

Governance & Assurance for Nationally Significant Infrastructure Projects

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Introduction – who am I ?



- **Sponsorship Director** for the Complex Infrastructure Programme in Highways England
- Previously **Head of Portfolio Insight** for the Infrastructure & Projects Authority
- Previously **Portfolio/Programme/Project Director** for a number of Major Government Projects
- **Visiting Professor in PPM** – Manchester University
- Sponsor and Initiator of **Project X**

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- GMPP
- Complex Infrastructure Programme
- Project Challenges and Opportunities
- Project Control Framework
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- Overall Challenges

Highways England Road Investment Strategy

A long-term programme for our motorways and major roads with the stable funding needed to plan ahead.

The RIS 1 comprises:

1. a long-term vision for England's motorways and major roads, outlining how we will create smooth, smart and sustainable roads
2. a multi-year investment plan that will be used to improve the network and create better roads for users
3. high-level objectives for the first roads period 2015 to 2020

Over the next 5 years the RIS will:

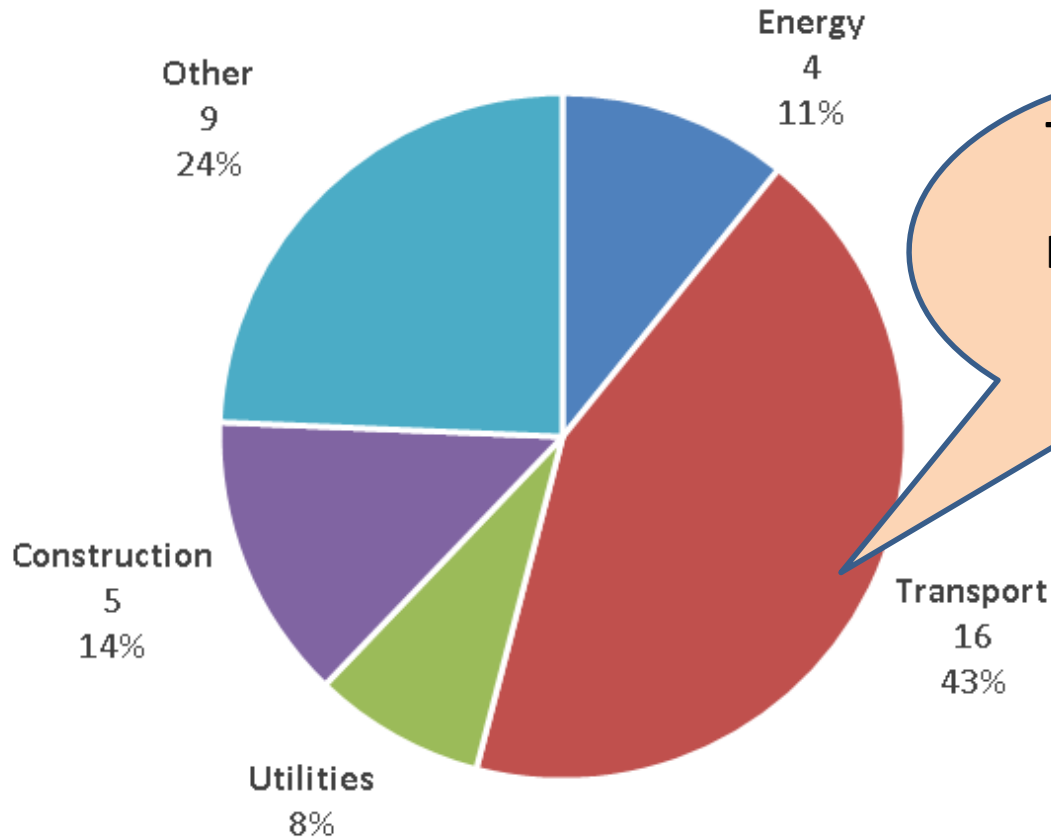
- see £15.2 billion invested in over 100 major schemes to enhance, renew and improve the network
- help prevent over 2500 deaths or serious injuries on the network
- build over 1300 additional lane miles
- improve 200 sections of the network for cyclists
- benefit up to 250,000 people by reducing the noise impact of England's motorways and major roads

Government Major Projects Portfolio

Number of Projects	143	
Whole Life Cost of GMPP	£473bn	
2016-17 Budget (01/04/2016 - 31/03/2017)	£27bn	
Scheduled to Complete by April 2020 Spending Review Period	53%	
Government Transformation and Service Delivery	40 projects worth	£88bn
ICT	39 projects worth	£19bn
Infrastructure and Capability	37 projects worth	£222bn
Military Capability	27 projects worth	£143bn

IPA Data as at September 2016

Infrastructure on GMPP



Transport Projects represent the largest proportion of new UK Infrastructure

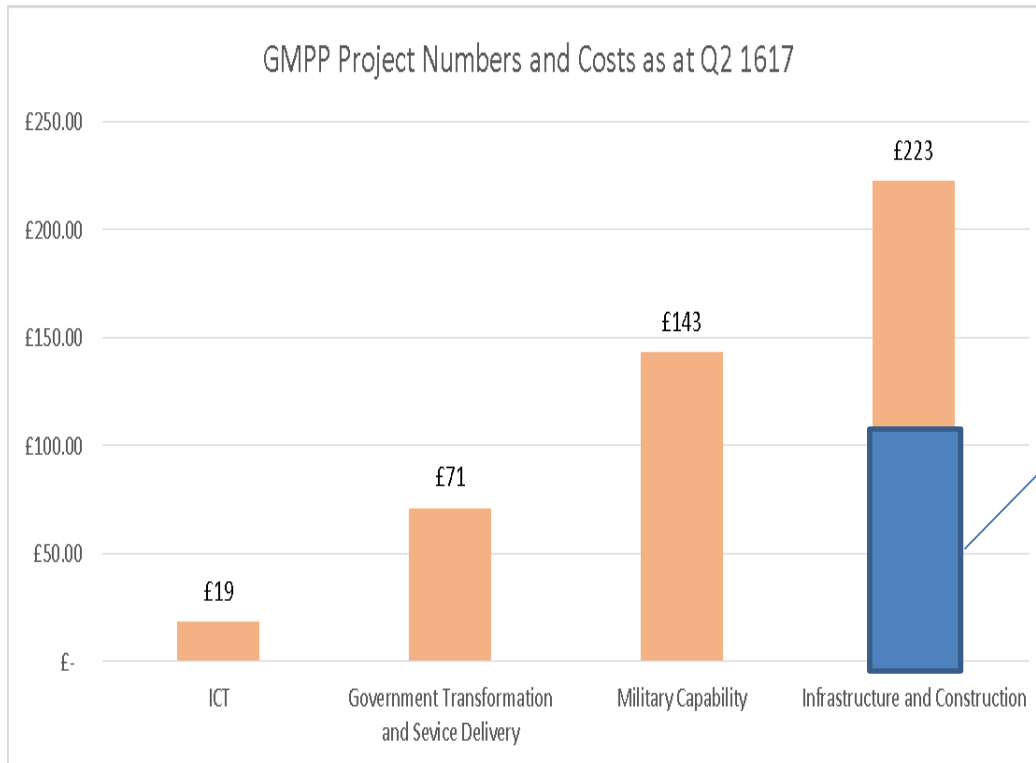
Complex Infrastructure Programme

- The largest road infrastructure projects in the UK
- Includes :
 - The A14 Huntingdon to Cambridge
 - Stonehenge Tunnel
 - Lower Thames Crossing



CIP Projects within GMPP

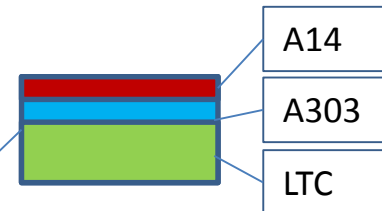
Government Major Projects



Department for Transport



Highways England CIP



A14 Cambridge to Huntingdon

A vital investment to relieve congestion on one of the busiest parts of the Strategic Network

The new bypass and widened A14 will open to traffic in 2020. Providing improved connection links

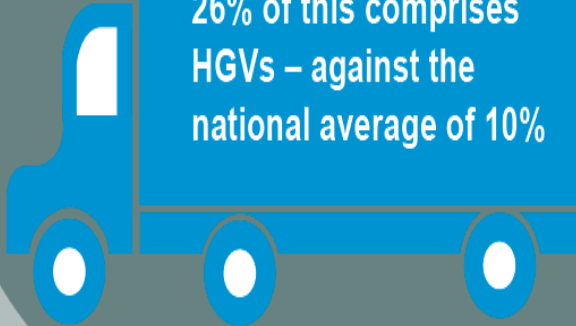


The Problem

In 2014, **71,000** vehicles used A14 between Swavesey and Bar Hill every day.

Forecast to rise to **86,000** by 2020.

26% of this comprises HGVs – against the national average of 10%



The Solution

up to £1.5bn
government investment

construction and upgrades to 21 miles of road



A14 Challenges and Opportunities

Challenges



Archaeology

Opportunities

LEGACY

A303 Stonehenge Tunnel

The A303 is the most direct strategic route from the South East the South West for business and tourists

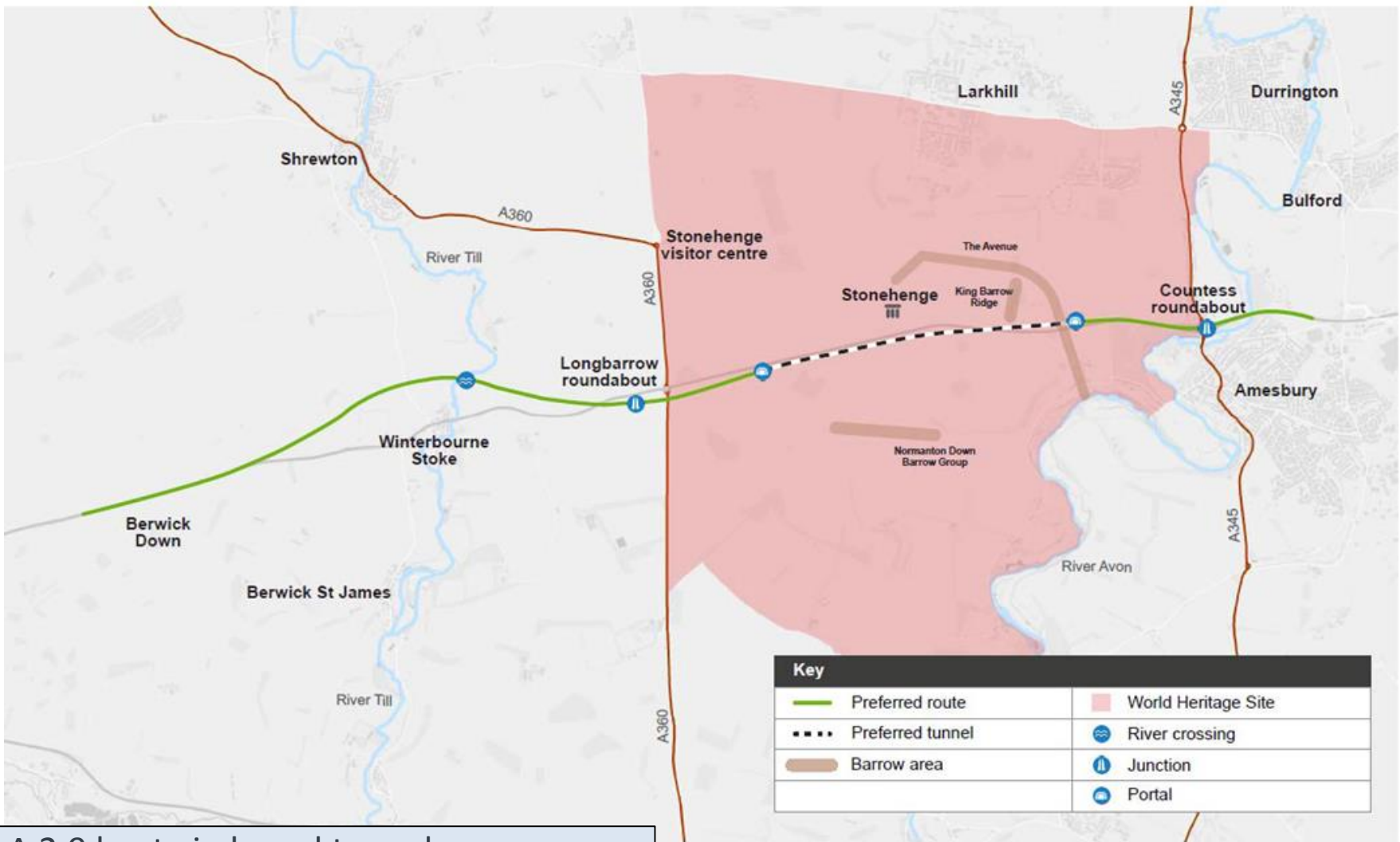
It goes through the World Heritage Site which includes Stonehenge

The road is often congested causing frustration and rat running through local villages



**Road is 165 metres
from Stonehenge**

A303 - The Preferred Route



A 2.9 km twin bored tunnel
12 km of new dual 2 lane carriageway

A303 Challenges and Opportunities

Challenges



SAVE
Stonehenge World
Heritage Site

FROM MAJOR ROAD BUILDING

**PLEASE SIGN
THE PETITION**

take action at stonehengealliance.org.uk
follow @SaveStonehenge

Image copyright: The Cotswolds

Opportunities



Economic Growth &
Improvement to
Environment

Lower Thames Crossing (LTC)

The Lower Thames Crossing is the biggest single scheme in Highways England's portfolio. It is designed to create an alternative route to the notoriously congested Dartford Crossing which is one of the least reliable sections of the UK's strategic road network.



The Problem

Dartford Crossing facts and figures

Capacity

50 million
crossings a year and traffic
volumes are increasing.



which is
predicted to
increase to
34%
by 2041



Designed for **135,000** vehicle crossings
a day, regularly operating at capacity.

Performance

**Over 300
times a year**

the crossing is partially or fully closed,
on average, for around half an hour due
to incidents.

It typically takes

**3 to 5
hours**

for the roads to clear
following closure.



Road users have no alternative but to:

- wait it out
- use the Blackwall Tunnel – 30 extra miles
- go the other way around the M25 – 100 extra miles

Safety and environment

For much of a typical day, air quality
in many areas close to the crossing
**does not meet current air
quality standards.**

The western tunnel is

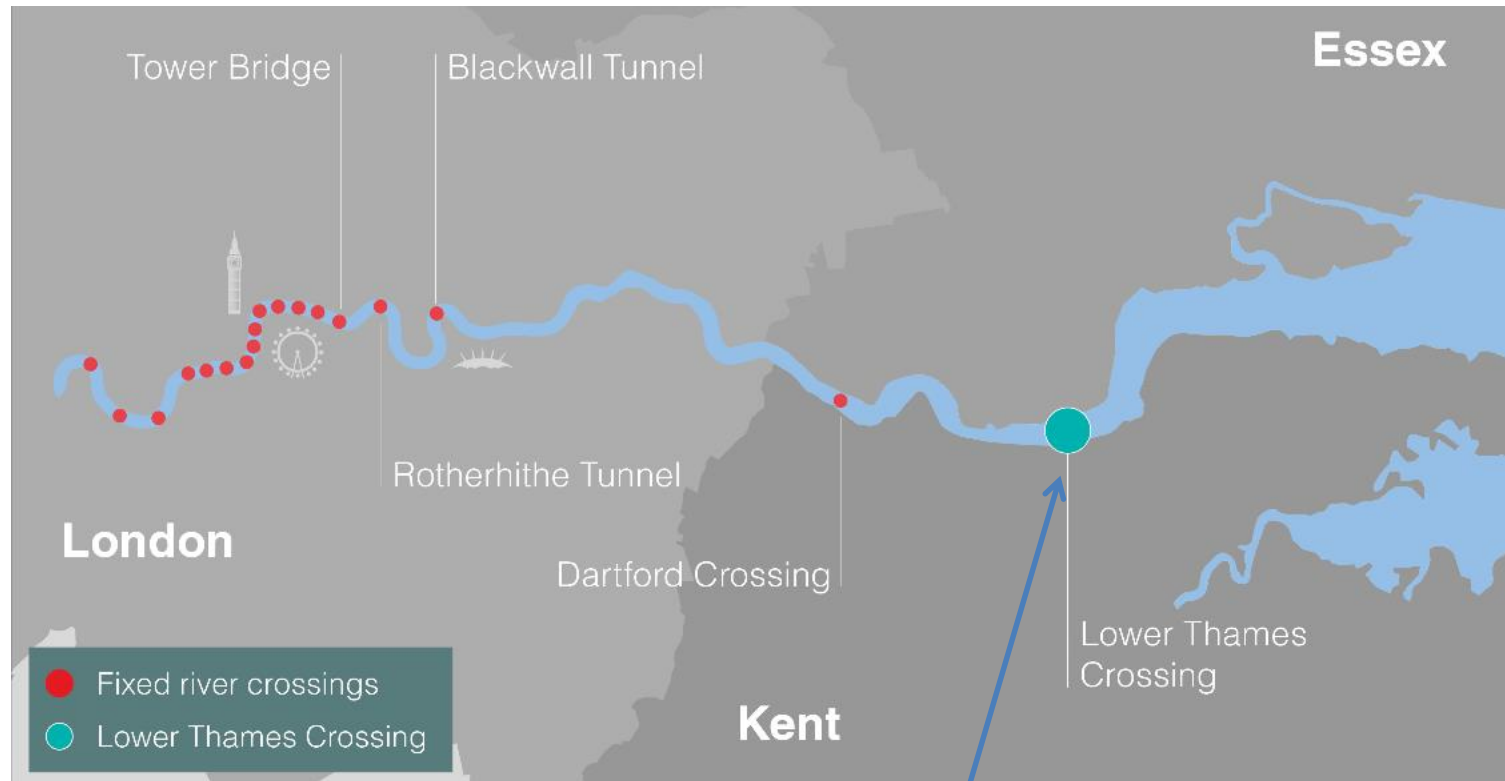


resulting in restrictions to operate safely,
including height limit for HGVs.

**One of the highest
incident rates on the
major road network**

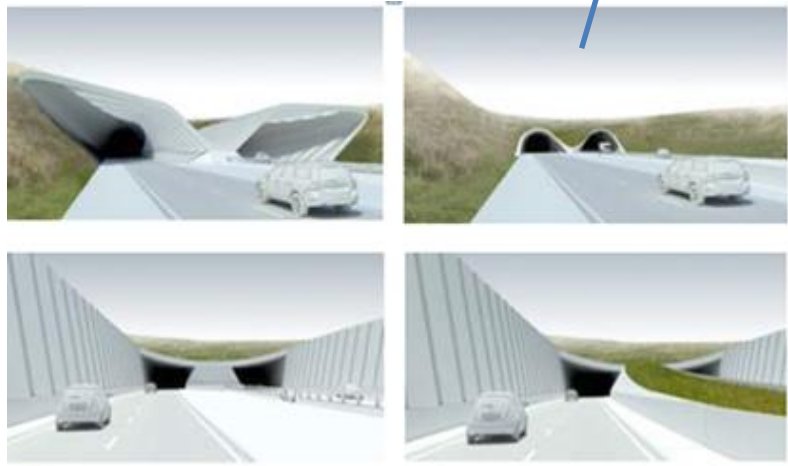


LTC – the Solution



A 3.2 km twin bored tunnel

22.8 km of new dual 2 lane carriageway



LTC Challenges and Opportunities

Challenges



Complexity



Public £



Private £

Opportunities



Minimising visual and noise impacts on local communities
Connecting communities and improving access to jobs, housing, leisure and retail facilities

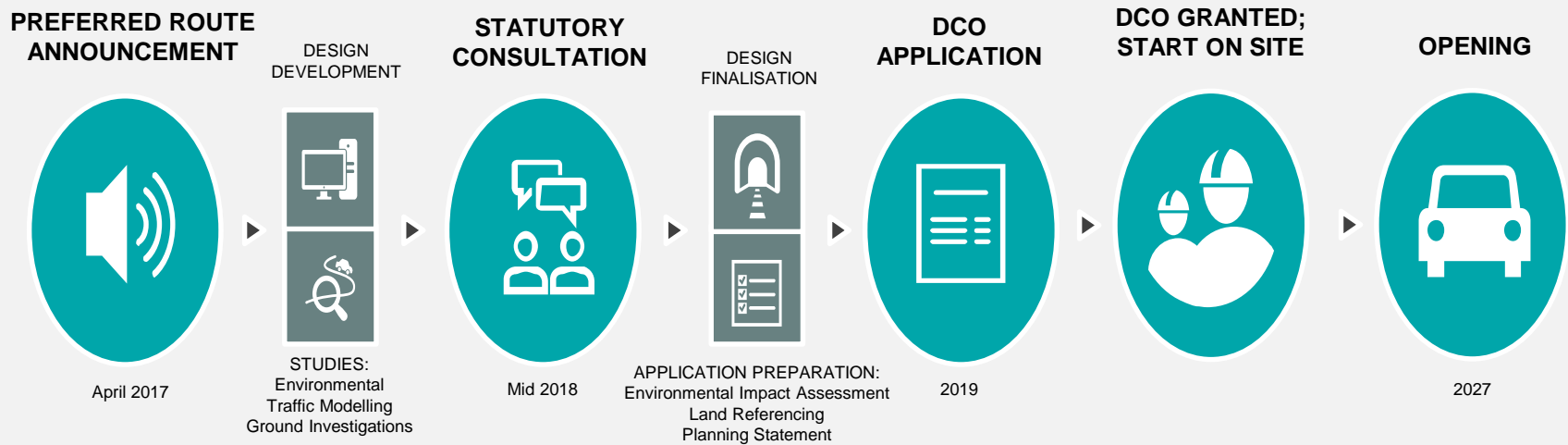


Creating more than 70% additional capacity across the Thames east of London
Relieving pressure and congestion on the existing crossing and approach roads
Better overall road network performance, increasing traffic flow across the river
Providing a safer, faster, more reliable road



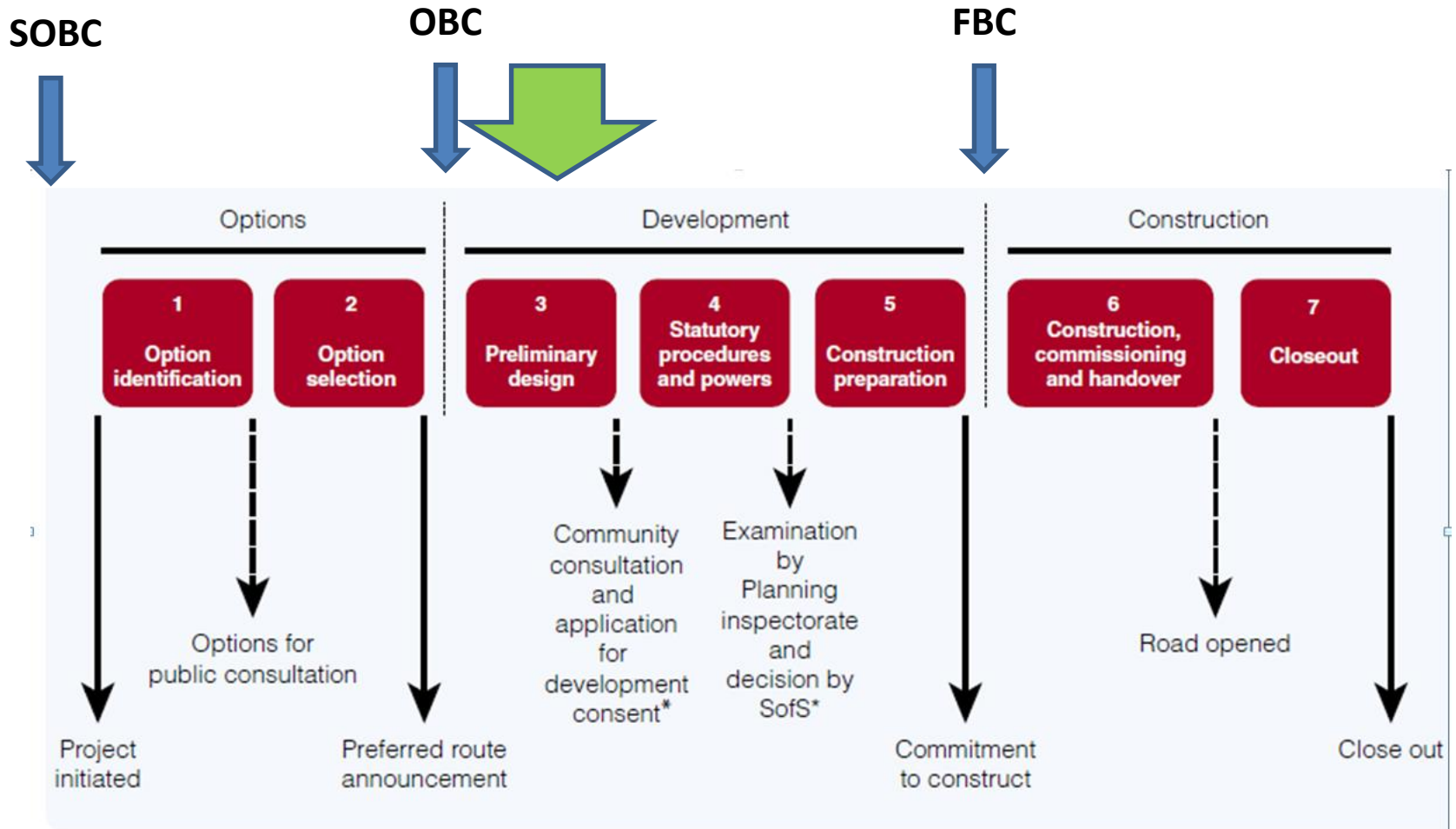
Adding more than £8 billion to the UK economy
Creating more than 6,000 new long-term jobs
Opening opportunities for investment and regeneration, supporting local businesses, national companies and international trade

What happens next?

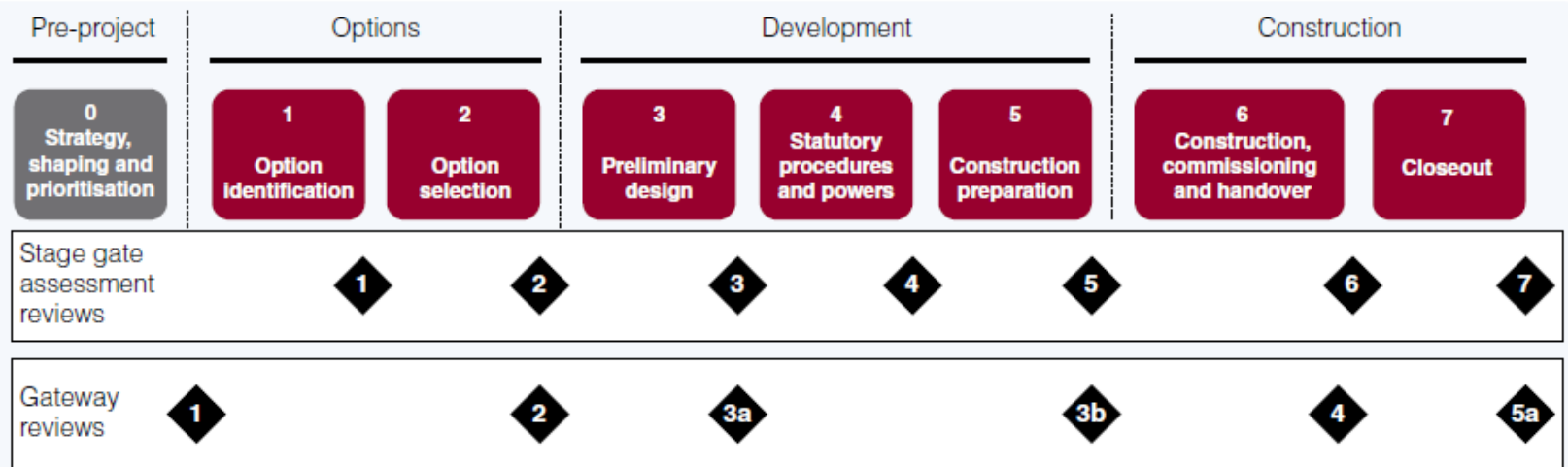


**CONTINUOUS
ENGAGEMENT**

The Project Control Framework

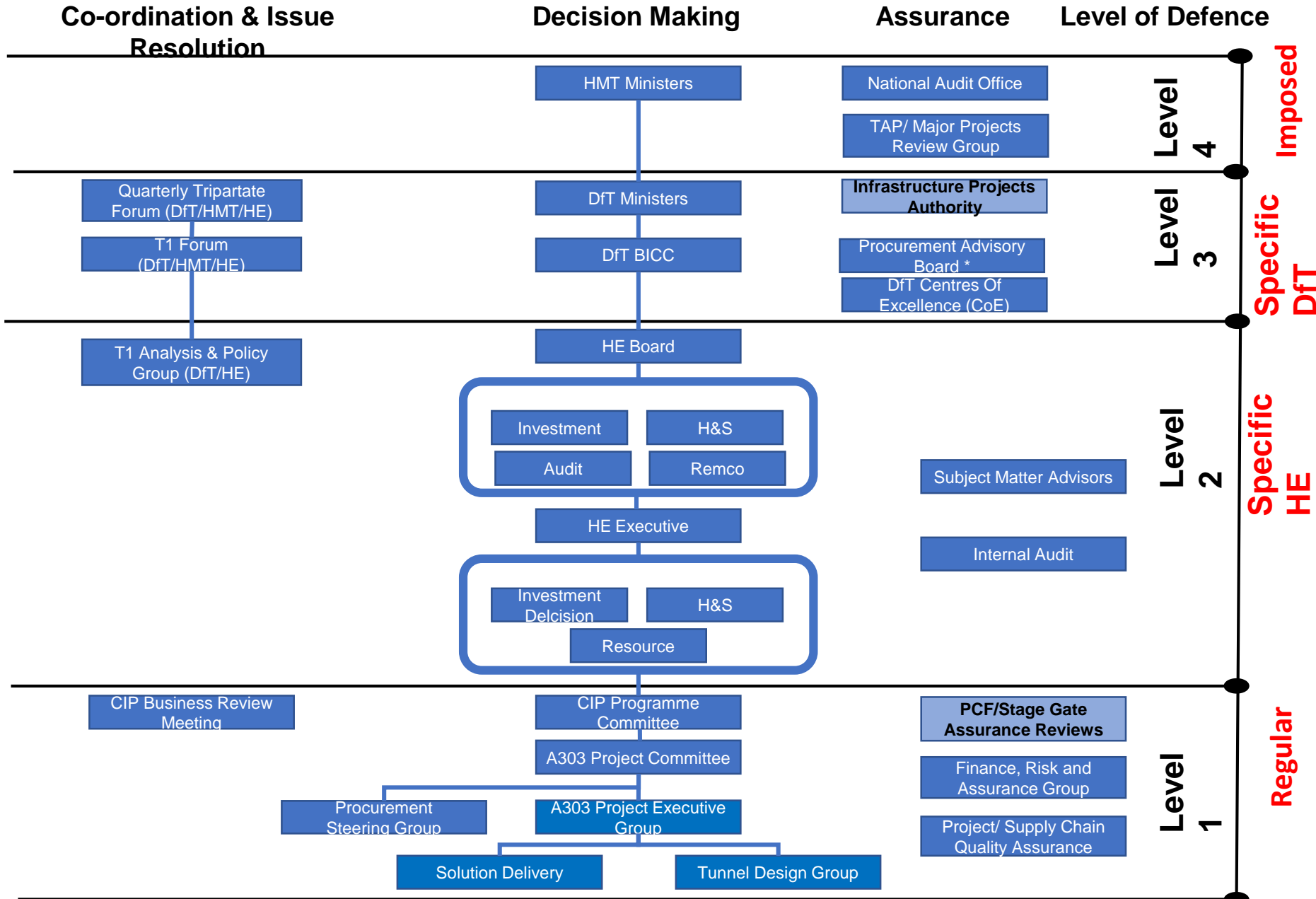


Project Assurance

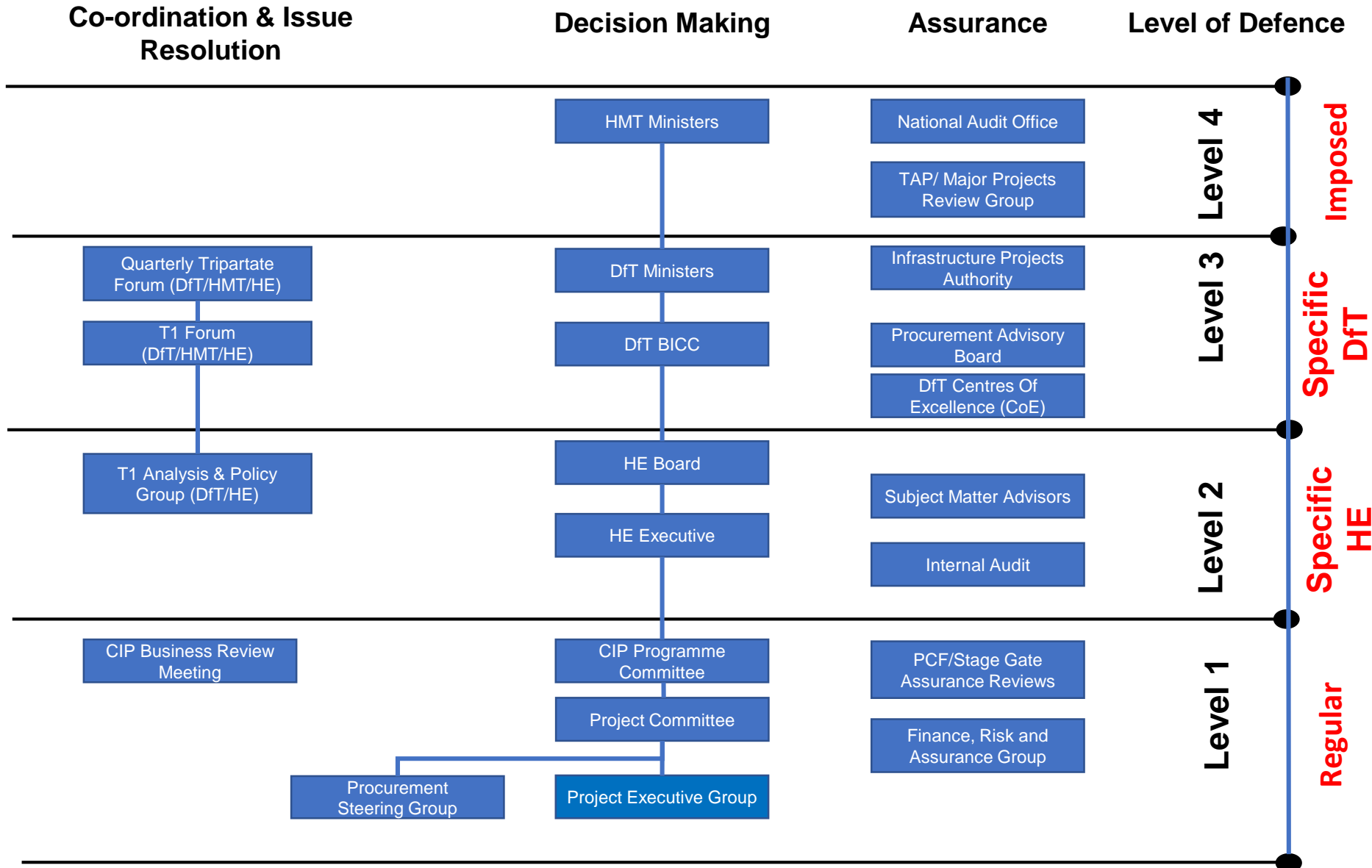


- This shows the key internal (SGAR) and external (IPA) reviews programmed into project
- The SGAR reviews need to be satisfactory for the project to pass the gate
- The IPA reviews are undertaken at “appropriate” times in the project lifecycle but always ahead of the key decision points at SOBC, OBC and FBC to support the decision making process

CIP Governance and Assurance Model



CIP Governance and Assurance Model



Overall challenges

- Strict regulatory, governance and assurance processes
- Political influence and uncertainties
- Multiple stakeholders with varied interests and motivations
- Funding model – public and private finance
- Archaeology & Heritage issues
- Optimising outcomes



QUESTIONS ?