Local Pinch Point Fund Application Form

Department for Transport

Guidance on the Application Process is available at:
https://www.gov.uk/government/organisations/department-for-transport/series/local-pinch-point-fund

Please include the Checklist with your completed application form.

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

One application form should be completed per project.

Applicant Information

Local authority name(s)*: Stockport Metropolitan Borough Council

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

Bid Manager Name and position: Sue Stevenson, Transport Policy, Programmes and GIS Manager

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

Contact telephone number: 0161 474 4351 **Email address:** sue.stevenson@stockport.gov.uk

Postal address: **Stopford House**
Piccadilly
Stockport
SK1 3XE

When authorities submit a bid for funding to the Department, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within two working days of submitting the final bid to the Department. The Department reserves the right to deem the business case as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published:
http://www.stockport.gov.uk/services/transport/transportpolicy/

All the GM Pinch Point bids can be found at the TfGM local transport plan:
http://www.tfgm.com/journey_planning/LTP3/Pages/Local-Pinch-Point-Fund.aspx

SECTION A - Project description and funding profile

A1. Project name: Lancashire Bridge Structure Replacement

A2. Headline description:

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

The scheme involves replacement of an existing concrete structure forming part of Lancashire Bridge which supports Warren Street and Bridge Street in Stockport Town Centre. Warren Street forms part of the town centre's core retail area. It is a key bus corridor and also caters for high levels of pedestrian activity. Investigations have indicated significant corrosion of the concrete structure, with a high risk of structural failure within the next 5 years. Replacement of the reinforcing concrete structure and associated realignment of Warren Street will also enable implementation of a new eastbound cycle route along Warren Street.

A3. Geographical area:

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

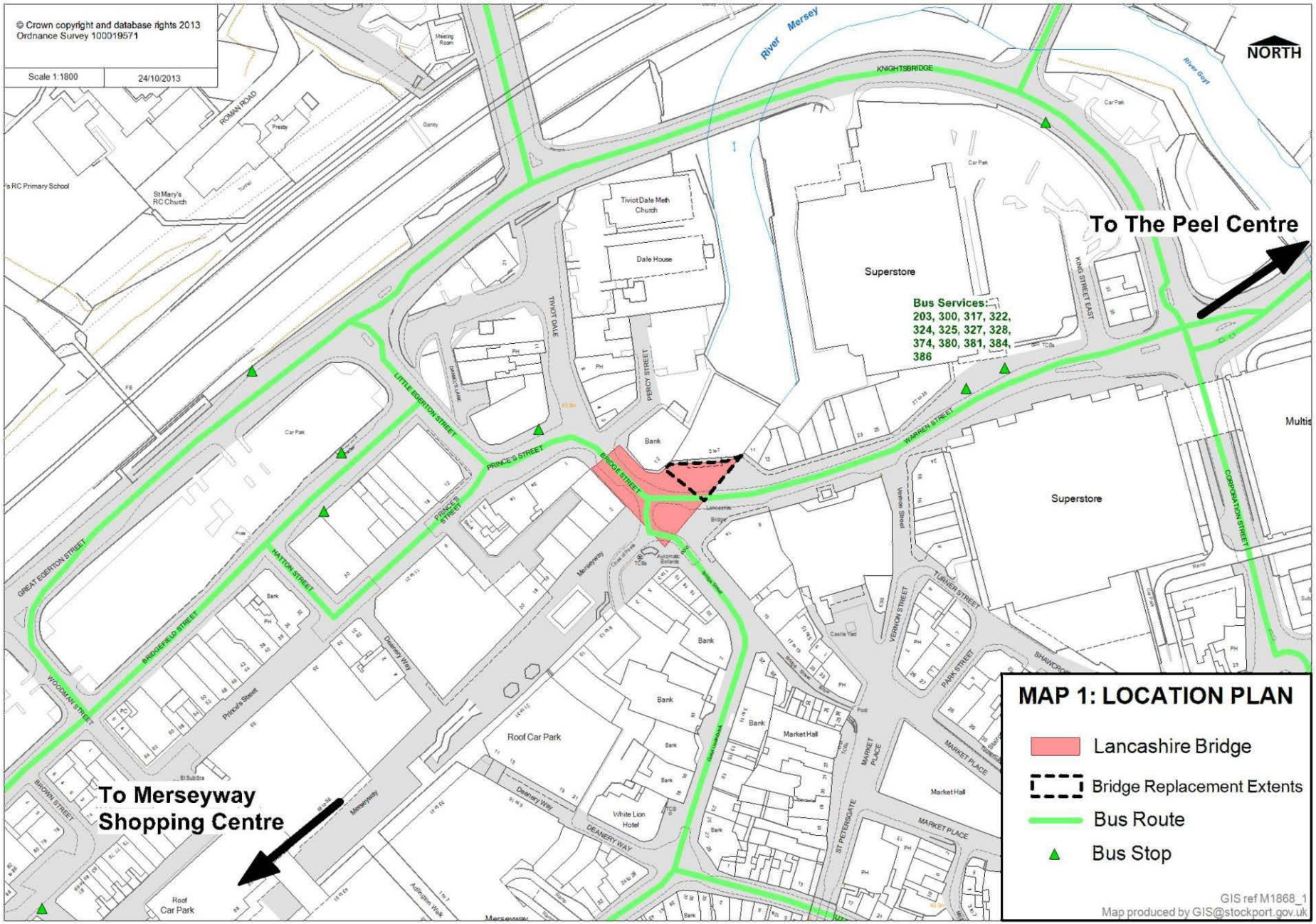
Lancashire Bridge carries Bridge Street and Warren Street over the River Mersey in Stockport town centre's core retail area. The retail area forms a linear arrangement broadly parallel to the M60 motorway, with Warren Street providing the main east-west pedestrian thoroughfare and bus route linking three key priority investment areas (Merseyway, Knightsbridge and Bridgefield) identified in the Council's Town Centre Development Prospectus, along with the Peel Centre shopping area. Buses linking the town centre and residential communities to the north and east run eastbound along Warren Street, with stops providing excellent penetration to two large superstores and numerous commercial premises.

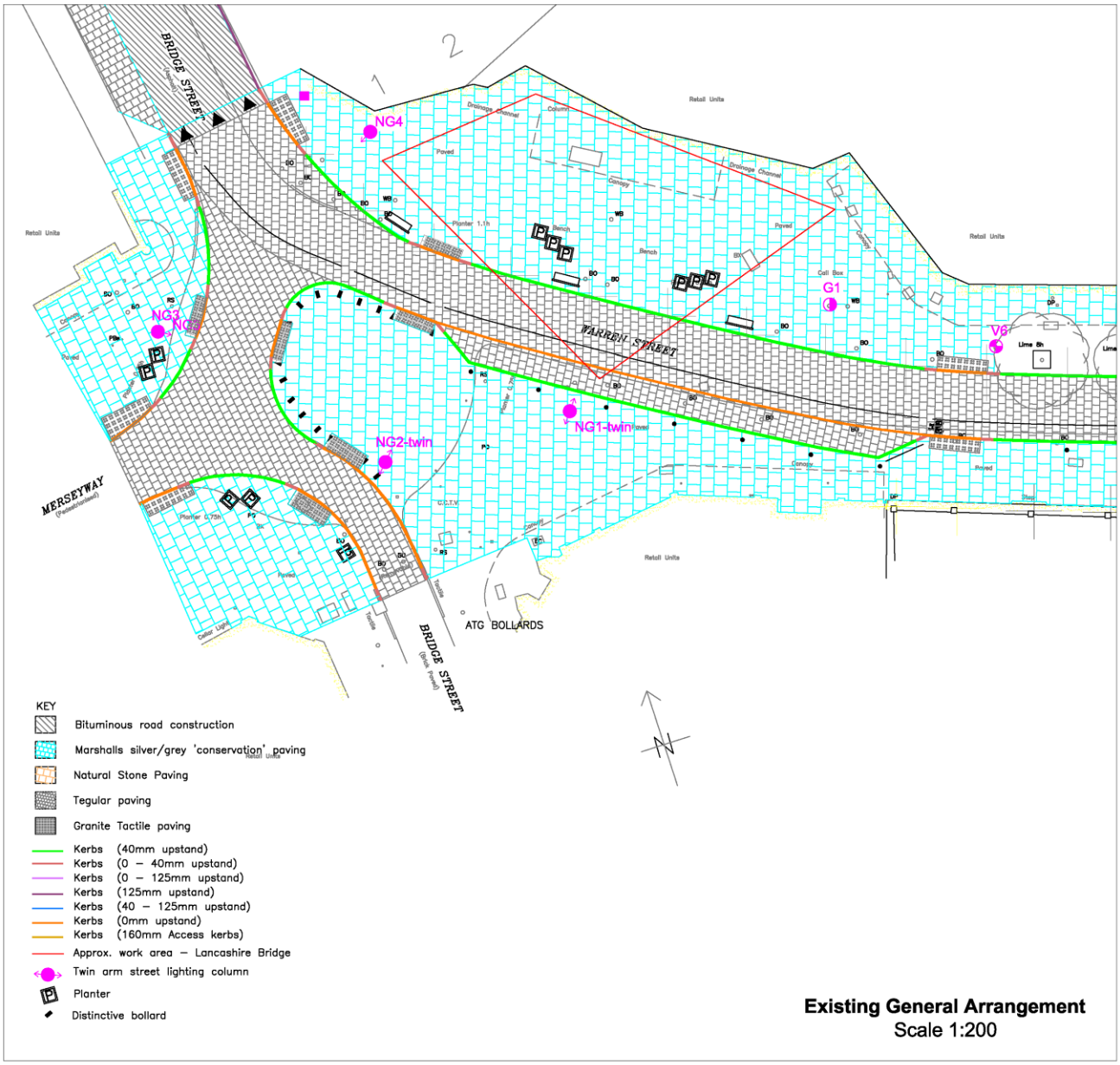
OS Grid Reference: **E:389566, N:390640**
Postcode: **SK1 1UD**

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

Location map provided, along with drawings, photos of existing arrangement, and priority projects extract from the Council's Town Centre Development Prospectus.

Please also refer to maps in **Appendix A1** which set the scheme in its wider context. The scheme is one of a number of regeneration projects currently being carried out within the *Stockport Town Centre and M60 Corridor Regeneration Plan,* and is complementary to the *Stockport Town Centre Access Package* which aims to improve the accessibility and connectivity to and around the Town Centre by all modes and to ease congestion around the Town Centre for buses and general road traffic.


© Crown copyright and database rights 2013
Ordnance Survey 100019571
Scale 1:1800
24/10/2013
NORTH
River Mersey
River Goyt
KNIGHTSBRIDGE
To The Peel Centre
Bus Services:
203, 300, 317, 322, 324, 325, 327, 328, 374, 380, 381, 384, 386
Superstore
Superstore
Tivoit Dale Meth Church
Dale House
St Mary's RC Church
ROMAN ROAD
TIVIOT DALE
PERCY STREET
KING STREET EAST
LITTLE EGERTON STREET
PRINCE'S STREET
BRIDGE STREET
WARREN STREET
CORPORATION STREET
GREAT EGERTON STREET
BRIDGEFIELD STREET
HATTON STREET
WOODMAN STREET
BROWN STREET
Merseyway
Deanery Way
DEANERY WAY
Roof Car Park
White Lion Hotel
Market Hall
MARKET PLACE
ST PETERSGATE
VERNON STREET
TURNER STREET
PARK STREET
To Merseyway Shopping Centre
MAP 1: LOCATION PLAN
Lancashire Bridge
Bridge Replacement Extents
Bus Route
Bus Stop
GIS ref M1868_1
Map produced by GIS@stockport.gov.uk



Existing General Arrangement
Scale 1:200

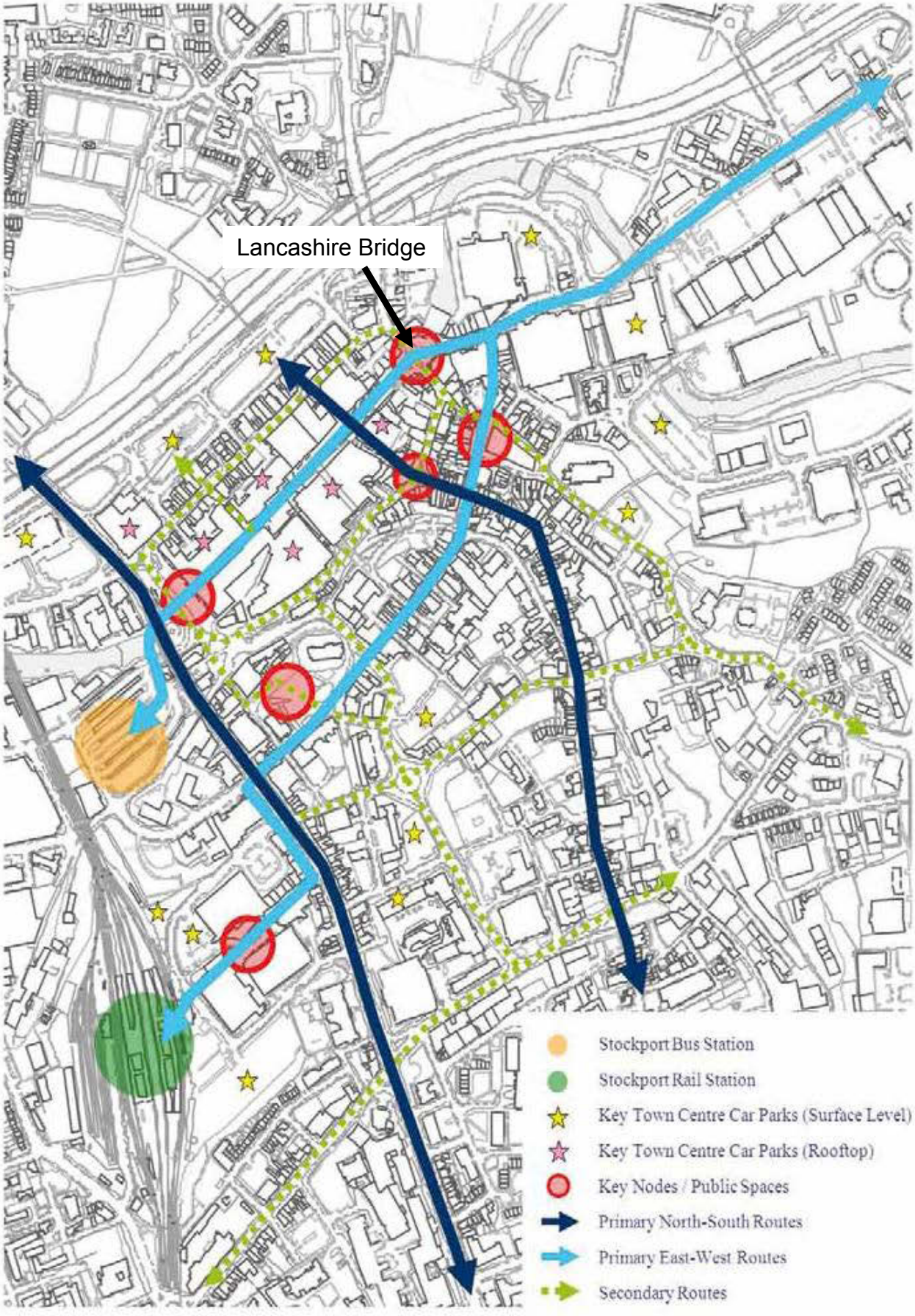
Existing Arrangement
Looking South

Existing Arrangement
Looking East

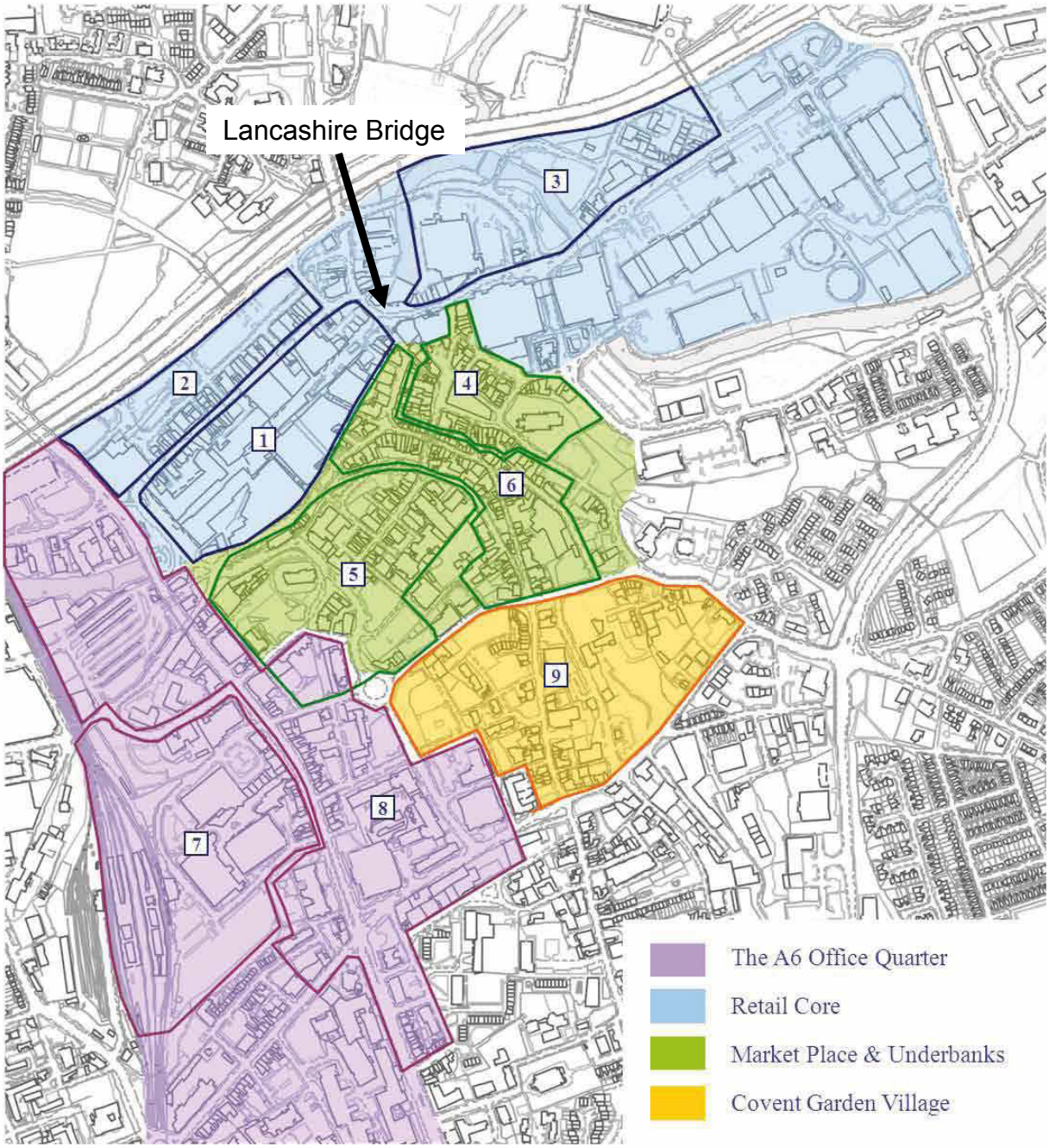
Existing Arrangement
Looking North

Town Centre Strategy:

Accessibility, Connectivity & Pedestrian Flow



Town Centre Strategy: Priority Projects



1 Merseyway
2 Bridgefield
3 Knightsbridge
4 Market Place
5 St Peter's Square / St Petersgate
6 Underbanks & Lower Hillgate
7 Station Gateway
8 A6 Corridor
9 Covent Garden Village
10 Town Centre "Heat Network" *(not illustrated on plan)*

Source: Stockport Town Centre Development Prospectus
http://www.stockport.gov.uk/2013/2978/8803/12246/tcguidance/stcdevprospectus

A4. Type of bid (please tick relevant box):

Small project bids (requiring DfT funding of between £1m and £5m)
Scheme Bid ☐
Structure Maintenance Bid ☒

Large project bids (requiring DfT funding of between £5m and £20m)
Scheme Bid ☐
Structure Maintenance Bid ☐

Note: Scheme and Structure Maintenance bids will be assessed using the same criteria.

A5. Equality Analysis

Has any Equality Analysis been undertaken in line with the Equality Duty? ☒ Yes ☐ No

In line with the Public Sector Equality Duty (April 2011), it is considered that the project and its outcomes will not have a disproportionate positive or negative impact on any of the following groups:

- Minority or majority ethnic communities;
- Women or men, including transsexual people;
- Disabled People;
- Lesbians, gay men, bisexual or heterosexual people;
- People with particular religious or non-religious beliefs; and
- People in particular age groups.

Advancing equality involves having due regard, in particular, to the need to:
- Remove or minimise disadvantages suffered by people due to their protected characteristic;
- Take steps to meet the needs of people from protected groups where these are different from the needs of other people including steps to take account of disabled people's disabilities; and
- Encourage people from protected groups to participate in public life or in other activities where their participation in disproportionately low

As part of the development of the scheme and through the design process, the above will be revisited at key project milestones and any issues escalated to the Project Board for consideration.

An overview of the Council's policy regarding the Diversity & Equality can be found by accessing the following web link.
http://www.stockport.gov.uk/services/communitypeopleliving/yourcommunity/diversityequality/

A6. Partnership bodies

Please provide details of the partnership bodies (if any) you plan to work within the design and delivery of the proposed scheme. This should include a short description of the role and responsibilities of the partnership bodies (which may include Development Corporations, National Parks Authorities, private sector bodies and transport operators) with confirmatory evidence of their willingness to participate in delivering the bid proposals.

No partnership bodies involved.

A7. Local Enterprise Partnership / Local Transport Body Involvement

It would be beneficial (though not essential) if the relevant LEP or LTB (or shadow(s)) have considered the bid and, if necessary, prioritised it against other bids from the same area. If possible, please include a letter from the LEP / LTB confirming their support and, if more than one bid is being submitted from the area, the priority ranking in order of growth significance.

Have you appended a letter from the LEP / LTB to support this case? ☒ Yes ☐ No

See **Appendix A2** for letter of support from Greater Manchester Local Transport Board and Local Enterprise Partnership.

SECTION B – The Business Case

You may find the following DfT tools useful in preparing your business case:

- Transport Business Cases
- Behavioural Insights Toolkit
- Logic Mapping Hints and Tips

B1. The Scheme - Summary

Please select what the scheme is trying to achieve (this will need to be supported by evidence in the Business Case). Please select all categories that apply.

☐ Improve access to a development site that has the potential to create housing
☒ Improve access to a development site that has the potential to create jobs
☒ Improve access to urban employment centres
☐ Improve access to Enterprise Zones
☒ Maintain accessibility by addressing the condition of structures
☐ Ease congestion / bottlenecks
☐ Other(s), Please specify -

B2. The Strategic Case

This section should set out the rationale for making the investment and evidence on the strategic fit of the proposal. It should also contain an analysis of the existing transport problems, identify the barriers that are preventing growth, explain how the preferred scheme was selected and explain what the predicted impacts will be. The impact of the scheme on releasing growth potential in Enterprise Zones, key development sites and urban employment centres will be an important factor in the assessment process.

In particular please provide evidence on the following questions (where applicable):

a) What is the problem that is being addressed, making specific reference to barriers to growth and why this has not been addressed previously?

Lancashire Bridge was first constructed in 1877 with the reinforced concrete structure added in 1940. The bridge is a square single span arch structure which comprises three arch sections with a skewed portal frame of reinforcement concrete construction on the east side of the arch. The bridge has a clear span of 17.35 m and a width of 22.9m. The concrete section to the east

is generally under the pedestrian footway area but the south-west corner of this section is under the highway.

Recent inspection and assessment of the bridge has established that the concrete has endemic chloride problems, poor cover and active corrosion. Investigation and assessment has shown that shear in the longitudinal members is critical and in sections the structure is 100% utilised. If the bridge is not replaced it would be necessary to restrict traffic movement and implement signed diversions. These diversions would create a pinch point resulting in (i) traffic congestion; (ii) diversion of buses; (iii) diversion of HGV vehicles onto alternative routes.

Bridge Street and Warren Street serve as a primary eastbound bus corridor through the town centre. Bus services approaching the town centre from the east run westbound along the parallel Knightsbridge to the north. 16 local bus services operate along Bridge Street and Warren Street with a frequency of more than one bus every two minutes during peak times. These services predominantly serve the east of the borough including some of the most deprived areas in Stockport. Closure of Lancashire Bridge and resultant diversions would impact heavily on local bus services and traffic flows resulting in further traffic congestion around the Town Centre.

Bus stops on Warren Street are well used by passengers visiting the town centre and retail circuit, with significant demand generated by the nearby Sainsbury's and ASDA supermarkets along with numerous other retail premises. Stockport's free town centre shuttle bus service is jointly funded by Stockport Council and Transport for Greater Manchester, and carries 300,000 passengers per annum. The shuttle bus service travels along Warren Street on two separate loops of the town centre area, highlighting the strategic importance of this route.

Warren Street also provides service vehicle access to a number of retail premises without the ability to be served from the rear. Consequently, maintained access along Warren Street is critical to the future operation of these premises.

Warren Street also has an existing westbound contra-flow cycle facility, connecting with the National Cycle Network at the junction with Bridge Street. However, a lack of carriageway space results in potential conflict between on-coming buses and contra-flow cyclists, particularly when a sub-standard loading bay on Warren Street is occupied by a large HGV. Changes to the existing kerblines would enable safety improvements for the existing contra-flow cycle lane, along with the provision of a new eastbound cycle lane.

Stockport Town Centre is regarded as one of Greater Manchester's most successful town centres both in terms of size and performance. It has a rich and distinctive history and character with strong transport links and a wide range of attractions with an average monthly footfall of 830,277 (2013). The *GM Town Centres Project: Concluding Report* summarises a review of Stockport town centre and its strategy for the future. The review was undertaken by a team of consultants and local authority representatives. The review highlights as a particular strength that Stockport town centre has "*excellent connectivity to the rest of GM as well as regionally and nationally through the West Coast Main Line (WCML) and motorway network"* whilst emphasising as particular challenges *"a topography, which makes legibility difficult for pedestrians and traffic, and poor connectivity between each area"*.

Improving connectivity and interaction between different quarters of the town centre and landmark development sites is seen to be critical to the evolution of Stockport as a coherent, connected and successfully functioning town centre. Improving the accessibility, legibility, perception and activity of these key routes and gateways is both crucial to the perceptions and first impressions of the town centre and essential to the connectivity for pedestrians, public

transport users and vehicular users alike. Therefore, the maintenance of key routes and public spaces is critical to the vitality and successful functioning of the town centre.

Warren Street experiences high levels of pedestrian activity and provides a key public space within the town centre. A failure to fund replacement of the structure would necessitate severe restrictions on the available carriageway and footway widths, with members of the public being prevented from using large areas of existing public realm on account of the risk of structural failure. In addition, bus services would need to be rerouted away from Warren Street to use Knightsbridge in both directions, severely limiting bus penetration into the retail core and resulting in lengthy detours to replacement bus stops. This would have significant detrimental impacts on the attractiveness of both the Warren Street retail area, and by extension Stockport town centre, along with the use of bus services for travel to/from the town centre area.

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

A number of options were initially considered to improve the structural capacity of the bridge. A Pre-Feasibility Report into the condition of the concrete structure undertaken by Waterman in December 2012 identified a range of options for the removal and reinstatement of contaminated concrete, or for the partial replacement of the bridge structure. The most recent investigations undertaken by Stockport Council have shown significant contamination and associated weakness of the concrete structure, with a high risk of structural failure within the next five years.

As a result of environmental and structural considerations, the removal and reinstatement of chloride contaminated concrete on the exposed underside of the bridge is insufficient and does not represent a viable option.

Given the economic importance of the location and the high risk exposure to pedestrians and bus traffic, the preferred option is for the full replacement of the existing concrete structure. The replacement structure will have a 120-year design life. If the structure is not replaced then it will be necessary to restrict the existing carriageway width and significantly reduce the extent of existing public realm. Under this option, bus services would need to be diverted via Knightsbridge, pedestrian movement would be constrained within a narrow footway, and larger service vehicles would be diverted to alternative routes.

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

The expected benefits / outcomes are to maintain existing accessibility levels to the town centre and core retail area for pedestrians, bus passengers and service vehicles. By replacing the reinforcing concrete structure, eastbound bus services and associated access to retail premises on Warren Street will be retained, and the existing public space and high quality pedestrian provision will be maintained on this key east-west retail corridor. In addition, accessibility for cyclists will also be improved through the provision of a new eastbound cycle lane on Warren Street, and improvements to the safety of the existing contra-flow facility.

Diversion of eastbound bus services from Warren Street to Knightsbridge would cause significant additional delay for bus passengers. Buses would be required to turn right out of Little Egerton Street to Great Egerton Street. Great Egerton Street carries significant east-west movements within the town centre. Whilst vehicles on westbound bus routes are able to turn left from the major arm into Little Egerton Street, rerouted eastbound vehicles would be required to turn across the dominant east-west movements. As a result buses would experience significant difficulty turning out of Little Egerton Street, with services incurring additional delay as a result. Rerouted eastbound services continuing towards Great Portwood Street would also

experience further delay at the signalised junction of Great Egerton Street / Lancashire Hill / Knightsbridge, which currently experiences peak period congestion.

Analysis of modelled journey times has been undertaken using the Stockport Town Centre SATURN model. A Local Model Validation Report for the Town Centre model was prepared by Transport for Greater Manchester's Highways Forecasting and Analytical Services in July 2012. The model was validated to industry-standard levels following guidelines in the Design Manual for Roads and Bridges (DMRB) and is considered a valid basis for forecasting future traffic conditions. Due to the size of the validation report it has not been included as an Appendix but is available on request. Model forecasts are available for two future years: 2017 and 2032. The transport network and public transport services have been updated to reflect schemes under construction and committed transport options anticipated to be in place by 2017 and 2032 respectively. The Do Minimum scenario used to derive journey times contains all committed developments and committed transport schemes (highway and public transport) across the study area at 2017. A copy of the model forecasting report can be provided on request.

The model has indicated that journey times for bus services routeing between Warren Street and Great Portwood Street would increase significantly if buses were forced to reroute via Knightsbridge. In the 2017 forecast year, eastbound journey times would increase by 30-45 seconds in the AM, PM and Inter-peak hours.

Whilst a limited number of bus services currently route along Warren Street en route to travel northwards via Lancashire Hill (and would therefore experience a reduction in journey distance), they would incur delay turning out of Little Egerton Street. Passengers would also be forced to walk from Warren Street to Bridgefield Street to board the services.

Warren Street carries 32 buses in the morning peak hour, 39 vehicles in the interpeak hour, and 40 vehicles in the PM peak hour. The rerouting of buses through the Lancashire Hill signalised junction would therefore also impact on congestion levels for other traffic.

Should eastbound bus routes be re-routed to Knightsbridge, then passengers currently boarding services at stops on Warren Street would be forced to walk to bus stops on Bridgefield Street or Great Portwood Street. The additional walking distances would further compound increases in bus journey times to reduce the attractiveness of bus travel into the core retail area. Stops on Warren Street currently serve as a popular boarding point from the Sainsbury's and ASDA supermarkets and other retail premises. Whilst there may be the potential to provide replacement stops on Knightsbridge or Great Portwood Street, in closer proximity to existing stops on Warren Street, walking routes would involve crossing busy signalised junctions or less attractive back routes lacking surveillance. Consequently the attractiveness of bus access to retail premises on Warren Street in addition to the wider retail core would be weakened, with potential knock-on impacts on the vitality of the retail core.

The Greater Manchester Transportation Unit's (GMTU) *'Transport Statistics Stockport 2012 Key Centres Section*' identify that bus access accounts for around 20% of trips into Stockport town centre (20% during the morning peak, 22% during the inter-peak period, and 16% during the evening peak period). Furthermore, a breakdown of journey purposes provided by the GMTU 2004 *'GMATS Stockport Key Centre Report'* revealed that non-commuting/ business related journeys form the majority of journeys by bus from and across Stockport town centre. This highlights the role of bus journeys in providing shopping and leisure trips, and the importance of maintaining bus accessibility into the Warren Street retail area.

Without the bridge replacement, bus access to retail premises on Warren Street and the wider retail core will be weakened. Whilst it has not been possible to estimate the scale of detrimental

impact on the bus mode share of journeys into Stockport town centre, any change would be expected to have knock-on impacts on the vitality of the core retail area.

As previously noted, improving connectivity and interaction between different quarters of the town centre and landmark development sites is seen to be critical to the development of Stockport town centre. The reduced level of bus and pedestrian accessibility associated with failure to replace the concrete structure would be counter to efforts to improve the accessibility, legibility, perception and activity of key routes and gateways, and would weaken connectivity for pedestrians and bus passengers alike.

A number of service vehicles and taxis would also be impacted as a result of failure to replace the concrete structure. A number of retail premises located on Warren Street require service vehicle access to the front of their property. Access restrictions would impact on these premises and have knock-on impacts on service vehicle routeing.

d) What is the project's scope and is there potential to reduce costs and still achieve the desired outcomes? For example, using value engineering.

Due to the nature of the bridge replacement project there is no potential to reduce the overall scope of the project whilst still achieving the desired outcomes. Lesser options for localised replacement of concrete have been discounted as they would not adequately strengthen the structure. The project is entirely within the adopted highway boundary, removing any issues with land acquisition and planning consent.

e) Are there are any related activities, that if not successfully concluded would mean the full economic benefits of the scheme may not be realised. For example, this could relate to land acquisition, other transport interventions being required or a need for additional consents?

No related activities – no requirements for land acquisition or other interventions and project area is entirely within the adopted highway boundary. Whilst consents are required from the Environment Agency and Natural England, both organisations have been involved in the repair strategy developed for the protected species and riverine environment to the adjacent Merseyway Bridge which in conjunction with Lancashire Bridge forms part of the 500m culverted River Mersey.

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

Should funding not be secured, the Council will either need to divert funding from other committed network maintenance projects to fund the bridge replacement, or be forced to prevent bus and service vehicle access to Warren Street with associated diversions. The bridge area would need to be physically segregated from the public with pedestrians and cyclists restricted to a passageway outside of the weakened area. Bus rerouting would incur journey time increases for the majority of services, along with increased walking distances to bus stops.

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

Stockport Town Centre is in an Air Quality Management Area (AQMA). Maintaining multi-modal accessibility will help to minimise any future increases in air quality issues.

Consents are required from Natural England and the Environment Agency for works, and it is considered that the precautionary methods of working and programme agreed as mitigation for the adjacent Merseyway Bridge should be followed to minimise impacts.

Roosting Daubenton bats have been identified beneath the Lancashire Bridge structure. The presence of the roosting bats limits the periods of activity when the bridge can be replaced to March-May and September-November respectively and necessitates strict working practices. Consents have been obtained from Natural England.

B3. The Financial Case – Project Costs

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

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

Table A: Funding profile (Nominal terms)

£000s	2013-14	2014-15	2015-16	Total
DfT funding sought	85	1079	[redacted]	**1164**
Local Authority contribution	37	462	0	**499**
Third Party contribution	0	0	0	0
TOTAL	**122**	**1541**	0	**1663**

Table B: Cost estimates (Nominal terms)

Cost heading	Cost (£000s)	Date estimated	Status (e.g. target price)
Feasibility	**30**	Oct 2013	Construction estimate
Design	**92**	Oct 2013	Construction estimate
Construction	**1376**	Oct 2013	Construction estimate
Supervision	**27**	Oct 2013	Construction estimate
Contingency	**138**	Oct 2013	Construction estimate
TOTAL	**1663**	Oct 2013	Construction estimate

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

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

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

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

The local contribution is 30% of the scheme cost. This cost will be drawn from maintenance block funding.

b) Where the contribution is from external sources, please provide a letter confirming the body's commitment to contribute to the cost of the scheme. The Department is unlikely to fund any scheme where significant financial contributions from other sources have not been secured or appear to be at risk.

Have you appended a letter(s) to support this case? ☐ Yes ☐ No ☒ N/A

c) The Department may accept the provision of land in the local contribution towards scheme costs. Please provide evidence in the form of a letter from an independent valuer to verify the true market value of the land.

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

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

The scheme has not been the subject of any previous applications for Government funding.

The scheme is, however, complementary to the Stockport Town Centre Access package which has been designed to complement the *Stockport Town Centre Development Prospectus (2011)* and deliver the investment necessary in existing and critical infrastructure to support economic growth. The prospectus sets out the ten priority projects where the Council has identified major opportunities for new investment, including the Retail Core including Warren Street, Bridgefield, Merseyway, Knightsbridge and the Peel Centre. These opportunities have been considered within the changed economic and property sector climate and represent the Council's current view on where they can best work with the private sector to deliver new investment.

DfT has confirmed the Government's intention to devolve funding for local major transport schemes to Local Transport Bodies (LTBs) from 2015. This policy will complement the City Deal agreement on the establishment of the Earn Back funding model to secure a financing background to progress Greater Manchester Transport Fund (GMTF) and secure the infrastructure that will be critical to Greater Manchester's long term growth objectives.

In advance of the devolved funds being available from April 2015, DfT issued guidance on the steps to be taken by transport authorities (and LEPs) in preparing for the devolution of decision making with respect to local major transport schemes. The process requires two steps in particular:

- the creation of a local Assurance Framework to govern the process; and
- Greater Manchester LTB to recommend an initial prioritised list of schemes.

On 16 July 2013, TfGM received a letter on behalf of the GM LTB from DfT confirming funding allocations following the 2013 Spending Round in relation to local transport major projects, from within the Local Growth Fund, through to 2020/21. The key points in the announcement are as follows:

- GM's allocation through to 2020/21 has been confirmed as £110.0 million, with an indicative allocation from 2021/22 to 2024/25 of £89.2 million. This is consistent with the previous planning assumption provided in January 2013 of £65 million to 2018/19, but extending certainty of funding for additional two years. GM is one of only four LTB areas to receive this settlement, with all others receiving a four year settlement, through to 2018/19, at a third below their indicative numbers from earlier in the year; and
- The funding is being made to the LEPs, rather than to LTBs or individual authorities, through the Local Growth Fund.

The cumulative cost to the GM LTB of the full list of 12 prioritised schemes is £311.5m. The Stockport Town Centre Access Package is currently ranked as the highest unfunded priority scheme.

B5. The Financial Case – Affordability and Financial Risk

This section should provide a narrative setting out how you will mitigate any financial risks associated with the scheme (you should refer to the Risk Register / QRA – see Section B11).

Please ensure that in the risk / QRA cost that you have not included any risks associated with ongoing operational costs and have used the P50 value.

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

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

A 10% risk contingency has been applied to the construction estimates.

b) How will cost overruns be dealt with?

Cost overruns will be met by Stockport Council. These will be met by the Local Transport Plan allocation for bridge works.

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

The approach to risk management at Stockport Metropolitan Borough Council is in line with the philosophy of PRINCE 2 with a Risk Register used to manage project risks. Risks and opportunities will be actively managed throughout the whole life of the project.

The Risk Manager on the scheme is the Project Manager. He will manage the project risks and opportunities and report the identified impacts to the Project Board. In return the Project Board will liaise with the Project Manager regarding strategic and programme risks and opportunities.

A qualitative and quantitative risk register has been developed and will be maintained and regularly reviewed by the Project Manager in collaboration with other members of the Project Team and key Stakeholders. The consideration of risk is a standing Project Board agenda item.

Risks and opportunities have been assigned to 'owners' who will keep them under review and recommend appropriate and timely mitigation/response measures.

Risk management on the scheme involves risk and opportunity identification, evaluation and control. The process is subdivided into the following key steps:

- Identify the objective(s) of the assessment;
- Identify the hazards, risks and opportunities;
- Assess the risks and opportunities (probability and consequence)
- Identify mitigation actions;
- Assess the residual risks (including secondary risks);
- Estimate the cost of mitigation;
- Estimate the cost/benefit of mitigation;
- Consider ownership of risks and opportunities;
- Decide what to do: select and implement beneficial mitigation actions; and
- Monitor and repeat process by updating risk register(s) as necessary.

Risks have been identified for the purposes of this bid by the design team and will continue to be developed through a combination of discussion and brainstorming within the Project Team, discussions with the Project Board and key Stakeholders, formal risk workshops (where appropriate) and through experience of delivering other similar projects.

Measures to reduce the risk are proposed in the mitigation strategy with the owner of each risk being identified and the associated costs of mitigation where appropriate. The Risk Log identifies five ways in which to respond to a risk:

- Prevention – terminate the risk, do something different, take counter measures to prevent it from happening;
- Reduction – treat the risk, take action to control it either by reducing its probability and/or consequence;
- Transference – the risk is transferred to others – perhaps through the contract and/or insurance;
- Acceptance – the risk has to be tolerated, the costs of mitigation might exceed the benefits; and
- Mitigation – risk response plans are applied as and when the risk is seen to occur.

A number of strategic and technical risks have been assessed and quantified in the Quantified Risk Assessment and risk register in **Appendix B1**. From these the key risks are:

Design resources - Stockport Council completes its design in house and also via a consultancy design framework established in 2013 which enables it to draw on partner resources in response to variable programme requirements. Designs can be developed early on in the project cycle so that opportunities for innovative solutions can be developed.

Contractor resources - Stockport Council completes its highway works via an alliance contractor partnership established in 2009 which enables it to draw on partner resources in response to variable programme requirements. Construction can be developed via early contractor involvement and risks can be identified and mitigation measures developed.

The Environment Agency consent process required for carrying our work over a main river could delay the scheme commencement on site. In addition, the need to obtain the Natural England consent required to carry out works next to a protected species could delay scheme commencement on site.

SMBC will ensure that appropriate consultations are completed to achieve the programme dates. SMBC is already completing works in this area under an ecologist licence and supervision. Set dates for work periods to mitigate disruption to bats have already been agreed.

d) How will cost overruns be shared between non-DfT funding partners (DfT funding will be capped and will not be able to fund any overruns)?

Cost overruns will be met by Stockport Council.

B6. The Economic Case – Value for Money

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

Small project bids (i.e. DfT contribution of less than £5m)

a) Please provide a description of your assessment of the impact of the scheme to include:

- Significant positive and negative impacts (quantified where possible);

Journey time increases for bus passengers associated with the closure of Warren Street have been quantified in the Scheme Impacts Pro-Forma. Public Transport journey times include the impacts of increased walking distances to bus stops for passengers currently boarding services on Warren Street. Whilst existing modal shares for journeys into Stockport town centre are reported, it has not been possible to quantify a Do Something mode share. However, failure to replace bridge is expected to reduce the attractiveness of bus travel and/or reduce overall trips into Stockport town centre as shoppers may travel elsewhere.

A qualitative assessment of scheme outcomes has been undertaken on the basis of negative impacts associated with a failure to replace the concrete structure. Qualitative judgements have been made on the scale of impact for each category in the Appraisal Summary Table. Significant positive impacts (Large Beneficial) are predicted in relation to Access to Services and Severance:

Access to Services – The proposed scheme maintains penetration of the core retail areas by key bus services, and provides improved cycle access to/within the town centre. The scheme will also provide improved access to the Merseyway Shopping Centre due to the new road alignment.

Severance - Existing bus services provide excellent penetration of core retail areas. Potential diversion of bus services would result in increased walking distances of up 300m. With pedestrians expected to be carrying shopping bags, the increase could deter shoppers from visiting premises on Warren Street, in favour of out-of-town shopping centres. In addition, the diversion would greatly reduce the visibility of bus services through areas of high pedestrian footfall.

Lower-order positive impacts are predicted to include benefits to the economy through links to wider town centre regeneration projects, avoiding increases in traffic congestion in the surrounding area, and associated increases in delays for taxi and bus operators, and maintaining access to retail premises for service vehicles. Deliveries to the numerous retailers within the Warren Street area would be affected by a failure to replace the concrete structure as there is little scope for any large delivery vehicles to divert down local minor roads. The financial benefit to both local businesses and residents, although not easily quantifiable, is also

considerable. Closure of the bridge to buses and HGVs would result in some heavy delivery vehicles, being diverted away from the town centre area. Refuse collection and emergency services would also be affected.

By maintaining existing bus accessibility and avoiding additional congestion and delay for bus passengers, the scheme will have knock-on environmental benefits in terms of localised air quality and impacts on the townscape.

The Scheme is also predicted to have beneficial social impacts in terms of maintaining accessibility levels to town centre retailers for lower socio-economic groups more likely to use bus services, elderly and less able bodied individuals, and avoiding potential security impacts associated with relocated bus stops and increased walking distances to Warren Street.

With some night-time road closures and temporary diversions for pedestrians/ local traffic during some phases of the works, implementation of the project will have slight negative impacts for a temporary period. However, the project team will seek to minimise disruption to existing users and consult with affected parties regarding the need for the works.

- A description of the key risks and uncertainties;

Carriageway realignment and bridge replacement works have been planned to minimise impacts on bus service, service vehicle access, and pedestrians. It is intended to maintain access to Warren Street at all times during the works, with carriageway reconstruction taking place off-line, and switch-over taking place over night. There is a risk that some temporary disruption could occur for vehicles wishing to access Warren Street, but this will be minimised through the detailed design and construction process, with key stakeholders consulted on a regular basis to meet access requirements.

- A short description of the modelling approach used to forecast the impact of the scheme and the checks that have been undertaken to determine that it is fit-for-purpose.

The Stockport Town Centre SATURN model has been used to report journey times by alternative routes (Warren Street / Knightsbridge). The model is validated to industry standards, and a Local Model Validation Report is available on request. The reported journey times have then been used to provide a comparison of Do Minimum and Do Something public transport travel times (including walking to bus stops).

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

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

- A completed Scheme Impacts Pro Forma which summarises the impact of proposals against a number of metrics relevant to the scheme objectives. It is important that bidders complete as much of this table as possible as this will be used by DfT – along with other centrally sourced data – to form an estimate of the BCR of the scheme. Not all sections of the pro forma are relevant for all types of scheme (this is indicated in the pro forma).

- A description of the sources of data and forecasts used to complete the Scheme Impacts Pro Forma. This should include descriptions of the checks that have been undertaken to verify the accuracy of data or forecasts relied upon. Further details on the minimum supporting information required are presented against each entry within the pro forma.

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

A copy of the Scheme Impacts Pro Forma is included as **Appendix B2.**

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

A description of data sources / forecasts is included with the Scheme Impacts Pro Forma in **Appendix B2.**

- A completed Appraisal Summary Table. Bidders are required to provide their assessment of all the impacts included within the table and highlight any significant Social or Distributional Impacts (SDIs). Quantitative and monetary estimates should be provided where available but are not mandatory. The level of detail provided in the table should be proportionate to the scale of expected impact with particular emphasis placed on the assessment of carbon, air quality, bus usage, sustainable modes, accessibility and road safety. The source of evidence used to assess impacts should be clearly stated within the table and (where appropriate) further details on the methods or data used to inform the assessment should be attached as notes to the table.

  Has an Appraisal Summary Table been appended? ☒ Yes ☐ No ☐ N/A

A copy of the Scheme AST is included as **Appendix B3.**

- Other material supporting the assessment of the scheme described in this section should be appended to your bid.

** This list is not necessarily exhaustive and it is the responsibility of bidders to provide sufficient information to demonstrate the analysis supporting the economic case is fit-for-purpose.*

Large project bids (i.e. DfT contribution of more than £5m)

c) Please provide a short description of your assessment of the value for money of the scheme including your estimate of the BCR. This should include:

- Significant monetised and non-monetised costs and benefits;
- A description of the key risks and uncertainties and the impact these have on the BCR;
- Key assumptions including (but not limited to): appraisal period, forecast years, level of optimism bias applied; and
- A description of the modelling approach used to forecast the impact of the scheme and the checks that have been undertaken to determine that it is fit-for-purpose.

d) Detailed evidence supporting your assessment – including a completed Appraisal Summary Table – should be attached as annexes to this bid. **A checklist of material to be submitted in support of large project bids has been provided.**

  Has an Appraisal Summary Table been appended? ☐ Yes ☐ No ☐ N/A

- Please append any additional supporting information (as set out in the Checklist).

**It is the responsibility of bidders to provide sufficient information for DfT to undertake a full review of the analysis.*

B7. The Commercial Case

This section should set out the procurement strategy that will be used to select a contractor and, importantly for this fund, set out the timescales involved in the procurement process to show that delivery can proceed quickly.

a) Please provide evidence to show the risk allocation and transfer between the promoter and contractor, contract timescales and implementation timescales (this can be cross-referenced to your Risk Management Strategy).

Where existing framework contracts or partnerships are in place contracts will clarify the mechanisms for risk apportionment and transfer for specific types of work included within the package. These are based on standard NEC3 options.

b) What is the preferred procurement route for the scheme and how and why was this identified as the preferred procurement route? For example, if it is proposed to use existing framework agreements or contracts, the contract must be appropriate in terms of scale and scope.

The preferred delivery route will be through Stockport's established Streetscene Alliance Contract which is appropriate for works of this scope. The contract enables early contractor involvement and will also ensure delivery within the programme timescales (March 2015). Stockport and Trafford Councils formed an Alliance Partnering Contract for Highway and Structures work and the construction works. The framework has been in place for 5-years and is founded on the NEC/ECC 3rd Edition option B form, seen as the industry 'standard' for construction contracts to encourage innovation and cost savings. The framework includes a series of Key Performance Indicator's to ensure that contractor performance is constantly revised and fed back into contractor selection models, ensuring that contractors are incentivised to continue to deliver schemes on time and within budget. The established Alliance Partnering Contract enables early contractor involvement that can ensure the best outcomes in terms of quality and cost.

c) A procurement strategy will not need to form part of the bid documentation submitted to DfT. Instead, the Department will require the bid to include a joint letter from the local authority's Section 151 Officer and Head of Procurement confirming that a strategy is in place that is legally compliant and is likely to achieve the best value for money outcome.

Has a joint letter been appended to your bid? ☒ Yes ☐ No

Please see **Appendix B4** for the joint letter from Head of Procurement and S151 Officer.

**It is the promoting authority's responsibility to decide whether or not their scheme proposal is lawful; and the extent of any new legal powers that need to be sought. Scheme promoters should ensure that any project complies with the Public Contracts Regulations as well as European Union State Aid rules, and should be prepared to provide the Department with confirmation of this, if required.*

B8. Management Case - Delivery

Deliverability is one of the essential criteria for this Fund and as such any bid should set out any necessary statutory procedures that are needed before it can be constructed.

a) A detailed project plan (typically in Gantt chart form) with milestones should be included, covering the period from submission of the bid to scheme completion. The definition of the key milestones should be clear and explained. The critical path should be identifiable and any key dependencies (internal or external) should be explained. Resource requirements, task durations, contingency and float should be detailed and easily identifiable. Dependencies and interfaces should be clearly outlined and plans for management detailed.

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

A detailed project plan is included in **Appendix B5.**

b) If delivery of the project is dependent on land acquisition, please include a letter from the respective land owner(s) to demonstrate that arrangements are in place in order to secure the land to enable the authority to meet its construction milestones.

Has a letter relating to land acquisition been appended? ☐ Yes ☐ No ☒ N/A

c) Please provide summary details of your construction milestones (at least one but no more than 5 or 6) between start and completion of works:

Table C: Construction milestones

	Estimated Date
Start of works	**10/03/14**
Road realignment	**10/03/14**
Crash Deck and Free up Beams	**10/03/14**
Bridge replacement	**15/09/14**
Final surfacing	**24/11/14**
Opening date	**21/01/15**
Completion of works (if different)	**20/01/15**

d) Please list any major transport schemes costing over £5m in the last 5 years which the authority has delivered, including details of whether these were completed to time and budget (and if not, whether there were any mitigating circumstances)

Greater Manchester Retaining Walls Major Scheme (2009-2011) £8.3M (as Stockport's share of the £45M scheme). The use of Stockport's Streetscene Alliance Contract enabled the delivery of this scheme within timescale and cost.

B9. Management Case – Statutory Powers and Consents

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

Consent regarding works to an environment in which roosting bats are present on the structure adjacent to Lancashire Bridge has been obtained from Natural England and is renewed on an annual basis.

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

Environment Agency consent for carrying out the replacement work over a main river and approval from Natural England for carrying out works next to a protected species are both outstanding. However, the situation is no different to the current bridge works on the adjacent Merseway Bridge which forms part of the 500m culverted River Mersey.

B10. Management Case – Governance

Please name who is responsible for delivering the scheme, the roles (Project Manager, SRO etc.) and responsibilities of those involved, and how key decisions are/will be made. An organogram may be useful here. Details around the organisation of the project including Board accountabilities, contract management arrangements, tolerances, and decision making authorities should be clearly documented and fully agreed.

Senior Responsible Owner: Paul Lawrence – Corporate Director Place Management & Regeneration
Programme Manager: Sue Stevenson, Transport Policy, Programmes & GIS Manager
Project Manager: Alex Bremner, Structures & Highway Design Manager
Design: Stockport Council's Structures & Highways section
Site Supervision: Stockport Council's Structures & Highways section
Additional professional services support utilising an established design framework.

A project board will be established to ensure rapid, efficient and effective delivery of the scheme. The project board will have the responsibility for the overall direction, management and success of the project. The board in turn will empower the identified project manager with the day to day management of the project and the steering group with the strategic management of the project. The project board will be chaired by the senior responsible owner and consist of a small group of senior individuals including the project manager, who will collectively monitor and control the overall progress of the project. This structure is consistent with the approach adopted on all other major infrastructure construction schemes.

The scheme will have a senior experienced engineer appointed to oversee its development and delivery utilising other expertise as necessary.

Schemes are monitored by a project manager who reports to the programme manager who would take action if the programme falls behind, including developing recovery plan if serious delays. Programme manager reports to Major Project Board and Transport Board which includes Executive Members on schemes progress . Financial monitoring also undertaken with monthly meeting to review financial progress and quarterly reports to Scrutiny and Executive on progress of delivering capital programme and any financial implications.

B11. Management Case - Risk Management

All schemes will be expected to undertake a thorough Quantified Risk Assessment (QRA) and a detailed risk register should be included in the bid. The QRA should be proportionate to the nature and complexity of the scheme. A Risk Management Strategy should be developed and should outline on how risks will be managed.

Please ensure that in the risk / QRA cost that you have not included any risks associated with ongoing operational costs and have used the P50 value.

Please see **Appendix B1** for the QRA and risk register. Please see **Appendix B6** for the Risk Management Strategy.

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

B12. Management Case - Stakeholder Management

The bid should demonstrate that the key stakeholders and their interests have been identified and considered as appropriate. These could include other local authorities, the Highways Agency, statutory consultees, landowners, transport operators, local residents, utilities companies etc. This is particularly important in respect of any bids related to structures that may require support of Network Rail and, possibly, train operating company(ies).

a) Please provide a summary of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

Stockport Council considers consultation/communication strategies to be an essential component in the delivery of infrastructure schemes. Transport for Greater Manchester, Natural England and the Environment Agency have no objection in principle to completion of the bridge replacement subject to agreeing details of how it is achieved to minimise disruption and impact of the works.

The Council stakeholder management process defines stakeholders as all individuals or groups who have an interest in the scheme, recognising that stakeholders may change as the project progresses. The approach to stakeholder management for this scheme has three aims:
1. The project will have a communication plan and stakeholder management plan in place.
2. Key stakeholders will be engaged in the development of the scheme from design through to construction.
3. Their interests will be regularly assessed during the life of the scheme.

The following table identifies Key Stakeholders along with the strategy for managing their respective interests:

Key Stakeholder	Influence / Interest	Method of communication	Responsible for communication
Town Centre forum and individual retailers	Access impacts during phased carriageway realignment and structure replacement	Liaison meetings with Town Centre forum and written correspondence with individual retailers regarding need for works and requirements for any temporary access restrictions	Project Manager
Councillors	Access impacts during phased carriageway realignment and structure replacement	Initial briefing as part of Pinch Point submission process. Regular email updates thereafter.	Project Manager
Stagecoach and Town Centre MetroShuttle bus	Access impacts during phased carriageway realignment and structure replacement	Liaison meetings with operators	Project Manager
Taxi firms	Access impacts during phased carriageway realignment and structure replacement	Written correspondence with operators and liaison meetings as required	Project Manager
Natural England and Environment Agency	Impacts on river environment. Requirement for 8-week statutory consent notice plus use of a licensed ecologist during the works	Liaison meetings and site inspections	Project Manager
Statutory undertakers (United Utilities, Electricity North West, Virgin Media, National Grid and British Telecommunications)	Presence of numerous statutory undertakers' plant within or adjacent to the Scheme.	Written correspondence and liaison meetings as required	Project Manager
General public	Access to key shopping area, employment and impacts on bus services	Press releases, advance warning signs, town centre forums, and establishment of a liaison group	Press & Communication Officer

b) Can the scheme be considered as controversial in any way? ☐ Yes ☒ No
If yes, please provide a brief summary (in no more than 100 words)

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

☐ Yes ☒ No

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

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

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

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

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

B13. Management Case - Assurance

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

For large schemes please provide evidence of an integrated assurance and approval plan. This should include details around planned health checks or gateway reviews.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Benefits Realisation

Please provide details on the profile and baseline benefits and their ownership. This should be proportionate to the size of the proposed scheme.

All benefits will be realised at the completion of the scheme as it maintains existing accessibility to Warren Street.

C2. Monitoring and Evaluation

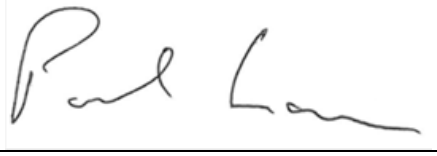
Evaluation is an essential part of scheme development and should be considered and built into the planning of a scheme from the earliest stages. Evaluating the outcomes and impacts of schemes is important to show if a scheme has been successful.

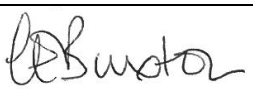
Please set out how you plan to measure and report on the benefits identified in Section C1, alongside any other outcomes and impacts of the scheme

The success of the scheme is in its delivery. The scheme seeks to maintain existing accessibility levels to town centre retail premises, albeit with a further improvement for cyclists through the provision of a new eastbound cycle lane along Warren Street. Therefore the success of the scheme will be in maintaining existing bus penetration and avoiding negative impacts associated with severance and security.

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

SECTION D: Declarations

D1. Senior Responsible Owner Declaration	
As Senior Responsible Owner for the Lancashire Bridge Structure Replacement I hereby submit this request for approval to DfT on behalf of Stockport Council and confirm that I have the necessary authority to do so. I confirm that Stockport Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: Paul Lawrence	Signed: 
Position: Corporate Director Place Management & Regeneration	

D2. Section 151 Officer Declaration	
As Section 151 Officer for Stockport Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Stockport Council - has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution - accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties - accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme - accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2014/15 - confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller scheme bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place	
Name: Christine Buxton	Signed: 

Appendix A1

Stockport Town Centre and M60 Corridor Regeneration Plan
Stockport Town Centre Access Package

STOCKPORT TOWN CENTRE AND M60 CORRIDOR REGENERATION PLAN
CURRENT KEY PHYSICAL REGENERATION PROJECT ACTIVITY

Brighton Road Industrial Estate
(Employment)
In Project Development

Rivers Mersey, Tame & Goyt
(Riverside Enhancement)
Ongoing at various locations

Wear Mill
(Mixed Use)
In Project Development

Bridgefield
(Leisure-led Mixed Use)
Outline Planning Consent

Knightsbridge
(Retail)
Planning Application Withdrawn

REGENERATION PLAN AREA BOUNDARY

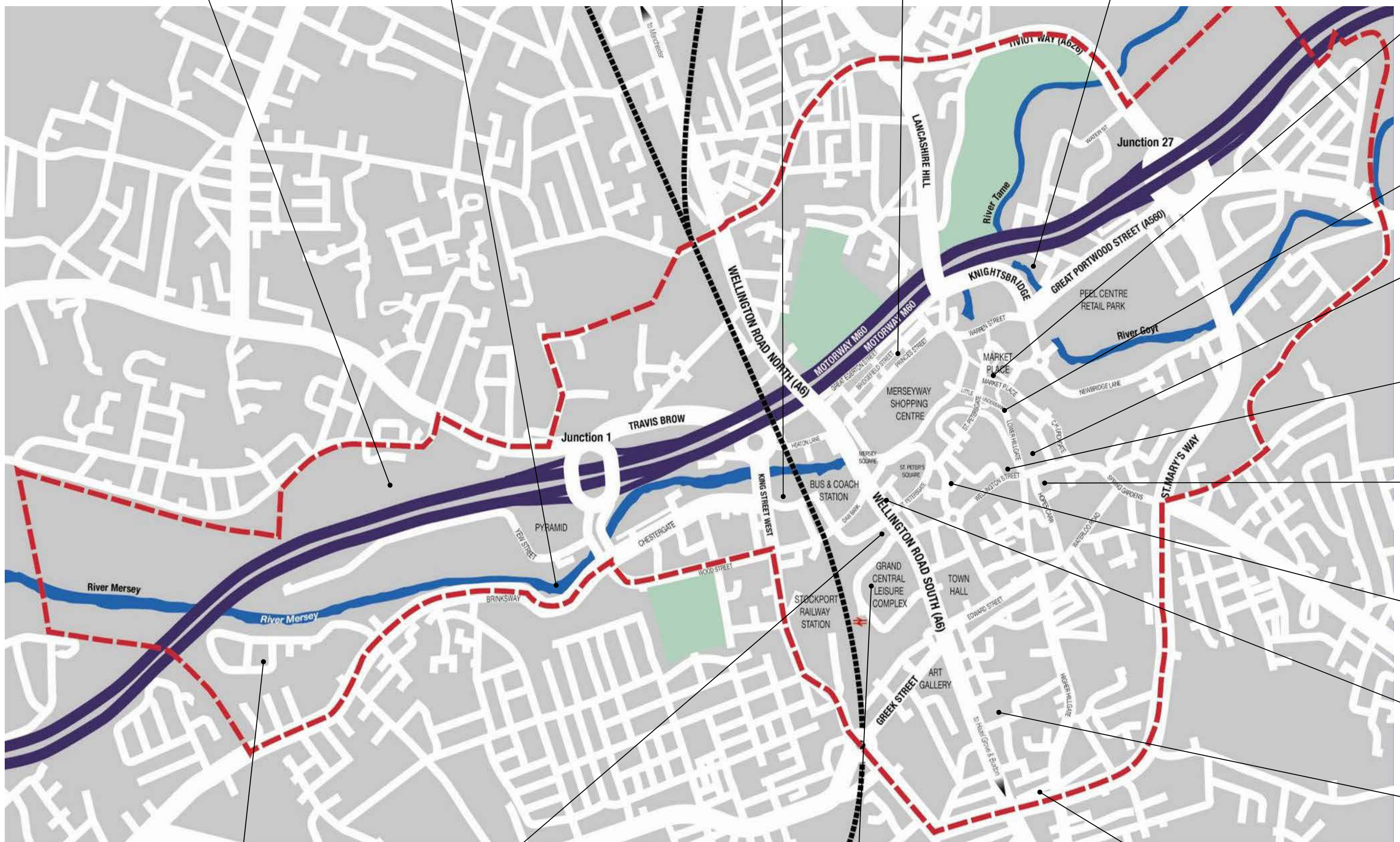
BUILT-UP AREA

M60 ORBITAL MOTORWAY

RIVERS

GREEN OPEN SPACE

WEST COAST MAINLINE



Base map produced by Stockport Council's Survey Cartography and GIS team which in turn was based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceeding. Stockport Metropolitan Borough Council 100019571. Not to scale.

May 2013

Market Place & Underbanks
(Retail-led Mixed Use)
Programme to Support Creative Industry and Specialist Retail Commenced

PORTAS PILOT AREA

7-9 Lower Hillgate
(Housing)
Under Construction

Unicorn Brewery
(Industry)
New Visitor Centre Opened

Peaches & High Street Site
(Housing)
Under Construction

Covent Garden Village including Hopes Carr
(Residential–led Mixed Use)
Plot 1 Completed

Fletcher Street Site
(Hotel / Office)
Site Being Marketed for Development

St. Peter's Square
(Office)
62% of building let to BSkyB

MAC House
(Housing)
Completed

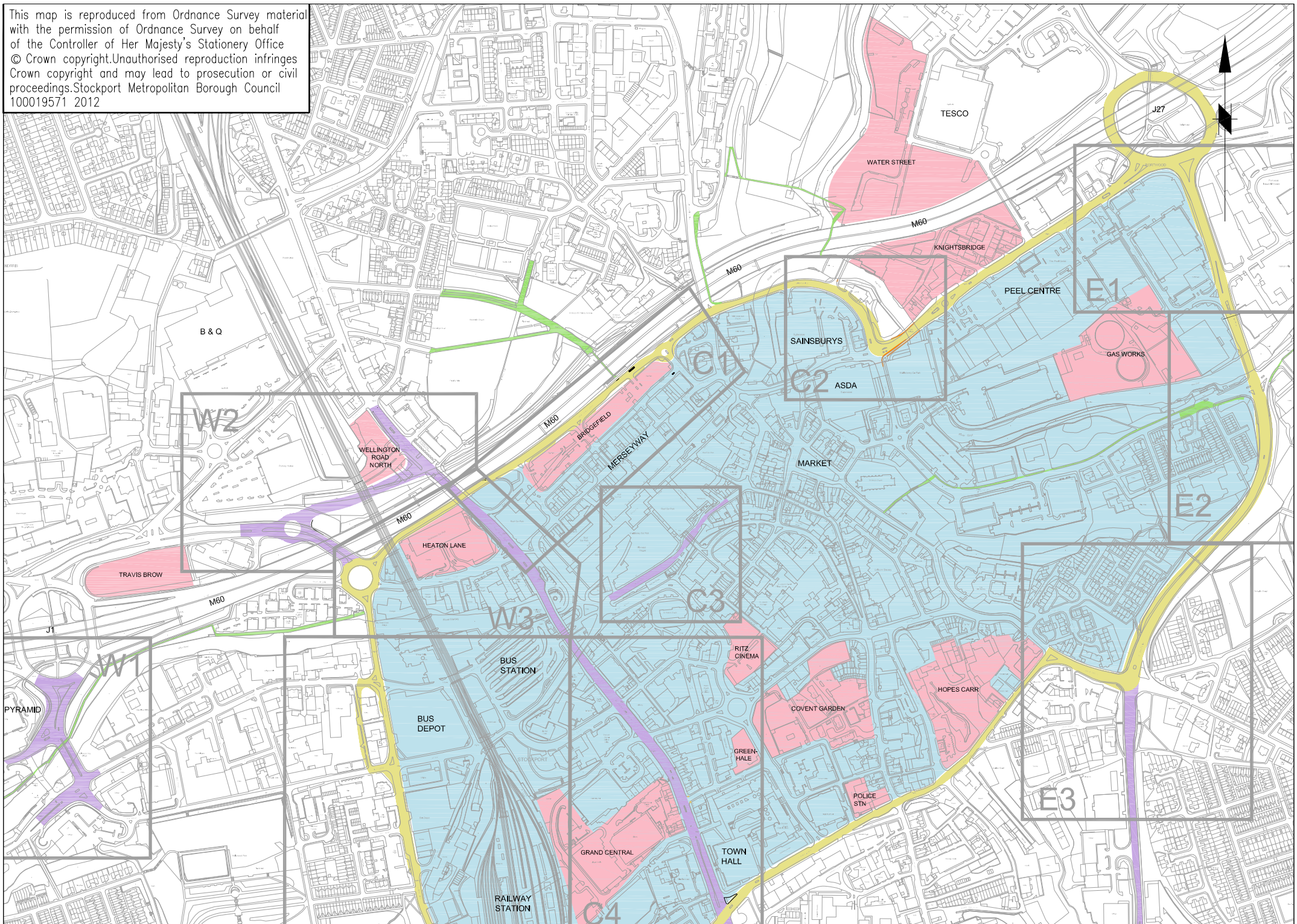
Former Gorsey Bank Site
(Employment)
In Project Development

Royal Mail Sorting Office
(Office)
Currently being marketed

Grand Central
(Office)
Multi-Storey Car Park Under Construction

Royal Oak Brewery
(Housing)
Completed

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright.Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings.Stockport Metropolitan Borough Council 100019571 2012



KEY

W1. HOLLYWOOD WAY / BRINKSWAY (Drawing No 0525/W1/HWW-BRSW/GA/01)

W2. TRAVIS BROW LINK / A6 (Drawing No 0525/W2/TBL-A6/GA/01A)

W3. HEATON LANE / GREAT EGERTON STREET (Drawing No 0525/W3/HL-GES/GA/01A)

W4. HEATON LANE ROUNDABOUT / KING STREET WEST (Drawing No 0525/W4/HLR-KSW/GA/01A)

W5. MERCIAN WAY / GREEK STREET ROUNDABOUT (Drawing No 0525/W5/MW-GSR/GA/01)

W6. GREEK STREET / ROYAL GEORGE STREET (Drawing No 0525/W6/GS-RGS/GA/01)

C1. BRIDGEFIELD DEVELOPMENT (Drawing No 0525/C1/BD/GA/01)

C2. KNIGHTSBRIDGE / GREAT PORTWOOD STREET (Drawing No 0525/C2/KB-GPS/GA/01 & Opt 1A & Opt 2)

C3. CHESTERGATE (Drawing No 0525/C3/CG/GA/01 & Opt 2)

C4. A6 WELLINGTON ROAD SOUTH

C5. A6 WELLINGTON ROAD SOUTH

E1. ST MARY'S WAY / PORTWOOD ROUNDABOUT (Drawing No 0525/E1/SMW-PR/GA/01)

E2. ST MARY'S WAY / NEWBRIDGE LANE (Drawing No 0525/E2/SMW-NBL/GA/01)

E3. ST MARY'S WAY / HALL STREET (Drawing No 0525/E3/SMW-HS/GA/01A)

E4. HIGHER HILLGATE /SHAWCROSS STREET (Drawing No 0525/E4/HHL-SCS/GA/01A)

E5. HEMPSHAW LANE / ST MARY'S WAY (Drawing No 0525/E5/HL-SMW/GA/01)

E6. A6 / HIGHER HILLGATE / HEMPSHAW LANE (Drawing No's 0525/E6/A6-HH-HL/GA/01 & Opt2A & Opt2B)

TOWN CENTRE 20mph ZONE

IMPROVED PEDESTRIAN / CYCLE ROUTE

TOWN CENTRE TRAFFIC DISTRIBUTION ROUTE 1

TOWN CENTRE TRAFFIC DISTRIBUTION ROUTE 2

DEVELOPMENT SITES

STOCKPORT
METROPOLITAN BOROUGH COUNCIL

HIGHWAYS AND STRUCTURES
STOPFORD HOUSE
STOCKPORT SK1 3XE
Tel: 0161 474 4907
FAX: 0161 474 4833

SERVICES TO PLACE DIRECTORATE

FILENAME

DRAWN	ENGINEER	CHECKED	APPROVED
SEB	NDW		
DATE 23/05/13	DATE	DATE	DATE

SCALE N.T.S

SCG No.

DRAWING NUMBER 0525/CIVIL A6/KEY PLAN/A3

Revision

JOB TITLE

CIVILISING THE A6

DRAWING TITLE

KEY PLAN

Appendix A2

Letter of Support from Greater Manchester Local Enterprise Partnership and Local Transport Board

Transport for Greater Manchester

2 Piccadilly Place
Manchester M1 3BG

0161 244 1000
www.tfgm.com

Rt. Hon Patrick McLoughlin MP
Secretary of State for Transport
Department for Transport
Great Minster House
76 Marsham Street
London SW1P 4DR

Our ref
Your ref

29th October 2013

Dear Secretary of State

Stockport MBC Submission to the Local Pinch Point Fund – Letter of Support on Behalf of GMLEP

I am pleased to write to you, on behalf of Greater Manchester Local Enterprise Partnership, in support of Stockport's submission to the Local Pinch Point Fund. GMLEP has welcomed the Government's pinch point policies as a pragmatic tool to support immediate growth potential. In order to respond to this opportunity and its shorter timescales, Transport for Greater Manchester, acting as the lead transport advisory body to the GMLEP is providing commentary on the bids from Greater Manchester authorities.

As you will be aware from the recent Greater Manchester City Deal, and our previous Pinch Point submission, GMCA and the LEP place great emphasis on infrastructure and connectivity to drive forward economic growth in Greater Manchester, as shown by the level of our local commitment to transport investment through the Greater Manchester Transport Fund.

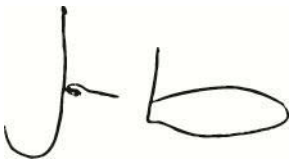
Stockport's two Pinch Point bids both relate to Stockport town centre, which is one of eight key town centres identified within the Greater Manchester Strategy as a strategic priority for Greater Manchester, both because of the number of jobs they support and because of their role as the focus of their communities. Supporting Stockport in meeting the fundamental challenges arising from the revolution in the retail sector, which are currently a threat to all our town centres, is therefore a high priority for the LEP.

The Lancashire Bridge scheme will maintain access to this important centre, where connectivity is limited by the topography. The second scheme, Stockport Exchange, will unlock a strategic development opportunity. Stockport has the potential to be the focus for in-town office and commercial development in the south of the conurbation and the Stockport Exchange bid supports the commercial development which is the key to realising this potential.

If supported by the Department, the Lancashire Bridge scheme will remove a serious risk of failure of a bridge on a major access route into Stockport, with the resulting loss of business in the town centre. The Stockport Exchange scheme will support the redevelopment of a key site for a 400,000 sq ft of office/hotel/retail scheme, which will provide 2,500 jobs, and increase the vitality and viability of the town centre. In addition it will improve access by all modes to Stockport rail station, which is on the West Coast Main Line.

Due to the clear benefits of these schemes for Greater Manchester, TfGM, on behalf of the GMLEP, strongly support Stockport's submission to the Local Pinch Point Fund.

Yours sincerely



Jon Lamonte
Chief Executive

Appendix B1

Quantified Risk Assessment and Risk Register

Lancashire Bridge Replacement - Risk Register											
Risks						Mitigation				Dates	
Risk ID	Risk	Risk Owner	Probability	Impact	Risk Score	Mitigation	Residual Probability	Residual Impact	Residual Risk	Date Reported	Date Closed
1	Physical delivery of scheme compromised due to contractual problems with a delay to completion and cost overrun	SMBC	3	5	15	Diligence in the appointment of a Partner Contractor and management of the Contract. Consultants framework and Alliance Contractors already in place.	2	2	4		
2	Time over run and funding requirements limited to specific time frame set by Pinch Point Funding programme	SMBC	1	3	3	Diligence in the completion of statutory consents by Environment Agency and Natural England	1	2	2		
3	Scheme costs will overrun	SMBC	3	1	3	Diligence in the appointment of a Partner Contractor and management of the contract. Ensure Early Contractor Involvement with pricing.	2	1	2		
4	Unforeseen site issues such as beam fixity, crash deck installation.	SMBC	4	3	12	Beam fixity to be established during first phase. Bridge crash deck is to be suspended over river and directly fixed to bridge abutments above river levels.	2	2	4		
5	Weather conditions leading to increased rain and flooding of river banks and construction site	SMBC	3	4	12	Transfer risk to Contractor. Work carried out during dryer periods and adequate temporary works utilised to protect river works.	2	2	4		
6	EA consent process may delay scheme commencement on site	SMBC	2	4	8	Ensure appropriate consultations completed to achieve programme dates. SMBC already completing works in this area under ecologist licence and supervision. Set dates for work periods to mitigate disruption to bats have already been agreed.	1	4	4		
7	Natural England consent may delay scheme commencement on site	SMBC	2	4	8	Ensure appropriate consultations completed to achieve programme dates. SMBC already completing works in this area under ecologist licence and supervision. Set dates for work periods to mitigate disruption to bats have already been agreed.	1	4	4		
8	Significant changes required to the scheme specification-Increase in design costs and delays to programme	SMBC	2	3	6	Complete early design and approval process.	1	2	2		
9	Problems with site access arrangements may delay scheme commencement on site	SMBC	2	3	6	Ensure all consultations / arrangements / approvals in place in line with programme dates.	1	3	3		
10	Noise / Air / Watercourse pollution during the Contract - Impact on adjacent landowners / residents and potential prosecution -	SMBC	2	3	6	Transfer risk to Contractor: ensure clear site rules, employ measures to mitigate nuisance, establish emergency procedures and train key operatives.	1	2	2		
11	Contractor bankruptcy-Delay to delivery of programme and potential increased costs	SMBC	2	4	8	Alliance Partner Contractor appraisal process has included detailed investigation of partners financial standing. This is continually reviewed.	1	3	3		

Risk Matrix

			Impact				
			None	Minor	Moderate	Major	Critical
			1	2	3	4	5
Probability	Remote	1	1	2	3	4	5
	Unlikely	2	2	4	6	8	10
	Possible	3	3	6	9	12	15
	Likely	4	4	8	12	16	20
	Almost Certain	5	5	10	15	20	25

RISK SCORES	CATEGORY	
1 to 4	Low (Green)	Not expected to have a significant impact on the overall achievement of the aims or objectives of the project
5 to 11	Medium (Amber)	Significant impact on the achievement on one or more of the aims or objectives of the project
12 to 25	High (Red)	Major impact on the the achievement on one or more of the aims or objectives of the project

Likelihood

HOW TO MEASURE LIKELIHOOD (Vertical Axis)		
LIKELIHOOD	**DESCRIPTION**	**CRITERIA**
1. REMOTE	Virtually Impossible	0 to 5% chance
2. UNLIKELY	Low but not impossible	6 to 20% chance
3. POSSIBLE	Fairly likely to occur	21 to 50% chance
4. LIKELY	More likely to occur than not	51 to 80% chance
5. ALMOST CERTAIN	Almost certain to occur	81 to 100% chance

Impact

HOW TO MEASURE IMPACT (Horizontal Axis)			
IMPACT RATING	**COST**	**SCHEDULE**	**QUALITY**
1. NONE	Negligible effect on projected cost (0-3%)	Negligible effect on projected schedule (<3%)	Negligible effect on quality
2. MINOR	Small increase (4-10%)	Small schedule slip (3-10%)	Small loss in quality
3. MODERATE	Significant increase (11-30%)	Significant slip (11-30%)	Significant loss of quality
4. MAJOR	Large increase (31-75%)	Large delay (31-50%)	Large loss of quality
5. CATASTROPHIC	Major increase (>75%)	Major delay (>50%)	Major loss of quality

Appendix B2

Lancashire Bridge Scheme Impacts Pro-forma (Spreadsheet provided)

Appendix B3

Lancashire Bridge Appraisal Summary Table (Spreadsheet provided)

Appendix B4

Joint Letter from Stockport Council Head of Procurement and Section 151 Officer

STOCKPORT
METROPOLITAN BOROUGH COUNCIL

Corporate and Support Services Directorate
Stopford House, Piccadilly, Stockport SK1 3XE
Telephone: 0161 480 4949
Direct Line: 0161 474 4124
Fax: 0161 474 4006
Please ask for: Christine Buxton
Date 31-Oct-13
Email: Christine.buxton@stockport.gov.uk

Rt, Hon Patrick McLoughlin MP

Secretary of State for Transport

Department for Transport

Great Minster House

76 Marsham Street

London

SW1P 4DR

Dear Sir

Local Pinch Point Fund – Lancashire Bridge Structure Replacement

As Section 151 Officer for Stockport Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Stockport Council:

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2014/15
- confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller scheme bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place

As Head of Procurement I also confirm that a procurement strategy is in place that is legally compliant and is likely to achieve the best value for money outcome.

Yours Sincerely

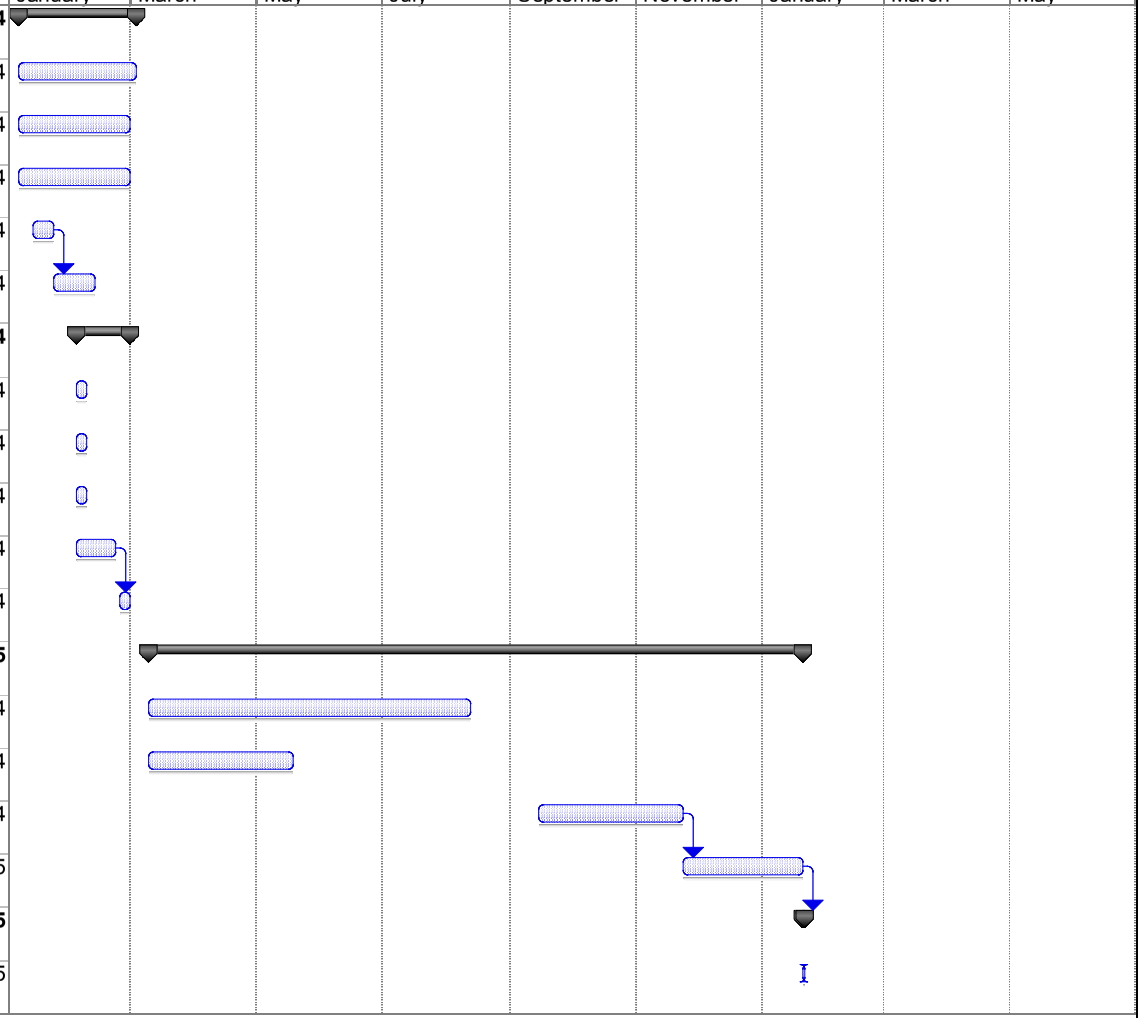
Head of Finance, Corporate and Support Services

S. C. Houston, BA (Hons), C.P.F.A.
Corporate Director, Corporate and Support Services

Appendix B5

Lancashire Bridge Project Plan

ID	Task Name	Duration	Start	Finish
1	**Feasibility-Design**	**57 days?**	**Mon 06/01/14**	**Mon 03/03/14**
2	Consultation	41 days?	Mon 06/01/14	Mon 03/03/14
3	Early Contractor Involvement	40 days?	Mon 06/01/14	Fri 28/02/14
4	Site Constraints	40 days	Mon 06/01/14	Fri 28/02/14
5	Approval In Principle	10 days	Mon 13/01/14	Wed 22/01/14
6	Detailed Design	20 days	Thu 23/01/14	Tue 11/02/14
7	**Contract**	**26 days**	**Mon 03/02/14**	**Fri 28/02/14**
8	Contract Data	5 days	Mon 03/02/14	Fri 07/02/14
9	Specification	5 days	Mon 03/02/14	Fri 07/02/14
10	Bill of Quantities	5 days	Mon 03/02/14	Fri 07/02/14
11	Drawings	15 days	Mon 03/02/14	Fri 21/02/14
12	Contract Award	5 days	Mon 24/02/14	Fri 28/02/14
13	**Construction**	**317 days**	**Mon 10/03/14**	**Tue 20/01/15**
14	Road Realignment	112 days	Mon 10/03/14	Tue 12/08/14
15	Crash Deck + Free up Beams	70 days	Mon 10/03/14	Sun 18/05/14
16	Bridge Replacement	70 days	Mon 15/09/14	Sun 23/11/14
17	Final Surfacing	42 days	Mon 24/11/14	Tue 20/01/15
18	**Opening Date**	**1 day?**	**Wed 21/01/15**	**Wed 21/01/15**
19	Opening Date	1 day?	Wed 21/01/15	Wed 21/01/15



Project: 88111 - Programme (v1).mpp
Date: Fri 25/10/13

Task
Progress
Milestone
Summary
Rolled Up Task
Rolled Up Milestone
Rolled Up Progress
Split
External Tasks
Project Summary
Group By Summary
Deadline

Appendix B6

Risk Management Strategy

PINCH POINT FUNDING BID – RISK MANAGEMENT

Author: Alex Bremner
Reviewer: Sue Stevenson
Date: October 2013

SUMMARY

This note sets out the principles and approach to risk management for the Lancashire Bridge Replacement Scheme.

INTRODUCTION

The approach to risk management at Stockport Metropolitan Borough Council is in line with the philosophy of PRINCE 2 with a Risk Register used to manage project risks.

RISK MANAGEMENT

Risks and opportunities will be actively managed throughout the whole life of the project.

The Risk Manager on the scheme is the Project Manager. He will manage the project risks and opportunities and report the identified impacts to the Project Board. In return the Project Board will liaise with the Project Manager regarding strategic and programme risks and opportunities.

A qualitative and quantitative risk register has been developed and will be maintained and regularly reviewed by the Project Manager in collaboration with other members of the Project Team and key Stakeholders. The consideration of risk is a standing Project Board agenda item. Risks and opportunities have been assigned to ‘owners’ who will keep them under review and recommend appropriate and timely mitigation/response measures.

THE RISK MANAGEMENT PROCESS

Risk management on the scheme involves risk and opportunity identification, evaluation and control. The process is subdivided into the following key steps:

- Identify the objective(s) of the assessment;
- Identify the hazards, risks and opportunities;
- Assess the risks and opportunities (probability and consequence)
- Identify mitigation actions;
- Assess the residual risks (including secondary risks);
- Estimate the cost of mitigation;
- Estimate the cost/benefit of mitigation;
- Consider ownership of risks and opportunities;
- Decide what to do: select and implement beneficial mitigation actions; and
- Monitor and repeat process by updating risk register(s) as necessary.

Risks have been identified for the purposes of this bid by the design team and will continue to be developed through a combination of discussion and brainstorming within the Project Team, discussions with the Project Board and key Stakeholders, formal risk workshops (where appropriate) and through experience of delivering other similar projects.

Measures to reduce the risk are proposed in the mitigation strategy with the owner of each risk being identified and the associated costs of mitigation where appropriate. The Risk Log identifies five ways in which to respond to a risk:

- Prevention – terminate the risk, do something different, take counter measures to prevent it from happening;

- Reduction – treat the risk, take action to control it either by reducing its probability and/or consequence;

- Transference – the risk is transferred to others – perhaps through the contract and/or insurance;

- Acceptance – the risk has to be tolerated, the costs of mitigation might exceed the benefits; and

- Mitigation – risk response plans are applied as and when the risk is seen to occur.

The latest version of the Quantified Risk Assessment is contained in the bid documentation.