

A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet
Council

11th February 2014
25th February 2014

Name of Cabinet Member:

Cabinet Member (Business, Enterprise and Employment) - Councillor Kelly

Director Approving Submission of the report:

Executive Director, Place

Ward(s) affected:

St Michael's

Title:

Friargate Bridge - Additional Works

Is this a key decision?

Yes – although geographically the development site is located within one ward it will have an impact on the whole of the City and the costs will be above the financial threshold of £0.5 million.

Executive Summary:

'Friargate' is the proposed commercial development scheme located on approximately 37 acres of land around Coventry Railway Station. When completed the scheme will provide a new commercial quarter for the City with up to 300,000 sqm of new development, of which over 185,000 sqm will comprise high quality office accommodation. It could create up to 13,400 permanent jobs.

The details of the bridge scheme were reported to Cabinet on 18th June 2013. Since then a further £7.2million has been secured from the European Regional Development Fund (ERDF). The ERDF will be match funded using previously secured £12.7million Regional Growth Fund (RGF), a further £0.07million contribution from RGF for project management, along with a private contribution from Friargate Coventry LLP. By maximising grant funding opportunities the City Council is now able to deliver the following works:

- Creation of a high quality tunnel beneath Warwick Road to provide a second entrance to Coventry station.

- Re-modelling of Station Square to allow the early (2015) completion of the pedestrian boulevard from the front of the station to Greyfriars Green.
- Contribution to the pedestrian boulevard and public realm.
- Bus priority measures in and around the station to help maintain reliability during and after the works.

This award is fantastic news for the city and will significantly enhance the Friargate development. The early completion of the pedestrian boulevard and enhancement to the quality of the public realm will help to attract business to Friargate and ensure its success.

The works will also kick-start much needed improvement to the city's railway station – the fastest growing outside of London. A master plan for the station is being developed by the Council working jointly with Centro and the rail industry: the new tunnel under Warwick Road and the works to Station Square will provide the first significant steps to achieving this plan. The additional ERDF will bring the total investment in public realm around the station and Friargate to well over £20million.

To achieve this tight timescale it is proposed to extend the Early Contractor Involvement (ECI) arrangement with appointed contractor for the bridge deck, Costain and the City Council's appointed design team, Atkins, to develop the scheme and a target contract price for both Warwick Road Tunnel and the works to Station Square, along with some further minor access improvement works to the site. This target price will be fixed by June 2014 subject to the cost not exceeding the overall £7.2 million programme plus variations allowed under the scheme of delegation. Any further variance beyond this amount would need to be considered by Cabinet and full Council.

It will be necessary to incur development costs up to June 2014 when the target price for the additional work is known, without certainty that the project is affordable and that it will therefore proceed. The estimated spend up to this point (principally utilities costs, design fees and project management costs) is £0.744million. If the Council chooses not to proceed with the additional works, it will not be able to claim from ERDF or RGF for the costs incurred to this date.

The Bridge Deck target price was to be originally agreed in December 2013 as per the June Cabinet Report, however this has slipped to the end of February 2014 to enable the Contractor to have more certainty regarding the design to be priced, which will result in a more accurate target contract price and present less risk to the City Council. As a result of this, it is necessary to award Costain with an early works instruction for site clearance and mobilisation during February, to enable them to still meet the programme of substantial completion in March 2015. The previous Cabinet Approval was for a total of £0.7million costs to be spent at risk until the target contract price was agreed. To enable the early works to proceed an Early Works Agreement up to the value of £0.350million is required, along with approval to spend a further £0.350million project management, design and service costs at risk until target cost is agreed, totalling a further £0.7million. This is additional to the £0.7million previously agreed for project management, design and Early Contractor Involvement costs up to agreement of the target price.

The City Council is required to enter into a grant funding agreement for the ERDF funding with the Department for Communities and Local Government (DCLG). In order to meet DCLG's funding programme, the grant funding agreement was required to be completed in January 2014, therefore retrospective approval for delegation of authority is requested for the Executive Director, Place to enter into the agreement. A contribution of the ERDF will be allocated to Friargate LLP, who will be providing match funding to deliver the pedestrian boulevard. A "back-to-back" Grant Aid Agreement (GAA) is required between the City Council and Friargate Coventry LLP to execute this funding, with the City Council as accountable body. It is standard practice within GAAs to transfer as much risk as possible to the successful applicant and project deliverer.

Recommendations:

Cabinet are requested to:

1. Note the funding award by European Regional Development Fund for £7.235 million for additional works to Friargate Bridge.
2. Approve project management and design costs of £0.744million will be incurred at risk up until June 2014 when contracts are planned to be signed for additional works.
3. Approve the Early Works Agreement for the Bridge Deck and project management and design costs up to February 2014 for £0.7million to enable site clearance and mobilisation prior to target contract price agreement.
4. Authorise the City Council to act as guarantor for this additional funding, and provide delegated authority for the Executive Director, Place to enter into a Grant Aid Agreement with Friargate Coventry LLP in order to fund their element of the additional works
5. Retrospectively approve the delegation of authority of the Executive Director, Place to enter into a Grant Funding Agreement for the ERDF funding with the Department for Communities and Local Government.
6. Recommend that Council:
 - a) Approves the addition of this scheme to the Council's capital programme for 2013/14 onwards for the construction of the additional work up to £7.235million.
 - b) Approve the delegation of authority to the Executive Director, Place in consultation with the Cabinet Member (Business Enterprise & Employment) to award the ECI works contract for the additional works.
 - c) Approve the delegation of authority of the Executive Director, Place to enter into a Grant Aid Agreement with Friargate Coventry LLP for the delivery of the pedestrian boulevard.
 - d) Retrospectively approve the delegation of authority of the Executive Director, Place to enter into a Grant Funding Agreement for the ERDF funding with the Department for Communities and Local Government.

Council are requested to approve the recommendations detailed in 6 (a), 6 (b), 6 (c) and 6 (d) above.

List of Appendices included:

Appendix A – Plan of proposed overview of Friargate Bridge and additional works

Appendix B – Plan of proposed Warwick Road 'tunnel'.

Appendix C – Plan of proposed Station Square.

Appendix D – Project Delivery Plan

Appendix E – Project delivery structure for additional works

Background papers:

None

Other useful documents:

Cabinet Report: Friargate Bridge – June 18th 2013

Cabinet Report: Whitley Junction - Road Improvements - August 13th 2013

These documents can be obtained from the Council's website www.coventry.gov.uk

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes – 25th February 2014

**Report title:
Friargate Bridge – Additional Works**

1. Context (or background)

- 1.1 The redevelopment of the land and buildings adjacent to the Coventry's West Coast Mainline Railway Station to provide a new commercial quarter for the city together with improved connectivity between the station and the city centre has been a long term aspiration of the Council. This vision has been supported and incorporated into planning policy.
- 1.2 'Friargate' is located on approximately 37 acres of land around Coventry Railway Station. When completed the scheme will provide a new commercial quarter for the City of up to 300,000 sqm of new development, of which over 185,000 sqm will comprise high quality office accommodation. There will, in addition, be provision for retail, hotel and leisure uses along with residential. It has the potential to create up to 13,400 jobs.
- 1.3 Friargate is a fundamental part of the future economic growth, job creation and physical regeneration of Coventry and the region over the next 10-15 years. It is an essential element of the plans to regenerate the city centre and complements the 'City Centre South' retail development proposals. Outline permission was granted on July 21st 2011 with reserved matters approved for highways and access being granted by the Planning Committee on September 12th 2013, and a further reserved matters application to go before Planning Committee on 6th February, 2014.
- 1.4 The success of the development depends on the integration of the site with the city centre. This was covered in detail in the Cabinet report of 18th June 2013. It also depends on the connectivity provided by the railway station to London, the rest of the UK and Europe.
- 1.5 To ensure the station can fulfil this role in the future, the City Council has commissioned (in partnership with Centro) a master plan for the station. Working with the rail industry, bus operators, an exciting vision for the future is emerging. The main element of this plan is the expansion of a major new entrance and provision of a transport interchange.
- 1.6 An opportunity arose to bid for additional ERDF using the RGF grant already secured for the bridge deck as match funding. In December 2013 the Council was awarded an additional £7.235million to support the Friargate project. As the ERDF will be matched by RGF, all funding is required to be spent by June 2015.
- 1.7 In addition to the bridge deck, the ERDF will fund:
 - Friargate Boulevard, the pedestrian route that will lead from the bridge to the front of Coventry railway station. The additional ERDF is on top of private match from Friargate Coventry LLP and will enable the delivery of the boulevard to be brought forward to complete the link at the same time as the other additional works. Further details of the Boulevard can be seen in the reserved matters application approved by the Planning Committee on January 9th 2014 (RMM/2013/2014).
 - Improvements to the station forecourt, to facilitate better rail/bus interchange and pedestrian access for commuters, linking to the Boulevard and route into the city centre. Coventry railway station has seen the greatest increase in rail passenger users amongst the UK's cities with 30 per cent growth in the past five years (See Appendix C).

- Warwick Road Tunnel, which will connect the railway station and the Friargate site to the new opposite side of Warwick Road, allowing better access to the ERDF funded NUCKLE bay platform when it is completed, the Central Six retail park, and important walking routes into the residential areas further out of the city centre. The tunnel will be 6 m wide and at the same level as the ground either side of Warwick Road. It will be finished in high quality materials and will form part of the new Warwick Road entrance to the station. (See Appendix B).
 - Bus priority measures in and around the site to improve bus journey times. These works are essential to maintaining the quality of the bus/rail interchange at the railway station. . These works were approved in August 2013 in the Whitley Junction Cabinet Report as part of a package of enabling works to be delivered to minimise disruption to travel during the delivery of a number of major works in the city during 2014 and 2015, subject to ERDF funding.
 - An overview plan of the proposed works at Friargate Bridge and additional works can be found in Appendix A.
- 1.8 These additional works will provide a major enhancement to what is already a transformational scheme. The improvement to connectivity by all modes of transport will enhance the ability of Friargate to create jobs and regenerate the city centre.

2. Options considered and recommended proposal

- 2.1 The scope of the works is fixed having been set out in the ERDF bid document. However, a major challenge is how to ensure this money, along with the finance for the bridge deck, is spent by June 2015.
- 2.2 An exercise was undertaken for the bridge deck which concluded that only an Early Contractor Involvement arrangement could meet the tight deadline. This entails procuring a contractor early to work with the Council and its appointed design team to develop the scheme and a target price. The options considered therefore, were whether to extend the existing ECI contract under the Highways Agency Asset Support Framework with Costain who are working on the bridge deck, or whether to procure a new contract and let the additional works as a separate contract. The original tender exercise under the Framework and the contract with Costain included provision for additional works if funding became available, subject to their costs being within agreed parameters.
- 2.3 Timescales are extremely tight and going through a procurement process would risk the delivery date, therefore it is proposed to award a proportion of the additional works to Costain which is permissible under the contract framework. The close proximity of the sites means there would be co-ordination issues having two contracts working so closely together such as traffic management and health and safety.
- 2.4 The contractor, design team and City Council staff are co-located. This integrated team approach will deliver value for money and ensure, crucially, that the project is delivered on time.
- 2.5 The team will develop a detailed design and a target cost by June 2014 for the additional works. The target cost will be based on an agreed schedule of rates and will be subject to a 'pain/gain' mechanism whereby the contractor and the council will share the benefits or costs of any variance to the target price. This incentivises the contractor and the client to look for ways of saving costs on the project.

- 2.6 The Council's Direct Labour Organisation (DLO) are to deliver some of the bus priority measures, including improvements to Junction 4, 5 and 7.
- 2.7 In terms of statutory processes, the tunnel under Warwick Road is permitted development. The works to Station Square will be the subject of a further reserved matter application. The new highways layout in Station Square requires a Traffic Regulation Order (TRO) which the City Council are intending to advertise mid-March. Any representations will be reported to the Cabinet Member for Public Services.
- 2.8 It should be noted that in terms of traffic management, the construction of the tunnel has been considered and Warwick Road can be kept open to 2 way traffic at all times. This is important given the need is to maintain access to the station, Central Six retail park and King Henry VIII school whilst Warwick Road is closed at the ring road.
- 2.9 To further mitigate this risk there has been early engagement with stakeholders which is described in section 3.2 below.
- 2.10 Friargate Bridge additional works are part of a series of projects aimed at regenerating this part of the city. To ensure consistency in terms of delivery and specification comprehensive governance structure, as shown in Appendix D, has been established. The strategic Friargate Board includes the Cabinet Member for Business, Enterprise and Employment and the Executive Director for Place. There is a specific project board for Friargate Bridge whose role will be expanded to include the additional works; this is chaired by the Assistant Director of Planning & Transport & Highways (see project delivery structure Appendix E)
- 2.11 It is proposed that the Executive Director, Place is authorised, in collaboration with the Cabinet Member for Business, Enterprise and Employment, to enter into a contract with the successful contractor to deliver the additional works subject to the target price being within the £7.235million programme plus any variations allowed under the scheme of delegations. Any further variance beyond this amount would need to be considered by Cabinet and full Council.

3. Results of consultation undertaken

- 3.1 The Friargate masterplan proposals were the subject of considerable consultation as part of the planning process. As a result of the discussions at planning committee the Friargate Liaison Group was created where the developers and appropriate council officers have met regularly with local residents to advise them of progress and issues arising from the scheme. The Liaison Group has been advised of the European Regional Development Fund proposal.
- 3.2 For the additional works, there has been early engagement with a number of stakeholders including:
- Friargate Liaison Group
 - Standard Life (owners of Central 6)
 - Network Rail
 - Virgin Trains
 - Stagecoach
 - Travel De-Courcey
 - National Express
 - King Henry VIII School
- 3.3 The purpose of the early engagement has been to explain the proposals, the need for the development, provide reassurance regarding temporary traffic management arrangements

and to establish points of contact for ongoing communication. The project team have developed a communications plan which sets out how consultation and communications will be undertaken throughout the project.

4. Timetable for implementing this decision

4.1 The project delivery plan in Appendix E sets out the implementation timetable.

5. Comments from Director of Finance and Legal Services

5.1 Finance

5.1.1 Once the design has been undertaken for additional works the Council will work with Costain to identify a target price with greater certainty. The price for the bridge deck is expected to be known by February 2014, and the remaining works by June 2014. Should funding be required over and above the level of grant awarded, it is proposed that some of the smaller schemes such as station access improvements will be de-scoped to ensure the priority works are delivered, which are principally the bridge deck, Warwick Road pedestrian tunnel and the station forecourt.

5.1.2 Revenue costs are expected to be minimal with any costs being met by existing budgets or revenue income from advertising on the bridge deck.

5.1.3 Works for bus priority measures to be carried out by the DLO will be undertaken prior to Warwick Road in March 2014 for the bridge deck works to commence proper, therefore is not subject to any further formal target cost agreement. Works for bus priority measures to be carried out by Costain will also be delivered within the same time constraints and are subject to an Early Works Agreement.

5.1.4 There are potential abortive costs of up to £0.744million for project management and design which may be incurred if the projects do not proceed to contract. Abortive costs will only be incurred if we opt not to appoint a contractor and before any formal contract is signed. A contract is likely to be signed with the preferred contractor during June 2014 for additional works, after which point we are contractually obliged and there is no opportunity to withdraw. Note that the at risk costs are additional to the £0.7million at risk costs previously reported in the Friargate Bridge Cabinet report with regards to Target Price Agreement with the Contractor for the Bridge Deck.

5.1.5 In the original Friargate Bridge Cabinet Report £0.7million of spend at risk was approved up to target price agreement in December 2013. As the target price will now be agreed in February 2014 a further £0.7million is required to cover and Early Works Agreement with Costain, and includes project management and design costs up to the end of February 2014.

5.1.6 Should the project not proceed for any reason therefore, the overall potential abortive costs including the original £0.7million, additional £0.7million for early works agreement and project management and design, and £0.744million at risk costs for additional works would be up to £2.144million, funding for which would need to be sought.

5.2 Legal implications

5.2.1 The Council will act as the accountable body for the ERDF projects on the terms of the EU and DCLG requirements. The Council will be issued with a grant offer containing terms and conditions. For the Boulevard project, the terms and conditions will be devolved across to the private sector developer Friargate Coventry LLP in a Grant Aid Agreement. These will

ensure appropriate conditions and obligations which are imposed upon the Council are passed to Friargate Coventry. The Council has power to act as guarantor under Section 1 of the Localism Act 2011.

- 5.2.2 The Council has the power to regulate the flow of traffic and to install pedestrian crossings through the 1984 Road Traffic Regulation Act. As part of the works, the City Council is also required to obtain Stopping Up Orders in exercise of its powers under section 14 of the Highways Act 1980.
- 5.2.3 The Council has not secured its own planning consent for the bridge works but will rely and carry out the works under the outline and reserved matters consent that Friargate has for the development. Friargate have lead on the discharge of the reserved matters supported by the Council under the collaboration agreement. The City Council will secure its own planning consent for the station forecourt works, and Warwick Road tunnel will be permitted development.
- 5.2.4 Any public works carried out that are part of the public realm and are over the EU thresholds will be tendered under the Public Works Contract Regulations 2006. The use of the Highway Agency's framework does comply with 2006 regulations.
- 5.2.5 The station forecourt and Warwick Road tunnel will be subject to Network Rail legal agreement through the Network Rail Basic Asset Protection Agreement and other governing rail industry processes.
- 5.2.6 As part of the wider access improvements to the Friargate site, a land transfer will be sought on Manor House Drive, which will be subject to adoption and a stopping up order.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The delivery of the Friargate project will help achieve many of the priority themes of the Sustainable Community Strategy and objectives within the Councils Corporate Plan. These include:

- ***A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents*** - by providing significant opportunities for existing and new business to locate into the predominate office development providing them a quality environment which will provide them with the profile to develop and expand their business
- ***A safer and more confident Coventry***- by designing out crime within the new development, removing the subways and bringing more life and activity to the areas of the scheme over a longer period of the day
- ***Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be*** - by improving and extending Greyfriars Green, providing new high quality public spaces and routes through the development and creating a new predominantly commercial neighbourhood in which the city can be proud
- ***A good choice of housing to meet the needs and aspirations of the people of Coventry***- by providing a range of city centre living opportunities taking advantages of its key sustainable transport location

- ***Making places and services easily accessible for Coventry people*** – by in a physical sense making the scheme area including a new route to the railway station and buildings constructed around it more accessible to those with a disability. Also providing opportunities for new and improved services and activities to locate in the area increasing the opportunities for the people of Coventry and the region
- ***A creative, active and vibrant Coventry*** - by providing a new business district for the City which will bring an increase to the number of people who work, live, use and play in the area improving the visually and economic environment of the area
- ***Improving Coventry's environment and tackling climate change*** – by creating a sustainable business location around a transport interchange and delivering highly resource efficient business premises. Additionally the expansion of green space in the city centre will help reduce the heat trapped in the city and increase biodiversity.

6.2 How is risk being managed?

- 6.2.1 To mitigate the risk there is a comprehensive and accountable governance structure in place managed within the overall Friargate programme to ensure correct procedures are being followed and that the programme is maintained. A risk workshop has been held to identify the main risks and associated mitigation measures which have been outlined in the report. The principal risks to the project are cost, time (we lose funding if the all project costs aren't defrayed by June 2015) and challenge of the statutory processes.
- 6.2.2 The financial risk associated with the ERDF sits with the Council. However the risk of claw back by DCLG and/or the EU is minimal so long as the expenditure is defrayed against eligible activity and in the permitted timeframe. This risk will be mitigated by the implementation of strict procedures for the project management of ERDF-funded works and ensuring that the risks for the two outside projects are devolved appropriately to the partner organisations. We will maintain close liaison with our monitoring officer in DCLG, who are also managing the RGF funding contract on behalf of BIS.
- 6.2.3 The Council has a good track record for maintenance and achieving significant financial controls and well established procedures for handling public funds and these will be applied to the ERDF projects in order to ensure that the best possible value is achieved for the EU's investment in the schemes. Therefore the view of officers is that risk of claw-back for each scheme is minimal.
- 6.2.4 Friargate Coventry LLP will enter into a "back-to-back" Grant Aid Agreement (GAA) with the City Council as accountable body. It is standard practice within GAAs to transfer as much risk as possible to the successful applicant and project deliverer.

6.3 What is the impact on the organisation?

- 6.3.1 This has already been addressed in the report for the Friargate development.

6.4 Equalities / EIA

- 6.4.1 Under the Equality Act 2010 the provision of public highway and regulation of traffic are services to which equality must be considered. Access Development and disability groups have been consulted regarding the scheme and will be engaged throughout the design and build process. Contractors bidding for the construction work must demonstrate their approach to involving small firms, ethnic minority businesses, social enterprises and third sector suppliers within the supply chain, and also how they will support the education and

training of young people. Local people will be engaged throughout the project and appropriate consideration given to protected characteristics.

6.5 Implications for (or impact on) the environment

6.5.1 The Friargate scheme is a development located in a highly sustainable location with its unrivalled accessibility adjacent to the West Coast main line railway station, bus routes and the city centre. The intention of the developer is to develop the office accommodation to meet the Breeam excellent environmental standards, helping to reduce its occupier's carbon footprint.

6.6 Implications for partner organisations?

6.6.1 The impact on partner organisations will continue to be reviewed.

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Place

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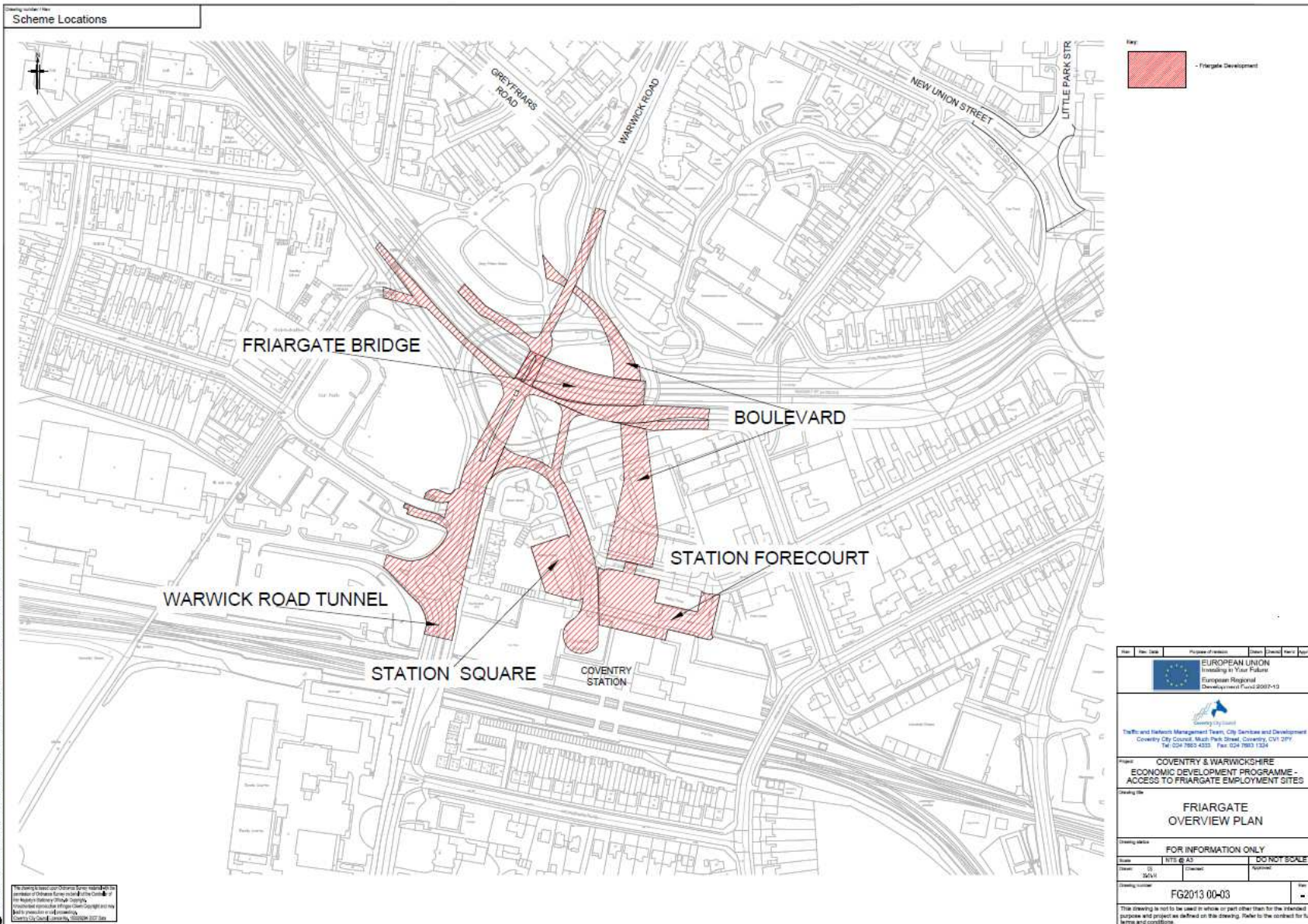
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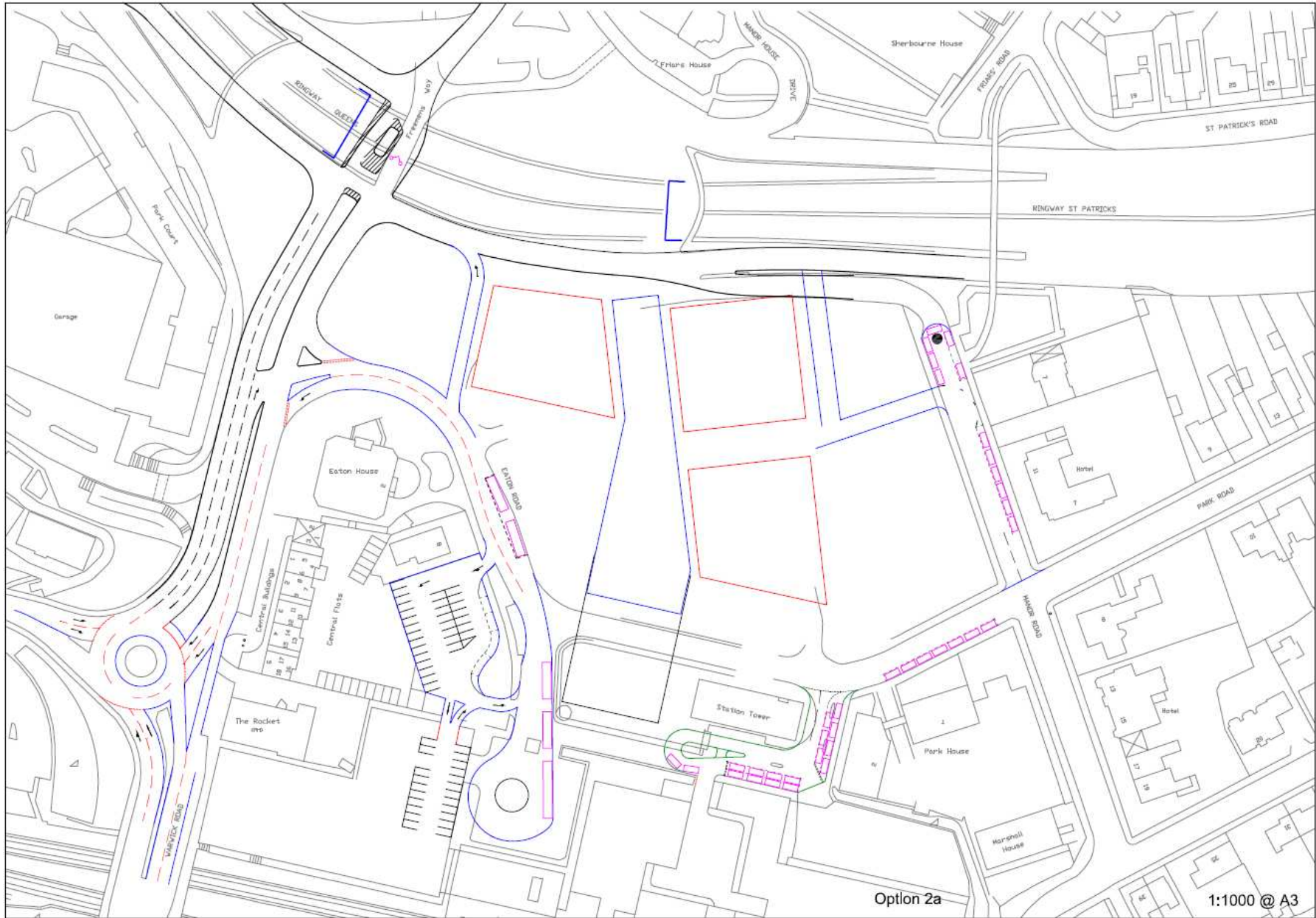
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| Councillor L Kelly | Cabinet Member (Business, Enterprise and Employment) | - | 20/01/14 | 22/01/14 |
| Councillor R Lancaster | Cabinet Member (Public Services) | - | 20/01/14 | 22/01/14 |

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Appendix A Friargate Bridge Additional Works Summary



Appendix C Proposed Station Forecourt



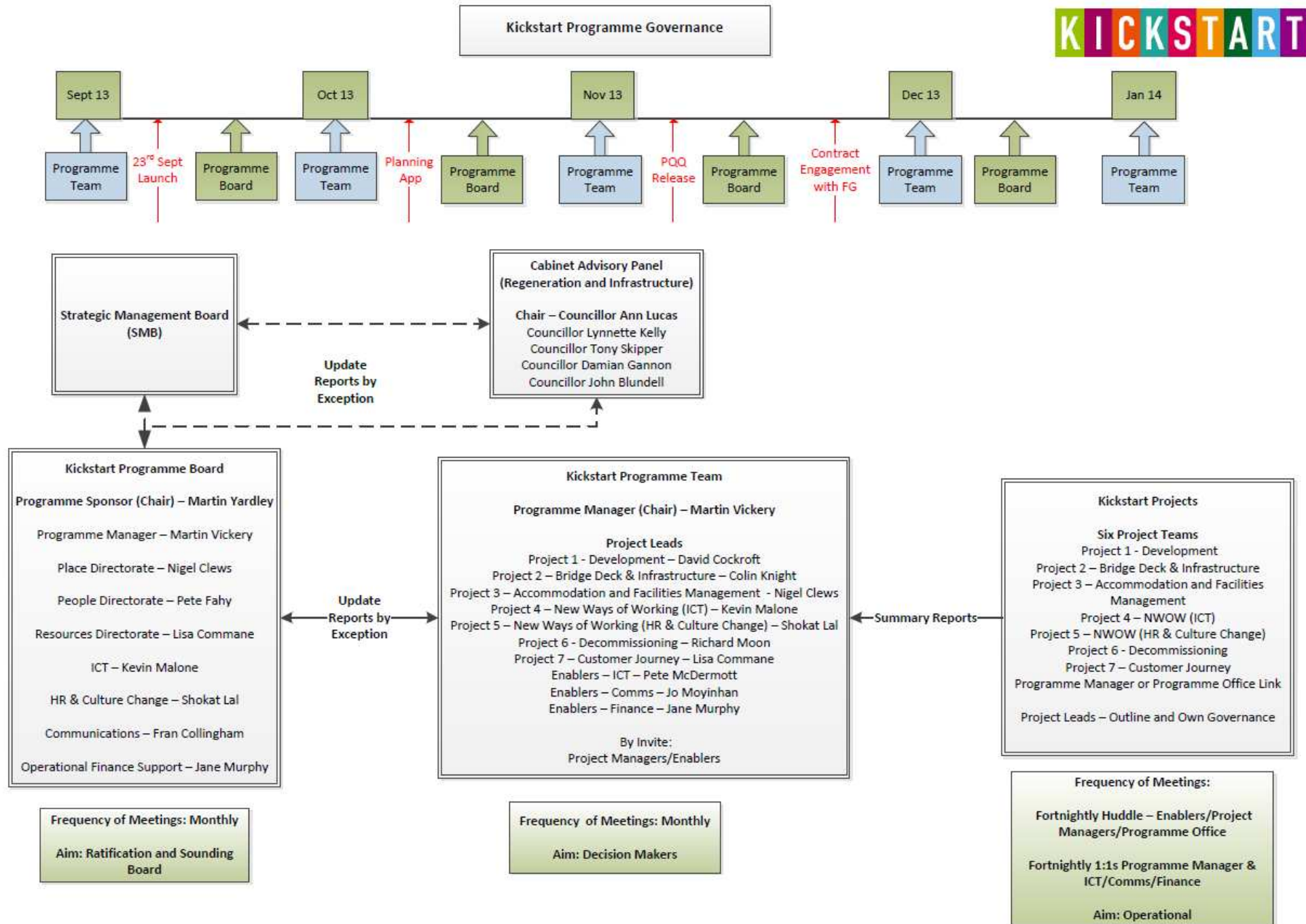
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Appendix D
Project Delivery Plan

| Key milestones/deliverables | Timescales |
|--|-------------------|
| RGF Final Grant Offer | May 2013 |
| Full Council Approval – Bridge Deck | June 2013 |
| Appointment of Designer | July 2013 |
| Appointment of ECI Contractor | August 2013 |
| Friargate RM Planning Consent (1 of 2) | September 2013 |
| Decision of structural form of bridge deck | September 2013 |
| Approval of Traffic Regulation Orders and road space booking confirmed | November 2013 |
| ERDF Final Grant Offer | December 2013 |
| Completion preliminary design | January 2014 |
| Gross Max issue full design package for public realm and landscaping for pricing | January 2014 |
| Appoint Project Teams for Warwick Road Station Access and Station Forecourt | January 2014 |
| ERDF Funding Contract Sign Off | January 2014 |
| Agree target price | February 2014 |
| Friargate RM Planning Consent (2 of 2) | February 2014 |
| Cabinet Approval – Additional ERDF Works | February 2014 |
| Bridge Deck Site Clearance and compound set up | February 2014 |
| Advertise Temporary Traffic Orders of Bridge Deck | February 2014 |
| ERDF Grant Aid Agreement Sign Off between CCC and Friargate Coventry LLP | February 2014 |
| Completion of junction improvements – bus priority schemes | March 2014 |
| Bridge Deck start on site | March 2014 |
| Approval Stopping Up Orders | March 2014 |
| Completion Bridge Deck detailed design | April 2014 |
| Agree utilities diversions with statutory undertakers, issue payment of C4/C5 detailed estimates | April 2014 |
| Place order for steel beams/long lead in time materials | April 2014 |
| Complete preliminary design for Warwick Road Tunnel | April 2014 |
| Complete preliminary design Station Forecourt | May 2014 |
| Agree target price Warwick Road Tunnel and Station Forecourt | June 2014 |
| Planning Consent Station Forecourt | July 2014 |
| Complete detailed design Station Forecourt | July 2014 |
| Start works on site Station forecourt | August 2014 |
| Pedestrian Boulevard start on site | September 2014 |
| Complete detailed design Warwick Road Tunnel | September 2014 |
| Warwick Road tunnel Network Rail Approval | October 2014 |
| Start works on site Warwick Road Tunnel | October 2014 |
| Warwick Road reopens | March 2015 |
| Warwick Road Tunnel Complete | May 2015 |
| Works complete Station Forecourt | June 2015 |
| Works complete Pedestrian Boulevard | June 2015 |

Appendix E Project Delivery Structure



FRIARGATE BRIDGE PROGRAMME GOVERNANCE

FRIARGATE BRIDGE DECK PROJECTS

1. Bridge Deck & J6 Infrastructure
2. Enabling Works/Bus Priority measures
3. Warwick Road Subway/station forecourt
4. NUCKLE integration
5. Boulevard
6. Heatline

