

**West of England Partnership  
Joint Transport Executive Committee  
24 April 2009**

## **RFA2 Programme: Project Management Arrangements**

### **Purpose of Report**

1. To seek the Committee's approval of the governance and project management arrangements for RFA2 major transport schemes and other key sub-regional transport projects.

### **Background**

2. In March 2006 the Joint Local Transport Plan identified a major schemes development and implementation programme which was subsequently endorsed by the South West Region as part of the Regional Funding Allocation process. In summer 2008 Government announced its intention to update and extend the RFA process, and at the end of February 2009 the South West Region submitted its advice to Government on funding priorities for transport over the next 10 years (RFA2). This submission identified 7 major transport schemes in the West of England to be brought forward to completion within the next 10 years, and a further 4 schemes for which construction would start during this period.
3. The schemes prioritised in the 2006 Regional Funding Allocation (RFA1) and in RFA2 are shown in the Figure 1. Further detail of the allocated RFA2 funding and scheme implementation profile proposed by the Region is shown in Appendix 1.
4. Whilst the level of investment for new major transport infrastructure projects in the sub-region (at over £450m in the next 10 years equating to 31% of the Regional total) is to be welcomed it is clear that to bring forward this programme to implementation will require very significant commitment and resources from the authorities. Progressing the Greater Bristol Bus Network (GBBN) and the Bath Transportation Package through the Department for Transport (DfT) approvals process have provided a valuable learning experience, and governance and project management arrangements have been established to steer the development and implementation of these schemes and the others in the RFA programme.
5. It should also be kept in mind that bringing forward major schemes through the approvals process to implementation is a lengthy process typically taking perhaps 10 years from initial bid development to the completion of construction. A summary of the major schemes approval process is shown in Appendix 2.

<b>Scheme</b>	<b>RFA1 2006 Schemes Prioritised for Construction in Period to 2015/16</b>	<b>RFA2 2009 Schemes Prioritised for Construction in Period to 2018/19</b>
Greater Bristol Bus Network	✓	✓
Bath Transportation Package	✓	✓
Weston Package Phase 1	✓	✓
Rapid Transit Ashton Vale to Temple Meads and Bristol City Centre	✓	✓
Rapid Transit Hengrove to North Fringe	✓	
North Fringe to Hengrove Package		✓
South Bristol Link Phases 1 and 2	✓	✓
Portishead Rail Corridor		✓
Greater Bristol Metro Rail Project *		✓
M5 Junction 21 Bypass *		✓
Callington Road Link	✓	
Callington Road Link/Bath Road Improvements *		✓
Rapid Transit Emerson's Green to Temple Meads *	✓	✓

Notes  Extended scope for RFA2 \* Construction start in period to 2018/19

**Figure 1 – RFA1 and RFA2 Prioritised Schemes**

## **Governance and Project Management Arrangements**

6. In 2006, at the time of the initial Regional Funding Allocation process (RFA1) the authorities established governance and project management arrangements which would apply across the major schemes programme with the aim of ensuring a consistent approach.
7. The creation of the Joint Transport Executive Committee receiving and monitoring the Local Transport Plan and major schemes, and overseeing their delivery, strengthens this and formalises the joint working on major schemes that has occurred since the submission of the initial GBBN bid in July 2005. Appendix 3 updates and reaffirms the terms of reference for governance and project management arrangements for transport major schemes.

## **Major Schemes and Sub-Regional Projects**

8. Each of the major schemes has an Officer Project Board who guide and steer the direction of the project. The Project Board prepares the Project Initiation Document approved by the Joint Transport Executive Committee, authorise strategic decisions, and where appropriate refer key decisions to the Joint Transport Executive Committee.

9. The Project Board nominate a Senior Responsible Owner (SRO) who acts as the sub-regional lead representing the authorities and the Project Board. The SRO ensures the project progresses in line with the Project Plan and that the outputs agreed by the Project Board are achieved, working within the thresholds agreed by the Project Board and providing guidance and direction to the Project Manager.
10. Appendix 4 (a) to (k) outline the Officer Project Board and project management arrangements for each of the 11 RFA2 identified West of England schemes. Also shown are the current status of these schemes, work planned for 2009/10 and key milestones.
11. In addition to the major schemes programme there are a number of other sub-regional projects and initiatives which are being, or will be, progressed in the coming year. Of these the development of the new Local Transport Plan (LTP3) is perhaps the one current sub-regional initiative of a scale and importance to warrant consideration of project management alongside the major schemes programme. To this end information for LTP3 is also included in Appendix 4 (l).

### **Future Updates**

12. In order that the Committee is able to provide the strategic overview of the major schemes programme it is proposed to provide an update on developments at around quarterly intervals. This will be in addition to specific reports related to key milestones or variations to individual schemes.

### **Recommendation**

That the Joint Transport Executive Committee:

- a) Endorses the governance and project arrangements outlined in this report; and
- b) Receives quarterly update reports on the major schemes development and implementation programme.

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### **Appendices**

- Appendix 1 South West Region – RFA2 Transport Programme West of England Schemes
- Appendix 2 Major Scheme Bid Development Process
- Appendix 3 Governance and Project Management Terms of Reference for Transport Major Schemes
- Appendix 4 Individual Scheme Project Management and Status Updates

## Appendix 1

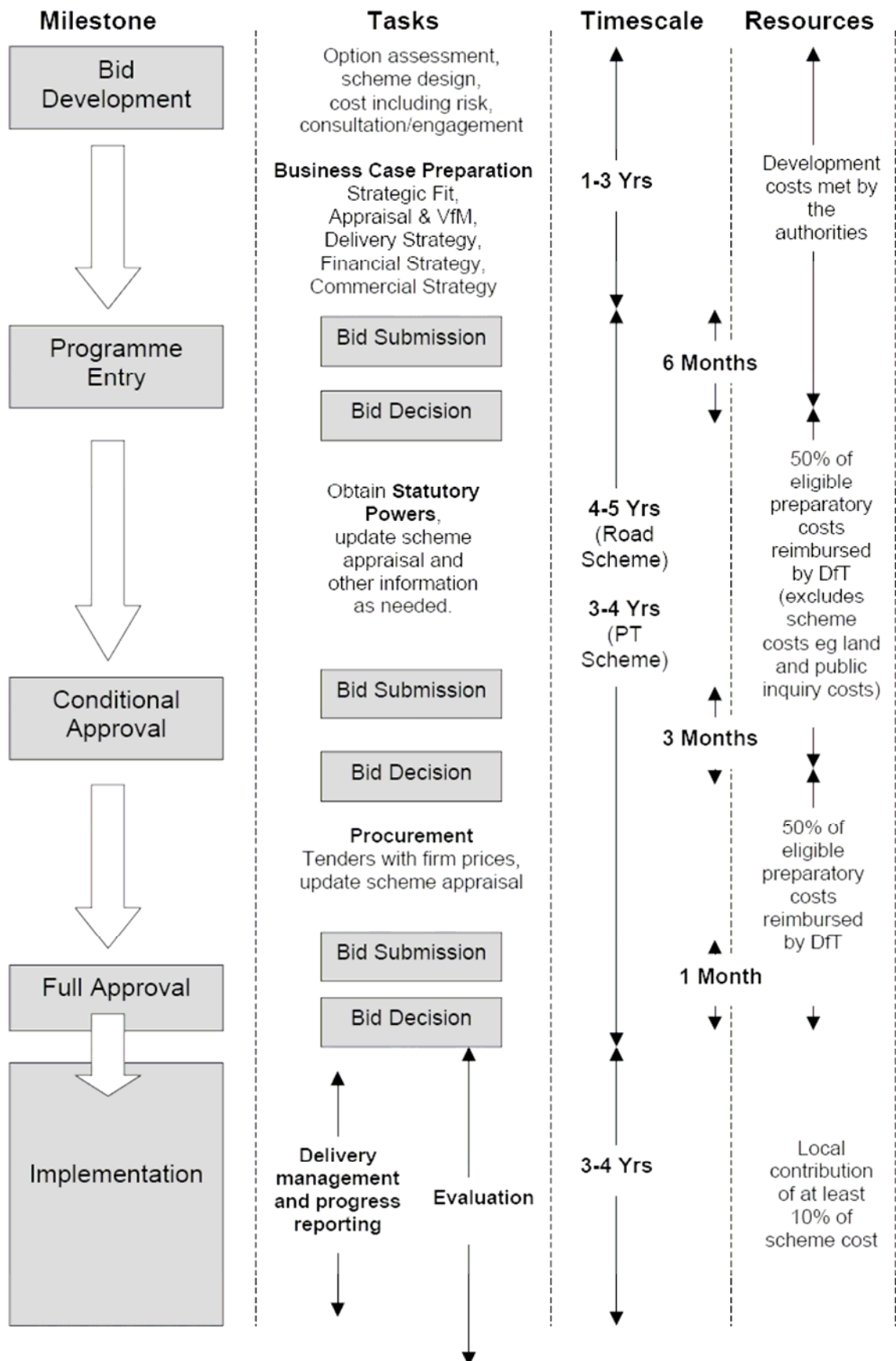
### South West Region - RFA2 Transport Programme West of England Schemes Costs £M at Out-Turn Prices

<b>Major Transport schemes - Forward 5 Year Programme</b>															
<b>Forward 5 year Programme - Short Term Commitments (2009/10 to 2013/14)</b>															
	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2007/08 - 2018/19 Total	2019/20 - 2026/27 Total	Overall Total
Greater Bristol Bus Network	0.82	5.36	15.30	15.97	4.90								42.34	0.00	42.34
Bath Public Transport Package inc Newbridge P&R & Bath Rapid Transit				16.40	24.00	10.10							50.50	0.00	50.50
Weston-super-Mare area Package (Stage 1)					3.86	6.76	6.76	1.93					19.32	0.00	19.32
BRT - Ashton Vale to Emerson Green Phase 1 (Ashton Vale to Temple Meads)					6.97	20.19	16.02						43.17	0.00	43.17

<b>Major Transport schemes - Developing Programme</b>															
<b>Medium Term Commitments (2014/15 to 2018/19)</b>															
	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2007/08 - 2018/19 Total	2019/20 - 2026/27 Total	Overall Total
North Fringe to Hengrove Package							38.00	50.00	52.04	28.04			168.08	0.00	168.08
South Bristol Link Phases 1 & 2								4.77	23.00	19.50			47.27	0.00	47.27
Portishead Rail Corridor								8.20	8.00	9.06			25.26	0.00	25.26
Greater Bristol Metro Rail Project											5.15	7.35	12.50	4.84	17.34
M5 Junction 21 Bypass										11.50	12.30	16.20	40.00	11.04	51.04
Callington Rd Link/ Bath Rd improvements												5.00	5.00	64.60	69.60
Rapid Transit Ashton Vale to Emersons Green Phase 2 (Emersons Green to Temple Meads)												3.00	3.00	70.98	73.98

	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2007/08 - 2018/19 Total	2019/20 - 2026/27 Total	Overall Total
<b>Total</b>	0.82	5.36	15.30	32.37	39.73	37.05	60.78	64.90	83.04	68.10	17.45	31.55	456.45	151.46	607.91

## Major Scheme Development and Approval Process



## Appendix 3

### GOVERNANCE AND PROJECT MANAGEMENT TERMS OF REFERENCE FOR TRANSPORT MAJOR SCHEMES

#### 1. Joint Transport Executive Committee

The West of England authorities have established a Joint Transport Executive Committee comprising the four Executive Members with responsibility for transport. The purpose of the Committee is to develop and implement a Strategy to meet the sub-region's Joint Local Transport Plan and wider economic, social and environmental objectives. This Strategy will comprise a Local Transport Improvement Programme of local transport projects including major transport schemes. Key roles of the Joint Transport Executive Committee are to recommend the Local Transport Plan (LTP) and major scheme bids, to oversee the implementation and funding of major schemes, and to monitor performance against the LTP.

#### 2. The Officer Project Board

The Project Board consists of the group who direct, steer and oversee the direction of the project. The Project Board prepare the Project Initiation Document (PID) for approval by the Joint Transport Executive Committee. The Board authorise the project plan (and any agreed variations) to be delivered by the Programme and/or Project Manager and authorise strategic decisions, or seek authority for key strategic decisions from the Joint Transport Executive Committee.

A Project Board is convened for a project or defined phase of a wider project as detailed within the PID. For major transport schemes it is likely that the representation on the Project Board and other project management arrangements will change as the scheme moves from initial bid development through to implementation over a number of years.

Meetings of the Project Board (see Figure 2) are linked to key milestones. The Board considers highlight and exception reports, changes to the risk log and other key deliverables as defined in the Project Plan. The Board consists of officers of the four authorities with responsibility for transport at a sufficiently senior level that representatives have the authority to act on behalf of their organisation within the thresholds defined in the PID.

In addition membership of the Board may include:

- a Chief Finance Officer or finance nominee who represents the sub-region and provide advice and input on the financial aspects of the project.
- other Council officers able to provide specialist advice relevant to the detail and stage of development of the project eg Legal, Property.

- a representative of the West of England Partnership Office who seeks to ensure coordination and consistency of approach across the major schemes programme.
- representatives of other organisations with a key role in the project such as via funding contribution or position as statutory consultee. Where Project Boards include the Government Office for the South West or the Highways Agency these organisations participate as observers in recognition of the need to separate the role of the scheme promoter from the ultimate funder of the bid.

The Project Board nominate a Senior Responsible Owner (SRO) who acts as the sub-regional lead for the overall project representing the authorities and Project Board. The SRO is responsible for chairing Project Board meetings, leads engagement with the DfT, and provides guidance and direction to the Programme and/or Project Manager. The SRO will ensure the project progresses in line with the Project Plan and that the outputs agreed by the Project Board are achieved, working within the thresholds agreed by the Project Board.

The Project Board is responsible for:

- Preparing the Project Initiation Document for approval by the Joint Transport Executive Committee. This will include the Project Plan, risk log, work packages and the communication strategy.
- Agreeing and overseeing the implementation of the necessary actions to secure the achievement of the Project aims.
- Supporting and taking part in the necessary Gateway Reviews.
- Reviewing the Project Plan and approving any changes necessary.
- Approving any changes to the risk log and any additional mitigating actions.
- Approving periodic Progress Reports for the Joint Transport Executive Committee, Joint Scrutiny, the Department for Transport, and the West of England Partnership.
- Approving the budget plan and any changes to this plan via regular highlight reports from the Programme or Project Manager.
- Approving any changes to the Project Plan recommended by the Programme and/or Project Manager via highlight reports.
- Considering any exception reports that may arise during the life of the project and requesting exception plans where appropriate.
- Approving any exception plans that may arise.

This reflects the provisions of the Transport Joint Working Agreement between the authorities.

### **3. The Project Manager**

The Project Manager will be given the authority and responsibility, in conjunction with the SRO, to manage the overall project to deliver the required products within the constraints agreed with the Project Board.

The primary focus of the Project Manager will be to define the Project Plan and to ensure that the project is delivered on time and within specification and budget, seeking additional authorities as necessary.

This will involve development, monitoring, progress chasing and co-ordination of the project as a whole and ensuring that all elements of the project are delivered with the appropriate technical competency. In particular the role will be:

- To obtain approval from the Project Board for the Project Initiation Document.
- To recommend to the Project Board and then implement the necessary actions to secure the aims of the Project.
- To plan for and co-ordinate the necessary Gateway Reviews.
- To account for the delivery of the project, on time and within specification and budget.
- To secure the approval of the Joint Transport Executive Committee for key strategic decisions.
- To lead a Project Team including representatives from the relevant authorities to ensure adherence to the Project Plan.
- To produce periodic Progress Reports for the Joint Transport Executive Committee, Joint Scrutiny, the Department for Transport, and the West of England Partnership.

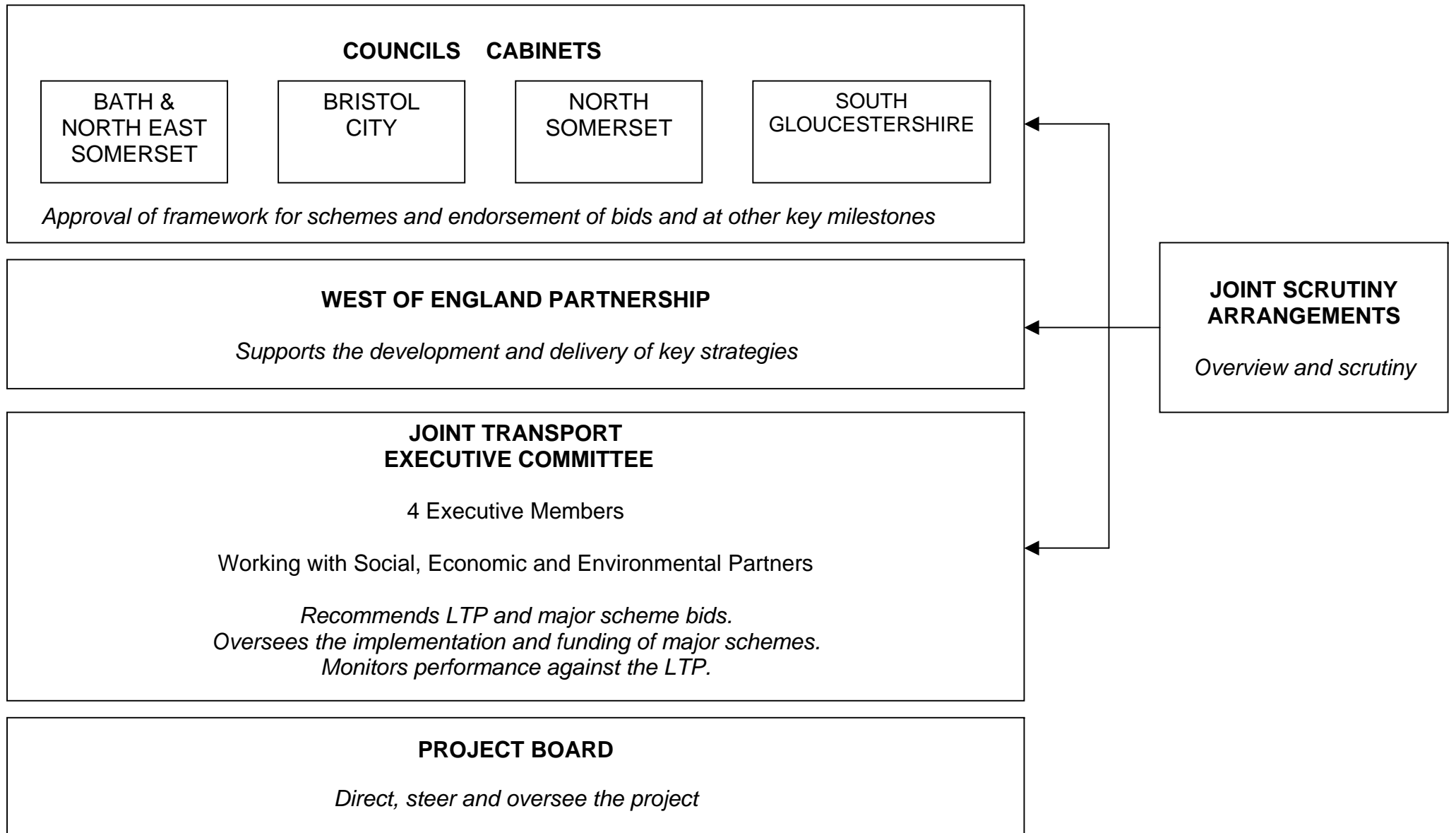
#### **4. The Programme Manager**

For Projects with broad scope and a number of self contained although interrelated components a Programme Manager will be identified. The Programme Manager will oversee the activities of the Project Managers responsible for the individual components to ensure coordination and to manage the interrelationships and dependencies.

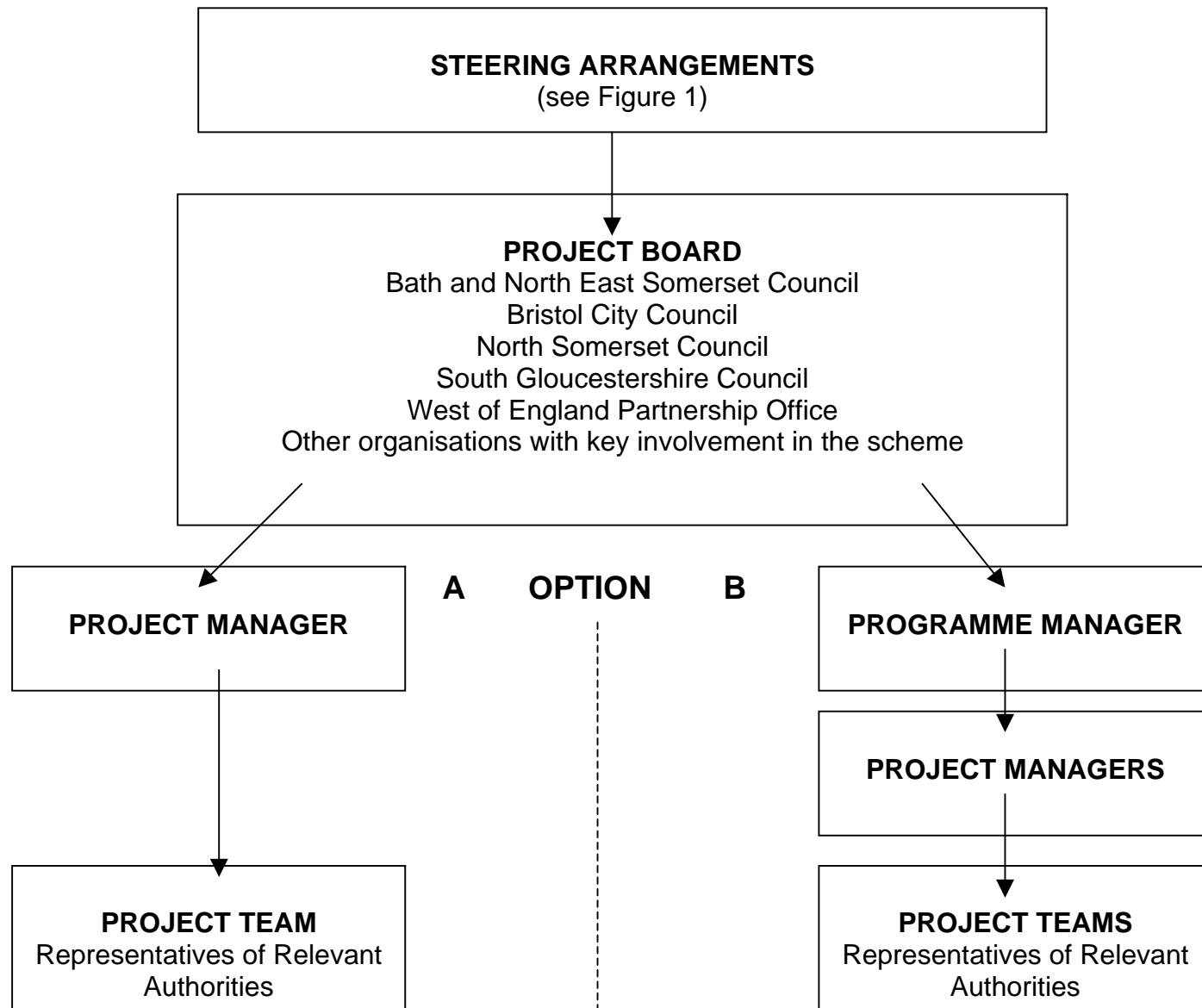
#### **5. Sub-Regional Project Management and Performance Framework**

This updating and reaffirmation of existing project management arrangements for the development and delivery of strategy and major transport schemes is to be complemented by the introduction of a sub-regional project management system and performance framework. This increased consistency will provide and strengthen the overall management of the development and delivery of projects for transport and for other sub-regional functions.

**Figure 1 – West of England Governance and Delivery Arrangements for Transport Major Schemes**



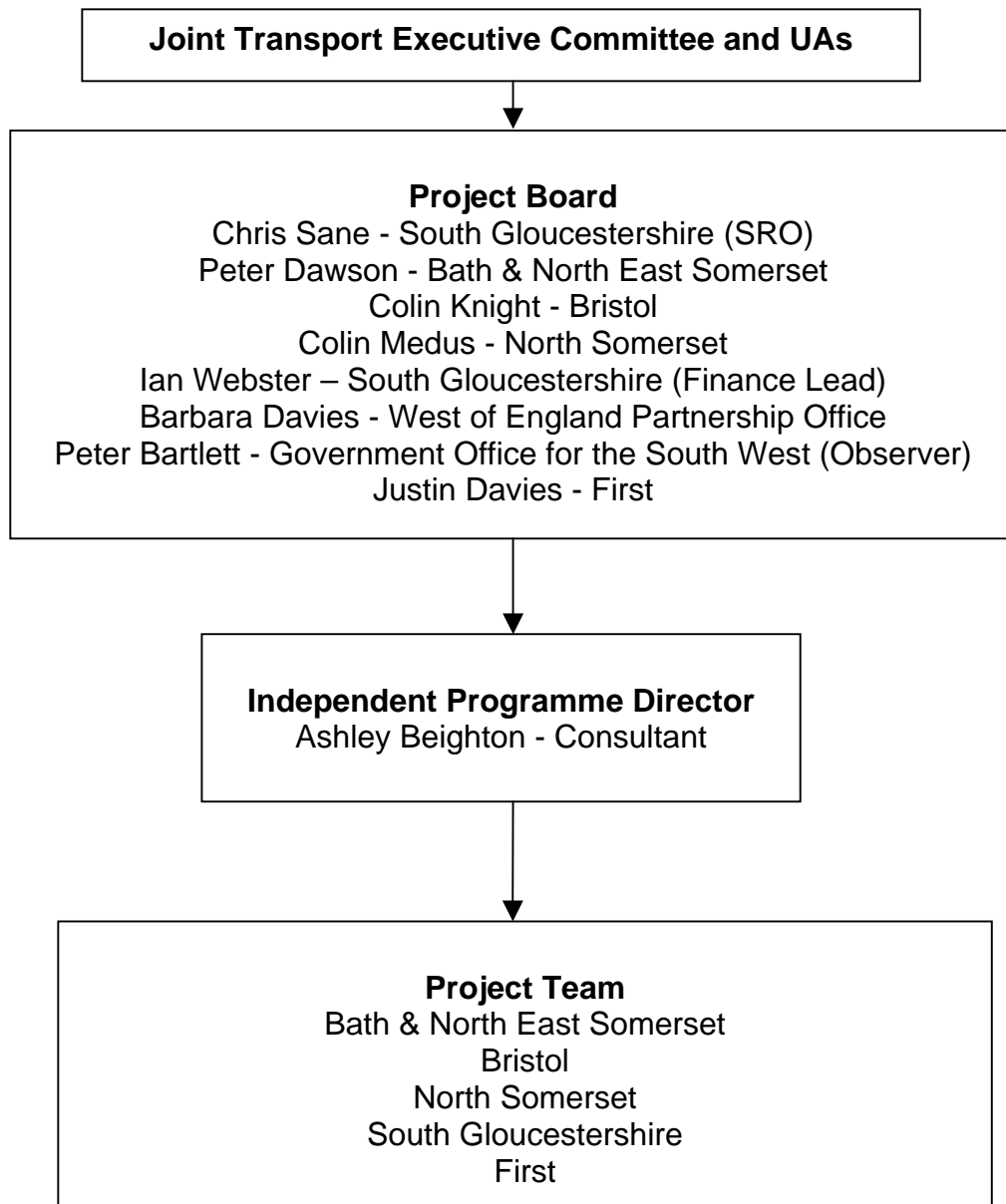
**Figure 2 – West of England Project Management Structure for Transport Major Schemes**



**Appendix 4(a)**

Scheme or Project:	Greater Bristol Bus Network (GBBN)
Current Status:	Under Construction
Work Programmed for 2009/10:	Construction ongoing
Next DfT Milestone:	Scheme completion 2012

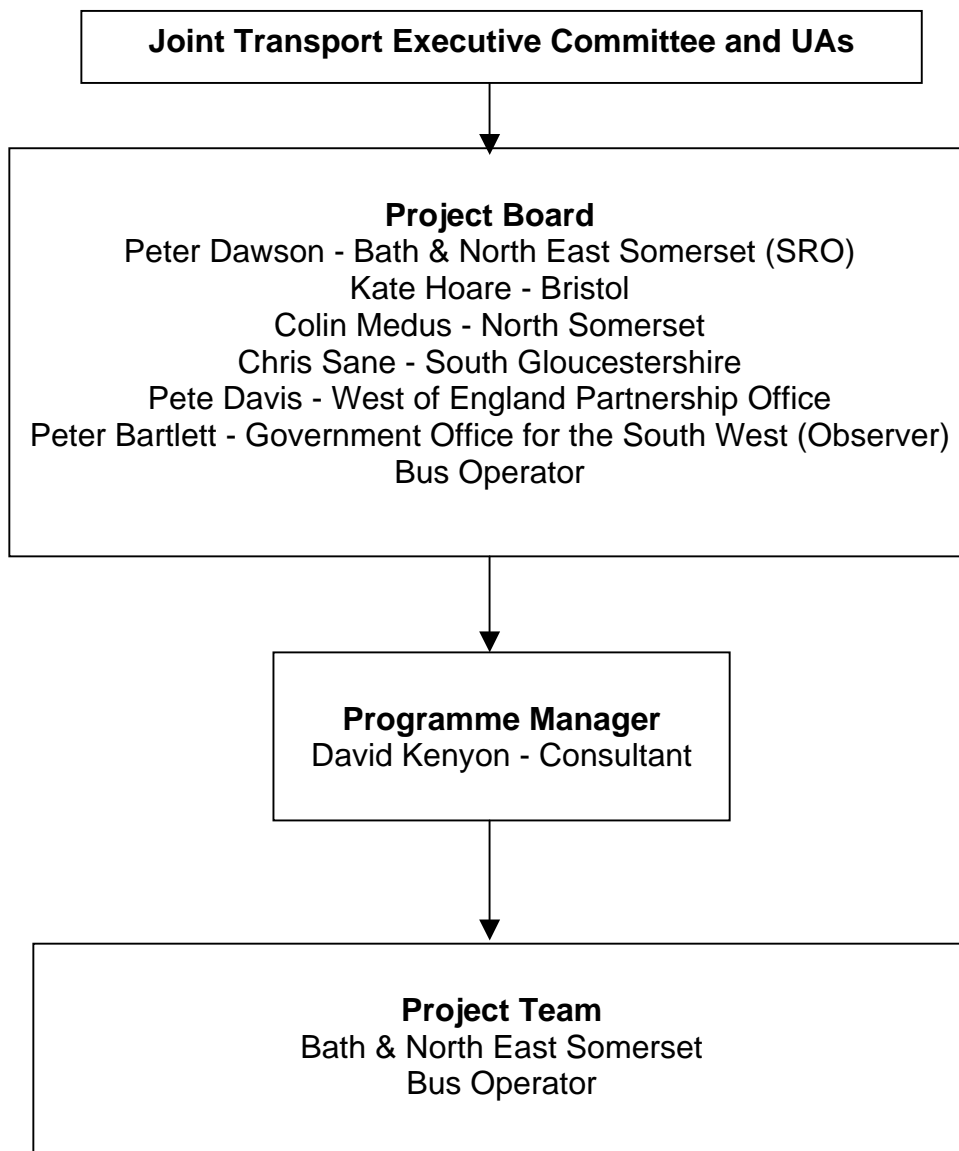
Governance and Project Management Arrangements:



**Appendix 4 (b)**

Scheme or Project:	Bath Transportation Package
Current Status:	Programme Entry
Work Programmed for 2009/10:	Conditional Approval bid submission October/November 2009
Next DfT Milestone:	Conditional Approval anticipated Spring 2010

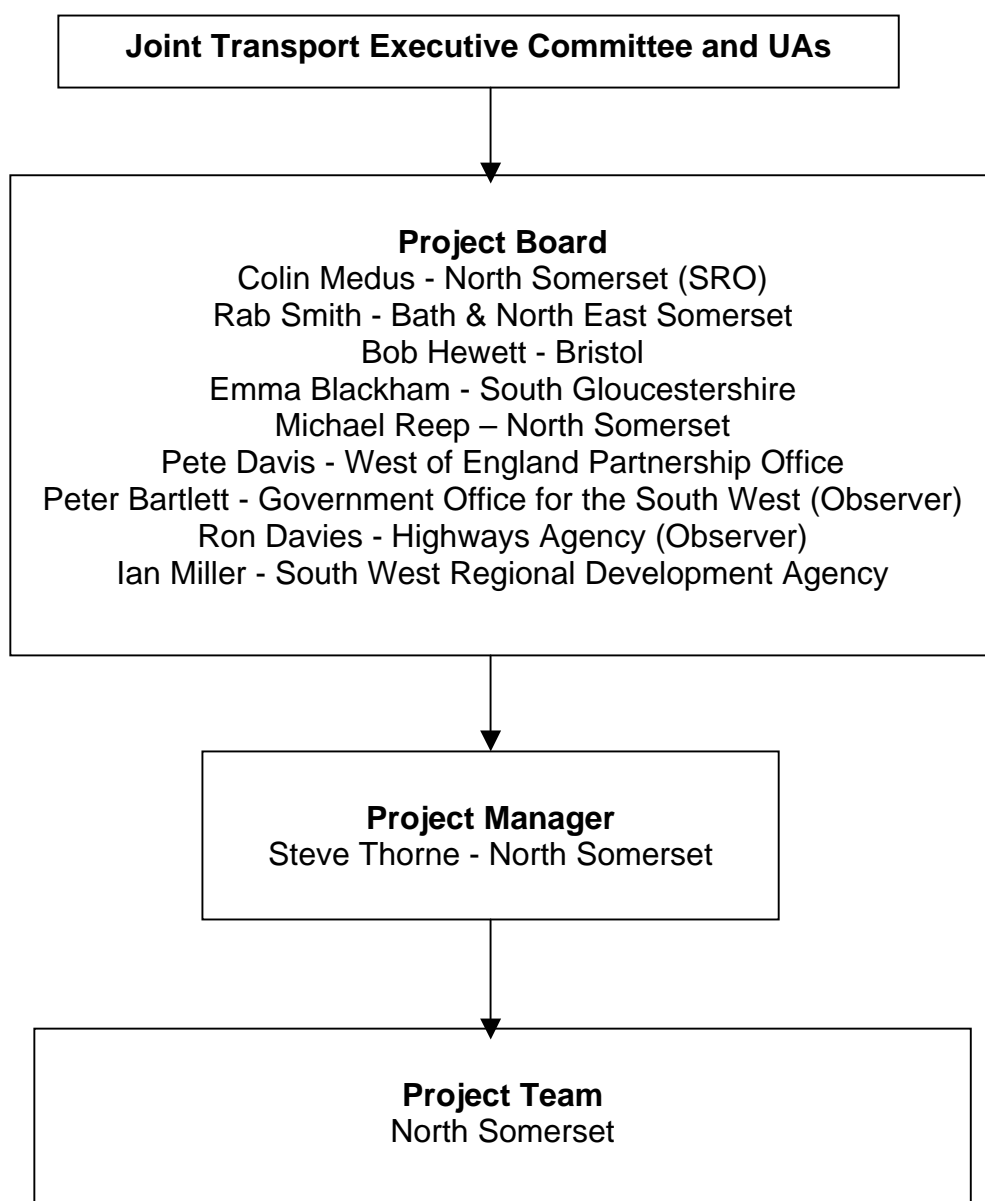
Governance and Project Management Arrangements:



## Appendix 4 (c)

Scheme or Project:	Weston Package
Current Status:	Programme Entry bid submitted 15 April 2009
Work Programmed for 2009/10:	Respond to DfT queries regarding Programme Entry bid. Commence detailed design following Programme Entry.
Next DfT Milestone:	Award of Programme Entry expected October 2009

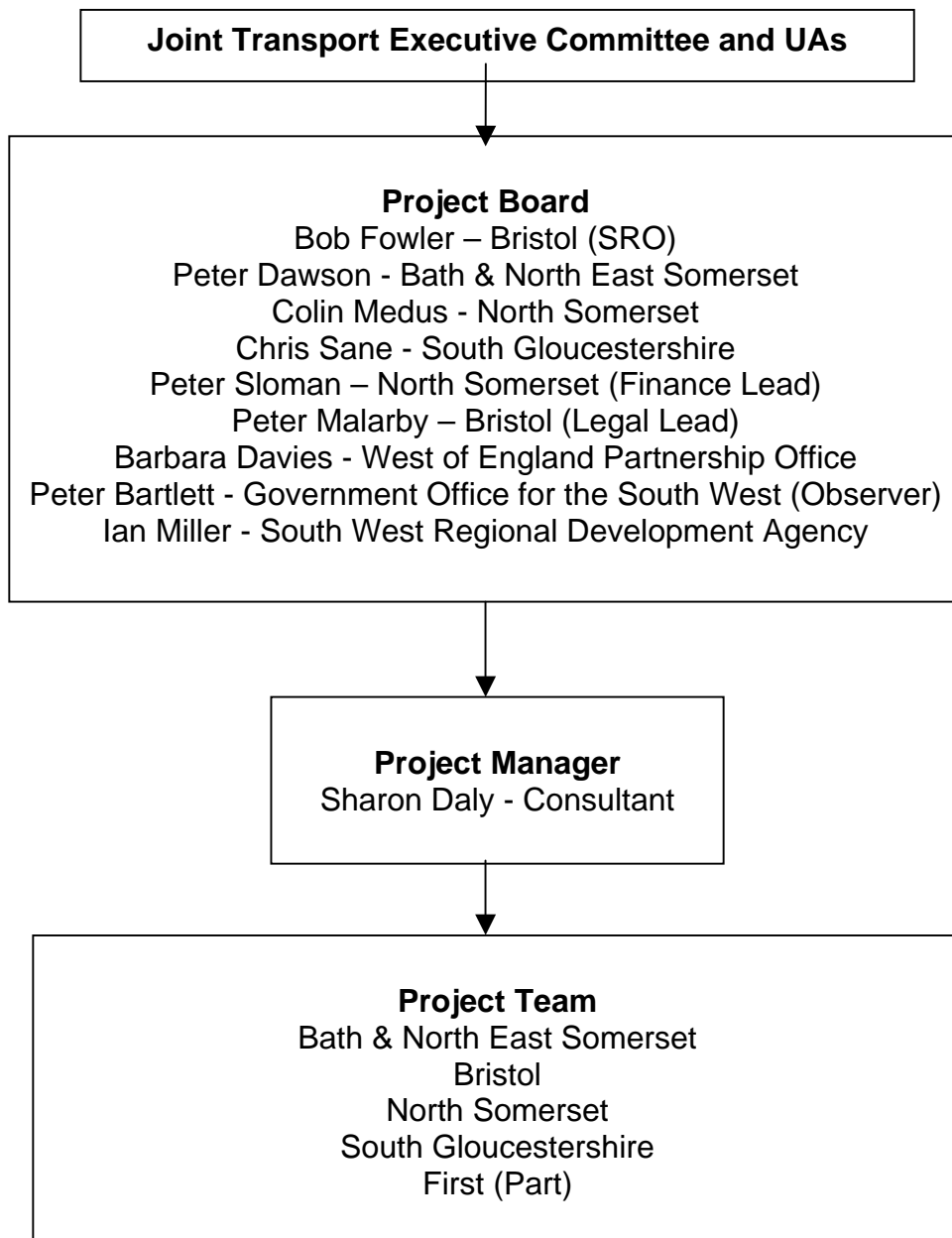
### Governance and Project Management Arrangements:



**Appendix 4 (d)**

Scheme or Project:	Rapid Transit Ashton Vale to Temple Meads and Bristol City Centre
Current Status:	Programme Entry bid submitted March 2009
Work Programmed for 2009/10:	Transport and Works Act application, Gateway Review and preparation for public inquiry
Next DfT Milestone:	Award of Programme Entry expected September 2009

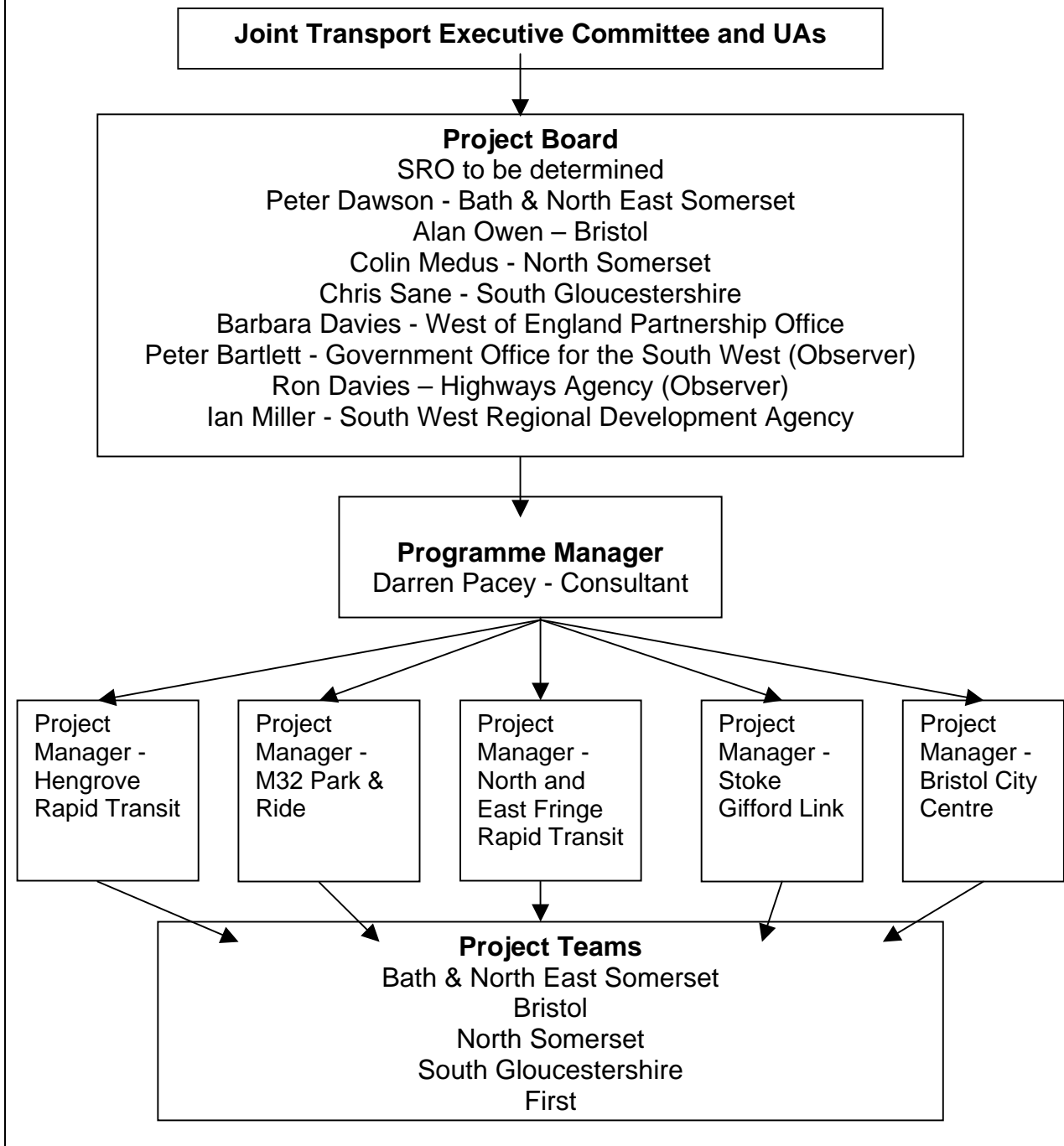
Governance and Project Management Arrangements:



**Appendix 4 (e)**

Scheme or Project:	North Fringe to Hengrove Package
Current Status:	Bid development stage
Work Programmed for 2009/10:	Bid submission and supporting studies
Next DfT Milestone:	Programme Entry Bid expected to be submitted by Spring 2010

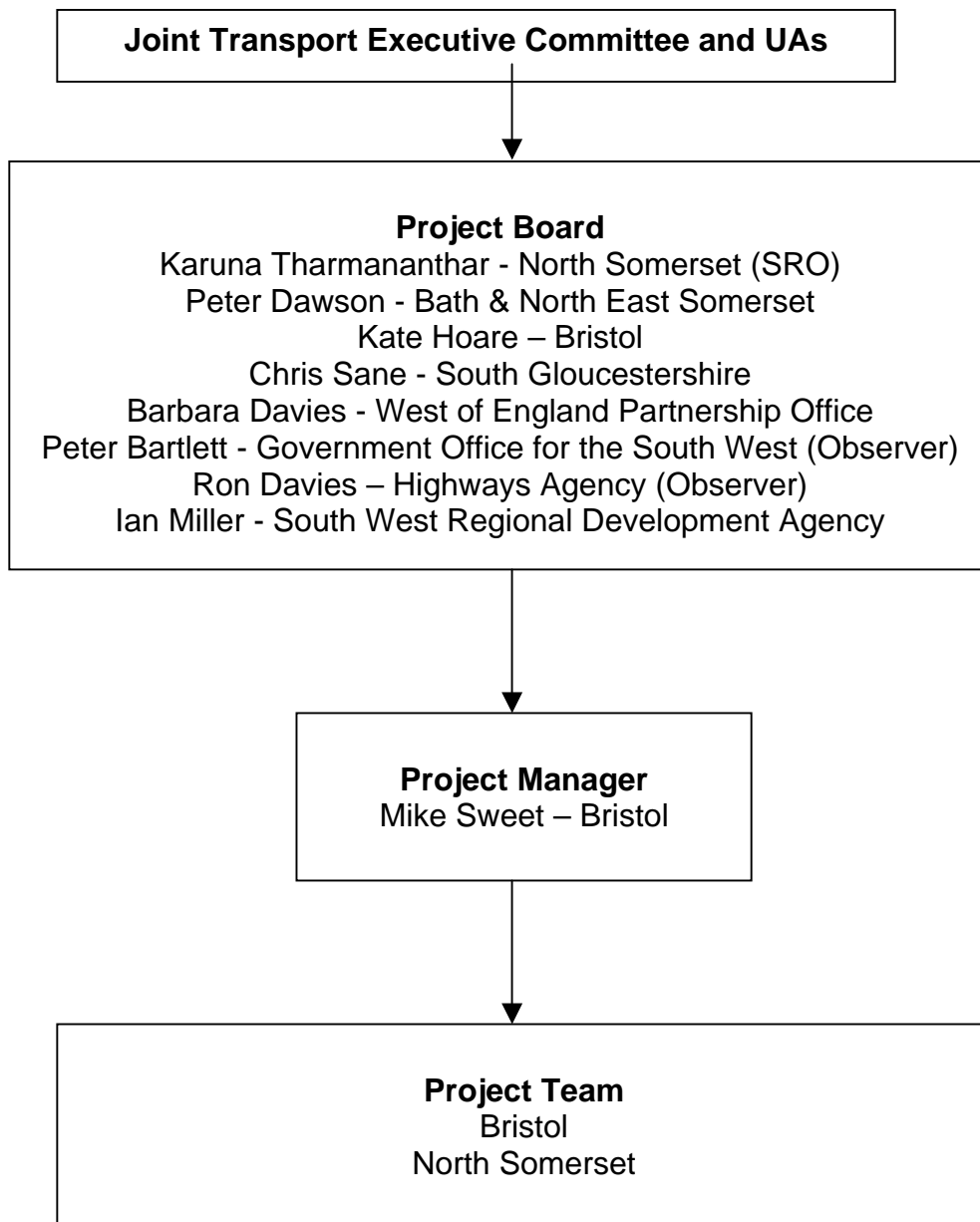
Governance and Project Management Arrangements:



**Appendix 4 (f)**

Scheme or Project:	South Bristol Link Phases 1 and 2
Current Status:	Bid development stage
Work Programmed for 2009/10:	Preparation of major scheme bid.
Next DfT Milestone:	Programme Entry Bid expected to be submitted March 2010

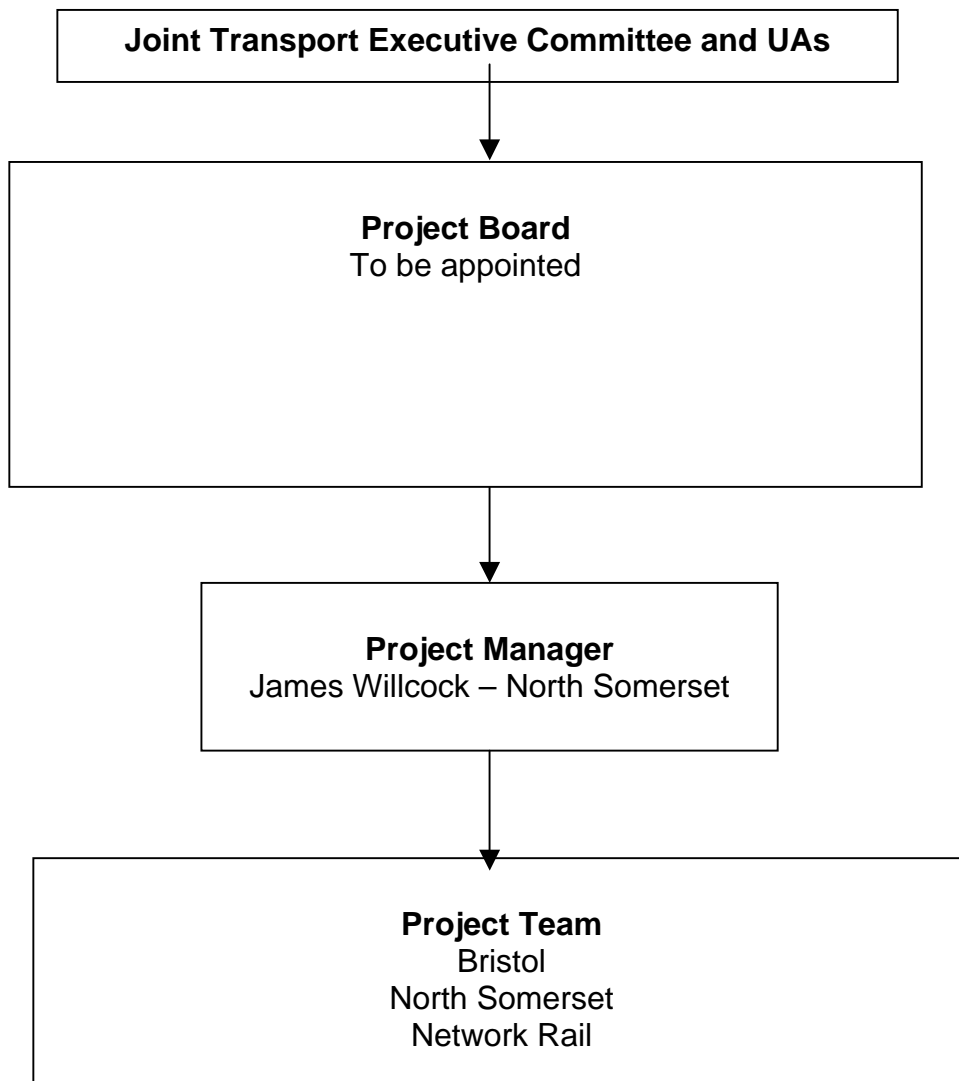
Governance and Project Management Arrangements:



**Appendix 4 (g)**

Scheme or Project:	Portishead Rail Corridor
Current Status:	Bid development stage
Work Programmed for 2009/10:	Prepare Project Initiation Document. Undertake GRIP3 study. Commission corridor model.
Next DfT Milestone:	Programme Entry Bid expected to be submitted early 2011

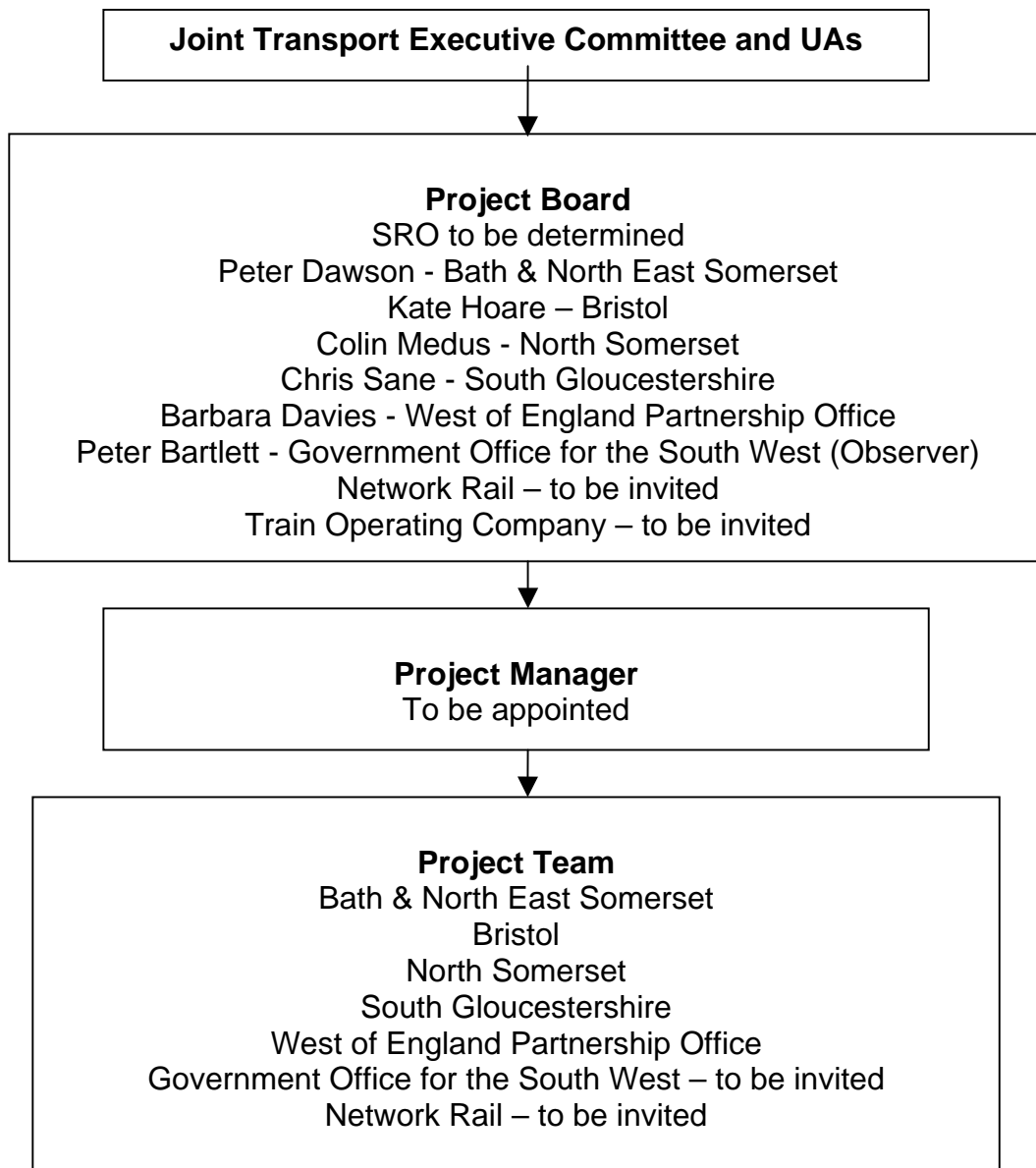
Governance and Project Management Arrangements:



**Appendix 4 (h)**

Scheme or Project:	Greater Bristol Metro Rail Project
Current Status:	Bid development stage
Work Programmed for 2009/10:	Map out work programme
Next DfT Milestone:	Programme Entry Bid expected to be submitted 2014/15

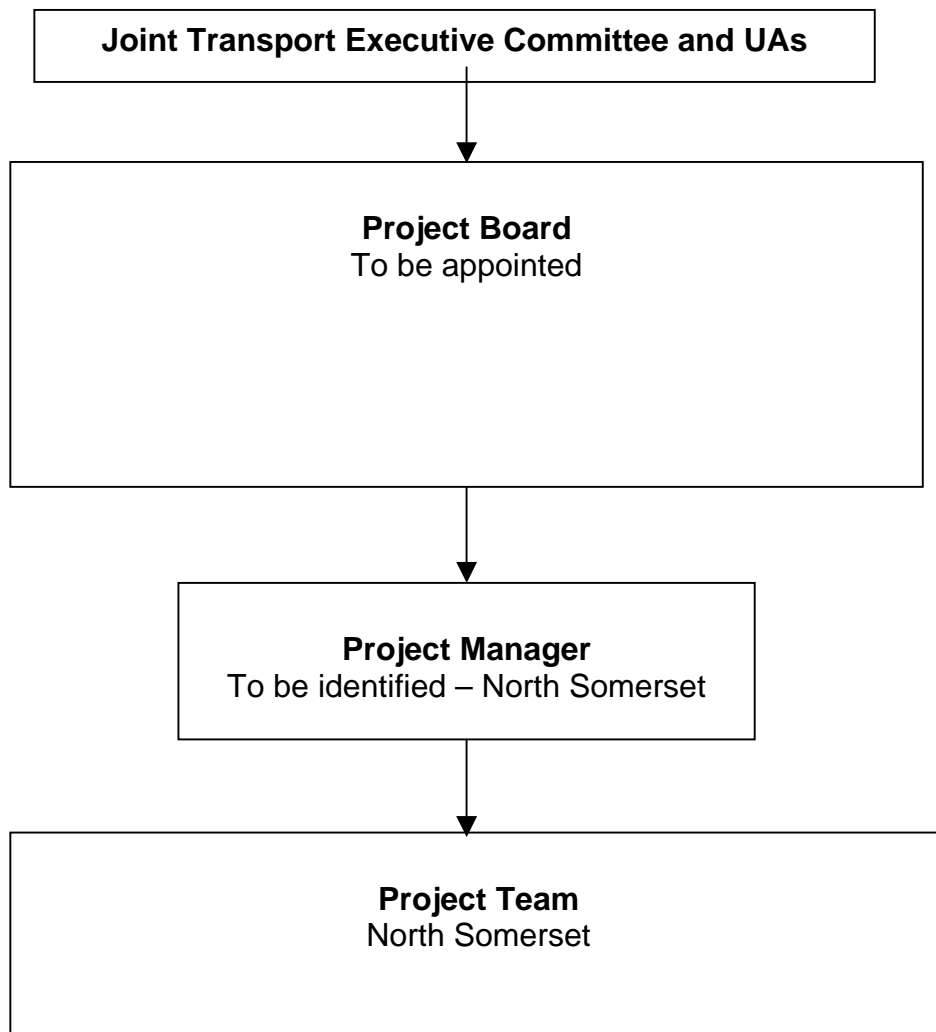
Governance and Project Management Arrangements:



**Appendix 4 (i)**

Scheme or Project:	M5 Junction 21 Bypass
Current Status:	Bid development stage
Work Programmed for 2009/10:	Prepare Project Initiation Document.
Next DfT Milestone:	Programme Entry Bid expected to be submitted 2011/12

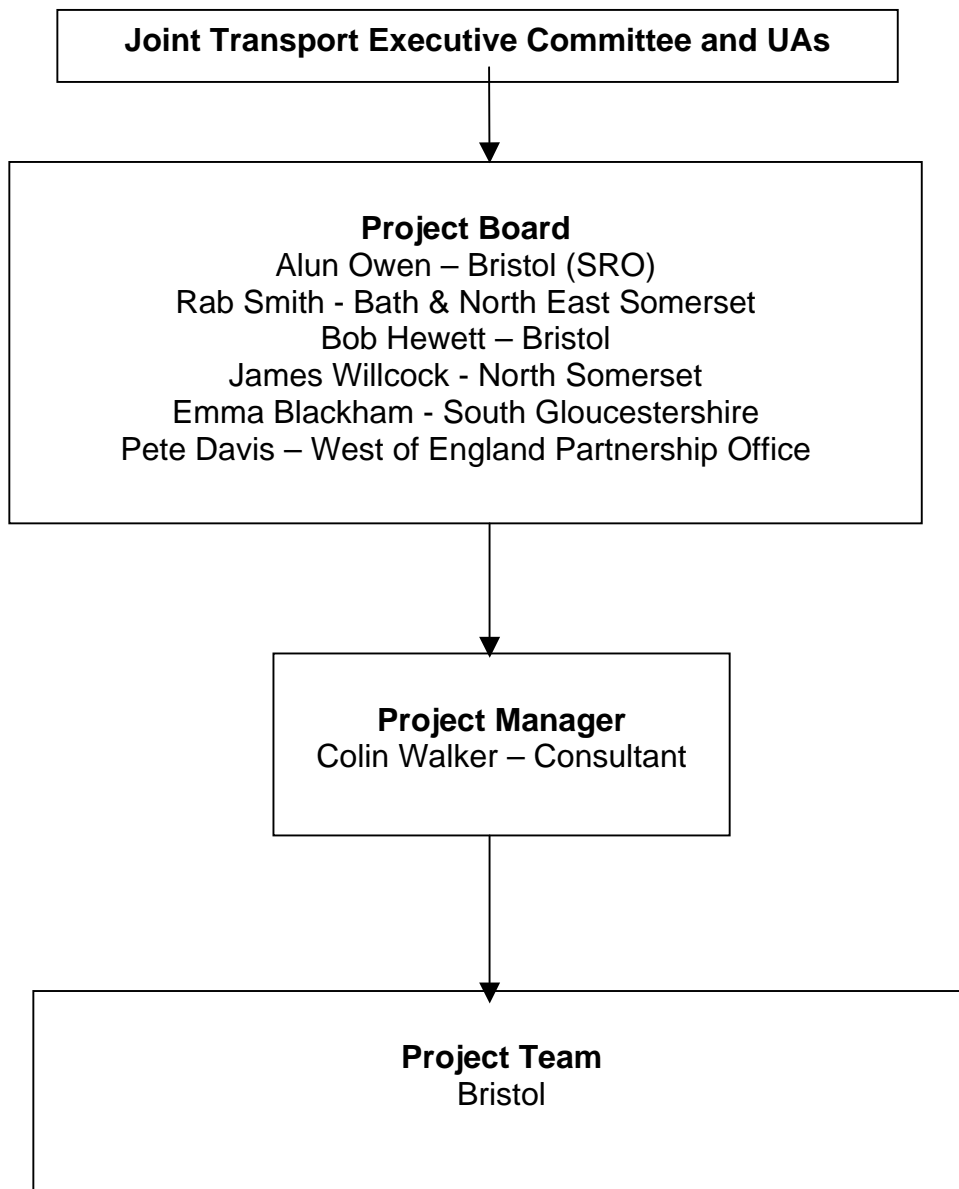
Governance and Project Management Arrangements:



**Appendix 4 (j)**

Scheme or Project:	Callington Road Link/Bath Road Improvements
Current Status:	Bid development stage.
Work Programmed for 2009/10:	Collection of baseline information.
Next DfT Milestone:	Programme Entry Bid expected to be submitted 2013.

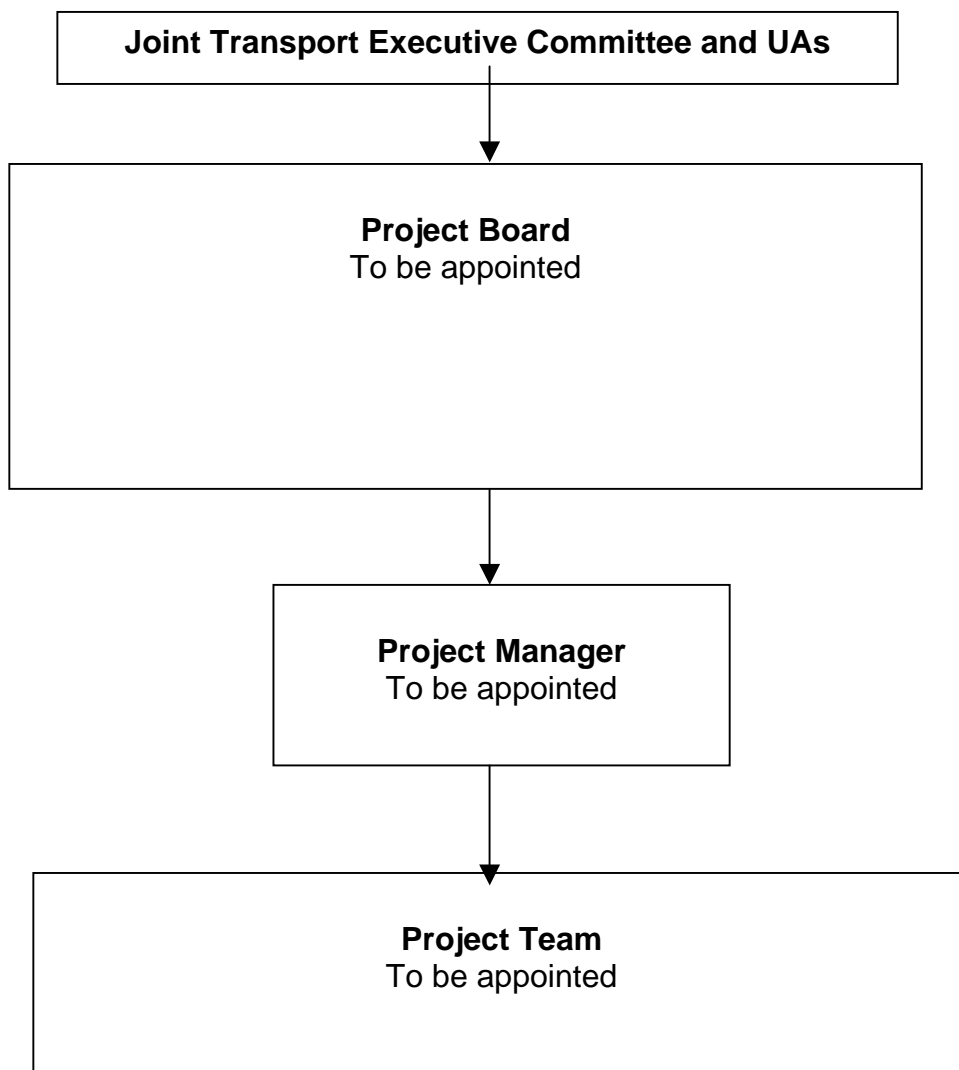
Governance and Project Management Arrangements:



**Appendix 4 (k)**

Scheme or Project:	Rapid Transit Emersons Green to Temple Meads
Current Status:	Bid development stage
Work Programmed for 2009/10:	None
Next DfT Milestone:	Programme Entry Bid expected to be submitted 2015

Governance and Project Management Arrangements:



## Appendix 4 (I)

Scheme or Project:	Local Transport Plan 3
Current Status:	Work programme under preparation.
Work Programmed for 2009/10:	Vision shaping and options Autumn 2009. High level option consultation Spring 2010.
Next DfT Milestone:	Submission April 2011.

### Governance and Project Management Arrangements:

