

Local Pinch Point Fund Application Form



Department
for Transport

Guidance on the Application Process is available at:

<https://www.gov.uk/government/organisations/department-for-transport/series/local-pinch-point-fund>

Please include the [Checklist](#) with your completed application form.

The level of information provided should be proportionate to the size and complexity of the scheme proposed. As a guide, for a small scheme we would suggest around 25-35 pages including annexes would be appropriate.

One application form should be completed per project.

Applicant Information

Local authority name(s)*: North Somerset Council

**If the bid is a joint proposal, please enter the names of all participating local authorities and specify the lead authority*

Bid Manager Name and position: Konrad Lansdown, Principal Engineer

Name and position of officer with day to day responsibility for delivering the proposed scheme.

Contact telephone number: 01934 426932 **Email address:**
Konrad.Lansdown@N-Somerset.gov.uk

Postal address: North Somerset Council
Town Hall
Walliscote Grove Road
Weston-super-Mare
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When authorities submit a bid for funding to the Department, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within two working days of submitting the final bid to the Department. The Department reserves the right to deem the business case as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published: www.travelwest.info/projects

SECTION A - Project description and funding profile

A1. Project name: A370 and B3440 eastbound capacity improvements.

A2. Headline description:

Please enter a brief description of the proposed scheme (in no more than 100 words)

A capacity improvement scheme to relieve congestion on the A370 and B3440 within the J21 Enterprise Area. The congestion affects traffic wishing to access Junction 21 of the M5 and also those travelling along the A370/ Principal Road Network to/ from Bristol. The scheme aims to improve lane discipline and manage traffic through signalisation of key junctions. It supports key employment and housing sites within Weston-super-Mare where approximately 6,000 new homes and 10,000 jobs are planned over the next 15 years. By supporting employment growth it will help redress the balance between jobs and homes to improve self containment.

A3. Geographical area:

Please provide a short description of area covered by the bid (in no more than 100 words)

Weston-super-Mare is in the West of England approximately 20 miles south of Bristol. Works will affect the A370 and B3440 eastbound approach to Junction 21 of the M5 which provide the main access routes between Weston and Bristol. The span of works is approximately 400m from the B3440/A370 merge toward J21.

OS Grid Reference: **33760 16255**
Postcode: **BS22**

Please append a map showing the location (and route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.

Map attached as Appendix 1

A4. Type of bid (please tick relevant box):

Small project bids (requiring DfT funding of between £1m and £5m)

Scheme Bid
Structure Maintenance Bid

Large project bids (requiring DfT funding of between £5m and £20m)

Scheme Bid
Structure Maintenance Bid

Note: Scheme and Structure Maintenance bids will be assessed using the same criteria.

A5. Equality Analysis

Has any Equality Analysis been undertaken in line with the Equality Duty? Yes No
An EqlA is attached in Appendix 2

A6. Partnership bodies

Please provide details of the partnership bodies (if any) you plan to work within the design and delivery of the proposed scheme. This should include a short description of the role and responsibilities of the partnership bodies (which may include Development Corporations, National Parks Authorities, private sector bodies and transport operators) with confirmatory evidence of their willingness to participate in delivering the bid proposals.

While the scheme relates the local road network, it has been important to engage with the Highways Agency given the proximity of the scheme to the M5 and the need to ensure it does not inadvertently impact upon the Strategic Road Network. The Highways Agency has been closely involved and supportive in the design and development of this scheme including in the use of the Agency's new Asset Support Framework contract.

A7. Local Enterprise Partnership / Local Transport Body Involvement

It would be beneficial (though not essential) if the relevant LEP or LTB (or shadow(s)) have considered the bid and, if necessary, prioritised it against other bids from the same area. If possible, please include a letter from the LEP / LTB confirming their support and, if more than one bid is being submitted from the area, the priority ranking in order of growth significance.

Have you appended a letter from the LEP / LTB to support this case? Yes No
Appendix 3

SECTION B – The Business Case

You may find the following DfT tools useful in preparing your business case:

- [Transport Business Cases](#)
- [Behavioural Insights Toolkit](#)
- [Logic Mapping Hints and Tips](#)

B1. The Scheme - Summary

Please select what the scheme is trying to achieve (this will need to be supported by evidence in the Business Case). Please select all categories that apply.

- Improve access to a development site that has the potential to create housing
- Improve access to a development site that has the potential to create jobs
- Improve access to urban employment centres
- Improve access to Enterprise Zones
- Maintain accessibility by addressing the condition of structures
- Ease congestion / bottlenecks
- Other(s), Please specify – **Improve access to an Enterprise Area**

B2. The Strategic Case

This section should set out the rationale for making the investment and evidence on the strategic fit of the proposal. It should also contain an analysis of the existing transport problems, identify the barriers that are preventing growth, explain how the preferred scheme was selected and explain what the predicted impacts will be. The impact of the scheme on releasing growth potential in Enterprise Zones, key development sites and urban employment centres will be an important factor in the assessment process.

In particular please provide evidence on the following questions (where applicable):

- a) What is the problem that is being addressed, making specific reference to barriers to growth and why this has not been addressed previously?

Significant congestion occurs on the A370 eastbound and along the B3440 at peak times. This congestion deters inward investment to the Enterprise Area and adds cost, inconvenience and uncertainty regarding journey times to existing business in the town. One recent example of a potential investor which required quick and reliable access to the SRN within 6 minutes - this could not be achieved and the investment was lost. In addition, the perception of traffic problems acts as a barrier even for those businesses with less reliance on the network. In a recent survey of local businesses, congestion at this location was identified as one of the key barriers to locating in Weston. North Somerset Council and the business sector, have been seeking to regenerate and rebalance the economy of Weston to reduce its reliance on tourism and redress the loss of employment opportunities.

North Somerset Council has been seeking to tackle this pinch point in the network for several years and has been working with partners to agree an appropriate scheme. Recent plans for significant growth of the town within the J21 Enterprise Area have increased the urgency to tackle the queues that affect the network in this location.

- b) What options have been considered and why have alternatives been rejected?

The chosen scheme (option 2a) will signalise the B3440/A370 merge to balance the flows on the A370 eastbound approach to J21. The nearside lane to be designated as left turn only onto the M5 northbound on-slip. The design of the scheme is to improve lane-discipline and reduce weaving movements' thereby improving overall throughput and increasing available capacity. The additional capacity will dramatically reduce queues and is crucial to support the planned development of housing and jobs in the existing urban area and as part of the proposed new urban villages in the J21 Enterprise Area. Reducing congestion will also improve access to local employment centres and Worle railway station as currently local traffic is also held up by the long queues. The scheme has strong local support together with S106 contributions.

Option 2a is being progressed in the interests of cost, deliverability and in order to achieve benefits as soon as possible to support growth. This option also permits the possibility of improvements to the slip road by the Highways Agency at a later date to compliment the benefits delivered by this scheme (see option 2b below). Detailed drawings have been worked up and can be made available if required.

Other options included:

- Option 1, a separate route to bypass Junction 21 was considered but rejected. The initial appraisal showed that in addition to being more expensive, a bypass alone may not deliver all of the benefits needed to support the 17% expected increase in traffic

flows as a result of planned growth. The requirements to CPO land would mean a much more uncertain and longer more costly delivery timetable.

- Option 2b was considered but rejected. This option included significant works on the Highways Agency network, particularly extending the on-slip to enable the continuation of two lanes and creating 2 merge points with the mainline flow. Whilst delivering additional benefits this option would have significantly increased the cost and risked being constrained by a bridge near the end of the slip with possible removal of hard shoulder and as such was considered higher risk. However, the preferred option would allow these measures to be considered at a later date to compliment the core scheme and further increase capacity when needed.

c) What are the expected benefits / outcomes? For example, job creation, housing numbers and GVA and the basis on which these have been estimated.

Current levels of congestion on the A370/B3440 present a barrier to sustainable growth and the creation of additional capacity is a requirement to facilitate the planned growth of employment and housing in Weston-super-Mare. Modelling has demonstrated this scheme will in the short-term tackle the existing congestion problem and create capacity for the increase in traffic likely to arise from planned development over the next 15 years which includes that in the J21 Enterprise Area. Reduced congestion and journey times will help improve the image and attractiveness of the town to inward investment and support the achievement of planned job creation.

The West of England Local Enterprise Partnership (LEP) ambition is to deliver 95,000 new jobs by 2030. Key to this will be the realisation of the challenge of delivering 72,000 new homes and 74,000 new jobs by 2026, as set out in the authorities' Core Strategies. The West of England LEP has identified J21 Enterprise Area for business growth, inward investment and to provide 10,000 new jobs in Weston. This is one of the five Enterprise Areas and an Enterprise Zone to support growth and jobs across the West of England.

The construction of 6,000 new homes is conditioned on the delivery of employment in the J21 Enterprise Area as part of the employment-led strategy for growth of the town. Investment in transport infrastructure is a crucial part of that strategy and plans for transport improvements have already helped to attract some new jobs. So far consent has been granted for a business park and industrial quarter comprising 17ha B1 use (office) and 12.5ha B2 and B8 use (industrial). A 40,000 sqft HQ office building is under construction, due to open in September 2013 and a 20,000 sqft managed workspace is due to be completed in spring 2013. A 6,000 sqft speculative office is also under construction and a £50m, 356,200 sq ft extreme sports attraction has been granted consent. Now it is essential that planned transport investment comes forward in order to support this growth and attract more.

<http://innorthsomerset.co.uk/business-resources/business-locations/j21-enterprise-area>

A study recently undertaken by transport consultants Atkins, has assessed the economic return arising from a range of transport infrastructure schemes in the West of England. This has illustrated that owing to the economic potential of the area, transport infrastructure can have a significant impact on job growth and increased productivity with on average each £1 of capital investment resulting in an increase of £3.60 of annual Gross Value Added (GVA). The study concluded that investment in transport schemes would be critical in helping to support planned economic growth in the West of England and to fully unlock the planned number of jobs in the area.

d) What is the project's scope and is there potential to reduce costs and still achieve the desired outcomes? For example, using value engineering.

The project has already been through an options appraisal process and the low cost option selected. This option achieves the desired outcomes whilst still leaving the potential to achieve further benefits in future. We have undertaken value engineering workshops to check and challenge the emerging design. This has realised for example a modification in the embankment design chosen. The workshops include our partners the Highways Agency and external consultants. The contract through the ASF also encourages contractor innovation during implementation.

e) Are there any related activities, that if not successfully concluded would mean the full economic benefits of the scheme may not be realised. For example, this could relate to land acquisition, other transport interventions being required or a need for additional consents?

The benefits of this scheme are not dependent on land acquisition, the need for additional consents or other transport interventions.

The levels of development assumed in the modelling coming forward are near certain. Figures are based on those set out in the Weston Villages Masterplan Supplementary Planning Document and developers are actively engaged in bringing forward plans within the SPD area. However, if this development and associated traffic growth did not all come forward (a low growth scenario), the analysis shows this would have a positive effect on the scheme BCR as the base year benefits are at least as large as the future year benefits. Hence the estimated BCR is conservative in relation to development risk/uncertainty.

f) What will happen if funding for this scheme is not secured - would an alternative (lower cost) solution be implemented (if yes, please describe this alternative and how it differs from the proposed scheme)?

No, this is the low cost option

g) What is the impact of the scheme – and any associated mitigation works – on any statutory environmental constraints? For example, Local Air Quality Management Zones.

There are no statutory environmental constraints and the scheme does not affect any Local Air Quality Management Zones.

The key environmental constraint is the need to remove local fauna from the works area for which an action plan is already in place and monitored daily to ensure its effectiveness (see B9 b below).

B3. The Financial Case – Project Costs

Before preparing a scheme proposal for submission, bid promoters should ensure they understand the financial implications of developing the scheme (including any implications for future resource spend and ongoing costs relating to maintaining and operating the asset), and the need to secure and underwrite any necessary funding outside the Department's maximum contribution.

Please complete the following tables. **Figures should be entered in £000s** (i.e. £10,000 = 10).

Table A: Funding profile (Nominal terms)

£000s	2013-14	2014-15	2015-16	Total
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DfT funding sought	1,085	
Local Authority contribution	0	
Third Party contribution	662	
TOTAL	1,747	

Table B: Cost estimates (Nominal terms)

Cost heading	Cost (£000s)	Date estimated	Status (e.g. target price)
Preparation Costs	59	Jan 2013	Estimate
Construction Costs	1,172	Jan 2013	Target Price Quotation
Risk	381	Jan 2013	QRA
Proj Management / Supervision	135	Jan 2013	Estimate/tender price
TOTAL	1,747		

In addition to the scheme costs set out above, the local authority's sunk preparatory costs, i.e. pre-dating Jan 13, amount to £300k. A further £359k is being allocated by the local authority to carry out maintenance work on the surrounding highway but this has been excluded from the summary above. However, in line with the authorities' traffic management duties, the opportunity is being taken to deliver these concurrently and minimise disruption to the travelling public.

Notes:

- 1) Department for Transport funding must not go beyond 2014-15 financial year.
- 2) A minimum local contribution of 30% (local authority and/or third party) of the project costs is required.
- 3) Costs in Table B should be presented in outturn prices and must match the total amount of funding indicated in Table A.

B4. The Financial Case - Local Contribution / Third Party Funding

Please provide information on the following points (where applicable):

- a) The non-DfT contribution may include funding from organisations other than the scheme promoter. If the scheme improves transport links to a new development, we would expect to see a significant contribution from the developer. Please provide details of all non-DfT funding contributions to the scheme costs. This should include evidence to show how any third party contributions are being secured, the level of commitment and when they will become available.

The local contribution is derived from secured/banked S106 receipts as listed below. These are all available for use without delay. The associated documents for these receipts are lengthy and so have not been appended but are available should you require them.

Secured S106		Balances
Ref	Name	£
9WIJ	St Georges, Willow Close	(302,365)
9VCJ	St Georges, Vale Crescent	(17,537)
9WAJ	St Georges, Walford Ave	(25,452)
9SHJ	St Georges Phase 2	(1,302)
9HFJ	St Georges, Home Farm	(14,385)
9UCDC	Unallocated Conts re Central Area Cttee	(38,142)
9UCDN	Unallocated Conts re North Area Cttee	(9,715)
9UCDS	Unallocated Conts re South Area Cttee	(32,516)
9UCDW	Unallocated Conts re West Area Cttee	(3,909)
9SHA	St Georges, WsM	(159,265)
9ROH	St Georges, Rose Cottages	(51,824)
9LPH	St Georges, Locks Paddock	(5,323)

- b) Where the contribution is from external sources, please provide a letter confirming the body's commitment to contribute to the cost of the scheme. The Department is unlikely to fund any scheme where significant financial contributions from other sources have not been secured or appear to be at risk.

Have you appended a letter(s) to support this case? Yes No N/A

- c) The Department may accept the provision of land in the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land.

Have you appended a letter to support this case? Yes No N/A

- d) Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection.

The West of England Revolving Infrastructure Fund (RIF) – There is a need to deliver this scheme soon in order to support the growth and regeneration of Weston. Major development sites are set to bring forward 6,000 new homes and 10,000 jobs. Whilst significant developer contributions have been secured, following viability assessments, it has not been possible for developments to generate enough funding to fully address this pinch point in the network. With that in mind an application to borrow from the RIF has been submitted to facilitate development whilst alternative funding sources are identified.

B5. The Financial Case – Affordability and Financial Risk

This section should provide a narrative setting out how you will mitigate any financial risks associated with the scheme (you should refer to the Risk Register / QRA – see Section B11).

Please ensure that in the risk / QRA cost that you have not included any risks associated with ongoing operational costs and have used the P50 value.

Please provide evidence on the following points (where applicable):

a) What risk allowance has been applied to the project cost?

A quantified risk register (QRA) has identified a potential risk cost of £381,000 which has been included as part of the project cost. The QRA is attached as Appendix 4

b) How will cost overruns be dealt with?

A similar approach will be used as set out in the project manual for Weston Package, a scheme recently awarded Full Approval by DfT. This sets out thresholds and escalation processes for cost overruns. All cost overruns beyond the total scheme cost will be the responsibility of North Somerset Council.

There is a pain/gain arrangement in the contract defined as follows. The limits of a share range are the Price for Work Done to Date (defined cost plus fee) divided by the total of the Prices (tendered price), expressed as a percentage. If the Price for Work Done to Date is less than the total of the prices, the contractor is paid his share of the saving. If the Price of Work Done to Date is greater than the total of the Prices, the contractor pays his share of the excess. The Contractor's share percentages and share ranges are:

Share Range	Contractor's share percentage
<80%	0%
80 – 100%	25%
100 – 105%	50%
105 – 110%	75%
>110%	100%

c) What are the main risks to project delivery timescales and what impact this will have on cost?

As the project is already well advanced many of the risks to delivery timescales have been closed out. As part of the risk identification process, appropriate mitigation for all risks has been identified where possible and the potential costs due to delay have been identified. The costs of construction delay will be transferred to the contractor. Those remaining with the client are set out in the QRA. The main risks to delivery timescales are as follows:

- Occupation of embankment by fauna. Trimming of vegetation re-growth and daily inspections mitigate this risk. The programme allows time for the application of exclusion measures which may cost up to £100k.

- The possible discovery of unidentified underground apparatus is unlikely but if found could cause small delay to programme. Delay cost estimate £20k.

d) How will cost overruns be shared between non-DfT funding partners (DfT funding will be capped and will not be able to fund any overruns)?

Any cost overruns will be applied to North Somerset Council as there are no other non-DfT funding partners.

B6. The Economic Case – Value for Money

This section should set out the full range of impacts – both beneficial and adverse – of the scheme. The scope of information requested (and in the supporting annexes) will vary according to whether the application is for a small or large project.

Small project bids (i.e. DfT contribution of less than £5m)

a) Please provide a description of your assessment of the impact of the scheme to include:

- Significant positive and negative impacts (quantified where possible);
- A description of the key risks and uncertainties;
- A short description of the modelling approach used to forecast the impact of the scheme and the checks that have been undertaken to determine that it is fit-for-purpose.

Scheme testing has been undertaken using a VISSIM microsimulation model with a validated base year of 2010. A technical note documenting the modelling approach and results is attached, (denoting the scheme as 'Option 2A'). The modelling demonstrated the scheme will result in considerable reductions in queuing and delay, and concluded "Without the mitigation achieved with Option 2A there is expected to be considerable suppression of demand and an increase in congestion, particularly in the weekday morning peak period where current queuing on the A370 can extend to one kilometre."

A spreadsheet-based approach has been used to estimate the scheme BCR using travel time and flow outputs from the VISSIM modelling, scheme cost estimates and other input parameters from TAG unit 3.5.6 (August 2012). The approach has used a 2010 price base and applied the 'rule of a half' to estimate change in consumer surplus. A brief technical note is attached describing the methodology for estimating the BCR and quantified inputs to the AST.

The estimated BCR for the scheme is 15.74.

The estimated scheme net present value (NPV) is £15.634m.

The estimated NPV for journey time savings is £18.077m.

The main risks and uncertainties relating to the scheme assessment relate to traffic associated with new developments. However, if this development and associated traffic growth did not all come forward (a low growth scenario), the analysis shows this would have a positive effect on the scheme BCR as the base year benefits are at least as large as the future year benefits. Hence the estimated BCR is conservative in relation to development risk/uncertainty.

** Small projects bids are not required to produce a Benefit Cost Ratio (BCR) but may want to include this here if they have estimated this.*

b) Small project bidders should provide the following as annexes as supporting material:

- A completed [Scheme Impacts Pro Forma](#) which summarises the impact of proposals against a number of metrics relevant to the scheme objectives. It is important that bidders complete as much of this table as possible as this will be used by DfT – along with other centrally sourced data – to form an estimate of the BCR of the scheme. Not all sections of the pro forma are relevant for all types of scheme (this is indicated in the pro forma).
- A description of the sources of data and forecasts used to complete the Scheme Impacts Pro Forma. This should include descriptions of the checks that have been undertaken to verify the accuracy of data or forecasts relied upon. Further details on the minimum supporting information required are presented against each entry within the pro forma.

Has a Scheme Impacts Pro Forma been appended? Yes No N/A

Has a description of data sources / forecasts been appended? Yes No N/A

- A completed [Appraisal Summary Table](#). Bidders are required to provide their assessment of all the impacts included within the table and highlight any significant Social or Distributional Impacts (SDIs). Quantitative and monetary estimates should be provided where available but are not mandatory. The level of detail provided in the table should be proportionate to the scale of expected impact with particular emphasis placed on the assessment of carbon, air quality, bus usage, sustainable modes, accessibility and road safety. The source of evidence used to assess impacts should be clearly stated within the table and (where appropriate) further details on the methods or data used to inform the assessment should be attached as notes to the table.

Has an Appraisal Summary Table been appended? Yes No N/A

- Other material supporting the assessment of the scheme described in this section should be appended to your bid.

** This list is not necessarily exhaustive and it is the responsibility of bidders to provide sufficient information to demonstrate the analysis supporting the economic case is fit-for-purpose.*

Large project bids (i.e. DfT contribution of more than £5m)

- c) Please provide a short description of your assessment of the value for money of the scheme including your estimate of the BCR. This should include:

- Significant monetised and non-monetised costs and benefits;
- A description of the key risks and uncertainties and the impact these have on the BCR;
- Key assumptions including (but not limited to): appraisal period, forecast years, level of optimism bias applied; and
- A description of the modelling approach used to forecast the impact of the scheme and the checks that have been undertaken to determine that it is fit-for-purpose.

- d) Detailed evidence supporting your assessment – including a completed [Appraisal Summary Table](#) – should be attached as annexes to this bid. **A checklist of material to be submitted in support of large project bids has been provided.**

Has an Appraisal Summary Table been appended? Yes No N/A

- Please append any additional supporting information (as set out in the [Checklist](#)).

**It is the responsibility of bidders to provide sufficient information for DfT to undertake a full review of the analysis.*

B7. The Commercial Case

This section should set out the procurement strategy that will be used to select a contractor and, importantly for this fund, set out the timescales involved in the procurement process to show that delivery can proceed quickly.

- a) Please provide evidence to show the risk allocation and transfer between the promoter and contractor, contract timescales and implementation timescales (this can be cross-referenced to your Risk Management Strategy).

The pricing levels (either fixed prices or rates) and programme delivery periods are now transferred to the contractor. Risks remaining with the Council are scheduled in the QRA attached in Appendix 4.

b) What is the preferred procurement route for the scheme and how and why was this identified as the preferred procurement route? For example, if it is proposed to use existing framework agreements or contracts, the contract must be appropriate in terms of scale and scope.

Procurement has been undertaken through the Highways Agency Asset Support Framework (ASF) which involved a competitive round of tendering involving 5 pre-selected bidders. The ASF is an agreed contract procurement route for construction in close proximity to or upon the HA's network and which incorporates the requirements of the HA. Whilst the majority of the works will be on the local road network, the close proximity to the motorway and the need for traffic management on the motorway slips meant that using the ASF framework provided the most cost effective contract for delivery of this project. Also, using an established framework allowed the procurement timeframe to be reduced. This route enables us to ensure the contractor is fully embedded in the HA's work requirements to help reduce risk and cost to the project. A preferred bidder has been identified with the tender price now reflected in the financial case. Use of the ASF fits the programme requirements of the project and is line with North Somerset's procurement requirements.

c) A procurement strategy will not need to form part of the bid documentation submitted to DfT. Instead, the Department will require the bid to include a joint letter from the local authority's Section 151 Officer and Head of Procurement confirming that a strategy is in place that is legally compliant and is likely to achieve the best value for money outcome.

Has a joint letter been appended to your bid? Yes No

**It is the promoting authority's responsibility to decide whether or not their scheme proposal is lawful; and the extent of any new legal powers that need to be sought. Scheme promoters should ensure that any project complies with the Public Contracts Regulations as well as European Union State Aid rules, and should be prepared to provide the Department with confirmation of this, if required.*

B8. Management Case - Delivery

Deliverability is one of the essential criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.

a) A detailed project plan (typically in Gantt chart form) with milestones should be included, covering the period from submission of the bid to scheme completion. The definition of the key milestones should be clear and explained. The critical path should be identifiable and any key dependencies (internal or external) should be explained. Resource requirements, task durations, contingency and float should be detailed and easily identifiable. Dependencies and interfaces should be clearly outlined and plans for management detailed.

Has a project plan been appended to your bid? Yes No

Now nearing the end of the procurement stage, this scheme is well-advanced and is deliverable in 2013/14. A programme is attached in Appendix 13.

b) If delivery of the project is dependent on land acquisition, please include a letter from the respective land owner(s) to demonstrate that arrangements are in place in order to secure the land to enable the authority to meet its construction milestones.

Has a letter relating to land acquisition been appended? Yes No N/A

c) Please provide summary details of your construction milestones (at least one but no more than 5 or 6) between start and completion of works:

Table C: Construction milestones

Start of works	Estimated Date
Shared use cycle/ped facilities	April 2013
Embankment works & Carriageway widening	May 2013
Landscaping	September 2013
Opening date	November 2013
Completion of works (if different)	December 2013
	N/A

d) Please list any major transport schemes costing over £5m in the last 5 years which the authority has delivered, including details of whether these were completed to time and budget (and if not, whether there were any mitigating circumstances)

A Civic pride public realm improvement scheme costing £15m was delivered to time and budget. The works involved public realm, traffic management and footway/carriageway improvements within the town centre and seafront of Weston-super-Mare. The scheme was completed in 2010.

Improving the visitor experience and relocating road space to more vulnerable users together with shared spaces, addressing collisions and revitalising the seafront and town centre required high levels of stakeholder engagement. Together with a challenging programme and budget, robust project and contract management was essential. The works received several awards and were finally opened by the Princess Royal. The project continues to deliver on its major objectives and was delivered on time and to budget.

The Greater Bristol Bus Network (GBBN) was developed to improve 10 strategic routes across the four West of England authorities. The key outcomes were to improve and upgrade the bus network infrastructure, and enhance bus passenger experience with better buses and improved information and reliability; reducing congestion and reducing carbon emissions. The scheme was delivered in partnership with four local authorities, Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire Councils and the local bus operator, First. All five partners worked together to ensure key congestion hotspots were identified for bus and road improvements. The total £79 million investment in GBBN comprises £42.3 million of grant funding from the Department of Transport, a contribution of £22.5 million from FirstGroup and a local developer contribution of £13.9 million. There was a small over-spend of less than 0.5%. A formal structure with project managers, a programme board and specific leads for key areas such as real time information and communications established rigorous governance and ensured delivery.

The Weston Package major transport scheme secured Full Approval from DfT in November 2012 and construction is due to start imminently. This £14.9m scheme is due to be completed by Spring 14. The scheme currently remains on time and budget.

B9. Management Case – Statutory Powers and Consents

a) Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.

Name	Date acquired	Challenge period	Date of expiry	Conditions
Licence to temporarily exclude badgers	October 2011	n/a	November 2012.	A report of action taken under the licence report must be returned. No further temporary licence required due to Badgers permanently excluded at this time.
Section 6 agreement to enable work on HA land at J21 i.e. tie-in works at the eastern end of the scheme.	11 October 2012	n/a	4 years from date of agreement	Highways Agency and DfT legal approved. Various conditions relate to the payment of costs and the indemnification against costs incurred, claims or damages. The works must be carried out to the satisfaction of the Secretary of State and in accordance with the Manual of Contract Documents for Highway Works and the DMRB unless departures are approved. There is a need to comply with all reasonable requirements of the secretary of State as to the manner in which the works are carried out.

b) Please list separately any outstanding statutory powers / consents etc, including the timetable for obtaining them.

No outstanding powers/consents remain. We continue to be engaged with both Natural England and the Highways Agency in relation to the works and exclusion/mitigation measures relating to Badgers, Slow-worms and other fauna.

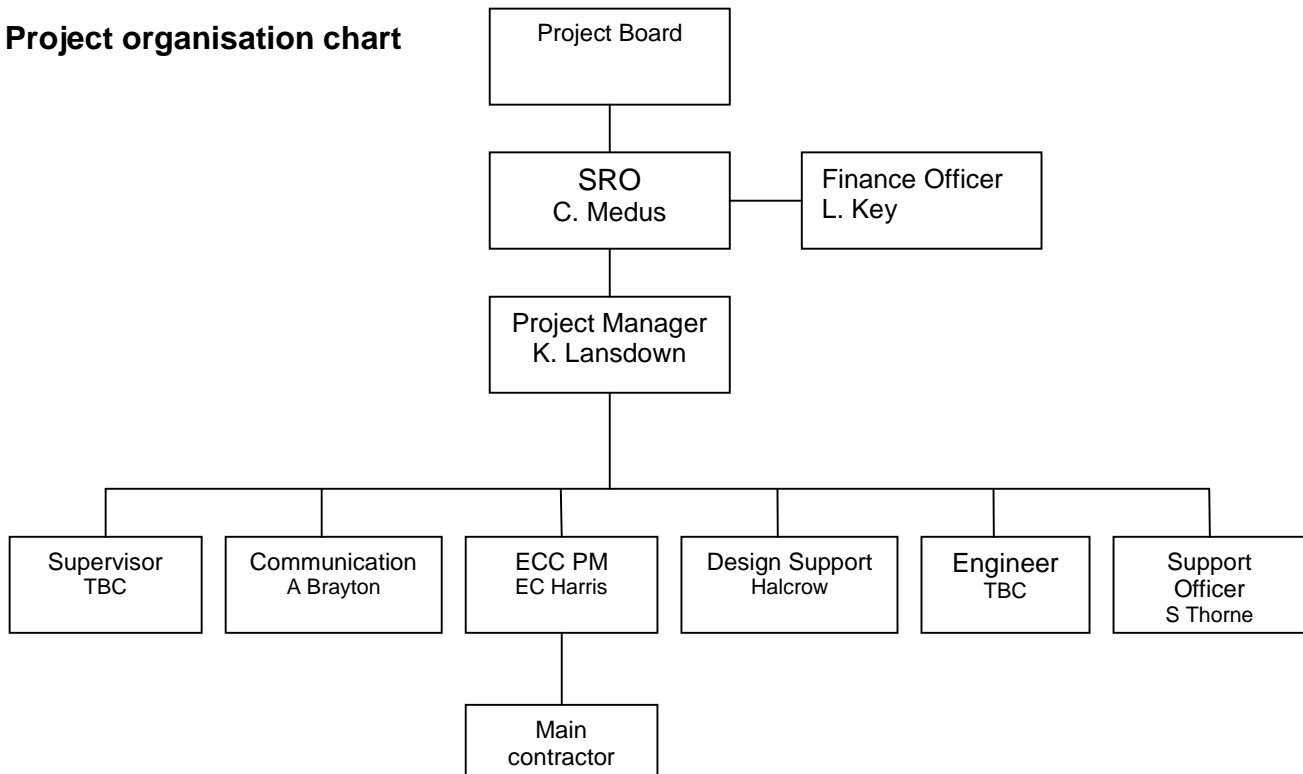
B10. Management Case – Governance

Please name who is responsible for delivering the scheme, the roles (Project Manager, SRO etc.) and responsibilities of those involved, and how key decisions are/will be made. An organogram may be useful here. Details around the organisation of the project including Board accountabilities, contract management arrangements, tolerances, and decision making authorities should be clearly documented and fully agreed.

The SRO, Colin Medus has overall responsibility for this scheme and chairs the board. Alongside the SRO, the board includes a representative of the Council's S151 officer and specialist engineering and design expertise as well as experienced contract managers who have been involved in previous major projects.

Reporting to the SRO is Konrad Lansdown, the Project Manager (PM) with day to day responsibility for delivery of the scheme.

Project organisation chart



Delivery Team

The dedicated delivery team has been put together after assessment of risks associated with contract delivery. It is led by the Project Manager and the team uses a blend of internal local authority staff and external support with the appropriate skills and capabilities.

The ECC project management function will be undertaken by EC Harris; independent consultants who have been procured to undertake this role, tight oversight by the project manager/SRO will be provided to EC Harris's work. The consultant will undertake to;

- Attend commercial meetings;
- Administer the contract;
- Co-ordinate the project team to meet contract and project objectives;
- Co-ordinate and chair project meetings;
- Produce the monthly progress report;
- Work with the project team to manage design changes whilst maintaining focus of project aims, constraints and risks.
- Maintain change control register;
- Manage early warning tracker and project risks through the risk register;
- Monitor progress against the programme and undertake project team work to address any programme delays;
- Assist in the satisfactory contract completion

Quality Management System

- There is a requirement for the contractor to operate a QMS in accordance with BS EN ISO 9001 and described in a Quality Plan.

The **Quality Plan** will cover;

- Contractors organisation and management;
- Contractors method statements and construction procedures;
- Contractors construction quality control;
- Suppliers quality plans;
- Contractor's consultation with affected parties

Progress meetings

In addition to daily meetings between the delivery team and the contractor which will cover, amongst other things, on site progress, issues and opportunities, specific monthly progress meetings will also be undertaken.

Representatives of the employer, the project manager and contractor shall attend monthly progress meetings. In advance of these meetings the contractor will provide a progress report.

The Project Manager will also meet monthly with the Finance Officer to assess spend, budget and risk profile.

The Project Manager will meet monthly with the SRO to report on progress and issues, consider latest financial report, programme update and risk review.

Performance Arrangements

A performance measurement workshop will be held to determine how performance recording and reporting is to be managed and the contractor will deploy a strategic use of lean.

Cost management and payments

Independent consultants EC Harris have been procured to undertake the ECC cost management services

The activity schedule forms the basis for payment. It will cover all costs of performing or procuring all activities and obligations required to undertake the specific schedule.

Contractor will make submissions for acceptance rather than approval. The ECC Project Manager assesses the submissions and recommends to the Employer (Scheme project manager) the actual level of payment due.

Authority levels

25% of the QRA risk budget is retained by the project board and can only be authorised for use by the board. The remaining risk budget has a tolerance level for authority based upon up to 60% for project manager and full use of risk budget by the SRO.

Risk Management

Project risk assessments have been completed and used to influence the approach to scheme delivery, contract methodology and delivery team composition and size.

The project risk register has identified the main risks, mitigation measures and owners. This register will be reviewed and updated at regular intervals during the scheme delivery phase to ensure it accurately reflects changing circumstances.

There is a requirement to operate a formal risk register of notified events and an up to date realistic programme maintained by the contractor but used in joint decision making between contractor and the Project Manager.

B11. Management Case - Risk Management

All schemes will be expected to undertake a thorough Quantified Risk Assessment (QRA) and a detailed risk register should be included in the bid. The QRA should be proportionate to the nature and complexity of the scheme. A Risk Management Strategy should be developed and should outline on how risks will be managed.

Please ensure that in the risk / QRA cost that you have not included any risks associated with ongoing operational costs and have used the P50 value.

Has a QRA been appended to your bid? Yes No

Has a Risk Management Strategy been appended to your bid? Yes No

B12. Management Case - Stakeholder Management

The bid should demonstrate that the key stakeholders and their interests have been identified and considered as appropriate. These could include other local authorities, the Highways Agency, statutory consultees, landowners, transport operators, local residents, utilities companies etc. This is particularly important in respect of any bids related to structures that may require support of Network Rail and, possibly, train operating company(ies).

a) Please provide a summary of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

Key stakeholders were approached in the summer of 2011 to outline the plans for junction 21, and ask for their support. Emails and letters of support were received from 42 stakeholders including local businesses, national businesses with branches in the area, town and parish councils, residents, Highways Agency, statutory and partner organisations, transport operators (bus and rail), West of England partners, emergency services, landowners and developers.

An exhibition specifically for local residents living in close proximity to the junction was held in the summer of 2012, outlining the plans and timescales. The majority of residents acknowledge that inevitably there will be some disruption during the works, but support the overall aims of the project.

A programme of regular information dissemination using a variety of communications channels is in place to maintain support from stakeholders throughout the works, including a regular newsletter which is emailed directly to all stakeholders with updates on progress with the project. A public liaison officer will be available on site during working hours to address any urgent concerns raised by stakeholders.

b) Can the scheme be considered as controversial in any way? Yes No
If yes, please provide a brief summary (in no more than 100 words)

c) Have there been any external campaigns either supporting or opposing the scheme?

Yes No

If yes, please provide a brief summary (in no more than 100 words)

d) For large schemes please also provide a Stakeholder Analysis and append this to your application.

Has a Stakeholder Analysis been appended? Yes No N/A

e) For large schemes please provide a Communications Plan with details of the level of engagement required (depending on their interests and influence), and a description of how and by what means they will be engaged with.

Has a Communications Plan been appended? Yes No N/A

B13. Management Case - Assurance

We will require Section 151 Officer confirmation (Section D) that adequate assurance systems are in place.

For large schemes please provide evidence of an integrated assurance and approval plan. This should include details around planned health checks or gateway reviews.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Benefits Realisation

Please provide details on the profile and baseline benefits and their ownership. This should be proportionate to the size of the proposed scheme.

Currently traffic flows during the AM peak period are constrained by capacity at the junction which is evidenced by queuing on the A370 sometimes up to 2km and a fall in traffic volumes exiting the B3440 during the busiest hours due to blocking back. The flows on the B3440 fall by >60% as a result of congestion which reduces the capacity of the merge. The current conditions are also characterised by a significant variation in journey times on the two main approaches to J21 during the AM peak.

A benefits realisation plan has been included in Appendix 11 with the main benefits as follows:

1. Traffic flows from the B3440 eastbound approach merging with the A370 will increase significantly during the AM peak compared with a 2012/13 baseline.
2. Journey time variability on the B3440 measured in vehicle-hours during the AM peak will improve compared with a 2012/13 baseline.
3. Traffic flows on the A370 eastbound will increase during the AM peak compared with the 2012/13 baseline.

4. Journey time variability on the A370 eastbound approach to M5 Junction 21 will reduce during the AM peak compared with the 2012/13 baseline.

C2. Monitoring and Evaluation

Evaluation is an essential part of scheme development and should be considered and built into the planning of a scheme from the earliest stages. Evaluating the outcomes and impacts of schemes is important to show if a scheme has been successful.

Please set out how you plan to measure and report on the benefits identified in Section C1, alongside any other outcomes and impacts of the scheme

Volumetric traffic data will be obtained from permanent ATC sites to illustrate how capacity has been improved compared with a 2012/13 baseline.

Journey time surveys have been carried out to determine the pre-scheme conditions from both the A370 and B3440 approaches to the bottleneck. These surveys have been carried out over several days using Bluetooth tracking devices which produce a very large and therefore robust dataset.

After scheme implementation the same set of monitoring sites will be used to measure the change in journey times through the pinch point.

Planning data will record the progress of planned development compared with the assumptions used in the modelling. Both housing and employment completions will be monitored.

A fuller evaluation for large schemes may also be required depending on their size and type.

SECTION D: Declarations

D1. Senior Responsible Owner Declaration

As Senior Responsible Owner for *A370 eastbound approach to M5 J21 pinch point* I hereby submit this request for approval to DfT on behalf of *North Somerset Council* and confirm that I have the necessary authority to do so.

I confirm that *North Somerset Council* will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

Name: Colin Medus

Signed:

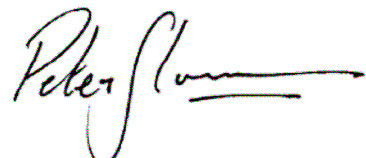
Position: Head of Highways and Transport



D2. Section 151 Officer Declaration

As Section 151 Officer for [*name of authority*] I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that [*name of authority*]

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2014/15
- confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller scheme bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place

Name: Pete Sloman Head of Financial Management	Signed: 
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Submission of bids:

For both small bids and large bids the deadline is 5pm, **21 February 2013**

One hard copy and a CD version of each bid and supporting material should be submitted to:

Steve Berry
 Local Transport Funding, Growth & Delivery Division
 Department for Transport
 Great Minster House
 33 Horseferry Road
 London
 SW1P 4DR

An electronic copy should also be submitted to steve.berry@dft.gsi.gov.uk