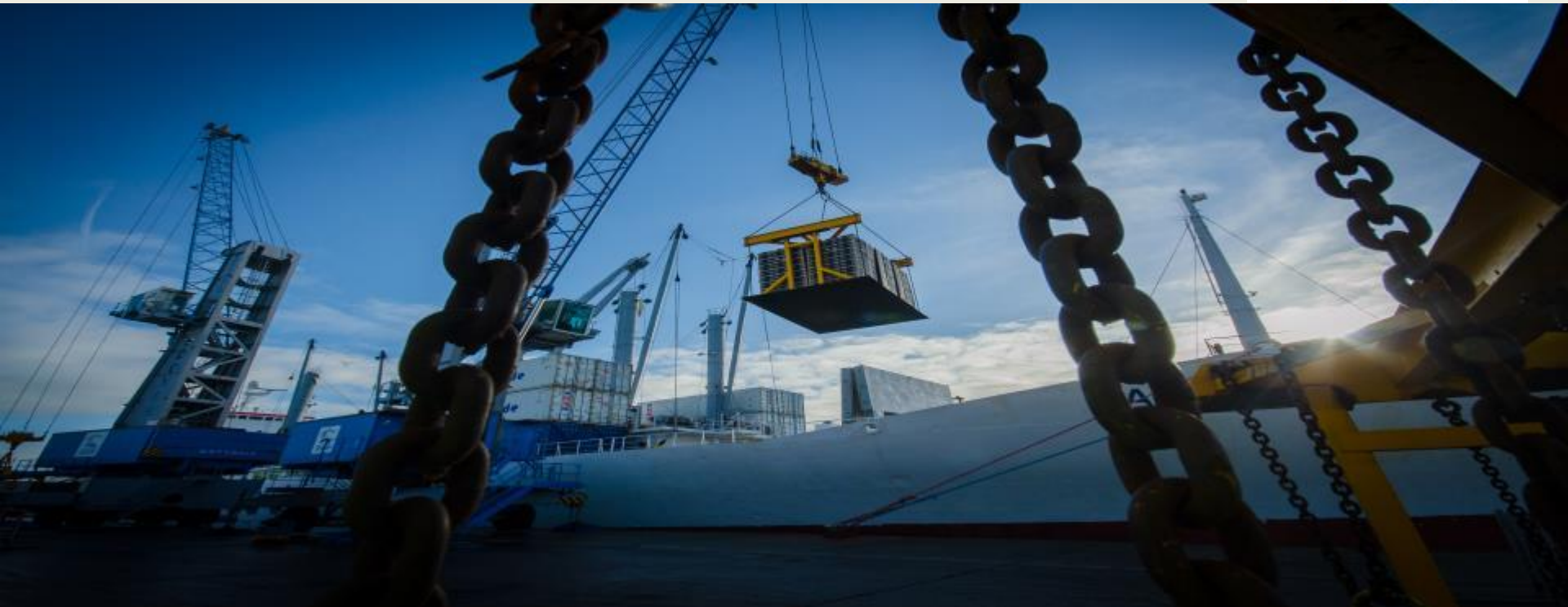


# INEA PRESENTATION

BRIDGE 2014-EU-TM-0333-W  
MOTORWAYS OF THE SEA II



 Société  
des Ports  
du Déroit 



# AGENDA

- Introductions
- Outline of the Action
- Problems and mitigations
- Lessons learned
- Questions

# AGENDA

- Introductions
  - Joint project with the Port of Calais
  - Key gateway between the EU and UK
    - £120 billion of freight through Dover
    - 12 million passengers
    - 5 million vehicles
    - 17,000 ship movements
    - 75% via Calais
- Second project with Calais
- Structured with MoS and Corridor Funding grants for both ports.

# DOVER WESTERN DOCKS REVIVAL

- Re-locate cargo to the Western Docks
  - 2 berths, new cargo terminal,
  - Jobs and improved logistics
- Re-develop existing cargo facility
  - 5.5 hectares, space for up to 330 freight vehicles
  - Dedicated ferry terminal
  - Improved marine and landside operations
- New marina
  - Catalyst for seafront regeneration
  - Opportunity for housing and leisure
- Reclaim land
  - 13 hectares of additional space
  - Connects up the whole of the Western Docks

# DOVER WESTERN DOCKS REVIVAL

## Western Docks

Old marina and  
hovercraft  
terminal



# DOVER WESTERN DOCKS REVIVAL

## The Masterplan



# MoS FUNDING (0333)

## **Dover Works**

- Activity 1 - Construction of Refrigerated Cargo Terminal (RCT)
  - Temperature controlled building
  - Surfaced parking lanes, security fence, entry control
  - Lighting and services
  - Facilities for Border control
- Activity 2 - Traffic Management Improvement 2 (TMI 2)
  - Demolition of old cargo facilities including remedial works
  - Create parking for up to 300 freight vehicles
  - ICT, access control, lighting and variable messaging
- Activity 3 - 3 new ferry berths in the Port of Calais
- Activity 4 - Formal steering group with Calais

# MoS FUNDING (0333)

## Dover Works

- Activity 1 - Construction of Refrigerated Cargo Terminal (RCT)





# Problems and Mitigations

Problems	Mitigations
<p>Larger programme of works</p> <ul style="list-style-type: none"><li>• Infrastructure</li><li>• Cargo terminal</li><li>• Marina</li><li>• Later land reclamation</li></ul>	<p>Utilise the programme governance to meet the grant overnance.</p>
<p>Two EU Grants</p> <ul style="list-style-type: none"><li>• Motorways of the Sea</li><li>• CEF Corridor funding</li><li>• Works not eligible for grants</li></ul>	<p>Clear segregation of costs between the grant packages identified at procurement for cost delineation</p>
<p>Complex procurement and delivery method</p> <ul style="list-style-type: none"><li>• In-house project management and delivery team</li><li>• Multiple Packages of work</li></ul>	<p>A greater level of detail than INEA are used to seeing – compare to Calais, single contract, 1 invoice per month. Dover has hundreds of invoices.</p>

# Problems and Mitigations

Problems	Mitigations
<p>Delay in works due to re-procurement.</p> <ul style="list-style-type: none"><li>• Two stage procurement identified significant cost savings via a different delivery method.</li><li>• Re-procured bringing marine civils, dredging and some later works into one phase to see significant savings on the overall programme costs.</li></ul>	<p>Careful supplier management and clear OJEU procurement to ensure compliant process through the re-tender.</p>
<p>Brexit delay to Activity 2</p> <ul style="list-style-type: none"><li>• The need to ensure minimum disruption in the ferry terminal and also revenue uncertainty have delayed this activity.</li></ul>	<p>Delays minimized by continuing with design and procurement for the demolition of the old cargo terminal.</p>

# Lessons Learned

- Detail in the grant agreement
  - Be aware that what is obvious to construction guys still needs putting into the grant agreement.
- Timing of grant vs maturity of the project
  - We applied for the first tranche of CEF funding before our project was fully designed and so had to make the best estimates of some of the activity content.
  - Luckily we got it largely right!
- Get to know your INEA team – they are there to support you!

- Don't leave the EU!



# AGENDA

- Questions