

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: Steven Spence, Principal Engineer

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

Contact telephone number: 01275 884708

Email address: steven.spence@n-somerset.gov.uk

Postal address: North Somerset Council
Town Hall
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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/LPPF

SECTION A - Project description and funding profile

A1. Project name: A370 Yanley Viaduct Structural Refurbishment

A2. Headline description:

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

Yanley Viaduct is a 12 span steel composite structure with an overall length of 300m. The deck waterproofing membrane and expansion joints have failed leading to deterioration of the bearings, steel superstructure members and the tops of the RC piers adjacent to the expansion joints. The proposed scheme involves re-surfacing and waterproofing of the deck, replacement of the deck expansion joints, preparation and painting of the steel parapets. It also entails replacing the bearings, preparation and re-painting the steel members supporting the deck and repairs to the RC pier tops that have deteriorated as a result of salt water ingress.

A3. Geographical area:

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

Works will affect the A370 at Long Ashton Bypass close to the western edge of Bristol. The A370 provides the main access route between Weston and Bristol. The length of the A370 affected by the works is approximately 400m starting from a point approximately 2km south west of Ashton Gate, Bristol.

OS Grid Reference: **35495 17007**

Postcode: **BS41**

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

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.

None

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 2

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.

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

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?

The A370 Yanley Viaduct is suffering from corrosion and saline attack from road salts and requires extensive repairs to both the concrete and steel elements of the structure. These works can currently only take place piecemeal over an extended period when the Council's own resources become available. This process will incur extended periods of traffic restrictions and lane closures for a period of up to 10 years or more. These restrictions are likely to force local traffic to divert onto the already heavily congested A38, which is the only alternative parallel principal route. The nearby village of Long Ashton would also become heavily congested leading to safety and quality of life issues.

Heavy congestion already occurs on the A370 during peak periods. If the condition of Yanley Viaduct is allowed to continue to deteriorate at its current rate there is a danger that there will be a need to restrict the load carried by the bridge by implementing lane closures or even the eventual complete closure of the road. This will lead to serious congestion both in and out of Bristol at peak periods during the day, which will adversely impact the economy of the area through loss of working hours to many business organisations both large and small. The A370 is a designated diversionary route during emergency closure of the M5, and as such any long term partial or full closure will have a significant effect on congestion in such an event.

The traffic flow figures for the A370 are:

Vehicles per week	140,000
Approx. vehicles per annum	7.3M
Weekday flow	22,000

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

Do Nothing

For the reasons outlined above a do nothing option is not considered appropriate.

Replace the Structure

The only other real alternative to refurbishing the structure would be to replace the entire superstructure with new. Although this option would provide a new deck with no major maintenance required for a period of around 25 years, it has been rejected on the grounds that the construction cost would be far in excess of the cost of refurbishing the structure. Based on a replacement cost of £6,000 per square metre this option would cost £23M, which is prohibitive.

Refurbishment with Bearing Repair

A Special Inspection of the bearings (carried out in July 2013) has identified that the bearings have not yet seized up and if appropriate remedial works are carried out on them within the next couple of years, it may be possible to extend their serviceable life by 5 to 10 years. Bearing refurbishment was considered as an alternative to bearing replacement in an effort to minimise the cost of the proposed scheme. This option was rejected on the grounds that the whole life costs would significantly exceed the cost of bearing replacement.

Refurbishment with Bearing Replacement

This is the proposed option. The viaduct is 45 years old and if repaired and maintained it could continue in service to reach and possibly exceed its design life of 120 years.

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

Maintaining the capacity on this link is a requirement to facilitate the planned growth of employment and housing in Weston-super-Mare and the wider sub-region. Infrastructure improvements which are either already underway or still in the preparation stages will tackle existing congestion problems and create capacity for increasing traffic likely to arise from planned development over the next 15 years which includes that in the J21 Enterprise Area. Maintaining this link will safeguard the economic benefits from that additional capacity.

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. Investment in transport infrastructure is a crucial part of the strategy and plans for transport improvements have already helped to attract some new jobs. So far in the J21 Enterprise Area 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 Autumn 2013 and a 20,000 sqft managed workspace is due to be completed by 2014. 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.

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. Failure to maintain this link could jeopardise the potential benefits.

- 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.

As this scheme involves the repair/refurbishment of an existing structure, as opposed to the construction of a new structure, there is little potential for cost reductions through processes such as value engineering. The only potential for reducing the capital cost of the scheme is through bearing refurbishment as an alternative to bearing replacement. This has already been considered and rejected on the basis of incurring significantly higher whole life costs.

- 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?

None

- 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)?

If funding for this scheme is not secured, maintenance will be carried out piecemeal subject to availability of Council funds over a period of many years. This will incur much longer overall period(s) of road restriction/road closure leading to higher congestion and higher whole life cost. Carrying out the works under this single bid will result in large savings on overall construction costs and also savings in design, procurement, and supervision costs.

- 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.

The scheme will minimise the risk of restricted traffic flow on the A370 when it is required to provide a diversionary route for the M5. It will also reduce the likelihood of traffic being diverted onto the A38. Both the A370 and the A38 are designated traffic sensitive red zones and designated diversionary routes in the event of closure of the M5.

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

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
DfT funding sought	0	1957		1957
Local Authority contribution	101	660	599	1360
Third Party contribution	0	0	0	0
TOTAL	101	2617	599	3317

Table B: Cost estimates (Nominal terms)

Cost heading	Cost (£000s)	Date estimated	Status (e.g. target price)
Preparation Costs	101	April 2013	Estimate

Construction Costs	2640	October 2013	Estimate
Risk	396	October 2013	Estimate
Proj. Management / Supervision	180	April 2013	Estimate
TOTAL	3317		

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 non-DfT contribution will be met wholly by the scheme promoter, North Somerset Council. Whilst development is making significant funding contributions toward transport infrastructure in North Somerset, currently this is all earmarked for improvements and new infrastructure.

- 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.

None

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?

The risk allowance is currently 15% of the estimated construction cost.

b) How will cost overruns be dealt with?

All cost overruns beyond the total scheme cost will be the responsibility of North Somerset Council.

It is envisaged that the main risk to cost overruns will be as a result of cancellation of track possessions by Network Rail. The contract has been written such that any cost overrun due to unforeseen cancellation of Network Rail possessions will be met by the Principal Contractor.

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

It is envisaged that the main risk to cost overruns will be as a result of cancellation of track possessions by Network Rail. The contract has been written such that any cost overrun due to unforeseen cancellation of Network Rail possessions will be met by the Principal Contractor.

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 met by 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.

Carrying out the works will improve the Bridge Condition Index (BCI) to figures that correspond to the structure being in a very good condition which will have a positive impact on the overall structures stock score in North Somerset. The BCI has deteriorated significantly since 2004 and the critical element score is currently classified as very poor. This is highlighted in the table below:

	2004	2009	2013
BCI Average	96	63	51
BCI Critical	79	55	28

The significant positive impacts resulting from this maintenance scheme include:

- Supporting planned growth in the sub-region which includes 3.4% growth by 2020 and 95,000 jobs by 2030 along with over £1billion private sector investment over the next 3 years.
- Safeguard future benefits from the planned South Bristol Link major scheme which include unlocking over 2,500 jobs.
- Avoid risk that a significant proportion of the 22,000 vehicles/day that currently use the viaduct might divert through the nearby village of Long Ashton in the event that frequent road closures become necessary when the structure becomes unsafe. Long Ashton village currently has quite low traffic flows of around 6,000 vehicles per day.

Any negative impacts largely relate to the construction and so would only be for a short duration e.g. temporary lane closures. As this is a maintenance scheme and does not involve any new works, the potential for negative impacts is limited.

In the context of value for money, the key risks and uncertainties are limited as there are no unknowns in terms of how we anticipate the scheme to perform. This is a maintenance scheme and the outcomes will be to extend the life of the asset, removing the need for further periodic maintenance. The viaduct is 45 years old and if repaired and maintained it could continue in service to reach and possibly exceed its design life of 120 years.

Given the nature of this scheme no modelling has been carried out to forecast the impacts. This is a maintenance scheme and therefore aims to sustain existing traffic flows and journey times.

** 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 form of contract is ICE New Engineering Contract ECC 3 with payment option B (Bill of Quantities). As such the risks of being able to carry out the contract at the agreed prices are largely borne by the contractor. The contract risks remaining with the Council are scheduled in the risk register attached in Appendix 4.

The contract is scheduled to be awarded in July 2014. It is anticipated that at least 80% of the contract will be complete by the end of March 2015 (see project plan in Appendix 6).

- 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.

The preferred procurement route for the scheme is through competitive tender using a specialist procurement facility. This method of procurement was selected in line with North Somerset Council's corporate procurement policy.

The procurement process is scheduled to commence in January 2014 and be complete by July 2014.

- 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

The current programme shows completion slipping into 2015/16 funded through local contribution but this is a worst case scenario. We are hoping to bring this forward and it is possible that all works might be completed in 2014/15.

- 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

	Estimated Date
Start of works	Start of September 2014
Completion of demolition & deck/steel parapet preparation works.	End of November 2014
Completion of preparation & painting of steel girders.	End of March 2015
Completion of top side refurbishment work including parapet painting.	End of May 2015
Completion of pier top renovation and bearing replacement work.	End of June 2015
Completion of works	End of June 2015

- 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)

Construction is currently underway for the A370 and B3440 eastbound capacity improvement scheme using pinch point funding awarded in tranche 3. Work started in the spring and the scheme is on-track to be delivered on-time and under-budget.

The Weston Package major transport scheme secured Full Approval from DfT in November 2012 and construction started in April 2013. This £14.9m scheme is due to be completed by Spring 2014. The scheme currently remains on time and the current forecast shows the scheme will be completed with significant savings below the original budget.

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 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.

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.

None Required.

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

Rail possessions are required for undertaking works over and adjacent to the railway line. These will be obtained through liaison with network rail by North Somerset Council and the appointed principal contractor during the period allocated to Public & Stakeholder Liaison in the project plan provided.

North Somerset Council, as the lead authority for the South Bristol Link major scheme, has already arranged a number of track possessions on the same line during the period when these works are planned. Due to a number of other works on the same dates, the cost for these possessions is £100k in total. It is expected that the Yanley Viaduct track possessions will be on the same dates as have already been arranged and at a similar cost.

B10. Management Case – Governance

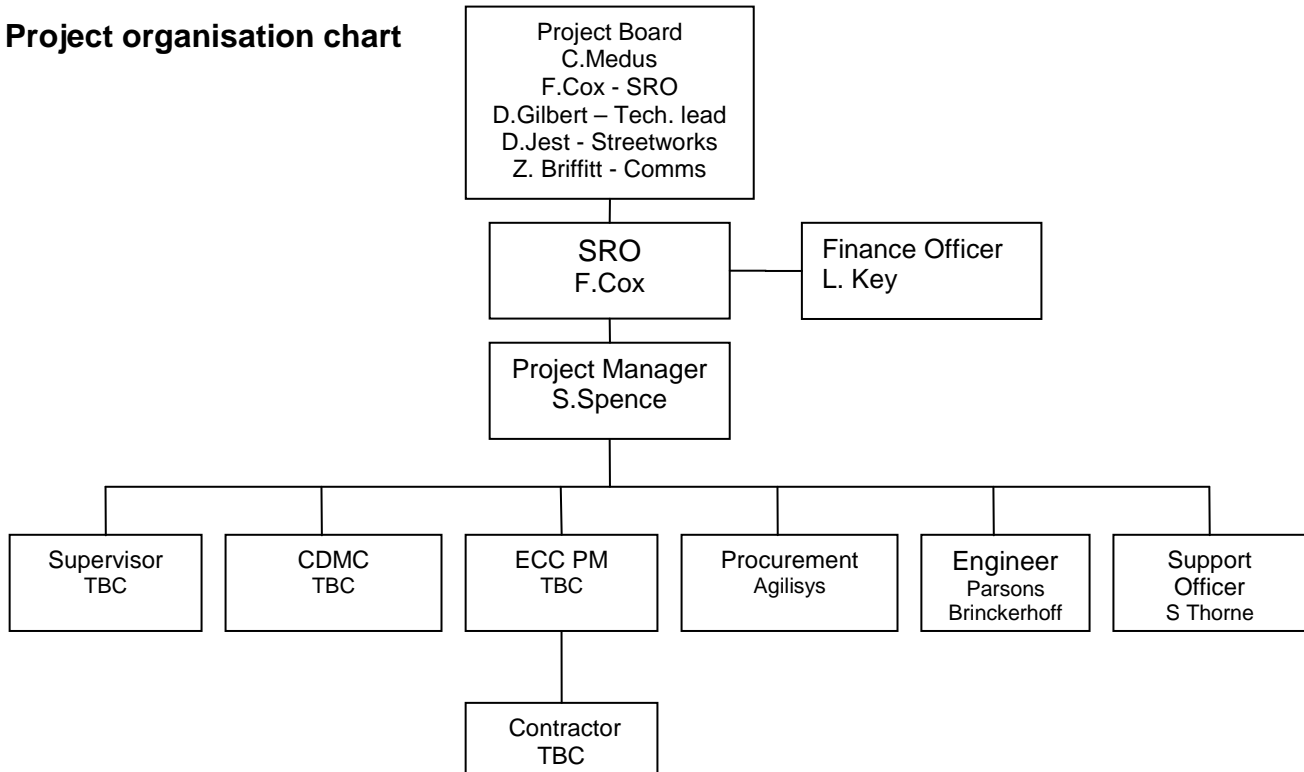
Please name who is responsible for delivering the scheme, the roles (Project Manager, SRO etc.) and responsibilities of those involved, and how key decisions are/will be made. An organogram may be useful here. Details around the organisation of the project including Board accountabilities, contract management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

The SRO, Frank Cox 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 Steven Spence, 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 independent consultants who will be procured to undertake this role. 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.

Cost management and payments

Independent consultants will be 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

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 will be approached to outline the plans for Yanley Viaduct, and ask for their support.

Letters will be sent to local residents and landowners within close proximity to the viaduct, outlining the plans and timescales.

Advance notice of the works will be provided for road users using press releases and high visibility roadside signs.

All complaints and queries from the public relating to the scheme will be dealt with on a regular basis by the north Somerset Council project management team.

Network rail will be notified of the proposed works during the tender period in 2014. Once a principal contractor has been appointed all liaison with network rail will be through the appointed contractor.

Local bus and train operating companies will be informed of the works during the tender period in 2014.

A programme of regular information dissemination using a variety of communications channels is in place to maintain support from stakeholders throughout the works, and kept informed regarding proposed lane closure dates.

- 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.

N/A

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.

As this is a maintenance scheme the benefits are associated with avoiding the need to introduce a weight limit, lane closures or total closure. Many of the benefits will be difficult to measure as by avoiding partial or total closure, the potential negative impacts will not occur. Whilst there will be many benefits in terms of avoiding the introduction of congestion, queuing and pollution elsewhere on the network, the key measurable benefit will be to keep the link open enabling the existing traffic flows to continue.

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.

Following final completion of the works a Principal Inspection will be carried out to assess the improvements to the condition of the structure, and a report prepared. Further general inspections will then be carried out biannually to monitor the condition of the structure.

The bridge inspections will be conducted in accordance with the national guidance documents 'Management of Highway Structures' and 'Inspection Manual for Highway Structures'.

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

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: Frank Cox

Signed:

Position: Highway Service Manager

D2. Section 151 Officer Declaration

As Section 151 Officer for North Somerset Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that North Somerset Council

- 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:

Submission of bids:

For both small bids and large bids the deadline is 5pm, **31 October 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