

# National Productivity Investment Fund for the Local Road Network Application Form



Department  
for Transport

The level of information provided should be proportionate to the size and complexity of the project proposed. As a guide, for a small project we would suggest around 10 -15 pages including annexes would be appropriate.

One application form should be completed per project and will constitute a bid.

## **Applicant Information**

**Local authority name(s)\*:** [Manchester City Council](#)

*\*If the bid is for a joint project, please enter the names of all participating local authorities and specify the lead authority.*

**Bid Manager Name and position:** [Kevin Gillham](#)

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

**Contact telephone number:** [07775 791002](#)      **Email address:**  
[k.gillham@manchester.gov.uk](mailto:k.gillham@manchester.gov.uk)

**Postal address:** [Manchester City Council](#)  
[Level 6, Lloyd Street, Town Hall Extension, PO Box 532, Manchester, M60 2LA](#)

## **Combined Authorities**

*If the bid is from an authority within a Combined Authority, please specify the contact, ensure that the Combined Authority has provided a note ranking multiple applications, and append a copy to this bid.*

**Name and position of Combined Authority Bid Co-ordinator:**

[Nicola Kane, Head of Strategic Planning and Research](#)

**Contact telephone number:** [0161 244 1246](#)

**Email address:** [Nicola.kane@tfgm.com](mailto:Nicola.kane@tfgm.com)

**Postal address:** [TfGM](#)

[2 Piccadilly Place, Manchester, M13BG](#)

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.greatermanchester-ca.gov.uk/npif-bid](http://www.greatermanchester-ca.gov.uk/npif-bid)

## **SECTION A - Project description and funding profile**

**A1. Project name:** Mancunian Way junction with Princess Parkway – capacity and traffic management improvements (part of MSIRR – Manchester Salford Inner Ring Road)

**A2 :** Please enter a brief description of the proposed project (no more than 50 words)

Improvements at a key junction located on the Inner Ring Road - Mancunian Way/Princess Parkway, with the objective of increasing capacity, improve management of traffic flows, and create a safe environment for vulnerable users (pedestrians and cyclists) in line with the Greater Manchester 2040 Transport Strategy.

Please refer to Appendix 0 – Parkway Design Option.

**A3 :** Please provide a short description of area covered by the bid (no more than 50 words)

This junction is located on the south section of the MSIRR, and is a key strategic node on the Mancunian Way (the most congested section of the MSIRR). It provides key links to the motorway network and the City Centre; congestion presents challenges to its core strategic function.

OS Grid Reference:

OS X (Eastings) 383860

OS Y (Northings) 397134

Postcode: M15 6JH

Please append a map showing the location (and route) of the project, existing transport infrastructure and other points of particular relevance to the bid, e.g. housing and other development sites, employment areas, air quality management areas, constraints etc.

The following Appendices have been included as part of this submission:

Appendix 1 – Location Plan/Strategic Context

Appendix 2 – Location Plan

Appendix 3 A – Job Growth 2030 Plan

Appendix 3 B – Air Quality Management Area

Appendix 3 C – Housing Sites 2016

**A4.** How much funding are you bidding for? (please tick the relevant box):

**Small project bids** (requiring DfT funding of between £2m and £5m)

**Large project bids** (requiring DfT funding of between £5m and £10m)

**A5.** Has any Equality Analysis been undertaken in line with the Equality Duty?

Yes  No

This scheme will greatly benefit the mobility and safety of vulnerable users, cyclists and pedestrians, of all ages and abilities. Manchester City Council as an employer fully embraces the Equality Duty and ensures that its supply chain equally matches the same principles. The

procurement mechanism to deliver the improvements to this junction is supportive of local workforce, SME, and values the employment of apprentices in line with the Equality Act.

**A6.** If you are planning to work with partnership bodies on this project (such as Development Corporations, National Parks Authorities, private sector bodies and transport operators) please include a short description below of how they will be involved.

MCC will deliver this scheme with support from its stakeholders including City centre developers who are seeking to undertake major projects to facilitate and encourage residential and economic growth and activity.

Existing city centre stakeholders including Cityco and TfGM. The latter will engage with public transport providers including bus operators to ensure that the reduced levels of congestion resulting from the scheme delivers improvement in terms of journey time reliability thus ensuring public transport provides a more attractive alternative to private car as described and set out in the City Centre Transport Strategy.

**A7. Combined Authority (CA) Involvement**

Have you appended a letter from the Combined Authority supporting this bid?  Yes  No

Appendix 4 – CA letter of support – please refer to introductory GM letter.

**A8. Local Enterprise Partnership (LEP) Involvement and support for housing delivery**

Have you appended a letter from the LEP supporting this bid?  Yes  No

For proposed projects which encourage the delivery of housing, have you appended supporting evidence from the housebuilder/developer?

N/A  Yes  No

Appendix 5 – LEP letter of support - please refer to introductory GM letter.

## **SECTION B – The Business Case**

### **B1: Project Summary**

Please select what the project is trying to achieve (select all categories that apply)

#### **Essential**

- Ease urban congestion
- Unlock economic growth and job creation opportunities
- Enable the delivery of housing development

#### **Desirable**

- Improve Air Quality and /or Reduce CO2 emissions
- Incentivising skills and apprentices
  
- Other(s), Please specify – [Improved safety for all users.](#)

**B2** : Please provide evidence on the following questions (max 100 words for each question):

a) What is the problem that is being addressed?

[There is currently considerable queuing and delay at this junction particularly during peak times. The improvement scheme will increase capacity at the junction for all traffic, particularly during the weekday peak periods, providing journey time and reliability benefits for business users and transport providers.](#)

[Reducing congestion and improving journey times and capacity will ensure that the MSIRR is able to fulfil its function of providing an attractive route for traffic wishing to travel around the City Centre. This will reduce congestion levels within the City Centre supporting its attractiveness for economic growth and development \(refer to City Centre Transport Strategy\).](#)

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

[The preferred option involves a significant capacity increase through road widening on the slip roads and provision of two additional spurs enabling a straight ahead movement from Princess Parkway onto the City Centre \(Medlock St\) and another providing a direct movement from Princess Parkway Eastbound onto the Mancunian Way. This scheme also creates a safer environment for vulnerable users \(provision of segregated pedestrian and cycling facilities across all arms\).](#)

[An alternative scheme was considered that included the signalisation of all arms. The increase in capacity and reduction of congestion is limited in this option and therefore it has been discounted.](#)

c) What are the expected benefits/outcomes? For example, could include easing urban congestion, job creation, enabling a number of new dwellings, facilitating increased GVA.

- [Alleviating congestion at a key pinch point and improving air quality;](#)
- [Unlocking economic and job creation opportunities, and supporting the delivery of new housing. Up to 15,000 additional jobs are forecast in the city centre by 2024 and up to 12,500 new homes by 2022\\*;](#)

- Promoting sustainable modes of transport. The scheme will enhance permeability for walking and cycling across the MSIRR;
- Providing improved access to work. The Scheme will reduce journey times into the City Centre;
- Improving the functionality of the MSIRR and providing an effective route for traffic wishing to bypass the city centre.

*\*Source: Manchester City Council Forecasting model*

- d) Are there any related activities that the success of this project relies upon? For example, land acquisition, other transport interventions requiring separate funding or consents?

There are no other related activities that the success of the project relies upon.

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

Without DfT funding, MCC would only be able to implement a minimal level of intervention which is signalisation of the junction to manage traffic flow particularly during peak times. The additional benefits of increased capacity of the junctions and safer routes to promote active travel will not be realised.

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

The map on Appendix 6 shows the areas of Manchester that have an annual exceedance of NO<sub>2</sub> (35ug/m<sup>3</sup>).\*

TfGM has approximately 2400 sets of signals, 1400 are junctions; 800 are on SCOOT and MOVA. These types of signal are adaptive and respond automatically to accommodate for traffic fluctuations.

Stationary traffic at junctions contributes an estimated 40% extra pollutants when compared to free-flowing traffic conditions. However- with SCOOT and MOVA in place- TfGM has the capacity to influence where and when traffic is stationary. This provides the capacity to redistribute NO<sub>2</sub>, allowing for increased dispersion of particulates and improving air quality.

*\*The statutory limit for NO<sub>2</sub> is 40ug/m<sup>3</sup>*

**B3** : Please complete the following table. **Figures should be entered in £000s**  
(i.e. £10,000 = 10).

**Table A: Funding profile (Nominal terms)**

**Total cost: £8,211,500**

£000s	2017-18	2018-19	2019-20	2020-21
DfT funding sought	0	1,500	3,499	0
Local Authority contribution	500	500	1,000	1,212.5
Third Party contribution	0	0	0	0
<b>TOTAL</b>	<b>500</b>	<b>2,000</b>	<b>4,499</b>	<b>1,212.5</b>

*Notes:*

- 1) Department for Transport funding must not go beyond 2019-20 financial year.
- 2) Bidders are asked to consider making a local contribution to the total cost. It is indicated that this might be around 30%, although this is not mandatory.

**B4 : Local Contribution & Third Party Funding** : Please provide information on the following questions (max 100 words on items a and b):

- a) Provide an outline of all non-DfT funding contributions to the project costs, the level of commitment, and when the contributions will become available.

MCC has made a commitment to match fund 39.1% of the estimated overall scheme costs (64.2% of the DfT contribution).

This match funding is confirmed and secure and will be taken from the recently awarded (MCC internal) Highways Investment Fund. £3M p.a. budget has been allocated and approved by the Executive for the next five years as available 'match funding' for bids/schemes of this nature. The City Treasurer, as Section 151 Officer, has been briefed and is supportive of this proposal.

- b) List any other funding applications you have made for this project or variants thereof and the outcome of these applications, including any reasons for rejection.

No other funding applications have been made in respect of this project.

**B5 Economic Case**

This section should set out the range of impacts – both beneficial and adverse – of the project. The scope of information requested (and in the supporting annexes) will vary, including according to whether the application is for a small or large project.

**A) Requirements for small project bids (i.e. DfT contribution of less than £5m)**

- a) Please provide a description of your assessment of the impact of the project to include:
- Significant positive and negative impacts (quantified where possible) including in relation to air quality and CO<sub>2</sub> emissions.

This project will have a significant positive impact on air quality as described in B2f. The project will also have a significant positive impact on congestion and reduction in journey times (peak) as can be seen on the Project Impact pro Forma.

- A description of the key risks and uncertainties;

Please refer to Appendix 8 – Risk Assessment.

- If any modelling has been used to forecast the impact of the project please set out the methods used to determine that it is fit for purpose

Please refer to Appendix 9 - Modelling Analysis and Benefits.

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

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

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

Please refer to Appendix 10.

Has a description of data sources / forecasts been appended?  Yes  No  N/A  
Has an **Appraisal Summary Table** been appended?  Yes  No  N/A

Please refer to Appendix 11. The BCR value for this scheme is 4.54.

Other material supporting your assessment of the project described in this section should be appended to the 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.*

## **B) Additional requirements for large project bids (i.e. DfT contribution of more than £5m)**

- c) Please provide a short description (max 500 words) of your assessment of the value for money of the project including your estimate of the Benefit Cost Ratio (BCR) to include:

- Significant monetised and non-monetised costs and benefits
- Description of the key risks and uncertainties and the impact these have on the BCR;
- Key assumptions including: appraisal period, forecast years, optimism bias applied; and
- Description of the modelling approach used to forecast the impact of the project and the checks that have been undertaken to determine that it is fit-for-purpose.

- d) Additionally detailed evidence supporting your assessment, including the 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.*

**B6 Economic Case:** For all bids the following questions relating to **desirable criteria** should be answered.

Please describe the air quality situation in the area where the project will be implemented by answering the three questions below.

i) Has Defra's national air quality assessment, as reported to the EU Commission, identified and/or projected an exceedance in the area where the project will be implemented?

Yes  No

ii) Is there one or more Air Quality Management Areas (AQMAs) in the area where the project will be implemented? AQMAs must have been declared on or before the 31 March 2017

Yes  No

As mentioned in B2.f), the map on Appendix 6 shows the areas of Manchester that have an annual exceedance of NO<sub>2</sub> (35ug/m<sup>3</sup>). Appendix 3B also shows Manchester's AQMA.

TfGM has approximately 2400 sets of signals, 1400 are junctions; 800 are on SCOOT and MOVA. These types of signal are adaptive and respond automatically to accommodate for traffic fluctuations.

Stationary traffic at junctions contributes an estimated 40% extra pollutants when compared to free-flowing traffic conditions. However- with SCOOT and MOVA in place- TfGM has the capacity to influence where and when traffic is stationary. This provides the capacity to redistribute NO<sub>2</sub>, allowing for increased dispersion of particulates and improving air quality.

*\*The statutory limit for NO<sub>2</sub> is 40ug/m<sup>3</sup>*

iii) What is the project's impact on local air quality?

Positive  Neutral  Negative

- Please supply further details:

iv) Does the project promoter incentivise skills development through its supply chain?

Yes  No  N/A

- Please supply further details:

The Council is keen to make sure that our supply chain contributes as much as possible to the overall wellbeing of our residents and we therefore include social value as part of the procurement process. In 2015 the Council increased its weighting for social value considerations from 10% to 20%, meaning that all companies and organisations bidding for MCC contracts have to give social value serious consideration when putting tenders together.

When tendering to supply goods, services or works potential suppliers will be asked to provide details and evidence of how they meet the Council's six social value objectives which includes work and skills priorities. Potential suppliers will be scored on their 'offer' back to Manchester's residents which can be either as 'Social Value in Kind' or 'Social Value Fund'. Depending on the size and nature of the contract, Social Value in Kind could range from offering a work

experience placement to a high school student to agreeing to take on a number of apprentices as part of a large scale construction programme.

The 'Social Value Fund' is a cash contribution in lieu of offering 'Social Value in Kind'. Examples of what social value opportunities this fund is used for include supporting young people to develop enterprise skills, upskilling existing staff, recruiting local graduate trainees or offering a supported internship/placement, or mentoring a small business.

We encourage companies and organisations to provide opportunities directly where they can make an impact and have a contract of the longevity and scale to deliver. However, the introduction of the 'Social Fund' provides flexibility for companies and organisations and an opportunity for those who are successful to make a contribution to social value to incentivise skill development where the size of contract would otherwise prevent it.

### **B7. Management Case - Delivery (Essential)**

Deliverability is one of the essential criteria for this Fund and as such any bid should set out, with a limit of 100 words for each of a) to b), any necessary statutory procedures that are needed before it can be constructed.

- a) A project plan (typically summarised in Gantt chart form) with milestones should be included, covering the period from submission of the bid to project completion.

Has a project plan been appended to your bid?  Yes  No

Please refer to Appendix 12 – 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 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

The land required for the proposed improvements is within Manchester City Council ownership.

- c) Please provide in Table C summary details of your construction milestones (at least one but no more than 6) between start and completion of works:

#### **Table C: Construction milestones**

Please refer to Appendix 12 – Project Plan.

**Start of works: March 2019**

**Opening date: August 2020**

d) Please list any major transport projects 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)

Project Name	MCC Project Status	MCC Project Work Type	MCC Funding Stream	Start Date	At Completion Total Cost	Status
NOMA Phase 1	Proj Complete	H'way Improvements	Third Party	19-Mar-12	£6.5m	Completed on time and within budget
Cross City Bus - Oxford Road (Contract 2)	Ongoing	H'way Main Struc	Dft/TfGM	06-May-13	£13.3m	Delayed by 1 year due to issues raised at consultation. To budget
DFT Cycle City Ambition - Phase 1	Proj Complete	Cycle Infrastructure	Dft/TfGM	02-Apr-13	£7.5m	Delayed by 1 year due to issues raised at consultation. To budget
Challenge Fund - Programme Delivery	Ongoing	H'way Maintenance	Dft/TfGM	01-Sep-15	£7.4m	On programme to complete Dec 2017, under budget
Cross City Bus - Oxford Rd Mitigation	Proj Complete	H'way Improvements	Dft/TfGM	31-Mar-14	£5.05m	Completed on time and within budget

## B8. Management Case – Statutory Powers and Consents (Essential)

a) Please list if applicable, each power / consent etc. already obtained, details of date acquired, challenge period (if applicable), date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.

N/A No powers or consents have yet been sought.

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

The following activities will need to be completed before the scheme can be progressed on site, the timeframes for each are reflected in the project plan.

### Highway Approvals

Planning permission is not required, however approval to undertake work on the public highway needs to be granted by the Highway Authority. In Manchester this takes the form of a Delegated Approval Report authorised by the Citywide Highways Manager, Client Services Manager - Highways and the Executive Member for Environment.

This approval requires consultation with ward members, the Traffic Management Unit (TMU) which includes representatives from the emergency services and other statutory groups and the public

The scheme will be classed as a key decision because of the value, which means it will need to be placed on the register of key decisions for a minimum of 28 days before any approvals can be given.

The project will also be subject to MCC's internal Gateway approval process to release the funding for spend.

### Traffic Regulation Orders (TROs)

A review of existing TROs will be undertaken to ensure any changes resulting from the Scheme are captured. This is not an exhaustive list but will include:

- waiting and loading restrictions
- movement Orders (left/right turn any required U-turn bans)

- off carriageway cycle facilities (re-designation of the footway for shared facilities between pedestrians and cyclists)
- on carriageway cycle lanes

Any proposed changes will be subject to a Legal Advertising stage prior to the Orders being made.

### **Temporary Traffic Regulation Orders (TTROs)**

In addition to the permanent TROs described above, temporary Orders will be an essential part of the delivery of the highway works. TTROs are granted for limited time periods to facilitate construction works.

The start dates and durations of any TTROs will be agreed with the Citywide Highways team in Manchester to ensure there are no conflicts with other planned works or events on highway.

As the delivery methodology is still under development specific details of TTROs that may be required are not known at this stage. Despite this, it is anticipated that the TTROs will include highway closures (partial or full) and also movement bans to facilitate different elements of the construction. Close working with the Manchester Citywide Highways Team will ensure that appropriate TTROs are considered and adopted to deliver the works while mitigating the risk of conflict with other planned works / events.

Any TTRO will be specific to the work package being undertaken and will be removed when no longer required. Approval of dates and durations for TTROs is a critical element of the Scheme delivery therefore approval of dates will be set at least 4 to 6 weeks in advance, so that the programme of works as it is developed will identify these as key milestones. Without approval of dates the programme schedule may be at risk and hence needs to be project managed accordingly.

### **Greater Manchester Road Activities Permit Scheme (GMRAPS)**

GMRAPS is designed to control the carrying out of specified works in specified streets in a specified area. It replaces parts of the “notice system” under the New Roads and Street Works Act 1991 (NRSWA) whereby promoters inform the Street Authority of their intention to carry out works in their area.

The aim of the GMRAPS system is to minimise traffic disruption while allowing promoters time and road space to complete their work. It is recognised that Mancunian Way and Princess Parkway are traffic sensitive routes and as such the construction programme needs to be effectively managed through the Scheme delivery to minimise the impact on the route users.

Provisional Advance Applications will be raised as soon as funding is confirmed. As the construction programme is developed more specific details can be updated in relation to the timing and durations of elements of the works.

### **Environmental Health Approval**

In conjunction with developing the construction programme with the Network Managers, consultation will take place with Environmental Health. The Scheme is located in a busy urban area and as such the impact of the construction works on adjacent residents and businesses needs to be considered. Some elements of the Scheme may be required to be delivered overnight, such as resurfacing works, and this will be discussed with Officers to understand what may be acceptable in the area.

Any applications or permits required to undertake works will be obtained.

## **Land Assembly**

As the Scheme aims to provide additional traffic lanes and Toucan crossings for pedestrians and cyclists, additional land is required to provide the increased traffic islands and carriageway width. Some of the land required is within the extent of the Adopted Highway Boundary but the necessary land is outside of highway control, therefore an internal appropriation report will need to be progressed to bring the land under highway control.

The Land Appropriation process will require checks to be made on whether any land being appropriated is designated as Open Space. Should this be found to be the case there will be the need for an Open Space Advert as part of the Appropriation process.

## **Trees**

The Scheme involves widening works which will be accommodated in the land discussed above. The land along the central reservation of Princess Parkway currently contains several trees. A number of these trees will need to be removed to accommodate the widening and the construction of the new sliproads.

The trees are not subject to Tree Preservation Orders however surveys of the affected trees and those that will remain will be undertaken. An arboricultural survey will be carried out to BS5837 Trees in Relation to Design, Demolition and Construction - Recommendations. While several trees will need to be removed (or relocated where feasible) others will need to be protected during the works to ensure their survival afterwards.

Method Statements will be put in place for working around trees that will remain once the Scheme has been delivered to ensure they are not damaged during the construction process. Tree Protection Plans will be prepared which set out Root Protection Areas for the trees that will remain.

The opportunity to remove and relocate the affected trees will be investigated. The Arboricultural Team will advise on whether any of the existing trees could be dealt with in this way. Should this not be possible then there is a requirement for trees to be replaced at a ratio of 3:1 under existing planning guidance.

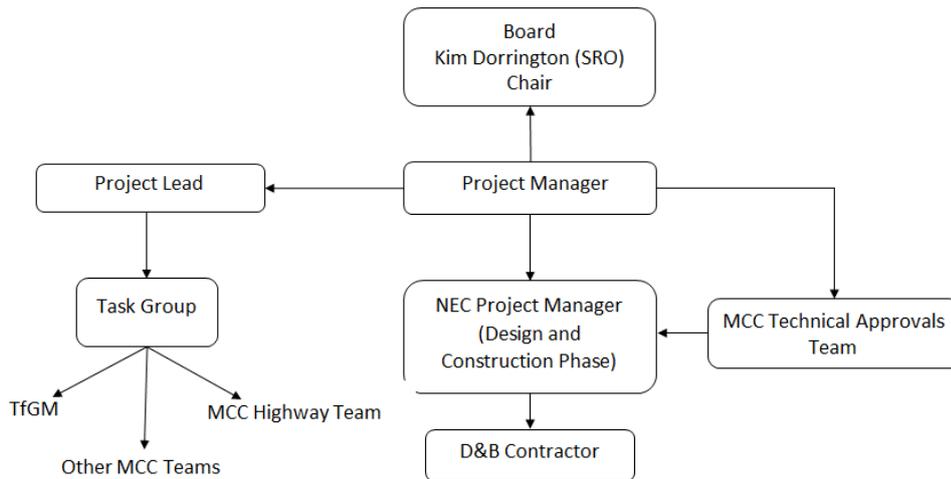
## **Advertising Consent**

In addition to the removal of trees alongside a number of advertising panels will also need to be removed to accommodate the scheme. Discussions will need to take place with the advertising panel operator to identify potential alternative locations. A planning application would be required to relocate the advertising panels to new locations.

## B9. Management Case – Governance (Essential)

Please name those who will be responsible for delivering the project, their roles (Project Manager, SRO etc.) and responsibilities, and how key decisions are/will be made. An organogram may be useful here.

The figure below shows the proposed governance structure:



The Senior Responsible Officer (SRO) for the scheme is Kim Dorrington MCC (Strategic Director of Highways, Engineering and Transportation). A Project Manager responsible for the scheme in its entirety will be named at project initiation. The Project Manager will be accountable to the Project Board, chaired by the SRO and is responsible for the day-to-day management and administration of the scheme. MCC will also appoint a NEC Project Manager to manage detailed design and construction phases.

The Project Manager will report to the Project Lead who has a responsibility for ensuring that the design team are proactively working to deliver the scheme. They are responsible for the technical output of their design teams, any statutory approvals and procurement. The Project Lead will be named at project initiation.

The Project Lead feeds into the Project Task Group.

### Project Task Group

The Project Task Group pulls all of the scheme information, design and technical details together to drive the overall scheme forward as a cohesive package of works. Overall scheme quality assurance is the responsibility of the Task Group. The Task Group will meet on a fortnightly basis. The Task Group report to the Project Board via the Project Manager and is made up of representatives from across the project team for example Strategic development, Citywide Highways (Network Management), Transport Policy, City Centre Regeneration Team, Urban Traffic Control, Legal.

Driven by the Project Lead and assisted by the Project Manager, the Task Group undertakes the following functions:

- Identify and monitor progress against the project scope and objectives;
- Coordinate design development and delivery between within the wider context of other projects being delivered across the area;

- Monitor progress against the plan both in terms of the schedule and budget;
- Take full responsibility for risk and issue management, escalating as appropriate to the Project Board;
- Ensure the appropriate quality of work is being delivered;
- Support the individual members of the Project Team in the delivery of their tasks and responsibilities; and
- Ensure that the different teams work in partnership.

### **Project Board**

The Project Board meets on a monthly basis and membership includes the Senior Responsible Officer (SRO) Kim Dorrington (Chair), key members of the MSIRR Task Group and senior representatives from TfGM who oversee the delivery of DfT funded projects on behalf of the GMCA. Other specialists such as legal and finance senior officers are invited to attend the Board when updates are required on specific issues.

All issues for escalation or key decisions are taken to the board for discussion and resolution, to ensure that they can be considered and resolved in the overall context of the scheme and against the corporate objectives of MCC and TfGM on behalf of the GMCA and as the responsible body for the KRN.

The terms of reference of the Project Board can be summarised as:

- Approve Terms of Reference;
- Appoint a project manager(s) to organise and control the project and make sure it meets its objectives;
- Approve project objectives, scope, business case, and the Project Initiation Document prior to any expenditure;
- Communicate information about the project to the organisation and stakeholder groups;
- Responsible for the authorisation of subsequent budget expenditure agreed by the appropriate forum, in line with the project plan, stage boundaries and financial forecast;
- Brief Council Members and Senior Officers on progress, ensuring that reports to Executive and other Council Committee's as necessary are issued in a timely fashion;
- Recommend and authorise future actions, including premature closure or extensions on deadlines and budget;
- Sign off any changes in the project plan, business case and budget;
- Ensure and monitor that the project delivers quality expectations within the parameters of the cost envelope;
- Manage any risks owned by the Project Board that are highlighted in the risk log;
- Monitor sign-off at stage end and authorisation of next stage;
- Approve project closure;
- Invite specialists, when required, to join workshops;
- Ensure good communication and effective consultation with stakeholders and other key interfaces; and
- Ensure that critical friend and peer review input is built into the project process in particular from the perspective of end-users and other technical areas such as legal.

## **B10. Management Case - Risk Management (Essential)**

All projects will be expected to undertake a Quantified Risk Assessment (QRA) and a risk register should be included. Both should be proportionate to the nature and complexity of the project. A Risk Management Strategy should be developed that outlines 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 7 – Cost Estimate](#), which includes an allowance for QRA.

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

Please refer to [Appendix 8 – Risk Assessment](#).

Please provide evidence on the following points (where applicable) with a limit of 50 words for each:

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

Yes, QRA is approximately 23%.

b) How will cost overruns be dealt with?

Robust project management and monitoring systems will be established in accordance with MCC's Standard Delivery Framework to minimise potential cost overruns which will be tracked against the Quantified Risk Assessment and strategy. Where applicable additional costs will be drawn down against the risk allowance. Any additional costs which fall outside the above control framework structure will be underwritten by the City Council.

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

Please refer to [Appendix 8 – Risk Assessment](#).

## **B11. Management Case - Stakeholder Management (Essential)**

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 England, 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 in no more than 100 words of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

The project team will engage with key stakeholders on scheme approval, e.g. TfGM, adjacent land owners, residents and travelling public. The significant interest of all stakeholders will be disruption. Senior Officers/ politicians have been briefed and are supportive of the proposed

scheme. A Communication Strategy will be drafted in collaboration with TfGM which will provide the framework for a series of communication activities, delivered to promote and explain the rationale behind the scheme to various stakeholder groups and other interested parties, facilitate public consultation, seek feedback and ultimately keep the travelling public informed when the work commences on site.

b) Can the project 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 project?  
 Yes  No

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

d) For large projects only 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 projects only 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

### **B12. Management Case – Local MP support (Desirable)**

e) Does this proposal have the support of the local MP(s);

Yes.

Support letters will follow.

Name of MP(s) and Constituency

1  Yes  No

2  Yes  No

3  Yes  No

etc.

### **B13. Management Case - Assurance (Essential)**

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

Additionally, for large projects please provide evidence of an integrated assurance and approval plan. This should include details of planned health checks or gateway reviews.

## **SECTION C – Monitoring, Evaluation and Benefits Realisation**

**C2.** Please set out, in no more than 100 words, how you plan to measure and report on the benefits of this project, alongside any other outcomes and impacts of the project.

The Scheme will be subject to a standard quantitative and qualitative evaluation and monitoring process. The results of this exercise will be used to help future highway improvement schemes within Greater Manchester. The Monitoring and Evaluation Plan will be linked to the scheme's evaluation objectives with three areas of monitoring proposed: Journey time, traffic volumes and KPI's to determine the benefits to the local economy. Methods used will include ATC's, link and turn counts, Bluetooth/traffic master data and surveys of key stakeholders. Monitoring will be undertaken post-completion and then annually for five years.

*A fuller evaluation for large projects may also be required depending on their size and type.*

## **SECTION D: Declarations**

### **D1. Senior Responsible Owner Declaration**

As Senior Responsible Owner for **Mancunian Way junctions with Princess – capacity and traffic management improvements** I hereby submit this request for approval to DfT on behalf of **Manchester City Council** and confirm that I have the necessary authority to do so.

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

Name: **Kim Dorrington**

Signed:

Position: **Strategic Director (Highways, Transport and Engineering)**

### **D2. Section 151 Officer Declaration**

As Section 151 Officer for **Manchester City Council** I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that **Manchester City Council**

- has allocated sufficient budget to deliver this project 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 project
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided for this bid in 2020/21.
- confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller project bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place
- confirms that if required a procurement strategy for the project is in place, is legally compliant and is likely to achieve the best value for money outcome

Name:

**Carol Culley, City Treasurer**

Signed:

Signature

### **HAVE YOU INCLUDED THE FOLLOWING WITH YOUR BID?**

Combined Authority multiple bid ranking note (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Map showing location of the project and its wider context	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Combined Authority support letter (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
LEP support letter (if applicable)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Housebuilder / developer evidence letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
Land acquisition letter (if applicable)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
Projects impact pro forma (must be a separate MS Excel)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Appraisal summary table	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Project plan/Gantt chart	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A