

Local Highways Maintenance Challenge Fund



Department
for Transport

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 10 to 15 pages including annexes would be appropriate and for a larger scheme, 15 to 30 pages.

A separate application form should be completed for each scheme up to a maximum of one large bid and one small bid for each local highway authority.

Applicant Information

Local authority name(s)*: **Lead Authority: Devon County Council**
Participating Authority: Torbay 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:
Joe Deasy – Asset Management Group Manager

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

Contact telephone number: 01392 384685 Email address: joe.deasy@devon.gov.uk

Postal address: County Hall
Topsham Road
Exeter
EX2 4QD

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:

<https://new.devon.gov.uk/roadsandtransport/maintaining-roads/highways-funding/additional-funding-201415/>

SECTION A - Scheme description and funding profile

A1. Scheme name: Changing Lanes: Linking Network Resilience and Economic Growth

A2. Headline description:

Please enter a brief description of the proposed scheme (in no more than 50 words)

The bid provides highway resilience on strategic routes by a one stop approach to highway maintenance (see Appendix A). It recognises that improved resilience will reduce reactive maintenance and disruption and cost to the economy.

It enables highway improvement schemes that are in the Devon Infrastructure Plan to be delivered in the interest of economic development. The bid builds on recent infrastructure investments; South Devon Link Road; Barnstaple Western Bypass.

A3. Geographical area:

Please provide a short description of area covered by the bid (in no more than 50 words)

The A361 National Primary Route between M5, J27 and Tiverton.

A39 National Primary Route between A361 (connecting to M5, J27) Barnstaple and Bideford.

The A380 National Primary Route (connecting to A38 (T) & M5, J31) between Kingskerswell and Paignton.

OS Grid Reference:	A361 (Tiverton to M5)	(300231,114286)
	A39 (Bideford to Barnstaple)	(250180,129093)
	A380 (Devon and Torbay)	(287784,065405)

Postcode:	A361 (Tiverton to M5)	EX16 7DJ
	A39 (Bideford to Barnstaple)	EX39 4LR
	A380 (Devon and Torbay)	TQ3 1SY

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.

(See Appendix B)

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

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

Major maintenance, strengthening or renewal of bridges, tunnels, retaining walls or other structures

Major maintenance or renewal of carriageways (roads)

Major maintenance or renewal of footways or cycleways

Major maintenance or renewal of drainage assets

Upgrade of Street Lighting

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

Major maintenance, strengthening or renewal of bridges, tunnels, retaining walls or other structures

Major maintenance or renewal of carriageways (roads)

Major maintenance or renewal of footways or cycleways

Major maintenance or renewal of drainage assets

Upgrade of Street Lighting

A5. Equality Analysis

Has any Equality Analysis been undertaken in line with the Equality Duty? Yes No

SECTION B – The Business Case

B1. The Scheme – Summary/History (Maximum 200 words)

The A361 and A380 are local strategic routes serving major urban areas in Devon and Torbay, which have existing plans and potential for employment and housing growth.

Both are the only high quality main road routes in and out of the areas for business activity, providing for HGVs, public transport, commuters and tourists.

Due to funding pressures, highway maintenance on the routes has involved preventative and reactive works. Economic viability and growth in communities served by the routes is very sensitive to disruption from roadworks.

Much of the A361 and A39, previously a trunk road, is now approaching life expiry and requires major renewal. The bid sections are under pressure from existing and planned

growth some of which in North Devon was unlocked by the construction of the Barnstaple Western Bypass.

The A380 South Devon Link Road scheme is a major investment of DfT and Local funding from Devon and Torbay to deliver economic growth and housing. The benefits of this investment will be fully realised when the route to the south is improved to provide a resilient highway.

To complement the SDLR scheme the old route through Kingskerswell village will be transformed into a sustainable transport corridor removing the severance created by the previous busy road through the heart of the community.

B2. The Strategic Case (Maximum 650 words)

Devon's strategy for highway maintenance has been based on sound asset management principles. In view of reduced spending on routine maintenance and a shortfall in the Capital Funding to maintain the network in a "steady state" condition our approach is evolving. Under financial pressures Devon has transformed the way it delivers its Highway Service.

This includes:

Driving efficiencies: Changing delivery model to a Virtual Joint Venture; maximising the benefits of market competition by targeted tendering of works; collaborative working.

Mobilising Community Support: Snow Warden and Road Warden scheme.

Managing Demand: Working with communities; Systems Thinking approach to policy and process.

Devon's Strategy for delivering the infrastructure to enable economic Growth is to work with partners in other authorities (e.g. Planning Authorities, HA) to understand needs for infrastructure improvements and plan for growth (The Devon Infrastructure Plan). It has been proactive about delivery, including investing its own funding in preparing schemes to create a pipeline of projects that are shovel ready.

The Challenge Fund bid enables Devon's Strategies to be developed. It complements the County Council's strategic plan, which promotes a future for service users which is resilient, prosperous, healthy, connected and safe. This bid package of works delivers resilience in strategic connectivity in the interest of economic prosperity.

The heavy reliance on the A361 / A39 and A380 combined with future growth plans makes the strengthening of their resilience all the more important. The lack of suitable alternatives, including diversion routes (particularly for HGVs – see Appendix B), means that delays due to routine, reactive and planned work has a significant impact on businesses and local people.

This project is designed to improve critical infrastructure reliability by minimising the need for planned, routine and reactive maintenance. The routes serve Growth areas along their length and improvement schemes required to enable developments currently in the pipeline for delivery have been assimilated into the bid where they fit well with the highway maintenance proposals.

The holistic “one stop maintenance package” approach is to tackle all components of the highway infrastructure where they are at or approaching the end of their service life. For example:

- Carriageways, to achieve long life pavements.
- Replace Road Restraint systems, to minimise future maintenance requirement,
- Replace worn out bridge components,
- Renew French drains ensure drainage systems work well.

The package will also include appropriate environmental and safety improvements.

A361 (Tiverton to M5) and A39 (Bideford to Barnstaple) North Devon Link Road

A361/A39: de-trunked route constructed in the 1980's and limited major carriageway maintenance has since been undertaken. In recent years, preventative surface dressing has been undertaken to arrest deterioration of the pavement. There will be need for high frequency disruptive maintenance works due to increasing traffic and an ageing highway less able to accommodate climate change and extreme weather.

Northern Devon is particularly vulnerable to delays on the A361 (North Devon Link Road) due to its isolated nature, high levels of deprivation and dependence on the volatile tourism industry. The Heart of the South West LEP (See Appendix C) and local business groups regularly highlight the impact of unreliable journey times on local businesses both in terms of the movement of goods and on the ability to attract tourists to North Devon. There are therefore significant economic benefits in an holistic approach to maintenance that enables works to be planned in an efficient way to minimise the impact on businesses.

A reliable A361 / A39 road corridor between Barnstaple and Bideford is important for the delivery and future prosperity of major new urban extensions served by the route. The impact of accidents on this section has been highlighted by recent activity which has caused major disruption across a wide area. These impacts will grow as developments are implemented.

(See Appendix D for Maintenance Technical Sheet).

Improvement schemes are included in the package at Rumsam roundabout and Tiverton Eastern Urban Extension (EUE) (See Appendix C). Rumsam roundabout is one of several junction improvements in the North Devon and Torridge Local Plan enabling three new urban extensions and other development sites around Bideford and Barnstaple to progress.

The Tiverton EUE scheme is critical to the first phase of 600 houses of the urban extension. It provides a new left in / left out junction onto the A361, relieving a substandard road through a major school site and inadequate junctions within the urban area.

A380 Kingskerswell to Marldon Way (Devon and Torbay) South Devon Link Road

The issues for the A380 are similar to the A361 / A39 corridor. This is a joint project with Torbay Council. Torbay is heavily reliant on the A380, which will benefit from the South Devon Link Road (SDLR) which will unlock significant levels of development planned at Newton Abbot and Torbay, including along the Torbay bypass and south of Newton

Abbot (See appendix B). Delivering network resilience on the bid scheme will ensure that the full benefits of the SDLR are achieved.

The major maintenance package is detailed in Appendix D.

Kingskerswell village will be bypassed by the SDLR. The old route through the community is planned to become a sustainable transport corridor between Newton Abbot and Torbay to support the growth delivery by the SDLR. An accident cluster site on the old route will be dealt with as part of the bid scheme. The renewal of the life expired road surface and redesign of the road environment will transform the community and the transport corridor. (See Appendix C).

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	2015-16	2016-17	2017-18	Total
<i>DfT Funding Sought</i>	6,758	16,302	11,233	34,293
<i>LA Contribution</i>	1,633	4,134	2,736	8,503
<i>Other Third Party Funding</i>	21	140	1,736	1,897

Notes:

- 1) Department for Transport funding must not go beyond 2017-18 financial year.
- 2) A minimum local contribution of 10% (local authority and/or third party) of the project costs is required.

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. 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.

Developer contributions have been, or are in the process of being, agreed for the Rumsam, Kingskerswell and Tiverton EUE schemes. The developer has signed the S106 agreement at Tiverton for £1.73m and the agreement is now proceeding for signing by the District and County Councils which are expected to be completed by mid February. Supporting letters are attached from the developer and Mid-Devon District Council.

The £35,000 S106 contribution at Kingskerswell has been received and is held by the authority.

Negotiations are progressing with the developer of the Larkbear urban extension at Barnstaple to provide a contribution of at least £350,000 to the Rumsam improvement scheme. This cannot be fully confirmed at this stage due to negotiations on a number of other elements of the S106 but the County Council is sufficiently confident that the funding will be secured to commit its own corporate funding at this stage and recoup this through the S106 which is expected to be signed within the next few months. The remainder of the local contribution is from the County Council's own resources which are part of the agreed capital programme.

- 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
(See Appendix C)

- c) 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.

A funding bid has been made through the Heart of the South West LEP for the Tiverton EUE scheme. This has been provisionally successful in the Growth Deal 2 round subject to costs for other highway schemes in the approved programme being reduced. It is now proposed to reduce the cost of the Tiverton EUE scheme to the Growth Deal programme by dividing it into two phases with the lower cost first phase being funded by this Highways Maintenance Challenge Fund and the second phase continuing to be funded by the Growth Deal. Allocating funding in this way substantially increases the confidence of the scheme achieving full funding at an earlier date. This in turn gives the developer much greater confidence to proceed and invest substantial funds in opening up the site.

B5. The Financial Case – Affordability and Financial Risk (maximum 300 words)

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 – see Section B10).

Please ensure that in the risk register 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?
Risk has been allocated differently between maintenance and improvement elements of the bid. Costs for the bridge maintenance elements include a quantified risk assessment. A 5% contingency has been included for other maintenance elements, the base costs of which are based on the current term maintenance contract. A further allowance for inflation has been included based on the BCI index.

The Rumsam junction and Kingskerswell improvement scheme is at preliminary design stage and therefore have an optimism bias of 44% included in the stated costs. The Tiverton EUE scheme has a quantified risk assessment of £138,000 and optimism bias of 20%. The Marldon cycle improvement scheme includes a contingency of 15%.

b) How will cost overruns be dealt with?

Scheme delivery and progress, actual and projected costs, will be reported and monitored monthly. This will involve a member of the highways asset management team, accountant and relevant engineers designing and supervising delivery of the scheme. Management action will be taken where possible however if additional funding is required, it will be sourced from the County Council's own resources. In addition the authority is continually negotiating new S106 agreements and these will be pooled flexibly to manage risk across different schemes.

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

The main risk is a lack of detailed structural history and deflectograph data for some sections of the routes. Additional costs could be incurred where the condition of the asset is worse than predicted.

The other primary risk to delivery timescales is related to the availability of surfacing aggregates (ie gritstone) which is a recognised national problem. This would have knock-on effects through increased contract costs resulting from delays to scheme starts. There is an unknown related risk associated with the cost of gritstone increasing due to market demand.

A small piece of land is required to construct the Rumsam roundabout scheme for which the value has yet to be agreed. This is not expected to incur significant risks to costs or timescales as these have been accounted for in the planned construction timescale and cost. The land owner has indicated a willingness to sell.

The use of geotextiles for pavement strengthening will be explored as part of the detailed design process. They will be used where they improve resilience, reduce works costs and provide whole life cost benefits in carriageway performance.

B6. The Economic Case – Value for Money

a) If available for smaller scheme bids, promoters should provide an estimate of the Benefit Cost Ratio (BCR) of the scheme.

b)
c) For larger schemes costing £20 million or more we would expect the bid to include a BCR and this should align with WebTAG - <https://www.gov.uk/transport-analysis-guidance-webtag>

The scheme has been assessed with a BCR of 3.28 through monetisation of travel time savings, vehicle operating cost changes and indirect tax revenues. The scheme also leads to further significant non-monetised benefits through reduced environmental impact and improved safety. The scheme is therefore is considered to represent good value for money. The stated BCR is based upon a scheme cost of £44,694K. However it must be noted that if the costs of maintenance are included under the scenario of an unsuccessful bid then the scheme could be considered to represent substantially higher value for money.

Where a BCR is provided please provide separate reporting in the form of an Annex to the bid (See Appendix E) to enable scrutiny of the data and assumptions used in deriving that BCR.

This should include:

- *A description of the key risks and uncertainties in the data and assumptions and the impact these have on the BCR;*

<ul style="list-style-type: none"> - <i>Key assumptions including (but not limited to): detail of the data used to support the analysis, appraisal period, forecast years, level of optimism bias applied; and</i> - <i>A description of the modelling approach used to forecast the impact of the scheme and evidence to demonstrate that it is fit-for-purpose.</i> 	
<p>d) Please provide the following data which may form a key part of our assessment: Note this material should be provided even if a BCR estimate has been supplied (unless already covered in a VfM Annex).</p>	
<p>A description of the do-minimum situation (i.e. what would happen without Challenge Fund investment).</p>	<p>Available funding from our maintenance block allocation will be used to carry out short term preventative treatments, such as surface dressing. Routine safety defect repairs will also continue. The Pavement will likely be surface dressed in years 1 & 8 and resurfaced in year 14.</p> <p>Pre-patching of the sites will be required prior to the sites being surface dressed and due to the length of the schemes the surface dressing will require numerous visits.</p> <p>Road Restraint Systems, drainage, bridge components and vegetation will just be maintained throughout the period in line with our safety inspection policy.</p> <p>The timing of these maintenance and safety interventions will not be able to deliver maximum value, and cause high levels of disruption.</p>
<p>Details of significant monetised and non-monetised costs and benefits of the scheme (quantified where possible)</p>	<p>Monetised benefits are detailed in (Appendix E) on Value for Money (VfM)</p> <p>The non-monetised benefits can be summarised as follows:</p> <ul style="list-style-type: none"> - <u>Safety</u>: these have not been included in the monetised benefits as it is not possible to fully quantify the impacts. However it is clear that there should be actual and perceived safety benefits for cyclists at Kingskerswell and Marldon (both A380 schemes). The use of the IRAP methodology is also expected to generate safety benefits through reduced levels of severity on both the A361 / A39 and A380 routes although these cannot be quantified until the process can be completed. - <u>Noise</u>: growth is planned along both routes resulting in new developments

	<p>close to the roads. The introduction of low noise surfacing materials compared to the high noise impact surface dressing alternative will substantially improve the quality of life for both new and existing residents.</p> <ul style="list-style-type: none"> - Wider economic benefits: the BCR calculation does not include the wider economic benefits from reduced disruption due to regular roadworks. The heavy reliance of both areas on their respective routes, particularly in encouraging new and repeat tourism, gives the ability to focus maintenance works on a concentrated period outside peak seasons. This in turn gives local businesses and visitors greater confidence that they will be able to benefit from and build on the recent infrastructure improvements on both roads such as the South Devon Link Road and junction improvements around the south of Barnstaple. - Financial efficiencies: although not fully quantifiable at this stage, the ability to plan ahead for larger combined contracts will produce a range of benefits. These include more competitive tenders by combining all works for a section of route into one contract (also reducing the amount of traffic management required), larger contracts with greater certainty for the industry and better whole life costs.
Length of scheme (km)	<p>A39: Bideford to Barnstaple - 17km A361: Tiverton to M5 - 21km A380: Devon - 5km; A380: Torbay- 7km</p>
Number of vehicles on affected section (AADT in vehicles and if possible split by vehicle type) – to include details of data (age etc.) supporting this estimate.	(See VfM Appendix E)
e) Other VfM information where relevant - depending on type of scheme bid:	
Details of required restrictions/closures if funding not provided (e.g. type of restrictions; timing/duration of restrictions; etc.)	(See VfM Appendix E)
Length of any diversion route, if closure is required (over and above existing route) (km)	(See VfM Appendix E)
Regularity/duration of closures due to flooding: (e.g. number of closures per year; average length of closure (hrs); etc.)	(See VfM Appendix E)

<p>Number and severity of accidents: both for the do minimum and the forecast impact of the scheme (e.g. existing number of accidents and/or accident rate; forecast number of accidents and or accident rate with and without the scheme)</p>	<p><i>Injury Collisions Reported to / Recorded by the police between 2009-2013</i></p> <p><u>A39: Bideford to Barnstaple</u> Fatal – 3; Serious – 7; Slight – 54</p> <p><u>A361: Tiverton to M5</u> Fatal – 1; Serious – 0; Slight – 14</p> <p><u>A380: Devon</u> Fatal – 0; Serious – 16; Slight – 116</p> <p><u>A380: Torbay</u> *last 3 yrs Fatal – 1; Serious – 5; Slight – 21</p> <p>Appendix E Identifies the scale and nature of the problem along these routes.</p> <p>The prevalence of driver/rider contributory factors – and in particular actions on the part of motorists that suggest driver/ rider error (as distinct from lapses and violations) – suggest that treatments which offer a less challenging and more forgiving road environment are likely to have a positive impact on casualty numbers and severity.</p> <p>Our commitment to use this fund to pursue consistency of design and treatment along the target routes - and our proposed use of iRAP protocols to look specifically at creating a road environment more forgiving of driver error - arises directly out of this evidence base; previous experience in national demonstration projects and established best practice approaches.</p>
<p>Number of existing cyclists; forecasts of cycling usage with and without the scheme (and if available length of journey)</p>	<p>(See VfM Appendix E)</p>

B7. The Commercial Case (maximum 300 words)

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.

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

Where the scale and scope of Devon’s existing contract and framework agreements permit, the procurement strategy is to utilise these contracts to deliver the majority of the works.

Devon is engaged with other authorities through the South West Alliance of Highway Authorities. Options for delivering the works through an established joint framework will be considered if this delivers a value for money solution.

Devon has been closely involved in the Highway Maintenance Efficiency Programme (HMEP) and recognises the efficiencies arising through the programme's principles of a standardised form of contract, highway specification and aligning with current good practice within the sector.

Where the authority is unable to use existing contract agreements then the works will be initiated through a competitive tender process and follow the Procurement Contract Regulations 2006 (or 2014 if and when implemented) to carry out either a Restricted or Open procedure. If this route is required for the A380 scheme, it is our intention to collaboratively procure these works as a single contract with Torbay who is also a member of the SWHA. This approach will facilitate a speedier and more uniform delivery of the works.

Devon is currently establishing a new framework of suppliers to meet its future highway structural maintenance needs and if current contracts cannot be used then it is Devon's intention to accelerate the procurement of new frameworks where necessary, so that these are available to Devon and other local highway authorities.

**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. An assurance that a strategy is in place that is legally compliant is likely to achieve the best value for money outcomes is required from your Section 151 Officer below.*

B8. Management Case - Delivery (maximum 300 words – for b)

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) An outline project plan (typically in Gantt chart form) with milestones should be included as an annex, 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 contingency periods, key dependencies (internal or external) should be explained.

Has a project plan been appended to your bid? Yes No
(See Appendix F)

- b) Please summarise any lessons your authority has learned from the experience of delivering other DfT funded programmes (such as pinch point schemes, local majors, Local Sustainable Transport Fund, and Better Bus Areas) and what would be different on this project as a result.

Devon has an outstanding track record for delivery. For Example:

Devon Highway Asset Management Plan: Despite concerns about the maintenance backlog, the evidence shows improving network condition (Red RCI), validating its asset management approach.

Pothole Fund: Planning and mobilising the supply chain to deliver a large additional programme, this is currently on target.

Community engagement: Some positive media and community support for Devon's Road Warden scheme.

The A380 South Devon Link Road. £110m project: £76m DfT funding, currently on target.

M5 Redhayes Bridge: Community Infrastructure Fund project delivering a landmark sustainable transport link over the M5. Delivered on time and to budget within tight delivery constraints.

M5 Junction 29; Successfully remodelled to enable major growth to the east of Exeter: Science Park; Skypark; Cranbrook New Community; Intermodal Freight Terminal.

Local Pinch Point Funded scheme: Contributions totalling in excess of £7m: Projects include Roundswell Roundabout (A39 Barnstaple), Tithebarn Link Road (Exeter) and Decoy Link Road (Newton Abbot).

A38 Drumbridge: Devon has facilitated the £5.7m improvements to the A38 Drumbridges junction on behalf of the Highways Agency.

Devon Country Mile project: As a Beacon Authority for Road Safety and forming part of a DfT funded national demonstration project for reducing casualties on the rural road network.

Devon's experience has underpinned key learning points:

Flexibility, good communications: Evolving highway maintenance strategy to: deliver better value; involve communities; manage demand.

Innovation and Professionalism; Consistency of design and treatment along routes. DfT invited Devon to give advice on future strategies for the rural networks.

Delivery Models: Providing the right delivery model enables target to be met. For example use of internal design team plus private sector consultant partner to supply extra resources and specialist skills.

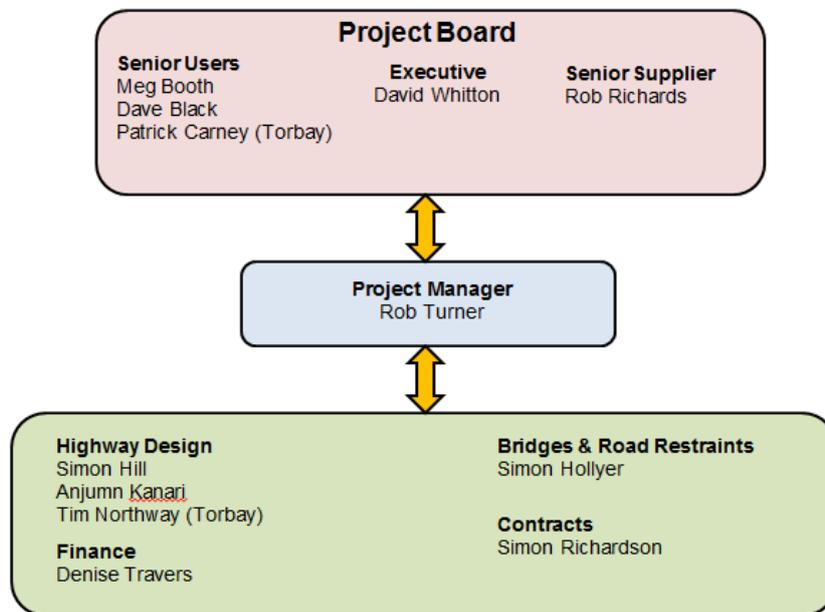
Collaboration: Working with the LGA, HMEP, LEP and South West Alliance to identify opportunities, align aspirations and drive efficiency.

Agile: Work with stakeholders to deliver benefits. For example, by working with local communities in the planning of works; work with Network Rail to accelerate a section of the SDLR when the rail line was closed at Dawlish.

Governance: Developing appropriate programme and scheme governance arrangements to ensure objectives are delivered.

B9. Management Case – Governance (maximum 300 words)

Please name who is responsible for delivering the scheme, the roles (Project Manager, SRO etc.) and set out the responsibilities of those involved and how key decisions are/will be made. An organogram may be useful here. This may be attached as an Annex.



The Project Board is responsible for the owning the business case for the project and accountable for the overall success of the project. The Executive is the person who will need to ensure the project delivers the required outcomes to achieve the business case. The senior supplier is responsible for commissioning the services or for external suppliers who will be delivering products and services to be used and deployed by the project. The Senior Supplier will need to turn the requirements of the projects into products and services and must work closely with the project manager. The senior user ensures the outcomes of the project are fit for purpose, realistic and will meet the terms of the project business case.

The project manager leads the project team and is responsible for running the project on a day to day basis. He monitors and controls progress, risks and finances and updates the project board on progress against the project plan and any issues arising.

B10. Management Case - Risk Management

A risk register covering the top 5 (maximum) specific risks to this scheme should be attached as an annex including, if relevant and in the top 5, financial, delivery, commercial and stakeholder issues.

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

Has a risk register been appended to your bid?

Yes

No

(See Appendix G)

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Benefits Realisation (maximum 250 words)

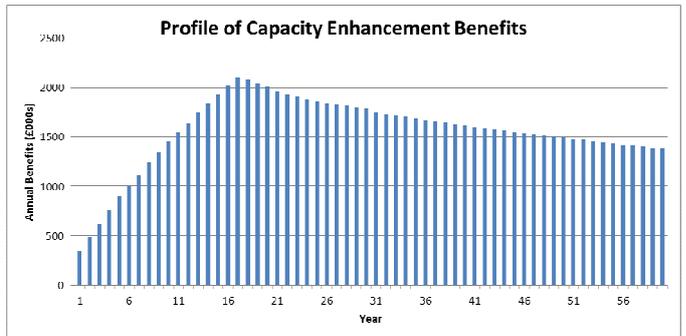
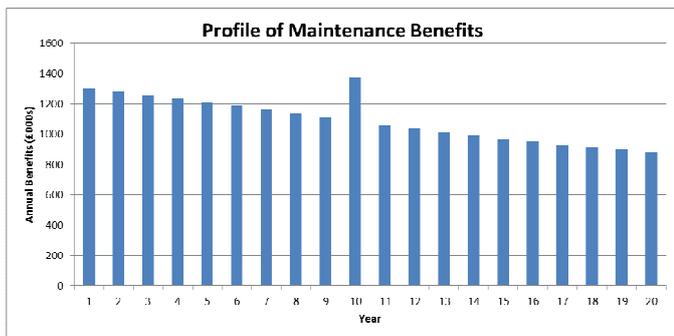
Please provide details on the profile of benefits, and of baseline benefits and benefit ownership. This should be proportionate to the size of the proposed scheme.

The benefits profile is initially flat for the first three years of the 20 year evaluation period, reflecting the high concentration of works and therefore delays to traffic during that period. The scale of benefits then starts to increase quickly after that as the construction work is completed. The maintenance benefits rise sharply to a flat level to reflect the comparison with the ongoing baseline of basic maintenance. This is in addition to the benefits arising from increasing traffic using the new junctions as development of housing and employment proceeds. A graph is included below to show the profile of benefits related to the maintenance elements.

The baseline benefits are based on a do minimum scenario of continuing the current maintenance regime of ad-hoc maintenance to minimum requirements including a maximum of two surface dressings followed by full resurfacing within the 20 year period. This is addition to other maintenance works which arise as required such as the replacement of bridge components and vehicle restraint systems and some basic drainage works. The baseline benefits assume that the enhancement schemes are not carried out and that related development does not take place.

Road users are the primary beneficiaries of the benefits through reduced delays from co-ordinating planned maintenance and enhancement works into a concentrated period. There are further benefits to road users and developers by enabling development to come forward at a suitable rate whilst not incurring increased traffic congestion. The cycle / walking schemes will deliver health and safety benefits to cyclists and some small decongestion benefits to all road users including bus users and operators.

The profile of maintenance benefits is shown in Chart 1 whilst that for the Tiverton EUE and Rumsam improvement schemes is shown in Chart 2. The benefits for the Kingskerswell and Marldon sustainable transport schemes are primarily related to health. The profile for these increases in a straight upwards trajectory from the opening of the scheme for a period of five years and then flattening out as the number of cyclists reaches its natural level. This is considered to be a conservative approach given that future population and employment increases may lead to a further upwards profile later in the 20 year period. There is however too much uncertainty in the rate of development in the vicinity to accurately forecast this.



C2. Monitoring and Evaluation (maximum 250 words)

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

The monitoring and evaluation plans for both routes are primarily the same. The core elements common to both are:

- **Baseline journey time delays associated with roadworks in the do minimum scenario will be taken from the Strategis database for each section of road and for the appropriate period of works**
- **The journey time delays associated with roadworks during the three year period of the project will be monitored to ensure they are in line with the anticipated benefits from Quadro outputs**
- **The ongoing profile of journey times after the three year construction period will also be monitored using Strategis to allow comparison with the do minimum scenario**
- **Accident levels including the differing levels of severity and road user types will be monitored on a rolling three year basis throughout the 20 year appraisal period**
- **The level and duration of emergency works to the selected routes will be monitored using DCC and Torbay Council systems**
- **The number and nature of complaints from members of the public and businesses related to maintenance and roadworks on the selected routes will be monitored**
- **The number of dwellings and sqm of employment space delivered by the improvement schemes will be monitored on an annual basis**

Additionally for the A380 schemes at Kingskerswell and Marldon:

- **The levels of cycling and walking through the improved sections of route in these locations will be monitored using a combination of manual and automatic counts**

SECTION D: Declarations

D1. Senior Responsible Owner Declaration

As Senior Responsible Owner for **Changing Lanes: Linking Network Resilience and Economic Growth** I hereby submit this request for approval to DfT on behalf of Devon County Council and confirm that I have the necessary authority to do so.

I confirm that Devon County Council will have all the necessary powers in place to ensure the planned timescales in the application can be realised.

Name:

D Whetton

Signed:

D Whetton

Position:

Head of Highway Capital & Waste

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 Devon County Council

(See Appendix H – for Torbay’s declaration)

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- will allocate sufficient staff and other necessary resources to deliver this scheme on time and on budget
- 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
- has the necessary governance / assurance arrangements in place
- has identified a procurement strategy that is legally compliant and is likely to achieve the best value for money outcome
- will ensure that a robust and effective stakeholder and communications plan is put in place

Name:

A. SINCLAIR

Signed:

A Sinclair

Submission of bids:

The deadline for bid submission is 5pm, **9 February 2015**

An electronic copy only of the bid including any supporting material should be submitted to:

roadmaintenance@dft.gsi.gov.uk copying in steve.berry@dft.gsi.gov.uk