

Final Outturn and Lessons Learned : North Road Bus Priority Junction

1. To report the lessons learned from the project and the final outturn for the North Road Bus Priority Project.
2. This project was delivered as part of the Tees Valley Bus Network Improvement Programme delivered across Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton.
3. This appendix reviews the actual cost, timeliness and quality including lessons learned; to ensure a continuous review of capital planning, management and reporting, with regard to best practice, experience and opportunities for improving the Council's capital and asset management processes.
4. The TVBNI North Road Bus Priority Project included the construction of a new single carriageway link road between the A167 North Road and Whessoe Road. The project also provided a new junction onto North Road, and provided improved formal pedestrian crossing facilities and improved cycleway provision.
5. The project was managed internally by Capitals Projects Office staff from inception through to completion. The design work for the scheme was carried out internally by Highways design staff with the exception of drainage and structural design works which was through frameworks. Internal updates on scheme progress were provided within a Project Highlight report to the Project Sponsor via the Local Transport Plan/TVBNI Project Board meetings which met on a monthly basis. The site works phase of the project was managed by Capital Projects Office staff and Highways design staff taken on board lessons learned from my previous major Capital Projects.
6. The overall budget for the scheme was £3,243,880 and the planned completion date was 31 March 2013. The final actual spend for the scheme is £3,146,880 and the scheme was completed on site on 30 November 2012.
7. The main contract for the scheme was with Lumsden and Carroll under the New Engineering Contract (NEC) 3 Option A: Priced Contract with Activity Schedule. The accepted tender price was £1,599,740.59. In addition to the main contract there were also contracts with the Utility providers (i.e. Gas, Water and Electric) for protection/diversionary works. Also there were minor external commissions for discrete design elements (drainage and retaining wall structures) and for the provision of Construction, Design and Management Co-ordinator services.
8. The table below summarises the project budget and final outturn.

Original Project Budget (CP1)	Original Approved Project Budget	Revisions to Approved Project budget	Approved Project Budget	Final Out Turn Cost	Variance (%)	Variance (Value)
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£3,243,880	£3,243,880	£0	£3,243,880	£3,146,880	-3.0%	-£97,000
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Quality

9. In terms of quality the project aimed to reduce the bus journey times and improve journey reliability for the services using A167 North Road. It also provided enhance pedestrian crossing facilities on this busy section of North Road. Prior to the implementation of the scheme pedestrians had to cross the North Road/Albert Road junction without any protection from turning traffic.
10. The project also enhanced the urban design of the North Road area opening up a previously neglected area of land to the west of North Road which suffered from anti-social behaviour.

Time

11. The table below summarises the project timeline.

Original Planned Project Completion Date (CP1)	Revised Approved Project Completion Date	Actual Completion Date	Schedule Variation (days)
31 March 2013	31 March 2013	30 November 2012	-121 days

Lessons Learned

12. The Asset Management and Capital Programme Review Board (AM&CPRB or AMG) has specific roles defined in the Council's Constitution. The Board shall maintain a continuous review of capital planning, management and reporting, with regard to best practice, experience and opportunities for improving the Council's capital and asset management.
13. The key findings and lessons learned from this project are summarised below:
 - (a) The onsite performance of the statutory undertakers caused some conflicts with the Principal Contractor's works. In advance of the site works orders for the diversion/protection work were placed in good time and pre-start co-ordination meetings were held with representatives from each organisation. In addition the responsibility for the on site management of the statutory undertakers was passed over to the Principal Contractor through the main contract. However, once the site work commenced the timing of some activities carried out by the statutory undertakers had a negative impact on the overall programme. As the actual orders for the diversionary work were placed

by DBC there was limited opportunity for the Principal Contractor to influence the performance of the statutory undertakers;

- (b) The highway drainage had to be significantly re-designed on site due to conflicts with other design elements. The design for the drainage was carried out externally to DBC, remote from the site and it was felt that this had an impact on the lack of continuity with other design areas.

Procurement

- 14. The procurement strategy for the scheme was in line with DBC requirements and also met the requirements of the Tees Valley Bus Network Improvement Project procurement strategy, which was included in Major Scheme Business Case approved by the Department for Transport.

Contract Management

- 15. In terms of contract management the main contract was delivered through the use of the NEC3 Option A – Priced Contract with Activity Schedule. Variations encountered during the on site works phase were dealt with by the use of Compensation Events which in each case were evaluated by the DBC Project Manager.

Health and Safety

- 16. The Construction Design and Management Co-ordinator (CDM-C) role for the scheme was procured externally and the services were provided by URS (formerly Scott Wilson) from the DBC Highways Services framework contract. There were no reportable accidents during the construction phase and overall there were only 2No. near misses on site, one in relation to a failure of the traffic signals and one in relation to the use of a mechanical excavator. The Principal Contractor registered the project with the 'Considerate Constructor's' scheme which gave a score of 35 out of a possible 40, rating the site as 'very good' and within the top 10% of construction sites visited.

Risk Log

- 17. The risk log for the scheme was regularly reviewed and risks which could be transferred onto the Principal Contractor were included within the main construction contract.

Communications

- 18. The communications strategy for the scheme prior to the Construction phase involved two engagement exercises held at the Dolphin Centre. The views obtained during these events helped to shape the detailed design proposals, which were then also communicated to the public as part of the planning process. A dedicated web site was developed and maintained for the scheme which included information on the project team and carried updates on how the works were progressing. During the on site phase the Principal Contractor distributed letters to local Business' and residents notifying them of when works would be adjacent to

their respective properties. Progress updates were also provided to the public through the wider DBC TVBNI communications team.