

Local Pinch Point Fund Application Form



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): Essex County Council

Bid Manager Name and position:

Alastair Southgate, Transportation Strategy Manager

Contact telephone number: 01245 437702

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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.essex.gov.uk/pinchpointfund

SECTION A - Project description and funding profile

A1. Project name: Army and Navy Improvements: A1060 Parkway Widening

A2. Headline description:

Please enter a brief description of the proposed scheme (in no more than 100 words)
The scheme will provide improvements at the Army and Navy roundabout (A1060/A138/A1114); a gateway to Chelmsford where a number of key radial routes meet. Significant congestion is experienced in this location which has a detrimental effect on the vitality of the city centre.

The scheme provides an additional lane along Parkway (A1060) westbound, between the Army and Navy roundabout and Lynmouth Avenue and relocation of the pedestrian crossing further west away from the roundabout exit. This will address stacking capacity issues and prevent queuing traffic backing onto, and blocking, the roundabout.

The scheme therefore improves flows along Parkway and the efficiency of the Army and Navy roundabout.

A3. Geographical area:

Please provide a short description of area covered by the bid (in no more than 100 words)
Chelmsford City (population approximately 100,000) is located in the Heart of Essex. The key routes serving the city are the A130, A414 and A12 resulting in a wide catchment area for commuters and shoppers.

Chelmsford is poised to develop further with 16,000 new homes and 20,000 new jobs to be delivered by 2021. Development will be focused within a new neighbourhood in north east Chelmsford and the existing urban area with over 2,000 new homes in the city centre. Expanded retail opportunities, offering up to 100,000m² of retail space including a new anchor store, alongside significant new business development including an Innovation Centre will be delivered.

The Army and Navy roundabout is a gateway to the city where key routes converge resulting in significant congestion, especially at the peak periods.

Please find attached a plan showing the proposed scheme and a location map showing the proposed developments in the city centre in Appendix 1 and 2 respectively.

OS Grid Reference: E: 571500, N: 206000
Latitude, Longitude: 51°43'35"N, 0°28'53"E
Postcode: CM2 7GY

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

Essex County Council Level 1 Equality Impact Statement has been completed and has identified the need for further consultation during detailed design. It will form part of the internal governance process as the scheme progresses. A copy is available on request.

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.

The scheme will be delivered by Essex County Council in partnership with its Integrated Service Provider Essex Highways. All design work will be carried out by Essex Highways and to ensure value for money, the scheme construction element will either be procured internally utilising Essex Highways, or utilising existing framework contracts available to the County Council, for example the Eastern Highways Alliance or the Highways Agency Framework to ensure an efficient and reduced tender process in order to deliver the scheme within the timescales.

The scheme will also require close working with Statutory Undertakers to ensure costs and timescales are managed.

Key stakeholders will be bus operators, to minimise disruption to bus services and journey time reliability as far as possible, and Chelmsford City Council who we will also keep engaged throughout the scheme.

The City Council has offered their full support to this bid as detailed in their letter of support in Appendix 3.

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

Please find a copy of the letter in Appendix 4

SECTION B – The Business Case

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

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

B1. The Scheme - Summary

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

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

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 A1060/A138/A1114 junction, known locally as the Army and Navy roundabout, is a 5 arm roundabout with a single lane tidal flow flyover east/west between the A1114 (from the A12) and the A1060.

An overview of the issues experienced in this location resulting in it being a notorious pinch point for Chelmsford are:

- Key five-arm junction on strategic network in Chelmsford and a major gateway to the city;
- A number of key radial routes converge at it, including routes from the A12, the A138, the A414 and the A130 from south Essex;
- The junction experiences significant and extensive peak and off peak period congestion;
- Between 4,400 and 4,800 vehicles pass through it during weekday peak hours and resulting in the junction being a key pinch point on the network into the city centre;
- Up to 120 local and inter-urban buses per hour pass through the junction throughout the day;

- Sandon Park & Ride route runs east:west through the junction, carrying both commuters and shoppers;
- Other local bus services serve the Great Baddow residential area to the south east as well as operating north:south between Moulsham and Chelmer Village residential, retail and commercial centres;
- Lack of stacking capacity at the signal controlled pedestrian crossing immediately west of junction on Parkway resulting in vehicles backing up onto, and blocking the roundabout. This is a particular problem when a number of buses attempt to exit the junction.
- Delays at the junction, particularly in the peak, affect access to the city centre, which in turn affects businesses and the vitality of the city centre.

As a key gateway to the city centre, improvements to this pinch point are essential to support and facilitate housing and economic growth by making the area more attractive to businesses and developers for investment.

Improvements at this key gateway will therefore support the delivery of over 2,000 new homes in the city centre; expanded retail opportunities, offering up to 100,000m² of retail space including a new anchor store; and significant new business development including an Innovation Centre. A plan illustrating the proposed developments in the city centre can be found in Appendix 2.

The widening of Parkway (A1060) will provide additional capacity benefits by enabling traffic from the flyover to filter into two lanes (the middle and outer lane from the flyover exit) to merge more effectively with traffic travelling from the Army and Navy junction (initially utilising the nearside lane only).

The other element of the scheme is the relocation of the signalised pedestrian crossing west along Parkway by c.25m. This relocation, in parallel with the widening, allows for additional stacking capacity on Parkway in two lanes for a longer length, which will prevent queuing traffic backing onto, and blocking, the roundabout, and thereby improving the flows around the Army and Navy junction. The widening allows for an extended merge length from two lanes into one prior to the point where the flyover joins Parkway and the widening allows for three lanes of traffic.

The relocation of the pedestrian crossing will also reduce severance as it reduces the distance pedestrians currently have to walk along the central reservation under the flyover.

The proposed scheme has been a long-term aspiration for the area but to date sufficient funding has not been secured due to the high statutory undertaker diversion costs. Securing Pinch Point Funding would therefore enable delivery of this scheme.

Investment in this corridor is wholly compliant with the aspirations of the Essex Economic Strategy and the Greater Essex Integrated County Strategy, supports the delivery of the Essex Local Transport Plan, and has the support of Chelmsford City Council.

The Economic Growth Strategy has the stated ambition to make Essex the location of choice for business for those already based in Essex and those who may choose Essex in the future. To grow, the Essex economy depends on the efficient movement of people, goods and information, via effective and reliable transport and communications networks at competitive prices to provide access to markets and suppliers. The Economic Growth Strategy also acknowledges that our future economic prosperity depends on ensuring that a ready supply of development land, new housing and the co-ordinated provision of appropriate infrastructure.

Essex County Council has been working closely with the district, borough, city and unitary councils to agree on where growth should take place in future. The results of this cooperation form the Integrated County Strategy for Greater Essex. Investment will be focused on our principal urban areas; Basildon, Chelmsford, Colchester and Harlow (as well as Southend and Grays) as these are the main locations for growth.

The Local Transport Plan applies an incremental approach to ensuring that our transport network is fit for purpose and enables economic growth. This entails; prioritising the maintenance and smarter use of our existing transport network; making targeted investments to address local network pinch points and land to support local development; and promoting larger scale projects only where these are required to most effectively address the transport challenges facing Essex.

Our strategy has identified the need for economic growth in Chelmsford and investment in three key priorities to support this: journey reliability improvements at the Army and Navy roundabout to address congestion at this key junction and to improve access to the city centre and Chelmer Waterside; a north Chelmsford package to support major business park and housing development to the north of Chelmsford; and Chelmsford City Centre Public Realm Improvements: a series of significant public realm improvements in Chelmsford linked to major redevelopment sites including improved access to the railway station.

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

Providing improvements at the Army and Navy junction, and specifically the flyover, has long been identified by Essex County Council as being essential for Chelmsford and the reasons for this have been outlined in the previous section.

A number of measures have already been put in place to alleviate congestion, such as: on carriageway left-turn slip from Parkway to Chelmer Road to remove these vehicles from the junction itself; congestion activated signals at the junction to manage flows as events dictate; and the implementation of Sandon Park and Ride which has served to remove a significant amount of traffic from the junction. These measures have resulted in improved operation of the junction, however traffic flows remain significant, with between 4,400 and 4,800 vehicles passing through the junction during weekday peak hours therefore further improvements are still required.

Investigation into solutions has been undertaken with options such as a two-way flyover, a two-way flyover and signalisation at the junction and a new at-grade signalised gyratory layout being explored. However such schemes are extremely costly (around £30M) and any improvements to the junction, of this scale, will require contributions from development in the area, through S106, to facilitate implementation of a scheme. Also additional land would be required for improvements to the flyover that could only be facilitated through development.

Therefore alternative smaller scale options, such as the Parkway Widening scheme to improve flows along Parkway and the efficiency of the Army and Navy roundabout have been pursued.

To arrive at the current option various lane layout options have been considered west of the flyover. The preferred design minimises the amount of weaving traffic and therefore generates the most improved flow benefits.

The relocation of the pedestrian crossing is not feasible without the widening; therefore no alternative solution would be possible to achieve the benefits which are realised by creating additional stacking space in this location to ensure traffic does not back up onto, or block the roundabout. The only other option to deter traffic from blocking the junction would be yellow box

markings. However they would require full signalisation which would adversely affect junction performance. The junction has been fully signalised in the past but since then traffic flows have changed and there is now not sufficient capacity to hold traffic on the roundabout between the exit arms.

The preferred option therefore presents the most significant benefits to relieve this pinch point without delivering the full longer-term improvements to the junction.

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

The scheme will provide improved flow and capacity at the Army and Navy roundabout, a key pinch point and gateway to Chelmsford city. It will reduce the likelihood of westbound traffic backing onto and blocking the Army & Navy roundabout when the pedestrian crossing on Parkway is called, thereby improving the efficiency of the junction, and there will also be improved flows for westbound traffic along Parkway into the city centre.

As a key gateway to the city centre, improvements to this pinch point are essential to support and facilitate housing and economic growth by making the area more attractive to businesses and developers for investment and this has been identified within the Essex Economic Strategy and the Greater Essex Integrated County Strategy, the Essex Local Transport Plan, and has the support of Chelmsford City Council.

Improvements at this key gateway will therefore support the delivery of over 2,000 new homes in the city centre; expanded retail opportunities, offering up to 100,000m² of retail space including a new anchor store; and significant new business development including an Innovation Centre. Chelmsford will accommodate 20,000 new jobs by 2021, a significant proportion of which will be delivered by this commercial development in the city centre. A plan illustrating the key proposed developments in the city centre can be found in Appendix 2 and details are listed below:

- Chelmsford Innovation Centre: 27,000 square ft
- Marconi site: 440 new homes and mixed use development
- Anglia Ruskin Central Campus redevelopment: 500 new homes and 40,000 square ft of commercial development
- John Lewis: 66,000 square ft
- Waitrose: 24,000 ft²
- Chelmer Waterside = major retail and mixed use development
- Essex County Cricket Ground: 430 new homes

A supporting document from Chelmsford City Council with details of the City's Development Opportunities can be found in Appendix 5.

The scheme will also provide improvements for pedestrians through reduced severance as the relocation of the crossing on Parkway westbound will align it more closely with the crossing on the eastbound carriageway, and there will no longer be a need for pedestrians to walk for around 25m underneath the flyover in the middle of the dual carriageway.

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

The scheme comprises an additional lane along Parkway (A1060) westbound, between the Army and Navy roundabout and Lynmouth Avenue and relocation of the pedestrian crossing further west away from the roundabout exit.

The widening of Parkway (A1060) will provide additional capacity benefits by enabling traffic from the flyover to filter into two lanes (the middle and outer lane from the flyover exit) to merge more effectively with traffic travelling from the Army and Navy junction (initially utilising the nearside lane only).

The other element of the scheme is the relocation of the signalised pedestrian crossing west along Parkway by c.25m. This relocation, in parallel with the widening, allows for additional stacking capacity on Parkway in two lanes for a longer length, which will prevent queuing traffic backing onto, and blocking, the roundabout, and thereby improving the flows around the Army and Navy junction. The widening allows for an extended merge length from two lanes into one prior to the point where the flyover joins Parkway and the widening allows for three lanes of traffic.

A large proportion of scheme costs are the diversion of statutory undertaker utilities. The costs are derived from budgetary estimates provided by the utilities companies. Consideration has been given to reducing the scope of the scheme (and thus the impact on utilities) however the small reduction in scope results in total loss of benefit which can be achieved.

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

The benefits of this scheme are self-contained and not reliant on any other interventions or consents. All land required for the scheme was secured in 2011 as part of S106 negotiations.

Temporary Traffic Regulation Orders will be required to carry out construction including lane closures. There will be working restrictions in the peak periods to minimise the impact on the junction during the works.

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

No lower cost option would be implemented if the funding were not forthcoming; this scheme is the most cost effective. The pedestrian crossing can only be relocated if the road is also widened, and reducing the length of carriageway widening would provide minimal cost savings while significantly reducing the benefits.

There is not sufficient capital available to deliver the scheme without pinch point funding due to the quantity and type of undertakers plant within the vicinity. The proposed option has been a long-term aspiration for the area but has been repeatedly postponed due to high statutory undertaker diversion costs.

If the widening does not go ahead to allow the relocation of the crossing by September 2014, then a S106 contribution of £65,039 will have to be returned to the developer.

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

There is a declared air quality management zone covering both the Army and Navy roundabout and the Odeon roundabout to the west, owing entirely to the amount of traffic and congestion in the vicinity. A reduction in queue lengths will reduce the size of the affected area, particularly along the A1114 Princes Road and the B1009 Baddow Road (which is a key local bus route).

A map of the AQMA can be found here:

http://aqma.defra.gov.uk/images/aqma_maps/Chelmsford.jpg

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).

Please refer to Appendix 6 for full details of the costs.

Table A: Funding profile (Nominal terms)

£000s	2013-14	2014-15	2015-16	Total
DfT funding sought	£441.2	£675.4	£0	£1,116.6
Local Authority contribution	£478.6	£0	£0	£478.6
Third Party contribution	£0	£0	£0	£0
TOTAL	£919.8	£675.4	£0	£1,595.2

Table B: Cost estimates (Nominal terms)

Cost heading	Cost (£000s)	Date estimated	Status (e.g. target price)
Preliminaries (incl Traffic Management)	£56.2	Feb 13	Estimate
Site Clearance	£12.1	Feb 13	Estimate
Safety Fences/Barriers	£16.6	Feb 13	Estimate
Earthworks	£4.8	Feb 13	Estimate
Pavements and Surfacing	£71.3	Feb 13	Estimate
Kerbs Footways and Paved Areas	£22.3	Feb 13	Estimate
Traffic Signs (including Signals)	£51.1	Feb 13	Estimate
Road Lighting and Electrical	£6.8	Feb 13	Estimate
Statutory Undertakers Diversions	£750	Feb 13	Estimate
Sum From QRA	£386.1	Feb 13	Estimate
Scheme Preparation (incurred after 3 January 2013)	£79.9	Feb 13	Estimate
Contract Management	£137.7	Feb 13	Estimate

TOTAL

£1,595

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.

Of the £0.478M local contribution, £1.413M will come from Essex County Council capital monies and £65,000 will come from a secured developer contribution towards the relocation of the pedestrian crossing.

- 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

Land was secured for this project through a S106 agreement for adjacent development, however an independent valuation has not been obtained to date.

- 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.

Essex's Economic Growth Strategy (EGS) has been allocated a budget to deliver economic growth, of which a component is for transport projects that deliver EGS outcomes. A bid for monies for improvements to the Army and Navy junction has been submitted, however this is for the larger scale improvements to the junction itself, and this funding is for design work only.

B5. The Financial Case – Affordability and Financial Risk

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

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

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

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

A Quantified Risk Assessment (QRA) has been undertaken, the sum of which is £386,125. Please see Appendix 7 for a copy of the QRA.

b) How will cost overruns be dealt with?

The works will be delivered using the NEC 3 Option A or C forms of contract which facilitates risk allocation through a risk register and the contract mechanism for managing change. Additionally the project specific risks have been identified through the undertaking of a risk assessment with risk allowance identified within the project budget.

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

The primary risks to project timescales are the lead-in time and duration of Statutory Undertakers Diversions and Traffic Management restrictions. Overrun in these areas would result in delays to the project programme.

A copy of the top risks can be found in Appendix 8 which is supported by the Quantified Risk Assessment (QRA) in Appendix 7 which also has costs attached to it.

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 not covered by the contract or due to third party issues will be dealt with through ECC budget.

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.

* 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.

Description of assessment

Data and analysis to support the description of traffic characteristics of the junction, the impact of the proposals and the data used to populate the pro-forma tables are contained in a separate note: *Army & Navy Roundabout - Supplementary Information to Application for Pinch Point Funding, February 2013* which can be found in Appendix 9.

Methodology

A microsimulation model was used to determine the scheme impact; outputs from the S-Paramics 2007 model comprised vehicle and bus flows, distances, and journey times for both the Do-minimum and Do-something cases and input to the proforma spreadsheet.

Key Risks and Uncertainties

The modelling is from 2007 and, as such, is presented as the best available tool to estimate the scheme impacts. No attempt has been made to bring the model to the present day, no growth has been applied, and no forecast modelling undertaken.

Since the model was originally built, some improvements to the junction have been introduced, including part-time partial signalisation. These changes have not been incorporated into the model.

The model outputs are therefore indicative only, with significant uncertainty, but we consider that they offer a reasonable indication of the positive effect of the scheme

Significant positive and negative impacts

Significant positive impact is expected for business users, transport providers, commuters and other users due to reduced congestion and improved journey times at the Army & Navy junction, which would also be likely to positively impact on journey reliability for these users.

The estimated savings are set out below:

User Class:	AM peak hour	PM peak hour
Business user & transport operator saving (veh-hr)	1.44	1.05
Non-work commuting & other user saving (veh-hr)	4.79	6.21
Business user saving (px-hr)	0.06	0
Non-work commuting & other user saving (px-hr)	3.75	0.1
Business user & transport operator combined (veh&px-hr)	1.5	1.1
Non-work commuting & other user combined (veh&px-hr)	8.5	6.3

Reduced congestion and journey times will also have a positive impact on the city centre regeneration as the junction is a key gateway to the city and its commercial and retail areas. There will also be a positive wider impact due to improved linkage with the strategic highway network.

The impact on environmental issues will be neutral or slightly positive, the latter being as a result of the reduced congestion leading to improved air quality and reduced greenhouse gases.

There will be a slight positive impact on severance as pedestrian routeing will be more direct, and on affordability due to reduced transport costs as a result of reduced congestion and improved journey speeds.

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
A copy can be found in Appendix 10

Has a description of data sources / forecasts been appended? Yes No N/A
A copy can be found in Appendix 9

- 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
A copy can be found in Appendix 11

- 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).

Using the NEC3 suite of documents and the standard forms of contract within, addresses risk allocation, once a Contractor and the procurement process has been followed. A copy of the Risk Management Strategy can be found in Appendix 12 and the risk register will be updated once the contractor has been selected to allocate risks between contractor and client.

- 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 scheme will be delivered by Essex County Council in partnership with its Integrated Service Provider Essex Highways. All design work will be carried out by Essex Highways and to ensure value for money, the scheme construction will either be procured internally utilising Essex Highways, or utilising existing framework contracts available to the County Council, for example the Eastern Highways Alliance or the Highways Agency Framework to ensure an efficient and reduced tender process in order to deliver the scheme within the timescales.

- 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

A copy can be found in Appendix 13

**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
A copy can be found in Appendix 14

- 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
Land for this scheme has already been secured via S106 developer contributions.

- 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

Milestones

C4 Statutory Diversion Estimate Request	April 2013
Place Order with Statutory Undertakers	May 2013
Finalise Detailed Civils Design	July - September 2013
Statutory Diversions	September 2013 – August 2014
Procurement of Civils Contractor	March 2014
Mobilisation	May 2014
Construction	September – December 2014
Works complete	December 2014

- 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)

Please see Appendix 15 for details regarding the past delivery for Essex County Council

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.
- Land for the widening has been secured through S106 negotiation in stages between 2008 and 2011 with three parcels of land involved all of which are available to the Highways Authority.
 - Planning approval is not required as the scheme falls within Highways land.
- b) Please list separately any outstanding statutory powers / consents etc, including the timetable for obtaining them.
- Statutory diversions are required and C4 estimates are to be obtained. C3 estimates have been provided and it has been advised that there is a 4 month lead in time for BT diversions.
 - Temporary Traffic Regulation Orders will be required to carry out construction including lane closures. There will be working restrictions in the peak periods to minimise the impact on the junction during the works.

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.

Essex County Council and its Contractors use the Office of Government and Commerce PRINCE 2 frameworks and as such will hold formal Project Boards on a regular basis. The responsibilities and accountabilities of the members of the Project Board are in accordance with current PRINCE 2 methodologies.

The structure chart shown in Appendix 16 is the basis for monthly progress meetings of the project management team to fully update the Project Executive via the Project Manager, Senior Supplier and Project Assurance. The Project Board and progress meetings take place on a monthly basis to update project milestones and any other items by exception. The Project Board reports to the Senior Responsible Owner and (as necessary) Essex County Council Corporate Management throughout the project.

The Project Sponsor and Project Manager (once appointed) will communicate with the Project Board at scheduled meetings or on an ad-hoc basis when raising a project issue, warning of an instance where Stage tolerance could be exceeded (presenting an Exception Report), producing a Highlight Report to flag up a particular incident or issue with strategic implications, or when indicating that a Stage is about to be completed through the submission of an End Stage Report.

From commencement of construction the Project Sponsor will also be responsible for allocating duties to the Project Manager (once appointed). The contractor's Project Manager will be responsible for the day to day responsibilities under the build contract and to provide the lead in costs, delivery and stakeholder issues.

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
A copy can be found in Appendix 7

Has a Risk Management Strategy been appended to your bid? Yes No
A copy can be found in Appendix 12

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 engaged and managed as appropriate throughout the project.

Chelmsford City Council

Interests: To facilitate economic growth in Chelmsford City Centre, ensuring that there is appropriate infrastructure to support the growth.

The County Council will work in partnership with the City Council and keep them engaged throughout the project development and delivery. The City Council are supportive of the project and have provided a letter of support (see Appendix 3).

Local Members

Interests: To be informed of any developments in their areas and to be aware of any impact they may cause to residents or businesses.

The County Council will engage with Local Members through various existing mechanisms to keep them informed and to achieve buy in, particularly during the construction phases.

Statutory Undertakers

Interests: To ensure plant and/equipment is sufficiently protected and/or diverted away from the scheme.

The County Council will working closely with Statutory Undertakers to ensure costs and timescales of diversions are managed.

Bus Operators

Interests: To ensure that this strategic link for services is protected and enhanced and they can maximise the use of their mode of transport by increasing the attractiveness of the route.

The County Council will work with Bus Operators, specifically during the construction period on regarding engagement on traffic management plans, to minimise disruption to services and to journey time reliability as far as possible.

Businesses

Interests: Reducing the congestion at this key gateway to Chelmsford City Centre. Future developers will want to ensure that the route increases the attractiveness of their developments to future residents and businesses who may want locate in the area.

The County Council will liaise with businesses, specifically during the construction period on regarding engagement on traffic management plans, to ensure that they can be accessed throughout the construction period.

Members of Public

Interests: The public will want to ensure that their access to the city centre by all modes of transport is not compromised by the capacity improvements to the road.

The County Council will ensure information is made available to members of public, specifically during the construction period to ensure any traffic management plans are communicated accordingly. The Essex Traffic Control Centre will be utilised to inform the public and actively manage the traffic in the area via the use of variable message signing and traffic signal control as appropriate. The promotion of alternative forms of transport is a key part of the communications to ensure disruption is kept to a minimum.

- 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)

The scheme is not considered to be controversial, however during construction appropriate traffic management and communications will be necessary to ensure all key stakeholders are provided with all appropriate information.

- 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)

There have not been any campaigns against the scheme, however there have been numerous calls for action for improvements at the Army and Navy junction, specifically in the media.

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

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

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

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

B13. Management Case - Assurance

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

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

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Benefits Realisation

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

Specific measures and reporting are specified in the Benefits Realisation Table which can be found in Appendix 17

The County Council would be the owner of these measures, which would also be managed according to the Prince 2 Project Management governance. The Project Team will use established best practices for this type of scheme, utilising experience gained from previous schemes successfully completed.

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

Specific measures and reporting are specified in the Benefits Realisation Table which can be found in Appendix 17

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 Army and Navy Improvements: A1060 Parkway Widening, Chelmsford I hereby submit this request for approval to DfT on behalf of Essex County Council and confirm that I have the necessary authority to do so.

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

Name: *C.D. Stevenson*

Signed:

C.D. Stevenson

Position: *Head of Strategy & Engagement*

D2. Section 151 Officer Declaration

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

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

Name: *MARGARET LEE*

Signed:

Margaret Lee

Submission of bids:

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

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

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

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