A6 to Manchester Airport Relief Road

Project Initiation Document

October 2012

STOCKPORT METROPOLITAN BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

Cheshire East Council

A6 to Manchester Airport Relief Road

Project Initiation Document

1007/2.17/001

October 2012

Stockport Council
Fred Perry House
Stockport,
SK1 3XE

Issue and revision record

Revision	Date	Originator	Checker	Approver	Description
0.1	31 August 2009	N A Searle	F A Johnston (MM)	J McMahon (SMBC)	First Draft
0.2	8 October 2009	S Stevenson		Project Board	Second Draft – Issued to DfT for Comment
0.3	26 February 2010	J Roberts	M Ellis	T Baker	Third Draft – issued to Core Management Team and Project Board for comment
1.0	16 March 2010	J Roberts	T Baker	Project Board	1st Issue
2.0	14 January 2011	J Roberts	G Martin / Sue Stevenson	Project Board	2nd Issue
3.0	1 May 2012	J Roberts	G Martin	Jim McMahon	3rd Issue
4.0	29 October 2012	J Roberts	G Martin	Jim McMahon	4rd Issue

Content

Relevant Documents

Management Plan	1007/2.17/002
Financial Management Plan	1007/2.17/003
Programme Management Plan	1007/2.17/004
Risk Management Plan	1007/2.17/005
Quality Plan	1007/2.17/006
Procurement Strategy	1007/2.17/007
Communications Strategy	1007/2.17/008

1. Introduction

1.1 Purpose

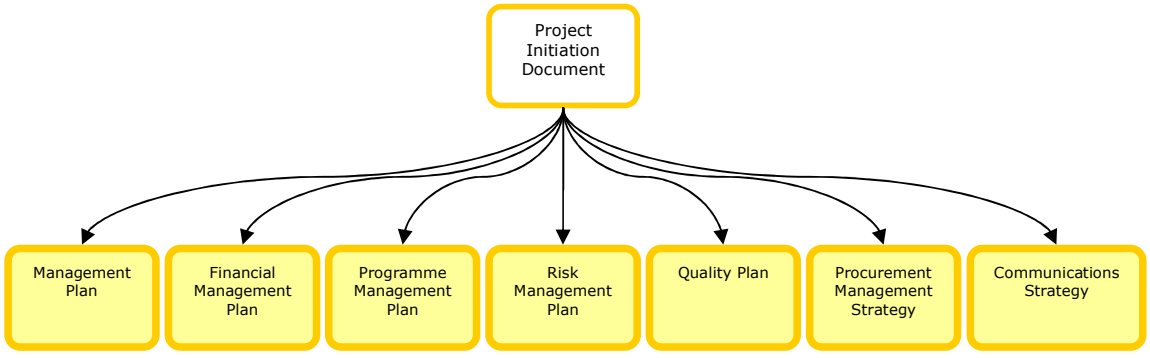
This document is the Project Initiation Document (PID) for the A6 to Manchester Airport Relief Road project promoted by the three local authorities of Stockport Metropolitan Borough, Manchester City and Cheshire East Councils.

The A6 to Manchester Airport Relief Road is one of the priority schemes for the Greater Manchester Transport Fund.

The purpose of this document is to define the following aspects of the project:

- The scope of the project
- The objectives of the project
- The deliverables of the project
- The roles and responsibilities of all project staff
- The organisation of the project, including the management structure that will be established
- The project governance processes that will be followed
- The outline timescales and programme against which the project will be measured and managed.

This document is available to all members of the project team to ensure a common understanding of the scheme. This PID is supported by six additional reference documents outlined in the diagram below.



1.2 Project Management Framework

The methodology used to define the process and procedures necessary to manage this project is based on the PRINCE2 methodology promoted by the Office of Government Commerce (OGC).

This methodology will be used as the basis for managing the project. A stand-alone project team will be established with a single project structure, drawing on the resources of all promoting authorities as well as outside resources. All project team staff will adopt the project controls, processes and reporting set out in this document irrespective of the authority for which they work.

2. Project Definition

2.1 Background

The wider South East Manchester Multi Model Strategy (SEMMMS) included the concept for a Relief Road, comprising 21.5 kilometres of new road stretching from Junction 25 on the M60 to Junction 5 on the M56. It was recommended that this be a dual carriageway with two single carriageway link roads – the Stepping Hill Link and Poynton Bypass. The extent of the Relief Road, as defined in the initial wider strategy work is indicated in Figure 3.1. The central 3.9 kilometres of the SEMMMS relief road scheme has already been constructed as part of the A555 and A34 bypass scheme.

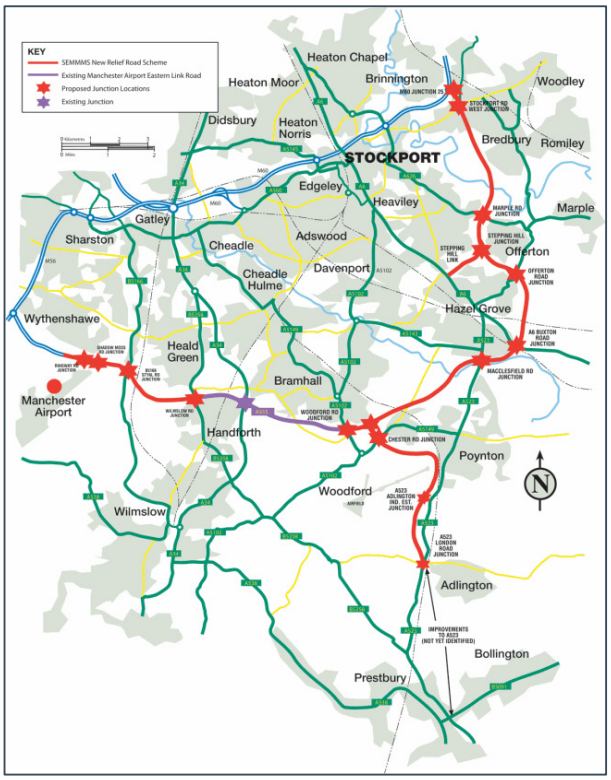


Figure 3.1 - The SEMMMS relief road scheme

The three local authorities, Stockport Metropolitan Borough, Manchester City Council and Cheshire (now Cheshire East) jointly produced a Major Scheme Business Case bid for funding the SEMMMS relief road scheme, which was formally submitted to the Department for Transport (DfT) in July 2004. Over the next few years, further information was submitted to the Department, including an investigation

into the possibility of funding the scheme through PFI (Private Finance Initiative).

In July 2007 the Department's considered response stated that whilst the scheme provided value for money, limited funding capabilities meant it was not possible to fund the Relief Road as a single scheme, such that consideration should be given to its phased delivery. Three potential phases of the scheme were identified by the local authorities, and were submitted to the DfT for consideration in 2007/ 08:

- M60 to the A6, including the Stepping Hill Link;
- A6 to Manchester Airport with Poynton Bypass; and
- A6 to Manchester Airport without Poynton Bypass (A6 to Manchester Airport Relief Road).

The Local Authority Officers examined the key policy drivers and transport problems in the area and decided that the A6 to Manchester Airport section was the priority scheme due to the potential economic impact on Manchester Airport (and therefore the City Region) of delaying access improvements, which in turn could constrain future growth.

Following the Eddington study, which highlighted transport's pivotal role in supporting the future economic success of the UK, reforms of the planning, funding and delivery of transport interventions were recommended. The study recognised the need to maximise sustainable returns from investment, whilst improving the environmental performance of transport.

Eddington also recognised the importance of connecting inter regional routes as part of the network. This role is played by the A6, A523 and A34, linking Greater Manchester with Cheshire, Derbyshire and Staffordshire. Eddington considered a number of road schemes including the SEMMMS Relief Road and recognised that it provided high value for money. Using the Eddington criterion for BCRs, the SEMMMS Relief Road BCR was increased slightly to 5.60.

2.2 The A6 to Manchester Airport Relief Road Scheme

In Autumn 2008, the Government announced it would contribute up to £165m towards the cost of the phase of the scheme from A6 to Manchester Airport without the Poynton Bypass, if that was matched with local contributions, and subject to a satisfactory business case submission. The scheme cost was estimated at £330m. This phase of the original SEMMMS Relief Road is the scheme proposed in this document, known as the A6 to Manchester Airport Relief Road.

In May 2009 the Leaders of the Association of Greater Manchester Authorities (AGMA) agreed to create a Greater Manchester transport fund of over £1.5 billion to fund key projects, including a contribution of £125m towards the A6 to Manchester Airport Relief Road. Local Authority officers had indicated that, following a review, £290m would be sufficient to build this scheme. The Region accepted the AGMA approach and incorporated this within its response to the Regional Funding Allocation 2 (RFA2) process.

In July 2010, scheme funding was effectively put on hold whilst the government undertook a comprehensive spending review.

In December 2011, the £165m of Central Government funding was confirmed for the scheme. The scheme is committed to sourcing the remaining required funding through local authority funding in addition to the committed funding from MAG.

2.3 Project Objectives

The objectives of the scheme are:

- **Increase employment and generate economic growth:** provide efficient surface access and improved connectivity to, from and between Manchester Airport, local, town and district centres, and key areas of development and regeneration (e.g. Manchester Airport Enterprise Zone);
- **Boost business integration and productivity:** improve the efficiency and reliability of the highway network, reduce the conflict between local and strategic traffic, and provide an improved route for freight and business travel;
- **Promote fairness through job creation and the regeneration of local communities:** reduce severance and improve accessibility to, from and between key centres of economic and social activity;
- **Reduce the impact of traffic congestion** on local businesses and communities;
- **Improve the safety of road users, pedestrians and cyclists:** reduce the volume of through-traffic from residential areas and retail centres; and
- **Support lower carbon travel:** reallocate road space and seek other opportunities to provide improved facilities for pedestrians, cyclists and public transport.

2.4 Project Scope

The construction of an urban dual carriageway from the A6 at Hazel Grove to Manchester Airport linking in with the existing A555.

2.4.1 Inclusions

The project scope is described in more detail in the Major Scheme Business Case. It includes the section of new Relief Road from its junction with the A6 through to Manchester Airport and the link to the M56. The project is being jointly promoted by the three authorities of Cheshire East, Manchester City and Stockport Councils.

The scheme is primarily a dual two lane all purpose inter-urban highway with a mix of grade separated and locally widened junctions where appropriate. The project also includes a package of environmental mitigation measures.

A shared use cycle / pedestrian path along the route including the existing A555 road is proposed. A schedule of complementary and mitigation measures to the surrounding highway network will be included.

2.4.2 Exclusions

The scheme excludes the section of new Relief Road to the north of the A6 and the Poynton Bypass. These schemes are to be considered independently of this project.

2.4.3 Pre-requisites

There are a range of environmental mitigation measures and advanced works that are essential to the progress of the main works of the project. In the case of the environmental mitigation measures, particularly those of a translocation nature, these are pre-requisites to the undertaking of the principal works.

2.4.4 Interfaces

There are a number of interfaces with third parties including but not limited to;

- All affected land owners and businesses
- Metrolink
- Transport for Greater Manchester
- The Highways Agency
- Network Rail
- The Environment Agency
- Manchester Airport

2.4.5 Constraints

The primary constraints on the project are the need to meet a number of DfT milestones in order to safeguard the progress of the project and subsequently funding. These are:

- Achieve programme entry and conditional approval with the DfT
- Delivery of the scheme maximising economic benefits
- Other constraints include the need to obtain planning permission

2.4.6 Assumptions

The primary assumption for the project at the time of writing is that the method of funding will be a combination of Greater Manchester Transport Fund and additional Grant Funding from the DfT.

3. Project Deliverables

3.1 Management Products

The following Management Products will be delivered as part of the project:

Principal Management Products

Ref	Product Description	Approval Body	Approval Required
1007/2.17/001	Project Initiation Document (PID)	Project Board	Yes
1007/4.04/035	Major Scheme Business Case – Programme Entry	Project Board / DfT	Yes Yes
Various	Project Board Reports	Project Board	Yes
Various	Quarterly Monitoring Reports	DfT	Yes
TBC	TfGM PMP Gateway 3A FBC	Project Board	Yes
TBC	Major Scheme Business Case – Conditional Approval	Project Board DfT	Yes Yes
TBC	TfGM PMP Gateway 3B – FBC and Funding Approval	Project Board	Yes
TBC	Major Scheme Business Case – Full Approval	Project Board DfT	Yes Yes
TBC	TfGM PMP Gateway 4 – Contract Award	Project Board	Yes
TBC	TfGM PMP Gateway 5 – Operational Handover	Project Board	Yes
TBC	TfGM PMP Gateway 6 – Close Out	Project Board	Yes

3.2 Specialist Products

Specialist Products

Ref	Product Description	Approval Body	Approval Required
1007/2.17/002	Management Plan	Project Board	Yes
1007/2.17/003	Financial Management Plan	Project Board	Yes
1007/2.17/004	Programme Management Plan	Project Board	Yes
1007/2.17/005	Risk Management Plan	Project Board	Yes
1007/2.17/006	Quality Plan	Project Board	Yes
1007/2.17/007	Procurement Strategy	Project Board	Yes
1007/2.17/008	Scheme Communications Plan	Project Board	Yes
TBC	Environmental Statement	Project Board	Yes
TBC	Planning Application	Project Board	Yes
TBC	Statement of Case for Inquiry	Project Board	Yes

NB The above list is not exhaustive and will be expanded upon as the project progresses

4. Business Case

4.1 Overview

The A6 to Manchester Airport Relief Road Scheme will provide congestion relief to local communities, improve surface access to Manchester Airport and generate wider benefits to business through improved journey reliability on the local and strategic highway network.

The scheme is an integral component of the wider SEMMMS strategy, aimed at delivering benefits directly to residents and businesses across Cheshire, Manchester and Stockport, with knock-on benefits for the wider UK economy.

4.2 Reasons

The A6 to Manchester Airport Relief Road will directly address a number of congestion related problems, and help deliver a substantial contribution to the UK economy. The scheme will provide congestion relief to local communities, while supporting regeneration activity, facilitate the growth of Manchester Airport and improve transport links to it, and generate wider benefits to business through improved journey reliability on the local and strategic highway network.

4.3 Options

A number of options for the whole scheme were examined as part of the initial work carried out for the SEMMMS Relief Road. The historical options can be found in the report on the development of the South East Manchester Multi Model Strategy 2001 and the Annex E submission in 2004.

Relating to the A6 to Manchester Airport Relief Road, the scheme will be consulted on through a formal public consultation process. Specifically several options at each junction will be consulted on during the public consultation, which will conclude with the pre-planning consultation, with the consultation process due to take place between September 2012 and February 2013.

The new business case to be submitted to DfT in November 2012 also reviews the options and the project scope as part of its development.

5. Project Organisation

5.1 Overview

The project organisation is set out in detail in the Management Plan, including the proposed project organisational structure, responsibilities and key skill set requirements for each of the principal roles.

In general terms the management of the project is split up into 4 tears consisting of the Chief Executive (CEX) Steering Group, the Project Board, the Project Delivery Team and, the Project Development and Design Team as shown in the diagram below.

All three local authorities has agreed the organisation structure.

Figure 5.1: Overall Management Structure

5.2 Chief Executive Steering Group

The Chief Executive Steering Group will provide a direct link to the necessary authority required to allow the scheme to progress at a number of key stages in the project lifecycle. The Chief Executive Steering Group is made up of the Chief Executives from Stockport Council, Manchester City Council, Manchester Airport and TfGM. The Chief Executive Steering Group will be responsible for approving major changes to the delivery programme and constituent/fundamental elements of the project delivery including budget and consultations.

5.3 Project Board

Members of the Project Board hold senior executive functions within Stockport Metropolitan Borough Council, Manchester City Council, Cheshire East Council and TfGM. The Project Board will be chaired by the Senior Responsible Owner (SRO).

The Chief Executive of Stockport Metropolitan Borough Council, Eamonn Boylan will fulfil the role of Senior Responsible Owner.

The Project Board are responsible for setting the strategic direction of the project in line with the end-user requirements and authority provided by the funding body, the Greater Manchester Combined Authority (GMCA) Executive. The specific remit of the Project Board members is to assist the SRO in decision making and on-going progress of the project.

5.4 Project Delivery Team

The Project Delivery Team is responsible to the Project Board and specifically the Project Director for the consideration and resolution of detailed project issues. The Project Delivery Team will consist of members from each of the promoting councils capable of making decisions of a technical and, where appropriate, strategic nature.

Jim McMahon will fulfil the role as the dedicated Project Director. Delegations and responsibilities for these separate roles are clearly defined in section 4 of the Management Plan.

5.5 Project Development and Design Team

The Project Development and Design Team will be responsible to the Project Delivery Team and specifically the Project Manager for the delivery of the scheme in all respects. The Project Development and Design Team will be led by the Project Manager, Graham Martin.

The Project Development and Design Team will consist of a significant number of specialist skilled staff including consultants. The role of the Project Development and Design Team will be to deliver the scheme in line with instructions provided by the Project Manager. The Project Development and Design Team is critical to the delivery of the project on time and to budget.

6. Quality Plan

6.1 Quality Standards

The Quality standards that will be applied to the scheme are set out in the Quality Plan.

In general quality standards throughout the project will be set out to ensure that the project delivers value for money. The quality standards will be determined by a number of routes appropriate to the relevant stage of project development. These are set out in more detail in the following sections.

6.2 Quality Expectations

The project development stages will be determined using processes that meet the ISO 9001 quality management systems standard.

The project will be implemented in line with ISO 14000 and OHSAS 18001 for environmental and safety management systems. This will ensure that all aspects of project development and implementation focus on best practice, in line with the promoting authorities' own objectives and standards.

In terms of design and project implementation the scheme will adopt the Highways Agency's Design Manual for Roads and Bridges where practicable along with the Manual of Contract Documents for Highway Works. This will ensure that the project achieves the standards expected and supported by the DfT.

6.3 Quality Acceptance Criteria

Detailed quality acceptance criteria are described in the Quality Plan for the project. The responsibility for maintaining this will rest with the Project Director and the Project Manager.

Criteria are set out for all aspects of the project including:

- Project management and reporting
- Design
- Procurement
- Construction
- Maintenance

6.4 Responsibility for Quality

The overall responsibility for the quality of the project rests with the SRO. However, the responsibility for implementing relevant processes

and procedures; the setting of acceptability criteria and the delivery of quality on the project rest with the Project Manager.

The Project Director will be responsible for reporting at least quarterly to the Project Board on the quality of deliverables throughout the project. This process will include specific reporting on the performance of all project teams, consultants and contractors. Reporting will be by exception against the specified quality criteria.

7. Communications Plan

7.1 Introduction

This section provides an overview of the means and frequency of communications between members of the project team and other interested parties. It forms the basis of communications within the project team and aims to ensure a common understanding of communication requirements within the project.

This section is supported by the Communications Strategy which covers, in more detail, the strategy for communications with project stakeholders as well as the public consultation.

Communication is required between a wide range of parties both within the project team and outside. This part of the document addresses the following aspects:

- Responsible parties – the project team
- Internal communications
- External communications
- Freedom of Information
- Communications schedule
- Stakeholders – those who have a vested interest in the project
- Interested parties – all other parties.

7.2 Project Communications

The following sections set out, in more detail, the communication expectations for a range of project staff.

7.2.1 Responsible Parties

All members of the project team are responsible for ensuring accurate, appropriate and timely communication throughout the project.

The preferred method of document transfer will be via Project Space (see section 9.4).

7.2.2 Internal

Responsibility for accurate, timely and appropriate communications within the project team rests with the Project Manager to ensure that the Project Board is kept up-to-date with project developments. The SRO is also responsible for ensuring the Chief Executive Steering Group is provided with sufficient information and that the Chief

Executive Steering Group clearly understands that information in order to make any necessary project decisions.

The SRO is responsible for keeping the Project Board aware of the development of the scheme towards meeting the project objectives. It is the responsibility of the Project Director to ensure that the Project Board has sufficient information and is involved in all decisions that affect performance of the project, achievement of the project objectives or deviation from agreed and delegated responsibilities.

The Project Manager is responsible for leading both the Project Development and Design Team and reporting to the Project Director to ensure that all parties are up-to-date with relevant information.

All documentation to be issued to external parties will, in the first instance, be issued to the Project Delivery Team. Once agreed by the Project Delivery Team, the document will be updated as required and issued with the appropriate revision, in line with the configuration management strategy as set out in section 9.2.

7.2.3 External

It is essential that communications external to the project team are managed effectively and precisely to ensure that consistent and correct information is provided to the public and all parties outside of the project team, including others within the promoting authorities. Specific communication issues to be managed include:

- Stakeholder management
- Project website
- Pre-Planning Consultation
- Community workshops
- Newsletters to staff within the promoting authorities
- Newsletters to the public
- A telephone information/help line for the public
- Consideration to the provision of a ‘chat-room’ style facility to answer questions posted by the public
- Media broadcasts on local radio and television

7.2.4 Freedom of Information

A member of the Project Development and Delivery Team has been given the role of Freedom of Information officer for the project. They will

be responsible for ensuring that all requests are dealt with in a timely and appropriate manner.

7.3 Communications Schedule

The following sub-sections set out the primary communications.

7.3.1 Chief Executive Steering Group

The Chief Executive Steering Group will receive minutes of each Chief Executive Steering Group meeting which shall be produced within 2 weeks of each meeting. The meetings shall be held at least quarterly or as otherwise required. The SRO will be responsible for ensuring a set of accurate records are made. The Chief Executive Steering Group members should make every effort to comment on the minutes.

7.3.2 Project Board Meetings

Project Board meetings shall take place at least monthly or at such other times as the Project Board may agree. The Project Manager shall be responsible for ensuring an accurate record of the meeting is made and that actions arising from the meetings are circulated to the Project Board as appropriate. Such minutes and actions shall be produced within 2 weeks of the meetings and circulated to all members of the Project Board.

The Project Board may note during any meeting that particular information is not for wider project team distribution where this may affect the direction of the project or the Project Delivery Team, Project Development and Design Team and or other staff involved in the project. Such information should be marked accordingly in the Project Board minutes during the meeting.

7.3.3 Project Progress Meetings

The Project Manager shall ensure that project progress meetings take place at least monthly throughout the project or at such other times as may be appropriate. The Project Manager shall be responsible for ensuring an accurate set of records is made of each meeting in a timely manner and issued to the Project Delivery Team including the Project Director and SRO not later than 2 weeks after each meeting. The minutes should include specific actions.

It should be noted that such records should seek to note non-compliance and exceptions to the plans, programmes and budgets previously agreed by the Project Board only. The records should not

report all details of discussion unless of particular relevance to the Project Delivery Team.

7.3.4 Project End Stage Meetings & Reports

The Project Director will be responsible for ensuring that meetings are held at the end of each Stage of the project. The Project Manager will be responsible for producing accurate notes of the meeting and a report noting the achievement of the objectives and recommending to the Project Board and SRO that each Stage is signed off. Where all actions are not fully completed in accordance with the project plans the Project Manager should report exceptions only complete with a subsequent action plan where appropriate to ensure that all outlying issues relating to the Stage will be closed out at the earliest opportunity.

End of Stage reports shall be produced by the Project Manager not more than 2 weeks after the programmed end date of any Stage of the project.

7.3.5 Quality Reports

The Project Manager will be responsible for ensuring that quality audits are undertaken in accordance with the quality requirements of the project. The Project Manager will ensure that a quality compliance report is produced and presented to the SRO for onward reporting to the Project Board. The quality compliance report shall note any non-compliance by exception along with the appropriate actions to be taken to ensure compliance is achieved at the earliest opportunity. The Project Manager shall ensure that any non-compliance and the associated actions are communicated to the Project Delivery Team and Project Development and Design Team in a timely manner such that actions are implemented quickly and effectively.

7.4 Stakeholders and Interested Parties

The Stakeholders and Interested Parties communication needs are diverse and will range from interest in the general project to specific concerns relating to their own position. A variety of methods will be used to ensure it is effective.

The methods used will include the development and upkeep of the project website, information and helpline along with newsletters and public meetings as appropriate for the particular stage of the project.

The communications and consultation manager will be responsible for the communication of the relevant project information to the stakeholders and interested parties.

The communication and consultation manager will be responsible for establishing and maintaining a consultation database and for managing all external communications relating to the project.

8. Configuration Management Strategy

8.1 Purpose

The purpose of this section is to outline in brief the following:

- The procedure for managing the project's products,
- The issue and change control procedure,
- Any tools or techniques to be implemented,
- A description of the configuration records for the project
- The reporting programme
- Roles and Responsibilities
- Scales for priority and severity

The Project Manager will be responsible for the Configuration Management to ensure control of electronic and hard copy information throughout the project life cycle. In addition, the strategy shall ensure that compliance with the Freedom of Information Act is possible and managed in an efficient and cost effective manner, in accordance with the promoting authorities' own policies.

8.2 Configuration Management Procedure

8.2.1 Document Management

The project shall be known as *A6 to Manchester Airport Relief Road* which shall be stated clearly on all information produced for the project whether electronic, paper or on other media.

All documents produced irrespective of format or media will contain a unique identifier, revision status, history and full date.

Each report will be allocated a unique document number. This will consist of the project identifier followed by the file location identifier followed by the unique report number. For example this PID is allocated the following number:

1007/2.17/001

Where 1007 is the project identifier, 2.17 is the file location identifier for both the Stockport Metropolitan Borough Council server and Project Space (see section 9.4) and 001 is the unique report number. A register of reports is kept and managed by the Project Manager and made available on Project Space for all team members to view. When drafting a new product the author requests a unique number from the Project Manager who then populates the report register with the associated

product. This will prevent more than one product being allocated the same unique product identifier.

All documents, irrespective of format, that contain information on more than one page will include unique numbers on each page with the document title issue status, revision and date in the header or footer as appropriate.

Documents shall also include in a cover page the document author and responsible owner along with details of the document checker. This information shall be included in such a format that it can be readily removed from a document should this be necessary for the issue of information under the Freedom of Information Act.

Document revision numbers will consist of drafts and final versions. Revisions will be denoted by the following system.

Number	Revision
0.1	First Draft
0.2	Second Draft
1.0	First Issue
1.1	First Issue, First Redraft
1.2	First Issue, Second Redraft
2.0	Second Issue

All documents shall include references to all other documents on which they rely for information.

Each workstream manger will be responsible for maintaining a suitable document transmittal register to record information coming into and being issued by their team.

The Project Manager will be responsible for the keeping a record of all documentation received and issued to the Project Manager. As discussed in section 8.2.2 all communication requiring Project Board approval will be distributed by the Project Manager and logged by the Project Manager in the relevant documentation transmittal records.

8.3 Issue and Change Control Procedure

In order to log potential or actual concerns, problems and changes, the scheme operates an Issues Log.

The Issue Log will be managed by the Risk Management alongside but separate to the Risk Register. Issues will be recorded as and when they

arise and will be managed by the Project Delivery Team. Whenever appropriate, Issues will be used to update the Risk Register. Likewise, as and when a risk is realised, this will be logged as an issue.

Project Issues can be identified by any member of the project team at any stage in the project. For effective implementation, however, managers of each discipline are requested to provide an overview of key issues in their monthly reporting to the Project Manager.

Each issue is assigned a unique number. The issue type is logged as “Problem/Concern”, “Request for Change” or “Off-Specification”. A “Request for Change” issue details additional activities are required on an existing works order. An “Off-Specification” is something that should be provided by the project, but currently is not (or forecast not to be) provided. This might be a missing product. An “Off-Specification” issue details products that are not expected to be delivered as specified.

The Issue Log also records the severity of the issue as, “Significant”, “Major” or “Critical”.

When deemed “significant” the issue is resolved within the Project Development and Design Team in the first instance. “Major” issues are elevated to the Project Delivery Team for discussion and resolution and “Critical” issues are elevated to the Project Board for discussion and resolution. The Project Manager will review and confirm the status of each project issue.

Project Change i.e. a “Request for Change” or “Off-Specification” will be accompanied by a Change Authorisation Request (CAR) form. The CAR will provide detailed information about the change, why it is required and the consequences.

A Request for Change or Off-Specification deemed “significant” or will be agreed by the Project Manager and Finance Manager, “Major” changes will be agreed by the Project Delivery Team and “Critical” changes will be agreed by the Project Board.

The baseline for change will be set by the original brief and fee proposal associated with the relevant work package drafted and agreed prior to the start of any works on the scheme.

8.4 Electronic Information Management

In addition to the electronic filing system to be held on the Stockport Metropolitan Borough Council server, the URS business collaboration tool, “Project Space”, will be used to issue final documents to project team members. It will also be utilised, when considered appropriate by

the relevant Project Development and Design Team manager, for transmitting large documents for information in draft format. Draft documents will have gone through the correct checking procedure prior to transmittal.

The Project Manager and the Finance Manager are responsible for the financial management of the scheme via works orders. Invoice payments will be facilitated by Stockport Metropolitan Borough Council's accounting system, SAP. This combined with the Project Development and Design Team financial management process, as detailed in the Financial Management Plan, will ensure capability in providing detailed project specific accounts and suitable reports for the Project Board.

9. Programme Plan

9.1 Overview

The project programme is set out in detail in the Programme Management Plan. The separate Programme Management Plan sets out the overall structure of the programme and the Work Breakdown Structure that has been adopted for the project.

10. Risk Management

10.1 Overview

The risk management strategy for the project is set out in detail in the Risk Management Plan. The separate Risk Management Plan sets out the overall strategy for actively managing risk to a level that is As Low As is Reasonably Practicable and ensuring that risk management is part of the development of the project.

A6 to Manchester Airport Relief Road

Management Plan
1007/2.17/002

October 2012

STOCKPORT METROPOLITAN BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

Cheshire East Council

A6 to Manchester Airport Relief Road

Management Plan

1007/2.17/002
October 2012

Stockport Metropolitan Borough Council

Stockport Council
Fred Perry House
Stockport,
SK1 3XE

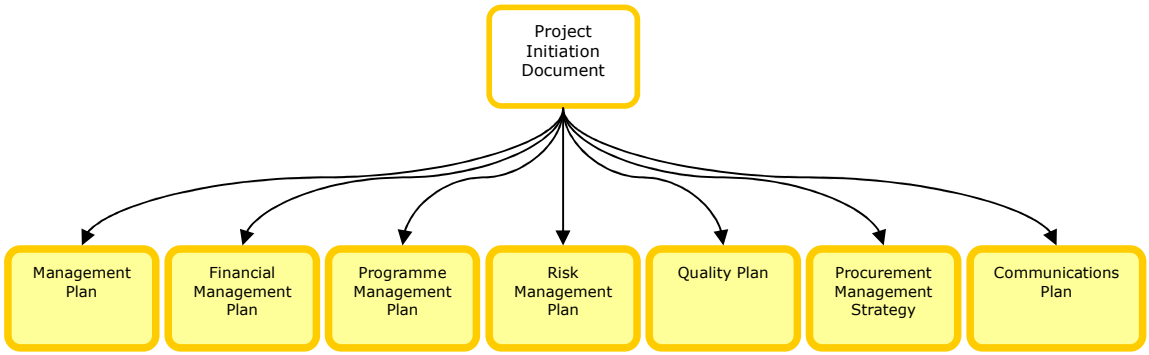
Issue and revision record

Revision	Date	Originator	Checker	Approver	Description
0.1	9th July 2009	N A Searle	D A Hand	J McMahon SMBC	First Draft for discussion
0.2	24th August 2009	N A Searle	F A Johnston	J McMahon SMBC	Second Draft
0.3	27th August 2009	N A Searle	A S Parke	J McMahon SMBC	Third Draft
0.4	1st October 2009	TJ Baker URS		J McMahon SMBC	Forth Draft - SMBC
0.5	10th March 2010	J Roberts URS	Tim Baker URS		Fifth Draft for comment by Project Board
1.0	31st March 2010	J Roberts URS	Tim Baker URS	Project Board	First Issue
2.0	19th January 2011	J Roberts URS	Graham Martin URS / Sue Stevenson	Project Board	Second Issue
3.0	2nd May	J Roberts URS	Graham Martin URS / Sue Stevenson	J McMahon, SMBC	Third Issue
4.0	29th October	J Roberts URS	Graham Martin URS	J McMahon, SMBC	Fourth Issue

Content

1. Purpose of Document

This Management Plan is part of a suite of management plans which supports the Project Initiation Document as outlined in the below diagram.



The purpose of this document is to describe the project structure that will take the project from its current position through to delivery and completion.

This document outlines the project management structure which enables effective governance for the scheme. In particular, it addresses the challenges of having a promoting team rather than a single promoting authority. The scheme will be promoted by Stockport Council on behalf of the Greater Manchester Combined Authority in partnership with Manchester City Council and Cheshire East Council.

Later sections outline how the use of existing skills and resources within the promoting authorities can be utilised to best affect, minimising cost and long-term improving the skill set and ability of council staff.

2. The Greater Manchester Context

The A6 to Manchester Airport Relief Road is one of the projects identified within the Greater Manchester Transport Fund which was created by the Association of Greater Manchester Authorities (AGMA) and is managed by the Greater Manchester Combined Authority (GMCA).

The Greater Manchester Transport Fund has it own reporting procedures and requirements including submission of updates to AGMA leaders and the Greater Manchester Integrated Transport Authority (GMITA) member as well as a reviewing role for the major scheme business case.

The Project Director will liaise with the Greater Manchester Transport Fund (GMTF) representatives providing updates and other information as required.

3. Overall Project Management Structure

3.1 Management Structure

The structure addresses the scheme as a single project. The Management Structure has been agreed at Project Board level. Upon the appointment of a Principal Contractor to deliver the scheme, the management structure will incorporate representatives from the successful contractor as a delivery partner.

The proposed management structure is shown in Figure 1 below

Figure 2: Overall Management Structure

The various tiers of the management structure are described below and a detailed Organisation Chart is shown in Appendix A.

3.2 Chief Executive's Steering Group

The Chief Executive's Steering Group will provide a direct link to the necessary authority required to allow the scheme to progress at a number of key stages in the project lifecycle. The Chief Executive's Steering Group is made up of the Chief Executives from Stockport Council, Manchester City Council, Manchester Airport Group and TfGM. The Chief Executive's Steering Group will be responsible for approving major changes to the delivery programme and constituent/fundamental elements of the project delivery including budget and consultations.

3.3 Project Board

Members of the Project Board hold senior executive functions within Stockport Metropolitan Borough Council, Manchester City Council, Cheshire East Council and TfGM. It will be chaired by the Senior Responsible Owner (SRO). The Project Board are responsible for setting the strategic direction of the project in line with the end-user requirements and authority provided by the funding body, the Greater Manchester Combined Authority Executive. The specific remit of the Project Board members is to assist the SRO in decision making and on-going progress of the project.

The Project Board will consist of the following:

- The Chief Executive of Stockport Council as SRO – Eamonn Boylan
- The Major Projects Director for Stockport Council as Project Director – Jim McMahon
- The Head of City Policy for Manchester Council – Jessica Bowles
- The Stockport Council Solicitor – Barry Khan
- The Stockport Council Treasurer – Steve Houston
- Interim Chief Operating Officer, TfGM – Bob Morris
- Strategic Director Places and Organisational Capacity, Cheshire East Council – John Nicholson

The Project Board may also invite people to specific meetings in order to gather expert opinion or input to decisions made by the SRO as the Board's executive. For example, the views of corporate or programme management, technical specialists, or other key stakeholders may be required.

3.4 Project Delivery Team

The proposed Project Delivery Team will be responsible to the Project Board and specifically the Project Director for the consideration and resolution of detailed project issues. The Project Delivery Team will include members from Stockport, Cheshire East and Manchester councils capable of making decisions of a technical and, where appropriate, strategic nature.

The Project Delivery Team will meet every month and will consider key project issues including design decisions, cost, programme and risk.

The aim of the Project Delivery Team is to resolve as many issues as possible which would otherwise be elevated to the Project Board. The Project Board will still be responsible for key strategic decisions but will request that issues of detail requiring unilateral agreement are resolved or at least considered in detail by the Project Delivery Team wherever possible. Where the Project Delivery Team is unable to make a project decision this will be elevated to the Project Board.

In addition, dedicated staff will work to the Project Manager to undertake the following roles throughout the project life-cycle including staff representing the following

- Management of Communications & Public Liaison
- Management of Procurement and Project Finances
- Management of the Project Programme (schedule)
- Management of Risks and Opportunities
- Document Management , Quality and Change Control

The Finance Manager is required to be a member of SMBC as task orders and invoices require approval of SMBC. This role will be undertaken by Martin Rigby, Head of Engineering Services for SMBC.

Detail concerning the role of the individual Project Delivery Team members is set out in Section 3 of this paper.

3.5 Project Manager

The Project Manager will be responsible to the Project Delivery Team and specifically the Project Director for the delivery of the scheme in all respects. The Project Manager will lead the Project Delivery Team.

3.6 Project Development and Design Team

The Project Development and Design Team will consist of a significant number of specialist skilled staff including consultants. The role of the Project Development and Design Team will be to deliver the scheme in line with instructions provided by the Project Manager. The Project Development and Design Team is critical to the timely delivery of the project to budget. As described in the detailed management structure in Detailed Organisation Charts, the delivery team will consist of the following:

- Project Manager – Graham Martin (URS)

- Assistant Project Manager – Joseph Roberts (URS). The Assistant Project Manager will take on specific responsibilities including the role of Risk Manager, Programme Manager and Project Controls Manager.
- Preliminary highways design to be carried out by a core design team located in SMBC offices led by the Design Manager, Naz Huda.
- Environmental Impact Assessment (EIA) and production of the Environmental Statement to be carried out by Mouchel.
- Business Case, Transport Assessment and Mitigation measures to be managed by Atkins with TfGM HFAS and MVA consultants providing Traffic Modelling services.
- Land acquisition and orders works to be carried by the core design team with additional support as required. A specialist Engineer with extensive orders experience has been commissioned to oversee the process of production of draft orders to mitigate the risk incorrect orders pose at Public Inquiry stage. Norfolk Property Surveyors has been commissioned to carry out negotiations with all lands owners on behalf of the scheme.

The Project Development and Design Team is made up of a helpful mix of staff from the authorities and consultants adding specific expertise, resource or skills where necessary.

Utilising staff from within the authorities will provide a number of benefits including but not limited to:

- Ensuring uniformity of standards with the authorities existing assets
- Offering unique opportunities for staff development
- Offering opportunities for skills transfer from private to public sector
- Offer an opportunity for the investment in scheme implementation to be felt for some time after delivery of the scheme through improvements in staff capability and experience
- Ensures a high degree of staff utilisation when other work-streams may be reducing
- Offers the potential to retain skill sets that might otherwise be lost with reducing workloads elsewhere within the authorities.

All of the above are sound reasons for making use of staff within the local authorities in a broad cross section of roles. However, this is balanced with ensuring the Project Manager and Project Delivery Team has sufficient knowledge and experience to ensure delivery.

3.7 Future Scheme Development

As the project progresses from the scheme development stage through the statutory process and powers to the construction preparation and construction stages, the management plan will be reviewed and revised as necessary to reflect changes in priorities etc.

4. Roles and Responsibilities

4.1 Introduction

This section sets out the basic functions, roles and responsibilities of each of the management levels described in Section 2.

4.2 Chief Executive's Steering Group

The role and responsibility of the Chief Executive's Steering Group is to provide the political support and guidance for the project.

The Chief Executive's Steering Group is responsible for assisting the Project Board with ensuring all project decisions made are in accordance with the due process in relation to the standing orders and delegation arrangements of each of the local authorities.

Specifically, the Chief Executive's Steering Group will:

- Provide strategic guidance to the project and its delivery.
- Ensure that all required authority is given to the Project Broad to successfully delivery the scheme.
- Obtain approval from respective Executives for scheme development.
- Obtain approval from respective Executives for submission to the respective planning authorities for formal planning application.
- Obtain approval from respective Executives for submission to the DfT for:
  - Programme Entry (Major Scheme Business Case – DfT approval in principle that scheme is acceptable)
  - Conditional Approval (To approve funding prior to commencement of procurement of contractor for construction)
  - Final Approval (To approve funding prior to commencement of construction)
- To provide direction and guidance to the Project Board and ensure effective governance of the project.
- To work with the Project Board to create a suitable mandate for financial control that will satisfy the requirements of all funding parties.
- Advise the Executives of progress and any revisions to the scheme (with particular respect to local issues) and any publicity (e.g. exhibitions, publication of information and public inquiry).

Additional members other than those set out in Section 2 may be co-opted at a later date, by the agreement of the Chief Executive's Steering Group. The SRO will act as chair at all Chief Executive's Steering Group meetings.

If a member of the Chief Executive's Steering Group cannot attend a meeting, they may, on occasion, send a substitute. Any substitute will be expected to have sufficient authority to make decisions on behalf of their authority at the particular meeting or will be capable of feeding back project issues to the Chief Executive's Steering Group member to be resolved as quickly as possible. The quorum for the Chief Executive's Steering Group will be the Chief Executives for Stockport, Cheshire East and Manchester City Councils and TfGM.

For decisions that require executive approval from each local authority the members of the Chief Executive's Steering Group will be responsible for seeking this approval.

4.3 Project Board

The Project Board is responsible for setting the strategic direction of the project in line with the end-user requirements and authority provided by the Greater Manchester Combined Authority.

The specific remit of the Project Board members is to assist the SRO in decision-making and on-going progress of the project.

The Project Board will be chaired by the SRO, who takes executive responsibility for decisions relating to the project.

The Project Board provides the SRO with stakeholder and technical input to decisions affecting the project; ultimate authority and accountability must reside with the SRO.

The Project Board's responsibilities and specifically the SRO's responsibilities include but are not limited to:

- Sanctioning the start of the project, commencing of particular phases in the project, authorising and accepting changes, within the limit of the authority granted to the Board by the Greater Manchester Combined Authority, and accepting closure of the project
- Ensuring the active involvement of key stakeholders and other client support functions such as legal and financial departments involved in internal authority approvals and commitments e.g. Section 151 officer authorisation

- Agreeing the position of Project Director as its representative to act as the main point of focus for the project on a day to day basis and in dealings with Government departments such as the DfT
- Delegating levels of authority to the Project Director and Project Manager as necessary and appropriate to ensure efficient delivery of the project
- Monitoring compliance with the corporate policies and governance requirements of the promoting authority.
- Being accountable for the achievement of the project objectives and the delivery of the benefits as defined
- Providing resolution to all issues escalated to the Project Board by either the Project Delivery Team or Project Manager
- Signing off the Project Brief and Project Initiation Document or equivalent
- Agreeing all major plans
- Authorising any major deviations from the agreed stage plans
- Signing off the completion of each stage, including the deliverables, and giving approval to start the subsequent stage
- Authorising all key organisation / commercial decisions for the project
- Ensuring availability of key client resources for the project
- Resolving any conflicts escalated by the Project Delivery Team, client or supplier;
  - agreeing the project tolerances for time, quality and cost
- Approving all budgets and tolerances for time, quality and cost along with reporting and monitoring requirements
- Ensuring other client departments provide effective support to the project as required to ensure the successful outcome of the project
- Reporting regularly to the Chief Executive's Steering Group on progress against project objectives and seek in a timely manner any necessary formal political approvals and agreements to key project changes
- Have overall responsibility for risk on the Project
- Agreeing and reviewing the quality assurance for the project
- Providing advice and direction to the Project Manager
- Approving the end project report and the lessons learned report

- Ensuring that a post implementation review (or post project review) is scheduled and takes place – this will take the form of a TfGM PMP Stage 6, Close Out Gateway Review.

4.4 Project Delivery Team

The Project Delivery Team is responsible for resolving all project issues that require cross authority agreement but do not have a strategic impact on the scheme. The Project Delivery Team will be led by the Project Director.

The Project Delivery Team's responsibilities include but are not limited to:

- Directing by the authority of the Project Director and Project Manager as determined by the Project Board as necessary and appropriate to ensure efficient delivery of the project
- Monitoring compliance with the corporate policies and governance requirements of the promoting authorities and escalate as appropriate key decisions to the Project Board
- Being accountable for the achievement of the project objectives and the delivery of the benefits as defined
- Providing resolution to all issues escalated to the Project Delivery Team by either the Project Director or Project Manager where possible
- Escalating all project issues to the Project Board where resolution cannot be reached at Project Delivery Team level or where the authority of the Project Board is required as stipulated by the Project Board
- Authorising any minor deviations from the agreed programme
- Reviewing all key organisation / commercial decisions for the project before escalating, where appropriate, to the Project Board for final decision
- Helping assure availability of key client resources for the project
- Working to resolve, where appropriate, any conflicts escalated by the Project Delivery Team, client or supplier; agreeing the project tolerances for time, quality and cost
- Reviewing all budgets and tolerances for time, quality and cost along with reporting and monitoring requirements and advising the Project Board as appropriate

- Assisting so that client departments provide effective support to the project as required to ensure a successful outcome of the project
- Reporting regularly (no less than monthly) to the Project Board on progress against project objectives
- Assisting with risk(s) appraisal associated with the project
- Assisting with quality assurance for the project
- Providing advice and direction to the Project Director
- Providing input into the end project report and the lessons learned report
- Assisting with the post implementation review (or post project review)

4.5 Senior Responsible Owner (SRO)

The responsibilities of the SRO are covered in detail in section 3.3 above. The SRO is the Chief Executive of Stockport Council, Eamonn Boylan. The required skills for the roles of SRO are set out in section 4.

4.6 Project Director

Jim McMahon, the Project Director is responsible for the delivery of the project and acts as the interface between the Project Board and Project Delivery Team. The Project Director is the client side representative who acts as the focal point for the Project Manager and the Project Delivery Team. The Project Director will be responsible for the management of the project on a day to day basis and is responsible for ensuring the Project Objectives are delivered.

The Project Director will ensure that the Project Delivery Team has the necessary direction and will provide decisions to the Project Manager where required. The Project Director will also be responsible for obtaining necessary approvals from the Project Board in a timely manner, for reporting to the Project Board and where necessary engaging with stakeholders.

The Project Director's responsibilities will include but are not be limited to:

- Ensuring the project management framework is in place and take ownership of the Gateway review process for the project
- Overseeing the preparation of the project brief, Project Initiation Document (PID) and business case

- Securing the resources and expertise necessary to deliver the project whether this is from within the authorities or by external appointment. In the latter case, responsibility for procurement in accordance with the relevant regulations and authority requirements to appoint advisors in a timely manner
- Co-ordinating and directing end user input
- Managing the project value management strategy
- Controlling all changes to the project following approval from the Project Board
- Overseeing risk determination and management
- Managing the project budget including risk allowances
- Acting as a sole point of contact for the Project Manager
- Delegation of responsibilities and authority to the Project Manager in an appropriate manner
- Establishing and monitoring the detailed reporting processes necessary for the project from the Project Manager
- Ensuring the Project Manager receives decisions on time
- Assisting and supporting the Project Manager with the management of major issues

The above outlines the Project Director's primary responsibilities as well as the requirement to provide the general direction and support to the Project Manager.

4.7 Project Manager

The Project Manager is responsible to the Project Director for ensuring that the project is delivered on time, to budget and to the required quality standards, meeting the project objectives.

The Project Manager is also responsible for the efficient organisation, management and co-ordination of the Project Delivery Team.

The Project Manager's roles and responsibilities include but are not limited to:

- Establishing and mobilising the Project Delivery Team providing clear roles and responsibilities

- Ensuring at all times that the project is adequately resourced and the project staff are sufficiently trained and experienced to carry out their duties in an effective manner
- Providing regular (not less than monthly) reporting on progress against budget, programme and quality to the Project Director
- Prioritising project goals with other on-going projects, via the Project Director where necessary
- Ensuring adequate project staff and suppliers are available in a timely manner for the execution of the project
- Identifying and addressing any training needs
- Ensuring that project planning and control are introduced into the project including:
  - Recording and managing project issues and escalating where necessary
  - Managing and controlling the project budget
  - Providing status reports to the Project Director as required
  - Resolving cross discipline / workstream issues at project level
  - Managing change control; escalating issues where necessary for approval by the SRO and Project Board
  - Managing project progress and performance against the Project Programme Plan and Project Quality Plan
  - Managing supplier input within agreed defined budgets, programmes and quality parameters
  - Ensuring the design specification receives final approval prior to implementation
- Working closely with End Users to ensure the project meets the business needs (in this case the relevant Local Highway Authorities)
- Defining the End User acceptance programme, in this case the Stage 3 Road Safety Audit points and other criteria for adoption
- Managing project evaluation
- Overseeing the risk management process needed to serve the needs of the project and ensure value for money
- Carrying out or ensuring that risk assessments are undertaken, risks are quantified and actions are undertaken to actively manage risks to a level that is As Low As Reasonably Practicable (ALARP)

- Facilitating and managing risk and opportunity management workshops
- Developing and maintaining project risk registers
- Undertaking a formal project closure process in liaison with the Project Director

5. Skill Requirements

5.1 Introduction

This section sets out the general skill requirements of each of the primary functions in the project management structure. The skill requirements listed are ideal requirements. The SRO will continue to appraise the need to balance the use of skilled staff from within the existing Local Authority teams and the need to supplement this skill base with external resources as required.

5.2 Project Board Members

The Project Board members should have the following core skills:

- The ability to understand project plans and monitor progress against the plans
- An ability to identify, understand and act on those factors that affect the successful delivery of the project
- An ability to broker and retain relationships with stakeholders within and outside the project even when issues become difficult or points of conflict arise with differing objectives
- An ability to provide delegated authority, as required, to ensure the project meets its objectives
- An awareness of the broader perspective and how it affects the project
- The ability to make difficult decisions with respect of the project taking into account all of the influencing factors, in the best interests of the project and the Chief Executive's Steering Group's wishes
- Experience in the delivery of similar projects with likely similar issues, irrespective of scale
- The ability and commitment to do whatever it takes in difficult situations to ensure the project can continue towards meeting its objectives at all times

The above is not an exhaustive list but highlights the main skills or qualities that all Project Board members should possess.

5.3 Senior Responsible Owner

The SRO is the key leader of the project. In addition to the skills of Project Board members generally, the SRO should show the following abilities and characteristics.

The SRO needs to:

- Take responsibility - including putting things right when they go wrong, and ensuring that recognition is given when they go right
- Have a good understanding of the business issues associated with the project
- Demonstrate strong leadership at all levels of activity
- Be active in leading the project and not just a figurehead
- Have sufficient experience and training to carry out SRO responsibilities

The SRO must be able to:

- Broker relationships with stakeholders within and outside the project
- Deploy delegated authority to ensure that the project achieves its objectives, sometimes in an adverse environment
- Provide advice and guidance to the Project Board and Project Delivery Team as necessary
- Acknowledge their own skill / knowledge gaps and structure the Project Board and Project Delivery Team accordingly to ensure a strong leadership team
- Give the time required to perform the role effectively
- Negotiate well and influence people at all levels in all organisations
- Be aware of the broader perspective and how it affects the project
- Network effectively
- Be honest and frank about project progress, finance and other matters of delivery
- Actively aware of the public participation in the project

5.4 Project Director

The Project Director is the most senior member of the Project Delivery Team responsible for delivery on-the-ground. The Project Director must be an effective senior manager with the key skills as detailed below.

The Project Director needs to:

- Apply appropriate quality management principles and processes
- Apply appropriate levels of risk assessment and management principles and processes

- Network effectively, negotiate well and influence people at all levels, brokering relationships with stakeholders within and outside the project
- Be aware of the broader perspective and how it affects the project
- Show significant experience in the effective and successful management of other similar projects in terms of scale and complexity
- Be able to lead a diverse and strong Project Delivery Team developing a single focus on delivery in a way that supports the Project Development and Design Team and Project Manager
- Be able to demonstrate experience of actively managing conflict within teams, resolving personal differences and manage a diverse team to obtain the best possible performance
- Communicate effectively, clearly and concisely at all levels
- Be able to quickly identify what is important in reaching the project objectives
- Be able to maintain the above characteristics under extreme pressure working effectively to tight deadlines

5.5 Project Manager

The Project Manager is likely to set the tone and quality of the project management inputs and outputs for the project and is the key to successful delivery.

Key skills and abilities in addition to those of the Project Director are likely to include:

- A high degree of competency in establishing, implementing and monitoring effective project control processes
- Experience in managing a significant management team on a project of similar scale and complexity
- An ability to form effective working relationships with a wide range of staff at all levels
- An ability and experience in management of project finances
- An ability to lead the Project Delivery Team, generating a high degree of co-operation within the team
- An ability to function under sustained pressure

- An ability to understand a wide range of technical issues as presented by the Project Delivery Team and understand their importance to project delivery
- Significant demonstrable experience in the management of projects which have a similar staged structure i.e. experience at all stages of the project life cycle from planning through procurement to implementation
- An ability to not manage purely by programme
- An ability to listen to the Project Development and Design Team, understand and take on board risks and issues identified by them.

5.6 Manager – Business Case

This is a key management function. The person fulfilling this role will need to be supported by a team that has sound experience in the preparation of business cases for submission to the DfT.

The person should have a broad knowledge of projects from planning, through implementation as well as understanding the details of project funding. This role should be seen as being able to advise both the Project Director and Project Board on all issues relating to the business case.

It is essential that this manager has a working and demonstrable knowledge of the DfT's requirements in relation to the submission of Major Scheme Business Cases at each stage of a project. Ideally, this person will already have developed credibility within DfT although this is not essential.

5.7 Manager – Planning

This is a key role in ensuring the project has the necessary powers and authority to proceed. Satisfying the planning requirements of the project will inevitably be on the critical path of the project during the early stages of development. The individual fulfilling this role must be capable of organising a wide range of different technical resources and specialists to deliver a coherent project to a challenging public inquiry. Long term commitment from the individual to the project is essential as ideally they should be part of the project team from this point right through to the end of the public inquiry if not beyond.

The individual should have significant experience in leading projects of a similar scale and nature through challenging public inquiries supported by the necessary technical specialists.

5.8 Manager – Design

The Design Manager should be an experienced Engineer with significant and broad engineering experience. In addition, they must have significant experience of managing diverse design teams, delivering to programme and within a budget. Importantly, the Design Manager must have experience of design at all stages in the project life cycle from planning through to implementation, even though the method of procurement may eliminate the need to undertake significant detail design. By understanding the whole design process, the Design Manager will be able to provide effective advice to the Project Manager / Project Delivery Team / Project Development and Design Team on the most appropriate level of design for the chosen procurement route.

The Design Manger will need to provide technical leadership to the design processes being familiar with design standards for a wide range of technical disciplines. They should also be able to readily identify technical risk issues and understand the concept of value engineering. It is important that the Design Manager has experience of implementing value engineering in the context of a risk managed project. This might imply adopting a need to undertake detailed design in order to clarify or quantify risks and thus save money in procurement as a way of providing value engineering.

5.9 Manager - Procurement

The Procurement Manager is a key role which will need significant and wide experience in the procurement of similar engineering projects to be performed effectively.

Knowledge and experience of the current UK procurement regulations is an essential skill.

Equally important however, is a broad and detailed understanding of the different procurement options that might be relevant to this particular project, their benefits and in particular as the project manager, the outputs required for a successful procurement.

The Procurement Manager must have sufficient experience to be able to look well ahead of programme and advise the Project Manager well in advance when key information is required for input to the selected

procurement process. It will be essential as part of the procurement process for a project of this scale and nature that the promoters are perceived by the market place to have credibility. One of the most important aspects in demonstrating this is a well planned and managed procurement process. Once the bidders are engaged in procurement they will expect it to be an efficient process providing clear instruction according to a clear published programme. Failure to do this may undermine the credibility of both the promoters and the project.

The Procurement Manager must therefore be skilled in forward planning, communicating with the Project Manager well in advance as to the clear requirements to feed into the procurement process.

One key function of the Procurement Manager must be to ensure that due process is followed, that the process is above scrutiny and to put in place all necessary processes to ensure that the procurement is objective in every sense.

The Project Board and Project Director must have sufficient confidence in the Procurement Manager that an efficient and effective procedurally correct process will be implemented.

5.10 Manager – Project Controls

The Project Controls Manager will lead the project controls team and mentor / supervise members of the team in their core discipline areas. The Project Controls Manager will act as the principal member of the project controls team providing advice and reporting data to support the successful delivery and management of the scheme. The Project Controls Manager should be responsible for all project documentation, ensuring correct distribution, revision, archiving, publications etc. Key responsibilities include:

- Managing the control team across the full range of project control activities including scope, cost, schedule, resource, change and risk, and the integration thereof,
- Providing specialist controls services to integrate controls functions, methodologies and applications with the promoting Councils' existing management systems,
- Advising on selection and tailoring of project control components, integrated systems and processes,
- Introductory and specialist staff training and knowledge transfer, including project reporting / audit / recovery,

- Interpreting and reporting the output from the project controls team up and downstream.

The Project Controls Manager shall have significant experience and a proven track record in:

- Selection, adaptation and integration of all project control components through all project stages
- Managing project controls on major projects and programmes of work in multiple sectors
- Working closely with other functions across project management and delivery teams, providing efficient and effective data transfer
- Operating as a project controls leader, managing teams and delivering successful solutions for clients across different sectors

Key skills shall include:

- Experience in project and programme planning, cost, EVM, risk and reporting
- Highly conversant in both planning and cost engineering methodologies across various contracting arrangements
- Good IT skills – ability to adapt to new systems readily and utilise them in highly effective ways, leading to improved efficiency
- Excellent leadership, communication and analytical skills combined with a proactive approach to service delivery

5.11 Assistant Project Management staff

There will be the need for a range of other staff to assist the Project Manager. These will include staff with specific responsibility for the following areas.

- Financial Control of the Project
- Risk Management of the Project
- Programme Planning

These staff should have particular skills in the disciplines described. In the case of the financial control of the project, there is part of this role that could effectively be undertaken by a part time finance officer from one of the authorities. This role would be that of managing the monies spent between the three promoting authorities, including cash flow. This is considered distinctly different from the management of project budgets and expenditure.

Appendices

Appendix A.

A6 to Manchester Airport Relief Road
Governance Framework

GMCA Executive

Delegated Finance & Final Approvals to SMBC (as Lead Authority)

CA's s151 officer sign-off with financial accountability with CA (with s151 officer approval from MCC & SMBC if required and/or rest of GM)

TfGM Committee

Programming
(re A6 to Manchester Airport Relief Road relationship with GMTF)
SMBC report in A6 to Manchester Airport Relief Road programming / spend profiling to TfGMC

Manchester City Council

Stockport Metropolitan Borough Council
Lead Authority
Budgetary Approval & Delegation Powers

Cheshire East Council

Project Assurance

TfGM Gateway Review Process

Adoption of TfGM Gateway review process

Section 8 Agreement in place between the 3 no. promoting Local Authorities
Various Highway Powers delegated to Lead Authority to implement the scheme

Executive Approvals will still be required from all 3 LA's for various activities e.g. implementation of CPO

CEX Steering Group

TfGM	MANCHESTER CITY COUNCIL	STOCKPORT COUNCIL	Manchester Airport Group
David Leather	**Sir Howard Bernstein**	**Eamonn Boylan**	**John Atkins**
Chief Executive	Chief Executive	Chief Executive	Airport City Director

Review and recommend for CEX Steering Group approval of new programmes and constituent / fundamental elements of the project delivery e.g. budget, consultations

A6 to Manchester Airport Relief Road PROJECT BOARD

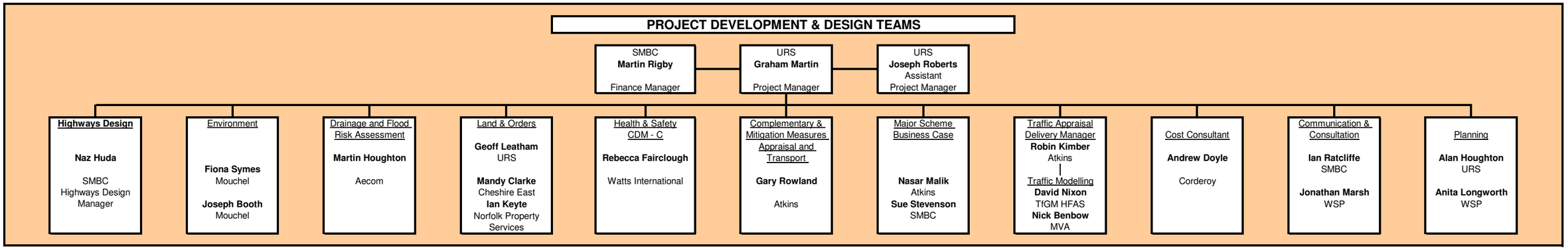
Bob Morris	Jim McMahon	Steve Houston	Eamonn Boylan	Barry Khan	Jessica Bowles	John Nicholson
Interim Chief Operating Officer TfGM	Project Director Stockport Council	Council Treasurer Stockport Council	Chief Executive Stockport Council **SENIOR RESPONSIBLE OWNER**	Council Solicitor Stockport Council	Head of City Policy Manchester City Council	Strategic Director Places and Organisational Capacity Cheshire East Council

A6 to Manchester Airport Relief Road PROJECT DELIVERY TEAM

CHESHIRE EAST COUNCIL	STOCKPORT COUNCIL	Project Director & Project Manager	MANCHESTER CITY COUNCIL	URS
				Specialist Major Highways Advisor

A6 to Manchester Airport Relief Road PROJECT DEVELOPMENT & DESIGN TEAMS

Project Development and Design Teams



A6 to Manchester Airport Relief Road

Financial Management Strategy and Plan

October 2012

STOCKPORT METROPOLITAN BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

Cheshire East Council

A6 to Manchester Airport Relief Road

Financial Management Strategy and Plan

1007/2.17/003

October 2012

Stockport Council
Fred Perry House
Stockport,
SK1 3XE

Issue and revision record

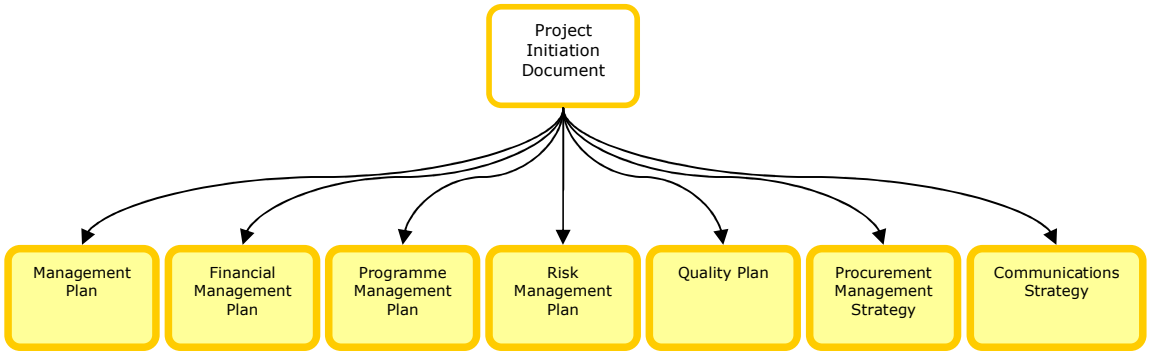
Revision	Date	Originator	Checker	Approver	Description
0.1	19.08.2009	N A Searle	A S Parke / F A Johnston	J McMahon (SMBC)	First Draft
0.2	08.10.2009	S Stevenson		Project Board	Second Draft – Issued to the DfT for comment
0.3	04.03.2010	J Roberts	G Martin		Third Draft
1.0	29/03/2010	J Roberts	G Martin	Project Board	1st Issue
2.0	21/01/2011	J Roberts	G Martin / S Stevenson	Project Board	2nd Issue
3.0	03/05/2012	J Roberts	G Martin	J McMahon	3rd Issue
4.0	29/10/2012	J Roberts	G Martin	J McMahon	4th Issue

Content

1. Financial Management

1.1 Purpose of this document

This Financial Management Strategy and Plan is part of a suite of management plans which supports the Project Initiation Document as outlined in the below diagram.



The purpose of this document is to set out the financial management strategy and plan for the A6 to Manchester Airport Relief Road scheme.

This document outlines the financial controls and governance needed to deliver the scheme.

This document considers actions necessary for the practical implementation of financial control on the A6 to Manchester Airport Relief Road.

This document sets out what is required to implement financial management and reporting to achieve transparency for all parties involved in the funding of the scheme.

This document covers;

- Financial Management Strategy for the scheme
- Financial Management Plan for the scheme

2. Financial Management Strategy

2.1 Sources of Funding

The A6 to Manchester Airport Relief Road scheme is dependent on a number of funding sources. The primary sources of funding include;

- Contributions from Greater Manchester Transport Fund (GMTF)
- Contributions from the Department for Transport (DfT)
- Local Authority contributions
- Contributions from Manchester Airport Group

2.1.1 Funding Package

In autumn 2008, the Government announced they would contribute up to £165m from national funds towards the cost of the A6 to Manchester Airport Relief Road Scheme. This funding was confirmed by the Chancellor of the Exchequer in his recent Autumn Statement and in the National Infrastructure Plan 2011.

In May 2009, the Leaders of the Association of Greater Manchester Authorities (AGMA) agreed to create a Greater Manchester Transport Fund of over £1.5 billion to fund key projects, which included a contribution towards the A6 to Manchester Airport Relief Road Scheme. Local Authority officers had indicated that following a review, £290m would be sufficient to build this scheme.

There has, therefore, been a recent commitment to the scheme at a national and sub-national level. On this basis, and demonstrating the scheme promoters' commitment to delivering the scheme, an innovative funding package is being prepared, comprising the following:

- £165 million ring-fenced contribution to the scheme from DfT, in recognition of the scheme's wider (i.e. beyond Greater Manchester and Cheshire East) benefits; and

- £125 million in local contributions utilising the Greater Manchester Transport Fund using the Greater Manchester Earn Back Model

2.2 Availability of Funding (Timescale)

The timing of funding from all sources is critical to the actual cost and delivery of the A6 to Manchester Airport Relief Road scheme. The financial management plan sets out the time constraints on all funding streams such that the financial viability of the scheme can be demonstrated.

Uncertainty of timing with respect to particular parts of the funding would lead to the need for additional temporary borrowing as would the way in which this can be delivered.

2.3 Financial Control

The A6 to Manchester Airport Relief Road will be funded by a number of sources and stakeholders in the scheme.

This brings with it the need for high quality financial controls, management and above all, transparency in managing the expenditure and receipts to the project accounts. It is essential for good governance to prevail and that the processes put in place to control the joint funding of the scheme provide confidence to all parties, that expenditure only takes place:

- Where absolutely necessary
- Delivers Value for Money
- Is in accordance with Local Government Accounting best practice
- Is in accordance with the mandate set by the Project Board
- Meets any explicit requirements of the DfT when appropriate.

2.3.1 Budget Allocation

Budgets will be allocated in a timely manner, approved by the Project Board as appropriate and fully accounted for in expenditure. Allocations will be clear, avoid double counting and overlapping distribution to activities and be budgeted for as a whole to ensure the scheme in its entirety can be delivered at all times within the available funding.

2.3.2 Approval Processes

It is essential that all budgets and expenditure across the scheme are controlled in a suitable manner. An approvals process has been developed for the scheme to maintain the necessary accountability and governance and is discussed further in section 3.

With regards the preparation of the scheme up to Programme Entry it has been agreed by the Project Board that Stockport Metropolitan Borough Council will lead with regards the financial control of expenditure.

2.4 Critical Financial Milestones

Although the funding profile of the scheme has been agreed in principle there are a number of key financial milestones when the funding arrangements will be reviewed. The following critical financial milestones have been identified in the first instance:

- Pre Programme Entry – Local Authority capital and revenue funding will be combined with Local funding contributions to pay the preparation costs up to Programme Entry.
- Programme Entry – Local funding contributions and the DfT funding required for preparation costs to take the scheme through to Conditional Approval
- Conditional Approval – Local Authority and DfT preparation costs funding required to take the scheme through to Final Approval
- Final Approval – With final approval gained, Local and DfT funding will be made available to take the scheme through to implementation

2.5 Control of Expenditure and Cash-flow

The control of all project expenditure and cash-flow should be carefully considered and be in line with budget projection. Expenditure will be fully audit compliant both for the local authorities promoting the scheme and for the DfT at stages post Programme Entry.

2.6 Summary

Financial management for the project will be split into two levels;

- Financial Management
- Cost Management

It has been agreed at Project Board level that financial management for the preparation stages has been allocated to Stockport Metropolitan Borough Council. The Council's Financial Department has established a set of Project Accounts in conjunction with the Project Director. The organisation structure which names team members is included in the Management Plan. During the preparatory stages of the scheme, the duties of the Cost Manager, as described below, will be undertaken by the Project Manager, supported by the Assistant Project Manager.

Financial management includes the following responsibilities:

- Using forecast cost information provided by the Cost Manager to ensure adequate funds are available to fund the scheme at all times
- Manage the availability of funds from the promoters and stakeholders
- Ensure allocation of costs to funds is in line with the agreements between promoters and stakeholders
- Ensure Project Accounts meet all relevant accounting standards necessary to satisfy the three authorities and pass any required audit requirements.

Cost Management is the responsibility of the Cost Manager. It should be clear that although the Cost Manager will play an important role in

collating and monitoring project cost, approvals of all fees / expenditure will be approved by the Financial Manager / Project Director.

The Cost Manager's responsibilities include the following:

- Compiling cost estimates both for scheme development and delivery
- Ensuring robust and proper cost control is implemented across the project team
- Ensure full and detailed records for *all* expenditure across the project are maintained and available for audit at all times
- Ensure that a robust change control mechanism is implemented across the project
- Ensure that all expenditure has the correct authorisation prior to the expenditure being incurred
- Ensure that proper account is taken of risk management in all cost estimates, budgets and out-turn cost assessment
- Ensure detailed cost and budget reporting is delivered in a timely manner to the Project Manager, Project Director and Project Board.
- Project budget estimates and forecast cash flow to the Financial Manager in an appropriate format and at appropriate times to ensure adequate funding is available for the scheme, throughout its life-cycle.

3. Financial Management Plan

3.1 Processes for Identifying Necessary Funding

A process has been undertaken to identify which parts of the project are to be funded from different sources based on the timing of availability of funds. This is necessary to ensure that there is always a source of available funds ready to pay for costs incurred.

The Finance Manager for the project has put in place a process taking into account all necessary approvals from within and outside the project for funding to be put in place.

The Finance Manager is required to be a member of SMBC as task orders and invoices require approval of SMBC. This role will be undertaken by Martin Rigby, Head of Engineering Services for SMBC.

As discussed in the Risk Management Plan, any changes in the agreed project funding will be raised and discussed with the Project Board as appropriate using the change management process.

3.2 Process for Allocating Budgets

Budgets have been established for each work package required to deliver the scheme. Budgets have been built up from estimates of inputs and set against a time line for expenditure. Each budget approved for expenditure by the Finance Manager and Project Director will be allocated to a named manager.

Where budgets are outside of or take the overall scheme budget outside of the agreed and approved budget, additional approval shall be sort from the Project Board as appropriate.

Where a budget is allocated to a named manager this must provide as a minimum the following information;

- Budget ceiling or stage caps
- Deviation from budget will be agreed with the Finance Manager
- Time-scale and cash-flow of expected expenditure through monthly spend profile for each work order to ensure management of expenditure in line with available budget.
- Any specific actions to be taken by the workstream manager that the Project Board expect in order to mitigate budget deviation
- Expectations in respect of inflation where applicable

Similarly, all workstream managers that are allocated budgets by the Finance Manager must ensure that they report in a timely manner.

Monthly reporting against the information provided in the budget i.e. points outlined above.

3.3 Processes for Controlling and Reviewing Cash-flow

In order to properly control cash flow, it is necessary to maintain budget forecasts of future expenditure in addition to historical actual spend data. The budget forecasts need to be based on robust information relating to work activities remaining, time periods for completion and resource requirements.

The most efficient way of managing this is to regularly review, on a monthly basis, costs alongside the project programme and monthly fee profiling provided by the workstreams.

The Cost Manager reviews the workstream fee profile and provides a budget forecast to the Finance Manager on a monthly basis.

3.4 Managing Change in Available Funding

The spend profile of the scheme is aligned with the funding profile to ensure sufficient cash flow. Any deviation or change in funding will be addressed using the change control procedure as set out in the Risk Management Plan.

The Change Control procedure ensures that where appropriate any anticipated change to the intended scheme outcome is, in the first instance, raised as an issue with the Risk Management. The severity of this issue is appraised and where appropriate raised with the Project Board as appropriate for discussion and resolution.

3.5 Baseline Budget Assumptions and Risks

The budget for the scheme preparation costs has been agreed by the Project Board.

The funding at the time of writing is that outlined in the Major Scheme Business Case.

3.6 Changes in Funding Availability

Any mitigation plan for changes in funding available would include a process of value engineering to reduce the overall cost of the scheme.

As stated throughout this strategy and plan, any changes in funding will be managed through the scheme change management process as set out in the Risk Management Plan.

3.7 Budget and Cost Reporting

Budget and cost reporting are implemented by exception. That is, only exceptions against forecast budgets or costs are reported through the management processes.

One common failing of many cost and budget management processes is to report in detail and length against established baselines. In reality, management focus needs to be on exceptions against both budgets and cost baselines.

Workstream managers responsible for work packages or task budgets report no less frequently than monthly on the following:

- Exceptions against base line cost budget
- Exceptions against forecast budget i.e. changes to future costs compared to original budget forecasts
- Exceptions in the timing of expenditure even if quantum of expenditure remains within budget forecast
- Exceptions in risk management i.e. changes in quantum, timing or occurrence of risk, including identification of new risks

The same process should be maintained throughout the management structure with the Cost Manager reporting only exceptions that are outside of the work package budget to the Finance Manager. The Finance Manager should report all changes to budget forecasts that are outside the scheme budget agreed by the Project Board and that require further financial approval of either the Project Board.

A6 to Manchester Airport Relief Road

Programme Management Plan 1007/2.17/004

October 2012

STOCKPORT METROPOLITAN BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

Cheshire East Council

A6 to Manchester Airport Relief Road

Draft Programme Management Plan

1007/2.17/004

October 2012

Stockport Council
Fred Perry House
Stockport,
SK1 3XE

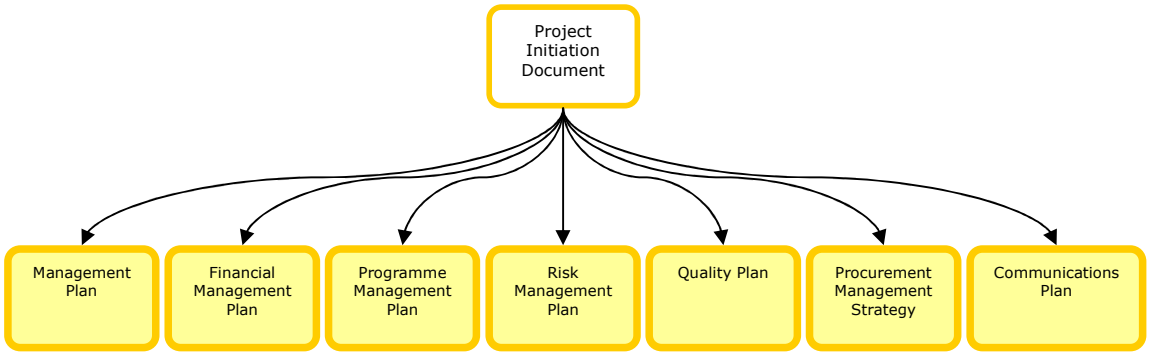
Issue and revision record

Revision	Date	Originator	Checker	Approver	Description
0.1	14/09/09	V Hughes	N Searle		First Draft
0.2	02/03/2010	J Roberts	G Martin		Second Draft
1.0	29/03/10	J Roberts	G Martin	Project Board	First Issue
2.0	19/01/10	J Roberts	G Martin / Sue Stevenson	Project Board	Second Issue
3.0	03/05/12	J Roberts	G Martin	J McMahon	Third Issue
4.0	08/06/12	J Roberts	G Martin	J McMahon	Fourth Issue
5.0	29/10/12	J Roberts	G Martin	J McMahon	Fifth Issue

Content

1. Purpose of Document

This Programme Management Plan is part of a suite of management plans and supports the Project Initiation Document as outlined in the below diagram.



This Programme Management Plan describes the foundations and procedures to be followed when creating and maintaining the Programme to deliver the A6 to Manchester Airport Relief Road scheme. The Programme shall be dynamic such that the impact of the current project performance will be reflected in future scheduled work, enabling Programme adjustments to be made should the outcome indicate problems ahead.

It is the aim of the Programme to provide full visibility of the current and future situation with respect to performance and will be used in conjunction with the Risk Management Plan to predict the potential impacts of identified risks.

This document also defines the responsibilities of the Programme Manager and the inputs required from the other project work streams.

Microsoft Project shall be used for all scheduling.

2. Roles & Responsibilities

The organisation for the scheme in terms of programme management consists of four main parties: the Project Board, the Project Manager, the Programme Manager and the Project Development and Design Team Managers. The programme management responsibilities of the four main parties are detailed below.

The Project Board

The Project Board review and authorise the "Initial Plan" from which the Primary Baseline is set.

The Project Manager

The Project Manager has overall responsibility for ensuring that the programme management process is implemented in accordance with this document.

The Programme Manager – During the preparatory stages the duties of the Programme Manager will be fulfilled by the Assistant Project Manager. The Programme Manager will be responsible for managing the Programme in accordance with this plan and shall:

- Ensure that any external contractors / consultants planning systems meet the full requirements of this plan
- Oversee the development of all programme data pertaining to the A6 to Manchester Airport Relief Road
- Develop and promote best practice
- Provide monthly programme reporting
- Provide support and guidance to each project workstream with respect to all aspects of the planning process
- Liaise and report to the Project Manager

The Project Development and Design Team Managers

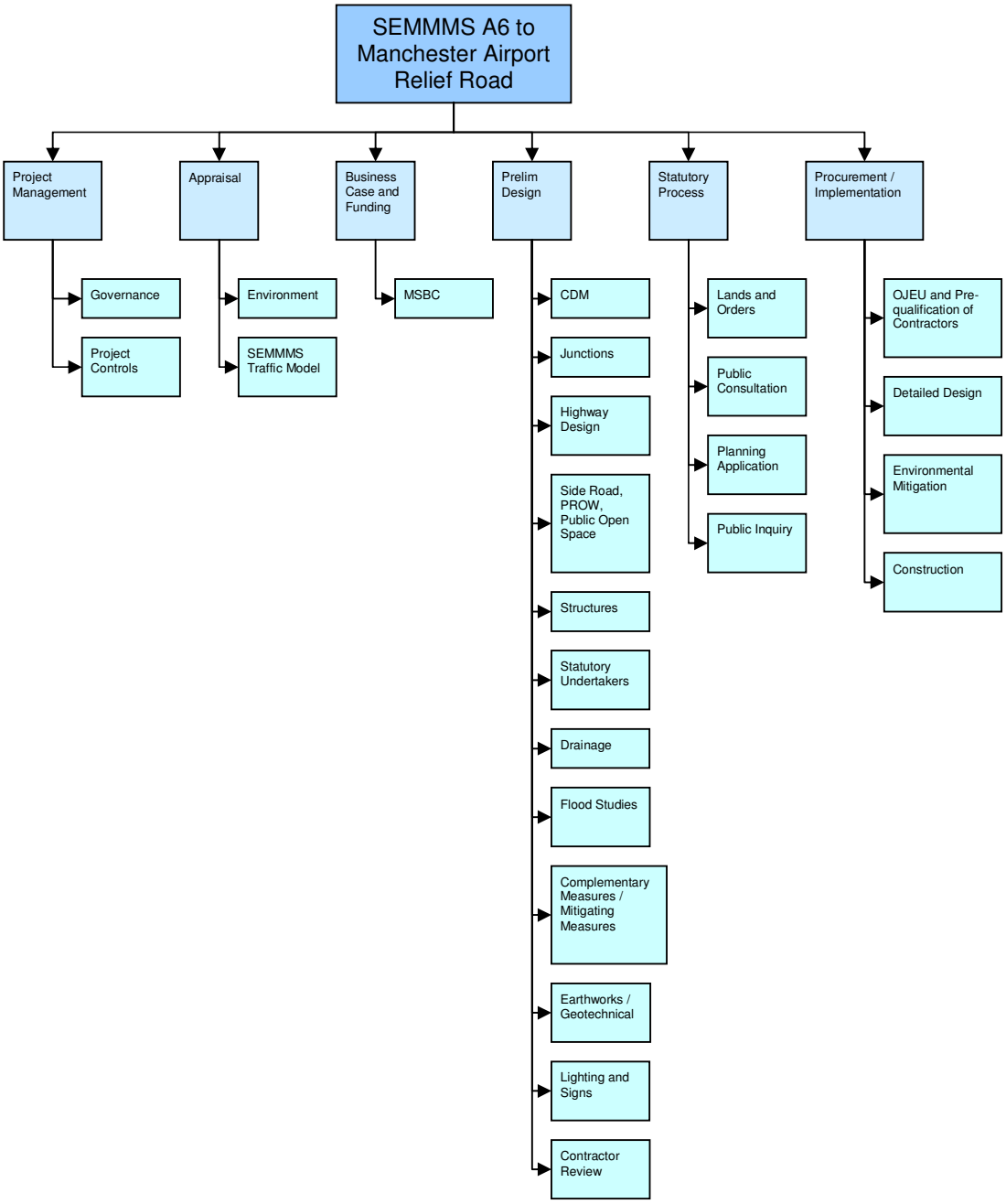
The Project Development and Design Team Managers shall ensure scheduling data required from each workstream is relevant and provided in a timely and accurate manner for progress updates.

3. The Programme Management Process

3.1 The Project Structure

The project structure for A6 to Manchester Airport Relief Road shall be created by the use of the Work Breakdown Structure (WBS).

The current structure is as follows:



3.2 The Project Programme

One Programme will be produced and this will be issued to the various workstreams for reference and reporting. The Programme will be updated and reviewed monthly, scheduling the key project milestones/activities. The Programme will be logged on Project Space and any updates notified to the workstreams as appropriate.

The Key Dates from the Programme are as follows:

- Business Case Submitted to the DfT – Autumn 2012
- Business Case Approved / Programme Entry – Autumn 2012
- Final Scheme Freeze - Spring 2013
- Planning Application – Summer 2013
- Draft Orders Publication – Summer 2013
- Public Inquiry – Spring 2014
- Planning Confirmed – Summer 2014
- Orders Made – Autumn 2014
- DfT Final Approval – Autumn/Winter 2014
- Award of Main Contract and Notice to Proceed – Autumn/Winter 2014
- Road Open - Summer 2017

Activities form the basis of the lowest decomposed scope of the A6 to Manchester Airport Relief Road scheme and they will be in sufficient detail as to divide the scope into manageable work elements. This will allow an uninterrupted flow of work once started in most, if not all, cases. Activities represent a small portion of work and contain sufficient detail such that a clear understanding of the work required can be established. Other guidelines to be considered at this stage of the project development are:

- Activity duration must be the most likely time required to complete the task; optimism should be avoided.
- Constraints shall be used only for external constraints (i.e. availability) or, where resource management is not utilised, for realistic start dates that differ from early dates. This allows for a more representative baseline.

3.3 Baselines

The baseline is recorded and stored on the Programme. New baselines shall only be permitted where a baseline has become so different from the current Programme that comparisons are not possible or meaningful. Baseline data shall be managed as follows:

- A baseline has been created on the approved detailed plan. This is set as the Primary Baseline to be used to compare current and original. This is saved as “Initial Plan” and the first Baseline set.
- On a monthly basis, or as required, a new baseline will be created and set as the next available baseline. This will be used to compare the current and the previous month’s progress for milestone measurements.
- If a full Programme review results in a complete change to the way forward then a new baseline should be created and set as the new Primary Baseline (note this will set all historic baseline data to equal to that achieved).
- If a full Programme review results in fewer, but nonetheless significant, changes to the future Programme, then a baseline update to incorporate these changes should be conducted. This is the preferred method as historic data is unaffected if a correct process is followed.
- Such changes to the Primary Baseline will be approved by the Project Manager, the Project Director and the Project Board before implementation.
- The Change Control process shall be used when a new Primary Baseline is required, all relevant stakeholders must agree any major change.
- Baselines will be kept for the duration of the project, either within the MS Project Database or detached and stored as an archive.

3.4 Guidelines to Updating

In order to ensure full, accurate and dynamic scheduling is maintained it is essential that the correct data is entered.

General Programme management that will be followed on the A6 to Manchester Airport Relief Road scheme will include:

- Review and update of the Programme will be fortnightly (minimum).
- Reporting on the Programme will be monthly; it shall be ascertained which, if any, activities have not been completed in accordance with the Programme, the reasons for this and the consequences of any delay.
- The Programme for the following fortnight shall then be discussed with the responsible person who shall acknowledge the dependencies of their work and accept that the Programme is acceptable.
- Ownership of the work ahead shall be established.
- To a less formal degree, the work Programmed for the next 2 months shall also be reviewed.

Timeline Update (in progress completed activities):

- Enter the activity's actual start date.
- Enter the activity's actual physical % complete or the actual work duration and the expected completion date or expected remaining duration, or
- Enter the activity's actual finish date.
- Review the durations of future activities if current estimated durations are now expected to differ in the light of current knowledge.

Cost Update (in progress activities):

At this stage of the project development the Programme is not a fully resourced programme in terms of budget costs being assigned against each of the individual activities. With the various and numerous workstreams involved at this stage of the project development the budget costs have been ascertained through provision of monthly fee profiling in alignment with the Programme and associated key deliverables from the workstreams.

This approach is detailed within the Financial Management Plan. The Programme and Financial Management will be managed and reviewed together to ensure alignment between the two.

4. Earned Value

4.1 General

Earned Value Analysis (EVA) could form a valuable role in the measurement of performance to enable “an objective measurement of how much work has been accomplished on the project.” The following paragraphs outline the methods and terminology to be considered within the A6 to Manchester Airport Relief Road scheme for EVA.

With the various and numerous workstreams involved at the current stage of the project development the budget costs have been ascertained through provision of monthly fee profiling in alignment with the Programme and associated key deliverables.

The approach to manage Programme with Costs at this stage of the project is detailed within the Financial Management Strategy and Plan. EVA, as explained in the following paragraphs can be incorporated into the next stages of the project development accordingly.

4.2 Earned Value Basics

Three Basic elements are required for Earned Value Analysis (EVA). The abbreviations in bold type that could be used are:

- **Baseline Cost of Work Scheduled (BCWS)** – Forecast cost (inc. profit) of the total amount of work scheduled (i.e. planned) to be performed by the status date.
- **Baseline Cost of Work Performed (BCWP) i.e. the Earned Value** – The planned cost to complete the work that has been done to the status date.
- **Actual cost of Work Performed (ACWP)** – cost incurred to perform the work that has been done to the status date (including profit).

The basic reporting values required in monthly reports are derived from these elements. They are:

- Schedule Performance Index (SPI) = BCWP/BCWS
- An index of less than one means the project is over budget
- Cost Performance Index (CPI) = BCWP/ACWP
- An index of less than one means the project is over budget
- Estimate at Completion (EAC) = ACWP + ((BAC – ∑BCWP)/CPI)

Please note when reviewing the above figures, a result at project level that indicates the overall project is on target could be shielding areas at lower levels that could be ahead and behind Programme, which, when combined, would give a false indication at the higher levels. Therefore the CPI and SPI data at the lower levels should be reviewed before making a final judgment.

5. Reporting

5.1 General

Monthly reporting will be produced covering the results of each month's Programme update and this will be incorporated into the monthly A6 to Manchester Airport Relief Road scheme Progress Report and discussed at the associated monthly Progress Meeting.

5.2 Contents of the Monthly Reporting

The layout of the monthly report will follow a pro-forma agreed with the Project Controls Manager and Project Manager. Two areas of data are required, a written dialogue and tabular data. The contents shall include:

Dialogue:

- A descriptive text summarising the work completed through the course of the relevant reporting period containing the following:
  - Achievements
  - Issues and incidents
  - Reasons for delays, including diminishing float
  - Changes to the future work programme as applicable
  - Recovery programme as applicable
- A descriptive text summarising key work activities to be completed over the course of the next reporting period.
- The reporting will focus on exception reporting where activities are behind and/or ahead of schedule.

5.3 Current High Level Programme

A copy of the current high level programme is included in Appendix A.

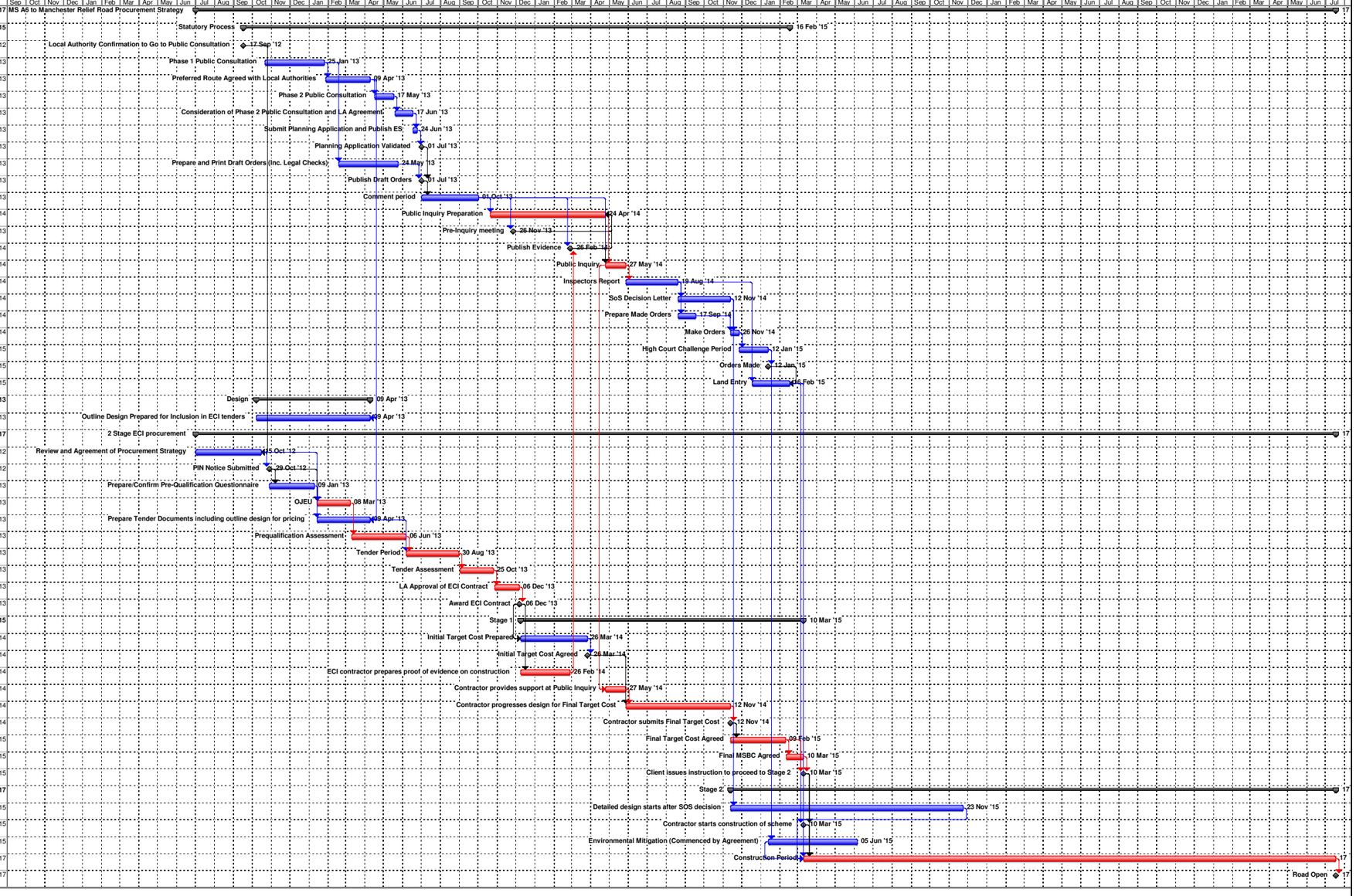
Appendices

Appendix A. High Level Programme

A6 to Manchester Airport Relief Road

Example Staged ECI Procurement Programme

ID	WBS	Task Name	Duration	Start	Finish
1	**1.3.11.6**	**SEMMMS A6 to Manchester Relief Road Procurement Strategy**	**256.2 wks**	**Mon 02/07/12**	**Mon 17/07/17**
2	**1.1**	**Statutory Process**	**122.4 wks**	**Mon 17/09/12**	**Mon 16/02/15**
3	1.1.1	Local Authority Confirmation to Go to Public Consultation	0 wks	Mon 17/09/12	Mon 17/09/12
4	1.1.2	Phase 1 Public Consultation	13.4 wks	Mon 22/10/12	Fri 25/01/13
5	1.1.3	Preferred Route Agreed with Local Authorities	10 wks	Mon 28/01/13	Tue 09/04/13
6	1.1.4	Phase 2 Public Consultation	4.4 wks	Wed 17/04/13	Fri 17/05/13
7	1.1.5	Consideration of Phase 2 Public Consultation and LA Agreement	4 wks	Mon 20/05/13	Mon 17/06/13
8	1.1.6	Submit Planning Application and Publish ES	1 wk	Tue 18/06/13	Mon 24/06/13
9	1.1.7	Planning Application Validated	0 wks	Mon 01/07/13	Mon 01/07/13
10	1.1.8	Prepare and Print Draft Orders (Inc. Legal Checks)	13.4 wks	Mon 18/02/13	Fri 24/05/13
11	1.1.9	Publish Draft Orders	0 days	Mon 01/07/13	Mon 01/07/13
12	1.1.10	Comment period	13 wks	Tue 02/07/13	Tue 01/10/13
13	1.1.11	Public Inquiry Preparation	26 wks	Mon 21/10/13	Thu 24/04/14
14	1.1.12	Pre-Inquiry meeting	0 days	Tue 26/11/13	Tue 26/11/13
15	1.1.13	Publish Evidence	0 days	Wed 26/02/14	Wed 26/02/14
16	1.1.14	Public Inquiry	4 wks	Fri 25/04/14	Tue 27/05/14
17	1.1.15	Inspectors Report	12 wks	Wed 28/05/14	Tue 19/08/14
18	1.1.16	SoS Decision Letter	12 wks	Wed 20/08/14	Wed 12/11/14
19	1.1.17	Prepare Made Orders	4 wks	Wed 20/08/14	Wed 17/09/14
20	1.1.18	Make Orders	2 wks	Thu 13/11/14	Wed 26/11/14
21	1.1.19	High Court Challenge Period	6 wks	Thu 27/11/14	Mon 12/01/15
22	1.1.20	Orders Made	0 days	Mon 12/01/15	Mon 12/01/15
23	1.1.21	Land Entry	8 wks	Thu 18/12/14	Mon 16/02/15
24	**1.2**	**Design**	**25.4 wks**	**Mon 08/10/12**	**Tue 09/04/13**
25	1.2.1	Outline Design Prepared for Inclusion in ECI tenders	25.4 wks	Mon 08/10/12	Tue 09/04/13
26	**1.3**	**2 Stage ECI procurement**	**256.2 wks**	**Mon 02/07/12**	**Mon 17/07/17**
27	1.3.1	Review and Agreement of Procurement Strategy	15 wks	Mon 02/07/12	Mon 15/10/12
28	1.3.2	PIN Notice Submitted	0 wks	Mon 29/10/12	Mon 29/10/12
29	1.3.3	Prepare/Confirm Pre-Qualification Questionnaire	10 wks	Mon 29/10/12	Wed 09/01/13
30	1.3.4	OJEU	8 wks	Mon 14/01/13	Fri 08/03/13
31	1.3.5	Prepare Tender Documents including outline design for pricing	12 wks	Mon 14/01/13	Tue 09/04/13
32	1.3.6	Prequalification Assessment	12 wks	Mon 11/03/13	Thu 06/06/13
33	1.3.7	Tender Period	12 wks	Fri 07/06/13	Fri 30/08/13
34	1.3.8	Tender Assessment	8 wks	Mon 02/09/13	Fri 25/10/13
35	1.3.9	LA Approval of ECI Contract	6 wks	Mon 28/10/13	Fri 06/12/13
36	1.3.10	Award ECI Contract	0 days	Fri 06/12/13	Fri 06/12/13
37	**1.3.11**	**Stage 1**	**63.2 wks**	**Mon 09/12/13**	**Tue 10/03/15**
38	1.3.11.1	Initial Target Cost Prepared	15 wks	Mon 09/12/13	Wed 26/03/14
39	1.3.11.2	Initial Target Cost Agreed	0 wks	Wed 26/03/14	Wed 26/03/14
40	1.3.11.3	ECI contractor prepares proof of evidence on construction	11 wks	Mon 09/12/13	Wed 26/02/14
41	1.3.11.4	Contractor provides support at Public Inquiry	4 wks	Fri 25/04/14	Tue 27/05/14
42	1.3.11.5	Contractor progresses design for Final Target Cost	24 wks	Wed 28/05/14	Wed 12/11/14
43	1.3.11.6	Contractor submits Final Target Cost	0 days	Wed 12/11/14	Wed 12/11/14
44	1.3.11.7	Final Target Cost Agreed	12 wks	Thu 13/11/14	Mon 09/02/15
45	1.3.11.8	Final MSBC Agreed	4 wks	Wed 11/02/15	Tue 10/03/15
46	1.3.11.9	Client issues instruction to proceed to Stage 2	0 days	Tue 10/03/15	Tue 10/03/15
47	**1.3.12**	**Stage 2**	**136 wks**	**Thu 13/11/14**	**Mon 17/07/17**
48	1.3.12.1	Detailed design starts after SOS decision	52 wks	Thu 13/11/14	Mon 23/11/15
49	1.3.12.2	Contractor starts construction of scheme	0 days	Tue 10/03/15	Tue 10/03/15
50	1.3.12.3	Environmental Mitigation (Commenced by Agreement)	20 wks	Tue 13/01/15	Fri 05/06/15
51		Construction Period	119.8 wks	Wed 11/03/15	Mon 17/07/17
52	1.3.12.5	Road Open	0 days	Mon 17/07/17	Mon 17/07/17



A6 to Manchester Airport Relief Road

Risk Management Plan 1007/2.17/005

October 2012

STOCKPORT METROPOLITAN BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

Cheshire East Council

A6 to Manchester Airport Relief Road

Risk Management Plan

1007/2.17/005

October 2012

Stockport Council
Fred Perry House
Stockport
SK1 3XE

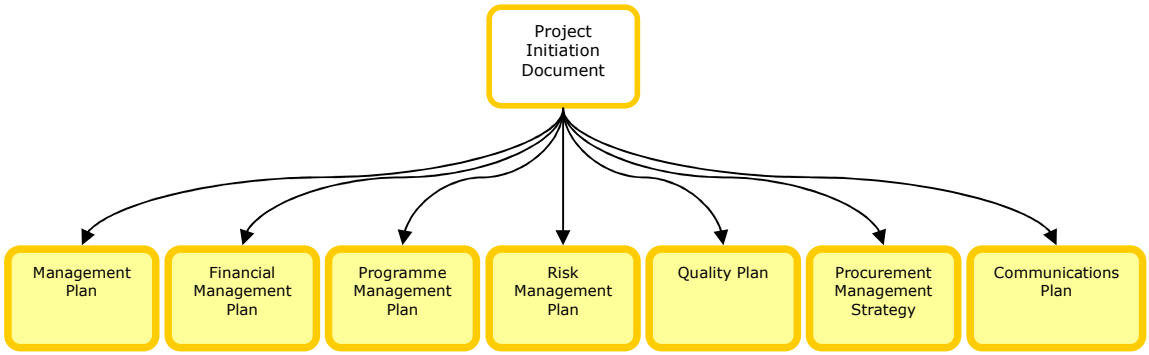
Issue and revision record

Revision	Date	Originator	Checker	Approver	Description
0.1	14/09/09	V Hughes	N Searle		First Draft
0.2		T Baker		J McMahon	Second Draft
0.3	16/02/2010	J Roberts	G Martin		Third Draft – Issued to Core Management Team and Project Board for comment.
1.0	31/03/2010	J Roberts	G Martin	Project Board	First Issue
2.0	19/01/2010	J Roberts	G Martin / S Stevenson	Project Board	Second Issue
3.0	03/05/12	J Roberts	G Martin	J McMahon	Third Issue
4.0	29/10/12	J Roberts	G Martin	J McMahon	Fourth Issue

Contents

1. Purpose of Document

This Risk Management Plan is part of a suite of management plans which supports the Project Initiation Document as outlined in the below diagram.



The Risk Management Plan sets out the process and responsibilities for undertaking risk management to deliver the A6 to Manchester Airport Relief Road. Implementation of a structured, forward looking and continuous risk and opportunity management process is intended to increase the certainty of cost-effective scheme delivery and operational success.

The Risk Management Plan forms an integral part of planning and implementing a cost effective approach to improving certainty in scope, cost and time to deliver and operate the scheme.

This Plan:

- provides a basis for identifying, assessing and managing risks and issues to achieve the project's cost, programme and performance objectives and meet with compliance requirements;
- assists in making decisions on resourcing and funding priorities, including the scope of the project to support subsequent procurement and implementation activities;
- supports development and evaluation of procurement strategy options;
- provides risk information to support costing and schedule estimates;
- allows for monitoring of adverse forecast project trend

2. Roles and Responsibilities

The risk management organisation for this scheme consists of four key parties: the Project Board, the Project Manager, the Risk Manager and the Risk Owner.

The Project Board has overall responsibility for ensuring sufficient resources are available to manage risks across the scheme. Risks shall be allocated and managed in a cost effective manner by the most appropriate party and at an appropriate level. The Project Board shall be primarily concerned with managing strategic level risks relating to interfaces between the scheme and the wider project environment.

The Project Manager has overall responsibility for ensuring that the risk management process is implemented and managed in accordance with strategies contained within this document.

The Risk Manager shall ensure that risks are actively managed in a consistent and appropriate manner across all work streams in accordance with this Plan. All risks shall be reported by the Risk Manager to the Project Board through the Project Manager. In addition, all risks which relate to the overall direction, organisation and control of the scheme, e.g. loss of key project staff, shall be reported to the Project Board. In the preparatory stages of the scheme the duties of the Risk Manager will be undertaken by the Assistant Project Manager.

The Risk Manager shall:

- ensure that an appropriate procedural framework is adopted;
- report to the Project Manager in review and management of project performance;
- agree the required level of risk management support to be provided for risk identification, analysis, review and reporting;
- facilitate risk workshops/meetings as appropriate and be supported by a risk co-ordinator if required;
- be the custodian of the risk register and the contained data.

The Risk Owner shall be responsible for the day to day management of the risk(s) that they own. The selection and appointment (by the Project Manager) of a risk owner will be on a “best person for the task” approach and, once appointed, the risk owner will monitor and update the risk register informing the risk manager of changes.

3. Risk Management Process

3.1 Risk Management to Date

Since the project's inception there have been several iterations of the risk register associated with the scheme in its various forms. Formal risk identification processes carried out by SMBC to date includes the following:

- 25th May 2006 – Risk Register compiled and updated after a Risk Workshop and analysed to review the risk allowance for Design Freeze 4A estimate for the Bredbury to Manchester Airport scheme.
- 13th December 2007 - Risk Register rationalised for the southern section only (A6 to Manchester Airport).
- September 2009 – Risk Register updated by the SEMMMS Core Management Team.
- 16th October 2009 – Formal risk workshop carried out including members of the Project Board, Core Management Team and Project Delivery Team.
- July 2010 – Version 6 of the Project Risk Register and Lands Cost Estimate and Compensation Risk Register analysed by Quantity Surveyors,
- 25th October 2010 – Design review meeting to discuss value engineering including consideration of project risk.
- November 2010 – Revised version 7 of the Project Risk Register and Lands Cost Estimate and Compensation Risk Register analysed through @risk by Quantity Surveyors, Corderoy
- January 2011 – Independent review of the risk management process carried out by Atkins. This found the risk management to be fit for purpose.
- February 2012 – Revised Project Risk Register and Lands Risk Register completed in line with Design Freeze 5 and subjected to @risk QRA by Quantity Surveyors, Corderoy.
- September 2012 – Revised Project Risk Register completed in line with Design Freeze 6 and subjected to @risk QRA by Quantity Surveyors, Corderoy.

3.2 Current and Future Risk Management

The Project Manager has stipulated that the Highways Agency (HA) Risk Management Manual will be followed where appropriate in order to provide a consistent and specific risk management approach to this major highway scheme. The HA Risk Management Manual does not, by its own admission, set out to establish a certifiable process, but provides a methodology for consistent risk management for major

highway schemes. It should be noted that the HA Risk Management Manual is based on the OGC Management of Risk guidance and will serve to provide the Project Manager and the Project Board with an industry recognised methodology.

It follows, therefore, that the risk analysis and management process for the scheme will follow OGC best practice, described in Management of Risk: Guidance for Practitioners.

The process outlined in the Highways Agency Risk Management Manual is cyclical and consists of three key steps undertaken in view of the programme context: Risk Identification; Risk Quantification; Risk Management / Control. The steps are broadly sequential and commence with identification and recording of a potential risk event within the risk register followed by quantification and then management and / or control of the risk as described further in this section.

3.3 Risk Identification

Risk identification will be carried out in numerous ways such as:

- Workshops
- Reviews
- Meetings
- Day to day operation

The majority of risks identified to date have been identified in structured risk workshops and dedicated risk review meetings. Going forward, further workshops will be scheduled at appropriate stages of the scheme development to assist the risk review process.

Any of the A6 to Manchester Airport Relief Road stakeholders or project team can identify risks through one of the above mentioned methods. When a risk is identified, the data is recorded within the Risk Register as described in Section 3.6 below.

3.4 Issue Log

As described in section 9.3 of the main Project Initiation Document, an Issue Log will be utilised to record both potential and actual concerns, problems and changes experienced or anticipated by the project.

The Issue Log will be managed by the Risk Manager alongside but separate to the Risk Register. Issues will be recorded as and when they arise and will be managed by the Project Delivery Team. When appropriate they will be used to update the Risk Register. Likewise, as and when a risk is realised this will be logged as an issue.

The Issue Log also serves to allocate a unique number to each Project Issue, record the type of Project Issue and document a summary of all the Project Issues, their analysis and status.

Project Issues can be identified by any member of the project team at any stage in the project. For effective implementation, however, managers of each discipline are requested to provide an overview of Project Issues in their monthly reporting to the Project Manager. These Issues are reported at the monthly Progress Meeting to the Project Delivery Team in the monthly Progress Report.

3.5 Risk Assessment

Identified risks are analysed and assessed both qualitatively and quantitatively.

The associated qualitative impact metrics have been and will continue to be formally captured in accordance with Table 1 to maintain a consistent approach.

Risks will be assessed qualitatively using five levels, ranging from Very High, through to Very Low. Table 1 shows the relationship between the qualitative values for each of the five rating levels and the associated ranges, providing a consistent approach to risk analysis. The values within this table will be used consistently for all future assessments in order to allow a direct comparison of risk exposure between risks. If these values are to be changed, the risk probabilities and impacts must be reassessed accordingly and updated within the risk register.

The quantitative risk assessment figures facilitates risk modelling, which is carried out using a Monte Carlo risk analysis tool. This process determines the probability risk profile of the work(s). To date, risk modelling has been carried out on the latest Project Risk Register and the latest Lands Cost Risk Register by Quantity Surveyors, Corderoy.

The results of this analysis have been used to determine the Pre-Mitigation P50 risk value for the Lands Cost Risk Register and the Project Risk Register. These figures are used in the preparation of the scheme budget.

Table 1: Qualitative and Quantitative Probability and Impact Grid

	Rating Level	Description	Probability	Cost Impact (£)	Schedule Impact	Quality Impact
Very High	5	Very Likely	<80%	> 1m	> 12 months	Major
High	4	Likely	60-80%	750k – 999k	6 – 12 months	Large
Medium	3	50-50	40-60%	500k – 749k	3 – 6 months	Moderate
Low	2	Unlikely	20-40%	250k – 499k	1 – 3 months	Minor
Very Low	1	Very unlikely	<20%	< 250k	<1 month	Minimal

3.6 Probability/Impact Relationship

Table 2: Probability Impact Grid

			Impact				
			Very Low	Low	Medium	High	Very High
			1	2	3	4	5
Probability	Very High	5					
	High	4					
	Medium	3					
	Low	2					
	Very Low	1					

High - Further Actions Needed

Medium - Regular Monitoring and appropriate actions needed

Low - Periodic Monitoring/Little or no action needed

Probability and impact shall be determined by the qualitative risk assessment as described previously and the priority of the risk is assigned by the risk's position on the Probability Impact Grid (Table 2). Positioning of the risk as High, Medium or Low, should be based on the higher overall impact of cost, time and quality.

An initial quantitative risk assessment has been carried out on all non-strategic risks using a three point costing of risk. A minimum, most likely and maximum cost has been identified and recorded in both the Project risk register and Lands Cost risk register. These figures are multiplied by the probability to return a probable minimum, mostly likely and maximum cost.

3.7 Risk Register

The risk register shall be developed in Microsoft Excel to enable recording of qualitative, quantitative and treatment detail of the risks. This register shall be the only location for storage of data regarding A6 to Manchester Airport Relief Road risks and opportunities and is owned by the Risk Manager. The Risk Manager has a duty to secure the integrity of the register and its contents. For the purposes of cost control, lands related risks shall be separated from those associated with the rest of the project.

The latest Project risk register is located in Appendix A.

The risk registers serve to fully identify the risk, risk owner and mitigation measures. Additional key information associated with each risk is populated in the risk register including:

- Risk Type – Strategic or Project
- Risk Category - used to identify which discipline of the project the risk will effect
- Timing of Risk – used to identify at which project stage the risk is anticipated to occur

3.8 Opportunities

Opportunities shall be recorded in the same manner as risks, however these will be recorded as opportunities in the Risk description column within the register. Cost, programme and quality savings shall be recorded using the same qualitative and quantitative assessments as for risks.

3.9 Risk Treatment

Risk management / treatment shall be performed to reduce the potential impact of the risks through implementing strategies and actions which will reduce the impact and or occurrence of the risk(s) if commercially viable to do so. This is equivalent to moving a risk from a red area in Table 2 to an amber or green area through implementing a strategy and series of actions which, for example, reduces the probability of the risk occurring.

In parallel, contingency analysis can be undertaken to ensure that if the risk does materialise, a contingency plan has been developed and can be quickly put into effect.

When responding to risk, there are five basic options:

- Treat – mitigation action to reduce the likelihood of a risk or the effect of the risk.
- Transfer – where the ownership of the risk is transferred to another party. Sometimes achieved by an insurance policy.
- Tolerate – if the likelihood of a risk occurring is very low and/or the consequence are small, it may be appropriate to ignore the risk.
- Terminate – the project or activity – if the risks associated with a project or activity are beyond the risk appetite of the Project Board, or where the project is no longer viable due to potential risk costs.
- Take the opportunity – it may be possible to exploit new opportunities resulting from mitigation or transfer of the risk.

The action in response to a risk will be recorded on the risk register. With the project risks identified during the risk review workshops and

meetings, the Risk Manager will now work to identify the risk response and formally record this in the updated risk register.

Risk response strategies or actions should only be carried out if commercially viable i.e. the level of probability or impact reduces more than the strategy or actions cost if they are not carried out and the risk occurs.

4. Frequency and Organisation of Risk Reviews

As described in section 3, risk workshops and dedicated risk review meetings have already taken place. These dedicated sessions will be repeated through the project life cycle at regular intervals.

Informal reviews of the risk register shall be undertaken on a monthly basis when each work stream will be required to report on their activities for the month. Project Delivery Team managers will be requested to report any updates on the risks assigned to them through the compilation of the relevant information inputting to the monthly Progress Report.

High level risks are reported to the Project Board on a monthly basis. These risks are considered with any change to the mitigation measures or probability, and this is discussed and recorded. Key actions relating to project risk are minuted and disseminated to the project team as appropriate by the Risk Manager.

4.1 Risk Review Schedule

The current programme allows for Risk Management activities including workshops and reviews – exact dates will be confirmed as the project progresses.

5. Reporting

The Risk Manager will report monthly through the monthly Progress Report and associated progress meeting, where the Project Delivery Team is present. The Risk Manager, as directed by the Project Manager, will present risk positions to the following groups as required:

- Chief Executives Steering Group
- Project Board
- Project Delivery Team

As detailed in section 4 the projects top risks are reported to the Project Board for consideration through the Project Board meetings and accompanying Project Board papers.

6. Allocation of Risk in the Scheme Cost Estimate

6.1 Allowance for Risk

The risk registers are used to obtain a Quantified Risk Assessment (QRA).

Based on the two separate Risk Registers provided, one for Project Risks and the other for Land Risks, quantity surveyors, Corderoy has undertaken a review of the individual risks and corresponding input data. These registers were then modelled using @Risk to obtain a QRA, the quantified value of the overall risk for each register.

The results of the @Risk modelling reported in the MSBC at Programme Entry stage are set out in the table below. These figures are presented at a base year of Q2 2010 for the project risks and Q2 2010 for the lands risk:

Table 3 - Quantified Risk Assessment

	P50
Project Risks	£19.48m
Land Risks	£9.61m
Combined Total	£29.09m

7. Optimism Bias

7.1 Contribution of Risk Management Procedure to Optimism Bias

As the scheme progresses, the transpired risks will be become incorporated within the estimate and the residual risk will decrease, also new risks may be added to the register as a result of more detailed investigation and design. However, the assessed risks and estimated works costs may be optimistic and the out-turn cost may be higher as a result.

To allow for this tendency, in accordance with HM Treasury's Green Book, an allowance for 27% has been added to the costs for economic appraisal purposes. This figure is recommended for projects looking to achieve Programme Entry.

Appendices

Appendix A. Project Risk Register

PROJECT RISK REGISTER GENERATING PRE MITIGATION P50 RISK VALUE September 2012
PROJECT NAME: A6 to Manchester Airport Relief Road

Risk Actionee Key

Initials	Name / Role
JMcM	Jim McMahon - SEMMMS Project Director
GM	Graham Martin (URS) - SEMMMS Project Manager
MR	Martin Rigby - SMBC SEMMMS Finance Manager
NH	Naz Huda - SEMMMS Design Manager
JR	Joseph Roberts - URS - SEMMMS Project Management
RK	Robin Kimber (Atkins) - SEMMMS Modelling Manager
MC	Mandy Clarke - SEMMMS Lands Liaison Officer
GR	Gary Rowland (Atkins) - Complementary and Mitigation Measures and Transport Assessment
FS	Fiona Symes - Mouchel - SEMMMS Environmental Consultant

Cost Impact Scoring	
Score	Value
1	0-£249k
2	£250k - £499k
3	£500k - £749k
4	£750k - £999k
5	£1m+

Time Impact Scoring	
Score	Value
1	< 1 mth
2	1 - 3 mths
3	3 - 6 mths
4	6 - 12 mths
5	> 12 mths

Quality Impact Scoring	
Score	Value
1	Minimal - meets or exceeds mandatory requirements
2	Minor - a few minor shortfalls, some small changes required to rectify
3	Moderate - some shortfalls requiring moderate changes to rectify but not impacting on delivery of an objective
4	Large - a large shortfall with an objective not being met, significant change required to rectify
5	Major - a major shortfall with more than one objective not being met and requiring significant changes to rectify.

					RISK ASSESSMENT								RISK MANAGEMENT				RISK QUANTIFICATION							
Risk No (Identifier)	Risk/Opportunity Description	Risk Type	Risk Category	Impact Description	Probability Score	Cost Impact Score	Time Impact Score	Quality Impact Score	Cost Risk Ranking	Time Risk Ranking	Quality Risk Ranking	Risk Assessment Notes	Timing of Risk	Risk Owner	Risk Actionee: Name	Date First Identified	Date Last Reviewed	Probability	Minimum Cost £	Most Likely Cost £	Maximum Cost £	Risk Quantification Comments	Mitigation Measures	Calculated Using Pre-Mitigation Probability		
																							Prob x Min £	Prob x ML £	Prob x Max £
1	Unforeseen circumstances forcing suspension of scheme e.g. war, terrorist threat, foot and mouth outbreak, fuel crisis etc	1) Strategic	1000 Strategic - General	Potential suspension of the scheme. Long term delays in programme with consequential increase in scheme costs.	1	5	5	5	5	5	5		3 - Preliminary Design	Board	-	13/06/2007	04/09/2012	10%				Strategic Risk - to be considered but not costed for within scheme budget	Ensure contingencies in place to deal with occurrences at a strategic level where appropriate.	£0	£0	£0
3	Failure to secure adequate Capital Funding for works	1) Strategic	1000 Strategic - General	Delay to scheme programme as alternative funding, procurement options are agreed.	2	5	3	1	10	6	2		2 - Option Selection	Board		22/06/2010	04/09/2012	70%				Strategic Risk - to be considered but not costed for within scheme budget	Continue to liaise directly with TfGM to ensure the scheme budget supports the requirements of the Earn Back Model application.	£0	£0	£0
4	Change in Communities / Local Government Priorities	1) Strategic	1000 Strategic - General	LA's support other priorities.	2	2	2	2	4	4	4		2 - Option Selection	Board	-	22/06/2010	04/09/2012	20%				Strategic Risk - to be considered but not costed for within scheme budget	Maintain awareness of LA priorities.	£0	£0	£0
5	Changes in Central Government Objectives	1) Strategic	1010 Strategic - Transport Policy	Change in the business case approach taken by the scheme	2	2	2	2	4	4	4		4 - Statutory Procedures & Powers	Board	-	15/05/2006	04/09/2012	20%				Strategic Risk - to be considered but not costed for within scheme budget	Maintain awareness of changes in Government policy	£0	£0	£0
6	Changes in guidance on optimism bias (increasing scheme budget)	1) Strategic	1010 Strategic - Transport Policy	Potential to alter the economic justification of the scheme. BCR could be negatively or positively affected.	2	2	1	1	4	2	2		2 - Option Selection	Client		15/05/2006	04/09/2012	20%				Strategic Risk - to be considered but not costed for within scheme budget	Regularly review guidance. Continue to develop scheme cost estimate and regularly update the QRA.	£0	£0	£0
7	Failure to fully complete SEMMMS Strategy of GM LTP	1) Strategic	1010 Strategic - Transport Policy		1	2	1	3	2	1	3		3 - Preliminary Design	Client	-	15/05/2006	04/09/2012	10%				Strategic Risk - to be considered but not costed for within scheme budget	Monitor effect of any reduction in the SEMMMS programme.	£0	£0	£0
8	Changes in Government Appraisal Rules	1) Strategic	1010 Strategic - Transport Policy	Delay in early programme	4	2	4	2	8	16	8		2 - Option Selection	Board	-	13/06/2007	04/09/2012	70%				Strategic Risk - to be considered but not costed for within scheme budget	Maintain awareness of DfT guidance. Continue liaison with the DfT.	£0	£0	£0
9	Changes in Ministerial / DfT Priorities	1) Strategic	1010 Strategic - Transport Policy	Delay in overall programme - increased preparation cost	4	2	4	4	8	16	16		2 - Option Selection	Board	-	22/06/2010	04/09/2012	70%				Strategic Risk - to be considered but not costed for within scheme budget	Maintain awareness of Government priorities	£0	£0	£0
10	Change in UK legislation or regulation e.g. Waste Regs	1) Strategic	1020 Strategic - Legislation		3	1	2	2	3	6	6		6 - Construction	Client	-	13/06/2007	04/09/2012	50%				Strategic Risk - to be considered but not costed for within scheme budget	Maintain awareness of changes and assess impact as soon as possible	£0	£0	£0
11	Change in EU legislation or regulation	1) Strategic	1020 Strategic - Legislation		2	1	2	2	2	4	4		3 - Preliminary Design	Board	-	13/06/2007	04/09/2012	20%				Strategic Risk - to be considered but not costed for within scheme budget	Maintain awareness of changes and assess impact as soon as possible	£0	£0	£0
42	Loss of Partner Support - Cheshire East	1) Strategic	320 Consultation - Local Authorities	Cheshire East section would be disrupted with regards site access, tie in to local networks etc. Consultation and statutory processes would be impacted.	2	5	3	4	10	6	8		2 - Option Selection	Board	JMcM	15/05/2006	04/09/2012	20%				Strategic Risk - to be considered but not costed for within scheme budget	Project governance structure developed to include Executive Members and Senior Officers from all Authorities. Chief Executive Steering Group set up to ensure cross council leaders have a regular forum to discuss and resolve project issues.	£0	£0	£0
44	Loss of Partner Support - Manchester City Council	1) Strategic	321 Consultation - Local Authorities	Potential for withdrawal of funds. MCC section would be disrupted with regards site access, tie in to local networks etc.	2	5	3	4	10	6	8		2 - Option Selection	Board	JMcM	15/05/2006	04/09/2012	20%				Strategic Risk - to be considered but not costed for within scheme budget	Project governance structure developed to include Executive Members and Senior Officers from all Authorities. Chief Executive Steering Group set up to ensure cross council leaders have a regular forum to discuss and resolve project issues.	£0	£0	£0
45	Loss of Partner Support - Stockport MBC	1) Strategic	322 Consultation - Local Authorities	Potential for withdrawal of funds. SMBC section would be disrupted with regards site access, tie in to local networks etc.	1	5	3	4	5	3	4		2 - Option Selection	Board	JMcM	15/05/2006	04/09/2012	10%				Strategic Risk - to be considered but not costed for within scheme budget	Project governance structure developed to include Executive Members and Senior Officers from all Authorities. Chief Executive Steering Group set up to ensure cross council leaders have a regular forum to discuss and resolve project issues.	£0	£0	£0
12	Landfill Tax (increase beyond inflation)	3) Project	713 Construction -Earthworks	Increased construction cost	1	1	1	1	1	1	1		6 - Construction	Contractor / Client	-	15/05/2006	04/09/2012	10%	£50,000	£100,000	£150,000	Costs associated with increase in tax	Maintain awareness of changes and assess impact as soon as possible	£5,000	£10,000	£15,000
13	Aggregate Tax (increase beyond inflation)	3) Project	704 Construction -Construction Price Inflation	Increased construction cost	2	2	1	1	4	2	2		6 - Construction	Contractor / Client	-	15/05/2006	04/09/2012	30%	£100,000	£250,000	£500,000	Costs associated with increase in tax	Review risk allocation at contract award to ensure most suitably party owns the risk to deliver value for money risk reduction.	£30,000	£75,000	£150,000
14	Failure to secure necessary budget for advanced works and acquisition of land	3) Project	1030 Strategic - Other		3	3	3	2	9	9	6		3 - Preliminary Design	Board	-	22/06/2010	04/09/2012	50%	£250,000	£500,000	£750,000	Additional fees to prepare revised MSBC.	See Risk 53. Prepare robust bid for funding. Exert political influence. Regional Transport Board has submitted prioritisation of schemes that supports the project. Manage programme to include suitable time for advanced works	£125,000	£250,000	£375,000
15	Failure to secure necessary budget for preparation costs	3) Project	1030 Strategic - Other	Delay to programme, PE	2	3	4	4	6	8	8		3 - Preliminary Design	Board	-	22/06/2010	04/09/2012	20%	£250,000	£500,000	£1,000,000	Additional fees to prepare revised MSBC.	Monitor forecast level of Preparation Costs against budget Programme has been constrained to reduce level of Preparation Costs incurred prior to Annex E approval	£50,000	£100,000	£200,000
17	Failure to achieve/Public Objections to Planning Consent	3) Project	200 Appraisal - General	Planning application required to be resubmitted	3	4	4	3	12	12	9		4 - Statutory Procedures & Powers	SMBC / SW	-	22/06/2010	04/09/2012	50%	£700,000	£800,000	£900,000	Costs associated with dealing with objections and re-running the planning process.	Prepare robust Planning Application. Ensure adequate consultation.	£350,000	£400,000	£450,000
18	Errors in topographical survey information	3) Project	110 Surveys - Topographical	Inaccurate design leading o overrun of construction cost.	4	1	3	4	4	12	16		6 - Construction	Contractor	NH	13/06/2007	04/09/2012	80%	£100,000	£200,000	£300,000	Costs estimated during the risk workshop - 16/10/09	Ensure sufficient surveys commissioned prior to contract award where possible.	£80,000	£160,000	£240,000
19	Exchange Rate Changes	3) Project	1110 Programme - Affordability	Potential to increase cost of imported materials	4	1	1	1	4	4	4		6 - Construction	Contractor	-	15/05/2006	04/09/2012	70%	-£100,000	£0	£400,000	Max cost increased 22/06/10	Monitor exchange rates. Ensure robust change control procedures in place.	-£70,000	£0	£280,000
20	Funding for additional works / changes in scope	3) Project	1110 Programme - Affordability	Scope creep resulting in increased construction cost and potential delays in programme.	3	5	1	1	15	3	3		6 - Construction	Board	JMcM	15/05/2006	04/09/2012	50%	£900,000	£1,300,000	£2,300,000	Figures amended 22/06/10	Ensure regular and close communication with all stake holders and local interest groups.	£450,000	£650,000	£1,150,000
21	Non or late Payment to Contractor	3) Project	1110 Programme - Affordability	Penalty costs incurred by client due to late payment.	1	1	2	1	1	2	1		6 - Construction	Client	-	15/05/2006	04/09/2012	10%	£40,000	£60,000	£100,000	Assumed price or penalties to be paid under the contract. To be reviewed following confirmation of contract documentation	Ensure client payment systems are adequate for prompt payment. Contractor billing mechanism must be sufficiently robust, transparent and auditable to ensure client can pay on time. OGC Fair Payment	£4,000	£6,000	£10,000

22	Service Provider / Contractor bankruptcy	3) Project	1110 Programme - Affordability	Programme delay and potential construction cost increase.	1	5	4	3	5	4	4		6 - Construction	Contractor	-	15/05/2006	04/09/2012	10%	£200,000	£1,000,000	£6,000,000	Assumed legal/consultant fees to terminate contract and tender a new contractor.	Appropriate form of contract to take account of such occurrence, provision of adequate insurance as required.	£20,000	£100,000	£600,000
23	Health and Safety issues not adequately managed	3) Project	1120 Programme - Health and Safety	Contractor's allowance for H&S	1	1	2	2	1	2	2		6 - Construction	All	NH	13/06/2007	04/09/2012	10%	£50,000	£100,000	£150,000	Assumed cost of fine and legal cost and fees to take corrective action.	Appropriate vetting of contractor through tender process. Rigorous Health and Safety and CDM procedures in place.	£5,000	£10,000	£15,000
24	Unauthorised disclosure of information at negotiation stage	3) Project	1130 Programme - Other	Programme delay to procurement process.	1	1	2	1	1	2	1		5 - Construction Preparation	Board	JMcM	22/06/2010	04/09/2012	10%	£20,000	£50,000	£100,000	Costs associated with re-tender and assessment	Strict control of documentation and information availability at negotiation stage	£2,000	£5,000	£10,000
25	Environmental/protester action	3) Project	1130 Programme - Other	Programme delay and potential additional security costs	3	5	3	2	15	9	6		6 - Construction	Board / Contractor	-	13/06/2007	04/09/2012	50%	£500,000	£1,000,000	£2,000,000	Assumed cost of increased security measures.	Identify potential protest groups. Assess possible activities and develop through stakeholder engagement plan. Develop contingency plan with police assistance. Ensure early and continued communication with protest groups where appropriate.	£250,000	£500,000	£1,000,000
26	Inaccuracy of assumed earthworks balance due to material classification	3) Project	120 Surveys - Geotechnical	Increased Construction Costs	3	3	3	2	9	9	6		3 - Preliminary Design	Client	NH	13/06/2007	04/09/2012	50%	£0	£690,000	£1,380,000	0%, 5% and 10% of Estimated Earthworks at DF5 circa £13.8m	Full GI to be commissioned. Review following DF7 cost estimate received	£0	£345,000	£690,000
27	Old mine workings/Quarry workings/Backfill pits	3) Project	120 Surveys - Geotechnical	Increased site preparation costs	3	3	2	2	9	6	6		6 - Construction	Contractor	NH	13/06/2007	04/09/2012	20%	£300,000	£500,000	£800,000	Costs associated with additional construction costs to secure mine workings.	Further site investigation required post DF6-subject to funding.	£60,000	£100,000	£160,000
29	Failure to implement advanced environmental mitigation measures	3) Project	130 Surveys - Environmental	Additional costs associated with survey works.	3	1	4	1	3	12	3		3 - Preliminary Design	Client	JR	13/06/2007	04/09/2012	50%	£50,000	£100,000	£200,000	Assumed costs of additional survey works.	Identify required environmental measures and ensure funding is available to achieve programme. Establishment of a clear implementation / responsibility matrix to ensure agreed / licensed works are implemented and maintained throughout pre construction and implementation phases.	£25,000	£50,000	£100,000
30	Failure to collect sufficient data, or identify all environmental constraints and agree relevant mitigation measures. Objection by statutory consultees with regards adequacy of the Environmental Statement.	3) Project	130 Surveys - Environmental	Additional environmental mitigation required resulting in additional fee to complete the ES.	2	1	2	2	2	4	4		4 - Statutory Procedures & Powers	Client	FS	13/06/2007	04/09/2012	30%	£50,000	£100,000	£150,000	Additional fees to revise ES.	Consultation undertaken with Statutory bodies on Scoping Report for ES. In addition this is constantly reviewed and updated through the ES process, supplemented by targeted Consultation Forums e.g. VRUG and Ecological Forums.	£15,000	£30,000	£45,000
31	Traffic Modelling and BCR insufficiently robust for DfT at approval stages	3) Project	140 Surveys - Traffic	DfT reject business case - potentially requiring the traffic model, ES and business case to be revisited with result of additional fees.	3	3	5	4	9	15	12		2 - Option Selection	Board	RK	22/06/2010	04/09/2012	50%	£250,000	£500,000	£750,000	Additional fees to complete design review, re-run of the model and revision of the ES.	Develop SEMMMS 7 traffic model and review estimates. Positive DfT response to Mrs Oliver. Close liaison with DfT officials	£125,000	£250,000	£375,000
33	Additional work as a result of the Transport Assessment. Inc. additional mitigation measures	3) Project	140 Surveys - Traffic	Possible cost of altering existing junctions	2	5	3	2	10	6	4		3 - Preliminary Design	Board	Atkins	13/06/2007	04/09/2012	20%	£800,000	£2,000,000	£2,400,000	Costs and probability reviewed in design review workshop Nov. 2007	Close liaison between TA team and local authorities to confirm scope.	£160,000	£400,000	£480,000
34	Landowners obstruct future surveys by denying access to land or objecting to other access requirements including advance environmental surveys.	3) Project	160 Surveys - Other	Additional effort to gain access to land with associated fee.	2	1	3	1	2	6	2		3 - Preliminary Design	SMBC	JR	22/06/2010	04/09/2012	10%	£10,000	£25,000	£50,000	Costs taken from costed risk register as of 15/05/06 - Assumed 40% of combined original scheme. This needs to be confirmed	Considerate approach to landowners by experienced staff to explain access requirements. Use Statutory powers as a last resort if essential.	£1,000	£2,500	£5,000
35	Unknown extent and affect of disused oil pipeline to the Oil Terminal on construction	3) Project	160 Surveys - Other	Increased ground treatments works with associated costs.	4	1	2	2	4	8	8		5 - Construction Preparation	Client	NH	13/06/2007	04/09/2012	70%	£25,000	£75,000	£150,000	Cost of additional treatment to contaminated land.	Client to complete review of land registry documents along line of pipe. Ensure robust GI is commissioned with specific requirement to find the extent of the pipeline. Also commission pre-construction soil samples to test for potential contamination. Liaison to commence with Terminal Manager to attempt to locate pipeline.	£17,500	£52,500	£105,000
36	Delays during planning stage leading to increase in preparation costs.	3) Project	200 Appraisal - General	Works Costs increased due to inflation caused by delays	3	5	4	2	15	12	6		3 - Preliminary Design	Board	GM	22/06/2010	11/09/2012	50%	£2,100,000	£4,200,000	£6,300,000	Cost associated with 1, 2 and 3 years delay to the project during the preparation stage.	Minimise delays if possible or make allowance in overall programme Overall Project Programme reviewed to confirm realistic timescale.	£1,050,000	£2,100,000	£3,150,000
39	Acceptability of environmental statement / EIA	3) Project	230 Appraisal - Environmental	Unacceptable ES would result in significant additional fees to carry out further survey work, reappraise the design etc.	2	1	4	2	2	8	4		4 - Statutory Procedures & Powers	Client	Mouchel	22/06/2010	04/09/2012	20%	£50,000	£150,000	£250,000	Additional fee to revise ES.	Mouchel are an experienced environmental consultant. The scope of the ES went through a rigorous assessment process including statutory, non-statutory, client and public consultation in line with best practice prior to commencement. On-going special interest group Forum Meetings (VRUG / Ecological / HIA) provide a wide exposure to best practice input and comment throughout the scheme development and EIA process. The elements of the ES will be reviewed by relevant Local Authority staff prior to publication. There will be an opportunity to amend the draft ES after consultation. See Risk 43 and 44	£10,000	£30,000	£50,000
40	Loss of Stakeholder Support including statutory bodies.	3) Project	300 Consultation - General	Potential for withdrawal of funds from LA's, DfT or the Airport. Lack of public buy in for scheme.	3	5	5	3	15	15	9		2 - Option Selection	Client	-	15/05/2006	04/09/2012	50%	£800,000	£1,000,000	£1,200,000	Cost based on potential construction cost increase due to financial support for additional requirements for keeping stakeholders on board.	Develop and effectively implement the consultation strategy within the Communication Plan	£400,000	£500,000	£600,000
41	Increased environmental/planning provisions (Section 106, English Nature etc) / Unexpected environmental designations	3) Project	300 Consultation - General	Cost of increased works over estimate	2	2	3	2	4	6	4		3 - Preliminary Design	Board	FS	13/06/2007	04/09/2012	20%	£100,000	£250,000	£500,000	Costs include for additional features required in design / increased mitigations requirements during construction.	Effective consultation with Planning Authorities and stakeholder groups.	£20,000	£50,000	£100,000
43	Working in close proximity to other capital project schemes	3) Project	320 Consultation - Local Authorities	Risk to Health and Safety, Programme and Cost of all schemes involved.	3	3	3	3	9	9	9		6 - Construction	Board / Contractor	NH	01/10/2009	04/09/2012	50%	£10,000	£500,000	£2,000,000	Costs associated with increased requirements as a result of working in close proximity to other capital projects.	Risk to be broken down into separate capital works eg Poynton Development, MLink, NR Works, Oil Refinery Works during development of the scheme.	£5,000	£250,000	£1,000,000
49	Lack of continuity/appropriate staff	3) Project	400 Design - General	Breakdown of communication. Inadequate skill base available.	3	2	2	2	6	6	6		3 - Preliminary Design	Client	MR	13/06/2007	11/09/2012	50%	£150,000	£250,000	£350,000	Additional recruitment costs/training requirements.	Produce Resources Plan and effectively monitor performance in accordance with Project Plan	£75,000	£125,000	£175,000
50	Choice and performance of materials	3) Project	400 Design - General	Increased materials cost	2	2	1	3	4	2	6		6 - Construction	Client / Contractor	NH	15/05/2006	04/09/2012	20%	£260,000	£325,000	£390,000	Change to more costly materials due to quality issues.	1) Where appropriate, material choices to be agreed as part of the Planning Application submission 2) All materials specified must have relevant certification. (Note - risk due to earthworks materials choice /	£52,000	£65,000	£78,000
51	Buildability not adequately addressed in design	3) Project	400 Design - General	Increased construction costs	2	1	2	2	2	4	4		6 - Construction	Client / Contractor	NH	13/06/2007	04/09/2012	20%	£20,000	£100,000	£325,000	Requirement for more expensive way of working or re-design for buildable solution.	Contractor to be engaged following each design freeze.	£4,000	£20,000	£65,000
53	New design standards impact on the scheme's scope	3) Project	400 Design - General	Additional works required	2	1	1	3	2	2	6		3 - Preliminary Design	Client / Contractor	NH	13/06/2007	04/09/2012	20%	£50,000	£100,000	£250,000	Cost of additional infrastructure due to change in standards.	1) Audit and Independent review of design standards excepted prior to DF4. 2) NH review need of updated design standards impacting on DF7.	£10,000	£20,000	£50,000
56	New development sites in the vicinity of the scheme affecting design and construction.	3) Project	400 Design - General	Significant change in design	3	1	4	4	3	12	12		3 - Preliminary Design	Client	RK	13/06/2007	04/09/2012	50%	£50,000	£100,000	£200,000	Additional fees associated with re-modelling.	1. Track planning applications. 2. Approve new line to protect scheme alignment once scheme confirmed 3. Development log to be regularly reviewed by Robin Kimber	£25,000	£50,000	£100,000
57	Additional subways and footbridges for diverted footpaths/ accommodation for land access.	3) Project	400 Design - General	Additional accommodation works to those in Risk 123.	2	3	1	1	6	2	2		3 - Preliminary Design	Client	NH	13/06/2007	04/09/2012	20%	£250,000	£500,000	£1,000,000	Costs review January 2012. Based on change to one f/b as minimal, provision of a new footbridge as the most likely and provision of 2 new footbridges as the max.	On-going discussions with Vulnerable Users Group. Discussions with landowners to confirm requirements. CEC and MCC officers to be engaged early on to ensure scope of works is in line with expectations as far as reasonable practicable.	£50,000	£100,000	£200,000
58	Incorrect carriageway standard adopted (abnormal and high loads)	3) Project	420 Design - Standard	Increased cost estimate to reflect alterations to structures	1	2	2	4	2	2	4		3 - Preliminary Design	Client	NH	13/06/2007	04/09/2012	10%	£200,000	£400,000	£800,000	Costs associated with increasing classification of road.	1) In May 2004 abnormal / high load proposals accepted by GMP and SMBC Project Board representative. 2) The M60 is not a high load route. 3) Approval to be reconfirmed with GMP and Board prior to DF7.	£20,000	£40,000	£80,000
63	Change from overbridge to rail underbridge. Bridge 8 (West Coast mainline crossing)	3) Project	440 Design - Structures	Increased cost - construction and associated earthworks imbalance.	2	5	3	3	10	6	6		3 - Preliminary Design	Client	NH	13/06/2007	04/09/2012	20%	£5,000,000	£6,000,000	£7,000,000	Costs and probability reviewed in design review workshop Nov. 2007	Liaise with Network Rail and Serco Gulf Engineering Ltd to agree design issues, costs and procedures. SMBC to confirm the programme and criteria for deciding the option for crossing the WCML	£1,000,000	£1,200,000	£1,400,000
64	Additional unknown requirements associated with technical approvals from external authorities (e.g. MAG, CAA, UU)	3) Project	500 Certification/Approvals/Departures - General	Additional Design/Liaison Costs	3	1	2	2	3	6	6		3 - Preliminary Design	Client	NH	15/05/2006	04/09/2012	50%	£10,000	£50,000	£100,000	Costs associated with additional technical requirements.	1) Individual authorities to provide details of what approvals are required from which external bodies 2) Matrix of approvals / authorities to be established 3) Issues to then be progressed	£5,000	£25,000	£50,000
65	Additional requirements associated with technical approvals from the Highways Agency	3) Project	500 Certification/Approvals/Departures - General	Additional Design/Liaison Costs	2	1	2	2	2	4	4		3 - Preliminary Design	Client	NH	15/05/2006	04/09/2012	10%	£10,000	£20,000	£50,000	Review by Project Team 26/11/09	Investigate the need to gain approval from the Highways Agency. Engagement between Project Director and HA to determine required technical approval.	£1,000	£2,000	£5,000
66	Additional requirements associated with technical approvals from the Environment Agency	3) Project	530 Certification/Approvals/Departures - Environment	Additional Design/Liaison Costs	3	1	2	2	3	6	6		3 - Preliminary Design	Client	FS / AECOM	15/05/2006	04/09/2012	50%	£10,000	£50,000	£100,000	Costs associated with additional works e.g. more onerous drainage solution.	1) List approvals required by Environment Agency 2) Detail actions / current position against each approval 3) Progress issues with Environment Agency (Overlap with Item 70). Issues to be resolved prior to Planning Application submission.	£5,000	£25,000	£50,000

67	Additional requirements associated with technical approvals from Natural England	3) Project	530 Certification/Approvals/Departures - Environment	Additional Design/Liaison Costs	2	1	2	2	2	4	4		3 - Preliminary Design	Client	FS	15/05/2006	04/09/2012	20%	£10,000	£50,000	£100,000	Cost associated with additional surveys/design works to satisfy NE.	Identify timescales for obtaining relevant approvals and incorporate duration within programme. Also identify clear responsible parties and any transfer / notifications required from any advanced works to main contract works. Linked to Risk No. 8	£2,000	£10,000	£20,000
68	Additional requirements associated with technical approvals from Network Rail	3) Project	550 Certification/Approvals/Departures - Structural	Additional Design/Liaison Costs	4	1	3	2	4	12	8		3 - Preliminary Design	Client	NH	15/05/2006	04/09/2012	70%	£50,000	£100,000	£150,000	Costs reviewed 26/11/09	1) List approvals required by Network rail 2) Detail actions / current position against each approval 3) Progress issues with Network Rail (Overlap with Item 70) Issues to be resolved prior to Planning Application submission.	£35,000	£70,000	£105,000
69	Delays during construction stage (including delays in performance by stats, network rail embargo on work adjacent to mainline, access restrictions to wildlife sites, adverse weather conditions)	3) Project	600 Statutory - General	Increase in scheme cost due to programme delay	3	5	4	3	15	12	9		6 - Construction	Client / Contractor	-	13/06/2007	11/09/2012	50%	£3,175,000	£6,350,000	£12,700,000	3, 6, 12 months of programme extension and associated costs.	Ensure that robust communications are in place. Ensure sufficient client representation on site to assist speedy decision making.	£1,587,500	£3,175,000	£6,350,000
70	Changes to the scheme as a result of the Public Inquiry	3) Project	660 Statutory - Public Inquiry	Failure at inquiry or change required as a result of traffic model	3	4	4	4	12	12	12		4 - Statutory Procedures & Powers	Board	GM	13/06/2007	04/09/2012	50%	£200,000	£800,000	£2,000,000	Cost associated with additional works inc potential to change compound location.	Consider fully all objections - ensure options are prepared for all probable changes	£100,000	£400,000	£1,000,000
71	Adverse inquiry result in terms of Compulsory Purchase Order / Revised Side Road Order	3) Project	660 Statutory - Public Inquiry	Increased scheme costs	2	3	4	3	6	8	6		4 - Statutory Procedures & Powers	Client	NH	15/05/2006	04/09/2012	20%	£300,000	£600,000	£1,150,000	Costs associated with re-run of an inquiry or supplementary orders.	Prepare robust CPO documentation to demonstrate case for the road. Appoint expert witnesses to defend Traffic Modelling and Environmental Statement. Early appointment of barrister to give advice.	£60,000	£120,000	£230,000
73	Design and maintenance of scheme mitigation fails to meet environmental assessments and obligation given in ES and at PI	3) Project	700 Construction - General	Increased scheme costs	2	1	3	3	2	6	6		7 - Handover & Closeout	Client / Contractor	FS	15/05/2006	04/09/2012	20%	£40,000	£100,000	£150,000	Additional works required.	Ensure all relevant requirements are incorporated within the contract. Maintain and review commitments register.	£8,000	£20,000	£30,000
75	Failure to identify/ensure that all local access requirements are resolved/met including rights of way diversions and private means of access	3) Project	700 Construction - General	Increased costs of stats works	3	3	1	2	9	3	6		6 - Construction	Client / Contractor	NH / MC	13/06/2007	11/09/2012	50%	£250,000	£570,000	£800,000	Works associated with additional accommodation works.	Review of access requirements. Records kept of landowner and consultation meetings and agreement/disputes over access/diversion provision. Review of Land Registry and landowner questionnaires to identify rights. Include access requirements on plans.	£125,000	£285,000	£400,000
81	Damage to utilities through pre-construction survey works.	3) Project	100 Surveys - General	Increased scheme costs	3	2	1	2	6	3	6		5 - Construction Preparation	Client	NH	15/05/2006	04/09/2012	10%	£200,000	£400,000	£600,000	0.5%, 1%, 1.5% of total utilities cost (circa £8m).	Ensure all known extents of utilities are investigated in full at Preliminary Design stage and information transferred to the contractor. Contractor to ensure all methods of working are to include adequate protection of utilities.	£20,000	£40,000	£60,000
85	More contaminated land than anticipated	3) Project	703 Construction -Unforeseen Ground Conditions	Increased scheme costs	3	2	3	2	6	9	6		6 - Construction	Contractor	NH	13/06/2007	04/09/2012	50%	£200,000	£300,000	£1,000,000	20%, 30% and 100% of total costed contaminated land works.	Further site investigation required. Liaise with URS/Client/Mouchel to agree both contamination classification of the material and its treatment.	£100,000	£150,000	£500,000
86	Cost of steel above inflation	3) Project	704 Construction -Construction Price Inflation	Increased material cost - potential to affect design decisions.	2	1	1	2	2	2	4		6 - Construction	Contractor / Client	-	13/06/2007	11/09/2012	20%	£67,503	£168,758	£270,012	2.5,8% Increase in Steel Price Estimated (Sept 2012) at £3,375,153	Monitor market price and encourage timely buying	£13,501	£33,752	£54,002
87	Increase/decrease over and above inflation for work costs	3) Project	704 Construction -Construction Price Inflation	Increased scheme outturn cost	3	1	1	1	3	3	3		6 - Construction	Board	MR	13/06/2007	04/09/2012	50%	-£2,900,000	£0	£4,350,000	Min -1% Max + 1.5% of Scheme Outturn Costs	Regularly review inflation assumptions and future forecasts to appraise changes in scheme cost forecast.	-£1,450,000	£0	£2,175,000
90	Additional NR track possessions required for construction/additional cost to NR possessions	3) Project	706 Construction -Access and Haul Routes	Increase in construction costs	4	5	4	2	20	16	8		6 - Construction	Client / Contractor	NH	13/06/2007	11/09/2012	50%	£1,420,000	£2,840,000	£4,260,000	Costs associated with anticipated increase in works.	Identify required possessions - early and continuous liaison with Network Rail to ensure agreed procedure in place in order to get additional possessions should they be needed.	£710,000	£1,420,000	£2,130,000
92	Local flooding problems exacerbated by the scheme or post construction disturbance of existing land drainage systems	3) Project	712 Construction -Drainage	Rework required, additional compensation to land owners, disruption to local transport network.	3	1	2	2	3	6	6		6 - Construction	Contractor	NH	13/06/2007	04/09/2012	50%	£80,000	£120,000	£160,000	Costs associated with anticipated increase in works.	Ensure robust drainage design fully to standard. Employ experienced contractor and ensure adequate contingency plans in place. Review local flooding issues post DF7.	£40,000	£60,000	£80,000
93	Unexpected high water tables (dewatering operation)	3) Project	713 Construction -Earthworks	Increase construction costs to ensure programme is retained.	3	1	2	2	3	6	6		6 - Construction	Contractor	NH	13/06/2007	04/09/2012	50%	£50,000	£200,000	£300,000	Costs associated with anticipated increase in works.	Previous studies to be reviewed and additional site surveys to be commissioned as required.	£25,000	£100,000	£150,000
94	Stability of local earthworks affected by weak materials - Strengthening measures necessary	3) Project	713 Construction -Earthworks	Delay in programme. Potential to undermine structures - possible additional underpinning required.	2	3	2	2	6	4	4		6 - Construction	Contractor	NH	13/06/2007	04/09/2012	20%	£100,000	£500,000	£1,000,000	Costs associated with anticipated increase in works.	Ensure adequate site supervision and extensive site GI. Conservative 1:3 side slopes used throughout scheme.	£20,000	£100,000	£200,000
96	Street Lighting required in additional areas (where it was previously NOT required)	3) Project	718 Construction -Lighting, Electrical Work and Communications	Increase in scheme cost	1	3	1	2	3	1	2		7 - Handover & Closeout	Client	NH	13/06/2007	04/09/2012	20%	£50,000	£500,000	£750,000	Costs associated with anticipated increase in works.	1) Street lighting design option matrix produced as part of the design process and current proposals approved by Project Board. 2) Review above option matrix for robustness prior to Final Scheme Freeze. 3) Preliminary Design for lighting commissioned to be reviewed and accepted by all local authorities.	£10,000	£100,000	£150,000
97	Installation of CCTV / Additional Technology	3) Project	718 Construction -Lighting, Electrical Work and Communications	Increase in scheme cost	1	2	1	1	2	1	1		6 - Construction	Client	NH	13/06/2007	04/09/2012	10%	£100,000	£300,000	£400,000	Costs associated with anticipated increase in works.	1) Sum of money included in current scheme budget for comms / CCTV. 2) Review this sum prior to Scheme Freeze when the next estimate is produced. Project Board to confirm timescale for this estimate.3) Forward DF5 drawings to GMUTC / GMP for their views on CCTV requirements. 4) NH to enquire at airport to ensure technology along the scheme is adequate.	£10,000	£30,000	£40,000
103	Requirements by National Pipeline Agency for construction over oil pipelines excessive e.g. protection costs and limitations on access	3) Project	732 Public Utilities - Other	Increase in scheme cost	2	2	2	3	4	4	6		3 - Preliminary Design	Client	NH	13/06/2007	04/09/2012	20%	£125,000	£250,000	£500,000	Costs associated with anticipated increase in works.	Liaise with Serco Gulf Engineering Ltd to agree costs and gain authorisation of access from the Secretary of State in accordance with the Land Powers (Defence) Act 1958.1) C3 estimates obtained 2) C4 estimates to be obtained post DfT approval subject to Project Board approval of funding	£25,000	£50,000	£100,000
107	Additional accommodation works beyond estimate	3) Project	734 Construction - Accommodation Works	Increased accommodation works cost	2	1	2	2	2	4	4		3 - Preliminary Design	Client / Contractor	MC	13/06/2007	04/09/2012	20%	£50,000	£200,000	£400,000	Costs associated with anticipated increase in works.	Prepare realistic estimates and include appropriate risk items to cover any increased level of accommodation works. Early discussion with landowners to identify potential accommodation works. compensation	£10,000	£40,000	£80,000
108	Seasonal constraints imposed by wildlife prevent work on site e.g. breeding birds, fish spawning, bats.	3) Project	735 Construction - Flora and Fauna	Increased environmental monitoring / assessment costs.	2	1	1	2	2	2	4		6 - Construction	Contractor	JR	01/07/2010	04/09/2012	20%	£25,000	£50,000	£100,000	Costs associated with additional monitoring fees.	Full review of ecological surveys prior to construction. Ensure competent contractor with relevant experience is appointed. Currently proposed construction timescales / programme to be reviewed by Mouchel to assess the suitability.	£5,000	£10,000	£20,000
109	Pollution during construction	3) Project	735 Construction - Flora and Fauna	Fine from Environmental Agency, costs associated with addressing the source of pollution.	1	1	1	2	1	1	2		6 - Construction	Contractor	-	01/07/2010	04/09/2012	10%	£5,000	£25,000	£50,000	Costs associated with clean up operation.	Ensure adequate supervision provided and an effective and experienced environmental clerk of works / site manger.	£500	£2,500	£5,000
110	Extent of Japanese Knotweed underestimated	3) Project	735 Construction - Flora and Fauna	Additional costs for excavation and disposal	1	1	2	2	1	2	2		6 - Construction	Mouchel / Contractor	-	01/07/2010	04/09/2012	10%	£20,000	£40,000	£80,000	Additional works required.	Extensive ecological / botanical surveys have been undertaken and areas of Knotweed and other problem species identified. Will require monitoring as scheme progresses to chart any expansion.	£2,000	£4,000	£8,000
111	Archaeological watching brief during construction reveals significant remains requiring detailed investigation and recording.	3) Project	736 Construction - Archaeology	Costs of disruption or delay to contractor to allow archaeological work	2	1	2	2	2	4	4		6 - Construction	Contractor	-	01/07/2010	04/09/2012	20%	£25,000	£100,000	£200,000	Additional works required.	Requirements to be established with reference to the ES and agreed works packages with EH / County / LPA Archaeologists. Consider carrying out a pre-construction survey along the length of the scheme.	£5,000	£20,000	£40,000
114	SEMMMS 8 Traffic Model in insufficient for the purposes of justifying the scheme at PI	3) Project	210 Appraisal - Traffic	Additional work/fees to rectify issues related to the traffic model.	2	1	3	2	2	6	4		3 - Preliminary Design	Project Board - SRO	RK	22/06/2010	04/09/2012	20%	£100,000	£200,000	£300,000	Cost estimate to fix issues with the traffic model.	Continue to review SEMMMS model. Early communication of issues related to the traffic model.	£20,000	£40,000	£60,000
120	Statutory Undertaker diversions cost underestimated for UU Water	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	5	2	2	15	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£677,976	£1,016,964	£1,355,952	Costs to be revised post C4 estimates. 20%, 30% and 40% of C3 estimate currently at £3,389,880.	Continual liaison with SU's. Consider employment of specialist consultant to value engineer diversion at preliminary design stage. C4 estimate required.	£338,988	£508,482	£677,976
121	Statutory Undertaker diversions cost underestimated for UU Waste Water	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	2	2	2	6	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£231,896	£347,844	£463,792	Costs to be revised post C4 estimates.20%, 30% and 40% of 2006 estimate at £1,159,480.	C4 estimate required.	£115,948	£173,922	£231,896
122	Statutory Undertaker diversions cost underestimated for ENW Electric	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	1	2	2	3	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£134,080	£201,120	£268,160	Costs to be revised post C4 estimates. 20%, 30% and 40% of C4 estimate at £670,399.		£67,040	£100,560	£134,080
123	Statutory Undertaker diversions cost underestimated for ENW Transmissions	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	1	2	2	3	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£114,800	£172,200	£229,600	Costs to be revised post C4 estimates. 20%, 30% and 40% of C4 estimate at £574,000.	Trial Pits may mean zero diversions required. Risk remains that during construction, diversion is required.	£57,400	£86,100	£114,800
124	Statutory Undertaker diversions cost underestimated for NG Gas	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	1	2	2	3	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£152,684	£229,026	£305,368	Costs to be revised post C4 estimates. 20%, 30% and 40% of C3 estimate at £763,420.	C4 required.	£76,342	£114,513	£152,684
125	Statutory Undertaker diversions cost underestimated for BT	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	1	2	2	3	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£86,553	£129,830	£173,107	Costs to be revised post C4 estimates. 20%, 30% and 40% of C3 estimate at £432,767.	C4 required.	£43,277	£64,915	£86,553
126	Statutory Undertaker diversions cost underestimated for National Pipeline	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	2	2	2	6	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£201,720	£302,580	£403,440	20%, 30% and 40% of C4 Estimate at £1,008,600	Opportunity to save on charges by providing eco data and potential changes to new alignment of pipeline.	£100,860	£151,290	£201,720
127	Statutory Undertaker diversions cost underestimated for VM	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	1	2	2	3	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£20,167	£30,251	£40,335	20%, 30% and 40% of C4 estimate at £100,837.		£10,084	£15,126	£20,167
128	Statutory Undertaker diversions cost underestimated for Your Comms	3) Project	726 Construction Public Utilities - General	Increased diversion costs	3	1	2	2	3	6	6		6 - Construction	Contractor	NH	19/11/2010	04/09/2012	50%	£30,000	£55,000	£100,000	No estimate received to date. Notional amount used.	C4 required.	£15,000	£27,500	£50,000
130	Requirement for additional complementary measures over and above original scope	3) Project	400 Design - General	Increased construction costs for additional requirements	2	1	3	2	2	6	4		6 - Construction	Client	GR	13/01/2012	04/09/2012	20%	£80,000.00	£200,000.00	£400,000.00	2%, 5% and 10% of the anticipated total Complementary Measures totalling circa £4m	Continual liaison with Local Authorities and communities, aim to freeze scope of the Complementary Measures by the close of the PI.	£16,000	£40,000	£80,000

131	Additional requirements associated with technical approval from MCC	3) Project	420 Design - Standard	Additional Design/Liaison Costs	2	1	2	2	2	4	4		3 - Preliminary Design	Client	NH	13/01/2012	04/09/2012	20%	£5,000.00	£10,000.00	£15,000.00	Anticipated cost of additional appraisal/design works	Early engagement with MCC technical approvals. MCC to nominate contact for to provide technical appraisal and approval.	£1,000	£2,000	£3,000
132	Additional requirements associated with technical approval from CEC	3) Project	420 Design - Standard	Additional Design/Liaison Costs	2	1	2	2	2	4	4		3 - Preliminary Design	Client	NH	13/01/2012	04/09/2012	20%	£5,000.00	£10,000.00	£15,000.00	Anticipated cost of additional appraisal/design works	Early engagement with CEC technical approvals. CEC to nominate contact for to provide technical appraisal and approval.	£1,000	£2,000	£3,000
133	Additional requirements associated with technical approval from SMBC	3) Project	420 Design - Standard	Additional Design/Liaison Costs	2	1	2	2	2	4	4		3 - Preliminary Design	Client	NH	13/01/2012	04/09/2012	20%	£5,000.00	£10,000.00	£15,000.00	Anticipated cost of additional appraisal/design works	Early engagement with SMBC technical approvals. SMBC to nominate contact for to provide technical appraisal and approval.	£1,000	£2,000	£3,000
134	Road Safety Audits 2 identifies additional requirements	3) Project	420 Design - Standard	Additional Design/Liaison Costs	3	1	1	2	3	3	6		3 - Preliminary Design	Client	NH	13/01/2012	04/09/2012	50%	£25,000.00	£50,000.00	£75,000.00	Additional cost of design works and subsequent increase in scheme costs	Ensure all issues raised in RSA1 have been addressed / excepted before DF5. Ensure early liaison with the CRASH team. Allow for adequate time within the programme to address road safety audit issues.	£12,500	£25,000	£37,500
135	Road Safety Audits 3 identifies additional requirements	3) Project	700 Construction - General	Additional Design/Construction Costs	3	2	2	2	6	6	6		6 - Construction	Client	-	13/01/2012	04/09/2012	50%	£150,000.00	£250,000.00	£350,000.00	Additional cost of design works and subsequent increase in scheme costs	Ensure all issues raised in RSA2 have been addressed / excepted before construction is started. Ensure early liaison with the CRASH team. Allow for adequate time within the programme to address road safety audit issues.	£75,000	£125,000	£175,000
136	Road Safety Audits 4 identifies additional requirements	3) Project	700 Construction - General	Additional Design/Construction Costs	3	1	1	2	3	3	6		7 - Handover & Closeout	Client	-	13/01/2012	04/09/2012	50%	£75,000.00	£100,000.00	£125,000.00	Additional cost of design works and subsequent increase in scheme costs	Ensure all issues raised in RSA3 have been addressed before scheme opening. Ensure early liaison with the CRASH team. Allow for adequate time within the programme to address road safety audit issues.	£37,500	£50,000	£62,500
137	Construction costs arising from unforeseen utilities	3) Project	732 Public Utilities - Other	Increase in construction costs	3	3	3	2	9	9	6		6 - Construction	Client	-	03/09/2012	11/09/2012	50%	£404,969	£566,957	£809,938	5%, 7%, 10% of total anticipated cost of utility diversions at £8,099,383	Continuous liaison with stats companies, detailed GI prior to construction.	£202,485	£283,478	£404,969
138	Contractor/Sub Contractor/Consultant performance in delivering works	3) Project	700 Construction - General	Requirement of re-work increasing construction costs.	3	1	3	4	3	9	12		6 - Construction	Contractor	-	03/09/2012	04/09/2012	50%	£80,000	£160,000	£220,000	Approximate assumption based on circa £120m construction budget.	Employment of certified and experienced sub-contractor team.	£40,000	£80,000	£110,000
139	Availability of specialist resources	3) Project	705 Construction -Availability of Labour, Plant and Materials	Increase in rates for specialist staff or impact on quality of works - increased construction cost.	3	3	2	4	9	6	12		6 - Construction	Contractor	-	03/09/2012	11/09/2012	50%	£300,000	£500,000	£700,000	Assumed cost of additional resource.	Close liaison with local and national sub-contractors to ensure availability of staff as required.	£150,000	£250,000	£350,000
112	Estimate Uncertainty Risk on Construction Costs			Estimate based on outline concept design and ECI procurement methodology		1			0	0	0					01/07/2010	04/09/2012	100%	-£5,000,000	£0	£10,000,000	Estimate Confidence Assessed at range of -£5m to + £10m.		-£5,000,000	£0	£10,000,000
															Totals			3330%	£15,137,349	£42,950,529	£89,179,704			£2,281,423	£16,480,137	£40,493,848

A6 to Manchester Airport Relief Road

Quality Plan
1007/2.17/006

October 2012

STOCKPORT METROPOLITAN BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

Cheshire East Council

A6 to Manchester Airport Relief Road

Quality Plan

1007/2.17/006

October 2012

Stockport Council
Fred Perry House
Stockport,
SK1 3XE

Issue and revision record

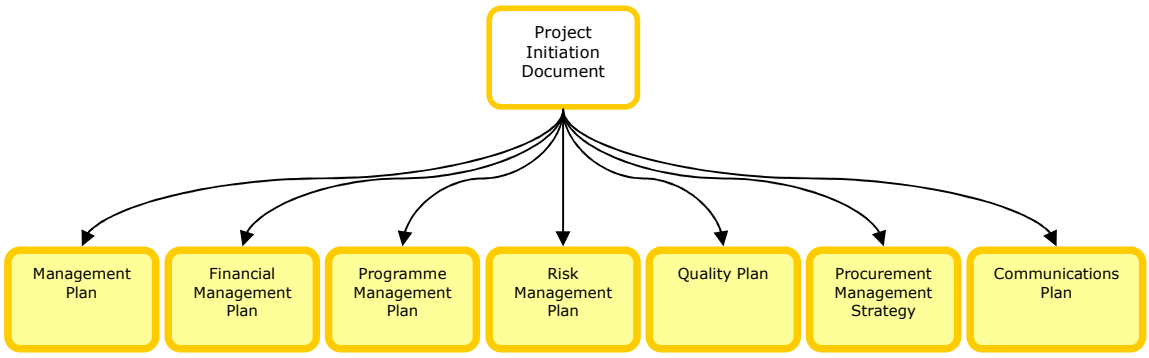
Revision	Date	Originator	Checker	Approver	Description
0.1	28/04/2010	J Roberts	G Martin / T Baker		First Draft
1.0	12/05/10	J Roberts	G Martin / T Baker	Project Board	First Issue
2.0	19/01/11	J Roberts	G Martin / S Stevenson	Project Board	Second Issue
3.0	03/05/12	J Roberts	G Martin	J McMahon	Third Issue
4.0	19/10/12	J Roberts	G Martin	J McMahon	Fourth Issue

Content

1. Purpose

1.1 Introduction

This Quality Plan is part of a suite of management plans which supports the Project Initiation Document as outlined in the diagram below.



1.2 Purpose

This document defines the quality expectations of the project and how they will be met. It makes reference to the key products the scheme will deliver and the acceptance criteria required to ensure quality standards are upheld.

This plan identifies those responsible for quality and delivery and lists the relevant standards that will be adhered to.

2. Quality Expectations

2.1 Background

As detailed in the Management Plan, within the A6 to Manchester Airport Relief Road project team, the Project Delivery Team is responsible for the production of the overall scheme. The Project Development and Design Team comprises of numerous workstreams, each responsible for delivering the work associated with a specific discipline. The workstreams consist of a mix of employees from external consultants and the local authorities. A scheme Management Chart which includes the makeup of the Project Development and Design Team is in Appendix A.

It has been agreed that Stockport Metropolitan Borough Council (SMBC) will act as the lead authority and will be responsible for procuring all external consultants required to deliver the scheme.

All parties are required to be quality assured to ISO 9001:2000 or equivalent and will therefore be responsible for ensuring that all products for which they are responsible have been subject to checking and review procedures.

Project assurance will be provided by the Corporate Risk & Project and Programme Management team at Transport for Greater Manchester. The Project Board are required to review key project products to ensure the scheme is represented in the most effective and accurate way.

2.2 Relevant Standards

The project development stages will be undertaken using processes that meet the ISO 9001Quality Management Systems.

The project will also be implemented broadly in line with ISO 14000 for Environmental Management Systems. This will ensure that all aspects of project development and implementation focus on environmental best practice, in line with the promoting authorities' own objectives and standards.

Each workstream will be responsible for ensuring requirements of OHSAS 18001 Occupational Health and Safety Management Systems - Specification as included in their project specific quality plan.

In terms of design standards and project implementation, the scheme will adopt the Highways Agency's Design Manual for Roads and Bridges (DMRB) along with the Manual of Contract Documents for Highway Works and any specific standards of the local authorities, unless agreed otherwise with the Project Director.

Where necessary, workstreams will comply with the WebTAG guidance as required by the Department for Transport (DfT).

For the purposes of producing the Major Scheme Business Case, the scheme will follow the “Guidance for Local Authorities seeking Government Funding for major transport schemes” produced by the DfT.

Each local authority will be responsible for agreeing any departures from standard that are required to deliver the scheme within their region of authority. This will ensure that the project achieves the standards expected and supported by the DfT.

As defined in the main Project Initiation Document; the methodology used to define the process and procedures necessary to manage this project is based on the PRINCE2 methodology promoted by the Office of Government Commerce (OGC).

2.3 Quality Audits

Each workstream will be responsible for the quality control of their individual deliverables and under the requirements of the ISO 9001accreditation, each workstream will be required to carry out internal and be subject to external auditing to maintain their accredited status.

As discussed in section 5 of this plan, the scheme will adhere to the requirements Corporate Risk & Project and Programme Management gateway review process as set out by Transport for Greater Manchester. These gateway reviews will take place at defined stages of the scheme. Appendix B includes the Project Control Framework which shows at which stage in the project lifecycle key activities, including the gateway reviews, are programmed to take place.

3. Quality Responsibilities

3.1 Overview

The overall responsibility for the quality of the project rests with the Senior Responsible Owner (SRO), Eamonn Boylan. However, the implementation of relevant processes and procedures, the setting of acceptability criteria and the delivery of quality on the project belongs to the individual workstreams.

Each workstream will be responsible for preparing their own project specific Quality Management Plan. This will be made available for audit by the Project Delivery Team. As a minimum, this will include:

- Project-specific scope and processes
- Team structure – resources and required competencies, suppliers
- Checking, review and approval process of design production
- Management of scope of work, programme and budget
- Monitoring, inspection and test activities
- Process for change control
- Processes for Continuous Improvement

Listed below are the key project personnel responsible for ensuring quality within their individual workstream. A copy of the Organisation Charts is included in Appendix A.

- Project Management – Graham Martin (Project Manager, URS)
- Major Scheme Business Case – Nasar Malik (Atkins)
- Complementary and Mitigation Measures and Transport Assessment – Gary Rowland (Atkins)
- Traffic Modelling – Robin Kimber (Atkins), David Nixon (TfGM HFAS), Nick Benbow (MVA Consulting)
- Highway Design – Naz Huda (Highways Design Manager, SMBC)
- Environment –Fiona Symes (Mouchel)
- Lands and Orders – Geoff Leatham (URS), Ian Keyte (NPS)
- CDM Coordination – Watts
- Construction/Buildability – Nick Boyle (Balfour Beatty)

- Scheme Cost Estimate – Andrew Doyle (Corderoy)
- Communication and Public Consultation – Ian Ratcliffe (Head of Communications, SMBC)

Each Project Development and Design Team manager will be responsible for raising any Quality issues with the Project Manager. The Project Director, Jim McMahon, will be responsible for reporting at least quarterly to the Project Board on the quality of deliverables throughout the project. This process will include specific reporting on the performance of all project teams, consultants and contractors. Reporting will be through exception against the specified quality criteria.

3.2 Budgets and Cost Control

Budget controls will be in accordance with the Financial Management Strategy and Plan with the Project Manager providing monthly updates on project expenditure and the Financial Manager responsible for approving all project expenditure and budgets.

Where necessary and as set out in the Financial Management Strategy and Plan, the Financial Manager will be responsible for elevating all expenditure decisions to the appropriate level of management in accordance with Stockport Council's own finance controls policy.

Each workstream will be responsible for ensuring they manage, control and report the budgets for which they are responsible.

The Project Manager is responsible for the financial management of the scheme via works orders. Invoice payments will be facilitated by Stockport Metropolitan Borough Council's accounting system, SAP. This, combined with the financial management process (as detailed in the Financial Management Strategy and Plan) will ensure capability in providing detailed project specific accounts and suitable reports for the Project Board.

3.3 Programme Management

A detailed programme will be prepared by the Project Management Team and agreed by the relevant workstream in accordance with the Programme Management Plan. Each workstream will be responsible for ensuring they manage their part of the programme to meet the required deliverable dates.

3.4 Issue and Change Control Procedure

In order to log potential or actual concerns, problems and changes, the scheme operates an Issue Log.

The Issue Log will be managed by the Risk Manager alongside but separate to the Risk Register. Issues will be recorded as and when they arise and will be managed by the Project Delivery Team. Whenever appropriate, issues will be used to inform the Risk Register. Likewise, as and when a risk is realised, this will be logged as an issue.

Project Issues can be identified by any member of the project team at any stage in the project. For effective implementation, however, managers of each discipline are requested to provide an overview of key issues in their monthly reporting to the Project Manager.

Each issue is assigned a unique number. The issue type is logged as “Problem/Concern”, “Request for Change” or “Off-Specification”. A “Request for Change” issue details additional activities are required on an existing works order. An “Off-Specification” is something that should be provided by the project, but currently is not (or forecast no to be) provided. This might be a missing product. An “Off-Specification” issue details products that are not expected to be delivered as specified.

The Issue Log also records the severity of the issue as, “Significant”, “Major” or “Critical”.

When deemed “significant” the issue is resolved within the project team in the first instance. “Major” issues are elevated to the Project Delivery Team for discussion and resolution and “Critical” issues are elevated to the Project Board for discussion and resolution. The Project Manager will review and confirm the status of each project issue.

An example copy of the Project Issues Log is located in Appendix B of the Risk Management Plan.

Project Change i.e. a “Request for Change” or “Off-Specification” will be accompanied by a Change Authorisation Request (CAR) form. The CAR will provide detailed information about the change, why it is required and the consequences.

A Request for Change or Off-Specification deemed “significant” or will be agreed by the Project Manager and Finance Manager, “Major” changes will be agreed by the Project Delivery Team and “Critical” changes will be agreed by the Project Board.

The baseline for change will be set by the original brief and fee proposal associated with the relevant work package drafted and agreed prior to the start of any works on the scheme.

4. Document Control

4.1 Document Management

The project shall be known as *A6 to Manchester Airport Relief Road* which shall be stated clearly on all information produced for the project whether electronic, paper or on other media.

All documents produced irrespective of format or media will contain a unique identifier, revision status, history and full date.

Each report will be allocated a unique document number. This will consist of the project identifier followed by the file location identifier followed by the unique report number. For example this Quality Plan is allocated the following number:

1007/2.17/006

Where 1007 is the project identifier, 2.17 is the file location identifier for both the Stockport Metropolitan Borough Council server and Project Space (see section 4.2) and 006 is the unique report number. A register of reports is kept and managed by the Project Manager and made available on Project Space for all team members to view. When drafting a new product the author requests a unique number from the Project Manager. The report register is then populated with the associated product by the Project Manager. This will prevent more than one product being allocated the same unique product identifier.

All documents, irrespective of format, that contain information on more than one page will include unique numbers on each page with the document title issue status, revision and date in the header or footer as appropriate.

Documents shall also include the document author and responsible owner along with details of the document checker. This information shall be included in such a format that it can be readily removed from a document should this be necessary for the issue of information under the Freedom of Information Act.

Document revision numbers will consist of drafts and final versions. Revisions will be denoted by the following system.

Number	Revision
0.1	First Draft
0.2	Second Draft
1.0	First Issue
1.1	First Issue, First Redraft
1.2	First Issue, Second Redraft
2.0	Second Issue

All documents shall include references to all other documents on which they rely for information.

Each workstream manger will be responsible for maintaining a suitable document transmittal register to record information coming into and being issued by their team.

The Project Manager will be responsible for the keeping a record of all documentation received and issued to the Project Manager for wider distribution. As discussed in section 8.2.2 of the Project Initiation Document, all communication requiring Project Board approval will be distributed via the Project Manager and logged by the Project Manager in the relevant documentation transmittal records.

4.2 Electronic Information Management

In addition to the electronic filing system to be held on the Stockport Metropolitan Borough Council server, the URS business collaboration tool, “Project Space”, will be used to store and issue final documents to project team members. It will also be utilised, when considered appropriate by the relevant workstream manager, for transmitting large documents for information in draft format. Draft documents will have gone through the correct checking procedure prior to transmittal.

4.3 SEMMMS A6 to Manchester File List

Throughout the project the Project Management Team will maintain and employ a standard file list which will be used to store electronic copies of project information on the SMBC server and replicated on the URS business collaboration tool online.

5. Acceptance Criteria

5.1 SEMMMS Project Control Framework

The scheme will be managed in set stages. These stages along with the key activities that will be undertaken during each stage are covered in Appendix B in the SEMMMS Project Control Framework. This framework also shows when the project will be reviewed under the local partnerships gateway review process.

5.2 Technical Reviews

All work shall be checked and technically reviewed within the workstream / individual organisation prior to issue.

All calculations forming part of the deliverable services shall be filed, retained and recorded by each individual workstream.

The A6 to Manchester Airport Relief Road common cover sheet will be completed and front all reports issued by the Project Team. Each individual workstream will be responsible for providing an appropriate report fly sheet detailing the quality checks carried out prior to issue.

Each drawing forming part of the deliverables that is not presented in a report shall be subject to the quality checks and technical approvals as required by each individual workstream.

5.3 Product Acceptance Criteria Checklist

Appendix C includes the project Product Checklist. This schedule sets out the key products the scheme will deliver over its lifetime. It is not intended as an exhaustive list but informs the project team of who is responsible for each product, when it is required to be produced, reviewed or refined and which management group will provide the client review therefore insuring project assurance.

Acceptance is as determined by standards defined in 2.2, more specifically as follows:

a. The DfT “Guidance for Local Authorities seeking Government Funding for major transport schemes”.

b. The DfT WebTAG guidance.

c. Requirements contained in standard documents including the Design Manual for Roads and Bridges and the Manual of Contract Documents for Highway Works.

d. Requirements relating to particular design elements including:

   – Technical Approval of Highway Structures (BD 2)

- Managing Geotechnical Risk (HD 22)
- Road Safety Audit (HD 19)
- Implementation and Use of Standards Improvement System (HD 34)
- Non-Motorised User Audits (HD 42); and
- Traffic Signals and Control Equipment (TA 84)

Appendices

Appendix A. Management Charts

A6 to Manchester Airport Relief Road
Governance Framework

GMCA Executive

Delegated Finance & Final Approvals to SMBC (as Lead Authority)

CA's s151 officer sign-off with financial accountability with CA (with s151 officer approval from MCC & SMBC if required and/or rest of GM)

TfGM Committee

Programming
(re A6 to Manchester Airport Relief Road relationship with GMTF)
SMBC report in A6 to Manchester Airport Relief Road programming / spend profiling to TfGMC

Manchester City Council

Stockport Metropolitan Borough Council
Lead Authority
Budgetary Approval & Delegation Powers

Cheshire East Council

Project Assurance

TfGM Gateway Review Process

Adoption of TfGM Gateway review process

Section 8 Agreement in place between the 3 no. promoting Local Authorities
Various Highway Powers delegated to Lead Authority to implement the scheme

Executive Approvals will still be required from all 3 LA's for various activities e.g. implementation of CPO

CEX Steering Group

TfGM	MANCHESTER CITY COUNCIL	STOCKPORT COUNCIL	Manchester Airport Group
David Leather	**Sir Howard Bernstein**	**Eamonn Boylan**	**John Atkins**
Chief Executive	Chief Executive	Chief Executive	Airport City Director

Review and recommend for CEX Steering Group approval of new programmes and constituent / fundamental elements of the project delivery e.g. budget, consultations

A6 to Manchester Airport Relief Road PROJECT BOARD

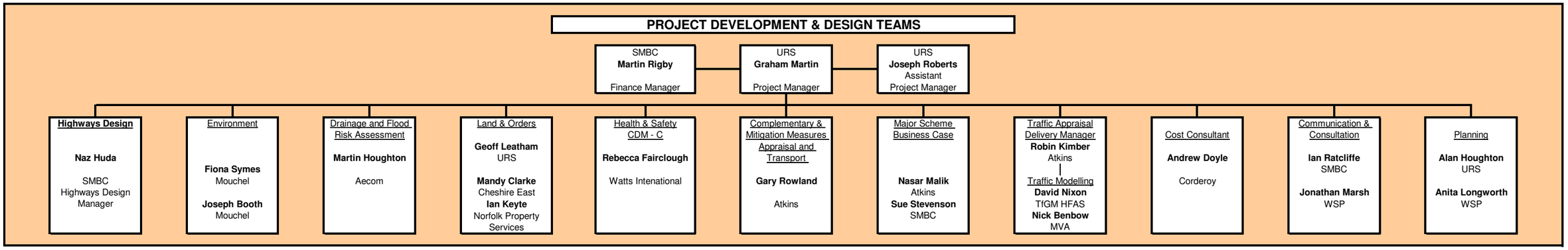
Bob Morris	Jim McMahon	Steve Houston	Eamonn Boylan	Barry Khan	Jessica Bowles	John Nicholson
Interim Chief Operating Officer TfGM	Project Director Stockport Council	Council Treasurer Stockport Council	Chief Executive Stockport Council **SENIOR RESPONSIBLE OWNER**	Council Solicitor Stockport Council	Head of City Policy Manchester City Council	Strategic Director Places and Organisational Capacity Cheshire East Council

A6 to Manchester Airport Relief Road PROJECT DELIVERY TEAM

CHESHIRE EAST COUNCIL	STOCKPORT COUNCIL	Project Director & Project Manager	MANCHESTER CITY COUNCIL	URS
				Specialist Major Highways Advisor

A6 to Manchester Airport Relief Road PROJECT DEVELOPMENT & DESIGN TEAMS

Project Development and Design Teams



Appendix B. Project Control Framework

Stage Description		2. Option Selection		3. Preliminary Design		4. Statutory Procedures & Powers		5. Construction Preparation		6. Construction		7. Handover & Closeout	
Key Activities		Select a Design Freeze for Assessment Purposes Develop Cost Estimate for Design Freeze (including risk) Develop EIA and Traffic Forecasts Environmental Surveys Completion of Draft ES Produce Scheme Business Case Programme Entry Public Consultation Announce Preferred Route		Design Development OJEU Pre-Qualification for 2 Stage ECI Tender Preparation Planning Application Made Draft Orders Preparation Appoint Contractor for Stage 1 ECI		Publish Draft Orders LA Executive Approval for Conditional Approval DfT Conditional Approval Public Inquiry Preparation Hold Public Inquiry Planning Application Accepted		Orders Made and High Court Challenge Period Agree Target Cost for Stage 2 ECI Produce Final Business Case LA Executive Approval for Final Approval DfT Final Approval Award of Contract for Stage 2 ECI and Proceed to Construction		Notice to Treat and Enter Complete Detailed Design Commence on Site Environmental Mitigation Construct Scheme and Open to Traffic		Completion of H&S File Handover Certificate Signed Completion of After Care and Defects Period Settlement of Final Account Complete Review of Project Delivery	
TfGM PMP Gateway Reviews		**Gateway 3A - Full Business Case**					**Gateway 3B - Full Business Case**		**Gateway 4 - Contract Award**		**Gateway 5 - Operational Handover**		**Gateway 6 - Close Out**

Appendix C. Product Checklist

A6 to Manchester Airport Relief Road

Product Checklist

		Options	Development			Construction				
PRODUCT SECTION	PRODUCT	2. Option Selection	3. Preliminary Design	4. Statutory Procedures & Powers	5. Construction Preparation	6. Construction	7. Handover & Closeout	Produced and Reviewed by	Client Review by	Approved by
Risk	Risk Management Plan	Produce	Update	Update	Update	Update		URS	PDT	Project Board
	Risk Register	Produce	Update	Update	Update	Update		URS	PDT	Project Board
	Quantitative Risk Assessment	Produce	Refine	Refine	Refine	Refine		Corderoy	PDT	Project Board
Business Case & Funding	Economic Appraisal Report	Produce	Refine	Refine	Refine	Refine		Atkins / HFAS	PDT	Project Board
	Appraisal Summary Table	Produce	Refine	Refine	Refine	Refine		Atkins / HFAS / Mouchel	PDT	Project Board
	Traffic Survey Report	Produce	Produce					Atkins / HFAS	PDT	Project Board
	Traffic Forecast (Saturn) Report	Produce	Refine	Refine	Refine	Refine		HFAS / MVA	PDT	Project Board
	Local Model Validation Report	Produce	Refine	Refine				HFAS	PDT	Project Board
	Complimentary Measures Report	Produce	Refine					Atkins	PDT	Project Board
	Wider Impacts Assessment	Produce	Refine					Atkins	PDT	Project Board
	Approval of GMTF Funding to Support MSBC	Produce	Refine	Refine	Refine	Refine		Atkins / SMBC	PDT	Project Board / GMCA
	Major Scheme Business Case (PE / CA / FA)	Produce	Refine	Refine	Refine	Refine		Atkins	PDT	Project Board
	Section 51: Finance Officer Approval (GMCA / SMBC)	Produce	Refine					SMBC / GMCA	PDT / TfGM	Project Board / GMCA
Value Management	Value Engineering	Develop	Produce	Review	Produce	Refine		SMBC	PDT	Project Board
	Value Management	Develop	Produce	Review				SMBC/URS	PDT	Project Board
Specification Requirements & Design	Scheme Assessment Report	Produce	Refine					SMBC	PDT	Project Board
	Report on Public Consultation	Produce	Refine					WSP / SMBC	PDT	PDT
	Preliminary Design		Produce					SMBC	PDT	PDT
	Pre-construction Design				Produce			Contractor	PDT	TBC
	As Built Design						Produce	Contractor	PDT	TBC
Managing Change	Change Request / Issue Log	Produce	Produce	Produce	Produce	Produce	Produce	URS	PDT	PDT
	Change Request Form	Produce	Produce	Produce	Produce	Produce	Produce	URS	PDT	PDT
	Exception Report	Produce	Produce	Produce	Produce	Produce	Produce	URS	PDT	Project Board
Project Management	Product Checklist	Produce	Produce	Produce	Produce	Produce	Produce	URS	PDT	Project Board
	Project Management Plan - PID	Produce	Produce	Produce	Produce	Produce	Produce	URS	PDT	Project Board
	Project Schedule	Produce	Refine	Refine	Refine	Refine	Refine	URS	PDT	Project Board
	Regular Reporting	Produce	Produce	Produce	Produce	Produce	Produce	URS	PDT	Project Board
	Gateway Review Report	Produce	Produce		Produce	Produce	Produce	TfGM	PDT	Project Board
	Project Closeout Report						Produce	URS	PDT	Project Board
Cost Estimating	Options Estimate	Refine						Corderoy	PDT	Project Board
	Preliminary Estimate	Produce	Refine					SMBC/Corderoy	PDT	Project Board
	Initial Estimate	Produce	Refine					SMBC	PDT	Project Board
	Independent Estimate Review	Produce	Refine					Balfour Beatty / TfGM	PDT	Project Board
	Developing Estimate			Produce				Corderoy / SMBC	PDT	Project Board
	Final Estimate				Produce			Contractor	PDT	Project Board
	Costs to Complete Estimate	Produce				Produce	Produce	Contractor	PDT	Project Board
Procurement	Project Level Procurement Strategy	Produce	Review	Review	Review	Review		URS	PDT	Project Board
Health and Safety	Pre-Construction Information	Develop	Produce					SMBC	PDT	Project Board
	Form F10 (rev) Notification of Project				Update			CDMC (Watts) / SMBC	PDT	Project Board
	Construction Phase Health and Safety Plan	Produce			Produce	Update		Contractor	PDT	Project Board
	Health and Safety File	Develop	Produce	Update	Update	Update	Update	SMBC	PDT	Project Board
	Maintenance and Repair Strategy Statement	Produce	Refine	Refine	Refine			TBC	PDT	
Local Authority Design Approvals	Preliminary Sources Study	Produce	Refine					SMBC	PDT	
	Geotechnical Report	Produce	Refine					TBC	PDT	PDT
	Geotechnical Feedback Report						Produce	TBC	PDT	PDT
Local Authority Executive Approval	Executive Decision Record - Business Case Approval	Produce	Produce	Produce	Produce			Atkins	PDT	SMBC / CEC / MCC Executives
	Executive Decision Record - Planning Application Approval	Develop	Produce					SMBC / MCC / CEC	PDT	SMBC / CEC / MCC Executives
Planning Application	Planning Application		Produce					SMBC / URS	PDT	Project Board
	Approval Notice with Conditions	Produce	Produce					SMBC / CEC / MCC	PDT	Project Board
Public Consultation	Public Consultation Strategy	Produce						WSP / SMBC	PDT	Project Board
	Public Consultation Leaflet	Produce						WSP / SMBC	PDT	PDT
	Public Consultation Exhibition Checklist	Produce						WSP / SMBC	PDT	PDT
	Statement of Results of Public Consultation Checklist	Produce						WSP / SMBC	PDT	Project Board
Orders	Draft Orders		Produce					URS / SMBC	PDT	Project Board / LA Legal Team/ GONE
	Made Orders				Produce			TBC	PDT	Project Board / LA Legal Team/ GONE
	Exchange Land Certificate & Planning Consents		Produce	Refine	Produce			TBC	PDT	Project Board
	Notices(s) to Treat and Enter					Produce		TBC	PDT	Project Board
Other Notices	Part 1, Noise and Road Opening Notices					Produce	Produce	TBC	PDT	
Standards & Specification	Road Safety Audit	Update	Produce		Produce	Produce	Produce	SMBC CRASH TEAM	PDT	SRO
Communications	Communications Plan	Produce	Produce	Update	Update	Update		WSP / SMBC	PDT	Project Board
Public Inquiry (if required)	Programme Public Inquiry			Produce				URS / SMBC	PDT	-
	Documentation for Public Inquiry			Produce				URS / SMBC	PDT	-
	Handling Objections for Public Inquiry			Produce				URS / SMBC	PDT	-
	Objectors' Costs for Public Inquiry				Produce			URS / SMBC	PDT	-
	Statements & Evidence			Produce				Project Workstreams as required / URS / SMBC	PDT	Project Board
Works Procurement	Contract Documents	Refine	Produce					URS / Corderoy / SMBC	PDT	Project Board
	Statutory Undertakers Estimate	Produce	Refine		Refine			SMBC / STATS	PDT	-
Handover	Handover Schedule					Produce		SMBC / Contractor	PDT	-
	Maintenance Handover Certificate	Produce					Produce	SMBC / Contractor	PDT	-
Environment	Record of Environmental Determination	Produce						Mouchel	PDT	
	Environmental Public Notices	Produce	Produce					Mouchel	PDT	
	Environmental Assessment Report Stage 1, 2 & 3	Produce						Mouchel	PDT	Project Board
	Environmental Statement	Produce						Mouchel	PDT	Project Board
	Environmental Statement Non Technical Summary	Produce						Mouchel	PDT	Project Board

A6 to Manchester Airport Relief Road

Procurement Strategy 1007/0217/007

August 2012

STOCKPORT METROPOLITAN BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

Cheshire East Council

A6 to Manchester Airport Relief Road

Procurement Strategy

1007/0217/007
August 2012

Stockport Metropolitan Borough Council

Stockport Council
Fred Perry House
Stockport
SK1 3XE

Issue and revision record

Revision	Date	Originator	Checker	Approver	Description
0.1	19.08.2009	N A Searle	A S Parke / F A Johnston	J McMahon (SMBC)	First Draft
0.2	08.10.2009	S. Stevenson		Project Board	Second Draft
0.3	26.02.2010	J Roberts	T Baker		Third Draft – Issued to CMT and PrB for comment
1.0	29.03.2010	J Roberts	T Baker	Project Board	1st Issue
2.0	21.01.2011	J Roberts	G Martin / S Stevenson	Project Board	2nd Issue
3.0	21.03.2012	D Hughes	G Martin / M Rigby	J McMahon	Updated detail of ECI and Design and Build Options
4.0	16.05.2012	D Hughes	G Martin / M Rigby	J McMahon	Updated following review of v3 by Project Board
5.0	18.08.2012	M Ellis	S Johnston	J McMahon	Updated following procurement workshop
6.0	18.08.2012	M Ellis	S Johnston	J McMahon	Further update following procurement workshop

Content

A6 to Manchester Airport Relief Road
Procurement Strategy

1. Executive Summary

1.1 Procurement Options

Following a review of the various procurement options, a clear case can be made for either Design and Build or Staged Early Contractor Involvement (ECI). This report concludes that for either route, a Target Cost contract would offer the best value for money.

Design and Build would require the scheme promoter to achieve statutory powers before appointing a contractor to complete the detailed design and construction of the scheme. The scheme promoter stipulates quality through a detailed set of Client's Requirements. Appointment would follow a competitive tender based on an outline design.

Staged ECI allows for appointment of a contractor prior to the commencement of any anticipated Public Inquiry. The Contractor supports the statutory process. Following the Public Inquiry, the promoter and the Contractor work together to develop a scheme Target Cost estimate. Assuming the Target Cost is within the allowable budget, the Contractor is appointed for a second stage to complete the detailed design and construction of the scheme.

Traditional and PFI routes have also been considered but discounted. Traditional would offer minimal risk transfer to the Contractor; both traditional and PFI have a poor record with regards to value for money.

1.2 Options Appraisal

This strategy makes the following conclusions in respect of Design and Build and Staged ECI:

Design and Build	**Staged ECI**
• Risk shared between Client and Contractor.	• Risk shared and opportunity for the Contractor to develop and mitigate risk earlier in the process
• Appointment made following competitive tender. Commercial tension guaranteed with regards the scheme Target Cost.	• Contractor works up a Target Cost for the main works following appointment. Client visibility of scheme costs throughout the process. Value engineering incentivised between the development of the Initial Target Cost and the Final Target Cost.
• Appointment of Contractor after gaining statutory powers.	• Appointment made prior to Public Consultation. Opportunities for early detailed design and environmental mitigation would increase the chance of commencing construction immediately after statutory powers gained.
• No contractor support through statutory process.	• Contractor support through Public Inquiry – Contractor gains in-depth knowledge of project constraints and opportunities
• Completion anticipated in autumn 2017.	• Completion anticipated in spring 2017

1.3 Recommended Option

It is recommended that the scheme should progress using a Staged ECI procurement route. This will enable the scheme to benefit from contractor's input as early as possible; it will also build upon the contractor support previously provided by Balfour Beatty.

This option will enable the scheme to be delivered as early as possible. Further work is required to ensure that sufficient commercial tension is incorporated into the tendering process. However, it is understood that by incentivising a reduction in the Initial Target Cost, the Final Target Cost can represent good value for money. The Staged ECI procurement option also optimises risk and programme management.

2. Procurement Strategy

2.1 Purpose of this document

This Procurement Strategy is part of a suite of management plans which supports the Project Initiation Document.

The purpose of this document is to review potential procurement strategies and to recommend a preferred option for the procurement of the A6 to Manchester Airport Relief Road scheme.

The key aspects that this document covers in the subsequent sections include;

- Procurement objectives for the Scheme
- Procurement options
- Recommendations for progressing the procurement of the scheme

3. Procurement Objectives

3.1 Strategic Objectives

This section considers the constraints to procurement of the A6 to Manchester Airport Relief Road. The constraints identified at a strategic level are:

- A need to have cost certainty or certainty that the scheme can be delivered within the available funding constraints.

In addition to the above, there are other less rigid constraints including:

- A desire to minimise further preparation costs with respect to design.
- A desire to obtain further contractor experience and input to the design and construction programming to ensure the implementation programme is robust and achievable.
- Desire to obtain further detailed contractor input to risk management and appraisal along with mitigation measures / actions in order to capitalise at an early stage on opportunities to reduce construction risk and thus improve out-turn cost certainty.

3.2 Scheme Specific Objectives

Primary and secondary objectives have been identified for the scheme and are detailed below. The primary objectives are those where procurement options considered must deliver and secondary objectives are those where it would be beneficial if a chosen solution delivered the preferred outcome.

Primary:

- Enable the promoting authorities to commit to the project in full
- Comply with current legislation
- Deliver the scheme within the available funding
- Ensure that Best Value is delivered
- Ensure that appropriate quality is delivered
- Offer an affordable whole life cost solution
- Reduce risks to a level that is As Low As Reasonably Practicable (ALARP)

Secondary:

- Offer the opportunity to engage Contractors early in the planning
- Provide Contractor input to the design, risk assessment and delivery programme
- Offer the opportunity to engage a Contractor in an anticipated Public Inquiry in respect of construction techniques, disruption and subsequent mitigation measures during the works

- Offer the promoters affordable opportunities for change throughout the project life-cycle.
- A desire to work with a contractor with a proven record of minimising the impact on the environment and local communities leading up to and during the construction period
- A desire to ensure the procurement strategy maximises the opportunities for local employment

Most of the above objectives should be self explanatory. However, the ability of any particular procurement route to offer the promoters the chance of affordable change throughout the project life cycle is a challenge for any procurement process. Where a high degree of risk transfer to the Contractor takes place there is an almost equal degree of increase in the cost of promoter changes during the project. There are few procurement options that offer a high degree of risk transfer and the chance of affordable changes to the project during its life-cycle.

It is important that any consideration of procurement routes or options acknowledges that the procurement process itself is all about risk management and transfer. Perhaps more accurately it is about appropriate risk transfer at an affordable price.

Frequently, expectations with respect to risk transfer are unrealistic at the planning stage and subsequently result in overly optimistic forecasts of construction costs. Risk management and transfer come with a cost. It is equally important to understand that the cost associated with a particular risk is not simply a function of the risk itself but the potential impact of that risk on other activities. During the construction phase the cost of a risk is highly proportional to the impact on the construction programme as this is normally considered critical from a contractor's perspective. If there can be flexibility in the delivery date then the cost of many risks can be reduced dramatically.

In the case of the A6 to Manchester Airport Relief Road, project cost is clearly capped at the maximum level of available funding. It is therefore essential that there remains some flexibility in the programme for delivery if overall value for money is to be achieved.

4. Procurement Options

4.1 Introduction

This section considers the procurement options firstly at a strategic level and then later at the more detailed level including reviewing the forms of contract appropriate to any particular solution.

The procurement strategy should consider delivery of the project throughout its life cycle, which in this case includes the following:

- Development of the scheme prior to award of main contract;
- Delivery of advanced works and mitigation measures;
- Delivery of the main works;
- Delivery of operations and life-cycle maintenance.

4.2 Strategic Review of Procurement Options

Since funding is to be secured entirely through public funds; there are a number of procurement options available. The following three potential procurement strategies for the detailed design and construction stage of the project have been considered;

- Traditional design, procurement, construction, separate maintenance;
- Design and Build procurement, construction, separate maintenance;
- Early Contractor Involvement (ECI), procurement, construction, separate maintenance

In addition to the above a Private Finance Initiative (PFI) has been considered. A PFI Project Scope and Qualitative Value for Money Appraisal Report was prepared and submitted to Department for Transport in 2007/08. Subsequently, the DfT requested that a quantitative assessment be undertaken, which was submitted to DfT in June 2010.

Since then, PFI has been discounted as a potential option by the scheme promoters, based on further detailed appraisal of the alternative procurement routes and the fact that PFI is unlikely to offer value for money relative to the preferred option. As a result PFI will not be considered further in this document.

4.2.1 Traditional Design, Procurement, Construction

In general terms this strategy comprises the client completing a full detailed design followed by tendering for a Contractor, who is passed the design to construct. All risk resulting from the design is therefore carried by the Client.

In terms of programme, the detailed design would be completed following the end of the Public Inquiry, after which tenders could be prepared and a Contractor appointed.

Tenders could also be prepared in parallel with the planning process, which would keep the programme to construction as short as practicable. This would mean that it would be possible to go to tender within months of receiving planning powers and Conditional Approval of the business case.

Procurement could be started ahead of receiving the necessary powers and approvals. However, this would be a high risk strategy and is generally not supported by the Department for Transport and could be contrary to Local Authority Standing Orders.

One of the main benefits of the traditional approach to scheme delivery is that the promoter retains a high degree of control over specification and quality of finish. A traditional approach, however, generally leads to a lower level of risk transfer resulting in reduced cost certainty.

The Client retains the risk of quantity changes, as the tender is based upon an approximate set of quantities, which are remeasured. This could lead to an increase in project cost at outturn. Large changes in quantities could also justify changes in unit rates. The Client also carries the risk of unforeseen ground conditions and extreme weather conditions.

The scheme cost estimate, programme and buildability would be controlled by the promoters up to the point of contract award. Without the input of an experienced contractor at an early stage in the scheme's development it is more likely that non-transferable risks will be carried over to the construction stage. Should these risks materialise during the construction stage, the promoter would be liable to the increased costs generated, hence the reduced cost certainty associated with this procurement route.

As this type of contract has usually been won on the basis of the lowest tender submitted, outturn costs can be much higher (20%-30%) than the tender price, as the client carries most of the risk.

Advantages of Traditional Procurement

- Client is able to determine and control quality
- Design is carried out by Clent's Designer with background in the project
- Tendering process is competitive

- Client has flexibility to control scope changes
- Tendering costs are lower than those for design and build
- Tendered sums will be lower than those for design and build as scope is well defined and client carries most risks.
- Comparable in programme to Design and Build

Disadvantages of Traditional Procurement

- Poor record on cost certainty
- Claims become more likely as scheme complexity increases
- Large Client team needed to supervise construction
- Client carries much of the risk
- Contracts can be adversarial

4.2.2 Design and Build

This approach to the project offers the opportunity for the highest level of risk transfer from the Client to the Contractor.

This strategy involves a tendering process based upon a set of Client's Requirements, often accompanied by a preliminary design. These Requirements have to be carefully considered as they influence the project quality. Detailed, prescriptive requirements similar to a traditional specification can be used to control quality, but this may also restrict the Contractor's ability to bring innovation to the construction. Another approach is to use high-level requirements, e.g. "design shall be in accordance with the Design Manual for Roads and Bridges (DMRB)". This encourages innovation, but the Contractor's interpretation of a DMRB clause may not be the same as the Client's and the tender would be based on the Contractor's view. The Contractor's opportunity for reducing costs through value engineering is linked to the flexibility in the Client's Requirements.

The Contractor's Designer would undertake some design to inform the Tender and usually submit his preliminary design with the Tender. It is expected that the appointment would not be made until after the scheme has gained statutory powers. Detailed design would start immediately after the tender process ends and the contract is awarded. Construction normally starts before detailed design is complete. Almost all risk resulting from the design is carried by the Contractor, but this depends upon the clarity of the Client's Requirements.

Value Engineering and buildability issues can be better addressed as it is likely that the design solutions would be developed by the Contractor Designer team, based upon the Contractor's methodology and approach rather than being solutions developed solely by the Designer.

This type of contract would be competitively tendered just prior to construction. The Contractor would own both the design and associated risk.

Advantages of Design and Build Procurement

- Reduced risk to Client
- Allows for competitive tender
- Comparable in programme terms with traditional approach
- Self certification and elimination of re-measure reduces size of Client construction supervision team
- Tender preparation reduced in comparison to traditional approach as only a preliminary illustrative design, rather than a full detailed design, is issued to tenderers

Disadvantages of Design and Build Procurement

- Contractor controls quality within scope of Client's Requirements – therefore a well developed Works Information to ensure client control over specification and quality is required
- Changes to scope can be difficult and costly
- Contractor's opportunity to maximise profit is through reducing costs which could affect quality
- Mobilisation includes a design period so contract may be longer
- Client does not necessarily share the benefits of value engineering and innovation, brought from Early Contractor Involvement.

4.2.3 Early Contractor Involvement

This strategy involves a Contractor becoming involved in the scheme during the design development stage, thus ensuring that the design taken into the statutory processes is as efficient and buildable as possible.

ECI can be implemented through a variety of approaches with the Contractor Designer team becoming involved at differing stages of the programme. This section will consider two approaches termed Full ECI and Staged ECI.

Full ECI comprises appointment of the Contractor Designer team prior to completion of the preliminary design upon which the statutory orders are based. The ECI team would prepare the preliminary design; take the scheme through the statutory process, detailed design and construction.

In both a Full ECI and Staged ECI approach, the Contractor's Designer could start early detailed design work during the statutory processes, allowing construction to start shortly after the statutory processes are complete. Early detailed design usually follows the Public Inquiry allowing the Client to consider any potential risks to progressing the scheme before committing to this expenditure. Early design has the potential to bring forward the scheme opening date in comparison to the other two strategies, if the ECI contract is awarded in parallel with the statutory processes.

As an alternative, Staged ECI offers the benefit of engaging a contractor early in the process through a 2 stage approach with additional contractor support sought outside the main contract. Due to programme constraints, only the Staged ECI approach will be appraised in this section. The Staged ECI would include:

Initial Contractor Support – Contractor appointed to provide buildability and risk advice in the early stages of the scheme.

Stage 1 of the Main Contract – Tenders invited for a Contractor to provide support leading up to and during the Public Inquiry, design development and the development of a scheme cost

Stage 2 of the Main Contract – If the scheme cost developed is accepted, the Contractor appointed for Stage 1 is retained to complete the detailed design and construction of the scheme. It is important that contractors and designers involved in the initial contractor support period are not excluded from Stages 1 and 2 to ensure value is gained in the early stages. The most common form of ECI arrangements are based upon the negotiation of a Target Cost. However it would also be possible to utilise a Lump Sum arrangement for construction of the scheme. This is discussed in a later section of this report.

With both Full and Staged ECI, management of the risk would be transferred to the Contractor, as he would be better placed to manage it, having been involved from an early stage in the design process. A risk sharing approach is adopted with the party best suited to managing the risk taking ownership.

For example, it is common for the Client to directly retain risks associated with Statutory Undertakers, plant and diversions.

There are potentially additional costs associated with the ECI method of procurement as the Contractor is involved at an earlier stage. The Staged ECI approach strategy would allow these costs to be controlled.

During the initial contractor support period and Stage 1 of the main contract, the Contractor is generally paid on a time charge basis. This pays for the Contractor's expertise in planning and buildability advice, innovation and traffic management. In Stage 1 specifically, these costs are generally offset by the advantages bought by the Contractor gaining a clear understanding of how the scheme costs are built up.

Although rates are market tested, the target cost for Stage 2 is generally not competitively tendered. This is recognised as a potential shortcoming of the ECI procurement strategy.

The negative aspects of ECI could be better managed by a staged appointment and would have to be balanced against the benefits of the ECI process. Where unique or challenging engineering problems need to be solved, bringing the Contractor on board as early as possible helps to reduce the risk of not realising the objectives of the scheme.

Advantages of Staged ECI Procurement

- Risk and opportunities are shared. The Contractor is incentivised to reduce costs and manage risk
- Collaborative approach to scheme completion
- Early identification of value engineering opportunities; more scope for innovation
- Contractor support through the statutory process
- Optimal and complete solution presented at Public Inquiry; provides improved confidence
- Improved consideration of buildability and health and safety
- Offers best value solutions and avoids wastage
- Reduces overall project programme
- Builds earlier consensus with all stakeholders
- Provides continuity of key people and information capture

- Greater confidence in the sufficiency of price and programme
- Provides high performing team at start of construction
- Better forward planning of resource requirements
- Offers opportunity to deliver truly integrated solutions
- Contracts are less adversarial than other types as the Contractor will recover actual costs in Stage 2
- Allows a project to develop at a quicker pace; the projects gets started and completed sooner

Disadvantages of Staged ECI Procurement

- Potential for high contractor costs during the pre-Inquiry phase is minimised by employing the Contractor only for specific tasks
- Potential for reduced commercial tension in the build up of the scheme cost in comparison to Design and Build
- Higher costs to the scheme during Stage 1

4.3 Operation and Maintenance

There are options with any of the above solutions to offer additional Operations and Maintenance contracts either separately or as part of the main contract. Defects and landscape aftercare for a period of up to five years are usually included in the main construction contract. This does not particularly address the issue of life cycle costs because the infrastructure assets involved in the scheme require little in the way of operational or maintenance intervention in this initial period.

However, operation and maintenance of the scheme needs to be considered in relation to the existing arrangements for highway maintenance and operation across the promoters' areas. The scale of additional work involved in the maintenance and operation of the A6 to Manchester Airport Relief Road may in reality be small compared to the existing road networks and offer little on its own in terms of scales of economy. It is therefore recommended that following the completion of the construction contract, operation and maintenance would revert to the local authorities.

4.4 Contract Type

For the purposes of this strategy it is assumed that an NEC3 Engineering Construction Contract (ECC) would be utilised. The options considered below are a Priced Contract (Lump Sum) and a Target Cost Contract. Both of these options could be progressed with any of the procurement routes described thus far.

4.4.1 Priced Contract (Lump Sum)

A Priced Contract offers greater cost certainty but the quality achieved depends on the content of the Client's Requirements. Payments can be made against a milestone profile, and there are limited opportunities to increase the tendered price.

If the Client's Requirements are broad-brush indicators of the scheme requirements and there is freedom in the specification, the Contractor will have the flexibility to value engineer the scheme to reduce costs but will still be paid the tendered sum. The Client does not benefit from these initiatives if they are permitted within the Requirements. However, the Contractor also bears the risks of overspend if this is necessary to meet the Client's Requirements.

The Client does not share any value engineering benefits if these can be carried out within the terms of the Client's Requirements. This may discourage innovation and therefore Priced Contracts do not generally encourage a collaborative approach to solving problems. The Client has price certainty and has transferred risk to the Contractor. The Contractor has a fixed income, so there can be a reduced incentive to adopt a project team approach.

4.4.2 Target Cost Contract

A Target Cost Contract offers an incentive to the Contractor to deliver the project to a pre-determined target cost where any saving or cost overrun can be shared between the promoters and the Contractor. The percentage split of this "Pain/Gain" relationship would be determined during the detailed procurement process.

The Target Cost approach shares the risk and opportunity benefits between the Client and the Contractor. The agreed Target Cost would include those risks which the Client has transferred to the Contractor, and as the Contractor is paid Actual Costs plus a fee, the Client will pay for those risks if they materialise. If value savings reduce the actual cost below the Target, the savings are shared between the Client and the Contractor. It is therefore in the interests of all parties to drive costs down, and for the Client to be active in risk management as all benefit. Target Cost Contracts therefore tend to support collaborative working with a recognised process of change control.

4.5 Review of Work Carried Out to Date

At present (August 2012), much of the preliminary design of the project is complete. Draft Orders are intended for publication in spring 2013 and a Public Inquiry is anticipated in early 2014.

During the development of the preliminary design, Balfour Beatty was commissioned under a Professional Services Contract (PSC) in order to obtain contactor advice.

Ideally, contractor advice prior to the publication of draft orders would be utilised to assist in the following:

- Input to the draft Orders, to identify land required for office compounds, storage areas or working space
- Input to the draft Orders to identify the need for any temporary road diversions
- Input to the Environmental Statement, notably the chapter on disruption due to construction

Balfour Beatty has previously provided advice on cost, buildability and programme. This advice has been utilised by the Project Delivery Team in the preparation of the draft Orders. Reports commissioned by the Scheme Promoters produced by Balfour Beatty on buildability have also been utilised in the preparation of the draft Environmental Statement.

Balfour Beatty's role as advisor to the scheme has now ended. It is acknowledged that the continued involvement of a contractor under a PSC arrangement would need to be re-tendered. Due to the length of the tendering process, it is unlikely that a contractor could be appointed in time to provide further input to the draft Orders and planning application without further delay to the programme.

4.6 Scheme Specific Procurement Options

In order to facilitate risk sharing and an acceptable programme, only Design and Build and a Staged ECI approach are considered suitable for consideration for the A6 to Manchester Airport Relief Road. The practicalities of implementation are discussed further in this section.

4.6.1 Option 1 – Design and Build

Breakdown of Contractor involvement:

- **Period to publication of draft Orders: Utilise previously received contractor advice**
- **Period from draft Orders to end of Public Inquiry: Project Delivery Team utilised**
- **Period from Secretary of State's Decision to end of construction: Design and Build Contractor utilised**

The key milestones for a Design and Build project would include:

- Publication of the draft Orders and Environmental Statement in spring 2013
- Public Inquiry in early 2014
- Decision by Secretary of State summer 2014
- Appointment of Design and Build Contractor in mid 2015
- Construction complete late 2017

Prior to the award of the Design and Build contract, the Project Delivery Team would be responsible for the preparation of evidence for the Inquiry. The Project Delivery Team would also be responsible during the statutory processes for advising on any options or alternative designs that may arise as a result of these processes.

The appointment of a Design and Build contractor would be undertaken by competitive tender, based on a preliminary design. Commercial tension would be introduced but this would be balanced by potential loss of quality and an adversarial contract.

4.6.2 Option 2 – Staged ECI

Breakdown of Contractor involvement:

- **Period to publication of draft Orders: Initial Contractor Support - Utilise previous contractor advice**
- **Period from publication of draft Orders to end of Public Inquiry: Stage 1 of the Main Contract, ECI Contractor utilised**
- **Period from end of Inquiry to end of construction: Stage 2 of the Main Contract, ECI Contractor utilised**

The key milestones for the Staged ECI project would include:

- Publication of the draft Orders and Environmental Statement in spring 2013

- Appointment of ECI Contractor mid 2013
- Public Inquiry in early 2014
- Decision by Secretary of State summer 2014
- Start of Works (commencement of Stage 2 of the ECI Contract) late 2014
- Construction complete early 2017

In parallel to the statutory processes, the procurement of the ECI contractor would be progressed based on an outline design. The main initial activity for the Contractor would be to prepare the construction proof of evidence for the Inquiry and then to provide support at the Public Inquiry. In order to achieve this objective, the Contractor would be appointed in mid 2013.

During Stage 1, the Contractor would provide construction planning, programming and estimating advice, provide evidence and support at the Public Inquiry, and would develop the preliminary design further as necessary for these tasks. During Stage 2, the Contractor (and its Designer) would undertake detailed design and construction. If required by the Client, the Contractor could be instructed to carry out early detailed design during Stage 1. This would allow construction to commence immediately after powers had been granted. A target cost would be negotiated before Stage 2, the construction phase, commenced

Selection would be based on technical and commercial evaluation. The Project Delivery Team would prepare the necessary prequalification and tender documents for this appointment and manage the tender process on behalf of the Project Board. Tenders for the ECI contract would be invited in early 2013 in time to appoint the Contractor to support the Public Inquiry (that commences in early 2014). Stage 2 would be instructed under a Target Cost arrangement later within the Contract.

The tenders would be invited including the pricing of an outline design for Stage 2, and rates for Stage 1 allowing for the introduction of commercial tension from the outset. A quality/price assessment would also be beneficial in examining the Contractor's proposals.

The commercial evaluation is likely to be based on hourly rates and estimated number of hours for Stage 1 and percentage fee rates for Stage 2. Within approximately 15 - 20 weeks of the start of Stage 1, an Initial Target Cost (ITC) would be agreed which would be tested against the Client' estimate of construction costs. Provided that the ITC is agreed and within budget, the Contractor would go on to develop the existing preliminary design to resolve potential issues that could be raised at the Public Inquiry, and to seek value engineering savings before the end of Stage 1.

Following the Inquiry, the Contractor would continue with design development with the aim of submitting a Final Target Cost by summer 2014. The Target Cost negotiations and agreement typically take 3 months, so by autumn 2014 it would be possible to instruct the Contractor to proceed to Stage 2, i.e. complete the detailed design and construct the scheme. The Secretary of State's Decision would have been received before the instruction to proceed is given.

5. Recommendations

The use of a Staged ECI approach is recommended utilising previous work undertaken by Balfour Beatty followed by the appointment of an ECI contractor. It is recommended that a Target Cost contract be utilised for Stage 2 (Detailed Design and Construction) of the ECI procurement route.

This procurement route would fulfil the programme ambitions of the project team, ensuring delivery as early as possible whilst also promoting a collaborative delivery approach. With cost visibility throughout the development of a target cost, increased cost certainty within the Client's budget is also achieved.

It is noted that there is insufficient time under the current programme for the procurement of a new contractor under the PSC process without the order publication date being delayed. This is also the case with a Staged ECI approach. However, Staged ECI would still provide the opportunity for contractor input to support the statutory process.

A Staged ECI approach would offer the Contractor an opportunity to develop early solutions to the Network Rail interface areas, resulting in increased certainty and actively managing some of the key risks of the project. In addition, many of the difficult engineering areas would offer a higher degree of price and programme certainty if the Contractor was involved at an early stage of project development.

With this particular scheme where a range of associated mitigation works are included in both environmental and urban design in nature, the involvement of a contractor pre-Public Inquiry would assist with providing robust evidence to be presented, specifically regarding concerns of construction impact on the local environment and communities. The Contractor would also have an input to the delivery programme, traffic management and construction methods giving assurance both to the promoters and general public at the time of the Inquiry. The continuation of the work undertaken to date on this scheme by Balfour Beatty under the previous PSC arrangement would assist in mitigating the risk of an adverse result at inquiry.

It is recommended that with the Staged ECI option, the Contractor should be appointed following a competitive tender that includes a commercial element, i.e. pricing of an outline design. The appointment should be on the basis of a price/quality bid. Progression from Stage 1 to Stage 2 would be dependent upon Client instruction, following successful statutory processes, availability of funding and a Target Cost process.

Appointment of an ECI contractor via this mechanism would mean a single tender process in 2012/13, in time for the Contractor to support the Public Inquiry. The Stage 1 work would include preparation of construction proof of evidence and provision of an Expert Witness for the Public Inquiry. Common features of recent highways Inquiries are the Inspector's Round Table meetings, which are used to explain the reasons for the proposed acquisition of individual plots to the Inspector and the public. In recent Inquiries involving an ECI team, the Contractor's witness has been able to describe the need for land plots and the basis for the size of the acquisitions. Inspectors have appreciated this specialist advice.

At the end of Stage 1, a Final Target Cost (FTC) will be agreed based on the preliminary design (and any early detailed design that the Client may have instructed to that point). There could also be an incentive payment where the FTC is lower than the Initial Target Cost (ITC) to be agreed 15-20 weeks after appointment as discussed in section 4.6.2. If a Target Cost cannot be agreed, at either ITC or FTC, the Client is able to return to the market. This would encourage value engineering during Stage 1 as well as ensuring that the FTC is within an acceptable budget.

During Stage 2 (as construction progresses), the Actual Cost of construction would be compared against the Target Cost and a gain/pain share mechanism would apply.

Following completion of construction, it is recommended that operation and maintenance of the Scheme would be undertaken by the local authorities except for defects and landscape aftercare commitments retained by the Contractor for an initial period after opening.

Following the adoption of this Staged ECI procurement route, the Project Team will work to develop the tender process and tender documents.

The following ECI variants are worthy of further investigation to ensure best practice is taken forward:

Welsh Government Transport model

This is based on:

- Design Phase - NEC Professional Services Contract (PSC) Option C Target Cost
- Public Inquiry Phase - NEC Professional Services Contract Option E Time Based
- Construction Phase - NEC Engineering Construction Contract Option C Target Cost with pain and gain mechanism.

Dorset County Council – Weymouth Relief Road

The project was quoted by one of the contractors at the recent procurement workshop. The procurement process for the scheme utilised an ECI approach but was able to maintain competitive tension until the appointment of the Contractor. The process involved an initial quality only tender followed by a 4 month scheme pricing period for the top 2 tenderers. Quality and financial scores were then combined in a 70/30 ratio to give an overall score.

A6 to Manchester Airport Relief Road

Communications Strategy

November 2012

STOCKPORT METROPOLITAN BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

Cheshire East Council

A6 to Manchester Airport Relief Road

Communications Strategy

1007/2.17/008

November 2012

Stockport Council
Fred Perry House
Stockport,
SK1 3XE

Issue and revision record

Revision	Date	Originator	Checker	Approver	Description
1.0	8th November 2012	H Burton	I Ratcliffe	J McMahon (SMBC)	First Issue

A6 to Manchester Airport Relief Road Communication and Consultation Plan

1. Background

The South East Manchester Multi-Modal Strategy (SEMMMS) is a 20 year transport strategy covering an area to the south east of Manchester including parts of Cheshire East, Derbyshire, Stockport and Tameside Local Authority areas.

The SEMMMS Relief Road, M60 to Manchester Airport is a major part of the strategy and in 2003/2004 two rounds of consultation were undertaken on the principles of the road and junction options for the full scheme.

In 2008 the Government announced the offer of £165 million to partially fund a 10km section of the road – the A6 to Manchester Airport Relief Road. The remainder of the funding has been identified by the Greater Manchester Transport Fund using the Greater Manchester Earn Back Model.

The Earn Back model was announced as part of the City Deal for Manchester during the March 2012 budget. The A6 to Manchester Airport Relief Road was identified as a priority Scheme for Greater Manchester and, subject to the approval of the Combined Authority, is one of two Schemes to be funded as part of the first phase of the Earn Back funding regime.

The following additional Schemes are still a priority for funding and delivery:

- A6 Hazel Grove to M60 Bredbury
- A523 Poynton bypass
- Stepping Hill Link Road
- The A6 to Manchester Airport Relief Road is a 2-lane dual carriageway, approximately 10km long. New sections of road will link the A6 at Hazel Grove to the eastern end of the existing A555 at Woodford Road, Bramhall and from the western end of the existing A555 at Wilmslow Road, Handforth to Manchester Airport.

A new pedestrian and cycle route is proposed from the A6 to the Airport, including alongside the 4km section of the existing A555.

The Scheme will be delivered by three councils: Stockport, Cheshire East and Manchester City.

Relief Road Benefits

The A6 to Manchester Airport Relief Road will provide significant benefits to Greater Manchester and surrounding areas. These include:

- Economic growth generating additional economic output for the region of up to £2.5 billion and contributing towards the creation of up to 5,000 new jobs;
- Better access to Manchester Airport and other key destinations for employment, education, health, leisure and retail;
- Less traffic on local roads - reducing congestion on local roads in surrounding areas;

- Shorter journey times for pedestrians, cyclists, public transport users, car drivers and freight;
- Improved road safety, particularly for pedestrians and cyclists by reducing the volume of traffic passing through residential areas; and
- Increased investment encouraged in Manchester Airport and Airport City as well as areas of Stockport, Cheshire East and Manchester.

Communications and Consultation of the A6 to Manchester Airport Relief Road Scheme is being carried out in phases, and will be guided by the overall project plan for the Scheme.

Communications and Consultation will remain flexible to meet the needs of the project as it develops and responds to public feedback.

Communications and Consultation Key Messages

The key messages for proactive Communications and Consultation may change at different phases of the project. Full long-term messages in particular may evolve as issues emerge, however, the short to medium-term messages are that;

- Funding has been identified for the A6 to Manchester Airport Relief Road, we are closer than we have ever been for the Scheme to go ahead
- The A6 to Manchester Airport Relief Road will contribute to the creation of up to 5,000 jobs in Greater Manchester and Cheshire East through the construction of the Scheme and increased investment into the area due to improved transport links.
- The A6 to Manchester Airport Relief Road will assist in the potential growth of Manchester Airport and Airport City as well as areas of Manchester, Stockport and Cheshire East
- 'Give us your views' - We are listening to residents and businesses within Greater Manchester, Cheshire East and beyond to help shape the proposals
- Call to action - where to go for further information

There will be times when specific media enquiries become a theme. In this case Stockport Council's Communications and Public Involvement Team will tailor the key messages to respond to particular queries and to form a rebuttal if required.

2. Roles and Responsibilities

1. Stockport Council's Communications and Public Involvement Team
To Provide:

- Lead contact and management of the A6 to Manchester Airport Relief Road communications and consultation
- Co-ordination of a strategic plan for the communications and consultation process, with sign off of a cohesive branding across all platforms
- Website management including:
    - Uploading of information as provided by the Transportation Policy team
    - Ownership of web address

    - Template development
    - Navigation and look and feel of the site
    - Further development of the site
- Social media, including interactive digital TV
- Media Relations management:
    - Both proactive and reactive responses to be prepared
    - Close liaison with Cheshire East Council, Manchester City Council and Manchester Airport communication teams
- Ensuring final sign off from the Project Director for the following:
    - Print materials
    - Website
    - Media releases/enquiries
- Management of external communications and of the consultation company

2. External Consultations Provider (The Supplier)
To Provide:

- Strategic consultation advice using consultation and public information expertise to engage effectively with the community and key stakeholders
- Direct reporting to the A6 to Manchester Airport Communications and Public Involvement team leader on all consultation and communications
- Effective delivery of the consultation plan, developing a cohesive branding across all media platforms and processes from initial planning to final analysis and reporting of results, taking on board all legal requirements
- Provision of advice on legislation regarding consultation and engagement
- Provision of advice and guidance, operating within current legislation
- Provision of guidance on internal communications – including meetings with strategic alliance partners
- Provision and organisation of consultation events and project management of those events
- Report back at regular progress meetings with the A6 to Manchester Airport Communications and Public Involvement team leader
- Provision of an audit trail and detailed post-consultation analysis in suitable report format to support a subsequent planning application
- Design of communications materials relevant to effective consultation regarding the Scheme – providing design and production of resources including digital, print and displays and assistance with copywriting
- Develop own databases for consultation and communications processes
- Consultation to be undertaken in such a manner that it can inform an Equalities Impact Assessment (E.I.A.) e.g. categorisation of respondents
- Specific support during public consultation periods for telephone, letter, electronic modes including website responses
- Organisation, project management and provision of resources for consultation events. It is anticipated that relevant project team staff will attend these events with advice from the consultation consultant as to what will be required at specific events

3. A6 to Manchester Airport Project Director
To Provide:

- Key liaison with Councillors, MPs and stakeholders along with key influencers
- Advice to the A6 to Manchester Airport Communications team leader on key messages and objectives of the programme
- Political advice and guidance
- Final sign off on
    - Print (a copy of the Branding & Communications Rules can be found in Appendix A of this document)
    - Website
    - Media releases/enquiries (a copy of the Media Protocol can be found in Appendix B of this document)
    - Consultation

4. A6 to Manchester Airport Project Manager
To Provide:

- Advice on overall plans and timescales
- Management of risk analysis/social impact assessment
- Responsibility for operating within the current legislative agreements
- Effective liaison with and advice to the Transportation Policy team

5. Stockport Council Transportation Policy Team
To Provide:

- Website content – supply accurate and up to date content to the Council's Communications and Public Involvement team in order to achieve project deadlines, in discussion with supplier to maximise effective communication
- Content for public information messages and publications
- Answering telephone line enquiries, as required
- Responses to correspondence relating to the Scheme, by letter, telephone and electronic mail, communicating the project's key messages
- Dealing with resident enquiries, communicating the projects key messages
- A political stakeholder map (local and national government) to pinpoint affected and interested/influential parties in discussion with appointed consultation consultant

3. Purpose

As part of the submission of a planning application for the A6 to Manchester Airport Relief Road, it is essential to have consulted with relevant stakeholders. This document sets out the framework for such a consultation. The aim of this is to achieve meaningful consultation capturing the views of those wanting to express a view on the Scheme.

4. What We Are Consulting On

1. Overall opinion of the A6 to Manchester Airport Relief Road Scheme
2. Junction options
3. Capture any other views. This will provide a useful evidence base on how objections have been taken on board and are mitigated against

The consultation will inform our understanding of the views of the public and other Stakeholders on the specific elements of the Scheme.

Since the 2003/2004 consultation was undertaken there have been a number of changes, including the;

- Route of the road
- Demographics
- Funding Rationale

A number of years have passed since the original consultation was completed and with changes to the Scheme a further comprehensive consultation exercise is now being undertaken to ensure robustness and a sound defence against challenge.

5. Who We Are Consulting With

There are five main groups to consult with:

1. Residents and landowners adjacent to the route of the A6 to Manchester Airport Relief Road within the Consultation Zone (set by the Project Team, see Appendix E)
2. Non Residential Stakeholders, including businesses adjacent to the A6 to Manchester Airport Relief Road within the Consultation Zone
3. Those living or based outside the Consultation Zone of the A6 to Manchester Airport Relief Road but using the route (determined from cordon survey / traffic modelling)
4. Influencers/Multipliers on those journey makers e.g. business organisations, unions, media, non-profits, advice organisations, local authorities
5. Advocates and Detractors e.g. media, political stakeholders

The Scheme's appointed consultation consultant will manage and maintain a database of affected landowners, stakeholders and groups of interest. They will identify and detail all key target audiences and stakeholders with an interest in the A6 to Manchester Airport Relief Road to ensure they are kept informed and have the opportunity to give their views during the consultation phases.

A further indicative Stakeholder map is included in Appendix C of this document.

6. How We Will Consult

To avoid legal challenge consultation must be carried out properly using the Gunning Principles (R v Brent London Borough Council, ex parte Gunning - 1985). In order to achieve this, consultation must be undertaken at a time when proposals are still at a formative stage and must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response. The consultation must allow adequate time to be given for this purpose. The feedback given during the consultation must also be conscientiously taken into account when the ultimate decision is taken.

Communications Objectives

- To raise awareness and inform stakeholders, road users and residents about the A6 to Manchester Airport Relief Road;
- Promote the public consultation to ensure everyone who wants to have their say has the opportunity to do so;
- To engage all stakeholders, road users and residents with an interest of the Scheme;
- To minimise and refute ill-informed, misleading and inaccurate, comments and complaints, achieving understanding and communicating the three Councils' and their partners' position on the Scheme; and
- Ensure consistency of message across the Greater Manchester Combined Authority

Consultation Objectives

- To ensure consultation activity complies with all relevant legislation to narrow down the planning issues;
- Conduct meaningful consultation with all stakeholders and the public and ensure all audiences have an opportunity to have their say;
- To demonstrate what the key issues are, and enable stakeholders to maintain an accurate understanding of the Scheme;
- Demonstrate that the consultation can help inform decision making; and
- Provide feedback to all taking part, evidencing impact of consultation outcomes on revised scheme.

The Consultation will constitute two separate phases. Phase One will be asking broader questions about the Scheme to gauge overall support and preferences on the layout of six junctions along the proposed route. Phase Two will be seeking further views on a preferred scheme, having taken on board the views from Phase One.

Phase One data will be analysed and fed back to the Project Board. Information will then be fed back so the public are informed about progress and outcomes.

It is the responsibility of the external consultants to collate and analyse results. The Project Team will take all comments and consider mitigating actions that will inform Phase Two.

In addition, to capture the profile of respondents we will ask questions about their gender, age, ethnicity and postcode to demonstrate that the consultation has been inclusive.

6.1 Tactics

We will consult by involving the public and other stakeholders in taking on board their views about the Scheme. This will comprise three main component parts:

1. **Awareness**
2. **Engagement**
3. **Consultation**

Tools	Outcomes	Awareness	Engagement	Consultation
Focus Groups (initial pre-consultation focus groups on the proposed process).	Focus groups to consider consultation and communication methods. To feed into the development of the Communication/Consultation Plan.		✓	✓
Letters to Affected Stakeholders and Landowners	Letters to inform affected landowners and residents that the Scheme is being progressed and a consultation will be taking place. Gives information of where to go for further information and where appropriate requests a face to face meeting for more detailed discussions.	✓	✓	✓
Dedicated Information Line	To provide a source of information on the Scheme, answer enquiries and direct callers on how to take part in the consultation.		✓	✓
Dedicated website www.semmms.info	The most comprehensive resource available to the public including history of the scheme, reports and past consultations. The website will be regularly updated and will feature on the homepage the online consultation with questionnaire (as per paper version see below).	✓	✓	✓

	The website will also include the flythrough and interactive consultation mapping tool. (See below) An online advertorial/feature button designed for the three Council websites directing residents to semmms.info. This will provide the wider community within the three local authority areas with information about opportunities to be involved. Reciprocal links to partner websites will also be included on the site.			
Draft Flythrough (Youtube)	To provide consultees with the opportunity to see what it would be like to drive down one option of the road. Disclaimer must be used 'DRAFT indicative scheme only' as this flythrough only shows one route and must not be seen as showing a preferred option. This will give consultees a better understanding of what the road could look like and help enable them to make an informed decision. The flythrough will be available on the semmms.info website and via Youtube.	✓	✓	
Interactive map	The map will be available on the website showing where the proposed Scheme will be and will allow visitors to zoom into specific areas in more detail. It will give people the opportunity to post a comment and will redirect people back to the website and online questionnaire to find out more information about the Scheme.	✓	✓	✓

Social Media	Dedicated Facebook and Twitter pages which include factual information on the Scheme and the latest news, such as locations of the exhibitions. Questions directed to the Project Team for response or to the website for relevant information. The external consultation provider to assist with the responses in times of high volume.	✓	✓	
Media	A full media schedule prepared and timely news releases issued throughout the consultation to local, regional and national media as appropriate. This will include the key messages outlined in the Communications and Consultation Strategy and will provide factual information on the Scheme. Evaluation of tone and key messages.	✓	✓	
Member Briefing Packs	To provide Members with briefing packs, including the consultation material prior to it being made available to the public. This will help keep Members informed for when dealing with the public.	✓	✓	✓
Members e-Brief	To advise Members about the briefing packs and the website. This will help keep Members informed for when dealing with the public.	✓	✓	
4pp General Awareness Leaflet	To raise awareness that the A6 to Manchester Airport Relief Road is about to begin, by providing information about the Scheme to local residents and businesses. It will set out:	✓	✓	

	• The reasons for the Scheme • Key features of the Scheme • Benefits and impacts • Where to get more information • How to have your say inc. exhibition details • What happens next The leaflet will signpost respondents to the website and bring to their attention a second 'Consultation' leaflet delivered later in October to coincide with the start of the consultation on October 22nd. The general awareness leaflet will be distributed to all homes and businesses adjacent to the proposed Scheme, within the consultation zone (approx. 85,000). It will also be available to pick up at other locations such as local community buildings and libraries. The leaflet will be available in alternative formats and other languages on request.			
Public information - Promotion	A range of public information materials to raise awareness of the consultation. This will primarily signpost people to the website and, where possible, other ways in which the public can give their views. • Road Signs • Radio Advertisements • Bus Advertisements • Press Advertisement • QR Codes (Signpost to the semmms.info website)	✓	✓	
The Stockport Review (distributed to all households in Stockport	Dedicated features giving details of the Scheme, consultation and where to go for further information.	✓		

Other AGMA council newspapers/publications	Opportunity for features in other AGMA publications as deemed appropriate by relevant communications teams. To help engage and involve residents in the consultation.	✓		
16pp Consultation leaflet	This is the second leaflet to be received by residents and non-residential stakeholders with the consultation zone (approx. 85,000; following the General Awareness leaflet). This leaflet summarises the background information in the first leaflet and asks for preferences on six junction location options. Information and diagrams are used to help the public make informed decisions. Details on other aspects of the scheme are also included such as plans for upgrading junctions and crossing the West Coast Mainline. A postal self-completion questionnaire is included at the back of the leaflet along with an enclosed FREEPOST envelope. The leaflet and FREEPOST envelope will also be available at public venues such as libraries and advice centres, at the staffed exhibitions and can be requested via the telephone helpline. This will be available in alternative formats and other languages on request. The website will be made prominent in the leaflet for further information and an online version of the questionnaire.	✓	✓	✓

Exhibitions	Staffed exhibitions will provide local residents, businesses and drivers in and through each of the three Council areas with an opportunity to discuss the Scheme face to face with transport specialists. Exhibitions will offer a mixture of generic and local information about the proposed Scheme. See Appendix D.		✓	✓
Local Liaison Forums	E.g. affected local residents and businesses, situated close to the proposed scheme. These will include presentations and meetings; working through the design principles and reaching where appropriate, design compromises.		✓	✓
Drop-in Session	Directly Affected Stakeholders – Provision made to allow for an advanced drop-in session at Fred Perry House, Wednesday 31st October, prior to the Exhibition programme.		✓	✓
Area Based Liaison Forums	Meetings with a range of stakeholders in three locations along the route to discuss more local issues and assist with the health impact assessment process.		✓	✓
Consultation Forums	As part of the on-going liaison, we will continue to meet forum groups to engage with: - Vulnerable Road User Group - Environmental Liaison Forum		✓	✓
Key Stakeholder Meetings	E.g. adjacent local authorities, business and freight groups, public transport operators and chambers of commerce.		✓	✓

Individual meetings	Will be held with some stakeholders e.g. Parish Councils, Community Councils and Resident Associations.		✓	✓
Letters and position statements received from stakeholders	Any correspondence received giving a view on the Scheme will be reported on separately but included in the overall analysis of responses to the consultation.			✓

Phase Two Consultation

Phase Two of the consultation will feedback the results of Phase One and seek views on the preferred Scheme after taking on board the comments given in Phase One.

Phase Two will feedback on proposed mitigation measures using all, or some of the previous methodologies and channels used in Phase One. In particular it will be important to demonstrate interventions have taken place to change the Scheme. Where changes have not taken place an explanation will be given.

Timings, methodologies and channels used during Phase Two consultation will depend on the scale of the changes proposed from the Phase One consultation put before the public.

It is anticipated that a certain level of flexibility will need to be built into the consultation strategy in order to react or adapt to particular issues raised in specific localities.

7. When We Will Consult

Indicative Timings of Consultation (dates subject to change)

Action	**Date**
General Awareness raising – leaflet one	w/c 15th October 2012
'Options' consultation begins for a period of 14 weeks (including bank holidays)	22nd October 2012 – 25th January 2013
Analysis of results for 'Options' consultation	February 2013
Reporting outcome of the consultation	Early Spring 2013
New engagement materials produced, as appropriate	Early Spring 2013
Phase Two Pre-planning consultation	Spring 2013 (timings depend on the scale of the changes proposed from the Phase One consultation)
Submission of the Planning Application	Summer 2013

8. Evaluation

- Extent to which public and stakeholder opinion has shaped preferred option in Phase Two
- Extent to which Phase Two results has helped shape the Planning Application
- Media coverage – key messages proactive monitoring influencing communications across all stakeholder groups – survey to ascertain take out from communications
- Number of visitors to website and social media monitoring
- Number of enquires to Information Line
- Number of responses to consultation and outcomes

Phase One and Phase Two is to include how we have taken on board feedback and shaped proposals accordingly. This information is mostly used in challenge and defending towards judicial review.

APPENDIX A

Branding & Communications Rules - A6 to Manchester Airport Relief Road

The A6 to Manchester Airport Relief Road visual identity assists in communicating to residents that work being carried out relates to the A6 to Manchester Airport Relief Road.

Where space allows, the public should be aware that the work is being undertaken for the A6 to Manchester Airport Relief Road Scheme by Stockport Council, Manchester City Council and Cheshire East Council and in visual communications, where feasible, should also carry the logos of the three councils.

The information in this document is intended to give clear and consistent guidance on how to use the A6 to Manchester Airport Relief Road/SEMMMS branding successfully and can be seen applied to this document for visual reference.

Colours & Typeface

The colours are important elements of the A6 to Manchester Airport Relief Road brand. Their values for correct reproduction in different situations are:

The Blue
Used for the letters ‘semmm’
Pantone 7461
CMYK = 93%C, 42%M, 5%Y, 2%K
HTML = 007AB7
RGB = R0 G122 B183

The Dark Grey
Used for the letter ‘s’ at the end of ‘semmms’
Pantone Cool Grey 7
CMYK = 50%K
HTML = 939598

The multi-coloured circle and header/footer line

Blue
Pantone 7456
CMYK = 60%C, 50%M
HTML = 717DBD
RGB = R113 G125 B189

Yellow
Pantone 1205
CMYK = 10%M, 50%Y
HTML = FFE292
RGB = R255 G226 B146

Green
Pantone 5555
CMYK = 65%C, 35%M, 50%Y
HTML = 698F86
RGB = R105 G143 B134

Red
Pantone 1635
CMYK = 60%M, 60%Y
HTML = F58466
RGB = R245 G132 B102

Essential Rules for Use of the A6 to Manchester Airport Relief Road/SEMMMS Logo

- The logo is unique to the A6 to Manchester Airport Relief Road Scheme.
- The logo should appear and be applied correctly to all letters, publications, signs, vehicles, name badges, etc.
- The logo should be clearly visible on the front of all visual communications about the A6 to Manchester Airport Relief Road Scheme.
- The logo may be used as described in this guidance. It must not be altered in any way. Where another organisation is in partnership in working on the A6 to Manchester Airport Relief Road Scheme and permission has been given to that organisation to use the logo, then they must also be made aware of this guidance.
- The logo must be legible. The minimum size is 30mm wide. There is no maximum size restriction, but it should be appropriate to its application.

- In such cases there should be an ‘exclusion zone’ surrounding the logo which is kept clear. This area is equal to 50% (half) of the height of the logo all the way around it.

Placement of the Council Logos

Where space allows, the three council logos must be placed along the bottom of the document/page or to the right of a shortened coloured line coming from the circle. The logos should be placed in the following order:

1. (left) Stockport Metropolitan Borough Council
2. (middle) Manchester City Council
3. (right) Cheshire East Council

Authorisation to approve variations in the position of the corporate logos is delegated to Stockport Council’s Communications and Public Involvement team.

The logos must be of equal size and spaced evenly.

Advice and Help

If you would like some advice on the correct application of the A6 to Manchester Airport Relief Road logo, or would like to obtain high or low resolution versions of the logos, please contact Helen Burton or Louise Gresty on 0161 474 3076.

APPENDIX B

Media Protocol – A6 to Manchester Airport Relief Road

Introduction

This protocol will help to provide accurate, up to date, consistent information through the effective management of the media for the A6 to Manchester Airport Relief Road Scheme.

The 'media' in this context includes a wide variety of communications channels including local, regional, national and international newspapers, TV, radio, trade, technical/specialist publications and online media.

Following this protocol will ensure consistency across all Scheme partners involved with the A6 to Manchester Airport Relief Road Scheme when speaking on its behalf. Good co-ordination with partners and rapid, credible and accurate communication with the media will help to avoid any confusion for journalists and the general public. It will also help to respond to media enquiries and manage proactive communications effectively.

Method

For the A6 to Manchester Airport Relief Road Scheme, the Communications and Public Involvement team at Stockport Council should be the first point of contact with all channels of communication involving the media. This includes communicating accurate information about the Scheme through the media and responding to enquiries from the media. Any media enquiries about the A6 to Manchester Airport Relief Road Scheme should be passed onto Stockport Council's Communications and Public Involvement team.

Proactive Communications

All requests for publicity involving the media will be evaluated by Stockport Council's Communications and Public Involvement team to ensure co-ordination across the three authorities and partners in order to maximise positive media coverage.

A schedule of informative news releases will be drawn up, written and issued throughout the project. This schedule will be discussed and agreed by the Project Board. It is the responsibility of Jim McMahon as Project Director for the A6 to Manchester Airport Relief Road Scheme, to discuss the media release schedule at the Senior Government Committee and elsewhere, as deemed necessary.

Final sign off on media messages will be given by the Project Director.

At the point of issue, news releases will also be emailed for distribution to each Press Office in Cheshire East Council, Manchester City Council, Stockport Council and Manchester Airport and all members of the A6 to Manchester Airport Relief Road Scheme Project Board.

Members, or officers, where appropriate, to be quoted in releases or reactive communications should be agreed by the A6 to Manchester Airport Relief Road Scheme Project Board. It is the responsibility of the A6 to Manchester Airport Relief Road Scheme Project Director to determine which Member/officer should give the quote.

Occasionally, Members and officers leading on the A6 to Manchester Airport Relief Road Scheme and speaking on behalf of the project may be interviewed by journalists. This should always be co-ordinated through Stockport Council's Communications and Public Involvement team.

In order to track positive statements on views made, representatives who have spoken on behalf of the A6 to Manchester Airport Relief Road Scheme should let the Communications and Public Involvement team know what key points were made and to which journalist.

Reactive Communications

To ensure factual information on the A6 to Manchester Airport Relief Road Scheme and limit any adverse publicity in the event of an officer being contacted directly by the media on the A6 to Manchester Airport Relief Road Scheme, the person contacted should divert the caller directly to Stockport Council's Communications and Public Involvement team who shall then be responsible for communicating directly with the journalist.

The list of A6 to Manchester Airport Relief Road Scheme spokespeople will be referred to if the media request interviews or a statement.

It is the responsibility of the Project Director to alert Project Board members of media enquiries to ensure they are aware of any potential issues that may arise within the media.

If the journalist should contact an officer by email the recipient should alert the Communications and Public Involvement team by phone: 0161 474 3076/3061 and email: media@semmms.info

External Agencies

Agencies working in partnership or contracted by the Project Board in relation to their work with the A6 to Manchester Airport Relief Road Scheme should liaise with the Communications and Public Involvement team about media enquiries and any other communications or consultation work involving their work on the A6 to Manchester Airport Relief Road Scheme and must co-ordinate media or photo opportunities with the Communications and Public Involvement team.

It is in all our interests that we adhere to these procedures and follow the correct channel of communication when dealing with the media.

Contact Details

Communications and Public Involvement team
Phone: 0161 474 3076/3061
Email: media@semmms.info

APPENDIX C

Working list of Stakeholders - A6 to Manchester Airport Relief Road

Group	Sub-group	Organisation
Delivery partners, key stakeholders & statutory consultees	Local Authorities in which routes lies	Stockport Council
		Manchester City Council
		Cheshire East Council
	Adjacent Local Authorities to scheme:	Derbyshire County Council
		Trafford Council
		High Peak District Council Derbyshire
		Peak Park (authority for National Park)
		AGMA - Association of Greater Manchester Authorities
		Tameside
	Local, National and EU Politicians	Wythenshawe
		Macclesfield
		Tatton
		Hazel Grove
		Cheadle
		Stockport
		Euro NW MPs
		SMBC Councillors
		MCC Councillors
		CE Councillors
	Chambers of Commerce	Manchester CoC
		Stockport CoC
		Cheshire East CoC
	Statutory Regional and Local Bodies	GMCA
		TfGM
		Emergency Services
		Natural England
		English Heritage
		Network Rail
		Environment Agency
		GMLEP
		Cheshire LEP
		Highways Agency
		Department for Transport
		Director of Public Health
		Primary Care Trusts
		Statutory undertakers - telecoms, utilities
	Business Interests (strategic)	Manchester Enterprise
		Marketing Manchester
		Stockport Economic Alliance
		Manchester Airport

		Airport Enterprize Zone
		Airlines
		Tourism Bodies
		Large employment centres/ employers
	Freight Organisations	FTA - Freight Traffic Association
		RHA - Road Haulage Association
	Driver Organisations	AA
		RAC
		Greenflag
		Other organisations
	Public Transport Operators	Metrolink
		Stagecoach
		High Peak Buses
		Northern Trains
		Trans Pennine Express
		Arriva
		Baker Bus
		Taxi operators
Local stakeholders (residents and businesses) - group geographically?	Parish & Local Councils	Disley Parish Plan
		Disley Parish Council
		Styal Parish Council
		Poynton Parish Council
		Woodford Community Council
		Wythenshawe Regeneration Team
	Residents Association	Bramhall (SMBC)
		Heald Green (SMBC)
		Woodford (SMBC)
		Handforth (CE)
		Styal Village Association
		High Lane Residents Association
		The Heatons Neighbourhood Centre Partnership
		Poynton Residents Association
	District Centre Partnership / Local Trader Organisations:	Gatley Patnership
		HGBC - Heald Green Business Club
		Hazel Grove DCP
		Cheadle DCP
		Cheadle Hulme DCP
		Bramhall DCP
		Poynton
		Wilmslow
	Business Community (local)	Bramhall oil Terminal
		Woodford Site Owners
		Large local businesses/ employers
	Education	Schools and Colleges
Directly affected landowners, leaseholders & residents	Land Owners - CPO	Hazel Grove Golf Course
		Brookside Garden Centre
		Styal Golf Course
		Other landowners whose land is required
		Householders whose land/property is required
		Business owners whose land/property is required

	Land Owners - adjacent	Landowners adjacent to the scheme - direct impact
		Householders adjacent to the scheme - direct impact
		Business owners adjacent to the scheme - direct impact
		Tenants/leaseholders adjacent to the scheme - direct impact
	Other land interests	Land agents
		Developers
Environmental, interest & action groups	Environmental Organisations	National Farmers Union
		ceca
		Country Landowners Association
		FOE
		CPRE
		STAB
		PAULA
		Greenpeace
		Lancashire & Cheshire Entomological Society
		Stockport Greenspace Forum
		Stockport Nature Network
		Marple Naturalists
		National Trust
		Cheshire And Wirral Ornithological Society
		Cheshire Moth Group
		North West Fungus group
		Royal Society for Protection of Birds (RSPB) Stockport
		RSPB High Peak Group
		Forestry Commission
		Cheshire Wildlife Trust
		Cheshire and Wirrel Amphibian and Reptile Group
		The Pondlife Project
		Greater Manchester Ecological Unit
		Wildlife Trust for Lancashire, Manchester & North Merseyside
		Butterfly Conservation Cheshire and Peak District Branch
		Cheshire Bat Group
		Cheshire Mammal Group
		Lancashire and Greater Manchester Mammal Group
		Manchester Field Club
		Manchester Geological Association
		Pennine Edge Forest
		Red Rose Forest
		Royal Society for Protection of Birds (RSPB) Stockport
		Wirral & Cheshire badger group
		Woodland Trust
		The Open spaces society

		Dragonfly Association for Cheshire and Greater Manchester
	Amenity Groups	Marple Civic Society
		Altrincham History Society
		Stockport Heritage Trust
		Cheadle Civic Society
		Greater Manchester Archaeological Unit
		Wilmslow Historical Society
		Poynton Local History Society
		The Victorian Society Manchester Group
		Stockport Historical Society
		South Manchester Archaeological Research Trust (SMART)
Road user & access groups		British Horse Society
		Wilmslow & District Footpaths Preservation Society
		Bollin Valley Partnership
		Byways & Bridleways Trust
		Cheshire Local Access Forum
		CTC
		Cycle Stockport
		Cycle User Group
		Cycle Wilmslow
		Cycling Project for the North West
		Cycling Projects
		Dark Peak Bridleway Association
		Disability Stockport
		Greater Manchester Cycle Campaign
		Living Streets
		Macclesfield Wheelers
		Manchester Area Ramblers Association
		Manchester Local Access forum
		Mid-Cheshire Bridleway Association
		North and Mid Cheshire Ramblers' Association
		North Cheshire Riders
		North West Transport Roundtable
		Peak and Northern Footpath Society
		Stockport Access Local forum
		Stockport East Area Bridleways Association
		Stockport Equestrian Group
		Stockport Walking Forum
		Stockport Walking Forum RA (Greater Manchester High Peak Area)
		Sustrans
		Other Disability Forums/ Groups (need details)
		Travelling public (all modes)
Media		National
		Regional
		Local

APPENDIX D

List of Exhibitions for Phase One consultation - A6 to Manchester Airport Relief Road

Wythenshawe	Forum Centre	Thursday 8th November 2012 - 10:00am to 8:00pm Saturday 17th November 2012 – 10:00am to 4:00pm
Heald Green	Heald Green Civic Hall	Saturday 10th November 2012 – 11:00am to 5:00pm Friday 23rd November 2012 - 10:00am to 8:00pm
Handforth	Handforth Community Centre	Saturday 3rd November 2012 – 10:00am to 4:00pm Monday 5th November 2012 - 10:00am to 8:00pm
Bramhall	The Bramley Centre	Saturday 24th November 2012 – 10:00am to 4:00pm Thursday 29th November 2012 - 10:00am to 8:00pm
Woodford	Woodford Community Centre	Thursday 15th November 2012 - 10:00am to 8:00pm Saturday 1st December 2012 – 10:00am to 4:00pm
Poynton	Poynton Civic Hall	Saturday 3rd November 2012 – 10:00am to 4:00pm Monday 12th November 2012 - 10:00am to 8:00pm
Hazel Grove	Hazel Grove Civic Hall	Tuesday 6th November 2012 - 10:00am to 8:00pm Saturday 24th November 2012 – 10:00am to 4:00pm
High Lane	High Lane Village Hall	Saturday 10th November 2012 – 10:00am to 4:00pm Tuesday 13th November 2012 - 10:00am to 8:00pm

APPENDIX E

Consultation Zone: