
PROJECT MANAGEMENT GUIDELINES

FOR PROJECTS FUNDED BY THE

NATIONAL TRANSPORT AUTHORITY

(UP TO €20 MILLION IN VALUE)

DECEMBER 2011

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SECTION A

1. INTRODUCTION

2. ENGAGEMENT AND
REPORTING STRUCTURE

3. OVERALL PROCESS AND NTA
APPROVAL POINTS

1. Introduction

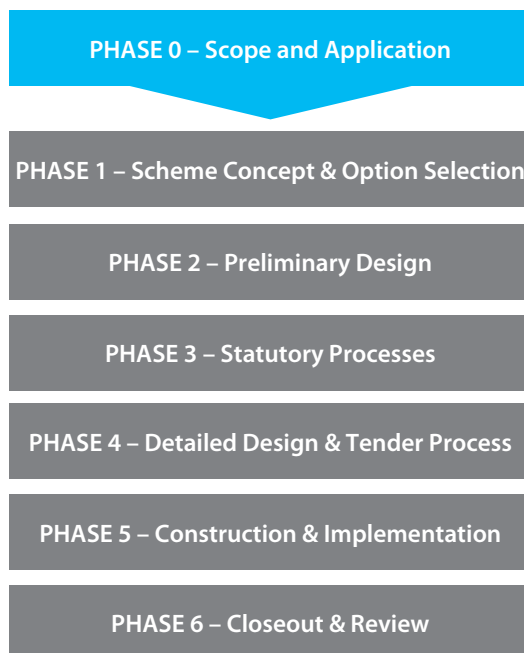
1.1 Purpose

These Guidelines provide a framework for, and a phased approach to, the development, management and delivery of transport projects of all types funded by the National Transport Authority (NTA) up to a capital value of €20 million (separate guidelines apply to projects above this threshold).

The Guidelines are structured to achieve an appropriate consistency of approach across projects undertaken by agencies in receipt of grants, and to provide the NTA with the degree of transparency and certainty that is appropriate for a Sanctioning Authority accountable for decisions involving agencies' use of public funds.

The Guidelines set out arrangements for project development, reporting and monitoring, and divide project progress into seven phases (including a pre-project Phase 0). These phases are shown in Figure 1.1. For smaller projects certain phases can be combined, as set out in Section B later in these Guidelines, to provide a simplified process commensurate with project size. A sample project of less than €0.5 million is demonstrated in Appendix 5 of this document.

Figure 1.1 - Phases of an NTA-Funded Project Life Cycle



1.2 Applicability

Application of the procedures set out in these Guidelines is structured according to the level of funding sought, as follows:

- For smaller projects, where NTA funding or part-funding of a project is less than €0.5 million, a simplified approach is adopted, focusing formal approvals on the initial funding application stage of the project and at the construction commencement stage (if applicable). Regular reporting of expenditure and progress is also required;
- For projects where NTA funding or part-funding is between €0.5 million and €5 million, an additional Approval Point is included during the design stage of a project. Similar regular reporting of expenditure and progress is also required; and
- For projects where NTA funding or part-funding is between €5 million and €20 million, the full application of the procedures set out in these Guidelines is required.

The applicability of these Guidelines to technology-based or otherwise innovative, ground-breaking or complex projects will be determined on a case-by-case basis at Phase 0.

For the purposes of these Guidelines, smaller projects that individually contribute to the achievement of an overall strategic objective may be grouped together in a Programme. Particularly in cases where synergies (of cost, minimising disruption, etc.) can be achieved by undertaking them in a programmed way, the overall Programme can be treated as the relevant project for the application of these Guidelines, subject to the agreement of the NTA.

1.3 Definitions/terminology

A list of abbreviations, definitions and terminology is provided in Appendix 1 to ensure that the wording of these Guidelines is clear and unambiguous.

1.4 Interaction with other guidance

These Guidelines are to be read in conjunction with existing departmental and NTA guidance.

1.5 Governance, roles and responsibilities

1.5.1 Overview

The Department of Finance (DoF) Capital Works Management Framework (CWMF) Guidance Note *GN 1.1 - Project Management* notes that sound governance of projects can only be achieved by putting an appropriate framework in place. Such a framework allows good relationships to develop between all the parties to the project, including:

- The Sanctioning Authority (the NTA);
- The Sponsoring Agency (generally the relevant Local Authority or Irish Rail or the RPA); and
- Key stakeholders- including all categories of road users, owners and occupiers of frontage and other affected properties, local authority elected members, An Garda Síochána and other public bodies, and – importantly – taxpayers.

1.5.2 The Sanctioning Authority

For NTA-funded projects, the NTA undertakes the role of Sanctioning Authority.

The NTA's functions include, *inter alia*:

- Evaluating and approving, or otherwise, project proposals against the NTA's strategic transport and value for money objectives;
- Monitoring the progress of projects, with particular emphasis on issues related to the cost, programme and benefits of projects;
- Considering scope change requests from the Sponsoring Agency; and
- Operating NTA Approval Points and granting consent to proceed to the next phase, as appropriate.

The NTA Approval Point process is described in Chapter 3 of this document and is further detailed for each project phase in Chapters 7 to 13.

1.5.3 The Sponsoring Agency

The Sponsoring Agency is responsible for some or all of the functions of the management, co-ordination and implementation of the projects as sanctioned and approved by the NTA. The Sponsoring Agency will:

- Nominate a Project Co-ordinator as defined in DoF CWMF Guidance Note *GN 1.1 - Project Management*. The Project Co-ordinator may

also fulfil the role of Project Manager, who will act on behalf of the Sponsoring Agency in all matters identified in these Guidelines. For smaller scale projects, a single Project Co-ordinator/Project Manager may be responsible for a number of projects;

- Act as the Contracting Agency to procure the construction/implementation of a project, as appropriate;
- Manage the overall delivery of the project; and
- Under Health & Safety legislation, appoint a Project Supervisor Design Process (PSDP) and Project Supervisor Construction Stage (PSCS) as required.

Note: In some cases the Sponsoring Agency and the Sanctioning Authority can be the same body, as in the case of the National Transport Authority.

1.5.4 Project Co-ordinator/Project Manager

The Project Manager is appointed by the Sponsoring Agency and will have a number of key responsibilities including, *inter alia*:

- Developing the Project Execution Plan as described in Phase 1 of these Guidelines, supervising its execution, and intervening to deal with issues as they arise;
- Obtaining all NTA and other statutory approvals necessary to progress the project;
- Providing regular progress and expenditure monitoring reports; and
- Communicating any changes from the project brief and/or scope to the NTA.

1.5.5 Stakeholders

Effective stakeholder management is critical to the successful development and delivery of projects. The Sponsoring Agency will be expected to place significant importance upon the development of healthy and dynamic relationships with appropriate stakeholders at the relevant stages of the project life cycle.

1.5.6 Steering Committee

For larger schemes it may be necessary to set up a Steering Committee. The NTA will advise when this is required. Appropriate scheduling of meetings and clear assignment of tasks would be primary responsibilities of this Steering Committee.

2. Engagement and Reporting Structures

2.1 Methods of Engagement

This chapter details the regular engagement that the NTA requires to have with Sponsoring Agencies. This will generally include:

- Regular (generally monthly) financial and progress reporting to the NTA;
- Regular (as agreed with the NTA) monitoring meetings between the NTA, the Sponsoring Agency and any other relevant body or bodies; and
- Steering Committee meetings on larger projects.

In line with the requirements of the DoF CWMF Guidance Note, Sponsoring Agencies need to ensure that formal and informal communication channels are established as an early project management task. The NTA will engage with the Sponsoring Agencies responsible for delivering the NTA-funded projects in the most efficient manner for all concerned.

The purpose of the engagement structure is to assist in building effective relationships, to keep all parties fully informed of progress, and to deal with issues with implications for cost control, transport gain and progress in a timely manner.

The degree of engagement required will be determined by the scope, scale and level of complexity of the particular project.

In general, the NTA has a preference for documentation to be provided in electronic format. Where hard copies are required they should also be accompanied by a soft copy. The onus remains on the Sponsoring Agency to keep records of all project documentation (including design), which the NTA may request at any stage.

2.2 Progress Reporting

For effective project management and oversight, it is important that regular reports are prepared for each funded project, providing, among other things, key information on progress and expenditure, as well as detailing any issues and problems that have arisen. A template for such reports is set out in Appendix 3.

The level of detail in such reports should be commensurate with project size; significant detail would be required for larger schemes, whereas more limited information may be sufficient for smaller projects.

Progress reports shall be prepared by each Sponsoring Agency and forwarded to the NTA at least one week in advance of the monitoring meeting or on another basis as may be set out in the relevant NTA approval letter or agreed subsequently.

If a Steering Committee has been put in place for a larger project, a Steering Committee Project Report shall be prepared for each Steering Committee Meeting. This report should include the following as a minimum:

- The current phase description of the project;
- Programme status;
- An executive summary containing a written narrative and numerical data for Schedule, Budget and Risk;
- A summary of reported budget expenditure, amount expended to date, amount approved, forecast to completion and any variances;
- The identification of risk and contingency as separate items to the project base estimate;
- The current value of committed contracts within the overall programme, where appropriate; and
- Scope changes/construction variations where they occur.

A template for such a report can be found in Appendix 3.

2.3 Regular Monitoring Meetings

Regular monitoring meetings must be held between the NTA and each Sponsoring Agency (or its Project Manager) receiving NTA grant funding. The frequency of these meetings will relate directly to the scale of the project. The purpose of these meetings is to review, with the NTA:

- progress against plan;
- expenditure against budget;
- any risks or issues affecting scope, cost or schedule;
- design alterations from original agreed brief; and
- any upcoming milestones, etc.

for all NTA-funded projects within the Sponsoring Agency's portfolio or programme.

If appropriate, in response to issues arising at the monitoring meetings, the NTA may schedule subsequent project-, programme- or issue-specific meetings with the relevant Sponsoring Agency.

2.4 Design Meeting

For larger projects with a substantial design component, regular design meetings should take place during the design stages to ensure that the NTA, in its role as the Sanctioning Authority, is kept informed of all key design decisions. Arrangements for such design meetings shall be agreed with the NTA; they may be accommodated within regular monitoring meeting arrangements.

The design of a project must be agreed with the NTA prior to any public consultation being undertaken or any statutory approvals being sought. This requires the Sponsoring Agency to ensure clear and comprehensive communication with the NTA at all times. It will not be possible for the NTA to commit to funding any project in the absence of an agreed and approved design.

2.5 Financial Reporting

The NTA requires financial reporting from the Sponsoring Agency as part of the Progress Report referred to in section 2.2. This report should:

- track project expenditure, on both an annual and a cumulative basis;
- monitor performance against the project budget established for the scheme; and
- report on variances or significant issues arising.

In addition, the report shall provide details of:

- expenditure reimbursements claimed and paid by the NTA;
- expenditure reimbursement claims pending processing by the NTA; and
- forecast expenditure to the end of each financial year.

When a project is approved for funding by the NTA, the Sponsoring Agency may seek reimbursement of actual expenditure incurred on the project in accordance with the terms of the project approval. Only eligible expenditure, in accordance with the NTA's separate guidance 'Grant Funding Eligibility Requirements' should be included in reimbursement claims.

In accordance with the agreed interval for the submission of grant claim requests (generally monthly), the Sponsoring Agency may submit claims for expenditure reimbursement. Such claims shall be accompanied by appropriate back-up information, related to actual expenditure, sufficient for the NTA to efficiently carry out its duties in relation to the funding settlement process.

The Sponsoring Agency shall maintain proper books of account and records during the course of the funded project and for at least 6 years after its inception.

Due to the significant funding commitment required, NTA Approval Points occur at key decision milestones throughout these Guidelines. In the event that a scheme cannot proceed beyond an NTA Approval Point due to funding non-availability or for other reasons, the Project Manager shall ensure that the deliverables completed to that point are available in both hard and soft copies and that all relevant data is stored for start-up at a future date. This means closing out and obtaining all relevant data from consultants and service providers.

2.6 Peer Reviews

It may be necessary to undertake peer review at key project stages. These stages are identified later in these Guidelines. When a peer review is required, the NTA will notify the Sponsoring Agency. In some instances, the Peer Review Group may identify certain issues which require further clarification. If this is the case, the responsible party shall provide this clarification. Larger projects may require a number of peer reviews. However, smaller projects will usually only require one.

3. Overall Process & NTA Approval Points

3.1 Overview

3.1.1 The purpose of an NTA Approval Point is to ensure that a project has met certain requirements before it is allowed to proceed to the next phase. Requirements include a level of certainty achieved in relation to cost, quality and time as well as value/benefits, all of which are matters of priority for the NTA in its funding of projects. By approving a scheme at an NTA Approval Point, the NTA is indicating that it is satisfied that a project is fit to proceed to the next phase and funding will be provided for, at least, that subsequent phase.

The NTA Approval Point reviews follow a standard approach which allows the NTA, along with the Sponsoring Agency responsible for a project's delivery, to jointly assess its progress. The NTA will examine the deliverables of the phase(s) within each NTA Approval Point and determine whether a project can be approved to proceed to the next stage.

3.1.2 It should be noted that the NTA may inform the Sponsoring Agency of the project's designated funding allocation when the project is commenced. *This allocation is not an entitlement to the funds;* funding will be made available in stages as the project progresses in accordance with NTA Approvals. The NTA may decide to decline or withdraw funding for a scheme if it is not satisfied with the progress or development of a project. If the NTA decides, at any stage, not to proceed with a scheme that it was previously funding, written notice will be issued to the Sponsoring Agency.

3.1.3 The Sponsoring Agencies are requested to work closely with the NTA in the run-up to an NTA Approval Point review to minimise approval times. The NTA will give a decision as quickly as possible following receipt of a request for approval to an NTA Approval Point review, subject to the provision of the required information by the Sponsoring Agency.

3.2 Fast-Tracking

Some projects, due to time constraints or the urgency of the needs which they address, may be 'fast-tracked', by running project phases simultaneously. The Sponsoring Agency may apply to fast-track a project, and the NTA should generally decide during Phase 0 whether this is appropriate. A decision to fast-track a project implies a customised process of reporting on progress and resolution of issues, which will continue to keep the NTA informed on critical indicators of progress and out-turn. NTA Approval Points should also be applied appropriately to whatever amended process is agreed in advance of initialising the project.

3.3 NTA Approval Point

At an NTA Approval Point of a project, the NTA may, at its discretion, request clarification sessions with the Sponsoring Agency.

After completing its examination of the material provided, including clarifications, the NTA's representative(s) will advise whether the NTA Approval Point has been passed and the project may proceed to the next phase, or whether it has not been passed and a particular course of action should be pursued as a result. When approving a project, the NTA may specify requirements to be addressed in the next phase as conditions of that approval. A successful review at an NTA Approval Point will result in funding confirmation up to the next phase(s) of the project. Written confirmation of this approval will be issued.

The NTA reserves the right to include additional NTA Approval Points where they are deemed necessary. Mandatory NTA Approval Points are identified for different scales of project in Section B.

SECTION B

4. OVERVIEW FOR PROJECTS
UP TO €0.5 MILLION

5. OVERVIEW FOR PROJECTS BETWEEN
€0.5 MILLION AND €5 MILLION

6. OVERVIEW FOR PROJECTS BETWEEN
€5 MILLION AND €20 MILLION

4. Overview for projects up to €0.5 million

4.1 Process

The processes required to execute any project, up to a total value of €0.5 million, either part-funded or entirely funded by the NTA, are detailed below in Table 4.1. For these smaller projects, some phases are amalgamated to facilitate ease of delivery.

Table 4.1: Summary of Process for Projects up to €0.5 million

Pre-Construction/Implementation Stage	<p>Processes</p> <p>Projects < €0.5 million</p>
	<p>Phase 0</p> <p>Agree Outline & Purpose with NTA</p> <p>Apply for Funding</p>
	<p>NTA Approval Point</p>
	<p>Phases 1-4 (Combined) *</p> <p>Scope and Define Project</p> <p>Prepare the Project Execution Plan</p> <p>Determine Planning Approval requirements (if any)</p> <p>Prepare Scheme Design</p> <p>Agree Scheme Design with NTA</p> <p>Obtain Planning Approval (if required)</p> <p>Produce Tender Documents</p> <p>Tender Scheme</p> <p>Review Tenders and Prepare Tender Report</p> <p>Prepare Total Scheme Budget</p>
Construction/Implementation Stage	<p>NTA Approval Point</p>
	<p>Phases 5-6 (Combined) *</p> <p>Appoint Contractor</p> <p>Monitor Construction process</p> <p>Monitor Project Expenditure</p> <p>Carry out Post-Project Review</p>

* Note: Some terms may not be relevant depending on the nature of the individual project

Further detail on all the processes undertaken is provided in Chapters 7-13 of this document, which cover the individual phases for all projects or schemes funded or part-funded by the NTA.

4.2 Deliverables

As outlined in Chapter 2 of the document, regular communication and reporting is required for projects under €0.5 million. Normal practice will require the Sponsoring Agency to prepare a Monthly Report, which will incorporate details for all schemes being funded by the NTA. A template for reporting is available in Appendix 3.

The processes set out in Table 4.1 generate a number of key deliverables which must be provided to the NTA at the relevant stages. These are set out in Table 4.2 below. These deliverables should be provided to the NTA as soon as they are available. Further detail can be found on these deliverables in Chapters 7 – 13 of this document. Key deliverables require NTA acceptance and approval and, therefore, the Sponsoring Agency should involve the NTA in all key decisions to ensure that the project progresses as efficiently as possible.

Table 4.2: Summary of Deliverables for Projects up to €0.5 million

Pre-Construction/Implementation Stage	<p>Deliverable Required</p> <p>Projects < €0.5 million</p>
	<p>Phase 0 *</p> <p>Completed Application Form</p>
	<p>NTA Approval Point</p>
	<p>Phases 1-4 *</p> <p>Project Execution Plan</p> <p>Planning Approval (if applicable)</p> <p>Appraisal Report</p> <p>Detailed Design</p> <p>Tender Report</p> <p>Total Scheme Budget</p>
Construction/Implementation Stage	<p>NTA Approval Point</p>
	<p>Phases 5-6 *</p> <p>Change Order Reports (if applicable)</p> <p>Road Safety/Road User Audits (if applicable)</p> <p>Final Project Report</p>

* Note: Some terms may not be relevant depending on the nature of the individual project.

4.3 Approvals

For projects less than €0.5 million, two NTA Approval Points are in place. The first of these is following the application for funding and the second is prior to the commencement of the construction/implementation stage. It is important to note that the absence of further NTA Approvals Points does not absolve the Sponsoring Agency of its duty to communicate any design- or cost-related changes to the NTA as soon as they become apparent.

If it is satisfied that all of the deliverables required are in place and in order, the NTA will give, subject to funding availability, formal approval to commence the next phase of the project. Only when the NTA provides written approval should the project proceed to the next stage and, where relevant, to the next NTA Approval Point.

The approval only commits funding up to a stated limit to carry out work for the next phase(s) of the project. If it becomes apparent at any stage within the process that the cost is likely to exceed that approved, the NTA should be informed and the relevant details provided for its consideration.

NTA Approval is likely to be conditional, e.g. the scope is defined/limited, or the focus and objectives are specified. No deviations from these conditions should be made without prior NTA agreement.

The NTA reserves the right to include additional NTA Approval Points. If they are required, the NTA will formally notify the Sponsoring Agency with adequate notice.

5. Overview for projects between €0.5 million and €5 million

5.1 Process

The processes required to execute any project with an estimated cost between €0.5 million and €5 million, either part-funded or entirely funded by the NTA, are detailed below in Table 5.1. Some phases are amalgamated to facilitate ease of delivery.

Further detail on all the processes undertaken is provided in Chapters 7-13 of this document, which cover the individual phases for all projects or schemes funded or part-funded by the NTA.

As outlined in Chapter 2 of the document, regular communication and reporting is required for projects between €0.5 million and €5 million. Normal practice will require the Sponsoring Agency to prepare a Monthly Report, which will incorporate details for all schemes being funded by the NTA. A template for reporting is available in Appendix 3. In certain circumstances the NTA may require an individual project progress report. The NTA will inform the Sponsoring Agency when this individual project report is required.

Table 5.1: Summary of Process for Projects between €0.5 million and €5 million

Pre-Construction/Implementation Stage	Processes
	Projects > €0.5 million and < €5 million
	Phase 0 Agree Outline & Purpose with NTA Apply for Funding
	NTA Approval Point
	Phases 1-3 (Combined) * Scope and Define Project Prepare the Project Execution Plan Appraisal of Options (if applicable) Agree Preferred Option with NTA (if applicable) Prepare Preliminary Scheme Design Agree Preliminary Scheme Design with NTA Determine Planning Approval Requirements (if any) Prepare Preliminary Cost Estimate Agree Planning Approval Documentation with NTA (if applicable) Obtain Planning Approval (if applicable)
	NTA Approval Point
	Phases 4 * Prepare Detailed Design Agree Detailed Design with NTA Produce Tender Documents Agree Tender Documents with NTA Tender Scheme Assess Tenders and Prepare Tender Report Prepare Tender Scheme Budget
Construction/Implementation Stage	NTA Approval Point
	Phases 5-6 (Combined) * Appoint Contractor Monitor Project Expenditure NTA Approval for Change Orders (if any) Ensure Safety File is in place Carry out Post-Project Review

* Note: Some terms may not be relevant depending on the nature of the individual project

5.2 Deliverables

The processes set out in Table 5.1 generate a number of key deliverables which must be provided to the NTA at the relevant stages. These are set out in Table 5.2 below. These deliverables should be provided to the NTA as soon as they are available. Further detail can be found on these deliverables in Chapters 7 – 13 of this document. Key deliverables require NTA acceptance and approval and, therefore, the Sponsoring Agency should involve the NTA in all key decisions, to ensure that the project progresses as efficiently as possible.

Pre-Construction/Implementation Stage	Deliverables Required
	Projects > €0.5 million and < €5 million
	Phase 0 Completed Application Form Project Dossier (if applicable)
	NTA Approval Point
Pre-Construction/Implementation Stage	Phases 1-3 *
	Project Execution Plan Option Selection Report (if applicable) Preliminary Appraisal Report Preliminary Design Preliminary Cost Estimate Final Documentation for Planning Approval (if applicable) Planning Outcome Report (if applicable)
	NTA Approval Point
	Phase 4 *
Pre-Construction/Implementation Stage	Detailed Design Road Safety/Road User Audits (if applicable) Tender Documents Tender Report Total Scheme Budget Appraisal Report
	NTA Approval Point
	Phases 5-6 *
	Road Safety/Road User Audits (if applicable) Change Order Reports (if applicable) Final Project Report Completed Safety File
Construction/Implementation Stage	NTA Approval Point

* Note: Some terms may not be relevant depending on the nature of the individual project

5.3 Approvals

For projects with an estimated cost between €0.5 million and €5 million, three NTA Approval Points are in place. The first of these is following the application for funding, the second is following the planning application process, and the third is prior to the commencement of the construction/implementation stage. It is important to note that the absence of further NTA Approvals Points does not absolve the Sponsoring Agency of its duty to communicate any design- or cost-related changes to the NTA as soon as they become apparent.

If it is satisfied that all of the deliverables required are in place and in order, the NTA will give, subject to funding availability, formal approval to commence the next phase of the project. Only when the NTA provides written approval should the project proceed to the next stage and, where relevant, to the next NTA Approval Point.

The approval only commits funding up to a stated limit to carry out work for the next phase(s) of the project. If it becomes apparent at any stage within the process that the cost is likely to exceed that approved, the NTA should be informed and the relevant details provided for its consideration.

NTA Approval is likely to be conditional, e.g. the scope is defined/limited, or the focus and objectives are specified. No deviations from these conditions should be made without prior NTA agreement.

The NTA reserves the right to include additional NTA Approval Points. If they are required, the NTA will formally notify the Sponsoring Agency with adequate notice.

6. Overview for projects between €5 million and €20 million

6.1 Process

The processes required to execute any project with an estimated cost between €5 million and €20 million, either part-funded or entirely funded by the NTA, are detailed below in Table 6.1. Phases 3 & 4 and Phases 5 & 6 are amalgamated to allow efficiency of delivery, but this must be done with regular NTA input and agreement.

Further detail on all the processes undertaken is provided in Chapters 7-13 of this document, which cover the individual phases for all projects or schemes funded or part-funded by the NTA.

As outlined in Chapter 2 of the document, regular communication and reporting is required for project between €5 million and €20 million. Normal practice will require the Sponsoring Agency to prepare a Monthly Report, which will incorporate details for all schemes being funded by the NTA. A template for reporting is available in Appendix 3. The Sponsoring Agency will also be required to provide an individual project progress report.

6.2 Deliverables

The processes set out in Table 6.1 generate a number of key deliverables which must be provided to the NTA at the relevant stages. These are set out in Table 6.2 below. These deliverables should be provided to the NTA as soon as they are available. Further detail can be found on these deliverables in Chapters 7 – 13 of this document. Key deliverables require NTA acceptance and approval and, therefore, the Sponsoring Agency should involve the NTA in all key decisions, to ensure that the project progresses as efficiently as possible.

Table 6.1: Summary of Process for Projects between €5 million and €20 million

Processes	
Projects > €5 million and up to €20 million	
Pre-Construction/Implementation Stage	Phase 0
	Agree Outline & Purpose with NTA
	Apply for Funding
	NTA Approval Point
	Phase 1
	Scope and Define Project
	Prepare the Project Execution Plan
	Appraisal of Options
	Agree Preferred Option with NTA
	Prepare Feasibility Working Cost Estimate
NTA Approval Point	
Phase 2	
Prepare Preliminary Scheme Design	
Agree Preliminary Scheme Design with NTA	
Prepare Preliminary Cost Estimate	
Prepare Preliminary Appraisal Form	
NTA Approval Point	
Phases 3-4 (Combined)	
Prepare Planning Approval Documentation	
Agree planning Approval Documentation with NTA	
Obtain Planning Approval	
Prepare Detailed Design	
Agree Detailed Design with NTA	
Produce Tender Documents	
Agree Tender Documents with NTA	
Tender Scheme	
Assess Tenders and Prepare Tender Report	
Prepare Tender Scheme Budget	
Prepare Project Appraisal Report	
NTA Approval Point	
Construction/Implementation Stage	Phases 5-6 (Combined)
	Appoint Contractor
	Monitor Construction Progress
	Monitor Project Expenditure
	NTA Approval for Change Order (if any)
	Carry out Post Project Review

* Note: Some terms may not be relevant depending on the nature of the individual project

Table 6.2: Summary of Deliverables for Projects between €5 million and €20 million

Pre-Construction/Implementation Stage	Deliverables Required
	Projects > €5 million and up to €20 million
	Phase 0
	Completed Application Form Project Dossier (if applicable)
	NTA Approval Point
Pre-Construction/Implementation Stage	Phase 1 *
	Project Execution Plan Option Selection Report Feasibility Working Cost Estimate
	NTA Approval Point
	Phase 2 *
	Preliminary Design Report Road Safety/Road User Audits (if applicable) Preliminary Appraisal Report Preliminary Cost Estimate
Pre-Construction/Implementation Stage	NTA Approval Point
	Phases 3-4 *
	Final Documentation for Planning Approval (if applicable) Planning Outcome Report Detailed Design Tender Documents Tender Report Road Safety/Road User Audits (if applicable) Appraisal Report Total Scheme Budget
	NTA Approval Point
	Construction/Implementation Stage
Road Safety/Road User Audits (if applicable) Change Order Reports (if applicable) Final Project Report (incl. Post-Project Evaluation) Completed Safety File	

* Note: Some terms may not be relevant depending on the nature of the individual project

6.3 Approvals

For projects with an estimated cost between €5 million and €20 million, four NTA Approval Points are in place. The first of these is following the application for funding, the second is following the options selection and preliminary appraisal processes, the third follows preliminary design, and the fourth is prior to the commencement of the construction/implementation stage. It is important to note that the absence of further NTA Approval Points does not absolve the Sponsoring Agency of its duty to communicate any design- or cost-related changes to the NTA as soon as they become apparent.

If it is satisfied that all the deliverables required are in place and in order, the NTA will give, subject to funding availability, formal approval to commence the next phase of the project. Only when the NTA provides written approval should the project proceed to the next stage and, where relevant, to the next NTA Approval Point.

The approval only commits funding up to a stated limit to carry out work for the next phase(s) of the project. If it becomes apparent at any stage within the process that the cost is likely to exceed that approved, the NTA should be informed and the relevant details provided for its consideration.

NTA Approval is likely to be conditional, e.g. the scope is defined/limited, or the focus and objectives are specified. No deviations from these conditions should be made without prior NTA agreement.

The NTA reserves the right to include additional NTA Approval Points. If they are required, the NTA will formally notify the Sponsoring Agency with adequate notice.

SECTION C

7. PHASE 0: SCOPE AND APPLICATION

8. PHASE 1: PROJECT CONCEPT AND
OPTION SELECTION

9. PHASE 2: PRELIMINARY DESIGN

10. PHASE 3: PLANNING &
STATUTORY PROCESSES

11. PHASE 4: DETAILED DESIGN
& TENDER PROCESS

12. PHASE 5: CONTRACT AWARD,
CONSTRUCTION AND IMPLEMENTATION

13. PHASE 6: CLOSE-OUT
AND REVIEW

CHAPTER 7.

PHASE 0: Scope and Application

Scale	Projects < €0.5 million	Projects > €0.5 million and < €5 million	Projects > €5 million and up to < €20 million
Deliverables	Completed Application Form	Completed Application Form Project Dossier (if applicable)	Completed Application Form Project Dossier (if applicable)
Leading to	NTA Approval Point	NTA Approval Point	NTA Approval Point

Figure 7.1

7.1 Applicability

The full provisions of this Chapter apply to projects of greater than €5 million in total cost. A reduced application of these provisions is permissible for smaller projects. Refer to Chapter 4 in relation to the level of applicability for projects costing less than €0.5 million and to Chapter 5 in respect of projects costing between €0.5 million and €5 million. Figure 7.1 above indicates the deliverables required under this phase for each of the three project categories.

7.2 Purpose of Phase 0

This phase relates to the preliminary work required to support a funding application to the NTA. The purpose of this phase is to ensure that the NTA and the Sponsoring Agency are fully aligned on the need to initiate the project at the current time and in accordance with current strategic plans, including those of the NTA, Regional Planning Guidelines and the relevant Local Authority Development Plan.

7.3 Key Phase 0 Processes

7.3.1 Assemble Information into Project Dossier

For larger projects, this phase commences with a start-up meeting or discussion, during which the NTA and the Sponsoring Agency will identify relevant prior information, previous studies and any appraisal work undertaken to date on the project in question.

Following this information meeting or discussion, a project dossier should be assembled by the Sponsoring Agency containing all available information pertinent to the development of the project. This will be held by the Sponsoring Agency and should be available for NTA review at any stage. This project dossier should be updated as the project progresses. For smaller projects, and particularly for newly initiated projects, it is unlikely that a project dossier will be required.

7.3.2 Grant Application

Following the meeting or discussion, if the Sponsoring Agency proposes to proceed with the project using funding from the NTA, the Sponsoring Agency is required to submit an application for funding to the NTA. The application should be in accordance with process set out in Appendix 2 – NTA Sustainable Transport Measures Grant Application.

The NTA will undertake an individual assessment of each application. The NTA reserves the right to seek clarification on any element of the application.

7.4 Phase 0 Deliverables

The outputs from this phase of the project are:

- NTA Grant Application for funding for the project using the form provided in Appendix 2; and
- Project dossier containing all work undertaken to date on the project (if applicable).

7.5 NTA Approval Point

Following assessment of the project on the basis of the application and any further information sought by the NTA, the NTA will determine whether to give formal approval to proceed with the project. If the NTA decides to approve the project for funding, it will issue formal written approval to the Sponsoring Agency. This approval authorises the Sponsoring Agency to proceed to the next phase or phases, up to the next NTA Approval Point. For smaller projects, this represents the overall funding approval of the project, with just one or more specific NTA Approval Points at later stages acting as check points. For some larger projects, the funding approval may only be for a particular phase or phases.

The NTA Approval of a project may be conditional; there may be limitations on the scope of the project; there may be process requirements specified; or a requirement to refine or modify the design may be stated. In any issued approval, the amount of approved funding will be set out and the Sponsoring Agency is required to ensure that the expenditure reimbursement amount is maintained within the authorised limit.

In all cases the NTA is basing its approval of a particular project on the stated amount of the scheme estimate provided by the Sponsoring Agency. If at any stage following the issue of funding approval the Sponsoring Agency becomes aware of any potential increases in the scheme cost, it shall promptly inform the NTA and provide it with details of the increase.

CHAPTER 8.

PHASE 1: Project Concept and Option Selection

Scale	Projects < €0.5 million	Projects > €0.5 million and < €5 million	Projects > €5 million and up to < €20 million
Deliverables	Project Execution Plan	Project Execution Plan Option Selection Report (if applicable)	Project Execution Plan Option Selection Report Feasibility Working Cost
Leading to	Phase 2	Phase 2	NTA Approval Point

Figure 8.1

8.1 Applicability

The full provisions of this Chapter apply to projects of greater than €5 million in total cost. A reduced application of these provisions is permissible for smaller projects. Refer to Chapter 4 in relation to the level of applicability for projects costing less than €0.5 million, and to Chapter 5 in respect of projects costing between €0.5 million and €5 million. Figure 8.1 above indicates the deliverables required under this phase for each of the three project categories.

In addition to the deliverables referred to above, any updates to the Project Execution Plan during this phase should also be provided to the NTA.

8.2 Purpose of Phase 1

This phase relates to the clarification of the project concept and developing the concept through Options Selection, including appraisal of the alternative options and selection of the Preferred Option. Arising from information assembled during this phase, a Feasibility Working Cost (see 8.3.3, below) should also be produced. Following Phase 1, an NTA Approval Point is in place for projects greater than €5 million (See Table 6.1), prior to progressing to Phase 2.

8.3 Key Phase 1 Activities

8.3.1 Project Execution Plan

A Project Execution Plan (PEP) should be established. This document should be viewed as a working document and updated in accordance with progression of a project. A template for a standard PEP is contained in Appendix 4. The PEP can be customised to suit particular types of projects and it may not be possible or required to fill in all sections in the early phases of project development. More information should be added to the PEP as a project develops. Larger projects may require a more detailed PEP to be used. When this is the case the NTA will notify the Sponsoring Agency.

A Project Brief should be the starting basis of all PEPs. This is expected to provide a comprehensive definition of the scope of the project. The Project Brief should be developed to ensure adequate identification of the requirements and objective(s) of the project. It should take account of interfaces with other NTA-funded infrastructure projects or existing subsidised public transport services.

Any proposed changes in subsequent phases to the Project Brief shall only be implemented with the approval of the NTA.

8.3.2 Option Selection Report

Generally, an Options Selection process should be carried out. However, in the case of small projects, this may not be required.

An Options Selection process (“optioneering”) should determine the Preferred Option. Depending on the project type, optioneering should consider the realistic alternatives for the implementation of the project. These alternatives may involve different routes or alignments, alternative designs, or substitute approaches that could also deliver the core project objectives. The Preferred Option will form the basis for the further development of the project. A clearly defined appraisal methodology should be used in the selection of the Preferred Option.

The Sponsoring Agency shall ensure that the appropriate degree of consultation with the public and other stakeholders is carried out and that the Preferred Option is agreed with the NTA.

When a Preferred Option has been selected, it may be necessary, in the case of larger projects, to undertake a Peer Review at this stage. The NTA will advise when this is the case.

In some instances, the Peer Review Group may identify certain issues which require further clarification. If this is the case the responsible party should provide this clarification.

8.3.3 Feasibility Working Cost

A Feasibility Working Cost is an estimate of the likely overall cost of the scheme, which should be as detailed as possible taking account of limitations on the extent of the project information at this early stage in development.

8.4 Phase 1 Deliverables

The outputs from this phase of the project are:

- Project Execution Plan incorporating the Project Brief;
- Option Selection Report (if applicable); and
- Feasibility Working Cost (if applicable).

8.5 NTA Approval Point

For schemes over €5 million, Phase 1 is followed by an NTA Approval Point. The Sponsoring Agency will provide the NTA with copies of deliverables from Phase 1 as identified in 8.4 (above). In certain circumstances some deliverables may be omitted with NTA agreement; for example, an Option Selection Report may not be required. If requested by the NTA, the Sponsoring Agency will meet the NTA for the purposes of briefing or clarification on the submitted material, or to discuss the NTA Approval Point review decision. Following consideration by the NTA of the deliverables of Phase 1, written approval may be issued confirming NTA's commitment to funding Phase 2 of the project. Only when written approval is issued by the NTA should Phase 2 commence.

For projects less than €5 million, normal practice will not require an NTA Approval Point at this stage of the project. However, the NTA reserves the right to add an NTA Approval Point at this stage if it deems that the particular project requires it.

All projects are required to have regular reporting and communication between the Sponsoring Agency and the NTA regardless of scale or NTA Approval Points.

CHAPTER 9.

PHASE 2: Preliminary Design

Scale	Projects < €0.5 million	Projects > €0.5 million and < €5 million	Projects > €5 million and up to < €20 million
Deliverables		Preliminary Design Report Preliminary Cost Estimate Preliminary Appraisal Report	Preliminary Design Report Road Safety/Road User Audits (if applicable) Preliminary Cost Estimate Preliminary Appraisal Report
Leading to	Phase 3	Phase 3	NTA Approval Point

Figure 9.1

9.1 Applicability

The full provisions of this Chapter apply to projects of greater than €5 million in total cost. A reduced application of these provisions is permissible for smaller projects. Refer to Chapter 4 in relation to the level of applicability for projects costing less than €0.5 million, and to Chapter 5 in respect of projects costing between €0.5 million and €5 million. Figure 9.1 above indicates the deliverables required under this phase for each of the three project categories.

In addition to the deliverables referred to above, any updates to the Project Execution Plan during this phase should also be provided to the NTA.

9.2 Purpose of Phase 2

The purpose of this phase is to develop the design of the project, following the selection of the Preferred Option (if applicable), to a stage where sufficient detail is provided to define the land take requirement, if any, and to enable the project to proceed to the statutory processes in Phase 3. A Preliminary Cost Estimate should be produced using the greater level of detail and information assembled during this phase and a Preliminary Appraisal Report should also be prepared.

In the case of certain projects less than €0.5 million, it may be more practical to carry out Detailed Design, as discussed in Chapter 11 of this document, rather than both a Preliminary and Detailed Design.

The Preliminary Design should take into account the scheme's objectives and ensure that key elements of the design address those objectives.

Regardless of project scale it remains the duty of the Sponsoring Agency to keep the NTA informed of progress and issues arising during this phase.

9.3 Key Phase 2 Activities

9.3.1 Preliminary Design

The Sponsoring Agency should carry out a Preliminary Design for the project. Following the identification of the Preferred Option as outlined in Phase 1, the Sponsoring Agency should ensure that the Preliminary Design is developed on the basis of the Preferred Option and that the design is sufficient to meet the project objectives as set out in Phase 1.

Where required, adequate mapping, surveys, and ground and service investigation should be undertaken.

A Preliminary Design Report (PDR) should be prepared during this stage for all projects greater than €0.5 million in cost. The Preliminary Design Report should specifically highlight:

- land-take requirements;
- overall layout and general arrangements;
- broad environmental impacts;
- mitigation measures; and
- transport benefits.

Consultation with stakeholders should occur at this stage of the project, as necessary, for individual project requirements.

For larger projects, it may be deemed necessary to arrange a Peer Review on completion of the PDR. In some instances, the Peer Review Group may identify certain issues which require further clarification. If this is the case, the responsible party should provide the required clarification. Following the Peer Review of the PDR, no further changes should be made to the Preliminary Design Report prior to its passage through statutory processes (if applicable) without the prior agreement of the NTA.

9.3.2 Preliminary Cost Estimate

The Sponsoring Agency shall prepare a Preliminary Cost Estimate, taking into account the developed design together with any information obtained during Phase 2.

9.3.3 Preliminary Appraisal Report

As part of the completion process for the Preliminary Design Report, the Sponsoring Agency shall prepare a Preliminary Appraisal Report. That report shall be prepared in accordance with the applicable guidance documentation. The level of appraisal required is commensurate with scheme size and type and specific guidance on this is available from the NTA.

9.3.4 Road User Audit and Stage 1 Road Safety Audit

If relevant, the Sponsoring Agency shall ensure that a Road User Audit and a Stage 1 Road Safety Audit are undertaken at this stage of the project. If the Sponsoring Agency is unclear as to whether a Road User Audit and/or a Stage 1 Road Safety Audit is/are required, clarification can be sought from the NTA. A Road User Audit and/or a Stage 1 Road Safety Audit should be carried out prior to the completion of the Preliminary Design Report and its Peer Review.

9.3.5 Project Execution Plan

The Sponsoring Agency should ensure the Project Execution Plan (PEP) is updated in accordance with the progress of a project, as more and better-quality information becomes available.

9.4 Phase 2 Deliverables

The outputs from this phase of the project are:

- Updated Project Execution Plan;
- Road User Audit Report (if applicable);
- Stage 1 Road Safety Audit (if applicable);
- Preliminary Design Report (if applicable);
- Preliminary Cost Estimate; and
- Preliminary Appraisal Report (if applicable).

9.5 NTA Approval Point

For schemes over €5 million, Phase 2 is followed by an NTA Approval Point. The Sponsoring Agency will provide the NTA with copies of deliverables from Phase 2 as identified in 9.4 (above). In certain circumstances some deliverables may be omitted with NTA agreement. If requested by the NTA, the Sponsoring Agency will meet the NTA for the purposes of briefing or clarification on the submitted material, or to discuss the NTA Approval Point decision.

At the NTA Approval Point, the NTA will consider, *inter alia*, the brief as agreed with the NTA, the availability of project funding and any outcomes of consultation. Following consideration by the NTA, written approval may be issued confirming the NTA's commitment to funding Phase 3 of the project. Only when written approval is issued by the NTA should Phase 3 commence.

For projects less than €5 million, normal practice does not require an NTA Approval Point at this stage and the project should proceed to Phase 3. However, the NTA reserves the right to add an NTA Approval Point at any stage if it deems that the particular project requires it.

CHAPTER 10.

PHASE 3: Planning & Statutory Processes

Scale	Projects < €0.5 million	Projects > €0.5 million and < €5 million	Projects > €5 million and up to < €20 million
Deliverables	Final Documentation for Planning Approval (if applicable)	Final Documentation for Planning Approval (if applicable) Planning Outcome Report	Final Documentation for Planning Approval (if applicable) Planning Outcome Report
Leading to	Phase 4	NTA Approval Point	Phase 4

Figure 10.1

10.1 Applicability

The full provisions of this Chapter apply to projects of greater than €5 million in total cost. A reduced application of these provisions is permissible for smaller projects. Refer to Chapter 4 in relation to the level of applicability for projects costing less than €0.5 million, and to Chapter 5 in respect of projects costing between €0.5 million and €5 million. Figure 10.1 above indicates the deliverables required under this phase for each of the three project categories.

In addition to the deliverables referred to above, any updates to the Project Execution Plan during this phase should also be provided to the NTA.

10.2 Purpose of Phase 3

The purpose of Phase 3 is to fulfil any planning and environmental legislative requirements. Not all projects require statutory planning approval involving consultation processes; some can be implemented under general enabling statutory processes, and others may not need any statutory procedures.

Following the completion of all required statutory processes, the Sponsoring Agency shall update the Preliminary Cost Estimate to reflect the outcome of those processes.

Phase 3 will act as an NTA Approval Point prior to progressing to Phase 4 for all projects between €0.5 million and €5 million.

It is the duty of the Sponsoring Agency to continue to keep the NTA informed of progress and issues arising.

The requirements of Phase 3 vary and are dependent on the type of project and its scale or impact, ranging from a scheme exempted from the planning process to a project requiring a full Environment Impact Assessment and/or Compulsory Purchase Order.

10.3 Key Phase 3 Activities

10.3.1 CPO and Environmental Impact Assessment

Following from the Preliminary Design it should be clear if additional land-take is required or if any environmental assessments are required. If land acquisitions are required, the Sponsoring Agency should undertake such procedures in accordance with best practice.

If it is determined that an environmental assessment is required, the Sponsoring Agency should determine what appropriate degree of assessment is needed to bring the project through the relevant Statutory Processes.

10.3.2 Public Consultation

The Sponsoring Agency shall ensure that the appropriate degree of consultation with the public and other stakeholders is carried out. Discussions with the NTA regarding the level of consultation should be considered. Public consultation and participation is frequently essential to the successful planning of developments. Inadequate public consultation can lead to unnecessary conflict and costly delays to projects. The NTA therefore supports the use of non-statutory public consultation, where appropriate.

10.3.3 Application for Statutory Approvals

The Sponsoring Agency shall consult with the NTA to ensure agreement on the relevant project details prior to submitting any documents for statutory planning approval. This is particularly important where the project parameters, in terms of design, costs and benefits, have changed in any significant way from those developed and validated in Phase 2. Where project details remain unchanged from those agreed in Phase 2, the NTA may agree with the Sponsoring Agency to waive this requirement.

10.3.4 Outcome of Application

If statutory planning approval is forthcoming, there may be commitments made during consultations with stakeholders and elected members, i.e. conditions imposed on the approval which could affect the project outputs, costs, benefits and schedule. The Sponsoring Agency should, as soon as practicable after the planning conditions are known, review the impacts and prepare a brief report detailing any significant issues. This brief report should identify any changes arising from the planning processes to the Project Brief, costs and/or benefits of the proposed project, or other matters which would be likely to alter the initial appraisal.

If statutory approval is not granted, this should be reported to the NTA. Alterations should be discussed at this stage.

10.3.5 Update of Preliminary Cost Estimate

The Sponsoring Agency shall ensure that the Preliminary Cost Estimate is updated to reflect any changes made or insight gained in this phase, either pre- or post-approval, as a result of any conditions imposed.

Any additional budget requirements which were not foreseen or accounted for in the Preliminary Cost Estimate should be approved by the NTA prior to proceeding. Unapproved costs may be declined at a later stage.

10.3.6 Project Execution Plan

The Sponsoring Agency should ensure the Project Execution Plan is updated in accordance with the progress of a project as more and better-quality information becomes available.

10.4 Phase 3 Deliverables

The outputs from this phase of the project are:

- The final documentation submitted for Planning Approval;
- A report of the outcome of the planning process, including both a copy of the Planning Approval and a review of the impacts the decision or conditions imposed, if any, may have on the project implementation;
- The updated Preliminary Cost Estimate (if applicable); and
- Updated Project Execution Plan (if applicable).

10.5 NTA Approval Point

For projects between €0.5 million and €5 million an NTA Approval Point will be required after Phase 3. The Sponsoring Agency will provide the NTA with copies of the deliverables from Phase 3.

At the NTA Approval Point the NTA will consider, *inter alia*, the brief as agreed with the NTA, the availability of a project funding and any outcomes of consultation. Following consideration by the NTA, written approval may be issued confirming NTA's commitment to funding Phase 4 of the project. Only when written approval is issued by the NTA should Phase 4 commence.

CHAPTER 11.

PHASE 4: Detailed Design & Tender Process

Scale	Projects < €0.5 million	Projects > €0.5 million and < €5 million	Projects > €5 million and up to < €20 million
Deliverables	Detailed Design Tender Report Total Scheme Budget Appraisal Report	Detailed Design Tender Documents Tender Report Road Safety/Road User Audits (if applicable) Total Scheme Budget Appraisal Report	Detailed Design Tender Documents Tender Report Road Safety/Road User Audits (if applicable) Total Scheme Budget Appraisal Report
Leading to	NTA Approval Point	NTA Approval Point	NTA Approval Point

Figure 11.1

11.1 Applicability

The full provisions of this Chapter apply to projects of greater than €5 million in total cost. A reduced application of these provisions is permissible for smaller projects. Refer to Chapter 4 in relation to the level of applicability for projects costing less than €0.5 million, and to Chapter 5 in respect of projects costing between €0.5 million and €5 million. Figure 11.1 above indicates the deliverables required under this phase for each of the three project categories.

In addition to the deliverables referred to above, any updates to the Project Execution Plan during this phase should also be provided to the NTA.

11.2 Purpose of Phase 4

The purpose of Phase 4 is for the Sponsoring Agency to undertake or co-ordinate the preparation of the detailed design and tender documentation for the implementation of the scheme. It also includes the tender process and the tender assessment process for the awarding of a contract or contracts to undertake the works.

This phase represents progression towards procurement and delivery of the project. The NTA should be kept informed of progress on, and issues relating to, design and specification development, cost management and the updating of the risk assessment and the Preliminary Cost Estimate. The Preliminary Cost Estimate will be superseded by the Total Scheme Budget once accurate evaluations are available following the tender assessment process. The Total Scheme Budget shall be reviewed and approved by the NTA.

11.3 Key Phase 4 Activities

11.3.1 Detailed Design

Following the review of any potential design changes subsequent to the conclusion of Phase 3, the detailed design should be produced at this stage of the project. When the detailed design is complete the Sponsoring Agency shall provide copies to the NTA for information.

The Sponsoring Agency should inform the NTA if the completion of the detailed design raises any implications for the Preliminary Cost Estimate or Project Brief as agreed.

11.3.2 Utilities Diversions

Where it is not possible to avoid causing diversion of services, exact details and locations of underground apparatus should be ascertained, where feasible, and detailed diversion plans should be agreed with each utility company. Costs relating to this should be identified and included in the scheme estimates.

11.3.3 Third Party Agreements

All design items requiring input from third parties, e.g. traffic control, road signage, etc., should be formally agreed and details provided in the design and specification. Any associated costs should be fully agreed and documented for inclusion in the project budgets.

11.3.4 Road User Audit and Stage 1 Road Safety Audit

If relevant, the Sponsoring Agency shall ensure a Road User Audit and Stage 2 Road Safety Audit are undertaken at this stage of the project. A copy of the Road User Audit and the Road Safety Audit Stage 2 Report shall be included as part of the detailed design package.

11.3.5 Health & Safety Plan

A preliminary Health and Safety Plan shall be prepared for inclusion with the tender documents, in accordance with the DoF CWMF Guidance Note.

11.3.6 Tender Documents

The Sponsoring Agency is responsible for the production of tender documents in line with professional best practice, legal compliance and any specific NTA requirements. The Sponsoring Agency should consider, *inter alia*, the following guidance documents:

- GN 1.4 Procurement & Contract Strategy for Public Works Contracts;
- GN 1.5 Public Works Contract; and
- GN 2.3 Procurement Process for Works Contracts.

The format of the tender documents should comply with the DoF CWMF Guidance Note, and the Sponsoring Agency should confirm its compliance with that guidance to the NTA.

The control of costs during the later implementation stage will be governed by the quality of the tender documentation produced during this phase. It is essential that appropriate care and attention is given to the preparation of the tender documents and that the Sponsoring Agency puts in place a suitable review process to validate the quality of the documentation for tender issue.

The NTA reserves the right to review and approve tender documents prior to the commencement of the tender process.

11.3.7 Tender Process

While some smaller projects may be carried out using in-house resources or local arrangements for the carrying out of minor works, most contracts will be awarded following a formal tender process. The Sponsoring Agency shall follow DoF Guidelines and forms of contract in advertising for, processing, evaluating and selecting the successful tenderer for works.

Where panels of pre-qualified contractors are available under framework-type arrangements, the provisions of the framework agreement shall be adhered to in the awarding of the specific works contract. Alternatively, where the contract

is to be separately advertised, this shall be done through the Government's eTenders website.

Following the receipt and evaluation of the tenders, a Tender Report shall be prepared summarising the tender process, the details of tenders received, the evaluation process and the criteria for selection of the successful tender.

Given the importance of the tender process, the Sponsoring Agency shall ensure that the persons involved in the process have the appropriate skills, or have appropriate support available to them, to manage the process competently.

11.3.8 Total Scheme Budget

A Total Scheme Budget shall be prepared taking account of the Contract Sums for the main contracts and any changes to base costs (e.g. land & property) if necessary. This will include the outcome of the Risk and Contingency Report (below). The Total Scheme Budget represents the fully developed final cost estimate for the project upon which the final decision will be taken on whether or not to proceed to the construction stage.

11.3.9 Risk & Contingency Report

The Sponsoring Agency should ensure adequate consideration is given to identifying risks associated with the project.

Appropriate cost allowance shall be developed to address the likelihood and the implications of the risks materialising. Of equal importance is the identification of appropriate mitigation measures to minimise the probability and consequence of the individual risks. For larger schemes a formalised risk assessment process will be required; for smaller schemes the identification of an appropriate contingency allowance may be sufficient. Where a formalised risk assessment process has been undertaken, a Risk and Contingency Report should be prepared as an appendix to the Total Scheme Budget.

11.3.10 Project Execution Plan

The Sponsoring Agency should ensure the Project Execution Plan is updated in accordance with the progress of a project as more and better-quality information becomes available.

11.3.11 Appraisal Report

At the end of Phase 4, the final decision is made on whether the project should proceed to construction/implementation. The final design should be complete, with necessary statutory approvals in place and a Total Scheme Budget finalised based on tender information. To enable informed decisions to be made, the Sponsoring Agency shall prepare the final Appraisal Report for the project in accordance with the relevant appraisal guidance. In most cases, updating the Preliminary Appraisal Report prepared during the earlier stages of the project should suffice.

11.4 Phase 4 Deliverables

The outputs from this phase of the project are:

- Detailed Design Report;
- Road User Audit and/or Stage 2 Road Safety Audit (if applicable);
- Tender documents;
- Tender Report;
- Total Scheme Budget;
- Appraisal Report; and
- Updated Project Execution Plan.

11.5 NTA Approval Point

For *all* schemes Phase 4 is followed by an NTA Approval Point. The Sponsoring Agency will provide the NTA with copies of all project-related deliverables produced since the last NTA Approval Point.

At the NTA Approval Point, the NTA will consider, *inter alia*, the brief as agreed with the NTA, the availability of project funding and any outcomes of consultation.

Following consideration by the NTA, written approval may be issued confirming the commitment of the NTA to fund the remainder of the project. Only when written approval is issued by the NTA should Phase 5 commence. This will be the last mandatory NTA Approval Point. However, if a specific project requires additional Approval Points, it will be at the discretion of the NTA and this requirement will be communicated to the relevant persons.

CHAPTER 12.

PHASE 5: Contract Award, Construction and Implementation

Scale	Projects < €0.5 million	Projects > €0.5 million and < €5 million	Projects > €5 million and up to < €20 million
Deliverables	Road Safety/Road User Audits (if applicable) Change Order Reports (if applicable)	Road Safety/Road User Audits (if applicable) Change Order Reports (if applicable)	Road Safety/Road User Audits (if applicable) Change Order Reports (if applicable)
Leading to	Phase 6	Phase 6	Phase 6

Figure 12.1

12.1 Applicability

The full provisions of this Chapter apply to projects of greater than €5 million in total cost. A reduced application of these provisions is permissible for smaller projects. Refer to Chapter 4 in relation to the level of applicability for projects costing less than €0.5 million, and to Chapter 5 in respect of projects costing between €0.5 million and €5 million. Figure 12.1 above indicates the deliverables required under this phase for each of the three project categories.

In addition to the deliverables referred to above, any updates to the Project Execution Plan during this phase should also be provided to the NTA.

12.2 Purpose of Phase 5

Having completed the tender process, the purpose of this stage is to award the construction contract and to undertake Construction and Implementation.

12.3 Key Phase 5 activities

The responsibility for the management of all activities in this phase remains with the Sponsoring Agency, including all matters related to the contract(s) awarded.

The NTA expects to be kept informed of progress and consulted on key issues or events that could have an impact on the cost, specification or schedule of the whole project or programme. The NTA will also be particularly concerned that the Construction and Implementation phase is managed strictly according to the terms of the approved contracts.

12.3.1 Project Execution Plan Update

The Sponsoring Agency shall follow guidance on the implementation stage of projects

procured under the DoF CWMF Conditions of Contract provided in Guidance Note GN 3.1 Implementation Process, and shall ensure that:

- Prior to the commencement of each contract, a person has been appointed to act as Employer's Representative on behalf of the Sponsoring Agency in accordance with the requirements of that contract;
- The functions and duties¹ of the Employer's Representative shall be limited to those stated in the contract; and
- Overall responsibility for the delivery of the project shall remain with the Project Manager.

12.3.2 Project Reporting and Payment

The Employer's Representative shall prepare regular progress reports and financial reports relating to the main construction contract in accordance with the requirements of the contract. These reports shall be submitted to the Project Manager for review. The Sponsoring Agency shall be responsible for submitting to the NTA, as part of the reporting arrangements set out in Chapter 2, regular progress reports relating to the project, inclusive of progress and expenditure matters pertaining to the contract.

The Employer's Representative shall receive interim applications for payment from the relevant Contractor and shall determine the amount payable in accordance with the contract. The Employer's Representative shall submit a recommendation for payment to the Project Manager or such other appropriate designated person within the Sponsoring Agency.

The Sponsoring Agency shall ensure that payments are issued following receipt of the

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DoF CWMF Guidance Note GN 3.1 Implementation Process

Employer's Representative's recommendation within the period specified in the contract.

12.3.3 Change Orders

It shall be an objective of each contract that the use of Change Orders is minimised or avoided if possible. Reimbursement by the NTA of expenditure amounts in respect of Change Orders will only be facilitated in cases where written approval has been obtained from the NTA in advance of the Change Order instruction to the contractor. This requirement for prior written approval will be waived for Change Orders with a value below €10,000 or 5% of the contract value (whichever is lesser) subject to notification of such Change Order in the next monthly Progress Report.

The Sponsoring Agency, through the Employer's Representative, shall prepare a Justification Report for Change Order requests and shall maintain a register of all issued Change Orders, which shall be included as part of each monthly Progress Report.

12.3.4 Claims for Compensation and Delay Events

The Employer's Representative shall, where applicable, receive, acknowledge and process claims for Compensation and Delay Events and other contractual claims, shall maintain a Register of these claims in accordance with the contract, and shall advise the Sponsoring Agency on the validity of these claims and on the potential liability to the Employer.

The Sponsoring Agency shall notify the NTA if there is a potential claims liability which may impact on the scope, quality, cost or schedule for completion of the project and/or if there is an impact on the Total Project Budget. It is advisable that the Sponsoring Agency should notify the NTA of any potential significant contractual claims as soon as the Employer's Representative becomes aware of them.

The Employer's Representative shall maintain such records as necessary in order to properly assess and make a considered determination on any claim(s) submitted.

12.3.5 Contract Final Accounts

In the event that a Final Account (or any part thereof) is referred to a dispute resolution process (Conciliation, Mediation, Adjudication or Arbitration), the Project Manager should consult with the NTA to confirm whether it is in order to engage expert/legal advisors to assist in preparing the employer's case at Conciliation/Arbitration. In such circumstances, the Sponsoring Agency should also agree the appropriate procurement process with the NTA.

Where the final out-turn costs of the construction/implementation contract(s) exceed the amount provided in the Total Scheme Budget for such contract(s), prior approval of the NTA will be required in advance of the Sponsoring Agency seeking any reimbursement from the NTA for such over-runs.

12.3.6 Final Project Report

Once the final out-turn cost of the construction/implementation contract(s) has been determined, the Sponsoring Agency, in conjunction with the Employer's Representative, shall prepare a Final Project Report (including the Final Account) relating to the contract(s).

12.4 Phase 5 Deliverables

For the purposes of these Guidelines, Phase 5 will conclude when the main contracts and work orders have reached substantial completion and when certificates of the dates for substantial completion of all relevant contracts have been issued.

It is recognised that key deliverables required for Phase 5, in particular the Final Project Report, may not be finalised by this time. Where this arises, the deliverables may be carried forward to Phase 6.

The Sponsoring Agency shall advise the NTA of any deliverables that will carry forward to Phase 6 and shall also advise of any outstanding payments and/or deductions to be made from the various contracts/work orders after the conclusion of Phase 5.

CHAPTER 13.

PHASE 6: Close-Out and Review

Scale	Projects < €0.5 million	Projects > €0.5 million and < €5 million	Projects > €5 million and up to < €20 million
Deliverables	Final Project Report	Final Project Report Completed Safety File	Final Project Report (including post-Project Evaluation) Completed Safety File

Figure 13.1

13.1 Applicability

The full provisions of this Chapter apply to projects of greater than €5 million in total cost. A reduced application of these provisions is permissible for smaller projects. Refer to Chapter 4 in relation to the level of applicability for projects costing less than €0.5 million, and to Chapter 5 in respect of projects costing between €0.5 million and €5 million. Figure 13.1 above indicates the deliverables required under this phase for each of the three project categories.

In addition to the deliverables referred to above, some Phase 5 deliverables may have been carried forward and any updates to the Project Execution Plan during this phase should also be provided to the NTA.

13.2 Purpose of Phase 6

Phase 6 follows the construction/ implementation of the project. It is undertaken to ensure that:

- the project is properly closed out, without any outstanding issues;
- the project was delivered as specified;
- the requirements of the contract(s) were met; and
- the project achieved the objectives that were identified at the outset by delivering the specified outputs.

13.3 Key Phase 6 Activities

The responsibility for the management of all activities in the phase remains with the Sponsoring Agency.

Phase 6 covers the resolution of all outstanding contractual and residual issues relating to the project and its close-out. It also reviews the project to inform future projects.

The key activities of Phase 6 include:

- Completion of Final Account (if carried forward from Phase 5);
- Management of the Defects Period;
- Completion of the Safety File;
- Close-out of all land and property issues;
- Confirmation of the out-turn costs, outputs and outcomes/benefits;
- Post-completion review; and
- Post-project review.

13.3.1 Defects Period, Defects Certificate and Retention Monies

The Sponsoring Agency shall ensure that all outstanding works and items are addressed by the various contractors/suppliers during the defects periods, which shall generally commence after the certificates of substantial completion have been issued.

The Sponsoring Agency shall ensure that all works have been satisfactorily completed prior to releasing retention monies, and that any such payments due to contractors/suppliers are issued within the time periods specified in the particular contracts.

13.3.2 'As Built' Drawings and Safety File

Where applicable, at the completion of the main construction contract the Employer's Representative should review the adequacy of the 'As Built' drawings and documents prepared by the Contractor in accordance with the contract.

The Employer's Representative should verify that the 'As Built' records are a true representation of the project as constructed. The Sponsoring Agency shall ensure, in accordance with the contract, that the 'As Built' drawings and documents are verified by the Employer's Representative, included in the Safety File and handed over to the employer at the completion of the contract.

The Employer's Representative shall also ensure that the following documents are handed over to the employer at the completion of the construction contract:

- Confirmation of satisfactory close-out of all Non-Conformance Records;
- All Road Safety Audit Stage 1, Stage 2 & Stage 3 Reports (if applicable);
- The report of the Employer's Representative on the Final Account (including Claims and relevant back-up information); and
- Certificates/Approvals from Third Parties.

13.3.3 Land and Property

Where applicable, the Sponsoring Agency shall ensure that all outstanding land and property issues are closed out in accordance with contract and statutory requirements. The Sponsoring Agency shall inform the NTA when these requirements have been met.

13.3.4 Completion of all Outstanding Payments

It will be necessary to ensure that all compensation payments are made to affected property owners so that the final out-turn cost for land and property can be determined. This includes all compensation cases which may have been referred to arbitration.

All other costs associated with the acquisition of land and property should also be finalised, including valuation and legal fees for both claimants and the Sponsoring Agency, any interest payments due, miscellaneous costs (e.g. Land Registry fees), and the costs associated with arbitration hearings.

Once all land acquisition compensation payments are completed, and prior to determining the final out-turn cost for land and property, the Sponsoring Agency shall confirm that all property acquired as part of this project has been properly registered in the ownership of the relevant Local Authority.

13.3.5 Post Project Review

The NTA may require a post-project review to be carried out.

13.4 Phase 6 Deliverables and Close Out

The outputs from Phase 6 of the project are:

- Final Account if carried forward from Phase 5;
- Post-project review report (if required); and
- Completed Safety File.

A close out review may be held with the NTA and the Sponsoring Agency to review the deliverables and any lessons for future projects. Any additional information required for this review should be provided to the NTA at its request.

APPENDIX 1

Abbreviations, Definitions and Terminology

Appendix 1

Abbreviations, Definitions and Terminology

TERM	DEFINITION
Capital Works Management Framework (CWMF)	The Capital Works Management Framework (CWMF) is a structure that has been developed to deliver the Government's objectives in relation to public sector construction procurement reform. It consists of a suite of best practice guidance, standard contracts and generic template documents that form the four pillars that support the Framework. The Guidelines were produced by the Department of Finance (DoF).
Contingency	A budgetary provision to cover unknown risks informed by experience of similar projects and by reference to social, political, historical and economic considerations particular to the proposed location.
Change Order	An instruction of the Employer's Representative to change (including add to or omit from) the Works or to change (including impose or remove) constraints in the Contract on how the Works are to be executed.
NTA Approval Point	A stage in the project life cycle, usually between project phases, at which written approval must be given by the NTA prior to proceeding to the next phase.
Prescribed Bodies	Bodies as identified in Article 15 of the Planning and Development Regulations 2001.
Project Brief	The Project Brief sets out key information about the project, including a description of the scheme, its objectives and purpose, and details of key agencies involved, together with other relevant information defining the overall proposal.
Project Execution Plan (PEP)	A core document produced by the Sponsoring Agency that details how the project is to be managed throughout its life cycle. The document will include the policies, standards, procedures and controls to be used and provides a concise description of the project scope and objectives.
Project Management	A structured and documented approach, comprising sets of behaviours, methods and techniques, designed to ensure the successful delivery of a Project to prescribed standards in a cost effective and scheduled manner.
Project Manager / Project Co-ordinator	The person appointed by the Sponsoring Agency who has been assigned responsibility for the delivery of a Project.
Project Schedule	A planned schedule of events or activities which is organised to ensure the successful delivery of a Project, or part of a Project, within a specified timeframe.
Risk Management	Risk management runs for the entire lifetime of a construction project, and seeks to minimise exposure to events that might increase the cost or extend the time-span of the works.
Sanctioning Authority	The government body with responsibility for implementing government policy and for providing financial assistance for capital programmes and projects. In the case of projects within NTA's remit, the NTA normally fulfils the role of Sanctioning Authority, subject to certain exceptions, where the role may be retained by the Government or the Department of Transport.
Scope	The work elements which comprise the project - which can be expressed in relation to time, cost and quality.
Scope Change	Changes to the work and supply elements included in a project which affect time, cost or quality/outputs.
Sponsoring Agency	The State organisation or company that requires the project to be undertaken.
Statutory Approval	Any kind of planning or other consent or approval that is required by any Irish law or statute enacted by the legislature.

APPENDIX 2

Application Template



GRANT APPLICATION FORM

This document is to be followed when applying for grant funding from the National Transport Authority in respect of transport projects.

All applications must be accompanied with an appropriately scaled map clearly identifying the location and extent of the project.

All documentation, maps and additional supporting documentation should be clearly itemised and attached as an annexe to each criterion heading.

1. Title of Project

2. Identify NTA Project Type (tick one)

- a) Cycling / Walking Programme;
- b) Bus Network Programme;
- c) Traffic Management Programme;
- d) Safety Programme; or
- e) Other Projects.

3. Delivery Agency

4. Design Agency

5. Full Description of Works Proposed

- *A full and detailed description of the proposed scheme is required. The description should include, but not be limited to, location, purpose, reasoning and impact of scheme.*
- *Are additional lands required, by means of CPO or other?*
- *All other relevant information available at the time of application for funding should be provided with this application.*
- ***All applications must be accompanied with an appropriately scaled map clearly identifying the location and extent of the project.***
- *The information provided in response to this section should be clearly labelled 'Question 5' and attached to the application being submitted.*

6. Description of Project Benefits

- *An indicative list of project benefits should be provided including, but not limited to, local and strategic benefits.*
- *All relevant information available at the time of application for funding should be provided with this application, including supporting documentation for any/all of the benefits listed and any supporting maps.*
- *The information provided in response to this section should be clearly labelled 'Question 6' and attached to the application being submitted.*

7. Consistency with Plans

- *Reference to a Development Plan, Local Area Plan and or relevant Transport / Traffic Plan(s) of which the Project forms a part (if any) should be identified, where relevant.*
- *If the project does not form part of any of the above plans this should be clearly noted.*
- *Details of how the proposed project is consistent with relevant statutory plans should be provided (if relevant).*
- *The information provided in response to this section should be clearly labelled 'Question 7' and attached to the application being submitted.*

8. Proposed Programme for Design, Tender, Construction, Monitoring Stages

- *A start and end date for the overall programme and proposed overall duration should be indicated.*
- *The information provided in response to this section should be clearly labelled 'Question 8' and attached to the application being submitted.*

9. Costs

- *The application should clearly identify key cost information, as listed below:*
 - Estimated Overall Total Cost of Project (all phases) (€);
 - Grant sought from NTA (€) (all phases) (€);
 - Source of co-funding (if any);
 - Cost of project to date (if applicable) (€); and
 - NTA contribution to date (if applicable) (€).

10. Statutory Approvals Status

- *The applicant must clearly state which Statutory Approvals, if any, are required for the progress of the project. If no Statutory Approvals are required this must be stated.*
- *If any of the Statutory Approvals have been granted prior to this application being submitted, e.g. Part VIII approval, this must be indicated in the application and evidence of the approval(s) must be supplied along with the application.*
- *The information provided in response to this section should be clearly labelled 'Question 11' and attached to the application being submitted.*

11. Contact Person (responsible for project implementation):

Name:
Email:
Phone:
Fax:

12. Contact Person (responsible for project administration):

Name:
Email:
Phone:
Fax:

APPENDIX 3

Progress Report Template Sample

PROJECT NAME	PROJECT DESCRIPTION	ESTIMATED TOTAL PROJECT COST (€)	ORIGINAL 2011 ALLOCATION (€)	REVISED 2011 ALLOCATION (€)	STATUTORY APPROVALS STATUS	DESIGN STATUS	TENDER STATUS	CONSTRUCTION / IMPLEMENTATION STATUS	ORIGINAL COMPLETION DATE	ANTICIPATED COMPLETION DATE	REVISED 2011 REQUIREMENT (€)	COMMENTS ON PROGRESS / ISSUES ARISING

APPENDIX 4

Project Execution Template

PROJECT EXECUTION PLAN (SAMPLE TEMPLATE)

Basic Scheme Data

Project Name	
--------------	--

Project Location	
------------------	--

Sponsoring Agency	
-------------------	--

<p>Project Brief</p> <ul style="list-style-type: none">• <i>(Incorporating Description and Scope of Project, its Purpose and Expected Benefits)</i>
--

Project Phase

Current Project Phase <i>(Tick one Box only)</i>	<input type="checkbox"/> Phase 0 Scope & Application <input type="checkbox"/> Phase 1 Scheme Concept and Options Selection <input type="checkbox"/> Phase 2 Preliminary Design <input type="checkbox"/> Phase 3 Statutory Processes <input type="checkbox"/> Phase 4 Detailed Design & Tender Preparation <input type="checkbox"/> Phase 5 Construction & Implementation <input type="checkbox"/> Phase 6 Closeout & Review
---	--

Project Manager	
-----------------	--

Project Development and Implementation Approach

Design Development Approach:

Set out proposed approach to design development. Identify whether the project will be designed in-house or with external resources. If in-house, what section will be responsible for the design development? If developed externally, what are the proposed arrangements to secure those external resources? Who will prepare tender documents if a tender competition is required? What procurement approach is proposed?

Construction / Implementation Approach:

Set out proposed approach to construction / implementation. If in-house, what section will be responsible for the construction/implementation? If using contractors, what are the proposed arrangements to procure the required contractor or contractors? What supervision arrangements are proposed?

Roles, Responsibilities and Contact Details

List key delivery organisations, personnel and contact details.

ORGANISATION/ ROLE	NAME	TELEPHONE	FAX	E-MAIL
Project Co-ordinator				
Project Manager				
NTA Representative				
Designer				
Designer's Representative				
Contractor				
Contractor's Representative				
Employer's Representative				
Project Supervisor Design Process				
Project Supervisor Construction Stage				
Others as required				

For larger projects include Organisation Chart(s) as appropriate.

Programme Milestones

Establish a programme of anticipated key dates using the Key Milestone Table below as guide.

Schedule of Key Milestone Dates

MILESTONE (LIST BELOW IS INDICATIVE ONLY)	TARGET DATE
Project Commencement	
Options Selection Report	
Preliminary Appraisal Report	
Feasibility Working Cost Estimate	
Preliminary Design Report	
Final Documentation For Planning Process	
Planning Outcome Report	
Detailed Design Report	
Initiate Tender Process for Construction / Implementation Contract	
Tender Report	
Appraisal Report	
Contract Award	
Construction / Implementation Contract Commencement Date	
Construction / Implementation Contract Completion Date	

Project Cost

Complete relevant column (Feasibility Working Cost at Phase 0 or Phase 1; Preliminary Cost Estimate at Phase 2 or 3; Total Scheme Budget for all later phases).

The total estimate in each case should be inclusive of appropriate risk and contingency allowance and should represent the Sponsoring Agency's best estimate at that stage of the overall budget required to deliver the project.

FEASIBILITY WORKING COST	PRELIMINARY COST ESTIMATE*	TOTAL SCHEME BUDGET*
Design	Design	Design
Construction/Implementation	Construction/Implementation	Construction/Implementation
Construction supervision	Construction supervision	Construction supervision
Land/Property	Land/Property	Land/Property
Other	Other	Other
Date of Estimate:	Date of Estimate:	Date of Estimate:

*For these estimates, please include a proposed expenditure profile for the delivery of the project.

Other Information

- *Provide any other information considered relevant for inclusion in the Project Execution Plan*

Document History

VERSION NO.	PREPARED BY	POSITION	DATE

APPENDIX 5

Worked Example of PMGs

(This is a worked example for a project
less than €0.5 million in value)

1. GRANT APPLICATION FORM
2. APPRAISAL: CYCLE NETWORK DEVELOPMENT
- ROUTE 6
3. PROJECT EXECUTION PLAN
4. PLANNING OUTCOME REPORT
5. DETAILED DESIGN REPORT
6. TOTAL SCHEME BUDGET
7. APPLICATION LETTERS
8. FINAL PROJECT REPORT



GRANT APPLICATION FORM

This document is to be followed when applying for grant funding from the National Transport Authority in respect of transport projects.

All applications must be accompanied with an appropriately scaled map clearly identifying the location and extent of the project.

All documentation, maps and additional supporting documentation should be clearly itemised and attached as an annexe to each criterion heading.

1. Title of Project

Cycle Network Development – Route 6
.....

2. Identify NTA Project Type (tick one)

- a) Cycling / Walking Programme;
- b) Bus Network Programme;
- c) Traffic Management Programme;
- d) Safety Programme; or
- e) Other Projects.

3. Delivery Agency

Leinster County Council
.....

4. Design Agency

Leinster County Council
.....

5. Full Description of Works Proposed

Leinster County Council developed a cycle network with the NTA in 2010 (attached and labelled Appendix A) including a prioritised programme of route development.

The network and programme call for the delivery of a new cycle and pedestrian link through a Council-owned park, to connect to an existing secondary school which is located at the periphery of the town, adjacent to a sports ground.

The secondary school has around 700 pupils, mostly from the town. The school's Green Schools Committee has lobbied for safer links to the school as the road outside the school is very busy and the options for segregated cycling are few.

The link will serve two key destinations- access to the school for the pupils, and access to the GAA grounds from a substantial portion of the town. The new link enables families to cycle in the park; some cycle parking will be provided at two locations in the park itself. In addition, the link will connect the town to the county cycle network, taking recreational cyclists and tourists via an attractive public park to the marked cycle route leading to the next town.

Because the link is across open space, the issue of security management is central- the scheme involves a new managed opening into the school from the public park, which will be opened and closed by the school in agreement with the Council, Gardaí and local residents.

The scheme also includes lighting of the route through the public park, together with CCTV, so that the pupils can use the route to and from the school around school opening and closing times. Again, this involves agreement between the school, the Gardaí, the GAA club and the Council regarding the management of the park (duration of lighting, opening and closing times for gates, etc.).

The delivery of the link involves the following elements:

1. Construction of 300m of shared cycle and pedestrian route, 4.5m wide;
2. Construction of new school gate, with remote opening and closing equipment;
3. Intelligent lighting system along the route, including 25 light poles, sensors, and remote control connection to the Council offices;
4. CCTV extension to 4 locations (park gate at town, school gate, within park, entrance to GAA);
5. Automatic cycle counter installation, just inside entrance to park, with wireless link to Council offices;
6. Cycle parking; and
7. Marketing of the new facility.

It is expected that the scheme will deliver considerable modal shift among the students attending the school. It is also likely that children and young adults will use the route to cycle to the GAA grounds (at present nearly all children are driven there). Results from the automatic cycle counter will be forwarded to the NTA to demonstrate uptake.

6. Description of Project Benefits

- Delivery of key section of cycle network- Quality of Service (QoS) level B (allowing cycling two abreast, parents and children, etc.),
- Modal shift for secondary school pupils,
- New cycling access to and through public park,
- Improved safety and security within park,
- New monitoring system for cycle counting,
- New tangible collaboration arrangements between key stakeholders- schools, Gardaí, Council, and
- Public awareness of cycling through marketing campaign.

7. Consistency with Plans

- Consistent with NTA Greater Dublin Transport Strategy 2011-2030 (Measures WCY11, WCY12, and in particular WCY13)
- Cycling promotion and cycle network are central to Local Area Plan (reference section 3.1, 4.6) and County Development Plan (section C – Sustainable Transport)
- Cycle route is part of the cycle network in the Development Plan (fig. C4.7)
- Cycle Network and implementation programme were developed using the Cycle Manual 7-step network planning process and agreed with NTA.

8. Proposed Programme for Design, Tender, Construction, Monitoring Stages

The overall project will take 5 months. While the route, ducting, drainage and entrances will be delivered in circa 8 weeks, the ITS elements (cycle counter, intelligent lighting, CCTV, etc.) will take longer to procure and commission as they need to be consistent with the NTA Regional ITS Strategy.

9. Costs

Design	€60,000
Construction/Implementation	€370,000
Construction/Implementation Supervision	€20,000
Land/Property	€0
Other	€0
<hr/> Total	€450,000

- Estimated Overall Total Cost of Project (all phases): **€450,000**
- Grant sought from NTA (€) (all phases): **€450,000**
- Source of co-funding (if any): **zero**
- Cost of project to date (if applicable) (€): **zero**
- NTA contribution to date (if applicable) (€): **zero**

10. Statutory Approvals Status

While not strictly required, the Council has agreed with the elected members to submit this project to a Part VIII process.

The project is dependent on formal agreements being signed between the school and the Council, with working agreements between the stakeholders, so that the access arrangements to the school operate optimally. (Agreements in principle are already in place.)

11. Contact Person (responsible for project implementation):

Name: Joseph Fagan

Email: jfagan@leinstercoco.ie

Phone: (0179) 123-4567

Fax: (0179) 123-4000

12. Contact Person (responsible for project administration):

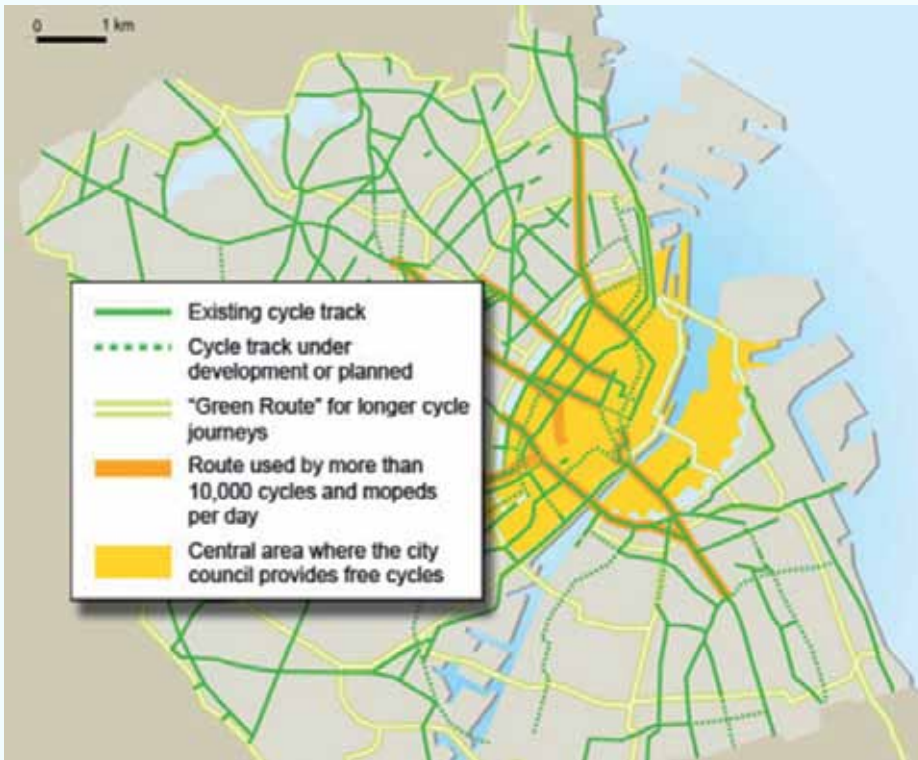
Name: Natalie Murphy

Email: nmurphy@leinstercoco.ie

Phone: (0179) 123-4569

Fax: (0179) 123-4000

Leinster County Council Cycle Network: (Relevant Sections of Written Report Attached)



Leinster County Council Cycle Network: Route 6. General Location and Indicative Route.



Photos of Park, Playground, School and GAA Club.





APPRAISAL: Cycle Network Development - Route 6

Project Location & Description:

Leinster County Council proposes to deliver a cycle and pedestrian link through the Council-owned Farmstead Park, linking the local school and GAA sports ground to the town. The proposed route of the cycle and pedestrian link is shown on the attached map (drg001).

The school has 700 pupils, with most of these students living in the town. A submission from the school's Green Schools Committee was received by Leinster County Council in October 2010 highlighting the need for a safer link from the town to the school.

The link forms part of the recently agreed Cycle Network for Leinster County that was developed by the Council in co-operation with the National Transport Authority.

In addition to the cycle and pedestrian infrastructure, it is proposed to install CCTV cameras linked to the Garda Station for safety reasons. A cycle counter loop will be installed to provide year-round monitoring of cycle usage patterns to the Council. Intelligent lighting and an automated gate system for school access are also proposed as part of the scheme. Cycle parking will be included at the locations shown on the attached map.

Project Appraisal:

Scores, from -3 to +3, are attributed under specific headings, using the scoring system below:

→ Highly positive	3
→ Moderately positive	2
→ Slightly positive	1
→ Neutral	0
→ Slightly negative	-1
→ Moderately negative	-2
→ Highly negative	-3

The appraisal for the scheme is as follows:

Environment = 1 (slightly positive)

The scheme will facilitate cycling and pedestrian movement between the town and the school and adjacent GAA club, encouraging a shift to these more sustainable modes of transport.

Safety = 2 (moderately positive)

The new link will provide a safer off-road option for cyclists wishing to travel between the town and the school / GAA club, both of which are significant trip destinations. The current main road link is considered unsafe, and there have been 2 minor and 2 serious accidents involving pedestrians and cyclists along the road link over the past 4 years (source: RSA online road collision map).

Economy = 0 (neutral)

Accessibility and Social Inclusion = 3 (highly positive)

The proposed scheme lies entirely within a ‘Revitalising Areas by Planning, Investment and Development’ (RAPID) area. This means that it lies within a disadvantaged area that has been identified as being in need of state investment to improve quality of life and reduce deprivation. The scheme will contribute towards this aim in a practical way by improving cycling and walking infrastructure in the area.

The scheme will improve accessibility for Mobility Impaired and Disabled persons, as the access points to the park, school and GAA grounds will be improved with the appropriate tactile paving and other accessibility-related infrastructure.

Integration = 3 (highly positive)

The scheme integrates with a number of objectives and measures contained in the Draft Transport Strategy for the GDA including WCY11, WCY12 and WCY13.

The scheme integrates with the Local Area Plan (reference section 3.1, 4.6) and the cycling policies in the County Development Plan (section C – Sustainable Transport). The cycle route is part of the cycle network in the Development Plan (fig. C4.7).

The scheme is also part of the recently agreed Cycle Network for Leinster County that was developed by the Council in co-operation with the National Transport Authority.

Land use integration between the town and the school / GAA club will be enhanced by the scheme.

Funding Details:

Total Amount Sought (estimate)	€ 450,000
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PROJECT EXECUTION PLAN

Basic Scheme Data

Project Name	<i>Cycle Network Development – Route 6</i>
Project Location	<i>Leinster Town</i>
Sponsoring Agency	<i>Leinster County Council</i>

Project Brief

(Incorporating Description and Scope of Project, its Purpose and Expected Benefits)

The network requires the delivery of a new cycle and pedestrian link through a Council-owned park, to connect to an existing secondary school which is located at the periphery of the town, adjacent to a sports ground.

The link will serve two key destinations- access to the school for the pupils, and access to the GAA grounds from a substantial portion of the town. The new link enables families to cycle in the park; some cycle parking will be provided at two locations in the park itself. In addition, the link will connect the town to the county cycle network, taking recreational cyclists and tourists via an attractive public park to the marked cycle route leading to the next town.

Because the link is across open space, the issue of security management is central- the scheme involves a new managed opening into the school from the public park, which will be opened and closed by the school in agreement with the Council, Gardaí and local residents.

The scheme also includes lighting of the route through the public park, together with CCTV, so that the pupils can use the route to and from the school around school opening and closing times. Again, this involves agreement between the school, the Gardaí, the GAA club and the Council regarding the management of the park (duration of lighting, opening and closing times for gates, etc.).

The delivery of the link involves the following elements:

1. Construction of 300m of shared cycle and pedestrian route, 4.5m wide;
2. Construction of new school gate, with remote opening and closing equipment;
3. Intelligent lighting system along the route, including 25 light poles, sensors, and remote control connection to the Council offices;
4. CCTV extension to 4 locations (park gate at town, school gate, within park, entrance to GAA);
5. Automatic cycle counter installation, just inside entrance to park, with wireless link to Council offices;
6. Cycle parking; and
7. Marketing of the new facility.

It is expected that the scheme will deliver considerable modal shift among the students attending the school. It is also likely that children and young adults will use the route to cycle to the GAA grounds (at present nearly all children are driven there). Results from the automatic cycle counter will be forwarded to the NTA to demonstrate uptake.

The benefits to be achieved from the project are:

- Delivery of key section of cycle network- Quality of Service (QoS) level B (allowing cycling two abreast, parents and children, etc.);
- Modal shift for secondary school pupils;
- New cycling access to and through public park;
- Improved safety and security within park;
- New monitoring system for cycle counting;
- New tangible collaboration arrangements between key stakeholders – schools, Gardaí, Council; and
- Public awareness of cycling through marketing campaign.

Project Phase:

Current Project Phase <i>(Tick one box only)</i>	<input type="checkbox"/> Phase 0 Scope & Application <input type="checkbox"/> Phase 1 Scheme Concept and Options Selection <input type="checkbox"/> Phase 2 Preliminary Design <input type="checkbox"/> Phase 3 Statutory Processes <input type="checkbox"/> Phase 4 Detailed Design & Tender Preparation <input type="checkbox"/> Phase 5 Construction & Implementation <input type="checkbox"/> Phase 6 Closeout & Review
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Project Manager	Joseph Fagan
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Project Development and Implementation Approach

Design Development Approach:

(Set out proposed approach to design development. Identify whether the project will be designed in-house or with external resources. If in-house, what section will be responsible for the design development? If developed externally, what are the proposed arrangements to secure those external resources? Who will prepare tender documents if a tender competition is required? What procurement approach is proposed?)

The design will be undertaken in accordance with the National Cycle Manual (www.cyclemanual.ie). Leinster County Council will arrange external resources (design consultancy) to carry out the design and tender process of the scheme.

INFUTURE DESIGNS was awarded the contract for the design of the scheme from the NTA Cycle Network framework agreement.

Route 6 of the Cycling Network will be designed by INFUTURE DESIGNS, overseen by Jack O'Brien. Consultation will occur at monthly project meetings with the NTA and Leinster County Council.

INFUTURE DESIGNS will arrange and oversee the required consultation with the key stakeholders, such as schools, Gardaí and the Council.

Following the completion of the design, INFUTURE DESIGNS will prepare and oversee the tender process. The tender notice will be advertised and the process will be carried out according to best practice.

Construction / Implementation Approach:

(Set out proposed approach to construction / implementation. If in-house, what section will be responsible for the construction/implementation? If using contractors, what are the proposed arrangements to procure the required contractor or contractors? What supervision arrangements are proposed?)

Following the tender process, the construction contract has been awarded to PMG Construction. The contract type is a Public Works Contract for Building Works designed by the Employer (PW-CF1).

INFUTURE DESIGNS will act as the Employer's Representative for Leinster County Council.

Roles, Responsibilities and Contact Details

(List key delivery organisations, personnel and contact details.)

ORGANISATION/ ROLE	NAME	TELEPHONE	FAX	E-MAIL
Project Co-ordinator	Joseph Fagan	(0179) 123-4567	(0179) 123-4000	jfagan@Leinstercoco.ie
Project Manager	Joseph Fagan	(0179) 123-4567	(0179) 123-4000	jfagan@Leinstercoco.ie
NTA Representative	David Holland	(01) 878 7800	(01) 878 7900	david.holland@ nationaltransport.ie
Designer	INFUTURE DESIGNS	(043) 987123	(043) 987 131	Design@infuture.ie
Designer's Representative	Jack O'Brien	(043) 987123	(043) 987 131	Jobrien@infuture.ie
Contractor	PMG Construction	(0989) 44000	(0989) 44100	admin@pmg.ie
Contractor's Representative	Paul McGuirk	(0989) 44000	(0989) 44100	PMcGuirk@pmg.ie
Employer's Representative	Jane Clarke	(043) 987 004	(043) 987 131	Jclarke@infuture.ie
Project Supervisor Design Process	Richard Brown	(043) 987 010	(043) 987 131	Director@infuture.ie
Project Supervisor Construction Stage	Paul McGuirk	(0989) 987 010	(043) 987 131	PMcGuirk@pmg.ie
Others as required	N/A			

For larger project include Organisation Chart(s) as appropriate.

Programme Milestones

(Establish programme of anticipated key dates using Key Milestone Table below as guide.)

MILESTONE (LIST BELOW IS INDICATIVE ONLY)	TARGET DATE
Project Commencement	14 September 2010
Options Selection Report	N/A
Preliminary Appraisal Report	N/A
Feasibility Working Cost Estimate	N/A
Preliminary Design Report	N/A
Final Documentation For Planning Process	1 February 2011
Planning Outcome Report	8 April 2011
Detailed Design Report	25 May 2011
Initiate Tender Process for Construction / Implementation Contract	1 June 2011
Tender Report	5 July 2011
Appraisal Report	15 July 2011
Contract Award	20 July 2011
Construction / Implementation Contract Commencement Date	21 July 2011
Construction / Implementation Contract Completion Date	1 September 2011

Project Cost

(Complete relevant column (Feasibility Working Cost at Phase 0 or Phase 1; Preliminary Cost Estimate at Phase 2 or 3; Total Scheme Budget for all later phases).

(The total estimate in each case should be inclusive of appropriate risk and contingency allowance and should represent the Sponsoring Agency's best estimate at that stage of the overall budget required to deliver the project.)

FEASIBILITY WORKING COST		PRELIMINARY COST ESTIMATE*	TOTAL SCHEME BUDGET*
Design	€60,000	Design	Design
Construction/ Implementation	€370,000	Construction/ Implementation	Construction/ Implementation
Construction supervision	€20,000	Construction supervision	Construction supervision
Land/Property	€0	Land/Property	Land/Property
Other	€0	Other	Other
Total	€450,000	Total	Total
Date of Estimate:	14/09/2010	Date of Estimate:	Date of Estimate:

*For these estimates, please include a proposed expenditure profile for the delivery of the project.

Other Information

(Provide any other information considered relevant for inclusion in the Project Execution Plan)

Document History

VERSION NO.	PREPARED BY	POSITION	DATE
1	N. Murphy		21-9-2010

Planning Outcome Report

Project: Cycle Network Development – Route 6

NTA Project Code: 2011/LCC/WALK_CYC/003

Local Authority Ref.: STMG-2011-CN-006

Outline of Planning Activity:

- NTA outline funding approval received: 14 September 2010
- Scheme design agreed with NTA: 10 January 2011
- Presentation to Area Committee: 23 January 2011
- Commencement of Public Display: 01 February 2011
- Conclusion of Public Display: 29 March 2011
- Report to Elected Members: 04 April 2011
- Decision of Council: 04 April 2011

Public Consultation Process:

The elected members in the Area Committee were given a short presentation on 23 January 2011 (attached). Some concerns were raised about the strength of the agreements with the school management regarding opening and closing of the gates. However, it was agreed to proceed to public consultation on the basis of the proposal as presented. Copies of the proposal were put on display in the school foyer and Council offices, notices were placed in the national papers as well as two local papers, and other channels (GAA members' texting service, etc.) were also used.

Outcome of Planning Process:

The Planning Report was presented to the elected members on 04 April 2011. The key issues from the public consultation (see attached report) were:

1. Publishing the opening times of the managed gates, and monitoring activity;
2. Personal security in the park, and current anti-social behaviour;
3. Bicycles cycling in a park that is currently pedestrian-only;
4. Impact of lighting on the ecology of the park; and
5. Location of cycle parking within the park.

Prior to preparing this Planning Outcome Report, these issues were discussed with the NTA. The following additional items / amendments were identified as potential solutions to address the issues raised:

- An additional pedestrian counter at the park entrance and the school entrance;
- An auto-off facility on the public lighting, if no pedestrians / cyclists have been detected;
- Relocation of the cycle parking; and
- A Council e-mail address and phone number to be placed at the park entrances, to allow any reports of problems between cyclists and pedestrians to be reported. The NTA to be informed of any design problems, in order to update www.cyclemanual.ie if required.

The elected members considered the Planning Report, and the potential solutions above. The Council approved the Part VIII subject to the following changes:

1. The facility should avoid or minimise the use of kerbs;
2. The drainage should be consistent with sustainable design practice e.g. SUDS; and
3. Pedestrian priority should be signed at all entrances (as proposed) and also re-iterated through symbols or words on the track surface.

Implications of Planning Process:

1. Kerbs and Drainage- the facility was designed with kerbs at the request of the roads department. However, the original (preferred) design included for a kerb-free French Drain system. This will be picked up in the detailed design stage. Cost neutral. No delay is anticipated.
2. Lighting system already has auto-off functionality. However, some work required to link counters as inputs to lighting system. (Alternative is use of PIR detectors along route.) Some minor costs (€1,000). No time delay anticipated.
3. Signage, lines, etc. Cost insignificant. No time delay anticipated.

S. Clifford
Senior Exec. Planner

Project Cost

(Complete relevant column (Feasibility Working Cost at Phase 0 or Phase 1; Preliminary Cost Estimate at Phase 2 or 3; Total Scheme Budget for all later phases).

(The total estimate in each case should be inclusive of appropriate risk and contingency allowance and should represent the Sponsoring Agency's best estimate at that stage of the overall budget required to deliver the project.)

FEASIBILITY WORKING COST		PRELIMINARY COST ESTIMATE*		TOTAL SCHEME BUDGET*	
Design	€60,000	Design		Design	€59,800
Construction/ Implementation	€370,000	Construction/ Implementation		Construction/ Implementation	€414,000
Construction supervision	€20,000	Construction supervision		Construction supervision	€18,400
Land/Property	€0	Land/Property		Land/Property	€0
Other	€0	Other		Other	€5,750
Total	€450,000	Total		Total	€497,950
Date of Estimate:	14/09/2010	Date of Estimate:		Date of Estimate:	28/01/11

* For these estimates, please include a proposed expenditure profile for the delivery of the project.

DETAILED DESIGN REPORT

Project: Cycle Network Development – Route 6
NTA Project Code: 2011/LCC/WALK_CYC/003

Note: Formats of Detailed Design Reports will vary considerably according to project type and size. The simplified example below may not be appropriate for all schemes.

Project Description (see application):

New cycle and pedestrian link through a Council-owned park, to connect to an existing secondary school and sports ground. The delivery of the link involves the following elements:

- Construction of 300m of shared cycle and pedestrian route, 4.5m wide;
- Construction of new school gate, with remote opening and closing equipment;
- Intelligent lighting system along the route, including 25 light poles, sensors, and remote control connection to the Council offices;
- CCTV extension to 4 locations (park gate at town, school gate, within park, entrance to GAA);
- Automatic cycle counter installation, just inside entrance to park, with wireless link to Council offices;
- Cycle parking; and
- Marketing of the new facility.

Detailed Design Processes Undertaken:

- Review of Public Consultation outcome
- Topographical survey
- Site investigation- park entrance, at school
- Drainage assessment
- Services discovery
- Finalise route alignment
- Detailed design
- ITS arrangements

Summary of Significant Design Issues and Options:

- Public Consultation
 - ITS requirements- cycle counters, CCTV, intelligent lighting control
 - Re-locate cycle parking
 - Drainage - design to SUDS principles
- Topographical survey
 - No issues - no significant gradients affecting cycling, no pinch points on link

- Site investigation
 - Park entrance not MID-compliant- existing signalised crossing to be upgraded to Toucan crossing
 - Park entrance to be set back to provide 5m shared surface for cyclists exiting park
 - Small level difference between park and school (0.5m)- short ramp up from park to school required
- Drainage assessment
 - No history of flooding
 - Drainage on both sides of track
 - French drains to discharge into park stream near school entrance
- Services discovery
 - No services in park
 - 38KV line at park entrance- does not need to be shifted
- Finalise route alignment
 - No change to preliminary route
- Detailed design
 - To control bicycle speed on long link, and emphasise pedestrian priority (cycle manual 1.2.4, picture), trial of profiled speed control surface to be undertaken
- ITS arrangements
 - All ITS systems / controllers to be located adjacent to existing UTC-connected traffic signal controller at park entrance
- Impact of lighting on ecology of park
 - Report from Parks Department (attached) indicates alignment running in open space, not near sensitive habitats; report supports ambient (standard) street lighting at park entrance and school gate; intelligent lighting elsewhere
- Location of cycle parking within the park
 - Cycle parking at park entrance; no need for cycle parking near school (school has sufficient internal cycle parking); cycle parking also required at playground

Implications of Project Brief:

Changes at park entrance:

- Setting back of block wall, paving of shared area, and reconfiguring of existing pedestrian crossing as Toucan- cost estimate €65,000 incl. VAT. No timeline implications (can be run concurrent with main project).
Note – this upgrade to Toucan can be done as a separate project, as it significantly changes the overall scheme cost
- Ramp to school (short ramp, local grading, no railings)- no cost or time implications.

Bicycle speed management:

- Speed profile units (“bromfietsdrempels”) to be sourced from Netherlands (€7,000).
- May need to be retro-fitted, if product cannot be sourced quickly.

Changes arising from Planning (see Planning Outcome Report):

→ Drainage: cost neutral. No delay is anticipated.

→ Lighting system: some minor costs (€1,000). No time delay anticipated.

Revised Cost estimate

	BASE COST	RISK ASSESSMENT PROVISION	ESTIMATED COST
Design/Planning	52,000	7,800	59,800
Construction/Implementation	345,000	69,000	414,000
Construction/Implementation Supervision	16,000	2,400	18,400
Land/Property Acquisition	-	-	-
Other Costs	5,000	750	5,750
TOTAL	418,000	79,950	497,950

→ Grant sought from NTA (all phases): €497,950

→ Source of co-funding (if any): zero

→ Cost of project to date (if applicable) (€): zero

→ NTA contribution to date (if applicable) (€): zero

Attachment: Parks Department report on Habitat

Attachment: Drawings forming part of Detail Design Report

Attachment: Note and Design Details for Toucan Upgrade at park entrance

TOTAL SCHEME BUDGET

Scheme Name: Cycle Network Development - Route 6

Sponsoring Agency: Leinster County Council

Prepared By: N. Murphy

Date: 14/4/2011

Revised Cost Estimate

	BASE COST	RISK ASSESSMENT PROVISION	ESTIMATED COST
Design/Planning	52,000	7,800	59,800
Construction/Implementation	345,000	69,000	414,000
Construction/Implementation Supervision	16,000	2,400	18,400
Land/Property Acquisition	-	-	-
Other Costs	5,000	750	5,750
TOTAL	418,000	79,950	497,950

Build-up of Costs:

1. Design/Planning

	€
Consultancy Contract for design	28,000
Part VIII Procedure- Materials, Advertising, Consultations	5,000
Topographical Surveys	6,000
Site Investigation	13,000
Sub-total	52,000
Risk Assessment Provision (15%)	7,800
Design/Planning Total	59,800

2. Construction/Implementation

	€
Base Cost (derived from Bill of Quantities or summarised Bill of Quantities at planning/ design phase, and updated with Tender Cost of Construction Contract when received)	280,000
Utility Diversion Costs retained by Employer	9,000
ITS / CCTV / Traffic Signals Installation Cost	47,000
Landscaping Costs	9,000
Sub-total	345,000
Risk Assessment Provision (see note below)	69,000
Construction/Implementation Total	414,000

Note: Key risks are:

- Unknown utilities
- Delays by statutory undertakers
- Temporary traffic management changes
- Possible scope changes
- Potential for archaeology find

Overall allowance for Risk Provision is assessed as 20% of Base Cost of Construction.

3. Construction/Implementation Supervision

	€
Consultancy Contract for Supervision	14,000
Materials testing	2,000
Sub-total	<u>16,000</u>
Risk Assessment Provision (15%)	2,400
Construction/Implementation Supervision Total	<u>18,400</u>

4. Land/Property Acquisition

No property or land acquisition is required on this scheme.

5. Other Costs

	€
Marketing and Publicity.	5,000
Sub-total	<u>5,000</u>
Risk Assessment Provision (15%)	750
Marketing/Publicity Total	<u>5,750</u>

SAMPLE LETTERS

Leinster County Council,
Civic Offices,
Leinster.

Programme Manager,
Sustainable Transport Measures Grants,
Transport Development Section,
National Transport Authority,
Dún Scéine,
Iveagh Court,
Harcourt Lane,
Dublin 2.

16th July 2011

Dear Mr Holland,

Attached is the Tender Assessment Report for the Cycle Network Development – Route 6 scheme, produced by Leinster County Council.

As per the report, it is recommended that PMG Construction Ltd. is awarded the contract for a sum of €342,896 including VAT.

We await your final instruction on the matter.

Yours sincerely,

J Fagan,
Senior Engineer, Leinster County Council.

Leinster County Council,
Civic Offices,
Leinster.

Programme Manager,
Sustainable Transport Measures Grants,
Transport Development Section,
National Transport Authority,
Dún Scéine,
Iveagh Court,
Harcourt Lane,
Dublin 2.

27th May 2011

Dear Mr Holland,

Attached is the Stage 2 Road Safety Audit for the Cycle Network Development – Route 6 scheme, produced by SafeCo Consultants for Leinster County Council. The main recommendations are listed below.

- 1) The radius of the route at the north-eastern corner of the playground boundary wall should be increased to facilitate a safer turn for cyclists.
- 2) The collapsible bollards proposed at the school gate should be omitted for cyclist and pedestrian safety reasons.

The modified drawings that reflect the recommended changes are attached for your review.

Yours sincerely,

J Fagan,
Senior Engineer, Leinster County Council.

FINAL PROJECT REPORT

Summary of Project Information

ITEM	DESCRIPTION
Project Name	Cycle Network Development – Route 6
Local Authority	Leinster County Council
NTA Project Type	Cycling / Walking
NTA Project Reference Number	2011/LCC/WALK_CYC/003
Project Details	Leinster County Council proposes to deliver a cycle and pedestrian link through the Council-owned Farmstead Park, linking the local school and GAA sports ground to the town.
Planning Approvals Required	Part VIII
Designed by	INFUTURE DESIGNS
Constructed by	PMG Construction
Scheme Budget	€497,950
NTA % of Funding	100%
Final Outturn	€477,500

Introduction

The project consists of a new cycle and pedestrian link through a Council-owned park, to connect to an existing secondary school which is located at the periphery of the town, adjacent to a sports ground. The link serves two key destinations – access to the school for the pupils, and access to the GAA grounds from a substantial portion of the town. Scoping of the project (with the NTA) began in January 2011 and the project was completed in October 2011.

Chronology of Key Project Dates

Project Commencement	14 September 2010
Options Selection Report	N/A
Preliminary Appraisal Report	N/A
Feasibility Working Cost Estimate	N/A
Preliminary Design Report	N/A
Final Documentation For Planning Process	1 February 2011
Planning Outcome Report	8 April 2011
Detailed Design Report	25 May 2011
Tender Process for Construction/Implementation Contract	15 June 2011
Tender Report	15 July 2011
Appraisal Report	30 July 2011
Contract Award	5 August 2011
Construction / Implementation Contract Commencement Date	6 August 2011
Construction / Implementation Contract Completion Date	1 October 2011

Planning Process Summary

The project required Part VIII planning approval. The key issues from the public consultation were:

- Publishing the opening times of the managed gates, and monitoring
- Personal security in the park, and current anti-social behaviour
- Allowing cycling in a park that is currently pedestrian-only
- Impact of lighting on ecology of park
- Location of cycle parking within the park

In preparing the Planning Outcome Report, these issues were discussed with the NTA. The following additional items / amendments were identified as potential solutions to address the issues raised:

- An additional pedestrian counter at the park entrance and the school entrance
- An auto-off facility on the public lighting, if no pedestrians / cyclists have been detected
- Relocation of the cycle parking
- A Council e-mail address and phone number to be placed at the park entrances, to allow any problems between cyclists and pedestrians to be reported. The NTA to be informed of any design problems, in order to update www.cyclemanual.ie if required.

The Elected Members considered the Planning Report, and the potential solutions above. The Council approved the Part VIII subject to the following changes:

- The facility should avoid or minimise the use of kerbs
- The drainage should be consistent with sustainable design practice e.g. SUDS
- Pedestrian priority should be signed at all entrances (as proposed) and also reiterated through symbols or text on the track surface

Project Design Summary

The Planning Process led to changes in the design, including drainage which was cost neutral and lighting which cost an additional €1,000. Minor alterations including a ramp to school (no cost or time implications) were included in the design.

As part of the design of the project, changes were considered at the Park entrance. These included:

- Setting back of block wall, paving of shared area, and reconfiguring of existing pedestrian crossing as Toucan- cost estimate €65,000 incl. VAT.

It was determined that the Toucan crossing should be developed as a separate scheme and Leinster County Council has applied to the NTA for funding as a separate project.

As part of the detailed design, concern was raised about the speed of bicycles in the park. Speed profile units (*bromfietsdrempels*) sourced from Netherlands (€7,000) were considered. It was determined that the *bromfietsdrempels* were unnecessary and were not included in the project.

A Stage 2 Road Safety Audit for the *Cycle Network Development – Route 6* scheme was produced by SafeCo Consultants for Leinster County Council. The main recommendations are listed below.

- The radius of the route at the north-eastern corner of the playground boundary wall should be increased to facilitate a safer turn for cyclists.
- The collapsible bollards proposed at the school gate should be omitted for cyclist and pedestrian safety reasons.

These changes, as discussed with the NTA, were included in the design and did not have any cost implications.

Tender and Construction

INFUTURE DESIGNS was awarded the design of the scheme from the NTA Cycle Network framework agreement. This work was overseen by Jack O'Brien. A monthly project meeting was held with the NTA and Leinster County Council. INFUTURE DESIGNS arranged consultation with the key stakeholders, such as schools, Gardaí and the Council.

Following the completion of the design (outlined above) INFUTURE DESIGNS prepared and oversaw the tender process. The construction contract was awarded to PMG Construction. The contract type was a Public Works Contract for Building Works designed by the Employer (PW-CF1).

INFUTURE DESIGNS acted as the employer's representative for Leinster County Council.

Construction began on site on 12 August 2011 and was completed on the 01 October 2011. Utility diversion costs were more than the original projected cost.

Total Scheme Costs

(Summary of expenditure for different phase of the scheme. If variations or claims have occurred, an explanation for such occurrence should be provided along with details of their resolution.)

PROJECTED COST SUMMARY:	BASE COST	RISK ASSESSMENT PROVISION	ESTIMATED COST
Design/Planning	52,000	7,800	59,800
Construction/Implementation	345,000	69,000	414,000
Construction/Implementation Supervision	16,000	2,400	18,400
Land/Property Acquisition	-	-	-
Other Costs	5,000	750	5,750
TOTAL	418,000	79,950	497,950

FINAL COST SUMMARY:	ACTUAL COST
Design/Planning	55,000
Construction/Implementation	400,000
Construction/Implementation Supervision	17,000
Land/Property Acquisition	-
Other Costs	5,500
TOTAL	477,500

Summaries of Value and Risk Management (if applicable)

This section is not applicable for this scheme.

Identify any outstanding works (if applicable)

No outstanding works remain.

Conclusion

(Provide details of lessons learned from the scheme which may benefit future schemes, i.e. aspects of the Contract which worked well, which did not work well, or which could be changed or improved, and any lessons learned from contractual claims.)

This project came in on time and below budget. The factors which contributed to this were:

- Effective scoping of the scheme;
- Productive public consultation;
- Comprehensive and thorough Tender Documents;
- Competent supervision of work; and
- Good communication amongst all relevant parties.

Outturn

400 persons turned up for the launch event, co-ordinated by the school and GAA.

Early monitoring results show 250 cyclists per direction per day along the route, with noticeable use of the route on Saturday mornings (probably associated with access to GAA).

The marketing survey indicated general satisfaction with the design, personal security and location of cycle parking. Pedestrians using the park have not reported any issues.



National Transport Authority
Dún Scéine,
Harcourt Lane,
Dublin 2,
Ireland.

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web: www.nationaltransport.ie