

Local Pinch Point Fund Application Form



Department
for Transport

Guidance on the Application Process is available at:

<https://www.gov.uk/government/organisations/department-for-transport/series/local-pinch-point-fund>

Please include the [Checklist](#) with your completed application form.

The level of information provided should be proportionate to the size and complexity of the scheme proposed. As a guide, for a small scheme we would suggest around 25-35 pages including annexes would be appropriate.

One application form should be completed per project.

Applicant Information

Local authority name(s): [Essex County Council](#)

Bid Manager Name and position:

[Alastair Southgate, Transportation Strategy Manager](#)

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Postal address:

[Essex County Council](#)
[County Hall](#)
[Market Road](#)
[Chelmsford](#)
[CM1 1QH](#)

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: A414 / A1025 (Clock Tower) Junction, Harlow

A2. Headline description:

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

The scheme is located on the main A414 through Harlow at its junction with the A1025, known locally as the "Clock Tower" roundabout. The junction is a key location on the network impacting on the Enterprise Zone, Town Centre Regeneration, new and proposed housing developments and through traffic.

The existing junction is a 4 arm roundabout with major flows on the A414 north/south and A1025 Second Avenue towards the town centre. The improvements consist of provision of north to west and west to north left turn slip lanes, widening the other approaches to the roundabout and widening of the circulatory. When this is constructed pedestrian and cycle facilities at the junction will be renewed and lighting improved.

The improvement primarily removes the left turns into and out of Second Avenue from the circulation and will reduce congestion to enhance the attractiveness of the EZ and other planned developments to both developers and occupiers together with property purchasers and users of the town centre.

A3. Geographical area:

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

Harlow is situated in West Essex with a population of approximately 82,000. It is situated immediately adjacent to the M11 with a single connection to the southeast at junction 7. The Clock Tower junction is located in the southeast quadrant of Harlow on the main route (A414) through the town connecting to the strategic M11, eastwards to Chelmsford and eastern Essex, and westwards towards Hertford. It is within the main built up area of Harlow, but due to the nature of the town there is limited adjacent property fronting directly on to the A414. The area in the vicinity of the junction is primarily residential, but with playing fields and a farm immediately adjacent to the west.

OS Grid Reference: 546807, 209368, Lat Long: 51.763750, 0.125946
Postcode: CM20 3SD

Please append a map showing the location (and route) of the proposed scheme, existing transport infrastructure and other points of particular interest to the bid e.g. development sites, areas of existing employment, constraints etc.

Please find attached a location map showing the proposed developments in Harlow (Appendix 1) and a plan showing the proposed scheme (Appendix 2).

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 submitted to the Equality and Diversity team. It will form part of the internal governance process as the scheme progresses, a copy of the assessment 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. Given the value of the scheme it will require a tender process, the County Council will utilise the Eastern Highways Alliance Framework to ensure an efficient and reduced tender process in order to deliver the scheme within the timescales.

Harlow District Council (the local planning authority) has offered their full support to this bid as detailed in their email of support in Appendix 3. The scheme also has full support of the Greater Essex Business Group and Essex Chamber (Appendices 4 & 5).

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 see 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?

Existing Issues

Harlow is ideally placed, being close to the M11 and M25, on the West Anglia mainline and close to Stansted airport. Access to Harlow is, however, somewhat restricted with only one link to the strategic road network and two railway stations located on the edge of the town. The primary road access to the town, the A414, also serves as an important through route; congestion is common with its impacts often felt across the town's wider road network.

The site is located in Harlow on the A414 at its junction with Second Avenue. This is a key location providing 3 primary functions; the A414 is the strategic through route in Harlow from the M11 towards Hertford, it is on the route between the M11 and the Harlow Enterprise Zone and also is the point where traffic leaves the A414 to access the town centre. The junction suffers from congestion in both peak periods affecting in particular the attractiveness of the Enterprise Zone as somewhere to invest, but also the town centre both as a place to shop and invest in its regeneration.

The importance of the Clock Tower junction has long been recognised, but improvement here without the upgrading of the adjacent link between the M11 and Southern Way (completed 1 year ago) would not have maximised the benefits. In addition the designation of the Enterprise Zone approximately 0.5 miles north has further emphasised the need for, and priority of this junction improvement, being the last pinch point between the M11 and the Enterprise Zone.

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.

Growth and development

Harlow is a primary focus for growth in west Essex, with 16,000 new homes and 12,000 new jobs planned over the next 15 years. Harlow is the location of Enterprise West Essex@Harlow, one of only two enterprise zones in the South East LEP area. This will accommodate up to 5,000 jobs, especially in the medical technology industries, advanced manufacturing and ICT sectors. There are also ambitious plans to redevelop Harlow town centre.

Clock Tower improvements

The improvements consist of provision of north to west and west to north left turn slip lanes, widening the other approaches to the roundabout and widening of the circulatory. When this is constructed pedestrian and cycle facilities at the junction will be renewed and lighting improved.

The improvement primarily removes the left turns into and out of Second Avenue from the circulation and will reduce congestion to enhance the attractiveness of the EZ and other planned developments to both developers and occupiers together with property purchasers and users of the town centre.

Strategic Context

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 the Thames Gateway South Essex Strategic Partnership,

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 Harlow and investment in three key priorities to support this; The provision of access and more reliable transport links to Enterprise West Essex at Harlow; transport improvements necessary for the delivery of the redevelopment of the town centre; construction of a new M11 J7a giving direct access from the strategic road network to development opportunities in north and east Harlow.

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

ECC has been pursuing for several years a programme of personalised travel planning across the town to reduce congestion by encouraging use of alternative modes and improving local health. Whilst this has been successful in achieving modal shift the nature of many businesses in Harlow means that significant congestion still occurs across the network.

Specifically in terms of the junction a number of alternatives have been tested including signalisation, however the scheme being promoted is the most effective.

The signalised options tested included signalising the roundabout or as a 'hamburger' configuration. However, it was considered that the roundabout is too small with insufficient internal stacking space. An option with a signalised cross roads and slip lanes to and from the western approach was also tested and although it provided additional capacity in the base case, it proved to be less robust to accommodate increased flows to cater for growth than the chosen option.

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

Harlow District Council is currently progressing its LDF, having completed its Issues and Options and currently investigating in more detail a number of options for future development across the town. These sites are shown on appendix 1 and the importance of the Clock Tower junction in delivering these is clear.

Additionally there have been a number of new employment and housing sites recently agreed. The Enterprise Zone on 2 sites, Templefields and London Road, will provide around 6,000 new jobs and new housing at New Hall (2,300) and Harlowbury (1,100), both in East Harlow. All traffic generated by these developments needs to travel through the Clock Tower roundabout to access the M11 and beyond. As part of these developments some funding (S106) has been agreed to fund road improvements including contributions to Clock Tower, however these are insufficient to complete the scheme and will only be triggered as development progresses. The attractiveness of all these sites from a developer perspective are negatively impacted by delays at Clock Tower.

Future development sites as part of the LDF process will be looking to generate new homes up to 16,000 and 12,000 new jobs

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.

Throughout the development of this option the most cost effective solutions have been sought. There is little scope to reduce the cost of the scheme, which is all within the Public Highway. Other options considered, signalising the roundabout or as a 'hamburger' configuration, however, it was considered that the roundabout is too small with insufficient internal stacking space. An option with a signalised cross roads and slip lanes to and from the western approach was also tested and although it provided additional capacity in the base case, it proved to be less robust to accommodate increased flows to cater for growth

than the chosen.

However once the contractor has been appointed via the Eastern Highways Alliance, there will be the opportunities to value engineer the proposals to reduce the overall cost of construction.

- 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. However, the scheme will integrate directly with improvements being provided as part of the Enterprise Zone just north of the location of Clock Tower.

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

If funding is not secured through this process, apart from the S106 funding, which will need to await housing completions, there are no other funding sources currently identified to complete these works. In addition the S106 funding sources are insufficient to complete the scheme necessary to deliver the desired levels of congestion relief.

- 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 are no AQMAs in Harlow, as while traffic levels are high, the main routes are within the open green wedges designed as part of the town's original layout.

Within Harlow mature oak trees have tree protection orders and a single tree has been identified within scheme extents, however discussions with Harlow District Council officers indicate that mitigation measures are possible.

B3. The Financial Case – Project Costs

Before preparing a scheme proposal for submission, bid promoters should ensure they understand the financial implications of developing the scheme (including any implications for future resource spend and ongoing costs relating to maintaining and operating the asset), and the need to secure and underwrite any necessary funding outside the Department's maximum contribution.

Please complete the following tables. Figures should be entered in £000s (i.e. £10,000 = 10).

Table A: Funding profile (Nominal terms)

£000s	2013-14	2014-15	2015-16	Total
DfT funding sought	809	2,104		2,913
Local Authority contribution	347	902	0	1,248
Third Party contribution	0	0	0	0
TOTAL	1,155	3,006	0	4,161

Table B: Cost estimates (Nominal terms)

Cost heading	Cost (£000s)	Date estimated	Status (e.g. target price)
Preliminaries	359	13/02/13	Estimate
Site Clearance	26	13/02/13	Estimate
Safety Barriers	19	13/02/13	Estimate
Earthworks	271	13/02/13	Estimate
Surfacing	497	13/02/13	Estimate
Kerbs/Footways	132	13/02/13	Estimate
Traffic Signs/Markings	67	13/02/13	Estimate
Road Lighting	68	13/02/13	Estimate
Structures	230	13/02/13	Estimate
Landscaping	22	13/02/13	Estimate
Utility Diversions	1,135	13/02/13	Estimate
Quantified Risk Assessment (@ P50)	678	13/02/13	Estimate
Scheme Prep (design/Environmental Surveys)	305	13/02/13	Estimate
Supervision	351	13/02/13	Estimate
TOTAL	4,161		

Notes:

- 1) Department for Transport funding must not go beyond 2014-15 financial year.
- 2) A minimum local contribution of 30% (local authority and/or third party) of the project costs is required.
- 3) Costs in Table B should be presented in outturn prices and must match the total amount of funding indicated in Table A.

B4. The Financial Case - Local Contribution / Third Party Funding

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

- a) The non-DfT contribution may include funding from organisations other than the scheme promoter. If the scheme improves transport links to a new development, we would expect to see a significant contribution from the developer. Please provide details of all non-DfT funding contributions to the scheme costs. This should include evidence to show how any third party contributions are being secured, the level of commitment and when they will become available.

The non-DfT contribution will be provided by the Essex County Council Capital Programme.

However, a contribution is due from a developer through S106 obligations, but timing of this dependent on housing occupation triggers, which are indeterminate.

- 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

The S106 clearly defines the obligation to contribute.

- 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.

Land is being provided by Harlow District Council for the purposes of construction but no value is being claimed directly against this

Have you appended a letter to support this case? Yes No N/A

- d) Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection.

No funding applications have been made for this specific junction

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 analysis/assessment has been carried out and is attached as Appendix 6. It should be noted that this is based on P50 values. The total risk allowance is £678,375.

- b) How will cost overruns be dealt with?

As referred above the work will be tendered under one of two framework contracts, the Eastern Highways Alliance or the Highways Agency framework contracts. Within this the works will be delivered using the New Engineering Council (NEC) 3 suite of documents which has mechanisms to deal with cost overruns including penalties and pain/gain provisions.

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

Appendix 7 shows the top strategic risks and the highest risks contained in the QRA including their associated mitigations

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 over runs 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);

It was shown that the scheme can be expected to save 12.12 vehicle-hours in a single AM peak hour and 9.13 vehicle hours in a PM peak hour in the base year.

- A preliminary assessment of the impact of proposed developments on the A414 corridor was undertaken, based on available Transport Assessments including that for the Harlow Enterprise zones. It was shown that total traffic demand through the junction can be expected to increase by 2,586 vehicles per hour in the AM peak hour and by 1,894 in the PM peak hour
- Junctions were modelled with the current proposals for Clock Tower, but resulting journey times were not assessed. The modelling results are presented in the accompanying note. The current proposals will not be able to fully accommodate full forecast growth but does significantly increase capacity, without which very little growth in demand could be accommodated.
- A description of the key risks and uncertainties;

The junctions assessments have been undertaken using standard software (ARCADY) and analysis, based on junction counts that were undertaken on a normal day, but in a non-neutral month (November 2009). Comparison with data from a nearby continuous counter and DfT guidance showed that the survey result provides a robust estimate of average day operations. Risk to modelling results are therefore considered to be low

- 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.

Description of assessment

Data and analysis to support the description of traffic characteristics of the road section, the impact of the proposals and the data used to populate the pro-forma tables are contained in a separate note: Harlow Clock Tower Junction - Supplementary Information to Application for Pinch Point Funding, February 2013.

Data sources used were:

- 2010/11 Trafficmaster Journey Time data, average of neutral months per hour and hourly data for June 2011.
 - 12-hour classified junction count taken at the junction on 10 November.2009. A copy of the data is presented on tab SITE 7 in the excel workbook:
Harlow A414 8-series Junction Counts - November 2009
 - Continuous Counter data on the A414 south of junction, with daily traffic from 2006 to 2011 and detail data May to October 2011 used, shown in excel workbook:
A414 Counter 66796680 24 MAY - 7 OCT 2011
 - AADF data from <http://www.dft.gov.uk/traffic-counts/>
 - Bus time tables
 - Typical bus usage provided by operators
- Flows, traffic composition, and patterns were extracted from the available and where no direct data was available; default values from WebTAG were used.

** Small projects bids are not required to produce a Benefit Cost Ratio (BCR) but may want to include this here if they have estimated this.*

b) Small project bidders should provide the following as annexes as supporting material:

- A completed [Scheme Impacts Pro Forma](#) which summarises the impact of proposals against a number of metrics relevant to the scheme objectives. It is important that bidders complete as much of this table as possible as this will be used by DfT – along with other centrally sourced data – to form an estimate of the BCR of the scheme. Not all sections of the pro forma are relevant for all types of scheme (this is indicated in the pro forma).
- A description of the sources of data and forecasts used to complete the Scheme Impacts Pro Forma. This should include descriptions of the checks that have been undertaken to verify the accuracy of data or forecasts relied upon. Further details on the minimum supporting information required are presented against each entry within the pro forma.

Has a Scheme Impacts Pro Forma been appended? Yes No N/A

Please refer to Appendix 8 for the Scheme Impacts Pro Forma

Has a description of data sources / forecasts been appended? Yes No N/A

Please refer to 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

Please refer to Appendix 10 for the Appraisal Summary Table

- 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).

As already mentioned the NEC 3 contract suite will be used, within this form of contract are various options regarding the transfer of risk from the promoter to the contractor, typical examples of risk transfer include, programme, and weather. These issues will obviously be confirmed once an appropriate contractor has been brought on board. Please refer to Appendix 11 for the Risk Management Strategy.

- 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.

All design work will be carried out by the County Council's integrated service partner Essex Highways. Construction will be undertaken via mini competitive tender process utilising existing frame works contracts available to Essex County Council for example the Eastern Highways

Alliance or the Highways Agency Framework. These framework contracts are suitable for schemes up to and including £10 million.

- 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

Please refer to Appendix 12

**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

Please refer to Appendix 13 for the Project Plan

- 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

An email from Harlow District Council agreeing to the transfer of land is attached as Appendix 14

- 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:

Estimated Start Date

Funding Agreed

Mar 2013

Consultation, detail design and contract preparation

May 2013

Utility Diversions

Oct 2013

Tender Process	Oct 2013
Appointment of Contractor	Feb 2014
Mobilisation	Feb 2014
Construction	March 2014
Scheme Completion	November 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.

Some land required for the improvement is owned by Harlow District Council, however as per the attached email they have indicated they are willing to transfer this to highway.

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

The scheme will need to be tendered so a small competitive tender process will need to be completed prior to construction commencing.

TRO modifications will be required to reduce or remove the extent of bus lanes in the vicinity. The bus lanes are no longer required as they are either superseded by the scheme or are redundant

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

Please refer to Appendix 6 for the QRA

Has a Risk Management Strategy been appended to your bid? Yes No

Please refer to Appendix 11 for the Risk Management Strategy

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 include:

The strategy for engagement is in 3 stages:

Stage 1 Development Phase

Early initial engagement with local decision makers, statutory undertakers and transport operators to ensure that the scheme has key stakeholders in this scheme, which can be split into 4 major groups (described below).

Local decision makers: Harlow District Council, South East LEP, Harlow Stansted Gateway Transport Board

Interests: to promote sustainable growth within Harlow and the wider Gateway Area. To facilitate economic growth, particularly in respect of the Enterprise Zone and regenerate Harlow Town Centre and ensure that there is appropriate infrastructure to support the growth

Statutory Undertakers: Utility companies who own plant and/or equipment in the vicinity of the scheme

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

Transport operators: Bus Operators, taxi operators, train operators and Network Rail.

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. Network rail will want to ensure that their assets and infrastructure are protected.

Business: Business representatives and key businesses on the corridor including Harlow Enterprise Zone, existing and future housing developers and future developers in the Town Centre.

Interests: Reducing the congestion on this strategic link into Harlow. Ensuring that their businesses can be accessed throughout the construction period. Future developers, including those on the Enterprise Zone 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.

Public: Local residents; local schools, travelling public including pedestrians, cyclists, bus passengers and car drivers.

Interests: The public will want to ensure that their access to the workplaces, the town centre, hospital and leisure activities by all modes of transport is not compromised by the capacity improvements to the road. Residents will want to ensure that their quality of life is not compromised by the capacity enhancements and new developments proposed in the area.

Stage 2 Pre Construction Phase

This stage would involve feeding back to stakeholders the final scheme, and we will commence early engagement with transport operators businesses and emergency services to ensure continuity during construction. In addition engagement on traffic management plans would begin as appropriate.

Stage 3 Construction Stage and Post Construction Stage

This would involve ongoing engagement with businesses, emergency services and transport operators to continue to ensure continuity of service. Provision of information for travellers using the internet (Essex County Council's website), press, radio and the Essex County Council Highways Helpline to report problems and get information. During this stage 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. Finally during construction promotion of alternative forms of transport is a key part of the communications to ensure disruption is kept to a minimum.

Once the scheme has been completed promotion of the scheme and travel choices should begin along the corridor to ensure the usage of the scheme is maximised.

b) Can the scheme be considered as controversial in any way? Yes No

If yes, please provide a brief summary (in no more than 100 words)

c) Have there been any external campaigns either supporting or opposing the scheme?

Yes No

If yes, please provide a brief summary (in no more than 100 words)

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

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

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

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

B13. Management Case - Assurance

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

Please refer to Appendix 12

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 Plan detailed below. 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.

Economy

1. Improve the economic efficiency and reliability of the local road network by reducing congestion on the A414 and thereby enhancing the attractiveness of the Enterprise Zone

Measurement would be achieved through collection of pre-scheme peak period traffic flows, journey times and queue lengths. The baseline figures would then be compared to post-scheme opening. After-scheme surveys would be produced 1 year after the scheme has opened. This method would incorporate surveys on both the existing & new network.

2. Improve public transport reliability

Measurement obtained through collection of pre-scheme PSV traffic flows and journey time reliability (16hrs). The baseline figures would subsequently be compared to the post-scheme opening. After-scheme surveys would be produced after 1 year after the scheme has opened.

3. Improve all traffic movements connecting to/from the town centre.

Measurement would be achieved through collection of pre-scheme peak period traffic flows, journey times and queue lengths. The baseline figures would then be compared to post-scheme opening. After-scheme surveys would be produced 1 year after the scheme has opened. This method would incorporate surveys on both the existing & new network.

Integration

1. Integrate land-use, regeneration & transport policy by providing transport infrastructure as part of the strategy for regeneration and growth.

Measurement obtained through the undertaking of before and after infrastructure comparisons. This would include liaison with Harlow Council throughout the scheme design process in order to incorporate any plans and views as far as possible.

Safety

1. Traffic flows will be more controlled due to the removal of a key 'pinch point' leading to safety benefits with the separating out of major turning movements from traffic flows at the roundabout

Measurement obtained through collection of pre-scheme accident baseline figures compared to post-scheme opening. After-scheme data would be collected 1 year after the scheme has opened. The figures from the Essex County Council accident database will be supplied by Essex Police.

Environment

1. Maximise opportunities to make positive contributions to the environment.

Progress will be monitored regularly against the programme until completion of the scheme, employing a 'Best Practice' and Environmental Management System. The Project Team will use established best practices for this type of scheme.

2. The majority of the proposed layout is within the existing highway or Harlow Council owned land, and environmental disruption will be minimal.

Progress will be monitored regularly against the programme until completion of the scheme.

3. Minimise project programme slippages and delays through the early identification of environmental / topographical issues.

This will be achieved through undertaking early environmental and topographical checks to avoid later issues. Progress will be monitored regularly against the programme until completion of the scheme.

Please refer to Appendix 17 for more details on the Benefit Realisation

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

A benefits realisation study would be programmed to assess the long term impact of the scheme one-year after the opening of the scheme. As part of this process, a study would be prepared to account for the “before” and “one month after” opening scenarios. This would include environment surveys and traffic data collection to enable robust reporting on the traffic benefits associated with the scheme, enabling a full appraisal of the traffic, safety, environmental and economic impacts of the scheme.

The appraisal process will be carried out using a NATA template as guidance for analysing the impacts of the infrastructure improvements on changes to local accessibility, safety, the environment, and the economy.

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 A414/A1025 Clock Tower Junction, Harlow 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@dft.gsi.gov.uk