Department for Transport

National Productivity Investment Fund for the Local Road Network
Application Form

The level of information provided should be proportionate to the size and complexity of the project proposed. As a guide, for a small project we would suggest around 10 -15 pages including annexes would be appropriate.

One application form should be completed per project and will constitute a bid.

Applicant Information

Local authority name(s)*: Coventry City Council
**If the bid is for a joint project, please enter the names of all participating local authorities and specify the lead authority.*

Bid Manager Name and position: Karen Seager, Head of Traffic and Network Management

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

Contact telephone number: 02476 831051
Email address: karen.seager@coventry.gov.uk

Postal address: **Coventry City Council**
Floor 8, Civic Centre 4
Much Park Street
Coventry
CV1 2PY

Combined Authorities
If the bid is from an authority within a Combined Authority, please specify the contact, ensure that the Combined Authority has provided a note ranking multiple applications, and append a copy to this bid.

Name and position of Combined Authority Bid Co-ordinator: Sandeep Shingadia, Head of Programme Development

Contact telephone number: 012 121 47169
Email address: Sandeep.Shingadia@tfwm.org.uk

Postal address: **Transport for West Midlands**
16 Summer Lane
Birmingham
B19 3SD

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

Please specify the weblink where this bid will be published:

Applicant: http://www.coventry.gov.uk/npif
TfWM: https://westmidlandscombinedauthority.org.uk/what-we-do/investment/

SECTION A - Project description and funding profile

A1. Project name: Coventry Smart Traffic Management System

A2 : Please enter a brief description of the proposed project (no more than 50 words).

This project delivers traffic congestion management improvements that support economic growth related to the strategic transport corridors to the North, South, East and West of the City. The choice of corridors is informed by the Coventry Area Strategic Model (CASM) that models the impact of growth in jobs and housing between 2013-2034.

ANNEX A – Additional supporting information to the proposal

A3 : Please provide a short description of area covered by the bid (no more than 50 words)

The project covers four strategic transport corridors:
A45 Coventry to Birmingham (West), remainder of works outstanding Phase 1 NPIF
A444 Phoenix Way (North to M6)
A4600 Ansty Road (East to M6 M69 triangle)
A444 Whitley (South to A46, A45)

OS Grid Reference: **Citywide locations**
Postcode: **Citywide locations**

ANNEX B for map showing proposed traffic signal upgrade locations on the KRN ,
ANNEX C for List of locations of signals & CCTV (1 of 4 to 4 of 4)
ANNEX D for Location map of existing and proposed CCTV

Please append a map showing the location (and route) of the project, existing transport infrastructure and other points of particular relevance to the bid, e.g. housing and other development sites, employment areas, air quality management areas, constraints etc.

A4. How much funding are you bidding for? (please tick the relevant box):

Small project bids (requiring DfT funding of between £2m and £5m) ☒

Large project bids (requiring DfT funding of between £5m and £10m) ☐

A5. Has any Equality Analysis been undertaken in line with the Equality Duty?
☒Yes ☐No

ANNEX E Completed ECA form

A6. If you are planning to work with partnership bodies on this project (such as Development Corporations, National Parks Authorities, private sector bodies and transport operators) please include a short description below of how they will be involved.

The City Council will work with Public Transport Operators, strategic employers in the City such as JLR, the University of Warwick and Coventry University, road users and local businesses. Stakeholder consultation/information sharing will be undertaken during the life of the project.

A7. Combined Authority (CA) Involvement

Have you appended a letter from the Combined Authority supporting this bid? ☒Yes ☐No

ANNEX F – Combined Authority Supporting Letter

A8. Local Enterprise Partnership (LEP) Involvement and support for housing delivery

Have you appended a letter from the LEP supporting this bid? ☒Yes ☐No

ANNEX G – NPIF UTMC – CWLEP letter of support

For proposed projects which encourage the delivery of housing, have you appended supporting evidence from the housebuilder/developer?
☐Yes ☒No N/A

SECTION B – The Business Case

B1: Project Summary

Please select what the project is trying to achieve (select all categories that apply)

Essential
☒Ease urban congestion
☒Unlock economic growth and job creation opportunities
☒Enable the delivery of housing development

Desirable
☒Improve Air Quality and /or Reduce CO2 emissions
☐Incentivising skills and apprentices

☐Other(s), Please specify -

B2 : Please provide evidence on the following questions (max 100 words for each question):

a) What is the problem that is being addressed?

This project addresses current and future pressures on the strategic road network that will be affected by the growth in jobs (28,200 new jobs by 2034) and housing (25,000 new houses within the city and a further 17,000 immediately beyond the city boundary by 2034) as identified by the CASM. This growth directly affects the strategic transport corridors chosen for this project that link housing to industrial areas whilst providing connectivity to the Motorway network and neighbouring authorities. The project accelerates the ability to build network resilience for growth in demand and will future proof traffic management systems and services.

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

The project fundamentally tackles the way we manage the key route network across the city by significantly improving the operation of traffic signal junctions to relieve congestion. There are no other options other than to use signalised junctions to control traffic demand on the scale needed to match the expected housing and economic growth. By upgrading an existing asset base and as we are including all Intelligent Traffic System (ITS) devices on the network, we are extending operational life spans and delivering a high level of future proofing. This will also provide a base for the deployment of innovative Co-operative Intelligent Transport Systems (C-ITS) systems and services that emerge from the existing R&D projects.

c) What are the expected benefits/outcomes? For example, could include easing urban congestion, job creation, enabling a number of new dwellings, facilitating increased GVA.

The expected outcomes are:

1) **Ease urban congestion through improved journey time reliability. Implementation of SCOOT and MOVA deliver significant reductions (20% on average) in journey times.**
2) **Minimising queuing traffic.**
3) **Reducing vehicle emissions through enhanced air quality monitoring and management.**
4) **Opportunity to manage the urban key route network more effectively through influencing how road users, use of the network.**
5) **Improvements will benefit public transport and freight thereby ensuring the mobility of people and goods on a city-wide scale that delivers immediate, sustainable benefit.**

6) **Significantly improve our ability to monitor, control and inform the users of the urban network from a revitalised technology platform, providing a basis for further innovative developments.**
7) **The routes link residential and industrial areas, unlocking Motorway and neighbouring authorities so the benefit of easing congestion is not restricted to the local authority boundary but will benefit the wider sub-region**
8) **In addition the system will be ready to integrate seamlessly with any regional control centre.**

d) Are there are any related activities that the success of this project relies upon? For example, land acquisition, other transport interventions requiring separate funding or consents?

There are no dependencies on other related activities as we are upgrading and improving an existing, well established base of traffic signal junctions and Intelligent Transport System (ITS) assets that have been built up over many years of investment. The project is entirely complementary to current aspirations to improve network management and create the ability to adopt the outcomes of current R&D projects that are exploring the benefits and impacts of Connected and Autonomous Vehicles (CAV) on the urban network.

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

There are no lower cost alternatives as this project is starting from the existing network infrastructure as its baseline. If funding for this project is not secured then the ability to deliver benefits on a significant scale is drastically reduced. It would take in excess of 20 years to upgrade and improve the existing infrastructure to achieve the benefits this project will achieve. Without the additional funding the Authority's ability to effectively manage the certain growth in usage of the road network in the city will be extremely restricted with the resultant economic, environmental and social impacts.

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

The whole of Coventry has been declared an Air Quality Management Area (AQMA), all of the proposed network improvements fall within the AQMA. The main pollutants of concern in Coventry are associated with traffic emissions, particularly on heavily trafficked roads where queues of stationary vehicles occur on frequent occasions. The proposed technology deployment, combined with the use of the outcomes from the innovation projects, provides a platform for the development of an air quality analytics platform that can be used to determine traffic management strategies that are responsive to air quality issues at a local exposure level. Along with the deployment of additional monitoring devices to complement the existing units, Coventry will enable AQM to be extended to new development areas improving the scale of monitoring. Using this data and data from traffic systems such as SCOOT will provide the basis for developing the ability to predict emissions based on congestion levels and inform decision making.

B3 : Please complete the following table. **Figures should be entered in £000s** (i.e. £10,000 = 10).

Table A: Funding profile (Nominal terms)

£000s	2018-19	2019-20
DfT funding sought	1,000	2,787
Local Authority contribution	500	623
Third Party contribution	250	250
TOTAL	1,750	3,660

ANNEX H for cost plan

Notes:
1) Department for Transport funding must not go beyond 2019-20 financial year.
2) Bidders are asked to consider making a local contribution to the total cost. It is indicated that this might be around 30%, although this is not mandatory.

B4 : Local Contribution & Third Party Funding : Please provide information on the following questions (max 100 words on items a and b):

a) Provide an outline of all non-DfT funding contributions to the project costs, the level of commitment, and when the contributions will become available.

The £1.123m local authority contribution is from Coventry' Integrated Transport Capital Programme. The funding for this has been allocated up to 2019/20 so the resources are secure.
The Third party contribution is from a section 106 contribution for traffic mediation measures on A444. This is an agreed contribution.
Discussions are also in progress on other planning applications where further 106 contributions for traffic mitigation measures are likely to be agreed, however these are not yet confirmed so have not been included in the funding profile.

b) List any other funding applications you have made for this project or variants thereof and the outcome of these applications, including any reasons for rejection.

None

B5 Economic Case
This section should set out the range of impacts – both beneficial and adverse – of the project. The scope of information requested (and in the supporting annexes) will vary, including according to whether the application is for a small or large project.

A) Requirements for small project bids (i.e. DfT contribution of less than £5m)

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

- Significant positive and negative impacts (quantified where possible) including in relation to air quality and CO_2 emissions.
- A description of the key risks and uncertainties;
- If any modelling has been used to forecast the impact of the project please set out the methods used to determine that it is fit for purpose

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

The principal project outcome is to keep traffic moving, avoid queuing and stop/start scenarios and deliver improved journey time reliability. The Key Route Network (KRN) project corridors are all sensitive to air quality issues and the project will provide additional monitoring devices to those already deployed on corridors to the North, East and West of the city. Currently there are 52 NO_2 monitoring points of which 34 sites exceeded the annual mean concentration target of 40 µg/m3 in 2016. This project will add a further 10 AQM devices to add coverage to the south of the city, particularly to the A444 Whitley corridor where the existing and new JLR plant is to be located (10,000 new jobs). This will provide a network of monitoring points and will have a positive impact on air quality issues. The project will provide a comprehensive network of monitoring points. This will enable traffic management strategies to be developed that are responsive to AQM issues that can be adjusted year on year to reflect the changing AQM patterns that are influenced by housing and economic growth.

The project is focused on making fundamental operational changes to established signalised junctions that provide maximum adaptive control functionality. As this requires a high level of change on street the key risks are:

- **Physical resource and co-ordination required to deliver the level of changes required over a high number of junctions.**
- **Reliance on CCC internal resource to document the required changes and provide the required statutory notifications required. The project will utilise the Shared Professional Services Contract to mitigate the impact on available internal resources to deliver the project.**
- **The design, commission and validation process is a critical factor to achieving the required outcome that demand specialist knowledge and skillsets that are under high market demand.**

With regards to mitigation, the above risks are already being managed and mitigated with existing schemes and upgrades (Phase 1 NPIF) already being undertaken by CCC on a similar scale to that proposed in this project. The team responsible for delivering this project have considerable experience and knowledge to manage project risk and uncertainties, as this project will be treated as a continuation of existing work programmes that have similar risks and issues.

Modelling has not been used to forecast the impact of the project. However, traffic surveys will be undertaken before and after the works with control sites also included to ensure other external factors influencing the results are captured. In addition the project manager is already monitoring journey times through a separate commission. This provides monthly journey time monitoring at agreed start and end points on all of the Authority's strategic route network. The impact of the project can be gauged against similar changes and control methodology that have, and are, being deployed and assessed on the urban road network. In these scheme areas independent journey time monitoring data has been sourced and used to track journey time on a monthly basis. We also use bus journey time data provided by National Express to monitor benefits to public transport journey times that have resulted from signal junction improvements and priority measures. As junction improvement schemes roll out we will utilise vehicle flow data that can be used to generate JT data. All data sources will be consolidated in the Argonaut UTMC CDB where the Journey Time engine resides. For performance management and reporting purposes this data will be visualised on a network dashboard generated in the Argonaut system.

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

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

ANNEX I - Project Impact Pro-Forma

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

ANNEX J - NPIF Methodology for Quantifying the Benefits

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

ANNEX K - Appraisal Summary Table

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

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

B) Additional requirements for large project bids (i.e. DfT contribution of more than £5m)

c) Please provide a short description (max 500 words) of your assessment of the value for money of the project including your estimate of the Benefit Cost Ratio (BCR) to include:

- Significant monetised and non-monetised costs and benefits
- Description of the key risks and uncertainties and the impact these have on the BCR;
- Key assumptions including: appraisal period, forecast years, optimism bias applied; and
- Description of the modelling approach used to forecast the impact of the project and the checks that have been undertaken to determine that it is fit-for-purpose.

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

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

ANNEX K – Appraisal Summary Table

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

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

B6 Economic Case: For all bids the following questions relating to **desirable criteria** should be answered**.**

Please describe the air quality situation in the area where the project will be implemented by answering the three questions below.

i) Has Defra's national air quality assessment, as reported to the EU Commission, identified and/or projected an exceedance in the area where the project will be implemented?

☒Yes ☐No

For details please visit the link below:
https://fusiontables.googleusercontent.com/embedviz?q=select+col12+from+1O20r8cXRV00gwJ_I_yxlDL6vpNZ3vKYYrxXxIRqt&viz=MAP&h=false&lat=52.431&lng=-1.496&t=1&z=12&l=col12&y=2&tmplt=2&hml=TWO_COL_LAT_LNG

Defra - Air Quality plan for the achievement of EU air quality limit value for nitrogen dioxide (NO2) in Coventry/Bedworth (UK0017)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486115/aq-plan-2015-coventry-bedworth-uk0017.pdf

ii) Is there one or more Air Quality Management Areas (AQMAs) in the area where the project will be implemented? AQMAs must have been declared on or before the 31 March 2017

☒Yes ☐No

Please visit the above link for locations of individual existing AQM sites.

ANNEX M - Proposed AQM site locations

iii) What is the project's impact on local air quality?

☒Positive ☐Neutral ☐Negative

- Please supply further details:

The whole of Coventry was declared an AQMA in 2009, which includes all locations included in this project bid. The project specifically delivers the ability to manage congestion on a proactive, rather than reactive, basis that will minimise traffic queuing and stop/start conditions and provide journey time reliability. This will provide a positive impact on air quality and the means to manage traffic to meet air quality targets based on the use of technology and innovation that is sustainable year on year.

iv) Does the project promoter incentivise skills development through its supply chain?

☒Yes ☐No ☐N/A

- Please supply further details:

The project is based on using the latest technology and input from innovation projects deployed by CCC or neighbouring authorities. Coventry is at the forefront in the development and use of Connected and Autonomous Vehicle Technology (CAV) through the current CITE and iVMS projects. The outcomes of these R&D projects will be to roll out for mainstream use. The anticipated legacy will be improved journey times, reduced

congestion and improved air quality through improved traffic management strategies that react in real time to incidents, abnormal congestion and air quality issues detected within the KRN. These developments are incentivising and driving skills development by the supply chain so they understand the new technology being deployed and how this can provide enhanced installations, commissioning, validation and future maintenance requirements for the system. This is a process that also requires complimentary skill building within the City Council to determine the optimal use of the technology deployed and its long term use and development.

B7. Management Case - Delivery (Essential)

Deliverability is one of the essential criteria for this Fund and as such any bid should set out, with a limit of 100 words for each of a) to b), any necessary statutory procedures that are needed before it can be constructed.

a) A project plan (typically summarised in Gantt chart form) with milestones should be included, covering the period from submission of the bid to project completion.

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

ANNEX N for project plan

The only statutory requirements needed are those related to meeting road space and traffic management requirements to undertake the physical changes to each junction. These requirements are managed and fulfilled by CCC in liaison with its contractor supply chain.

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

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

Land acquisition is not required within the scope of the project. The traffic signal infrastructure targeted by this project is well established and requires no further land acquisition.

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

Table C: Construction milestones

	Estimated Date
Start of works	**March 2018**
Site Survey	**March – June 2018**
Design	**June – Sept 2018**
Tendering & Contract Award	**Sept – Jan 2018/19**
Construction	**Feb – Feb 2019/20**
Validation & Commissioning	**Jan - March 2020**
Opening date	**March 2020**
Completion of works (if different)	

d) Please list any major transport projects costing over £5m in the last 5 years which the authority has delivered, including details of whether these were completed to time and budget (and if not, whether there were any mitigating circumstances)
Coventry City Council has delivered over £85m transport infrastructure schemes over the last 5 years, ranging from highway improvements, new bridges and public realm schemes. All of the schemes have served multiple purposes, not just improving connectivity and traffic flows but also unlocking development sites, improve the setting of the city's heritage sites and creating attractive public realm to stimulate inward investment. Examples of schemes are as follows: **<u>2012 Olympics Broadgate Square & Gosford Street – Public Realm - £10M</u> ERDF funding was awarded in 2010 to deliver an ambitious programme of public realm improvements in Coventry City Centre, ahead of the 2012 Olympics for which Coventry was a host city. The schemes included closing the road in Broadgate which was previously dominated by traffic to create a high quality pedestrianised square in the heart of the city centre. Gosford Street involved transforming a highway dominated area in the heart of Coventry University's campus, creating an innovative shared space environment, through removal of traffic signals, widening of footways and high quality public realm. Both schemes were completed to programme and budget. The Broadgate scheme has resulted in levering in £6m private investment from Shearers Group to regenerate the 1980s Cathedral Lanes Shopping Centre, opening new restaurants and bars which have boosted the city's night time economy. The Gosford Street scheme has helped supported the ongoing delivery of Coventry University's ambitious Masterplan. The success of these schemes has led to levering in further funding to deliver a wider city centre public realm programme, as below.** **<u>City Centre Public Realm Programme - £23M</u> Between 2013-2015 the City Council delivered a programme of city centre public realm schemes, transforming the urban environment. The schemes included Council House Square, Belgrade Plaza and Gosford Street/Coventry University Campus and an Intelligent Parking System to assist car drivers to find a parking space within the destination of their choice or closest available. The works that were delivered including realignment of roads and widening of footways, installation of high quality paving and landscaping, de-cluttering, introducing a 20mph city centre zone and the installation of a network of variable message signs (VMS) to reduce congestion in the city centre. The schemes have not only resulted in significant improvements to the city centre environment but also levered inward investment and adjacent sites are now being developed. The schemes were delivered to budget and programme, which was very tight due to the main funding source being ERDF which had to be spent by the end of December 2015.** **<u>Friargate Bridge Deck – New Bridge Deck, highways and public realm - £17M</u> The scheme involved transformation of Junction 6 of the ring road, removing the barrier of the ring road to unlock development through creation of a new 100m bridge deck on top of the ring road, leaving the functionality of the ring road itself intact. The programme was delivered to extremely challenging timescales, funding was awarded in May 2013 and it was required to be complete by summer 2015. In this 2 year period design was completed from concept stage to detail in just 9 months, with work starting on site spring 2014. Original contract cost £9.5M however additional works were added to the project during its lifetime as additional funding was awarded to maximise the benefits of the scheme, which served remove the barrier of the ring road to unlock the eastern extent of the prestigious £100m Friargate mixed development. The new Friargate Business District**

37 acres of Grade A offices, hotels, residential and leisure space. The combined additional works totalled £4M. Significant increases in costs were incurred during construction due to unknown ground conditions leading to changes to the pile foundations and structural elements of the works. Furthermore the drainage items required deep excavations on the slip roads which increased both cost and programme. Since completion, construction of the Friargate development is underway, which will create up to 15,000 new jobs in Coventry, along with over 400 new homes.

Whitley Junction/JLR – New Bridge and highways - £10.8M Similar to the Friargate Bridge scheme, this project was awarded RGF funding to be delivered in the same challenging timescales. The original scheme contract value was £9M for a 15 month construction period. The main objective of the scheme was to provide a new bridge to better connect the Jaguar Land Rover (JLR) HQ at Whitley to the A444. The project overran due to issues related to ground conditions which affected installation of the pile foundations to the bridge and abutments. Other impacts such as weather also caused delay to the project, resulting in an extension of programme to 20 months. The scheme has been instrumental in leading to the £0.5bn expansion of JLR's HQ currently underway.

B8. Management Case – Statutory Powers and Consents (Essential)
a) Please list if applicable, each power / consent etc. already obtained, details of date acquired, challenge period (if applicable), date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.
N/A
b) Please list if applicable any outstanding statutory powers / consents etc. including the timetable for obtaining them.
N/A

B9. Management Case – Governance (Essential)

Please name those who will be responsible for delivering the project, their roles (Project Manager, SRO etc.) and responsibilities, and how key decisions are/will be made. An organogram may be useful here.

The project will be delivered by the City Council's Urban Traffic and Management Control Team who are currently delivering NPIF Phase 1 of this project. The SRO is Colin Knight, Director for Transport and Highways. The project manager is Shamala Evans who has over 30 years of experience at delivering civil engineering projects and is the current project manager for Phase 1 of the "Coventry Smart Traffic Management System" Project. Shamala was also the project manager for the VMS project and the Interactive Totem project, both of which were delivered on time and within budget. From start to finish the PM delivered these two projects in 8 months.

The project will report to the existing Intelligent Transportation & Urban Traffic Control Board. This Board meets monthly where key decisions are taken within the delegated approval of the Council's constitution. Progress of the scheme will be reported regularly to the Cabinet Member for City Services; Councillor Jayne Innes, who will have delegated authority to make decisions for any major changes required. Terms of reference will be agreed, along with detailed programme governance outlining roles and responsibilities.

ANNEX P for Governance Chart

B10. Management Case - Risk Management (Essential)

All projects will be expected to undertake a Quantified Risk Assessment (QRA) and a risk register should be included. Both should be proportionate to the nature and complexity of the project. A Risk Management Strategy should be developed that outlines how risks will be managed.

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

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

ANNEX R is the QRA / Risk Log

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

ANNEX S is the Risk Management Strategy

Please provide evidence on the following points (where applicable) with a limit of 50 words for each:

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

A 10% risk allowance has been allowed

b) How will cost overruns be dealt with?

With existing robust project governance in place the project manager is responsible for reporting the financial position to the project at the monthly Board meetings. The Board will make the decision regarding the use of the contingency budget if required to deal with any cost overruns. This approach has a proven successful track record with previous projects delivered.

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

The main risks are as follows:
- **Project and procurement timescales are tight**
- **Contractor/supply chain availability**
- **Availability and adoption of Innovation Projects outcomes**
- **City Council resource availability**

The knowledge gained through the current delivery of NPIF Phase 1 "Coventry Smart Traffic Management" project means that we do not anticipate any cost increases. We are confident with robust project management with a proven track record of delivery. The project is deliverable on time and within budget.

B11. Management Case - Stakeholder Management (Essential)

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

a) Please provide a summary in no more than 100 words of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.

The Key stakeholders are:

- **Network Management Duty role (TMA 2004) CCC have a major role to play in terms of project dissemination and maintaining political support.**
- **TfWM & WMCA: Hold responsibility for the KRN and co-ordinating activities across the West Midlands Combined Authorities region. There is a need to ensure the project is aligned with KRN requirements and provides technical and operational consistency with WMCA policy**
- **Neighbouring Authorities: Warwickshire is the closest neighbouring authority and traditionally has close links with CCC on transport issues.**
- **Passenger Transport – Bus Operators (National Express, Stagecoach & others) maintaining journey time reliability for bus operators is a key project outcome and bus operators are already engaged in other CCC projects**
- **Freight Operators and key businesses**
- **Highways England: A key stakeholder as the KRN extends to the HE strategic road network in terms of the M6 and M69**
- **Road users – may experience some minor disruption during the works but will benefit from improved capacity post completion.**
- **Private Developers – major new housing developments will benefit from the project through increased capacity and connectivity to the strategic route network.**
- **Innovation Project Partners**

The project management team will engage with the stakeholders and a communications strategy will be developed for the scheme. This will include an action log to capture key communication activities and engagement with stakeholders.

Standard NRSWA procedures will be used throughout the project delivery phase.

The project will carry out wider dissemination activities that will engage with industry bodies such as ITS UK, the UTMC Development Group (UDG) and the Transport Technology Forum (TTF). Dissemination activities will focus on two areas:

- engaging with other LHAs in terms of promoting replication and transferability of the project outcomes, and

- engaging with the technical community in terms of supporting the development of technical specifications, case studies and identifying best practice

b) Can the project be considered as controversial in any way? ☐Yes ☒No

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

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

☐Yes ☒No

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

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

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

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

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

B12. Management Case – Local MP support (Desirable)

e) Does this proposal have the support of the local MP(s);

Name of MP(s) and Constituency

1 James Cunningham **(Coventry South)** ☐Yes ☐No

2 Colleen Fletcher **(Coventry North East)** ☐Yes ☐No

3 Geoffrey Robinson **(Coventry North West)** ☐Yes ☐No

Ps: Coventry City Council has contacted the local MP(s) after the election and made them aware of the NPIF bid and have requested a letter of support.

B13. Management Case - Assurance (Essential)

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

Additionally, for large projects please provide evidence of an integrated assurance and approval plan. This should include details of planned health checks or gateway reviews.

SECTION C – Monitoring, Evaluation and Benefits Realisation

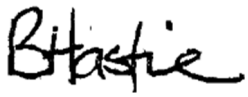
C2. Please set out, in no more than 100 words, how you plan to measure and report on the benefits of this project, alongside any other outcomes and impacts of the project.

The monitoring process will be based on measuring journey time and journey time reliability for all vehicles before and after the works, along with traffic volume surveys prior to and after the works. Network resilience, i.e. incident and event management, will be assessed on a qualitative basis. These measures are already used to evaluate other projects that have a similar effect on the Key Route Network (KRN). We currently use independent data sources to measure the impact of traffic management measures on the KRN. This project will take data use a step further, in terms of utilising real time data generated from the upgraded junctions and the Argonaut system as the data hosting platform to provide data visualisation and reporting mechanisms.

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

SECTION D: Declarations

D1. Senior Responsible Owner Declaration	
As Senior Responsible Owner for Coventry Smart Traffic System project, I hereby submit this request for approval to DfT on behalf of Coventry City Council and confirm that I have the necessary authority to do so. I confirm that Coventry City Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: Colin Knight	Signed: 
Position: Director of Transport and Highways	

D2. Section 151 Officer Declaration	
As Section 151 Officer for Coventry City Council, I declare that the project cost estimates quoted in this bid are accurate to the best of my knowledge and that Coventry city Council - has allocated sufficient budget to deliver this project on the basis of its proposed funding contribution - accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties - accepts responsibility for meeting any ongoing revenue requirements in relation to the project - accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided for this bid in 2020/21. - confirms that the authority has the necessary governance / assurance arrangements in place and, for smaller project bids, the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place - confirms that if required a procurement strategy for the project is in place, is legally compliant and is likely to achieve the best value for money outcome	
Name: **Barry Hastie**	Signed: 

HAVE YOU INCLUDED THE FOLLOWING WITH YOUR BID?

Combined Authority multiple bid ranking note (if applicable)	☐Yes	☐No	☐N/A
Map showing location of the project and its wider context	☒Yes	☐No	☐N/A
Combined Authority support letter (if applicable)	☒Yes	☐No	☐N/A
LEP support letter (if applicable)	☒Yes	☐No	☐N/A
Housebuilder / developer evidence letter (if applicable)	☐Yes	☐No	☒N/A
Land acquisition letter (if applicable)	☐Yes	☐No	☒N/A
Projects impact pro forma (must be a separate MS Excel)	☒Yes	☐No	☐N/A
Appraisal summary table	☒Yes	☐No	☐N/A
Project plan/Gantt chart	☒Yes	☐No	☐N/A
List of Annex's	☒Yes	☐No	☐N/A