

Heart of South West Local Transport Board

Tiverton EUE Access Business Case

Draft v9

October 2014

STRATEGIC CASE

Scheme Name	Tiverton EUE Access	Date	December 2014
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Case for Change Strategic Fit

The scheme will allow access from the proposed Tiverton Eastern Urban Extension (EUE) directly onto the A361. The junction would accommodate the 1,500 dwellings planned for the east of Tiverton as well as the 40,000m² employment floorspace allocated within the Local Plan¹, with the potential to unlock further development to the east in future.

The A361 is of strategic importance to the County Council as it provides the connection between Northern Devon, Torridge and North Cornwall and the rest of the country. DCC are currently drafting a long-term strategy to improve the capacity of the road and to keep it offering a good level of surface, especially in the summer months when tourist traffic is high. More details of this strategy can be found here:

<http://www.devon.gov.uk/gateway-to-north-devon.pdf>. The A361 was de-trunked by the Government in 2002.

Devon County Council Objectives

Backing Devon 2011-2015 (Devon County Council Strategic Plan) sets out the main priorities for the authority and describes the future vision for Devon. One of the five priorities is to 'remove barriers to growth' which in turn will help achieve the vision of 'a flourishing and balanced economy, with strong economic growth and high quality employment' by 2020. The plan recognises how 'transport and communications links are essential for business and for the future prosperity of the county' and states that growth will require 'a wide range of transport infrastructure'.

The Devon and Torbay Local Transport Plan 3 states that the A361 is part of the Devon and Torbay strategic road network which has a variety of functions. These include carrying local commuter traffic, long distance freight movements and tourist routes. This document goes on to say that '*The A361 to North Devon generally operates adequately but some of the junctions are busy at peak times. In the long term, new housing development could increase congestion.*' For these reasons, a junction onto the A361 east of Tiverton should have a minimal impact on the traffic on the mainline.

The scheme contributes to the transport priorities set out in the LTP3:

- **Deliver and support new development and economic growth** to the east of Tiverton
- **Improve sustainable travel modes** by reducing traffic on Blundell's Road, creating an attractive, direct cycle route and improving bus reliability
- **Making the best use of the transport network**, and not allow Blundell's Road to operate over capacity

Mid Devon objectives

The scheme contributes to the following Mid Devon Local Development Framework objectives:

- **Objective F: Air Quality** – by preventing the section of Blundell's Road close to the roundabout with Heathcoat Way from exceeding air quality levels and becoming an AQMA.
- **Objective K: Health Care, community services and facilities** – reducing traffic on Blundell's Road and through Halberton so improving the bus route between Tiverton and Tiverton Parkway Station
- **Objective N: Economic Growth** – unlocking the Tiverton EUE site for development of 1,500 dwellings and 40,000m² employment

¹ This is the level of development predicted in the EUE at the time of modelling the impact of the new junction. Since then, a SPD Masterplan has been approved by Mid Devon District Council which is for 1,520 dwellings and 30,000m² employment floorspace. Given that the model is constrained to TEMPRO, this was not considered an issue. More details of the modelling process can be found in the Forecasting and Economics Report (FOER).

Problem Identification

The Mid Devon Local Development Framework (LDF): Allocations and Infrastructure Development Plan Document (AIDPD) identifies the area to the east of Tiverton as a development site, comprising of up to 2,000 dwellings and 130,000m² employment floorspace as well as community facilities and a primary school. A masterplan for this site has recently been adopted by MDDC and indicated that the likely level of development is 1,520 dwellings and 30,000m² employment floorspace.

The biggest concern the local residents have over the proposed development is access to and from the site, with the only current access down Blundell's Road which is not suitable to accommodate all the development traffic. This road connects Tiverton to the proposed development site and also to the A361 via Heathcoat Way, but passes through the middle of Blundell's School, with over 3,000 daily pedestrians crossing the road over the school frontage alone. This road connects into Tiverton via a roundabout onto Heathcoat Way and the approach on the Blundell's Road arm is currently close to exceeding air quality standards and is monitored by Mid Devon. Details of this can be found in the 2014 Air Quality Progress Report for Mid Devon District Council. A map showing the EUE development site is located in Appendix 1.

From Post Hill to the east of the development site the existing road passes through Halberton and Sampford Peverell before joining the A361 just before J27 of the M5. The capacity of this road is limited, with several priority give-and-take sections through Halberton. Any increase in traffic on this section of road would increase conflicts and potentially cause more accidents. Some of the properties that front the road are made of Cobb and are affected by vibrations caused by heavy goods vehicles.

These current roads are not capable of accommodating the significant number of vehicles generated by the EUE development without improvements. Without any transport intervention, the level of development to the east of Tiverton would be minimal. The current Masterplan for the site has identified a new access onto the A361 is required before construction of any development on the EUE site begins.

The increase in traffic past the school would increase pedestrian/vehicle conflicts and would result in additional crossing facilities which would delay the traffic further. A large proportion (30%) of the people crossing the road outside the school currently do so outside the designated signalised crossing so to prevent this in future, guard railing is likely to be required which would not be appropriate to the historical setting of the school, especially as this area is currently being considered for a conservation area.

Given such additional pressure on the current network the viability of the development would be severely affected unless improvements to the existing network were undertaken. As such, a more realistic assumption is that only a proportion of the development would come forward without any transport intervention to improve access to the site. The rising housing demand in the district and lack of additional employment would then put an economic strain on the community.

This would result in development coming forward in less desirable locations around Mid Devon, (the Tiverton EUE site is an allocated development site).

For these reasons, a new access junction directly onto the A361 is required. Given the strategic importance of this link, a roundabout is not an option because it would add geometric delay to the traffic on the main carriageway. Modelling has also shown that queuing on the approach is likely to occur in the PM peaks as well as the busy summer and bank holiday periods, when the ratio of flow to capacity (RFC) reaches 0.93. Therefore, the junction would take the form of a grade separated junction, with four slip roads and an over-bridge. More details for the type and location of the junction proposed can be found in the Options Appraisal Report (OAR), with a plan of the proposed junction located in Appendix 2.

Objectives

The objectives of the scheme are to:

1. Deliver sustainable development at the EUE site
2. Minimise the impact on the environment and in particular Blundell's School and Halberton
3. Minimise the impact of the A361

Major housing and employment growth is planned to the east of Tiverton in the current plan period, up until the end of 2026, with the possibility of development further to the east beyond 2026. Without the new junction onto the A361, only a minimal amount of development would be allowed on the allocated EUE site. The full EUE development would include links to the existing cycle route along the old railway line and canal as well as improved bus, walking and cycling facilities along Blundell's Road, improving the sustainability of the development.

The scheme will reduce the levels of traffic on both Blundell's Road and Post Hill through Halberton. The section of Blundell's Road on the approach to Heathcoat Way is close to exceeding air quality levels, so any increase of traffic at this location is likely to result in the area becoming an AQMA.

A grade separated junction onto the A361 would minimise the impact on traffic on the A361 and also reduce impacts during construction. A roundabout or signalised junction would cause disruption and queuing to all traffic and result in disruption to all vehicles both once the scheme is completed and during construction. Just a Left-In, Left-Out (LILO) junction on the southern side of the A361 could be build first to allow the EUE development to begin construction but is only an interim measure and the full junction is required to allow more than 600 dwellings to be occupied on the development site.

Objective 1

Objective 1	Deliver sustainable development to the east of Tiverton
Measure of Success	Housing and employment delivered as per strategic case
Timescale	2012-2026 Plan period
Indicators	Housing completions, employment numbers
Dependencies, Risks, Constraints	Development viability and external infrastructure requirements

Objective 2	Minimise impact on the environment, in particular at Blundell's School and through Halberton
Measure of Success	Reduction of traffic on Blundell's Road and through Halberton
Timescale	1 and 5 years post opening
Indicators	Reduction of traffic and congestion, improving air quality along corridor.
Dependencies, Risks, Constraints	Unforeseen driver behaviour, increase in traffic volume

Objective 3	Minimise impact on the A361
Measure of Success	Journey time reliability
Timescale	1 and 5 years post opening
Indicators	Journey times, extent of peak spreading
Dependencies, Risks, Constraints	Unforeseen changes in traffic volumes / pattern

Summary

Problems		Scheme Objective	Organisation's Objective	Contribution of Scheme Proposal
1	Increasing need for housing and growth in Mid-Devon	Deliver sustainable development at the EUE site, as opposed to other, less desirable locations around the district	To provide sustainable and affordable housing to accommodate the growing needs of the Mid-Devon population	Scheme will provide access to unlock the development site in order to meet the housing needs of the population
2	Growing levels of traffic along Blundell's Road leading to congestion and raised emissions.	Minimise impact on the environment, in particular Blundell's School and Halberton	To implement a bus priority corridor along Blundell's Road, along with strategic pedestrian and cycle links to encourage sustainable travel in the area. This will also serve to decrease vehicle emissions around Blundell's School and the approach to Blundell's Road roundabout, which is currently close to exceeding air quality standards.	Scheme will divert traffic away from Blundell's School and Halberton, alleviating the route and creating a cleaner environment. It will also serve to improve walking, cycling and bus services along the corridor, making public transport a more attractive option.
3	Growth in traffic along the A361	Minimise impact on the A361	To maintain a free-flowing route along the A361 whilst accommodating an increase in traffic.	The scheme will create a grade-separated junction which will allow the dual-carriageway A361 to continue to function as a strategic route.

Scope

Detailed drawings of the scheme are included in Appendix 2.

The project aims to deliver a new access onto the A361 North Devon Link Road and to serve the new development to the East of Tiverton (Tiverton Eastern Urban Extension). The access is required in order for development to proceed, as without it there will be significant traffic pressure on the existing road network. The junction will provide access to the development, as well as diverting traffic away from Halberton and Blundell's Road.

Running parallel to this is the traffic calming plans for Blundell's Road. This will come forward with or without the scheme so has been included in the Do Minimum scenario does not form part of this scheme.

Constraints

Devon County Council does not own the land on which the junction is to be built; however the landowners have agreed to let the County Council have the land required for the proposed junction, as it is required for their development to come forward. This will form part of the S106 agreement between the developers and the Highway Authority.

Mid Devon District Council has recently adopted the SPD Masterplan of the Tiverton EUE. The full cloverleaf junction was granted planning permission by MDDC Planning Committee in October 2014.

Inter-dependencies

Section 106 Agreements

Full funding for the scheme is dependent upon adequate Section 106 contributions being available at the time of construction. However, the trigger points in the Masterplan require that before occupation, the southern half of the scheme is completed. Outline planning applications for the first 1000 dwellings on the EUE site have been submitted to MDDC, with the first 330 being granted permission.

Stakeholders

Mid Devon District Council (MDDC) are the planning authority for the district the scheme is located within and they are responsible for the planning process of the EUE development. The County Council has worked closely with MDDC officers during development of the Masterplan and the scheme layout and the two authorities are jointly striving to achieve a successful outcome.

Sir Ian Amory and Waddeton Park are the two major land owners of the allocated land in the development plan and both own land required for the proposed A361 junction. Both parties have been heavily involved with the development of the Masterplan and the scheme and would provide the land necessary for the scheme to be constructed.

The Highways Agency is responsible for the M5 and J27 and will have concerns about any negative impact on junction 27. To date they have been consulted during the scheme development and the Masterplanning process and will be implementing their own pinch point improvement project on junction 27 during 2014/15.

English Heritage There are a number of Scheduled Monuments located close to the A361 so English Heritage will be consulted during the environmental assessment stage.

The **Local Transport Board** is responsible for deciding which of the bid schemes receive funding and are therefore fundamental to the successful delivery of the scheme. To date the Board have been sent the traffic modelling reports for the scheme and have been kept in close contact with the scheme development and progress.

Members of the public have been consulted about the access options for the proposed development because it will affect many of them living in the local area. Detailed correspondences and meetings have been held with the residents of Uplowman Road who will be impacted most by the proposed new junction to ensure that they have full details about the need for the scheme, its layout and potential impacts. The views of the residents have been instrumental in the consideration of layout changes and mitigation measures.

ATLAS are a government funding company that provide an independent advisory service to support Local Authorities in dealing with complex, large scale housing led projects.

Devon County Council will continue to keep key stakeholders informed of the scheme's process and address concerns as necessary.

ECONOMICS CASE

Scheme Name	Tiverton EUE Access	Date	December 2014
Economic Summary		Value for Money Category	
PV Benefits (£m)	124.761	See DfT guidance: Very High	
PV Costs (£m)	17.463		
BCR	7.14		

Assessment Approach and Assumptions

The economic analysis for this scheme has been assessed in line with WebTAG guidance. TUBA has been used to assess the majority of the benefits, with COBALT being used to assess the impact the scheme will have on accidents on the local network. More details of the economic analysis can be found in the Forecasting and Economics Report.

A number of supporting documents have been produced to support the economic case. These documents are included as appendices and include the following:

- Appraisal Specification Report
- Report of Surveys
- Local Model Validation Report
- Forecasting and Economics Report
- Appraisal Summary Table

A base year (2011) highway assignment SATURN model was created to specifically assess the impact the EUE development has on the local road network. This was calibrated and validated to WebTAG guidance and is consistent with the methodology proposed in the Appraisal Specification Report.

The forecast travel demand for 2017 (first full year of opening) and 2032 (anticipated design year) was determined using trip generation from planned developments in Tiverton in combination with TEMPRO-based growth.

Travel economic efficiency benefits and vehicle operating costs have been calculated using TUBA (v1.9.4) for a 60-year appraisal period. Accidents have been calculated using COBALT software. The final calculated costs and benefits over the appraisal period (and discounted to 2010 values) are presented in the Forecasting and Economics Report.

Key Risks, Sensitivities and Uncertainties

Sensitivity tests were carried out on the future models following guidance in WebTAG. These comprised of forecast scenarios using a range about the core growth scenario of +/-2.5% divided by the square route of the number of years. This resulted in changing the 2017 matrices by 6.1% and 2032 by 11.5%.

The economic results of these tests are shown below, with all figures quoted in £m's.

Scenario	Travel Time Benefits	VOC Benefits	Indirect Tax Benefits	Total Benefits	BCR
Core Scenario	119,242	6,147	-2,040	124,752	7.14
Low Growth Scenario	76,356	2,662	-643	79,190	4.49
High Growth Scenario	218,275	11,475	-3,247	228,395	13.08

This analysis shows that even with less growth than that predicted in the Core Scenario, the scheme still offers good value for money with a BCR of 4.49. Using the core scenario, this rises to 7.14 but could be as high as 13.08 if more development that that predicted comes forward in the future. It should be noted that this will be an underestimate of the benefits because this does not include the benefits from the off-peak (night-time) or weekend tie periods.

Appraisal Summary Table

The Appraisal Summary Table is attached in Appendix 3.

Impacts	Positive Monetised and Non-Monetised Impacts not Included in BCR	Scale of Impact
Reliability	Less traffic on Blundell's Road and in the town reduces congestion and increases journey time reliability	Moderate Beneficial
Regeneration	The additional junction will increase accessibility and potential for new business growth to the east of Tiverton. The scheme is required to facilitate 1500 new houses in Tiverton.	Moderate Beneficial
Wider Impacts	Reduction of traffic on Blundell's Road reduces pedestrian/vehicle conflict outside the school, improving safety and the environment of the school. Allows employment development in Tiverton EUE to come forward, increasing labour supply and more productive jobs,	Moderate Beneficial
Air Quality	The scheme will remove traffic from Blundell's School and as a result, 580 properties will have better air quality, with 57 seeing a deterioration in air quality levels as a result of the scheme.	Neutral
Biodiversity	Arable and cattle grazed pasture with associated hedgrows, banks, trees, A361 verges with semi improved grassland and scrub and River Lowman corridor. Moderate species diversity and opportunities for beneficial impacts due to avoidance of impacts and enhanced habitat diversity and extent. Residual beneficial effects for hedgrows and banks, semi-improved grassland, woodland, dormice, badgers and reptiles. Neutral effect for Culm Grassland SAC, Tidcombe Lane Fen SSSI, River Lowman corridor mature trees, bats, otters, water voles and other mammals. Overall score balanced by professional judgement.	Slight Beneficial
Physical Activity	Removal of traffic from Blundell's Road increases safety of route for cyclists and pedestrians, increasing attractiveness of active modes of travel.	Slight Beneficial
Journey Quality	Reduced congestion and improved journey times improves journey quality.	Slight Beneficial
Access to Services	Scheme improves access onto A361 which is main corridor connecting North Devon and Torridge to rest of country. Blundell's Road is main bus corridor from Tiverton to Tiverton Parkway Station and Cullompton so removing traffic from this corridor will improve bus services.	Slight Beneficial
Affordability	Reduced operating costs and improved public transport reliability makes transport services more affordable.	Slight Beneficial
Severance	Reduces traffic on Blundell's Road and through Halberton, decreasing the severance of communities either side of these roads.	Moderate Beneficial

Impacts	Negative Monetised and Non-Monetised Impacts not Included in BCR	Scale of Impact
Landscape	Scheme at odds with the local pattern and scale of existing landform, resulting in the need for major excavation and filling to create new roadways. However, this would be seen in context with the previous changes arising from the construction of the A361. Planting works forming part of proposals will progressively help to integrate the scheme into its setting, reducing significance of residual impacts	Moderate Adverse
Townscape	Impacts principally to views from private properties along northern edge of settlement. Direct impacts limited to connection onto Blundell's Road.	Slight Adverse
Heritage of Historic Resources	Although the scheme will result in the removal of below ground heritage remains, these are considered to be of only limited heritage significance. This can be managed through an industry standard programme of mitigation.	Slight Adverse

[further comments]:

Change in Benefit or Cost required to change Value for Money category	Change in Benefit or Cost	New Value for Money Category	Likelihood of New Value for Money Category
A cost increase from £15m to £26.7m	Cost	High	Very remote. Risk and optimism bias have been included in the cost estimate
Significant underperformance of the economy beyond that predicted in the low growth scenario	Benefit	High	Very remote. The low growth scenario represents a very conservative estimate of future conditions

Value for Money Statement

The scheme is within the very high value for money category and this categorisation is robust under all scenarios tested.

FINANCIAL CASE

Scheme Name	Tiverton EUE Access	Date	December 2014
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Summary Financials

Overall Cost of Scheme	£15m (Q1 2014 Prices)	LTB Contribution	£7.5m	Available Budget	£7.5m	Contingent Liabilities	£0m
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Scheme Costs

Main Expenditure Items (include project income separately) (£m)	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	Total
Surveys				0.05				
Diversion/Protection of Utilities				0.4				
Design				0.5				
Works				1.25	4.2	7.0	0.5	
Supervision / Contract administration					0.3	0.2		
Archaeology, investigations and watching brief				0.1				
Part 1 claims						0.5		
TOTAL COST				2.3	4.5	7.7	0.5	

Budgetary Impact Summary

Forecast Net Budget profile (£m)	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	Total
Total Required Budget				2.3	4.5	7.7	0.5	15
Total Local Contribution (Secured)								
Total Local Contribution (Unsecured)				2.1	4.2	1.2		7.5
Total LTB Requirement				0.2	0.3	6.5	0.5	7.5

Anticipated Funding & Financing Arrangements

The scheme is proposed to be funded through a combination of LTB funding and S106 contributions from housing developments. The proposed sources of funding are set out in the table below:

Source	Amount
LTB contribution	£7.5m
S106:	£7.5m
Total	£15m

Financial Risks

A quantitative Risk Assessment process has been undertaken to assess risk, associated value of risk, and propose suitable mitigation measures to manage them. It is proposed that the QRA will be frequently re-evaluated. The key active funding risks have been identified are:

Risk	Mitigation status	Calculated Risk Value
Lack of funding, delayed S106 payments	Apply for LTB funding, monitor S106 payments	£60,000
Delayed handover of land	Monitor S106 agreements	£20,000

A Risk Register and Quantified Risk Assessment are attached in Appendix 4 and 5.

Accounting and Budgeting Issues

Accounting and budgeting will be in accordance with the Council's standing orders.

Additional Notes

Cost Estimate included as Appendix 6. This is in Q1 2014 prices and includes 3% inflation up to 2017. This includes 20% Optimism Bias.

COMMERCIAL CASE

Scheme Name	Tiverton EUE Access	Date	December 2014
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Introduction

The successful delivery of the project objectives at an outturn cost within the allocated budget will be determined by a wide range of factors which go beyond the chosen approach to the procurement strategy for the delivery of the project. For example, the form of contract on its own will not determine whether the project is successful. Factors which will contribute to a successful outcome of delivery within budget include:

- Clarity of objectives and common understanding by all parties
- Robustness of Client's cost estimate
- Adequacy of the Client's risk pot including allowance for inflation
- Effectiveness of project control processes including Gateways
- Quality of the design, specification and contract documents
- Preparation of the supply chain and timing of the procurement processes
- Compliance with Procurement Regulations and avoidance of challenges
- Appropriateness of the selection process and selection criteria
- Robustness of the tender assessment process
- Adequacy of the tender sum to deliver requirements
- Allocation of contractual risks and risk management
- Effectiveness of partnership and team working during construction
- Quality of the project and contract management
- Appropriateness of contractual performance incentives
- Effectiveness of dispute avoidance and resolution procedures
- Availability of the necessary resources

Capability and Skills

Design, procurement and construction supervision will be managed through the Engineering Design Group (EDG) of Devon County Council. The Group have experience in delivering major schemes, including J29 and Barnstaple Western Bypass, and an experienced member of the team will be assigned the project manager position.

Details of the required capabilities and assigned resources are detailed below:

Organisation	Role	Responsibilities	Resourced
Devon County Council	Project Sponsor	Accountable for project development and delivery (including business case, land, design approvals and timetabling)	Jamie Hulland
	Project Manager	Procurement, contract management and project delivery	Anjumn Kanani
	Engineering Manager	Technical design and construction assurance	Rob Richards
	CDM co-ordinator	As defined within CDM regulations (2007)	Paul Ewings
	Procurement Support	Procurement compliance and administration	Alan Palmer / Simon Richardson
	Legal Support	Conveyancing	Caroline Davey
	Financial Support	Finance administration and compliance	Finance Team
Contractor	Contractors Project Manager	Contractor will be appointed 2015	
	Contractor Delivery Team		
	Designers		

Procurement Strategy & Sourcing Options

Preferred Procurement Route

There are no other schemes of similar scope under development in the Devon area within or close to the timescale of the Tiverton EUE Access scheme and therefore no possibility of further linking of projects procurement.

The County Council's existing framework contracts only cover minor works for schemes up to £250k and are unsuitable in terms of scale, scope and price for use in the Tiverton EUE Access scheme. It is therefore necessary for project implementation to be procured through a scheme specific construction contract. The options for procurement of highway infrastructure projects are considered as:

- a. Design and Build (either target price or lump sum)
- b. Prime contracting
- c. PFI
- d. Traditional Approach (modified)

It is not considered that Prime Contracting, PFI or a modified traditional approach would add value or be appropriate for use on the Tiverton EUE Access scheme, leaving a Design and Build approach as preferred.

Selected Form of Contract:

Assessment of the alternative options has not identified any significant additional benefits that would justify using a contract other than the NEC3 and therefore NEC3 will be used for this project. The most appropriate of NEC3 options for the particular constraints inherent in this well-defined and specified proposal would be Option A: Priced contract with Activity Schedule. Drafting of the Contract will take into account NEC3 risk allocation, the secondary risk options and any additional clauses that need to be included to cover allocation and mitigation of project specific risks and potential incentives for reward.

Financing Arrangements and Payment Mechanisms

Further details on financial arrangements and payment mechanisms will be included in the full business case submission.

Risk Allocation and Transfer

The proposed NEC forms of contract support effective project risk management. The project risk register allocates to the contractor the risks which he is in a position to effectively manage. With regard to the overall financial risk, the proposed NEC3 ECC Options allocate a medium high value for the contractor and a medium low value for DCC. The secondary options allow further allowances to be made for specific occurrences such as inflation, changes in law etc. Furthermore, additional conditions of contract will be used to set out standard DCC procedures, such as for payment, traffic management etc.

The project risk register allocates to the contractor the risks which he is in a position to effectively manage. All the risks not to be taken and priced by the contractor will be made compensation events under the contract, should they occur. Furthermore, the contract allows for the development of a separate risk register consisting of tender risks and early warning events, along with a description of mitigation measures.

The NEC3 contracts would support the delivery of the project objectives and in particular would achieve the following:

- A fair allocation of risk with incentives to deliver within budget;
- Provide flexibility in the allocation of risk and the payment mechanism;
- Provide flexibility for the accommodation of change and
- Provide a strong management stimulus for effective risk management.

Contract Length

The length of contract for construction is proposed to be 13 months to allow adequate time for detailed design and construction. It is however expected that tender submissions will indicate an outline programme, which may be shorter than that indicated.

Human Resources Issues

The project team will be made up of existing employees of the Authority and are therefore protected by national employment terms and conditions.

The management of contractor's personnel will remain the responsibility of the contractor concerned. The management of the contractor appointed designer's personnel will remain the responsibility of the contractor appointed designer. There are no TUPE issues associated with personnel involved in this project.

MANAGEMENT CASE

Scheme Name	Tiverton EUE Access	Date	December 2014
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Introduction

The management case sets out the approach Devon County Council has taken to ensure the scheme is deliverable. This same approach has been applied as that used for delivery of other major schemes, as detailed below, and is therefore proven to be a successful method.

Devon County Council has expertise internally within EDG, and externally within Jacobs, to ensure proposals are realised.

The scheme has been assessed as being deliverable, and whilst key risks have been identified the governance structure will manage these through the risk management process to ensure successful delivery.

Evidence of Similar Projects

East of Exeter Access Improvements Phase 2

The works on this project were started in May 2011 and completed in November 2012. At the request of the DfT the project start date was brought forward by one year, thus the actual completion date remained within the timeframe for completion as originally envisaged at submission of the Major Scheme Business Case.

The project contained three elements: improvements to M5 Junction 29; widening and bus lane provision to C832 (old A30); and contribution to new junction provision to the Intermodal Freight Terminal off Clyst Honiton Bypass.

The scheme package was funded by Section 31 Grant from DfT and Third Party contributions via Devon County Council.

The contract over-ran the initial programme by 4 months, and the projected out-turn costs were £13.932m compared to £14.410m as presented in the Final Business Case.

Barnstaple Western Bypass

Barnstaple Western Bypass lies on the western side of Barnstaple in North Devon and links the A361 Braunton Road with the A39 Barnstaple Bypass, both County Primary Routes.

The bypass, including side roads, is 3.7km in length and it is a single two lane carriageway 7.3m wide with 3.5m wide verges. At the three new at grade junctions on the bypass the carriageway has been widened to provide additional lanes to cater for turning movements. The verges have also been widened in places to provide segregated footway/cycleway facilities.

The construction start date was November 2004 with a completion date of May 2007. The bypass was opened on time on 23 May 2007.

The total gross cost of the project was £42.131m. Funding of £37.954m was received from the Department for Transport (DfT) and £4.177m was funded by Devon County Council. The out-turn cost of the project was £45.278m. The increase of £3.147m in the out-turn cost of the project is due to land costs

The out-turn programme for the construction of the bypass matched the initial programme.

The initial programme for completion of the whole project was in 2012/13 The out- turn programme for the whole project is now 2014/15 due to a delay in the completion of land purchases

Programme / Project Dependencies

Delivery of the scheme is dependent on receiving funding from the Local Transport Board. It is also dependent on securing the required land and developer contributions through S106.

There are no deliverables or decisions that are provided or received from other projects.

Governance, Organisational Structure & Roles

Senior Responsible Owner	David Whitton , Head of Highways, Capital Programmes and Waste	Project Manager	Anjum Kanani , Principal Engineer
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Member	Key Roles and Responsibilities	Resourced
Corporate Board		
Councillor Andrew Leadbetter	Cabinet Member for Economy, Growth and Cabinet Liaison for Exeter	DCC – Elected Member
Heather Barnes	Director – Place	DCC – Place
Dave Black	Head of Planning, Transportation and Environment	DCC – Planning, Transportation and Environment
Project Board		
Jamie Hulland	Project Sponsor / Transport Planning and Road Safety Manager	DCC – Transport Planning Team
Anjum Kanani	Project Manager / Principal Engineer	DCC – Engineering Design Group
David Whitton	Head of Highways, Capital Programmes and Waste	DCC – Highways, Capital Programmes and Waste
Rob Richards	Engineering Manager	DCC – Engineering Design Group

The management of the development and delivery of this project will be undertaken by Devon County Council and will follow the Council's Corporate Project Management guidelines, Managing Projects – The Devon Way. The Devon project management methodology is based on PRINCE2. Although some terms have been changed, the essential roles and responsibilities and the detailed processes for this level of project are consistent with PRINCE2.

The Corporate Board provides overall strategic direction to the scheme. The group is made up from representatives in the form of Senior Members and Officers from Devon County Council to oversee the business case for the project. The Corporate Board has the following responsibilities:

- Providing strategic direction to the project
- Ensuring coordination of the partners
- Ensuring political support to the project
- Delegates authority to ensure effective delivery to the Project Sponsor

The Project Board is the group responsible for providing direction to the project; representing the interests of the business case, those who will receive the benefits of the project and those responsible for the supplying the project outputs. Project Board meetings will be held at regular intervals, with further meetings as necessary where a specific decision is required. The Project Board has the following responsibilities:

- Accountability for meeting the project objectives and the success or failure of the project
- Providing resources and authorising the necessary funds
- Providing the necessary approvals from one delivery stage to the next
- Ensuring effective decision making and communication
- Providing direction and support to the project manager
- Ensuring effective delegation
- Change management and project assurance
- Checking the project is on track to meet the business case
- Approving all major plans

The project will be managed through regular meetings of the Project Board and monthly progress meetings of the Project Delivery Team. This team, made up from the Project Manager, Project Sponsor and Engineering Manager are responsible for:

- Monthly review of progress against targets and programme
- Providing direction to the technical delivery of the project
- Regular review of the risk register and corrective action as necessary
- Regular review of the issue log and agreeing proposed actions

Are governance arrangements in place?

Yes

Risk Management Strategy

The key risks that have been identified are:

Risk	Mitigation status	Calculated Risk Value
Safety Audit disagreements	Undertake Departures Reports, regular monitoring with auditors	£10,000 (40% likelihood)
Severe weather, flooding event	Ensure tender docs places risk with Contractor	£10,000 (60% likelihood)
Protected species	Advance vegetation clearance and surveys to be carried out	£20,000 (40% likelihood)
Utility diversion costs greater than anticipated	Consultations on going	£50,000 (40% likelihood)
Unknown utilities	Undertake trial pits	£20,000 (20% likelihood)

Risk registers and Quantified Risk Assessment are in Appendices 5 and 6.

Has a risk management strategy/plan been completed?

Yes

Have key risks been identified and managed?

Yes

Project Plan

Programme attached in Appendix 7.

Communications and Stakeholder Management

The Key Stakeholders are:

- Mid Devon District Council
- Developers
- Highways Agency
- English Heritage
- Local Transport Board
- General Public
- ATLAS

A Stakeholder Management Plan is included in Appendix 8

Assurance & Approvals Plan

There are no independent assurances in place.

Project assurance will be split between technical and management level assurance. The technical assurance will be necessary to ensure the project makes best use of its resources to build to the level of quality expected by the project board using the specified construction guidelines.

Management assurance will be responsible for ensuring the project is managed to the appropriate standards. This assurance will be provided by the Devon County Council Corporate Programmes Office (CPO). The CPO will take part in the stage reviews and at other intervals, working closely with the project manager.

Programme / Project Reporting

The project manager will inform the project sponsor of any issues or changes to the programme verbally, by email, or by written report as appropriate.

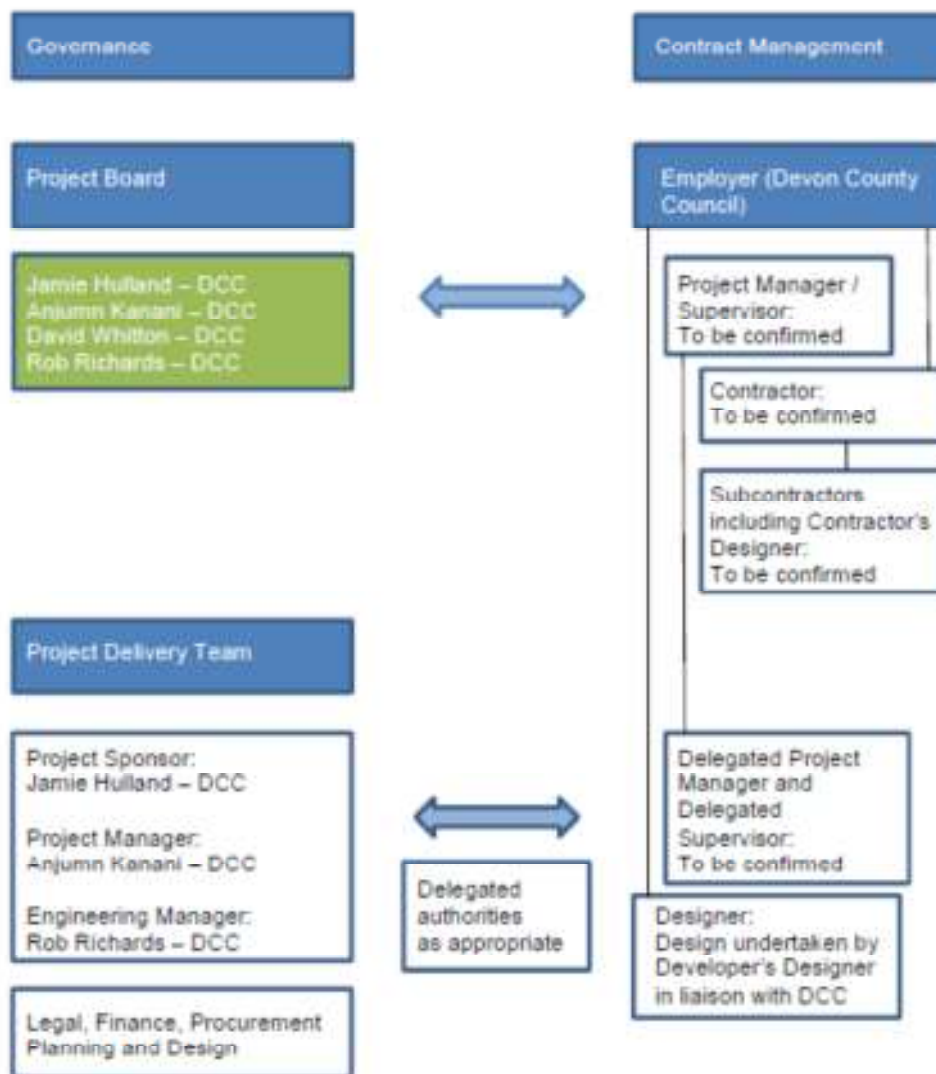
Key Issues for Implementation

No issues have been identified.

Contract Management

The following diagram summarises the interface between contract management and the project governance structure. As a general rule the same personnel who developed and tendered the project will undertake contract management providing excellent management continuity within the project.

Local Transport Board



Benefits Realisation Plan

A combined Benefits Realisation Plan and Monitoring and Evaluation Framework has been produced and is attached in Appendix 9.

The Benefits Realisation Plan section identifies high level benefits and how these will be managed, measured and monitored. The high level project benefits are:

- Increased highway capacity on the Tiverton network, reducing congestion and improving reliability
- Delivery of the Tiverton EUE development delivering lasting economic benefits to the area
- Reduced traffic on Blundell's Road improving environment for sustainable travel leading to modal shift
- Improved environment for Blundell's School and through Halberton

Monitoring and Evaluation

A combined Benefits Realisation Plan and Monitoring and Evaluation Framework has been produced and is available within Appendix 9.

The Monitoring and Evaluation section sets out how the scheme will be evaluated post construction, using data gathered pre and post construction and building upon the evaluation of benefits. This evaluation will include:

- Scheme objectives;
- Scheme build;
- Delivered scheme;
- Outturn costs; and
- Value for money.

Contingency Plan

Contingency management will be addressed as part of the full business case submission.