the road network is mitigated and that the site is not impeded by poor connectivity to sources of both labour and materials. Implementing the full package of works in one go ahead of HS2 Phase 2B construction provides the most resilient solution. Partial implementation or no scheme at all will mean congestion impacts could result in economic and environmental damage as both HS2 construction traffic and other users queue or use less suitable routes.

1.3.28. Moreover, isolated junction improvements will only increase delays at neighbouring junctions, since traffic will be able to go through the improved junction quicker only to get stop at an adjoining junction already struggling from congestion and in so doing increasing delays and queuing along the corridor.

1.3.29. The Bardon Link Road in its entirety (i.e. with the new road connection at Junction 6) provides further resilience to the package. The road provides an alternative to the A511 for traffic east of Coalville. It therefore provides relief for the currently congested Birch Tree Roundabout (Junction 7), as well as reducing conflict with vehicle and rail movements accessing the Bardon Hill Quarry, and in so doing increasing capacity along the A511 Growth Corridor.

- 1.3.30. The scheme will also allow LCC the opportunity to liaise with statutory undertakers to upgrade water, wastewater, energy and telecommunications along the A511 corridor during the construction period to minimise any future disruptions and future proof the resilience of the road.
- 1.3.31. The OBC and associated Options Assessment Report indicate that primarily on a qualitative basis the complete package of highway interventions is the preferred solution.
- 1.3.32. The preferred scheme offers:
- The highest level of benefits relative to other options, and it is best suited to support the corridor's function as a key east to west link;
 - Provides the greatest benefit for through traffic and trips connecting to jobs in Coalville, Ashby, and the wider area including Leicester City, the Leicestershire's International Gateway, and Castle Donington via the corridor.
 - The greatest ability to provide for the full extent of housing and employment growth proposed in the North West Leicestershire District Council Local Plan;
 - Scored more highly on almost all qualitative scheme objectives than alternative options; and
 - Provides the greatest opportunity to support walking, cycling and public realm improvements in Coalville as part of a wider transport strategy.
 - Support public transport services along the corridor through the provision of a less congested and reliable route, and in so doing encouraging the use of sustainable transport;
 - It will provide the highest journey time savings across the entire corridor, providing a faster and more reliable connections to the SRN for all vehicles (including freight);
 - It is best suited to support the construction impacts of HS2 in the North West Leicestershire area;
 - Improves access to EMA, EMG and Ratcliffe on Soar Power Station, which has been identified as a major development site for a mixed-use scheme to be facilitated by the emerging East Midlands Development Corporation.
 - It will offer the most accident savings along the entire corridor and in so doing improve journey time reliability for all users especially businesses along the corridor who heavily depended on the efficient movement of freight along the corridor.
- 1.3.33. In addition, the preferred scheme ensures that all the major issues along the corridor are addressed at one go providing a better value for money through economy of scale and less destructive periods along the corridor due to construction activities spread over an extended duration of years, which will have an adverse impact on the resilient role played by the corridor in supporting the SRNs.

1.4 ECONOMIC CASE

- 1.4.1. The Economic Case identifies a scheme's impacts, and the resulting value for money, to fulfil HM Treasury's requirements for appraisal and to demonstrate value for money in the use of taxpayers' money.
- 1.4.2. As part of the OBC the Economic Case focusses on the approach, options appraised and assumptions leading to a high-level view of the value of the scheme.

APPROACH

- 1.4.3. For the OBC the Economic Case will be driven by use of the latest version of the Pan Regional Transport Model (PRTM) (2014 Base), supported by Department for Transport (DfT) and industry standard software usage. The model and appraisal approach will be built in accordance with the DfT's modelling and appraisal guidance (WebTAG).

SCHEME BENEFITS

- 1.4.4. The scheme is expected to deliver user benefits in terms of journey time savings and vehicle operating cost savings as a result of travelling at more fuel-efficient speeds. These benefits will be incurred by both business and non-business users alike including providers of public transport services along the corridor. Other benefits will come from improvements in emissions and reduced accidents. Importantly, there will be "higher level" benefits arising from improvements in journey time reliability and gains within the wider economy from agglomeration, accessibility to markets and more productive jobs. Less tangible environment and social benefits will be gained from reduced severance between communities and services, improvements to health and wellbeing arising from a more attractive environment for walking and cycling and prosperity arising from greater employment opportunities.

SCHEME COSTS FOR ECONOMIC APPRAISAL

- 1.4.5. Scheme costs used in the Economic Case are as per those developed in the Financial Case detailed in the next section, and built from construction, land, preparation and supervision costs.
- 1.4.6. The scheme's construction base costs are estimated as being £30.7m at current prices (2019 Q2).
- 1.4.7. A Quantified Risk Assessment (QRA) has also been undertaken amounting to £7.7m.
- 1.4.8. The costs have been adjusted for real construction price increases. In addition, and in line with DfT requirements, a further 35% optimism bias has been applied to the capital costs of the scheme.
- 1.4.9. Future costs of maintaining the new infrastructure have not been calculated at OBC stage.
- 1.4.10. The calculated total discounted value of costs (PVC) for the preferred scheme in 2010 market prices is £30.0m.

BENEFIT COST RATIO (BCR)

- 1.4.11. The core Benefit Cost Ratio for the scheme has been calculated on the basis of the scheme benefits and scheme costs above.
- 1.4.12. This results in the outturn BCR for the scheme being 2.
- 1.4.13. A value for money statement is included in the Economic Case, as required by DfT, and which suggests a 'high' value for money.
- 1.4.14. High/Low Traffic growth sensitivity tests have also been undertaken as per DfT requirements, with core transport benefits forecast to be 20% lower under the low traffic growth scenario, and 24% higher under the higher growth scenario requested by DfT.

1.5 FINANCIAL CASE

- 1.5.1. Scheme costs for the Financial Case have been built up from detailed construction, land, preparation and supervision costs associated with the scheme's design.
- 1.5.2. As stated earlier the base scheme costs are £30.7m in 2019 Q2 prices and include land costs, preparation costs, construction costs and supervision costs.
- 1.5.3. To these base costs, risk allowances have been added (as determined through Quantified Risk Analysis), along with construction price inflation to deliver outturn 2023 prices. This raises the financial scheme cost to **£49.4m**.
- 1.5.4. Verification of the scheme cost by an independent surveyor's report has been submitted as part of the OBC.
- 1.5.5. The total local contribution towards the risk adjusted scheme cost is 15 % (£7.4m in 2023 prices) comprised of local and cashflowed private sector contribution in advance of their receipt. The remaining £42.0m would be sought from the MRN Road Network Fund.
- 1.5.6. A signed declaration from LCC's Section 151 Officer will be included as part of the OBC submission confirming the above.

1.6 COMMERCIAL CASE

- 1.6.1. The Commercial Case provides evidence on the commercial viability of a proposal and the procurement strategy that will be used to engage the market. It presents evidence on risk allocation and transfer, contract timescales and implementation timescale as well as details of the capability and skills of the LCC team delivering the project.
- 1.6.2. LCC have considered a full range of procurement options to secure best value through ensuring a strong, fair and open competition, in line with best practice for managing public money. The Preferred Option for procurement and delivery is the Midlands Highways Alliance (MHA) Framework.
- 1.6.3. The benefits of this route for both LCC and ensuring taxpayer value have been made clear in the Commercial Case. These benefits are as follows:
 - Obtain contractor experience and input to the construction programme to ensure the implementation programme is robust and achievable. This thereby reduces risks to a level that is 'as low as reasonably practicable'.
 - Allow mobilisation quickly and allows greatest time and opportunity for ECI to achieve lowest outturn cost.
 - Use of an NEC3 Option C contract, with mature and well-established risk allocation and transfer between parties; along with established tolerances to provide greater cost and programme certainty, along with a pain/gain mechanism to incentivise delivery against both programme and target cost.
 - The ability to measure performance through the MHA framework and management tools, with
 - significant previous experience and demonstrable best value of this procurement route.
- 1.6.4. The Commercial Case, using existing details from the MHA framework, describes how LCC, and named and resourced personnel will set-up, run and manage the procurement activities, and will place risk with the party best placed to manage or mitigate that risk, or manage the consequences should they transpire.

- 1.6.5. Through to procurement and as part of scheme delivery, the contractor will produce a priced risk register. This will be reviewed as part of the process of target setting and decisions made on the mechanism for sharing risk between the contractor and LCC, ensuring that the proposed allocation provides the best value for money for the project for both LCC and DfT
- 1.6.6. The above approach builds on LCC's strong track record with such delivery mechanisms on recently and successfully delivered schemes, with a clear understanding between contractor and authority of how they work and what their processes are. This is not just in terms of roles, but also agreed standards, mechanisms and clarity over risk and risk allocation and transfer through the design and construction phases.

1.7 MANAGEMENT CASE

- 1.7.1. The Management Case assesses whether the scheme is capable of being delivered successfully in line with the recognised best practice. It describes the processes that are being put in place to ensure that the project is effectively delivered.
- 1.7.2. The management case demonstrates that LCC has successfully procured and delivered a number of similar projects of varying sizes and complexity.
- 1.7.3. The knowledge gained, and the strategic procedures developed/adopted during the delivery of these schemes will be used for the delivery of the A511 Growth Corridor MRN scheme, using similar team structures and experienced personnel, who are confirmed as available and committed to the project.
- 1.7.4. Opportunities will be taken, wherever possible, to improve delivery processes by acting upon the lessons learnt from recent schemes.
- 1.7.5. The Project Governance Structure for this scheme will be as any other undertaken by LCC and will consist of a three-tier structure as follows:
- The Programme Board – with Assistant Director (Transport and Growth) as Senior Responsible Owner (SRO), provides governance for Leicestershire County Council's overall capital programme via a Programme Board with escalation to the Departmental Management Team and Corporate Management Team as necessary.
 - The A511 Growth Corridor Project Board – with Assistant Director (Highways Delivery) as Senior Responsible Owner this provides governance for the project including development of the OBC and escalates to the Programme Board where necessary.
 - Delivery Teams – with Team leads from within the County Council and appointed consultants, provides a large collaborative team that reports to Project Board on the risks, issues and progress of the project through the Project Manager who has day to day responsibility to manage delivery.
- 1.7.6. To ensure the successful delivery of the schemes within its jurisdiction LCC has established a governance structure for the A511 Growth Corridor project as above. This will also include both internal audit, and external project assurance, with the SRO, having direct responsibility for these for the Project.
- 1.7.7. LCC recognises that effective risk management is vital, and a continual process involving the identification and assessment of risks. A risk and opportunity register has been started and will continue to be reviewed and updated monthly to consider risks associated with the preferred scheme, and to provide up-to-date input in line with the Project Governance.

- 1.7.8. A contractor will be appointed through the Midlands Highways Alliance Medium Schemes Framework contract to work with Leicestershire County Council (LCC) and their designers, to deliver an Early Contractor Involvement (ECI) service for the scheme. Invested knowledge will be retained to support detailed design, prior to full procurement.
- 1.7.9. A Benefits Realisation Plan will be prepared, linked to the scheme objectives and desired outcomes. This will be used by LCC to ensure that the benefits and dis-benefits from the project can be planned, tracked, managed, and realised (or mitigated).
- 1.7.10. An Outline Monitoring and Evaluation Plan will be prepared, and this plan will be used to help demonstrate whether the scheme objectives identified in the Strategic Case are being achieved in terms of the desired “measures for success”. In addition, the Management Case also highlights the ongoing stakeholder management plans and the future communication strategy plans and programme.
- 1.7.11. The Management Case concludes that LCC has a strong track record of successfully procuring and delivering projects of varied size and complexity, and in relation to the A511 Growth Corridor in particular has the adequate project management, governance and assurance systems in place, alongside resources required, to deliver the Project.
- 1.7.12. The considerable amount of experience LCC has with mobilising and delivering highway schemes like the A511 Growth Corridor, together with the fact that a fair amount of work has already been undertaken in designing shovel ready schemes, costing, risk mitigation and supplier engagement adds greater certainty around the deliverability of the scheme within the timescales and to budget.