SMALL SCHEMES

EXECUTIVE SUMMARY OF BUSINESS CASE

For

COLCHESTER PARK & RIDE & BUS PRIORITY MEASURES

Please note that this proforma is designed to collect key information about the project. The scheme promoters are encouraged to attach any additional supporting information to this business case proforma.

Project type (rail, road, LSTF, integrated package, maintenance etc.): LTB Scheme
Type of bid: Small Project (total project cost is below £8m)
Project Location: North Colchester, Essex
Project start date: July 2014 (construction)
Project complete date: April 2015
Project development stage: Implementation

Promoting authority(ies) name: Essex County Council
Project Manager's name and position: Alan Lindsay
Project Manager's contact phone number: 07584 580500
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Specify the weblink where this business case will be published:

Version Control

Document ID	Draft Colchester Park and Ride and Bus Priority Measures
Version	00
Author	J Jones
Document Status	Draft
Authorised by	A Southgate
Date Authorised	
Signature	

The Strategic Case

1. Project Description

1.1. Purpose

Colchester Park and Ride & Bus Priority Measures scheme will unlock capacity between a key growth area in the North of Colchester and Colchester Station and town centre to enable sustainable growth in housing and employment within the town and enable increased access to Colchester from a wide catchment area through the creation of a high quality public transport corridor. This corridor leads directly to the heart of the town which will help to confirm Colchester's status as a key regional economic centre.

1.2. Brief description

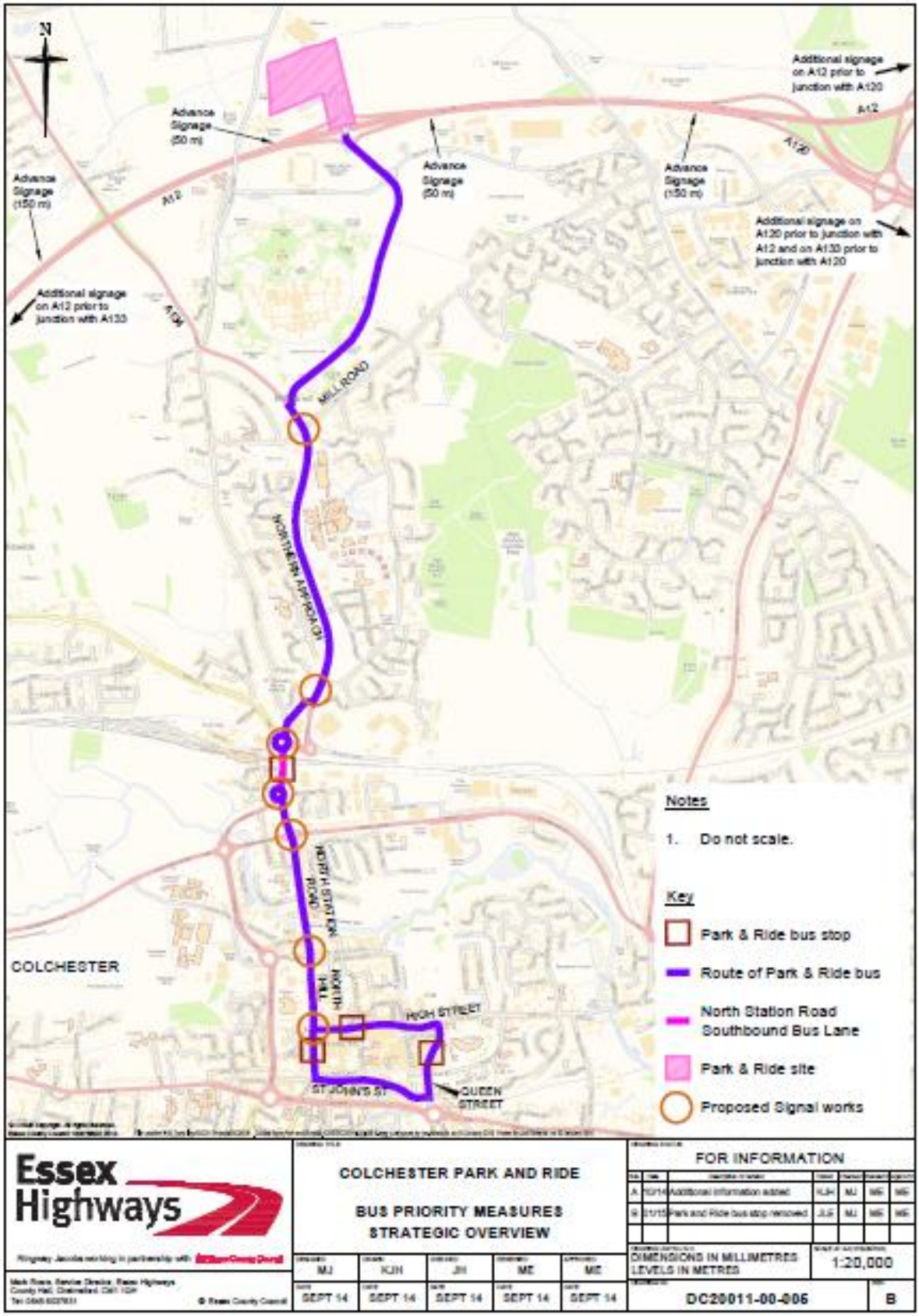
Essex County Council has been awarded LTB funding for the Colchester Park & Ride & Bus Priority Measures scheme through the July 2014 announcement of LGF awards. This scheme is a key part of the North Colchester Growth Area package of transport measures, as detailed within the Colchester LDF Core Strategy.

The scheme will provide:

- a 1,000 space Park & Ride (P&R) facility adjacent to A12 J28,
- a dedicated bus priority lane added to the existing capacity under the North Station rail bridge to ensure bus services are reliable and offer an attractive service,
- signal improvements along the Northern Approach corridor to improve P&R bus journey times
- provision of high quality, dedicated and liveried P&R bus stop infrastructure
- additional signage to promote access to the P&R site.

The P&R site is a greenfield site of 5.727Ha / 14.15 Acres in north Colchester, located directly north of Junction 28 of the A12. The north Colchester site received full Planning Permission in 2011.

The scheme components are illustrated on the map below and scheme drawings are contained at **Appendix A**.



1.3. Strategic context

Colchester is the largest town in north-east Essex, with a population of 105,000, and is expected to accommodate in excess of 19,000 new houses and 20,000 new jobs between 2001- 2023. With approximately

50% of these homes already delivered it is one of the fastest growing towns in the country.

Much of the development (over 3,000 houses and 3,500 jobs) is focused to the north of Colchester. A package of transport improvements, including completion of the Northern Approach Road link to the A12, the provision of bus priority measures and the Park and Ride site are under construction to support development and to provide high levels of connectivity from the north of Colchester to the town centre.

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 Colchester Borough 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 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.

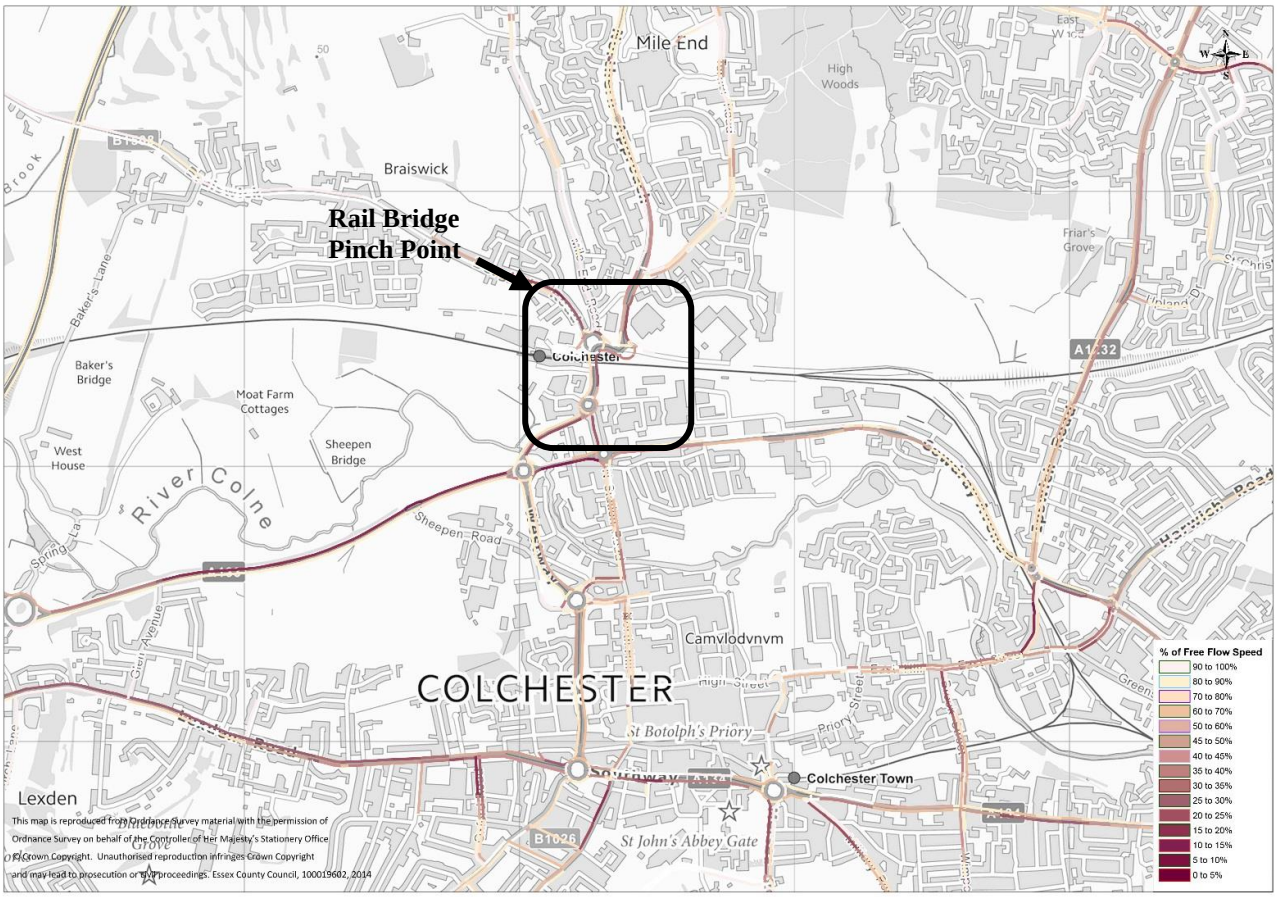
Our strategy has identified the need for economic growth in Colchester and investment in two key priorities to support this; a package of transport improvements including completion of the Northern Approach Road, bus priority measures and a Park and Ride to support development in north Colchester; and Colchester's 'Better Town Centre' programme: Nine work streams focused on improving the quality and performance of this key urban centre upon which the economy of Colchester and the surrounding area depends.

Case for Change

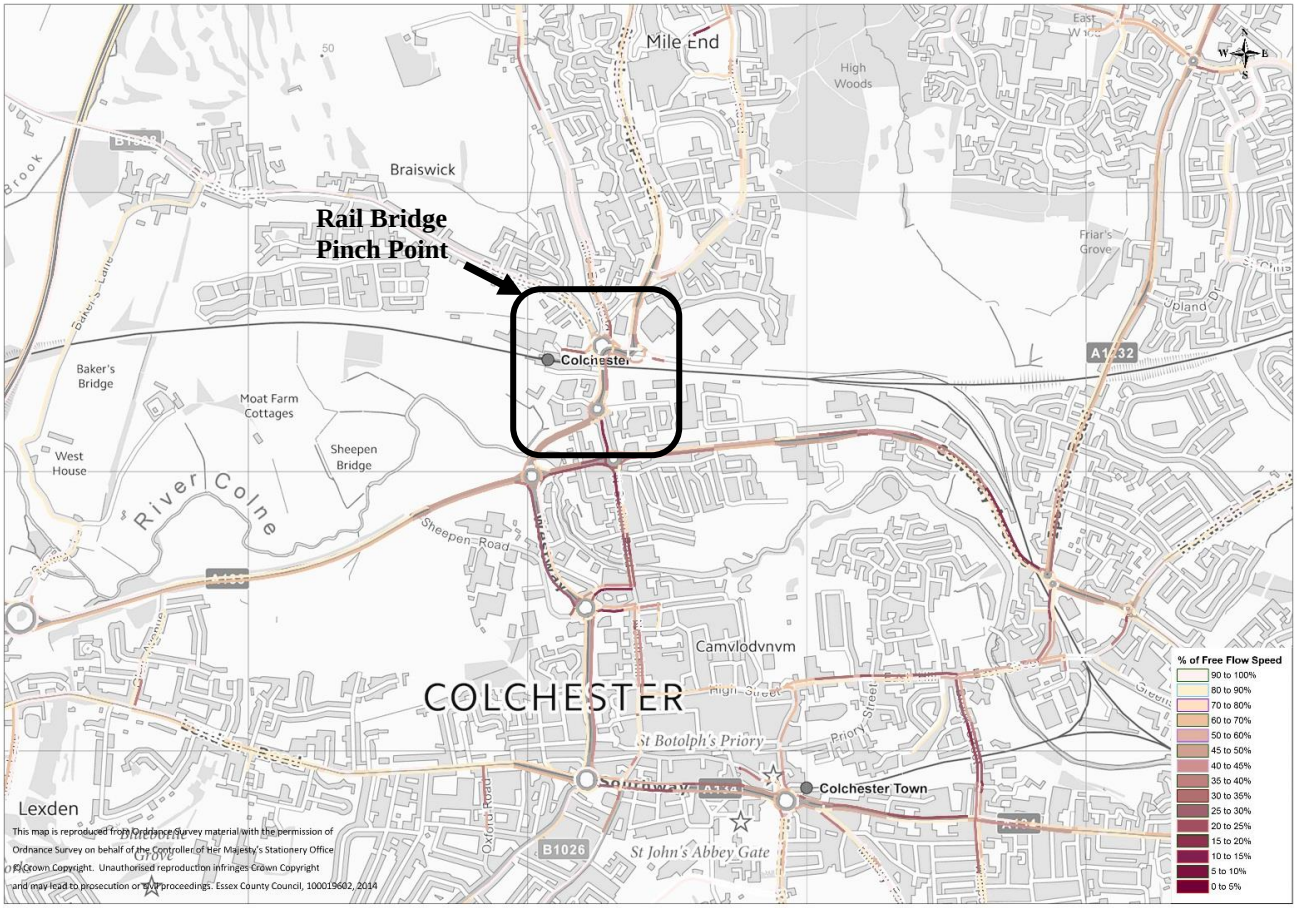
2. Business needs / Reasons

Problems with the Status Quo

Colchester is a historic town with a severely constrained highway network. All of the key radial routes accessing the centre of Colchester (A133, A134, A1124, A1232, A137, B1025) currently experience significant congestion in the peak periods. Congestion within north Colchester is exacerbated by limited crossings of the railway line which traverses Colchester from east to west. The key constraint in the transport network is at Colchester North Station roundabout, where routes in North and North West Colchester meet and funnel through one bridge span underneath the railway line.



AM Peak



PM Peak

North Colchester is a focus for new development over the next two decades with over 3,000 homes identified as being delivered within the North Growth Area. Colchester Borough Council's (CBC) Adopted Core Strategy includes an additional 129,320m^2 of employment and commercial floor space at the Strategic Employment Zone adjacent to the A12 which is expected to provide 3,500 new jobs. Since the new junction 28 on the A12 was delivered in December 2010 there has been interest in this area with increasing numbers of businesses investing in this area.

In addition, the Essex Business Survey (2010) highlighted the need for infrastructure improvements. According to Essex businesses, the top three investment priorities were: information and communications technology particularly high spend broadband networks, more reliable and cheaper transport services; and the road/transport network. Over one third (35%) of businesses are concerned about local traffic congestion, especially large and medium companies.

Releasing Growth & Barriers to Growth

By providing long-stay car parking outside of the town centre, P&R will enable the redevelopment of a number of town centre car parks. This will unlock an estimated 29,000m^2 of land for sustainable business and residential development in the town centre.

The Park & Ride and Bus Priority Measures scheme will encourage sustainable travel behaviour within the town by providing car users with a realistic alternative to driving and parking in the town centre. It will therefore remove traffic from the congested radial routes before it enters the town centre, relieving congestion in Colchester during peak periods and providing additional capacity for growth.

The scheme will provide improved access to the town centre and will increase the attractiveness of Colchester to new businesses, residents, visitors and shoppers, and improve quality of life for both users and non-users by ensuring that growth can occur without a worsening of the status quo.

The bus priority measures implemented as part of the P&R scheme will also bring benefits to existing local bus services and longer distance coach services; allowing them to use the bus priority measures will increase the attractiveness of Colchester as a destination.

The Need for Park & Ride

As part of the Colchester Local Development Framework Core Strategy development process, additional highway infrastructure has been considered in the form of junction and link improvements on these approaches; however, the scale of the improvements required cannot keep pace with the level of traffic demand likely to arise from growth of the town and are often not feasible in the area of land available. In addition, Colchester town centre has several declared and emerging AQMAs which cannot be addressed through facilitating additional traffic to access the area. Thus infrastructure building alone focussing on general traffic is not a viable option.

Measures such as personalised travel planning, previous Cycling Town status and subsequent legacy work and an award-winning Station Travel Plan are in place, seeking to address trip making behaviour within the town. However, in order to support economic growth and to allow Colchester to compete regionally as a centre for employment, retail and housing, Park and Ride and Bus Priority Measures are considered the most effective option for significantly increasing access to Colchester centre without adding more traffic to the network.

The location of the Park and Ride to the north of Colchester, on the A12, provides the best opportunity to attract external trips from a wide catchment area. The route from Junction 28 to the centre also has opportunities for significant additional bus priority measures in future, with a dedicated corridor of land set aside for a developer funded bus corridor. This opportunity does not exist for other radial approaches to the town centre.

Consideration of Alternative Locations

A variety of options have been considered, both for the delivery of the Park and Ride site and the Bus Priority measures.

Site

The Park & Ride site was originally identified following an assessment of various possible locations on the key radial routes to the west, north and east of Colchester. Based on demand modelling, the site to the north of Colchester was selected since it offered the best opportunity to attract external trips due to its central connectivity from A12 Junction 28 to the A12 (north and south), A120, A133 and A134.

The site location and design of the Park & Ride site was then refined based on consideration of land availability, relative position and planning considerations together with bus access strategies.

Bus Priority

As part of studies into provision of bus priority to the town centre a number of options have been considered at North Station bridge including tidal bus lanes incorporating three and four lane traffic, southbound bus priority signals, a bus lane cutting through the centre of the existing roundabout and a segregated bus lane to the west of the roundabout, adjacent to the railway station.

One alternative considered was widening of the bridge at Colchester Station to add extra lanes, but this was considered to be highly disruptive to both road and rail traffic and would also be prohibitively expensive at this stage. A new tunnel under the railway line connected to Cowdray Avenue, further to the east was also considered, but also rejected on the grounds of being too disruptive, too expensive and because it would direct traffic away from the logical and more direct north / south route to the town centre.

At Essex Hall Roundabout (to the south of North Station Roundabout) additional options have been considered, including southbound bus priority signals to support the east side bus lane, southbound bus priority for access onto Essex Hall Roundabout to support possible west side or a central bus lane; and bus priority signals and provision of southbound bus route through the roundabout to support a west side or central bus lane.

Following assessment of the AM and PM peak bus journey times the options considered were optimised to

select the priority measures which whilst deliverable in the land available provided the maximum journey time benefit for Park & Ride and other bus services travelling through the area.

What happens if there is no LGF Funding?

Essex County Council has been awarded LTB funding for the Colchester Park and Ride and Bus Priority Measures scheme through the July 2014 announcement of LGF awards. It is understood that this funding is earmarked for the scheme and that no further assessment of the strategic case or value for money is required at this stage. It is anticipated however that the business case must be updated to reflect the management and deliverability case.

In order to deliver the scheme on time and maintain momentum ECC is forward funding a number of design and construction elements prior to LGF funds being released.

Consideration of Cost Reduction and Value Engineering

The scope of the scheme is to deliver a Park and Ride site to the north of Colchester, which will include a 1,000 space car park, terminal building and bus turning circle. It will also deliver a capacity improvement on the bus priority route into the town centre comprising of a dedicated southbound bus lane (in addition to existing highway capacity) at North Station roundabout.

Additionally, traffic signal controlled junctions throughout the Park and Ride route have been investigated and improvements will be made through the use of Advanced Vehicle Location/ Traffic Signal technology to provide priority to Park and Ride buses thereby improving service efficiency.

Further highway engineering modifications have already been made to the Park and Ride route within the town centre to improve park and ride efficiency. This has included the introduction of dedicated bus lanes on North Hill and High Street) and associated traffic restrictions at key locations within the town centre.

Dedicated Park and Ride bus stop locations have been identified within the town centre and at Colchester Station to minimise potential conflict with existing regular bus services that visit the town centre.

To encourage customers to use the new Park and Ride facility, new park and ride signs are to be located on the major trunk road network (under agreement with the Highways Agency). The signs have been proposed at strategic locations to maximise Park and Ride patronage.

Strategic value engineering has already established that it is better to have one large Park and Ride site for Colchester, rather than a number of smaller free-standing sites. This contributed to the decision to locate the Park and Ride site north of the new junction with the A12 (Junction 28), which was developed and implemented by ECC and the Highways Agency as part of the Community Infrastructure Fund initiative.

As part of the process of delivering Park and Ride Bus Priority Measures we have taken the opportunity to review the operation of the existing network and where appropriate incorporate improvements. An example of this is the replacement of an existing highway drain which falls within the new length of Bus Lane beneath North Station Bridge. The highway drain is in very poor condition and its replacement will address current drainage issues and avoid the need for costly drainage maintenance improvements in the future on this key part of the road network.

As part of the detailed design process we have engaged the Contractor at an early stage in the design process. The identified Contractor has assisted with the development of the design with a view to manage scheme costs and limit disruption to traffic movement on the road network. By working closely with Essex Highways Commercial and ECC Commissioning Core we have managed to identify and agree an approach for reducing the procuring process for commissioning elements of the works.

3. Benefits

3.1.1. *Estimate jobs and homes (direct, indirect, safeguarding, construction etc)*

	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2025	Post 2025	Total
Jobs	78	78	78	78	78	467	311	1168
Homes	138	413	413	413	413	1102	551	3443

Total supported GVA arising from the scheme is calculated as follows. The methodology used to calculate this is contained within the attached GVA Technical Note at **Appendix B**.

Discounted 2010 market prices		
Benefits (£)	£37,088,137	over 60 years
	£618,136	Per Year

4. Risks

4.1. Provide a summary of key risks to the delivery of the scheme (including financial, commercial, economic and management).

It should be noted that the key risks have been identified in order to meet a delivery date of April 2015 which has been identified. This deadline is one full calendar year ahead of the target delivery date identified under the SELEP Bid.

The key risks associated with the Park and Ride and Bus Priority Measures scheme are as follows:

1) Negotiations with Statutory Undertakers with respect to the diversion/ lowing of existing services. Detailed estimates have been received from the Statutory Undertakers and a coordinated approach has been adopted with the affected Service Companies to deliver diversionary works to time and budget.
2) The bus priority measures require a Network Rail Basic Asset Protection Agreement (BAPA) to be in place. The BAPA is in place for the works which are being delivered in accordance with Network Rail requirements
3) Temporary Traffic Management has been and remains a key risk throughout the construction phase of the Bus Priority Measures. The majority of highway engineering works fall within a heavily trafficked section of road which forms one of the main links into Colchester town centre and provides access to Colchester's main railway station. Every effort has been made to minimise traffic congestion within the area through carefully planned temporary traffic management arrangements aimed at keeping traffic moving whilst providing the work force with a safe site. Discussions remain ongoing with the ECC Network Manager.

All works are scheduled to be completed by April 2015.

4.2. Risk Assessment

Risk description	Likelihood	Impact	Likelihood x Impact	Mitigation
Commercial				
Difficulty in forecasting tender prices	*Medium*	*Medium*	*Medium*	Obtain recent tender information for use in price base.
Contractor Failings	*Low*	*Medium*	*Low*	Tender scheme using appropriate quality questions.
Financial				
Difficulty in forecasting Statutory Undertakers Diversion Costs	*Medium*	*Medium*	*Medium*	Statutory Undertakers cost estimates have been obtained and we are working closely with Statutory Undertakers

				affected by the proposed works. Coordinate works with STATS companies
Construction Cost Escalation	*Low*	*Low*	*Low*	None
Management				
Weather	*Medium*	*Low*	*Medium*	Works to be carried out during inter. Therefore build in programme float.
Undeclared Utilities	*Medium*	*Medium*	*Medium*	GPR surveys and trial hole investigations have been carried out to minimise potential of undeclared utilities.
Contaminated Material	*Low*	*Low*	*Low*	Site investigations have been undertaken .
Unforseen Ground Conditions	*Medium*	*Low*	*Medium*	Low CBR Values identified from early site investigation. Further investigations have been undertaken which have indicated improved CBR values
Delay due to Ecological/Environmental Requirements	*Medium*	*Medium*	*Medium*	Limited verge affected for priority measures but site is on virgin land – Archaeological and Ecological Investigations have been completed and issues have been addressed. Construction works are now well underway.
Temporary TM	*High*	*Medium*	*High*	Traffic Management Specialist has been engaged by Essex Highways to manage traffic congestion. Close liaison has taken place with ECC Network Management.
Third Party Agreements/ Approvals	*Medium*	*Low*	*Medium*	Network Rail BAPA is in place. Essex Highways working closely with Network Rail supervisors to ensure works are delivered to Network Rails requirement within proximity of railway structure.
Public Objection to Bus Lane	*Medium*	*Medium*	*Medium*	Consideration has been given to pedestrian and vehicle movements. Assumes retention of eastern footway.
Contract/ Procurement Delays	*Low*	*Low*	*Low*	Procurement processes have been identified and agreed to meet identified timeframe
Traffic orders/ management impact	*Low*	*Medium*	*Low*	TRO's may generate objections which could delay scheme delivery.
Programme Slippage beyond funding window	*Low*	*Low*	*Low*	Project management processes in place to

				ensure delivery by early 2015
Political Decisions affecting delivery of project	*Low*	*Low*	*Low*	Liaison has taken place with ECC and CBC Members in a timely manner. Target delivery date early 2015

The Economic Case

5. Options

5.1. *Please provide description of the main* ***options*** *for investment, together with their relative advantages and disadvantages (a SWOT analysis)*

- *Do nothing/Do Minimum*

Strengths *None*	***Weaknesses*** *Waiting for capacity issues to present themselves on the network means that developers and businesses may well be discouraged from investing in Colchester in the short and medium term.* *Opportunities to redevelop central parking areas will not be realised.*
Opportunities *None*	***Threats*** *Any scheme that is subsequently developed for delivery will involve a lead in time which results in a significant period of pain for those using the network and chances that people and businesses will choose to relocate elsewhere.*

- *Do something Park and Ride and Bus Priority Measures*

Strengths *Captures demand from both the local area and sub-regional area and can release latent and suppressed demand for Colchester as a destination.* *Provides capacity for more people to access Colchester in fewer vehicles.* *Can contribute to improvements to AQMA areas in Colchester town centre area.* *Improvements to journey times for existing buses travelling along the Park and Ride route and offering of a quicker journey time than the equivalent car trip for Park and Ride users.* *Offer of an affordable alternative to town centre parking.* *Will initially offer improved journey times to drivers along the route due to removal of vehicles from this and other routes into town.*	***Weaknesses*** *There may be increased trips on certain sections of the A12 as trips transfer to travelling by Park and Ride. Planning permission with agreement from the HA was however granted in 2011. Monitoring will take place to assess any impacts on the A12 off slips post-opening.*

	Opportunities *ECC are able to control key factors (journey time, number of buses/frequency, ticket prices), which affect the level of take up of Park and Ride (therefore controlling subsidy requirements).* *Redevelopment of prime town centre parking locations for employment, retail and residential developments.* *Opportunities exist to further provide bus priority on the northern corridor through a dedicated bus corridor which will further improve bus journey times and therefore demand for Park and Ride.*	***Threats*** *Subsidy may initially be required to ensure the service is viable in the short-term. This is comparable with Park and Rides developed in nearby Chelmsford.*

5.2. ***Recommended Option****: The recommended option is to deliver a Park and Ride Site to the north of Colchester with Bus Priority measures and supporting signage and bus stop infrastructure.*

****The scheme promoters are encouraged to use the existing datasets and model outputs to provide this information. The preference would be to use a spreadsheet type of analysis to provide information in the above table.***

5.4 Transport scheme assessment approach

5.4.1 A brief description of a (spreadsheet-based) modelling and appraisal methodology as well as detail of data source used is contained at ***Appendix B***

5.4.2 A technical note attached at ***Appendix B*** *describes the methodology used and assumptions made to calculate the scheme BCR.*

5.4.3 An Appraisal Summary Table at ***Appendix C****.*

The scheme promoters are NOT required to use Tuba type appraisal analysis. If any scheme promoter is interested in estimating value for money then a spreadsheet based analysis should be undertaken.

Value for Money Statement

	Present Values in 2010 prices and values
PVB (+MEC)	£39,885,974
PVC	£22,969,112
NPV = PVB (+MEC) - PVC	£16,916,862
Initial BCR = PVB/PVC	**1.737**
Qualitative Assessment	Schemes of this nature do not necessarily achieve a 'high' BCR based on evidence from elsewhere in the country, however a BCR of 1.737 for the Colchester P&R scheme is considered to be very positive. Any subsidy requirements for the service will be

	covered by ECC and plans are in place to ensure the service is cost-neutral as quickly as possible using experience from the Chelmsford Park and Rides. These plans also include the future provision of a dedicated rapid transit corridor along the route using S106 monies from the Severalls housing development.
Key Risks, Sensitivities	Risks have been limited as far as possible as the scheme has been taken forward at ECC's expense to a position where it can be delivered by April 2015. The BCR of the scheme is dependent on the level of patronage assumed being achieved. Evidence from Sandon and Chelmer Valley P&Rs in nearby Chelmsford suggest that there is significant latent demand for this type of town centre and as such this risk is considered to be manageable.
VfM Category	**Medium**

Commercial Case

6. *Procurement Route*

The Contract documentation has ensured that any previous design risk has been novated to the successful Contractor. In addition the Contract Risk Register has identified the risks which the Contractor is responsible for. The Contractor has priced against programme, any additional ECC risks in order to ensure that the scheme contingency is managed accurately.

Park & Ride Site

The construction of the site is being delivered through the Smarte East Framework. The benefits of procuring this element of the scheme via this route are;

- Early involvement with the contractor
- The contract is awarded under the NEC Target Cost Option A which provides a 'lump sum' price; therefore there is greater clarity of cost and increased cost certainty associated with the scheme.
- The Smarte East framework is a partnership between 3 local authorities (Essex, Suffolk & Hertfordshire), the contractor has a greater incentive to perform well on the project (rather then this being a 'stand alone' scheme) as his performance will be monitored and could affect the amount of work he is awarded under the framework in the future.
- Proven benefits on a number of school projects.
- The utilisation of the Framework is endorsed by the ECC procurement team

Park and Ride Bus Priority Measures

The construction of the Bus Priority Measures along the Park and Ride route is being delivered through the Essex Highways Service Direct Delivery Framework using supply chain partners. The Bus Priority Measures consist of the following individual packages of work:-

- Colchester Station Way Bus Lane
- Colchester Park and Ride Traffic Signs Package
- Colchester Bus Stop Improvements (Introduction of Bus Stops and Bus Service Stop Improvements at four locations along the P&R route)

- Traffic Signal Improvements at six junctions along the park and ride route and the installation of two vehicle activated traffic management signs.

The benefits of procuring this element of the scheme via this route are;

- Early involvement with the contractor
- Use of Supply Chain partners who are familiar with the delivery of smaller complex projects under tight deadlines.
- Flexibility and opportunity to accelerate the delivery of smaller elements of the Park and Ride Bus Priority Measures through the Walk, Talk and Build, Direct Delivery process, thus increasing confidence in project delivery timeframe.
- The utilisation of the Framework is endorsed by the ECC procurement team

Bus Services

- The contract has been awarded by holding a mini-competition under the Council's newly awarded framework agreement for bus services. This process has enabled the contract to be awarded quickly, which is important in this case because the successful contractor has needed to order vehicles which have had a significant lead time.
- The successful operator has been awarded a contract for 5 years, with a possibility of extension for up to a further two years. The contract has been awarded on the basis that ECC buys in the service and keeps all bus fare revenue. This will leave all risk of passenger numbers with the Council, but also allows to generate an operating surplus if fare income exceeds the cost of provision.

Financial Case

- ***Total cost of the project***

List here the elements of gross costs, **excluding optimisation bias**.
Please provide the date the prices for the cost estimate is based on (e.g. Q1 2014)

	* Cost **Estimate status (E; F; D; T)**	**2014/15 £000**	**2015/16 £000**	**2016/17 £000**	**2017/18 £000**	**2018/19 £000**	**2019/20 £000**	**2020/21 £000**
Procurement Cost								
Feasibility Cost								
Detail Design Cost	D	419						
Management Cost	D	223						
Construction Cost	D	5,447						
Contingency								
QRA	D	871						
Other Surveys/ Investigations	D	233						
VAT (if appropriate)								
Sub-total Non-Works		**1,746**						
Sub-total Works		**5,447**						
TOTAL COST		**7,193**						

*E = Broad estimate, D = Detailed estimate, T = Tender price, F= Feasibility estimate

Detailed costings are contained at **Appendix D**.

○ *Source of funding*

List here the amount of funding sought

Funding Source	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
LGF	5,900						
Private Developers							
Borrowing							
Income							
Other (insert as many rows as required)							
Local Contribution Total (leverage)							
Other Funding (ensure naming every institution; insert as many rows as required)	1,600						
TOTAL FUNDING	**7,500**						

Please note that the totals for funding should match with the total for project cost.

Type of Funding	Funding Source	Please identify how secure the funds are	When will the money be available
Public	LGF	LTB funding has been allocated to this scheme and as such the funds are considered as secure.	April 2015
	Borrowing		
	Income		
	Other (insert as many rows as required)		
	Local Contribution Total (leverage)		
Private	Please list all developers		
	Private Developers Total		
	Other Funding (ensure naming every institution; insert as many rows as required)		

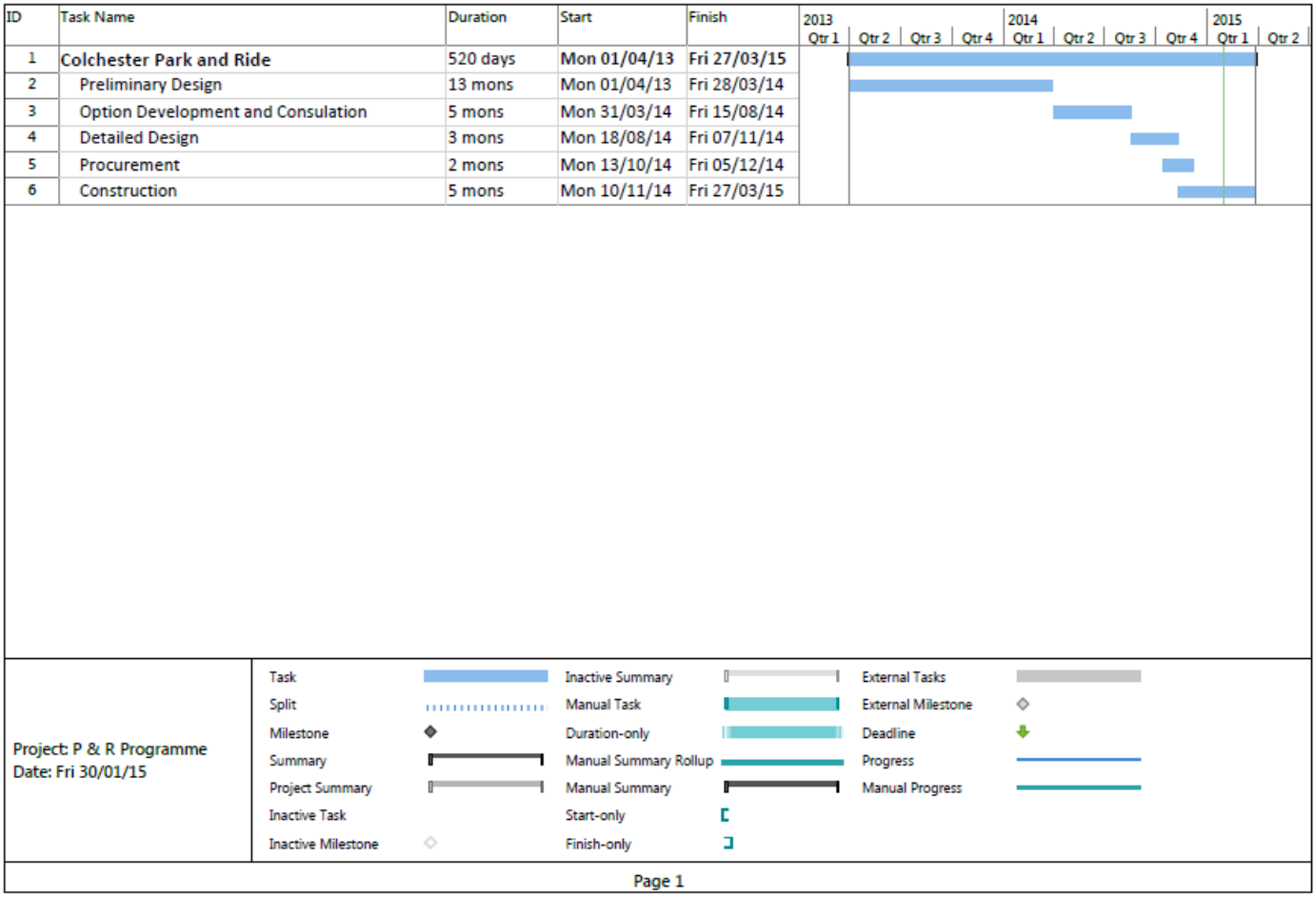
6.1. Affordability gap

There is no affordability gap on this scheme.

Management Case - Delivery

7. Delivery

Project Plan



Project Management Arrangements and Governance

Background
This plan outlines the project structures and processes that will be used to govern activities.

Project Organisation
The organisation to deliver the scheme is indicated in Figure 1 below. The roles and responsibilities of the parties indicated in the figure are described in the following paragraphs.

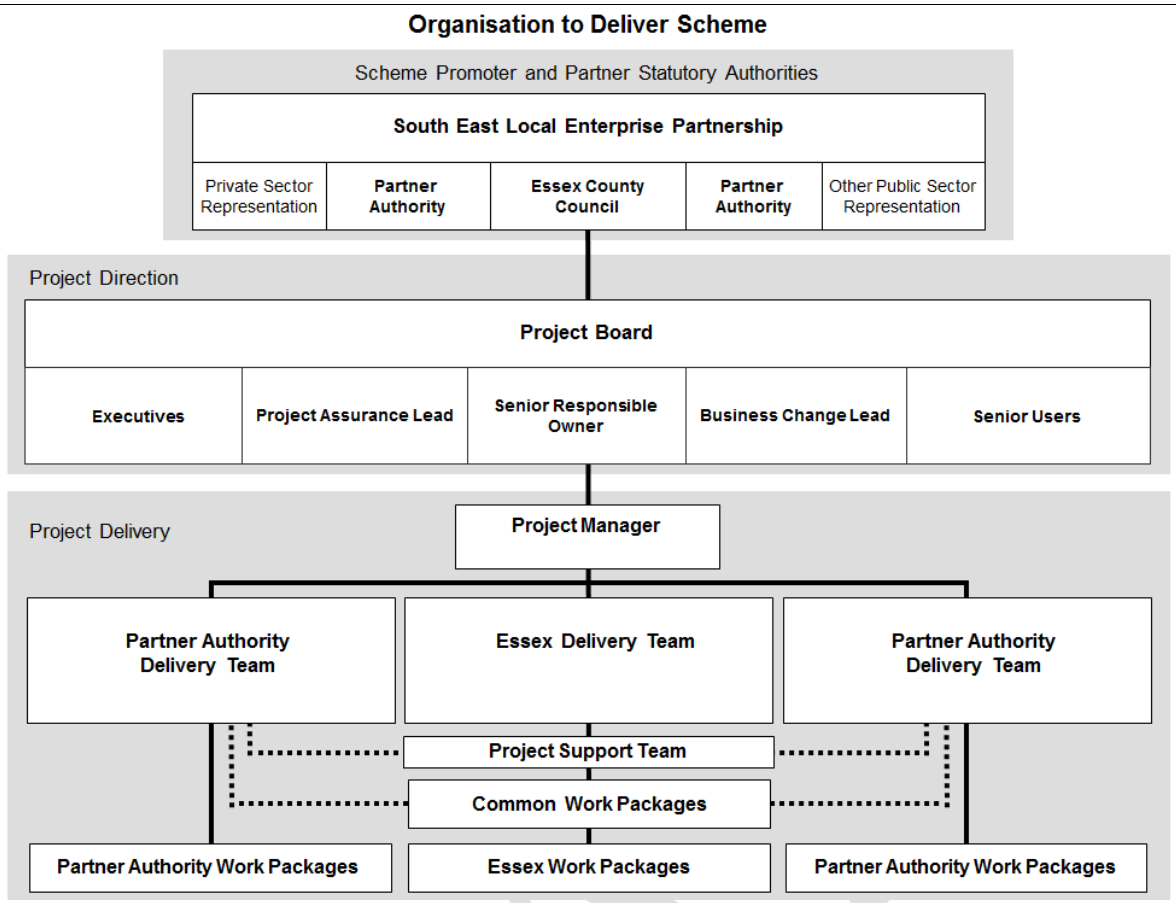


Figure 1: Arrangements for Scheme Delivery

Roles of Key Interested Parties:

South East Local Enterprise Partnership Board (SELEP) – brings together senior officers and transport portfolio holders of the partner statutory authorities promoting the scheme. Essex County Council acts as the lead authority for the scheme and provides the project's Senior Responsible Owner.

The arrangements between the statutory authorities promoting the scheme are in the process of being formalised through a joint working partnership agreement. This sets out the basis for governance of the project and for the financial contributions to be made by each party.

Project Board – is responsible for the direction and overall management of the scheme. The Project Board is chaired by the Senior Responsible Owner and made up of the Executive and Senior User for each of the partner statutory authorities, the Project Assurance Lead and the Business Change Lead. These roles are defined below. Project Board meetings are normally held every six weeks. The Project Manager reports regularly to the Project Board, keeping members informed of progress and highlighting any issues or concerns.

- The responsibilities of the Project Board include:
- Setting the strategic direction of the project, in the context of local policies and the work of the SELEP
- Defining the scope and setting the timescales for major project milestones
- Approving the appointment of the Project Manager
- Providing the Project Manager with the strategy and decisions required to enable the scheme to proceed to programme and resolve any challenges
- Securing necessary approvals through the partner statutory authorities
- Approving the project scope of work, programme and budgets, as well as any subsequent changes
- Signing off completion of each stage of the project and authorising the start of the next stage
- Monitoring project risks and taking any appropriate action to mitigate risks.

Delivery Teams – reporting to the Project Manager, the Delivery Teams (one for each partner statutory authority) are responsible for organising and delivering work packages on the highways under the authority's jurisdiction. The Essex Delivery Team has the additional responsibility for common work packages.

Project Support – this team is responsible for project administration, including document control, project team communications, arranging meetings, updating plans, and chasing up the completion of actions.

Individual Roles:

Senior Responsible Owner – has ultimate responsibility and delegated authority for ensuring effective delivery of the scheme on time and on budget.

Project Manager – is the individual responsible for organising, controlling and delivering the scheme. The Project Manager leads and manages the project team, with the authority and responsibility to run the project on a day-today basis.

Executives – represent the group in each partner statutory authority with responsibility for obtaining funding for the scheme and securing resources to deliver it. In Essex County Council this is the Transport Strategy and Engagement Group.

Senior Users – represent the group in each partner statutory authority who will oversee the future day-to-day operation of the scheme.

Project Assurance Lead – provides an independent view of how the scheme is progressing. Tasks include checking that the project remains viable in terms of costs and benefits (business assurance), the users' requirements are being met (user assurance), and that the project is delivering a suitable solution (technical assurance).

Business Change Lead – is responsible for facilitating internal and external transition required to support the successful establishment of the scheme.

Risk Management:
A proactive risk management procedure is in operation, including a quantified risk assessment approach, which ensures that risks are continuously identified, owners assigned and mitigation measures put in place. Regular reviews check the status of each risk and regulate their control and mitigation. Project procedures also require that should the likelihood or severity of risks be identified as increasing by this process, responsibility for its mitigation is escalated upwards through the project management chain to ensure that this is achieved.

All risks are currently owned by the partner authorities. As the project develops it is expected that some of these risks will be transferred to contractors constructing the infrastructure. In addition, Essex County Council uses a proprietary online Risk Register to assess levels of risk and to track the progress of the risk management strategy for the scheme. The §151 Officer also has access to this system. Risks are categorised into five main areas, i.e.:

- Project and programme risks related to delivery;
- Consultation and stakeholder acceptance;
- Reputational risks to the project partner authorities (and ultimately the contractors and service providers);
- Statutory Processes; and
- Financial and funding risks.

Benefit Realisation Plan & Monitoring

A Benefits Realisation Plan is included at **Appendix X**.

As well as the above appendix, it is worth noting that ECC has significant experience in monitoring the operation of P&R sites in recent years. Based on experience gained from the two P&R sites in Chelmsford, we will get comprehensive data from the P&R site in terms of car parking and passenger usage. This will come directly from ticket sales information, and the onus will be on the operator to provide this. In addition, we will undertake on-board quality surveys to gauge the reaction of the travelling public to the service.

Finally, traditional junction queue length, journey time and economic impact analysis will be undertaken, so as to provide a holistic summary of the effects of the scheme, to determine whether it has provided its anticipated benefits.

Contingency Plans

Contingency plans have been implemented as target delivery date for Park and Ride is March 2015. This is a full calendar year before the SELEP funding schemes have been identified for delivery.

ITE Signoff