

## ELY SOUTHERN BYPASS-PROJECT BOARD

### TERMS OF REFERENCE

#### Objective:

The Project Board provides oversight for the continued development and delivery of the scheme, and provides a forum for key decisions to be made and key issues to be considered. It is the vehicle by which the key strategic issues (including financial and legal) can be represented and reflected in the design and delivery of the Ely Crossing scheme.

#### Accountability:

The Project Board will ultimately be accountable to the Cambridgeshire County Council Cabinet where key decisions on the project will be made.

#### Meetings:

The Project Board will meet quarterly and at other times as necessary at key stages of the project.

Substitution should be avoided where possible, however where this is necessary substitutes should be briefed and empowered with the same authority as the usual attendee

#### Responsibilities:

The key responsibilities of the Project Board will be to:

- Approve aims of the project
- Consider the procurement strategy
- Review project progress, confirm achievements at each major project milestone (or end of stage) and approve commencement of the next stage
- Communicate with stakeholders as defined in the Communication Management Strategy
- Provide direction and support to help resolve key project risks and issues
- Provide guidance and direction, ensuring that the project stays on course to meet its aims within the specified constraints
- Approve the end project and lessons learned reports

#### Membership:

- Cllr Ian Bates - Cabinet Member for Growth and Planning
- Chris Malyon – Section 151 Officer, LGSS
- Graham Hughes – Project Director, Cambridgeshire County Council
- Giles Hughes – ECDC
- Cllr Peter Moakes - ECDC
- Richard Eccles - Network Rail

#### Other Attendees

It will be necessary for others to attend the project board to report, or provide advice and guidance either generally or relating to specific issues. These will include:

- CCC Project Manager
- HoS / Team Leader CCC Major Infrastructure delivery
- Head of Assets and Commissioning CCC
- CCC Communications officer
- CCC Traffic Manager
- Others as required at certain times during the project

#### Project Plan Key Stages

The key stages of the project are:

- Identification of project aims
- Initial options evaluation and business case
- Development of preferred option – including preliminary design and consultation
- Submission of planning application
- Publishing Draft Orders
- Planning Decision/Inquiry
- Detailed design
- Construction
- Scheme opening

There will be a number of decisions on specific issues and tasks within the key stages. These will be detailed to the Project Board at the appropriate time

**Background and Consultations**

- 1.1. In January 2011 County Council Cabinet considered a report outlining proposals to relieve congestion at the A142 Level crossing at Ely which are having a detrimental affect on the Ely economy. Cabinet noted that senior members from the County and District Council agreed the need to progress a solution as a priority.
- 1.2. The level crossing is currently closed an average of 8 times per hour during the day with an average total closure time of 35 minutes per hour. This resulted in heavy goods vehicles waiting at the level crossing blocking the A142 and all traffic being caught in queuing at various times during the day. In addition, Network Rail's proposals for upgrading the Felixstowe to Nuneaton Freight Route which passed through Ely, indicated that there would be a possible 18 additional freight trains per day by 2014 which could increase level crossing closure times by between 4 to 6 minutes per hour, bringing a potential closure time to an average of 40 minutes per hour.

1.3. A seminar / workshop was held in Ely 2011, which included representatives of the County, District Council and City of Ely Councils, Network Rail and major stakeholders. Various options were discussed with the following 5 options (shown on Plan 1) considered worthy of further assessment:

- Bypass Route B
- Bypass Route D -
- Increasing headroom at the underpass
- HCV Stacking Areas
- HCV Queuing Lane

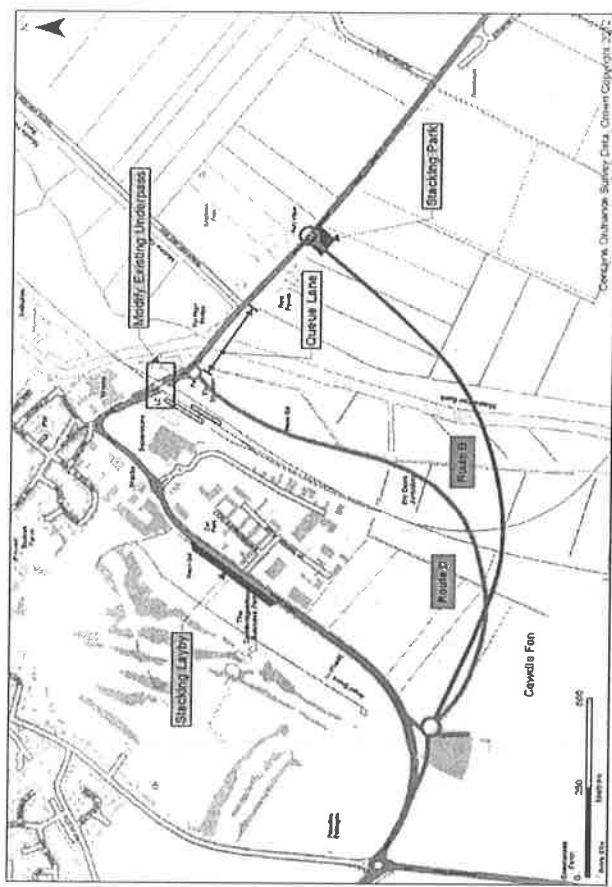
1.4. Consultation on the options was undertaken in Autumn 2011. Eighty one percent of the 1700 replies supported route option B. An outline appraisal of the options using criteria agreed at the seminar also showed that the bypass proposal would provide the best solution.

1.5. Further work to assess the shortlisted options and develop Option B was approved by Cabinet in Jan 2012. In Sept 2012 Cabinet was updated and approval given to develop Option B to the planning application stage. As part of this work, further consultation on Option B was undertaken in Feb/March 2013. This again showed strong public support. Below is a breakdown of this consultation response:

Support	Number	Percentage
Yes	152	61.78%
No	60	24.39%
Unsure	34	13.82%
Total	246	100%

- 1.6. Option B proposes a 1.7km long single carriageway bypass. It contains two structures – a viaduct over the river and flood plains and a two span bridge over the Cambridge and Newmarket railway lines. The cost is **£30.7m**.
- 1.7. This scheme will allow the crossing to be closed and result in local traffic redistribution, thus removing traffic from the sensitive station area. However, it will have a significant negative impact on the setting of Ely Cathedral in particular where the alignment crosses the River Ouse. This is the key area of objection, from English Heritage, which is discussed in the Issues and Risks section
- 1.8. Work to prepare the planning application has continued and the submission is nearing completion. More detail on programme, issues and risks and the visual impact and mitigation are discussed later in the Project Board notes.
- 1.9. Cabinet papers, the Options appraisal report and consultation material is available as background documents.

**Plan 1  
Shortlisted options to resolve Ely Crossing issues.**



## 2. Programme and Process

2.1. The project has been developed using established national criteria (Green Book) for schemes of this nature. Attention to the impact on local tourism was also included. The development could be considered as a ten work streams.

- Identification of project aims
- Initial options evaluation and business case
- Development of preferred option – including preliminary design and consultation
- Planning application process
- Orders process (CPO, SRO & Navigation)
- Public Inquiry
- Detailed design
- Procurement
- Construction
- Post construction evaluation

2.2. Figure 1 shows a high level programme.

2.3. The project has used a full early contractor involvement (ECI) model. Jacksons Civil Engineering (one of the CCC major framework contractors) have been used to supplement the consultants experience in specific areas such as buildability, procurement and the evaluation of project risks.

## 3. Finance

3.1. At current prices, the scheme cost is estimated at £30.7million. A broad breakdown on cost is as follows:

Work Type	Est Cost
Preparatory work up to planning application	1,666,000
Detailed design	530,000
Land and Property	244,000
Site supervision	566,000
Construction	19,800,000
Construction risk	5,800,000
Optimism bias	2,170,000
<b>Total</b>	<b>30,776,000</b>

3.2. The County Council's forward business plan shows prudential borrowing of £30.7m and assumes that this is repaid by County Council revenue. However the scheme has been brought forward on the expectation that some or all of the funding would be obtained from other sources, which will reduce the future repayments.

3.3. Funding currently identified includes informal offers of £5million each from East Cambridgeshire District Council and Network Rail.

3.4. The Local Transport Board Major Scheme bid has now been confirmed an allocation of £6 million.

3.5. Currently £14.78 million is needed to meet the cost of the scheme.

3.6. Network Rail has indicated that it may make its contribution early to the scheme, which would therefore reduce the amount of early borrowing required.

3.7. Work is ongoing to explore additional potential sources of funding.

#### 4. Procurement.

4.1. To highlight procurement issues a procurement options meeting was held with consultants and the ECI contractors in April. A further internal officer meeting was held to review the outcome of that meeting.

- Design and Build
- Traditional tender process

The design and build model allows a contractor to exercise greater flexibility in the design and methods of construction, whereas the traditional approach provides a more prescriptive contract management and outcomes.

4.2. In conclusion, whilst it was recognised that there are always going to be a number of contractor design elements such as safety fencing and temporary form work, in general the it was felt that in this case that the specific design detail required to secure a successful planning application would present very limited benefits to the county for using a design and build contract.

4.3. However, it is estimated that six months work remains to finalise all the detailed design to contract documents issue stage. This work is estimated to cost of £530k. A review of this estimate is underway and is expected to be updated in early September.

4.4. Discussion on the procurement strategy is invited.

#### 5. Issues and Risks

5.1. Attached is the working risk register. The current key high level risks for discussion are:

- English Heritage objection to project on heritage grounds and call in based upon the viable alternative of underpass improvements.
- Programme risk against cost risk for commencing detailed design before planning consent is given
- Network Rail agreements, Crossrail implications for possessions.
- Funding viability
- Counsel advise on support from Network Rail
- Programme slippage

5.2. Visualisations and photomontages will be presented at the meeting to inform discussion on the first bullet point.