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## 6 Management Case

### 6.1 Introduction

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6.1.1 This Management Case provides assurance that Norfolk County Council (NCC) and its delivery partners have the capacity and capability to deliver the transformational change sought by the Department for Transport (DfT). It outlines the future delivery schedule for the overall 'Transforming Norwich' programme including details of governance and risk management mechanisms. It describes the processes that are in place to ensure that the programme is effectively delivered and properly evaluated.

6.1.2 Specifically, this document sets out:

- Examples of other large-scale projects that have been successfully delivered by NCC;
- The governance arrangements already in place that will oversee delivery;
- How stakeholders are being involved in the development of the scheme;
- The strategy for identifying and managing project risks;
- The programme for delivery;
- How the intended benefits of the scheme will be realised;
- How the performance of the scheme will be monitored.

### 6.2 Evidence of Similar Projects

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6.2.1 Over recent years we have successfully procured and delivered a large number of projects using a variety of construction contracts. Projects have varied in size and complexity and include:

- Broadland Northway (formerly Norwich Northern Distributor Road NNDR);
- Transport for Norwich (TfN) programme including:
  - Cycle and walking infrastructure improvements
  - Pedestrianisation and traffic flow at Westlegate
  - Sweet Briar/Dereham Road roundabout congestion relief
  - General road network improvements



- Transport for Great Yarmouth programme, providing a number of sustainable transport and congestion relief schemes;
- Broome Ellingham Bypass;
- Nar Ouse Regeneration Scheme in Kings Lynn;
- Sprowston, Harford and Thickthorn Park & Ride sites;
- Cringleford Cluster (including new development link road);
- A140 refurbishment at Scole;
- King's Lynn South Lynn Transport Major;
- King's Lynn Major developments (including new development link road);
- King's Lynn Transport interchange;
- A47/A1042 Postwick Hub Junction;
- A12/A143 Link Road.

6.2.2 Table 65 sets out the scope of the works, costs, timescale and procurement strategy followed for the three most recent schemes that NCC has delivered.

6.2.3 All of the schemes have been developed and tendered by NCC or procured using the NCC's Strategic Partnership Contract or the Highways Term Service Contract using an Option C Target Cost Contract. The Council has fulfilled the role of NEC Project Manager.

6.2.4 A Transport for Norwich Delivery Team has been used successfully on major infrastructure schemes and this approach will again be followed for our '**Transforming Norwich**' programme.



Table 65: Examples of similar projects delivered by NCC

Scheme name	Description	Contract	Form of contract	Approximate total project value	Construction date
Broadland Northway (formerly Northern Distributor Road)	Construction of 20km dual carriageway including eight bridges (one over a railway), a grade separated junction, and associated link roads and roundabout junctions	NEC3 Engineering and Construction Contract	Option C, with a Target Price developed from first principles and an incentivised approach which aims to deliver the construction works below the target figure.	£151m £69m funded by DfT	Construction commenced in January 2016 and opened to traffic in April 2018
Transport for Norwich (cycling infrastructure improvements)	This is an ongoing programme of work to improve accessibility for all forms of transport around the city. Since 2013, the city has received around £14m of DfT Cycle City Ambition Grant funding for improvements to the Norwich cycle network, which has been added to by local match funding. During this time, the city has seen an average 40 per cent increase in levels of cycling, with even higher increases specifically in areas that have had infrastructure improvements.	NEC3 Engineering and Construction Contract	Target cost derived from a standard schedule of rates	£14m	Construction commenced in 2014 with individual schemes being opened upon completion since then
Transport for Great Yarmouth	New Anglia Local Enterprise Partnership awarded NCC funding from its Local Growth Fund for infrastructure improvements in Great Yarmouth. This has been divided into two main strands for delivery: sustainable transport and congestion relief.	NEC3 Engineering and Construction Contract	Target cost derived from a standard schedule of rates	£8.9m	Construction commenced in 2016



- 6.2.5 To ensure we have all the necessary experience and resources to successfully deliver this programme we are being supported by Mott MacDonald Ltd. Mott MacDonald has experience and expertise in business case proposals, optioneering for cost benefit analysis, planning applications and detailed design for major infrastructure projects for central and local government clients, and have supported the majority of the projects listed above. We also have the ability to draw on experience from consultants WSP via a current Highways design framework.
- 6.2.6 We recognise it will be essential to appoint a contractor or contractors with significant experience in delivering similar largescale improvement programmes and projects. The selection and procurement of contractor support is summarised in the Commercial Case. The management of the contractor is considered in the project governance section within section 6.4.

### 6.3 Programme – Medium Case

- 6.3.1 Further to our June submission, and as agreed with DfT in a collaboration call in early November 2019, we now provide more detail on how we would deliver our medium level funding programme.
- 6.3.2 Given that the majority of the current list of interventions cover the city centre region, it is our intention to start the implementation of the main city centre interventions in early 2020. The delivery of this central “hub” will help ensure that each improvement corridor or “spoke” delivers the fullest benefit achievable. This early work will include the large and complicated St Stephen’s and Castle Meadow bus facilities improvement, which requires sensitive delivery in a constrained space whilst keeping the existing bus station operational. The early delivery of this project will help maximise the benefits arising from many of the other schemes in our programme.
- 6.3.3 All of the corridors pass through the city centre, effectively cutting each corridor in half. Concentrating on half-corridors allows us to better mitigate for the impact of construction and displaced traffic within the wider city network, and also gives us flexibility in delivery as we will have smaller works areas and can therefore reprioritise them if an issue arises on one delivery particular area.
- 6.3.4 We also recognise that certain interventions are thematic (such as policy changes) rather than requiring physical alteration to the highway network. We will be placing the necessary thematic change items into our future transport strategy for the city, which is due for implementation in Q3 2020.
- 6.3.5 The schedule in Annex 6 gives detail of how each of our engineering interventions will be progressed, from submission of this Strategic Outline Business Case (SOBC) at the end of November 2019, right up until the end of the delivery programme in March 2023. We recognise that in order to be able to deliver early within the 3-year delivery window, we will need to continue to design and consult on a number of our Year 1 schemes. This work will continue between December 2019 and March 2020, which is when we hope to have a successful outcome to our funding bid.



6.3.6 The example below shows part of our programme’s delivery schedule, providing additional detail of the Castle Meadow scheme (Scheme 1).

ID	Norwich TCF Delivery Schedule - Medium Case	Duration	Start	Finish	2020	2021	2022	2023
1	<b>Medium Case Delivery Schedule</b>							
2	Mhub 14 - Easton	238 days	Fri 01/11/19	Tue 29/09/20				
7	5 - King Street	290 days	Fri 01/11/19	Thu 10/12/20				
12	59 - Thorpe Road Contraflow (Clarence Road to Carrow Road)	300 days	Fri 01/11/19	Thu 24/12/20				
17	1 - Castle Meadow / St Stephens Street / Red Lion Street	490 days	Mon 04/11/19	Fri 17/09/21				
18	Detailed Design	22 wks	Mon 04/11/19	Fri 03/04/20				
19	Consultation (inc Scheduled Monument Consenting)	3 mons	Mon 06/04/20	Fri 26/06/20				
20	Tender Period	12 wks	Mon 29/06/20	Fri 18/09/20				
21	Construction	52 wks	Mon 21/09/20	Fri 17/09/21				
22	20 - Wroxham Road (Allens Avenue - Blue Boar Lane)	310 days	Mon 06/01/20	Fri 12/03/21				
27	16 - Unthank Road Shops and Mhub (No. 13)	360 days	Mon 04/11/19	Fri 19/03/21				
32	Mhub 20 - Airport P+R	325 days	Mon 06/01/20	Fri 02/04/21				
38	Mhub 21 - Vulcan Road	325 days	Mon 06/01/20	Fri 02/04/21				

**Low Funding Case**

6.3.7 We are confident that, given we are able to deliver the Medium funding case programme within the time available, we would be able to reduce our design resources and delivery management to deliver the smaller Low funding case, which has seven fewer schemes in it.

**High Funding Case**

6.3.8 If we were given the funding for our High funding case, we would be able to provide an additional 8 improvement schemes. Whilst most of these are larger than the schemes in the Low and Medium funding cases, we are confident that we can deliver these within the overall programme duration. If we were unable to accommodate these additional schemes into our existing ‘in-house’ design and delivery management team, we would progress either by packaging these schemes out to our consultant partners to design, putting them out to early Design and Build through the Eastern Highways Alliance framework, or via a formal OJEU procurement process.

6.3.9 Nearly all of the additional schemes would require a planning application, with early environmental assessment to support this, so the majority of the schemes would need to be worked on for the full 3 years of the ‘Transforming Norwich’ delivery programme.

**Programme Dependencies**

6.3.10 Our Medium funding case programme is based on the assumption that funding will be granted early in 2020, thereby allowing us to quickly mobilise for implementation in April 2020. There are a number of known constraints within the City region that are already forming part of our delivery strategy. For example, the national Tour Series cycle race is likely to be held in the city centre in June 2020 followed swiftly by our Lord Mayor’s procession and our city PRICE event, and so it would be inappropriate to start the Castle Meadow works (Scheme 1) before then. We are therefore scheduling the



start of the Castle Meadow works for just after the summer holiday, in mid-September.

- 6.3.11 The City centre experiences increased volumes of shoppers in the run-up to Christmas. This can put strain on the existing road and parking network due to the sheer volume of Christmas shoppers. Our delivery programme will seek to minimise disruption to the traffic network during this time each year.
- 6.3.12 We have already appraised our Streetworks / Roadspace co-ordination teams of the forthcoming 'Transforming Norwich' delivery programme, and they are helping refine the programme around known possessions already agreed with Utility companies. Once our programme is confirmed we will politely turn down any request by third parties to carry out works on our network within the locations and timings of our schemes, unless these are emergency works that cannot be avoided. We have already agreed to hold programme meetings every month with our Streetworks team and the main Utility companies. This will allow us to keep them updated on the delivery of our programme.

## 6.4 Governance and Assurance, Organisational Structure & Roles

6.4.1 To ensure successful delivery of the scheme, we have the following well-established governance and assurance arrangement through our Transport for Norwich (TfN) delivery partnership with Norwich City Council, South Norfolk Council and Broadland District Council. We will deliver the 'Transforming Norwich' programme under our existing TfN programme strategy, recognising that this will potentially quadruple the size of the TfN programme over the 3-year implementation phase. Governance that is already set up is as follows:

- Norfolk County Council Cabinet;
- Transforming Cities Fund Joint Committee;
- TfN Stakeholder Liaison Group;
- TfN Project Board;
- TfN Co-ordination Group;
- TfN Project Delivery Team.

6.4.2 The organisational and governance structure for TfN is illustrated in Figure 47. This shows the essential lines of accountability and responsibility. At the heart of project governance is the TfN Project Board, which is accountable through the Project Sponsor to NCC, and responsible for reviewing the overall programme and taking key decisions. The Senior Responsible Officer (SRO) is accountable to the Project Board and is responsible for the work of the Delivery Team. The diagram also shows how the New Anglia Local Enterprise Partnership (LEP) and stakeholders relate to project governance.



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### Project Sponsor

- 6.4.3 The Project Sponsor is Norfolk County Council, represented by [REDACTED] the Council's Executive Director of Community and Environmental Services.

### Senior Responsible Officer

- 6.4.4 The Senior Responsible Officer will be [REDACTED], who is the Infrastructure Delivery Manager within the Community and Environmental Services Department of NCC.

### Project Manager

- 6.4.5 The Project Manager will be [REDACTED], who is currently the TfN Project Manager, Highways and Transport, Community and Environmental Services at NCC.

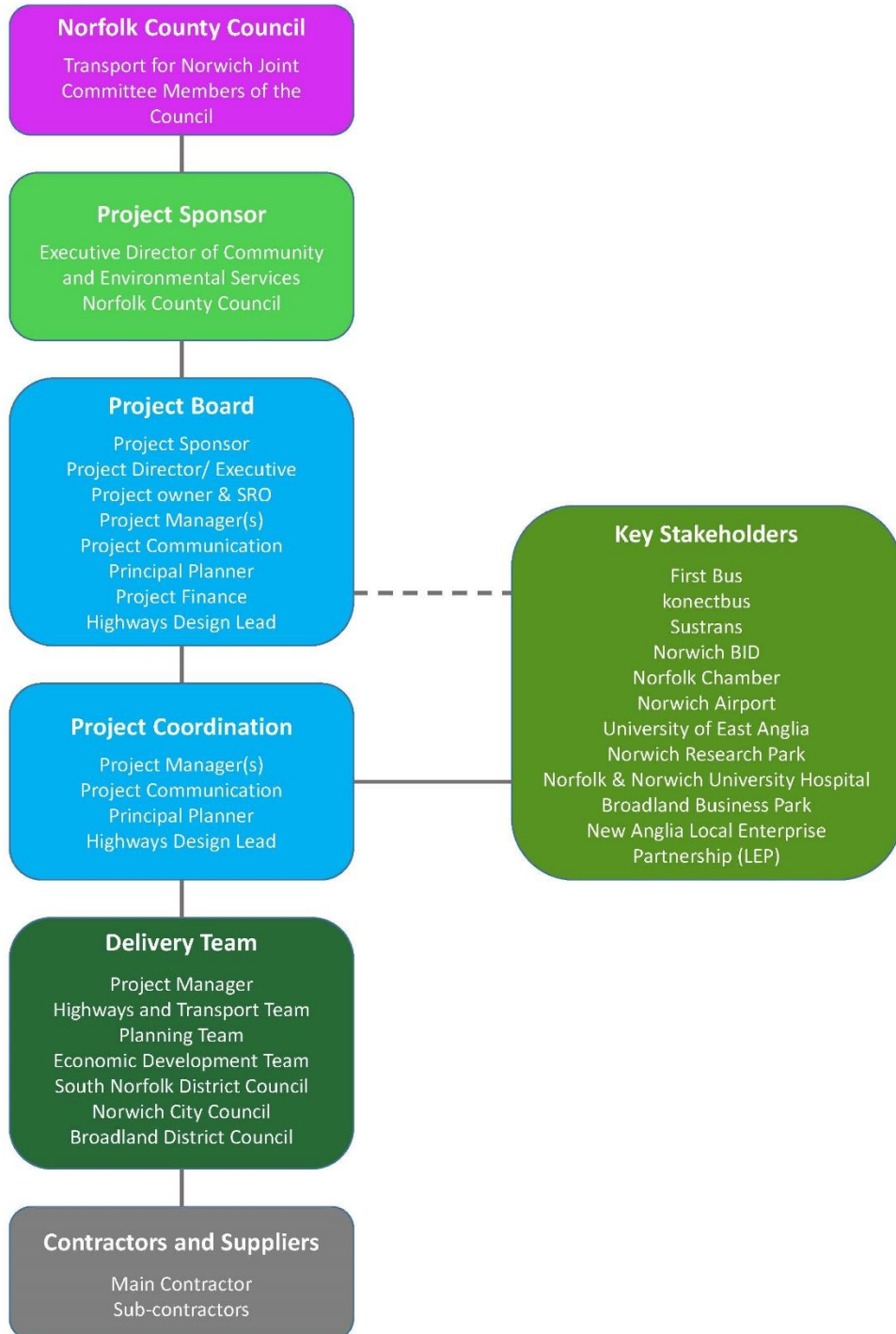


Figure 47: Governance diagram





## Project Board

6.4.6 The TfN delivery programme has an established Project Board. In line with best practice, the Board includes representatives of the customer, user, and supplier aspects of the project. The main roles of the Board are decision making and progress review.

6.4.7 The Project Board will meet monthly until the ‘**Transforming Norwich**’ programme has been delivered, after which it will continue to take oversight of reporting, monitoring and evaluation. The current Project Board is shown in Table 66 below and will consist of people in the following roles:

Table 66: Project Board Team members and roles

Role	Responsibilities	Name	Position
<b>Project Sponsor</b>	Chair of Project Board	██████████	Executive Director of Community and Environmental Services (NCC)
<b>Project Director/Executive</b>	Oversee the development and co-ordination of the case for the programme and ensure it remains in line with the wider County Council and LEP priorities	██████████	Assistant Director Highways (NCC)
<b>Project Owner and Senior Responsible Owner (SRO)</b> The “customer for the scheme”, representing the public’s interests	Responsible for the successful delivery of the project, ensuring that it meets its objectives and delivers its intended benefits	██████████	Infrastructure Delivery Manager (NCC)
<b>Project Finance</b>	Review budget and costs to ensure funding is available	██████████	Finance Lead and CES Business Partner (NCC)
<b>Stakeholder &amp; Project Communication</b>	Responsible for communication planning and management	██████████	Project Communication Lead Officer (NCC)



Role	Responsibilities	Name	Position
<b>Project Manager</b>	Managing the project to ensure that it delivers the required products within the agreed constraints. Co-ordinating the work of the delivery team	██████████	Project Manager (NCC)
<b>Head of Procurement</b>	Responsible for the procurement delivery	██████████	Head of Procurement (NCC)
<b>Strategic Infrastructure Planning</b>	Responsible for Economic Development including transport policy	██████████	Strategic Transport Manager (NCC)
<b>South Norfolk and Broadland District Council Representative</b>	Represents the interest of South Norfolk and Broadland District Councils	██████████	Director of Place (SNDC and BDC)
<b>Norwich City Council Representative</b>	Represents the interest of Norwich City Council	██████████	Head of Planning Services (Norwich CC)

### Delivery Team

6.4.8 We have an established Delivery Team for the programme. The team is led by the Project Manager and includes representatives of the various disciplines and work streams involved in delivering the programme to completion. The Delivery Team meets monthly, and the Project Manager is responsible for determining which disciplines or work streams need to be represented at any particular meeting.

6.4.9 The Delivery Team approach runs from ‘cradle to grave’, right through the planning, design and construction stages. Each work stream delivered through ‘**Transforming Norwich**’ will have an individual, detailed, agreed action plan to meet the target milestones for the programme duration and beyond. This ensures co-ordination of activities and provides a forum for discussing issues/problems as they arise.

6.4.10 The main responsibilities of the Delivery Team are to:

- Co-ordinate the different activities which make up the project
- Provide direction to the technical delivery of the project



- Undertake monthly reviews of progress against targets and programme
- Undertake monthly review of the risk register, and initiate corrective action where appropriate
- Share learning across the different delivery activities to drive efficiencies
- Provide as a minimum quarterly progress reports for the Project Board. The Board will consider any matters of a strategic nature and give advice accordingly.

6.4.11 Costs are monitored and presented to the Project Delivery Team on a monthly basis. The Project Manager maintains the system and takes account of any known committed costs in updating forecast outturn.

6.4.12 The SRO reviews the actual and forecast expenditure against profile and budget and reports by exception to the Project Board.

6.4.13 The envisaged future Delivery Team is shown in Table 67 below and will consist of people in the following roles:

Table 67: Delivery Team members and roles

Role	Responsibility	Name
<b>Senior Responsible Officer/ Project Owner (NCC)</b>	Chair of Delivery Team Provides reports to Project Board	██████████ <i>(Infrastructure Delivery Manager)</i>
<b>Project Manager (NCC)</b>	Project delivery lead, co-ordinating work streams and key activities	██████████ <i>(Project Manager)</i>
<b>Stakeholder &amp; Communications Lead (NCC)</b>	Develop communications plan Options Consultation Stakeholder management Press liaison	██████████ <i>(Project Communications Lead Officer)</i>
<b>Finance Team (NCC)</b>	Financial monitoring and reporting	██████████ <i>(Finance Business Partner)</i>
<b>Strategic Infrastructure Planning (NCC)</b>	Responsible for Economic Development including transport policy	██████████ <i>(Strategic Transport Manager)</i>
<b>Project Delivery Co-ordinator (NCC)</b>	Provide support in co-ordinating work streams and key activities for delivery	██████████ <i>(Project Delivery Co-ordinator)</i>



Role	Responsibility	Name
<b>Project [REDACTED] t (NCC)</b>	Support to Project Manager and Delivery Team	[REDACTED] <i>(Project Officer – Infrastructure Delivery)</i>
<b>Legal Team (NCC)</b>	Specialist legal advice	NP Law
<b>Highways and Transport Team (NCC)</b>	Ownership of all design activities under the TCF programme	[REDACTED] <i>(Design Manager)</i>
<b>Strategic Advisor / Critical Friend</b>	Infrastructure delivery advice	[REDACTED] <i>(Divisional Director, Mott MacDonald)</i>
<b>Norwich City Council Representative</b>	Represents the interest of Norwich City Council	[REDACTED] <i>(Transportation &amp; Network Manager)</i>
<b>Norwich City Council Representative</b>	Represents the interest of Norwich City Council	[REDACTED] <i>(Design, Conservation and Landscape Manager)</i>
<b>South Norfolk District Council Representative</b>	Represents the interest of South Norfolk District Council	[REDACTED] <i>(Team Leader – Major Projects Team)</i>
<b>South Norfolk District Council Representative</b>	Represents the interest of South Norfolk District Council	[REDACTED] <i>(Senior Planning Officer)</i>
<b>Broadland District Council Representative</b>	Represents the interest of Broadland District Council	[REDACTED] <i>(Planning Projects and Landscape Manager)</i>

6.4.14 An organisation diagram of the delivery team is shown in Figure 48.



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## 6.5 Assurance & Approvals Plan

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6.5.1 We recognise the need to provide robust decision-making and assurance to ensure that we maximise the benefit of the funding investment. Whilst we are neither a Mayoral Combined Authority nor a Local Enterprise Partnership, our delivery structure is built around the core assurance framework as laid out in the Ministry of Housing, Communities and Local Government's National Local Growth Assurance Framework, in that:-

- The modelling and appraisal of schemes contained in our business cases has been developed in accordance with the guidance published in WebTAG;
- The appraisal and modelling has been undertaken independently by Mott MacDonald and WSP, and has been developed in accordance with WebTAG. This has been provided independent of, but reviewed for acceptability by, the Council;
- The assessment and scrutiny of the business cases for our larger schemes (>£5m) will be quality assured via submissions to our TfN Joint Committee for consideration. The TfN Joint Committee has representation not only from the partner local authorities, but also from the New Anglia LEP, which is an independent body. These business cases will set out not only the necessary VfM criteria as required by WebTAG, but also the key social and public health benefits that these schemes will provide;
- The VfM assessment for schemes over £5m will be signed off as true and accurate by a named officer with responsibility for VfM assessments;
- Approval to procure external services will be sought from the Project Board for schemes up to £5m, and from the Joint Committee for schemes over £5m;
- Norfolk County Council agrees to seek approval for schemes that meet a minimum VfM threshold when considering by theme (such as Public Transport improvements) or corridor, and has the appropriate checks and balances in place to ensure compliance with this requirement.

6.5.2 In addition to these formal decision-making points the TfN Board will instigate regular operational reviews. These reviews will form part of the regular programme delivery meetings conducted every month by the Project Manager and Senior Responsible Officer. The outcomes of these operational reviews will be reported to the Project Board, using the Council's internal RAG (Red, Amber, Green) process. Costs or timescales that are not on target will be identified by the Delivery Team and remedial actions recognised and assigned to owners. In cases of major overspend (10% of Target Cost) or programme delay (> 6 weeks) the Project Board will escalate decisions to the Transforming Cities Joint Committee.



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## 6.6 Communications and Stakeholder Management

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- 6.6.1 TfN is an established brand within the Greater Norwich area and is a partnership led by NCC with partner local authorities Norwich City, Broadland District and South Norfolk councils.
- 6.6.2 The partnership will continue to be the mechanism through which strategic infrastructure improvements are delivered. Communications around our '**Transforming Norwich**' programme will highlight the strategic benefits brought by this investment and will build upon those achieved to date through previous funding streams.
- 6.6.3 Established ways of communicating and engaging already used by TfN will continue and be adapted to suit any new demands of the '**Transforming Norwich**' programme. This will help maintain continuity in the strategic vision for the area's transport requirements and help tell the story of how far we have come and where we are going.
- 6.6.4 The current delivery programme was presented to, and approved by, our TfN Joint Committee in late September 2019.

### Strategy

- 6.6.5 The programme's communications need to be divided into two strands – one that addresses active engagement with our range of stakeholders and another that is informed by activity around the delivery of schemes.
- 6.6.6 With this in mind, the strategy has both delivery-led and stakeholder-led communications plans sitting under its overarching aims, objectives and key messages below. The delivery plan will cover communication for projects over the forthcoming six months on a rolling basis, while the stakeholder plan will cover ongoing/general communication and engagement.



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## Aims

- To produce joined up, planned and considered communications;
- To raise awareness of TfN 'Transforming Norwich' funded projects and their objectives; and
- To engage and gain the support of the public and stakeholders as the programme evolves.

## Objectives

- Make sure the public and stakeholders fully understand our strategic vision for the investment of 'Transforming Norwich' money;
- Build awareness and understanding about infrastructure changes as they happen;
- Make sure information is clear, easily accessible and available through a range of channels, with a focus on succinct but comprehensive web content;
- Achieve good media coverage of success stories, particularly at a local level; and
- Use relevant data and success stories to date to build confidence in the 'Transforming Norwich' programme.

## Stakeholder management

6.6.7 For the purposes of the overall programme, stakeholder management will be handled across two main groups – a stakeholder liaison group including 11 representatives from key organisations and a wider distribution list of stakeholders.

### Stakeholder liaison group

6.6.8 This group has been put together on the following basis:

- Members have been chosen as stakeholders with a strategic interest in the TfN programme as a whole.
- In the first instance, we have kept the group as tight as possible in terms of numbers. As we progress, if we feel there is a gap in any aspect of strategic stakeholder input, the group can be reviewed and new representatives added. A smaller group will help keep discussions focused and is easier to defend in terms of membership, rather than 'unlocking' more and more potential members by widening its remit.



- The liaison group is not in place of our usual project communications with stakeholders or working with those who are regular consultees on TfN schemes – these relationships will continue, as with the existing programme.

6.6.9 The regularity of meetings for the Stakeholder Liaison Group have been agreed by the group for every 6 weeks.

#### Distribution list

6.6.10 The distribution list will be made up of people with a general, rather than 'hands on', interest in the programme, and those who might only have an interest in a specific scheme or geographical area. This group will be kept informed by email, as appropriate, on project progress and milestones, such as consultation opportunities.

#### Approach to consultation

6.6.11 'Transforming Norwich' Tranche 1 schemes are following the existing scheme-by-scheme approach to consultation already established through the existing TfN programme. The approach to potential Tranche 2-funded projects may need to take a higher-level strategic approach to agree, for example, the approach to the treatment/objectives of a route and then follow delegated powers/TRO-only consultation on the detail. This will be established once the funding package is confirmed.

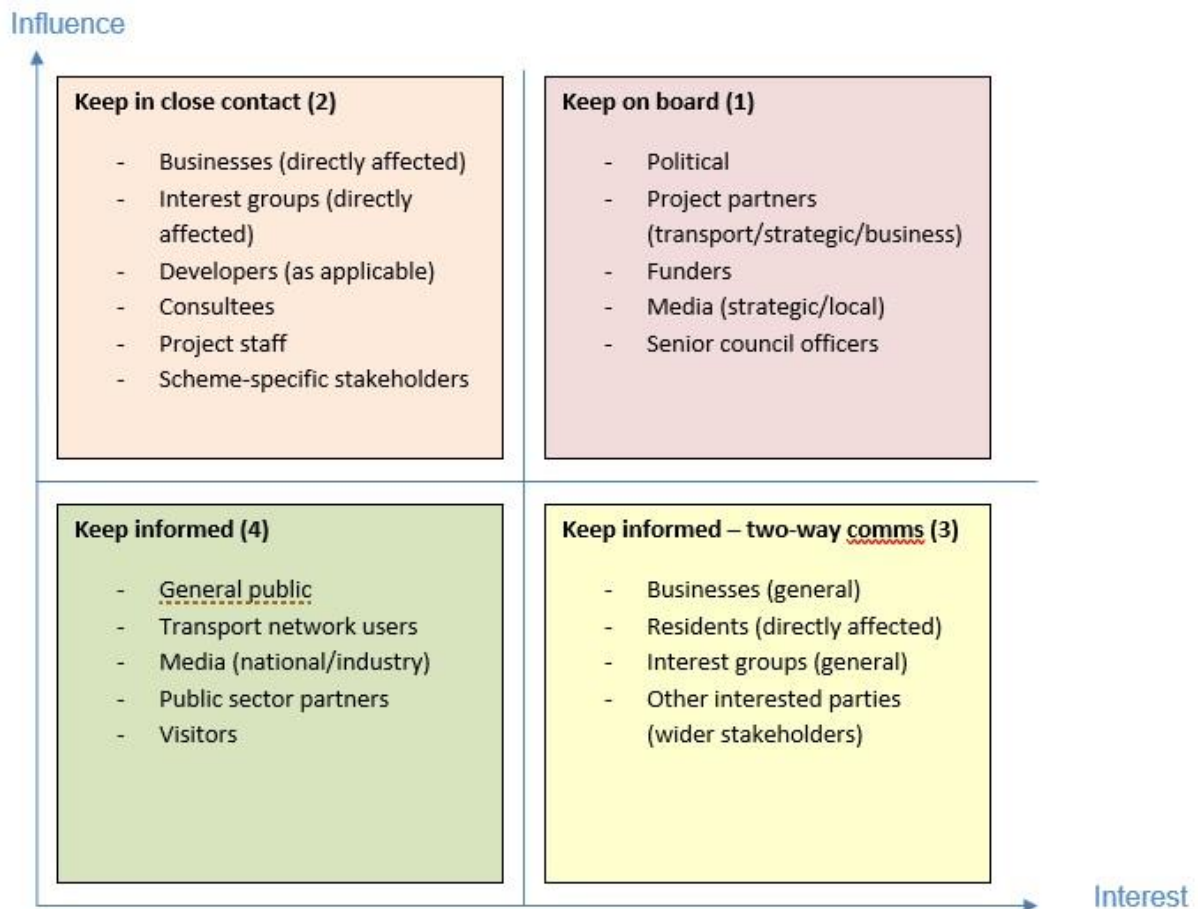
#### Activity by group

6.6.12 To inform weighting of communications resource, stakeholders are divided into four priority groups from a communications perspective. This prioritisation may differ from where they would sit from a TfN project perspective.

#### Stakeholder analysis chart

6.6.13 Priority value from a communications perspective (1 to 4) = level of interest and influence





### Consultation on transport strategy

6.6.14 During January to March 2018, we ran a short survey to find out how people travel around Norwich and what their priorities are for the city’s transport in the future. This ran alongside the Greater Norwich Local Plan (GNLP) consultation and was the first stage in putting together our updated Transport for Norwich strategy.

6.6.15 We had a great response with more than 1,500 people sharing their views, with investment in public transport emerging as the number one priority with nearly 90 per cent of those who took part rating this as “important” or “very important”. The second priority identified was putting in place measures to tackle congestion, with 87 per cent rating it as “important” or “very important”. Other issues that ranked among the top five areas were maintaining existing infrastructure, reducing the impact transport has on air quality and encouraging people to walk and cycle. As part of the development of our Transport for Norwich Strategy, we will be undertaking further consultation with stakeholders and the public during Spring 2020.

6.6.16 There has been engagement with stakeholders throughout development of our ‘Transforming Norwich’ programme through our Stakeholder group, as well as with the media and general public, through events such as the Norfolk Bus Forum, which is chaired by Bus Users UK, with the latest one



being on the 9 November. The media has provided extensive and positive coverage of our proposals and details of this can be found in Annex 5. Overall, this engagement has highlighted a strong level of support overall.

- 6.6.17 In terms of individual schemes included in our proposals, there has been an element of consultation and feedback on several of these. Our proposals to improve walking and cycling links, accessibility and public transport access in the Tombland and Upper King Street area has been formally consulted on and were approved at the Transforming Cities Joint Committee in August 2019, following strong support for the scheme. In terms of our proposal for a proposed Cross Valley Link, which would see a new public transport route at the University of East Anglia and Norwich Research Park, concerns have been raised by a local District Councillor on the grounds of the environmental impact of this scheme – details of this can be found in Annex 5. Wider concerns on this scheme have not been raised and should funding be awarded, the Cross Valley Link will be subject to extensive public and stakeholder consultation through scheme development and progress through planning.

## 6.7 Key Issues for Implementation

- 6.7.1 Whilst each individual project will consider its own individual risks and opportunities, there are a number of overarching issues that apply at programme level across all schemes. These key risks are:
- Confirmation of Funding – If the funding award from DfT is delayed past March 2020, this could increase the cost of delivering our programme, as inflation would increase our programme delivery costs by £240,000 a month (based on medium level programme);
  - Local Government Elections and purdah – We recognise that Central and Local Government elections can have an impact on programme level and individual scheme delivery. We will capture known election dates as soon as they are known, and tailor our programme delivery to minimise the risk of disruption at these times;
  - Procurement – at this time we do not envisage any need to procure design or construction outside of the contracts and frameworks already available to us, but our programme level delivery schedule is allowing us to review whether it would be prudent to take larger elements of the programme and consider whether alternative procurement (such as Design and Build contracts) would be more suitable;
  - Resourcing for design phase – we recognise that we will need to increase the size of our TfN delivery team in order to deliver our anticipated programme of works. We are already mobilising additional resources via our design partners, and discussions on this will continue prior to the award announcement;
  - Statutory permissions – we have already assessed which of our schemes will require planning / consents / land purchase. Time has been allowed within each scheme delivery schedule to submit,



consult upon, and gain any permissions required, and this is noted within the programme level delivery schedule in Annex 6;

- Quality of Place – In terms of cycling infrastructure design standards, we recognise that there are numerous sources of best practice. Further information is outlined below;
- Future Mobility Zone (FMZ) opportunity and dependency – if we are successful with our current FMZ bid we will need to revise our programme to capture the additional FMZ activities within the Transport for Norwich delivery programme;
- A11 / A47 Thickthorn Interchange Improvement – the land we need for our expansion of the Mobility Hub at the Thickthorn Park & Ride site is also required temporarily by Highways England to act as their construction compound for the planned (but not yet permitted) improvement to the trunk road junction. In order to help Highways England's delivery we have delayed our works as much as possible to fit into the funding window. However, the risk is that if Highways England's delivery schedule slips we could subsequently fall outside of the current funding window. We are liaising with Highways England to see how both highway authorities can achieve their aspirations in the same physical space. We are aware that there could be opportunities for savings, such as procuring our works as part of HE's main contractor works, HE's contractor preparing the works site in a suitable condition for us to enter, thereby saving us cost and time;
- The East West Highway link in our High funding case requires approval from Network Rail before construction. Whilst initial discussions have been started with Network Rail by the developer progressing the adjacent housing schemes, these discussions will need to advance quickly in order to deliver this scheme within the programme delivery period.

### Cycle infrastructure design standards

6.7.2 In terms of **cycling infrastructure design standards**, we recognise that there are numerous sources of best practice, which include the following:

- Transport Note (LTN 2/08) – due to be updated shortly;
- Transport Note (LTN/1/12) Shared Use Routes for Pedestrians and Cyclists (Sep 2012);
- London Cycling Design Standards;
- Sustrans guidance, such as "Design Manual – Handbook for cycle-friendly design (April 2014)";
- Design Manual for Roads and Bridges;



- Dutch cycling infrastructure standards;
- Welsh Government active travel design guidance.

6.7.3 Each scheme we deliver has a design brief that requires consideration of these design standards and we consult with all relevant stakeholders, including cycle groups such as the Norwich Cycling Campaign, and our Casualty Reduction Team, who are able to comment from a safety perspective. We also have a close working relationship with Sustrans, who we engage with in terms of scheme feasibility, design and wider stakeholder engagement.

6.7.4 In order to ensure our highway design teams remain fully updated with the latest cycling infrastructure design standards, we are looking to establish an internal **Design Champion**, who will identify and arrange delivery of appropriate training and briefings, with the aim of ensuring designs are consistent against standards and best practice. Post Project Reviews are undertaken for all schemes to ensure lessons learnt (positive and negative) are disseminated to all design team members and are incorporated into the design and delivery of future projects.

## 6.8 Contract Management

6.8.1 We are able to quickly move to an implementation phase via our established TfN delivery mechanism. Framework contracts are already in place for the design and construction of on-street highways improvements in the city.

6.8.2 It is recognised that the larger interventions may require full-time site establishment and supervision. The resourcing and cost of this is not underestimated, especially if being procured under the NEC contract which requires more administration than some other forms of contract. We will ensure that we have the appropriate resource in place to manage the delivery phase of this programme, calling on our delivery and supply chain partners to support where necessary.

## 6.9 Risk Management Strategy

6.9.1 The production of a Risk Management Strategy is an integral component of the standard project management procedures that are used by NCC on major capital projects. We have undertaken an examination of the risks, both at programme and individual intervention level, and these have been incorporated into a programme risk register.

6.9.2 The Project Manager will have day-to-day responsibility for managing risks at a programme level and will escalate any issues to the SRO. In case of any urgent risk events the Project Manager will initially seek guidance from the SRO on behalf of the Project Board. In case of major issues where the risk response would exceed the authority of the Project Board, the SRO will produce a Cabinet Report to inform, and seek approval from, the NCC Cabinet.



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- 6.9.3 Table 68 provides a high-level overview of the key programme risks that have been identified at this early stage. We have not yet had the opportunity to undertake a Quantified Risk Assessment (QRA) to inform the Economic Appraisal and so have made a programme level assumption on a risk/contingency allocation. Given the majority of our individual projects are of a type that we deliver on a regular basis we do not think a QRA is necessary on all schemes, but we would be happy to undertake a QRA on our large schemes (>£5m) if the DfT feels this is necessary. We would be able to complete this in Q1 2020 prior to the funding award announcement.



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## 6.10 Benefits Realisation Plan

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- 6.10.1 Our Benefits Realisation Plan is in its early stage of development, given this is designed to provide a framework to realise the forecast benefits of the scheme to the best effect. It will define the benefits which are expected to be derived from a project and should set out a logical sequence of outcomes that should be delivered to align with the agreed project objectives.
- 6.10.2 Following identification of the expected benefits, the plan will detail the key activities that are required to determine the effective realisation of all tangible benefits as a result of the project in the short, medium and long term. Benefits Realisation Plans can only be comprehensively developed if there is a clear set of objectives.
- 6.10.3 Our Benefits Realisation Plan will define what the benefits of the ‘**Transforming Norwich**’ programme are, and the enabling activities that will be undertaken to ensure the expected levels of benefit can be realised. The plan will relate the benefits to programme outcomes and objectives so that a clear link is established between what our programme intends to address, what the expected results are, and who will benefit.

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## 6.11 Overview of objectives

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- 6.11.1 The programme objectives are summarised below, as they are the drivers of both individual scheme development and the programme outcomes that ultimately give rise to wider benefits. Objectives will be split into the wider strategic objectives and the more specific intervention objectives which enable these wider aims:

### Programme Objectives

- 6.11.2 Our TfN programme is expected to transform the city centre and six key transport corridors by reducing bus journey times, improving connectivity between transport modes and cutting pollution so that:
- Workplaces and educational institutions are more accessible,
  - Employers can reach a wider pool of labour to support productivity growth,
  - People with restricted mobility can access buses more easily and be less socially excluded,
  - Better transport options are available into the evening, and
  - Express buses serve suburban residents.



6.11.3 As stated in the Strategic Case, our overarching programme objectives are:

- To improve people's productivity and social mobility by unlocking access to employment and education opportunities across the Greater Norwich Region.
- To increase the efficiency of travel and transport in the Greater Norwich Region and improve the impact transport has on carbon emissions, air quality and public health.
- To use emerging technology to prepare the Greater Norwich Region for a future of shared and clean mobility.

6.11.4 We have used these overarching objectives to produce a Logic Map to help us choose interventions that align with the overarching TCF objectives and provide tangible benefits to the Greater Norwich Region.

### Intervention Objectives

6.11.5 At this SOBC stage it is not possible to provide a detailed benefits realisation plan encompassing all the interventions in our envisaged programme, but the information in Annex 7 gives an overview of the key benefits we are seeking to achieve and report.

6.11.6 It is recognised that individual benefits will be realised at different times during and after the three-year implementation phase. Details of when individual benefits are likely to start being realised will be confirmed after this SOBC submission, and will provide a matrix confirming the following:

- Programme Objectives;
- Intervention Objective: What does each individual intervention within the overall programme seek to achieve;
- Intervention Outcome: What will take place should the enabling objectives be fully realised;
- Benefits Experienced: A list of quantifiable benefits that will be unlocked through the successful delivery of each scheme outcome;
- Who will benefit: Key groups and beneficiaries that will experience the quantified benefits;
- Benefit ownership: Who is responsible for delivering these benefits;
- Enablers required to realise the benefit: An outline of actions that could be adopted in order to achieve the relevant objectives, outcomes and benefits.

6.11.7 An example of what this would look like is included in the following table.



Table 69: Example Benefits Realisation Plan

Intervention Theme	Intervention Objective	Intervention Outcome	Benefits experienced	Who will benefit and when?	Benefit Ownership	Enablers required to realise the benefit
Employment and Productivity	Enhanced bus network through the implementation of bus priority measures on Thorpe Road Corridor, improving PT access without making it more attractive for Single Occupancy Vehicles	<ul style="list-style-type: none"> <li>Reduction in number of single occupancy vehicles accessing the city centre along the Thorpe Road Corridor</li> <li>Journey times across the Local Network remain reliable</li> <li>Increased productivity within the City region</li> </ul>	<ul style="list-style-type: none"> <li>Increased frequency of public transport will support broader travel horizons for those seeking employment or training</li> <li>Increased attractiveness for future commercial and business development as the area becomes more accessible</li> </ul>	<p>Residents, commuters, businesses, current commercial occupiers</p> <p>From completion of works on Corridor, April 2023</p>	Norfolk County Council	<p>Delivery of on-street bus priority measures along the Thorpe Road Corridor</p> <p>Delivery of improvements at Railway Station</p> <p>Active modes connectivity improvements within Broadland Business Park</p>





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## 6.12 Monitoring and Evaluation

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6.12.1 The funding of the Transforming Cities initiative represents a substantial investment for both central government and the local authorities within the Norwich City Region. Evaluating the investment in this funding stream can deliver the following objectives:

- Provide accountability for the investment;
- Evidence future spending decisions;
- Learn about which schemes deliver cost-effective transport solutions;
- Enhance the operational effectiveness of existing schemes or future schemes; and
- Improve future initiatives based on learning.

6.12.2 A thorough baseline report and baseline statement is of critical importance in devising an effective monitoring and evaluation framework. The ROAMEF Cycle, see Figure 49 demonstrates where monitoring and evaluation sits within the project lifecycle and how it provides evidence to refine the rationale and recalibrate delivery over time as the monitoring and evaluation process produces project-specific data which can assist strategic decision making about subsequent stages of delivery. The ROAMEF Cycle requires ex-ante evaluation at the appraisal stage and ex-post evaluation once implementation has commenced with monitoring (against the baseline) continuously throughout the period.

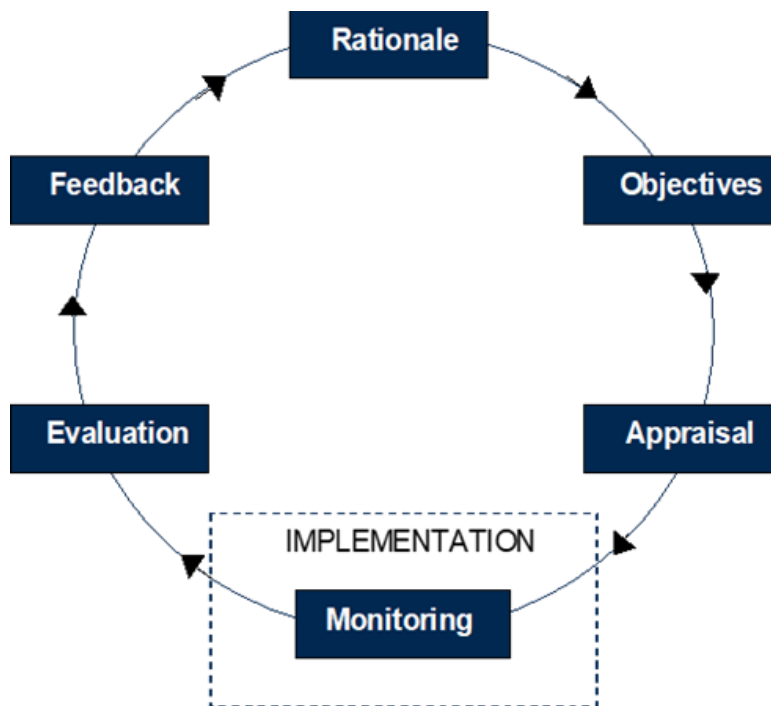


Figure 49: The ROAMEF Cycle

Source: ODPM (2004) Assessing the Impacts of Spatial Interventions – The 3Rs Guidance  
<http://www.communities.gov.uk/publications/corporate/assessingimpacts>

- 6.12.3 Our Monitoring and Evaluation Plan will be structured to follow DfT guidance and requirements for a fuller evaluation while also being designed to provide a hands-on guide to the individuals who will be undertaking the monitoring and evaluation work over the length of the Plan.
- 6.12.4 Our Plan will adopt a Theory of Change Evaluation Approach with a logic map produced to analyse the causal effects of our 'Transforming Norwich' programme. A number of separate indicators will be designed to establish a broad yet in-depth understanding of the outcomes and impacts from the project. These indicators are expected to include environmental, economic growth & development, congestion and process evaluation. In combination they will give a full picture of the key impacts of our 'Transforming Norwich' programme.
- 6.12.5 Governance and resourcing for the implementation of the Plan will be designed to ensure that monitoring and evaluation is fully integrated into wider project delivery while remaining proportionate and cost effective. To



report the findings from the monitoring and evaluation process and confirm the scheme is following the intended trajectory, three reports are proposed:

- A baseline report (pre-implementation);
- One Year After report;
- A Five Years After report.

6.12.6 The evaluation will also inform our partners, including our partner district councils and the New Anglia Local Enterprise Partnership (LEP), of the impact of our 'Transforming Norwich' programme on the local economy and its contribution to the productivity and environmental objectives within the city region.

6.12.7 The remaining purpose of the plan is to report to DfT on the immediate and medium-term impacts of our 'Transforming Norwich' programme and its performance with respect to the stated objectives.

## 6.13 Contingency Planning

6.13.1 As our 'Transforming Norwich' application is based on multiple projects across a city region, it is likely that we may experience some change to our programme due to circumstances outside of our control. Given that we have a multitude of schemes that are to be delivered across a relatively wide geographical area, we will be able to quickly accelerate certain schemes to take the place of any scheme that stalls, thereby helping to keep the overall 'Transforming Norwich' programme on track.

6.13.2 At present, the delivery schedule shows the durations when design activities have to happen in order to meet our envisaged construction start dates. However, we are looking to front-load our design delivery schedule to deliver schemes' designs as early as possible (subject to availability of design resource). This front-loading will provide schemes "on the shelf" ready for implementation should other schemes' delivery schedules slip.

6.13.3 As already stated in the Management Case we would consider the use of the Eastern Highways Alliance to undertake Design and Build of some, or all, of the additional schemes in the High funding case, should our internal design and delivery resources become too stretched. This decision would need to be taken early in the 3-year 'Transforming Norwich' delivery programme.