National Productivity Investment Fund for the Local Road Network
Application Form

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.

<table>
<thead>
<tr>
<th>Applicant Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local authority name(s)</strong>*: Plymouth City Council</td>
</tr>
</tbody>
</table>
| **Bid Manager Name and position:** Neil Honey  
Transport Planning Officer |

_Name and position of officer with day to day responsibility for delivering the proposed project._

**Contact telephone number:** 01752 307705  
**Email address:** neil.honey@plymouth.gov.uk

**Postal address:**  
Strategic Transport Projects  
Strategic Planning & Infrastructure  
Plymouth City Council  
Floor 2  
Ballard House  
West Hoe Road  
Plymouth  
PL1 3BJ

Please specify the weblink where this bid will be published:  
www.plymouth.gov.uk/morlaixdrive
A1. Project name: Morlaix Drive Access Improvement & Bus Priority Scheme

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

The Morlaix Drive scheme addresses an existing pinch point to create a new link for buses, providing direct access to Derriford Hospital Bus Interchange. The scheme widens the existing road connecting Brest Road to Derriford Hospital enabling two-way operation, allowing services to avoid the congested Derriford Roundabout and improve reliability.

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

Morlaix Drive is located in the north of Plymouth at Derriford in one of the city’s three growth areas. The north of the city is identified for over 4000 new homes and 9000 jobs over the Joint Local Plan period to 2034 with a high proportion focused in the Derriford area.

OS Grid Reference: SX495595
Postcode: PL6 5AB
### A4. How much funding are you bidding for? (please tick the relevant box):

- **Small project bids** (requiring DfT funding of between £2m and £5m)  
  - [x] Yes  
  - [ ] No

- **Large project bids** (requiring DfT funding of between £5m and £10m)  
  - [ ] Yes  
  - [ ] No

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

- [x] Yes  
  - [ ] No

### 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.

N/A

### A7. Combined Authority (CA) Involvement

Have you appended a letter from the Combined Authority supporting this bid?  

- [x] Yes  
  - [ ] No

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

Have you appended a letter from the LEP supporting this bid?  

- [x] Yes  
  - [ ] No

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

- [x] Yes  
  - [ ] No
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 – Support increased travel by sustainable modes including bus, cycle and foot

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

a) What is the problem that is being addressed?

Morlaix Drive is identified in the Plymouth & South West Devon Joint Local Plan as critical part to the transport network to support increased travel by bus and thus the sustainable growth of the city.

Morlaix Drive needs to be widened and upgraded to local highway standards to support two-way bus traffic with the junctions improved at Brest Road and the Derriford Hospital end.

Once upgraded, buses from the south and east of the city serving the Derriford Hospital Interchange will be able to avoid the heavily congested A386 Derriford roundabout resulting in reduced journey times and improved reliability.

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

Failure to deliver the scheme would result in not maximising benefits and investment from major transport improvements in the area, including the DfT funded Marjon Link Road scheme, the Growth Deal funded Derriford Hospital Interchange scheme and in-construction £10m+ Derriford Transport Scheme and the £30m+ Forder Valley Link Road scheme.

Failure to maximise journey time savings and bus service reliability improvements that these schemes deliver would reduce the attractiveness of the public transport offer. This would impact on the Council’s growth ambitions for the sustainable delivery of over 4,000 new homes and 9,000 new jobs planned for north Plymouth.

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.

Morlaix Drive links Derriford Hospital to:

- Northern Corridor SCN
- Derriford Transport Scheme
- Marjon Link Road
- Derriford Hospital Interchange
• Forder Valley Link Road

Benefits include:
• reduced congestion, journey times and emissions (journey times to Hospital reduced by 13%)
• journey time reliability and connectivity
• indirect economic benefits (induced employment, access to labour, agglomeration and productivity)

Morlaix Drive directly supports JLP site PLY38 (664 homes, 34,000sqm B1) and wider development in Northern Corridor (4,171 homes, 100,180sqm employment).

Policy PLY47 sets out improvements required, including “…the widening of Morlaix Drive and improvements to Brest Road.” It catalyses economic opportunities and local housing delivery.

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?

No. The project has been developed in close partnership with the landowner Plymouth Hospitals NHS Trust who is fully supportive of the project and the Council’s growth ambitions for the city as detailed in the JLP. There may be opportunity to further enhance the scheme through additional land acquisition from adjacent land owners.

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)?

If the project is not successful in securing funding from the DfT NPIF then the project would remain as a high priority for investment and delivery by the Council but would be delayed, thus reducing the realisation of benefits. Other funding sources and mechanisms would be investigated to support its delivery.

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 project and any associated mitigation works are not expected to have an impact on the nearest statutory environmental constraints. An Environmental Appraisal Report for the project is attached with details of the environmental impacts.
B3: Please complete the following table. Figures should be entered in £000s (i.e. £10,000 = 10).

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

<table>
<thead>
<tr>
<th>£000s</th>
<th>2018-19</th>
<th>2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>DfT funding sought</td>
<td>3,313,601.73</td>
<td></td>
</tr>
<tr>
<td>Local Authority contribution</td>
<td>1,420,115.03</td>
<td></td>
</tr>
<tr>
<td>Third Party contribution</td>
<td>291,888.00</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,025,604.76</strong></td>
<td></td>
</tr>
</tbody>
</table>

**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.

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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.

The Local Authority contribution totals £1,420,115.03 sourced from transport S106 contributions from developments within Derriford during 2017-21. If the S106 is not received within the project timeframe the Council will use its own resources to forward fund these elements to be repaid to the Council once the S106 is received.

Morlaix Drive is identified as a critical transport scheme for the sustainable delivery of the JLP and therefore a high priority for investment.

Plymouth Hospitals NHS Trust is a partner to the project and owner of Morlaix Drive. They will provide the land required for the improvements valued at £291,888.00.

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.

An expression of interest for the project was submitted by the Council to the Heart of the South West Local Enterprise Partnership (HotSWLEP) in Round 3 of the Local Growth Fund (GD3) in 2016. The project scored highly with a high value for money score and was ranked within the top ten transport schemes submitted for GD3 funding by the HotSWLEP.

Unfortunately GD3 was highly competitive and other projects within the HotSWLEP area were afforded greater priority.

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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 CO₂ emissions.
- A description of the key risks and uncertainties;
- 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

Summary of Positive and Negative Impacts
Derriford Hospital employs 5,200 people, with 48,000 visitors each week. This requires improved connectivity to increase capacity for growth.

The scheme will deliver:
- Widening of Morlaix Drive
- Alterations to the eastern and western junctions
- New shared use footway/cycleway
- Creation of a bus link to Derriford Hospital Interchange
- Bus stop infrastructure improvements

The scheme would reduce congestion on Morlaix Drive and at the nearby A386 Derriford Roundabout by providing an alternative vehicular route to the hospital. In addition it will encourage increased bus use, promoting sustainable modal choices. The improvements to travel times and reliability would have a beneficial impact on the local economy, in terms of job creation and increased GVA. The scheme would help to facilitate development within Plymouth, as set out in policy PLY38 of the emerging Joint Local Plan. As a result of the reduced congestion and modal shift, the scheme would have a beneficial impact on greenhouse gas emissions and air quality.

The scheme is key part of the ‘Derriford jigsaw’, an infrastructure package to support delivery of 664 homes and 34,000sqm B1 employment (circa 2,500 jobs) at the Hospital site. It also supports growth in the wider Derriford and Northern Corridor Growth area of 4,171 houses and 9000 jobs.

Local bus operators have confirmed that without the Morlaix Drive scheme, serving new development sites such as Seaton Neighbourhood, Seaton Hill and existing businesses in this area it would not be viable to operate a bus route due to increased operating costs.

The scheme would produce significant economic benefits as shown in the AST (Appendix F) resulting in the scheme representing Very High value-for-money with a BCR of 8.12. Impacts on traded and non-traded CO₂ are also included in the AST.

The scheme has also been assessed as having the following benefits (which have not been monetised):
- Large beneficial (Physical Activity)
- Moderate beneficial (Regeneration, Accidents, Access to Services)
- Slight Beneficial (Security)

The scheme has no negative impacts as shown in the attached AST. Any adverse impacts can be mitigated through careful design (e.g. reprovision of lost trees).

Description of Key Risks and Uncertainties
In terms of risks to predicted benefits, there is an inherent risk that the modelling work carried out does not accurately predict the impact of the scheme. This has been minimised by employing best practice throughout the modelling process and using a model that has been produced in full compliance with WebTAG guidance. The modelling is based on work previously approved by the Independent Transport Advisors for the Local Transport Board. Full details are set out in the Modelling Methodology Report (Appendix H).

The key uncertainties in the modelling are considered as:
- The demand forecasts are based on emerging development allocations that may change as the Local Plan progresses. However, the model forecasts have been constrained to TEMPRO as set out in WebTAG, meaning that the modelling approach complies with WebTAG guidance.
- The modelling work does not include variable demand modelling. As part of the work submitted to the Independent Transport Advisors to the Local Transport Board, tests for the requirement for VDM were produced which concluded that VDM was not needed.
- No economic benefits have been produced for off-peak or weekend period; therefore the benefits included in the BCR calculation are likely to represent a conservative estimate of the true scheme benefits.

The economic appraisal produced an Initial BCR of 8.12 and an Adjusted BCR of 9.03. Given that this is well above the threshold for a scheme to be considered to represented Very High value-for-money (BCR>4), it is considered that the risk of the scheme being a lower VfM category is very low.

**Modelling Approach and Checks**

The scheme has been assessed using a combination of a strategic highways model (developed in SATURN) and local junction modelling (in LinSig).

The appraisal of the Morlaix Drive scheme has used the existing Plymouth Traffic Model. This model is a WebTAG-compliant model that covers the whole of the road network in Plymouth in detail. The model was originally developed in 2009 to assess the impact of a number of major and minor transport schemes and developments across Plymouth. The model was updated in 2015 to a 2015 base year. This model was used to appraise the Forder Valley Link Road scheme, a proposed new £33.5m major route in Plymouth connecting Forder Valley Road to Derriford. This scheme formed part of the Heart of the South West LEP Growth Deal 2 bid, and was accepted into the Growth Deal 2 programme in January 2015. The updated 2015 model was used to appraise the scheme and support the Outline Business Case, which was submitted to the Local Transport Board (on behalf of the LEP) and approved by the LTB in February 2016. The model has been through scrutiny by the LTB Independent Transport Advisors, and was approved as being fit-for-purpose.

For the appraisal of the Morlaix Drive scheme, a section of the network was cordoned out from the Plymouth Traffic Model. The cordoned network was selected to allow the impact of the scheme on traffic routing in the local area to be incorporated in the model, but to remove areas of the model where the impact of the scheme would not be significant.

The cordoned network was updated to enhance the level of detail in the Morlaix Drive area, including modelling all accesses along the route, and disaggregating the zone system to allow individual zones for each specific car park within the Hospital site to be modelled accurately. The revised modelled network therefore provides a detailed network in the local area that is fit-for-purpose in assessing the impacts of the proposed widening scheme.

The cordoned model was subjected to a model calibration process, using recently collected traffic count data in the area. The data used in this process is set out in the following section. Model calibration was undertaken using the matrix estimation (ME2) module of the SATURN software package.

The outputs from this cordoned SATURN model have been used to test a range of design options for the scheme. This has been done by creating LinSig models encompassing the full length of the Morlaix Drive and the junctions at either end. Further details on the forecasting approach and scheme assessments are included in Appendix H.

These models were used to produce travel time inputs for the economic appraisal.

**Economic Appraisal**

The economic appraisal has used TUBA to convert the highway model outputs to time and vehicle operating cost savings for road users. The model included two future years (2020 and 2030) and uses the outputs from these two models to extrapolate to a 60 year appraisal period. Beyond 2030, no growth has been assumed.

Annualisation factors were calculated for the Plymouth Traffic Model and used in the appraisal of the Forder Valley Link Road scheme; this approach was approved by the Independent Transport Advisors to the LEP. The annualisation factors translate the peak hour (8-9am and 5-6pm) benefits to the peak period (7-10am and 4-7pm), using factors derived from traffic count data across Plymouth. This approach means that overnight periods, weekend periods and bank holidays are excluded from the assessment, meaning the assessment of benefits
represents a conservative estimate of the true benefits of the scheme. The annualisation factors used are 710 for the AM peak and 694 for the PM peak.

In addition, benefits of the scheme in the interpeak period were derived by producing an interpeak model. This model was produced by calculating an interpeak demand matrix by combining the AM and PM peak matrices, and applying a factor of 0.87 derived from traffic count data. These matrices were used to produce interpeak assignments for 2020 and 2030 for use in the economic appraisal. Whilst these models are not based on calibrated base year models, the results have been included in the economic appraisal as an estimate of the benefits that the scheme would provide during interpeak periods. The interpeak matrices were incorporated into TUBA using an annualisation factor of 1518.

The TUBA assessment has used TUBA v1.9.8 which includes the most recent Values of Time (VoT) available from the DfT.

The economic appraisal shows that the scheme has an initial BCR of 8.12 and an adjusted BCR of 9.03, demonstrating that it would provide Very High value for money. The TUBA outputs are included in Appendix I and details of the BCR adjustment calculations are included in Appendix H.

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

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

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

☑ Positive ☐ Neutral ☐ Negative

- Please supply further details:

Plymouth has a single Air Quality Management Area (AQMA) declared in 2014 for excessive levels of Nitrogen dioxide (NO2). The AQMA extends from the city centre in the south along the A386 Alma Road/ Outland Road and the B3216 Mannnamead Road, along the A386 Tavistock Road to Woolwell Roundabout in the far north of the city.

Morlaix Drive is not within the AQMA but is in close proximity being less than 100m east from Derriford roundabout which is part of the AQMA. This can be seen on the Morlaix Drive Context and Location Plan.

The primary purpose of the Morlaix Drive project is to enable bus services to directly access the newly improved interchange at Derriford Hospital without using sections of the A386 and Derriford roundabout that suffer from high levels of congestion, thus enabling more reliable, consistent and faster bus journey times. A more attractive public transport system is crucial to the sustainable delivery of the proposed development in the Derriford area, facilitating people to switch from private car to bus to access the key services that the Derriford area provides.

A cornerstone of the Council’s transport strategy to support its growth ambitions in the JLP is to encourage more travel by sustainable modes with bus the primary contributor. More people using public transport and so less people travelling by private car will contribute to reducing pollution within Plymouth’s single AQMA.

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

☑ Yes ☐ No ☐ N/A

- Please supply further details:

Building Plymouth is a Plymouth City Council led partnership with the local building industry that aims to link people with career opportunities in the local construction sector. The project aims to strengthen the industry and at the same time provide local people with new opportunities to get skilled and move into great careers. It has a target of 10,000 new jobs in 10 years.

Plymouth City Council follows the Construction Industry Training Board (CITB) Client Based Approach as part of its package of initiatives to enhance training and employment opportunities from the construction sector and has been developed with support across the Council.
Details of Building Plymouth can be found at [www.plymouth.gov.uk/buildingplymouth](http://www.plymouth.gov.uk/buildingplymouth)

The Morlaix Drive Access Improvement & Bus Priority Scheme will provide suitable opportunities for people to start, extend and develop their interest and skills in the construction industry. The significance of the scheme and the scale of the works involved will showcase the construction industry in the city and over a sustained period, providing invaluable publicity and ensuring that interest is retained, helping to attract the designers and builders of the future.

The Morlaix Drive project offers an excellent example of the support the Council has for the construction industry and the significant value it places on CITB training and employment opportunities.

A draft Employment and Skills Strategy (ESS) has been produced for the Morlaix Drive project that contains the objectives to support and encourage participation in the construction industry and with targets that are specific to the scale and value of the project for the new employment and training opportunities that will be created. A draft Morlaix Drive Access Improvement & Bus Priority Scheme ESS is at Appendix P.

### 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

**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

**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>
<thead>
<tr>
<th>Construction milestones</th>
<th>Estimated Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start of works</td>
<td>May 2019</td>
</tr>
<tr>
<td>Completion of enabling works</td>
<td>June 2019</td>
</tr>
<tr>
<td>Road widening and retaining wall works</td>
<td>September 2019 to January 2020</td>
</tr>
<tr>
<td>Final surfacing</td>
<td>February 2020</td>
</tr>
<tr>
<td>Opening date</td>
<td>March 2020</td>
</tr>
<tr>
<td>Completion of works (if different)</td>
<td>March 2020</td>
</tr>
</tbody>
</table>

**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)
Plymouth City Council has an established record of delivering major transport improvement projects over the last 5 years, several of which are within the Derriford area of the city.

<table>
<thead>
<tr>
<th>Project</th>
<th>Value</th>
<th>Funding Partners</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Derriford Hospital Bus Interchange Scheme</td>
<td>£2m+</td>
<td>Heart of the South West LEP</td>
<td>2017</td>
</tr>
<tr>
<td>Plymouth Coach Station, constructed in partnership with National Express</td>
<td>£4.85m</td>
<td></td>
<td>2015</td>
</tr>
<tr>
<td>Marjon Link Road Bus Priority and Access Improvement Scheme</td>
<td>£2m+</td>
<td>DfT Local Pinch Point Scheme</td>
<td>2015</td>
</tr>
<tr>
<td>Laira Bridge Cycle and Pedestrian scheme</td>
<td>£3.5m</td>
<td>DfT Sustainable Transport Fund</td>
<td>2015</td>
</tr>
<tr>
<td>Colebrook Flood Alleviation Scheme</td>
<td>£2.4m</td>
<td>Delivered through a tripartite agreement with South West Water and the Environment Agency</td>
<td>2015</td>
</tr>
<tr>
<td>Arnolds Point and Longbridge Road Sea Wall Reconstruction</td>
<td>£1m</td>
<td>Required business case submission to and approval by the Environment Agency</td>
<td>2015</td>
</tr>
<tr>
<td>East End Transport Scheme</td>
<td>£19m</td>
<td>Department of Communities and Local Government</td>
<td>2012</td>
</tr>
</tbody>
</table>

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.

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

It is anticipated that the works will be able to be carried out under the permitted development rights available to highway authorities to improve their roads and so the project will not need planning permission.

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 City Council Investment Board (CCIB) will steer the investment decisions for the project in order to ensure that the scheme is delivered in line with corporate priorities.

A Project Board will be established to oversee the development and delivery of the scheme and will meet on a monthly basis. Philip Heseltine (Head of Transport, Infrastructure and Investment) is the SRO and Neil Honey is the Project Manager appointed from within the Council’s Strategic Transport Projects team, reporting directly to the Project Board.
The Project Manager will be responsible for co-ordinating the delivery of the individual scheme elements, identifying key interdependencies and ensuring that the overall project is delivered to programme, quality and budget. The Project Manager will be supported by a Council project team that will be called upon as required to assist with general scheme delivery, legal assistance and contract management.

An organogram showing the Project Team and the relationship with the SRO is attached at Appendix M.

The Council has an adopted set of Project Management Procedures to improve the control of its projects and the Project Manager will ensure these are adhered to.

The Council has the technical skills and expertise to deliver the Morlaix Drive scheme and the associated benefits of unlocking growth and bringing forward development in the north of Plymouth. The Council has recent experience of delivering major scheme infrastructure projects such as the Derriford Hospital Interchange (DHI) scheme and the DfT funded Marjon Link Road scheme, a very similar scheme to Morlaix Drive that provides a two-way, bus-only road between the University of St Mark and St John and Derriford Hospital, with dedicated cycling and pedestrian facilities.

The Council has access to a number of specialist consultants to provide engineering, transport planning and related support as required.
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

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

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?

- Non construction risk - £106,000
- Quantified Risk Assessment - £565,000
- Optimism Bias at 15% - £493,000
- Total - £1,164,000

15% OB reflects the stage of design, consistent with Highways England Annex 1 for estimating risk at this stage. The QRA is calculated by multiplying the ‘% likelihood’ of a risk occurring by the ‘most likely’ cost impact.

b) How will cost overruns be dealt with?

- Accredited NEC PM will administer the contract ensuring best value.
- Value engineering throughout the scheme development
- Overruns in the first instance absorbed by risk allocations.
- If they can’t, opportunities to deliver the same benefits in a different way will be taken
- If this also cannot be achieved the Council will underwrite them.

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

The main risks to the project are anticipated to be:
- Unknown physical factors regarding ground conditions and environmental impacts
- Additional utility works required

Appropriate allowance has been made in the programme and the cost plan for detailed surveys including ground condition, topographic and GPR surveys to be carried out and the results incorporated into the design.

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 key stakeholders to the project are listed below:
- Plymouth Hospitals NHS Trust – partner / landowner
- Developers / local businesses – improved access
- SW Ambulance Trust – improved access to ambulance station
- Councillors / MPs – improving Plymouth’s infrastructure
- Public – improved access to Healthcare facilities
- Bus operators – benefits from new direct link into Hospital

Stakeholder management mirrors the approach employed for the Marjon Link Road / Derriford Hospital Interchange schemes recently delivered with many of the same stakeholders to Morlaix Drive.

Key is creating shared ownership of the project through a constructive partnership between promoter and stakeholder.

**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

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B12. Management Case – Local MP support (Desirable)

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

Name of MP(s) and Constituency
1 Mr Johnny Mercer  Plymouth Moor View ☑ Yes ☐ No
2 Mr Luke Pollard  Plymouth Sutton and Devonport ☑ Yes ☐ No
3 Mr Gary Streeter  South West Devon ☑ Yes ☐ No

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.

Three key scheme objectives have been identified and used to develop desired outputs and outcomes. To determine whether the intended benefits of the scheme are being realised, these outputs and outcomes have been converted into measurable indicators.

The focus is on determining the project’s impact in terms of improved bus journey times / patronage and general network performance, as well as unlocking of development (employment and residential). Baseline data has been collected and monitoring will be undertaken one and five years post scheme completion, with associated reporting. Information on scheme build, delivery and out-turn costs will also be collected and reported.

A detailed combined Benefits Realisation and Monitoring Plan is included at Appendix O.

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 the Morlaix Drive Access Improvement & Bus Priority project I hereby submit this request for approval to DfT on behalf of Plymouth City Council and confirm that I have the necessary authority to do so.

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

Name: Philip Heseltine
Signed: 
Position: Head of Transport, Infrastructure & Investment

D2. Section 151 Officer Declaration
As Section 151 Officer for [name of authority] I declare that the project 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 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: Andrew Hardingham
Signed: 

HAVE YOU INCLUDED THE FOLLOWING WITH YOUR BID?

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