

Major Road Network (MRN) & Large Local Major (LLM) Schemes

Strategic Outline Business Case Submission

All submissions for consideration for the MRN or LLM pipelines and development funding must be supported by:

- A completed bid pro-forma (Part One).
- A checklist to highlight where key information can be found in the SOBC (Part Two).
- A Strategic Outline Business Case (SOBC) as defined in the Department's Transport Business Case Guidance and any Annexes as necessary. Please see: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/85930/dft-transport-business-case.pdf

The checklist (b) details some key items that should be included within the SOBC for a candidate for MRN or LLM development funding.

The SOBC should be submitted alongside the MRN Regional Evidence Base and scheme priorities.

Proposed MRN and LLM schemes should only be road schemes as both programmes are now funded from the National Roads Fund. MRN schemes should be situated on the MRN, while LLM schemes should be for local roads which could include but are not limited to roads on the MRN. The Department's contribution will normally be between £20 million and £50 million for MRN schemes and above £50 million for LLM schemes.

Page 2 of 34**Part One: Pro-forma****Basic Information**

Scheme Name	A454 City East Gateway Phase 3 Neachells Lane
STB Region / Regional Group	
Promoting Authority	City of Wolverhampton Council
Scheme location	A454
Scheme location	52.583889, -2.078976

Contact Details

Please provide a contact name from the promoting authority for enquiries relating to this bid:	City of Wolverhampton Council
Please provide a contact email from the promoting authority for enquiries relating to this bid:	
Please provide a contact phone number from the promoting authority for enquiries relating to this bid:	

Consultancy Input

Please provide the name of any consultancy companies/lead	Aecom
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consultants involved in the preparation of the OBC .	
Please provide the name of any consultancy companies/lead consultants involved in the preparation of the modelling (if different from above).	

Page 4 of 34**1) Introduction**

Please provide a clear narrative to describe the scheme in the text box below (max 100 words).

The Neachells Lane junction scheme (City East Gateway Phase 3) is a capacity improvement scheme identified as one of the transport network enhancements required to provide improved accessibility to a number of significant development opportunities coming forward over the next 20 years led by City of Wolverhampton Council (CWC). Congestion is an existing issue along Willenhall Road area with limited scope for increased highway capacity within the existing route alignment and highway boundary.

2) Development of scheme so far

Which description in the table below best matches the current stage of scheme development? Please tick only one box

We have identified the problem (e.g. the stretch of road or junction) and have a wide range of potential options but have not yet started to identify specific solutions.	
We have done some high level work to sift out some options and have a shortlist of high level options which can be described and drawn on a map. Alignments may not be precise.	
We have sifted down to a small number of options (e.g. 2 to 4) with precise alignments but have not yet settled on a preferred option.	Y
We have settled on a preferred option or alignment – possibly with some minor design elements left to decide (e.g. junction types).	

Have you produced any of the following documents (as defined in WebTAG)?

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Option Appraisal Report (OAR)	Y
Appraisal Specification Report (ASR)	Y/N

Please provide any other information in the box below to describe what option development work has been done to date and reference with hyperlinks or attachments. In particular, illustrate why alternative/lower cost/phased options have been ruled out.

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3) Strategic Case – Problems and Objectives

Please describe the problems the scheme is being designed to solve and how the scheme will support MRN and LLM objectives (see Strategic Case Checklist in Part B) and key national strategic priorities (e.g. access to international gateways and HS2 connections) in no more than 250 words.

- 1) High levels of traffic and poor journey time reliability increase congestion and lead to a degraded environment in terms of pollution and an unattractive public realm. Lack of stacking capacity and current geometry of the junction are a cause of long delays. Improving journey times and reliability for all road users and reducing the level of delay. (A)
- 2) Due to high levels of congestion, there is an impact on air quality and noise in the area. (B)
- 3) High levels of traffic together with the geometry of the junction causes some accidents. (C)
- 4) A cycle network is planned to be delivered through what is currently an inhospitable junction for cyclists. (D)
- 5) Current growth opportunities are being constrained by poor connectivity and growth. (E)
- 6) Delays and poor accessibility damaging connectivity to the M6 to the east and industrial sites to the North. (F)
- 7) Lack of bus lane on this section of the Willenhall Road. (G)
- 8) A lack of network resilience given the planned future development in the area. (H)

- A) Improving journey times and reliability for all road users and reducing the level of delay.
- B) Improving air quality and reducing traffic related noise in the area.
- C) Reducing the number and severity of accidents for all users.
- D) Increasing cycling priority through and adjacent to the junctions.
- E) Supporting growth in terms of economic and residential development sites.
- F) Improving local connectivity. Reducing severance across Neachells Lane and Willenhall Road.
- G) Encouraging the use of public transport with specific measures.

Improving resilience within the network for all modes.

Please describe/explain in the box below the impact of not taking forward this scheme (max 200 words).

Journey reliability along the corridor will continue to decline, with an increase in congestion and consequent air and noise pollution. Economic and residential Development opportunities will fail to be realised due to poor accessibility.. Cycling provision will continue to fail to match local ambition and public transport will become increasingly unreliable and underused within the corridor due to congestion and resultant delays. Severance between Wolverhampton and the M6 will worsen, damaging the development prospects for the east of the city.



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4) Economic Case - Value for Money

Please summarise in the boxes below your current understanding of the likely costs and benefits of the scheme. Please include your estimate of the indicative Benefit Cost Ratio if one is available.

This should cover both monetised and non-monetised costs and benefits.

Please reference the SOBC where relevant and any reports on this to date (please provide hyperlinks or attachments).

If more than one option is still live please detail the relative costs and benefits of each, if available. In doing so, please make clear the age and source of the underlying data and any assumptions.

Item	Value (£,000)	
	DS1	DS5
Greenhouse Gases	394	1,577
Economic Efficiency: Consumer Users (Commuting)	3,800	21,218
Economic Efficiency: Consumer Users (Other)	8,820	41,072
Economic Efficiency: Business Users and Providers	10,627	51,050
Wider Public Finances (Indirect Taxation Revenues)	-872	-3,450
Present Value of Benefits (PVB)	22,796	111,465
Broad Transport Budget	3,296	10,174
Present Value of Costs (PVC)	3,296	10,174
OVERALL IMPACTS		
Net Present Value (NPV)	19,473	101,291
Benefit to Cost Ratio (BCR)	6.908	10.956

** Note: Costs appear as positive numbers, while revenues and developer contributions appear as negative numbers.
All entries are present values discounted to 2010, in 2010 price*

Indicative Benefit to Cost Ratio (if available)	DS1: 6.907 or DS5: 10.956
Indicative value for money category	Very Good

Please outline in the box below the assumptions and uncertainties behind these benefit estimations.

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5) Financial Case

Cost of producing OBC

Please provide a breakdown of the estimated costs of scheme development from inception to Outline Business Case in the following format.

Heading	Spend to date and expected spend (to date of funding decision)	Further spend required to get to Outline Business Case
Data Collection		
Consultation		
Environmental Surveys		
[Other headings]		
TOTAL		

It may be difficult to determine the precise date when scheme development started but we are interested in recent costs on this specific scheme. So please do not include:

- Historic costs. For example, if a body of work was undertaken ten years ago and shelved only to be restarted a year ago, only include costs from the restart.
- The cost of developing wider local transport strategies even if this scheme emerged from them.
- The cost of local model development for wider purposes. Only modelling specifically for this scheme should be included.

Development funding request

Please break the total of producing the OBC into financial years and indicate how much is being sought from DfT. (Please express in £m to three decimal points)

	2019/20	2020/21	2021/22	2022/23	TOTAL
Funding sought from DfT					
Local funding					
TOTAL					

Please confirm whether the contribution to development funding sought from DfT can be capitalised (you may	Y/N
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provide additional comments or qualifications as necessary)?	
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Capital cost of scheme

Please provide your best estimate of the capital cost of the scheme (excluding the costs of producing an OBC above).

We recognise that the scope and cost of the scheme may be approximate at this stage, but, if possible, please provide:

- The cost of each option if more than one. And please express as a range if necessary.
- Out-turn prices but ensure that the current prices and inflation uplift can be separately identified.
- Please include and separately identify the preparation costs (between OBC and start of construction).
- Please include a reasonable estimate of risk/contingency but do not add an additional optimism bias uplift (reference web-tag guidance if unclear).
- Explain the basis of the cost estimate (e.g. is it derived from detailed bills of quantities, benchmarked against other schemes etc).

The following format would be helpful:

	Preparation costs (between OBC and construction)	Land purchase	Construction costs	TOTAL
Base cost				
Risk				
Inflation				
TOTAL				

Affordability (LLM schemes only)

Please provide in the box below a brief summary of why the scheme would be unaffordable other than via this bid to the LLM fund. Proposed LLM schemes should be single schemes that can only be delivered or justified as a whole. The Department's contribution will normally be above £50 million for LLM schemes.

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6) Management Case

Outline Business Case delivery

Please provide a timeline for the production of an OBC.

A GANNT chart would be helpful but is not necessary. However please include the following milestones with dates:

- Production of SOBC, OAR and ASR (if not already produced).
- Production of LMVR.
- Completion of base model (if necessary)
- Forecasting report
- Start and end of public consultation
- Adoption of preferred option

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Outline Business Case Governance

Please set out the basic governance arrangements for production of the OBC, roles, responsibilities, resources etc.

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Scheme Delivery

Please state the estimated delivery milestones as below, assuming MRN or LLM Programme Entry is granted at least 3 months after submission of the OBC. Please amend/add to milestones as necessary.

Submission of Outline Business Case (OBC) (for subsequent milestones assume at least 3 months from OBC to programme entry decision).	
Submission of planning application.	

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Determination of planning decision.	
Publication of scheme orders/CPOs (see section 7 below).	
Completion of Public Inquiry (if not applicable, see section 7).	
Confirmation of all statutory orders and consents.	
Completion of procurement.	
Full Business Case submitted to DfT.	
Start of Construction (assume 3 months from FBC to funding commitment).	
Scheme open to public.	

Note: If planning consent, scheme orders, CPOs or a public inquiry are not required please insert 'n/a' and provide an explanation in Section 7 below.

Page 14 of 34**7) Orders and consents**

Do you envisage that CPOs will be necessary? If not please explain here or insert appropriate reference to relevant SOBC paragraph.	Y
Are other statutory/highways orders required that would normally require a Public Inquiry (e.g. Side Roads Orders, Transport and Works Act Order). Please specify.	N
What other statutory orders/consents are required? (e.g. heritage, environmental consents).	None
If CPO and other orders are required does your timetable assume that there will be a public enquiry? If not please explain here or insert appropriate reference to SOBC document.	Y

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8) Stakeholder Support

Please provide evidence of support for this scheme prior to the development of this bid, referencing activity from businesses, campaign groups, MPs etc.

It would be helpful to include any relevant links to news stories, campaign websites etc.

The Stakeholder Consultation held on the 6th March 2018 identified Option 1 and 5 as the two best options going forward. The attendance list and agenda can be found in the appendices.

Does this scheme have implications for Highway England or Network Rail infrastructure? If so, using the box below describe what discussions have taken place with either of these organisations to facilitate this scheme?

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9) Section 151 Officer Declaration

As Section 151 Officer for [name of promoting authority] I declare that the cost estimates quoted in this bid are accurate to the best of my knowledge and that [name of authority]

[1] has allocated sufficient budget to develop the scheme's OBC on the basis of its proposed funding contribution.

[2] accepts responsibility for meeting any costs of developing the OBC over and above the DfT contribution requested, including potential cost overruns, and the underwriting of any third party contributions.

[3] accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested.

Name:	Signed:
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Please email this completed form to:

LT.plans@dft.gov.uk

Please note that the size limit for attachments to a single incoming email to DfT is 20MB. If your submission is larger than this please submit separate emails, use a zip folder, or convert large files to an alternative format.

We would prefer it if annexes are separated out into individual pdf documents.

Page 17 of 34**Part Two: Checklist**

Please complete this checklist by referencing locations where the relevant material can be found in the SOBC document.

Strategic Case

Item		Section/Page
A detailed description of the physical scope of the scheme.		1.1
The objectives of the scheme.		1.2
A description of the process by which the scheme came to be identified as the preferred option for meeting those objectives including why alternative options were discarded.		1.3
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To ease congestion and provide upgrades on important national, regional or local routes. 	1.4.1

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Item		Section/Page
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To unlock economic growth, job creation opportunities, and support rebalancing. 	1.4.2
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To enable the delivery of new housing developments. 	1.4.3
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To support all road users. 	1.4.4

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Item		Section/Page
<p>How the objectives of the scheme align with the MRN, LLM and national transport objectives</p> <p>We do not expect all schemes to meet all of these objectives so please mark n/a if necessary.</p>	<ul style="list-style-type: none"> To support the Strategic Road Network. 	1.4.5
<p>For schemes that directly aim to facilitate commercial or housing development on specific sites, details of the sites, current planning status, status of developer commitment and the expected impact of the scheme.</p>		1.5
<p>The impact the scheme would have on:</p> <ul style="list-style-type: none"> Access to planned HS2 stations or sites. 		1.6
<ul style="list-style-type: none"> Access to International Gateways. 		1.7
<p>If relevant, details of public consultation activities on the scheme to date, and key findings including how any key questions/concerns have been addressed.</p>		1.8

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Economic Case

Not all of the following documents are required at the SOBC stage.

If they have been produced please reference their location within the SOBC and/or supply the necessary documents.

Item	Section/Page
Option Assessment Report (OAR)	2.1
Data Collection Report	2.2
Local Model Validation Report (LMVR)	2.3
Present Year Validation Report (if required)	2.3
Forecasting Report	2.4
Economic Appraisal Report	2.5
Social and Distributional Impacts Assessment	2.6

Management Case

Item		Section/Page
Governance structure (including SRO, Project Board, Project Manager, and other key roles, and resourcing levels).		3.1
Detailed Project Plan		3.2
Risk Management	Detailed Risk Register	3.3.1
Risk Management	Narrative to explain the most significant risks, how they are being managed and their potential impact on time and budget.	3.3.2
Risk Management	Risk management strategy	3.3.3
Project Assurance e.g. Gateway Reviews		3.4
Evaluation Outline evaluation plan including a statement of		3.5

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core evaluation objectives.		
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Commercial Case

Item	Section/Page
Description of the preferred procurement strategy	4.1
Rational for the selection of preferred procurement route against possible alternatives	4.2
Explanation of how costs and risks will be shared throughout the contract	4.3

Financial Case

Item	Section/Page
Cost breakdown	5.1
Details of and justification for inflation assumption used.	5.2
Risk Assessment	5.3
Evidence of potential third party contributions	5.4

Section 1 - Strategic Case**1.1 The Physical Scope of the Scheme****1.2 The Objectives of the Scheme**

- 1) Improving journey times and reliability for all road users and reducing the level of delay.
- 2) Improving air quality and reducing traffic related noise in the area.
- 3) Reducing the number and severity of accidents for all users.
- 4) Increasing cycling priority through and adjacent to the junctions.
- 5) Supporting growth in terms of economic and residential development sites.
- 6) Improving local connectivity. Reducing severance across Neachells Lane and Willenhall Road.
- 7) Encouraging the use of public transport with specific measures.
- 8) Improving resilience within the network for all modes.

1.3 Sifting

EAST has been utilised to provide a useful summary of all options considered as part of the City East gateway Phase 3 scheme.

EAST is somewhat limited, as it has deliberately been designed to not provide prioritisation mechanisms or identify a preferred scheme using the spreadsheet. This is done so that a more careful consideration of the preferred option or prioritisation can be done, taking into account wider factors that may influence successful development and implementation of a scheme.

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1.4 Scheme Alignment with MRN and National Transport Objectives

- 1.4.1 To ease congestion and provide upgrades on important national, regional or local routes:** The A454 is a key route in to and out of Wolverhampton City Centre, and experiences high levels of congestion. Speeds of under 20mph along a number of sections of the road cause queueing and unreliable journey times, with between 40% and 70% of journeys experiencing delay. The corridor has reached freight network stress level (under 40mph average speed and more than 1000 HGVs per day).¹ The scheme solves this by removing specific pinch points at the existing signal junctions and single carriageway sections of the route.
- 1.4.2 To unlock economic growth, job creation opportunities, and support rebalancing.** Through facilitation of the City East Gateway Programme, the scheme unlocks 560 ha of employment land through the Wolverhampton – Walsall and Wolverhampton – Bilston Corridors.
- 1.4.3 To enable the delivery of new housing developments -** scheme facilitates the delivery of 7000 new homes along the brownfield Wolverhampton – Walsall and Wolverhampton – Bilston Corridors. The scheme directly unlocks the City Centre Canalside Quarter site, earmarked for 600 homes.
- 1.4.4 To support all road users --** The scheme provides prioritised cycling infrastructure through the currently hostile Neachells Lane Junction, creating a safe and direct cycling route into Wolverhampton City Centre.
- 1.4.5 To support the Strategic Road Network -** The A454 provides a key linkage for Wolverhampton to J10 of the M6. The A454 has been designated the Emergency Diversion Route for motorway traffic in the event of an incident on the M6 and M54 motorways.

Level	Organisation	Strategy	Alignment
National	Department for Transport	Future of Mobility: Urban Strategy	<ul style="list-style-type: none"> Principle 3: <i>Walking, cycling and active travel must remain the best options for short urban journeys.</i> The scheme dramatically improves cycling and walking routes into the city centre. Principle 6: <i>Mobility innovation must help to reduce congestion through more efficient use of limited road space, for example through sharing rides, increasing occupancy or consolidating freight.</i> The scheme reduces the amount of road space used up by stationary cars sitting in stationary traffic.
National	Department for Food, Environment and Rural Affairs	Clean Air Strategy 2019	<ul style="list-style-type: none"> Set a commitment for DEFRA to work with local authorities <i>'as they develop options for achieving the statutory NO₂ limit'</i>. Environmental Appraisal for the scheme has found that by reducing

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			congestion, NO2, air quality would be improved by reducing congestion.
National	Ministry of Housing, Communities and Local Government	National Planning Policy Framework	<ul style="list-style-type: none"> Emphasises need for Local Authorities to '<i>Identify priority areas for economic regeneration, infrastructure provision and environmental enhancement</i>' The Willenhall Road scheme seeks to facilitate economic regeneration by improving connectivity throughout the corridor within Eastern Wolverhampton and Western Walsall.
Regional	Midlands Connect	Midlands Connect Strategy 2017, 'Powering the Midlands Engine'	<ul style="list-style-type: none"> Ambition to improve road journey reliability so that 'journey times do not vary significantly, being predictable at all times of day'
Regional	Transport for West Midlands	West Midlands Strategic Transport Plan; Movement for Growth	<ul style="list-style-type: none"> The Plan sets out the overall approach to deliver a Midlands 'Engine for Growth' through improved health and quality of life for West Midlands Citizens through its transport system. The Willenhall Road is identified as a core component of the strategically significant 'Corridor B' by TFWM. Investment will be focused on infrastructure (heavily in public transport and cycling and walking) and behaviour change (providing a choice for people to make the best travel choice), which the scheme fully supports. The project also supports the targets set out in the plan in terms of improving the economy, reducing emissions, reducing road traffic casualties, providing equality of opportunity and improving the local environment. Willenhall Road is identified as a 'Key Route Network' that serves the main strategic demand flows of people and freight and is also a proposed Strategic Cycle Route.
Regional	West Midlands Combined Authority	Spatial Investment and Delivery Plan	<ul style="list-style-type: none"> The Spatial Investment and Delivery Plan identifies priority

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			<p>areas for integrated development and infrastructure investment.</p> <ul style="list-style-type: none"> • The Plan has identified Wolverhampton – Walsall as a key corridor for investment. • Development of the corridor has achieved momentum because of major transport investment i.e. the reopening of the railway line for passenger services between the two centres. • The Housing Deal agreed with Government also included a new brownfield land fund and this too will provide additional support for the corridor.
Regional	West Midlands Combined Authority	West Midlands Combined Authority Strategic Economic Plan (2016)	<ul style="list-style-type: none"> • Ambition to deliver <i>an additional 1,600 ha of industrial land</i>. • The Willenhall Road scheme will unlock significant industrial and residential development sites.
Regional	West Midlands Combined Authority	West Midlands Low Emissions Strategy	<ul style="list-style-type: none"> • The strategy aims to reduce the number of poor air days (a 4 or higher in the Defra Daily Air Quality Index to reflect likely legal breaches of the pollutants and the beginning of health warnings) from 40 in 2016 to 1 by 2030. • The Environmental Appraisal for the scheme has found that by reducing congestion, NO₂, air quality would be improved by reducing congestion.
Sub-regional	Four Black Country Authorities and Black Country LEP	Black Country Core Strategy	<ul style="list-style-type: none"> • The Core Strategy is a spatial planning document that will guide the transformation and regeneration of the Black Country by promoting economic growth through improving the quality of employment land and aiding the delivery new homes, leisure, transport and environmental improvements • Key focus is a series of 'regeneration corridors' and 'strategic centres' where change will be focused. • Scheme is located on the border of the Wolverhampton – Walsall

			regeneration corridor, Wolverhampton City Centre (strategic centre) and Wolverhampton – Bilston regeneration corridor and therefore will help unlock numerous development opportunities in the immediate vicinity through increased accessibility and improved business and freight efficiency.
Sub-regional	Black Country LEP	Black Country Growth Deal	<ul style="list-style-type: none"> • The deal aims to drive business growth, provide people with new skills, test new innovations, invest in transport infrastructure and regenerate key sites through local, national and private funding. • By investing in transport infrastructure, the scheme enables improved access to developable land, and improve journey time reliability which will drive business growth. • The scheme directly fits two key priority areas ('Transforming the Black Country Infrastructure and Environment' and 'Improving Transport Infrastructure'). •
Sub-regional	Black Country LEP	Black Country Strategic Economic Plan	<ul style="list-style-type: none"> • Employment Sites and Premises: Programme PL1 seeks to expand the availability of high quality employment land and deliver a portfolio of strategic mixed use development opportunities. The aim of this programme is to deliver 1,500 ha of high quality employment land to meet the needs of expanding and new companies. The focus is to support the functioning and development of local growth clusters in the growth corridors, in particular to grow GVA

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			<p>in these corridors from £9bn to £19bn and create an additional 40,000 jobs on top of a jobs base of 244,000.</p> <ul style="list-style-type: none"> • Infrastructure: Programme PL2 seeks to connect goods, services and employees to work. PL2 has an objective of unlocking key growth areas by supporting infrastructure investments that unlock employment sites. • The scheme aligns with these objectives by unlocking employment sites within the Wolverhampton – Bilston and Wolverhampton – Walsall Corridors.
Sub-regional	Black Country LEP	30 Year Vision: <i>'A Transport Revolution of bus, Metro, rail and road networks to improve movement around the Black Country and Birmingham'</i>	<ul style="list-style-type: none"> • Improved accessibility to the City Centre for all modes, including to Wolverhampton Interchange which will provide links to HS2 stations in Birmingham. Will also improve access to M6 J10, to the east of the scheme location. • Journey time reliability for vehicles will be improved along this key arterial route • The scheme will improve accessibility and journey time reliability along a key transport corridor into and out of Wolverhampton City Centre, the M6 motorway and existing and proposed employment and business sites.
Local	City of Wolverhampton Council	City Centre Area Action Plan	<ul style="list-style-type: none"> • Key objective is to transform and protect the environment through improving connectivity, accessibility and the public realm. • Policy CC6 – provide effective, efficient transport network making the city centre accessible to all, thus encouraging investment and regeneration. • Lower Horseley Fields/Willenhall Road is identified as a transport proposal; through cycling and bus priority schemes and enhanced access to canal towpath.
Local	City of Wolverhampton Council	Bilston Area Action Plan	<ul style="list-style-type: none"> • Bilston Corridor Area Action Plan: Willenhall Road is identified as a

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			<p>Bus Showcase Route that is set for public transport improvements.</p> <ul style="list-style-type: none"> • 'Willenhall Road – Corsee Street to East Park Way' is one of the lines set for highway improvements. Railway Canal bridge treatment for increased capacity for public transport and general traffic is also identified along Lower Horseley Fields and Lower Walsall Street.
Local	City of Wolverhampton Council	East Park Gateway Regeneration Plan	<ul style="list-style-type: none"> • Programme of co-ordinated housing, industrial and transport investment to develop area to east of City Centre.
Local	City of Wolverhampton Council	Wolverhampton Air Quality Management Action Plan	<ul style="list-style-type: none"> • The Air Quality Action Plan includes 23 proposed actions which aim to improve the air quality in Wolverhampton. These actions are listed under the following headings: <ul style="list-style-type: none"> ○ reducing vehicle emissions ○ improving public transport ○ improving the road network ○ measures to reduce traffic volumes ○ Reducing air pollution from industry, commerce and residential areas ○ changing levels of travel demand/ promotion of alternative modes of transport • Environmental Appraisal for the scheme has found that by reducing congestion, NO₂, air quality would be improved by reducing congestion

1.5 Development Impact

Black Country Strategic Context

The Black Country has the highest proportion of employment in High Value Manufacturing of any LEP area (21%) and the third highest proportion of employment in manufacturing as a whole. The sector accounts for 15.2% of employment. Specialisms include metal products, plastics and manufacturing tools and machinery, with the Black Country having one of the highest densities of automotive businesses. It supplies 20% of the UK's aerospace output; and contributes a £900m share of the £90bn generated by the construction industry. The Black Country is located at the heart of the national transport network, with extensive links to local transport and national motorway and rail infrastructure. With the close correlation between supplier delivery times to the manufacturing sector and productivity

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growth, the effectiveness of the local transport infrastructure is an important element in maintaining international competitiveness.

The symbiotic relationship between transport infrastructure and the strength of the Black Country economy is further evidenced by the West Midlands Economic Forum, who cited in research that 'output performance is likely to be further supported locally by recent upgrading of motorway infrastructure, improved light rail connectivity as well as by the transformation of access to global export markets as a result of increased available capacity at the adjacent Birmingham Airport. In the medium-term, planned and projected regional infrastructure construction will not only further enhance connectivity, but also boost demand for components and products engineered in the Black Country'. The Black Country's GVA is currently a significant £17.2bn and the opportunity to contribute an additional £7.8bn to the UK economy. The area is committed to raising its skills and creating a more dynamic, innovative and competitive economy.

Black Country Core Strategy Regeneration Corridors

The Black Country Core Strategy identifies sixteen regeneration corridors across the districts that will:

- Provide a sustainable mix of modern, strategic high-quality employment land and new residential communities well supported by community services and local shops, set within and linked by comprehensive networks of attractive green infrastructure with cycling and pedestrian routes;
- Be the focus for existing, new and improved public transport routes and hubs which will maximise use of the public transport network by residents, workers and visitors;
- Create strong links with the surrounding communities and the network of centres and spread the regeneration benefits by knitting together old and new to create a richer, varied and integrated sense of place.

Two of the regeneration corridors, **Wolverhampton – Bilston** and **Wolverhampton – Walsall**, contain or border the Willenhall Road scheme corridor. The A454 Willenhall Road lies at a key juncture between these two corridors, directly unlocking the Canalside South and Royal Wolverhampton sites, by facilitating increased road capacity. The road also acts as the spine of the **East Park Gateway Area**, earmarked for significant industrial site development. As well as this, the A454 is a key route supporting the regeneration of **Wolverhampton City Centre**.

Corridor Development

The '**Wolverhampton – Bilston**' corridor is envisioned to be a sustainable and attractive balance of new residential communities and job opportunities – with a central area of local and high quality employment land sandwiched between new housing focused along the metro route and canal corridor close to Wolverhampton Strategic Centre and Bilston Town Centre, served by high quality networks of green infrastructure and residential services. It will provide 221 ha of employment land.

The Royal Wolverhampton lies at the Southern Edge of the Willenhall Road under the Wolverhampton to Bilston corridor. The site is currently being developed by Homes England deliver a mixed-use development including 346 new homes, through the conversion of the former Royal Hospital and bus depot.

The '**Wolverhampton – Walsall**' corridor forms one of the main gateways to the Black Country, leading from Junction 10 of the M6. Building on the £63m allocated for development from the West Midlands Housing Deal, the corridor programme is administered

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and driven by the West Midlands Combined Authority in partnership with Wolverhampton and Walsall councils. This corridor will provide first class quality employment land for knowledge-led manufacturing and logistics businesses serving the regional economy, attracting and providing sustainable jobs for Black Country residents. Building-on and extending the high quality road connections for freight to the national motorway network – the Black Country Route and The Keyway.

The Corridor also includes 'traditional' Black Country industrial villages and towns. Around these towns poor quality industrial land will be restructured to provide new high-quality residential development and green spaces. The corridor will have improved cultural, leisure, health and educational facilities to ensure a higher quality of life in the area. In total it will provide 339 ha of employment land. The scheme will also increase connectivity to sites within Darlaston that form the core of the Black Country Enterprise Zone, building on the significant economic development that has already been achieved within the zone.

The corridor will also see the reopening the Wolverhampton to Walsall Railway line. The Willenhall Road will play a key role in providing connectivity to new stations on the line at Willenhall and Darlaston, as well as providing access for freight during the line's construction period.

The **Canalside Quarter**, a key city centre housing within under the Walsall to Wolverhampton Corridor lies at the Western end of Willenhall Road and is dependent on upgrade of the A454. City of Wolverhampton Council is in detailed discussion with developers Placefirst to develop the site and deliver approximately 600 new homes.

East Park Gateway

The East Park Gateway Area (EPGA) is a large industrial location situated to the south east of Wolverhampton City Centre, with the A454 as its spine. It is considered a viable opportunity to increase the supply of large high-quality industrial space available in the city through the consolidation of land already held by City of Wolverhampton Council and accumulation of small parcels of privately held land.

The area has already seen the relocation of Council Waste Services and Marstons Plc. Upgrading of infrastructure within the area will, with assembly by the public sector, encourage further private sector investment to create one the largest and most important concentrations of high-quality industrial space within the West Midlands.

Wolverhampton City Centre

Improvements to the A454 will improve connectivity to Wolverhampton City Centre, which lies at the Western End of the Willenhall Road. Wolverhampton is an important shopping, educational and business hub within the West Midlands. It is home to Wolverhampton University, theatres, concert venues, sports facilities including Wolverhampton Wanderers Football club and has a strong manufacturing base.

Currently, Wolverhampton City Council is leading the regeneration of a number of significant development opportunities coming forward over the next 20 years within the City Centre. This includes 35,000sqm of net additional non-food floor space, 70,000sqm of new office provision and over 2,000 new homes across the City Centre.

The City Centre is easily accessible by public transport and has a mainline railway station with excellent links to Birmingham, London and north to Manchester, Liverpool, and

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Scotland. The High Speed Rail line, whilst not serving the city directly, will provide opportunities to release capacity and will further improve local and regional connectivity in the future. Wolverhampton has an extensive bus network across the city and serving the wider region, with some services providing frequencies of less than 10 minutes during the morning and evening peak periods.

Significant investment has been put in to providing a new bus station, rail interchange and grade A office space as part of the interchange regeneration programme around Wolverhampton train station.

The City Centre is hugged by a ring road close to the retail and business core of the city centre, with the principle road network, including the A454, radiating out from the ring road providing direct and legible highway routes to the City Centre.

1.6 Access to Planned HS2 Stations and Sites

The Willenhall Road (A454) is the major network link for Eastern Wolverhampton and Western Wolverhampton to the M6 via J10. This is the primary road route to central Birmingham and hence the planned Curzon Street HS2 station. Improved connectivity along the A454 in the opposite direction will also allow for easier access to Wolverhampton Interchange and onward direct rail travel to Curzon Street HS2 station. Improved connectivity along the A454 in the opposite direction will also allow for easier access to Wolverhampton Interchange, with regular direct rail links to Birmingham International Railway Station.

1.7 Access to International Gateways

The Willenhall Road (A454) is the major network link for Eastern Wolverhampton and Western Walsall to the M6 via J10. This is the primary road route to Birmingham International Airport

1.8 Public Consultation

Section 2 – Economic Case

2.1 Economic Assessment Report

A full Economic Assessment Report has been produced the summary of which can be seen below:

Do-Minimum situation, which includes the City East Gateway Phase 1 and 2 scheme along the Willenhall Road. Secondly, the Do-Something 1 and the Do-Something 5 scenarios for the same time periods and modelled years have been modelled. By examination of the future year SATURN outputs a defined Area of Influence was created specific to the City East Gateway Phase 3 Neachells Lane scheme, whereby a cordoned Local Area SATURN model was created in order to inform the economic assessment comparison of each Do-Something option in TUBA. Economic Assessment shows that the DS1 scheme presents a BCR of 6.91 and the DS5 scheme presents a BCR of 10.96, which represents both schemes being very high value for money. The level of user benefits experienced from DS5 vastly outweighs the benefits from the DS1 scheme. This is clearly the consequence of the scale of the interventions. Option 1 is a low cost scheme where the impact is concentrated on the Neachells Lane / Willenhall Road junction area. However, Option 5 has a wider impact

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across the whole area of influence as its significant capacity improvement accommodates extra trips alleviating all alternatives routes in the area. Based on the above, it can be concluded that both schemes represent very high value of money.

2.2 Data Collection Report

A variety of information sources have been interrogated as part of analysis to ensure that a detailed picture of current travel patterns and trends, issues, and gaps in connectivity is generated. This will ensure that, in future stages of this study, options that are identified and developed solve specific problems and gaps in connectivity and accessibility.

Moreover, on 13th February 2018, the study area was visited to validate gathered information reported in the following sections of this report. On 6th of March 2018, the first stakeholder consultation workshop was undertaken in CWC where options were shown to consultees.

Flows

Traffic counts were obtained from the traffic survey undertaken by TRACSIS on 17th of November 2016 on behalf of CWC to inform the Willenhall Road traffic models. Turning counts at the junction were recorded and reported by the survey company. All movements from four arms of the junction: Neachells Lane, Moseley Road, Willenhall Road East and Willenhall Road West were collected from 6am to 7pm.

Journey Time Analysis

Trafficmaster information was used to study the journey times throughout the corridor, and to identify where there are high levels of congestion and delay. Trafficmaster data is collected anonymously through GPS systems, from which information from November 2015 was made available to CWC. Journey times from so-called 'neutral days' (Tuesday, Wednesday and Thursday) have been analysed during the AM and PM peaks (7am to 9am and 4pm to 6pm).

Delay

Journey times during AM and PM peak hours have been compared with free flow (off peak) journey times to identify the delay experienced in the studied area.

Movement / Demand

The Willenhall Road 2015 SATURN model was interrogated to better understand the origin and destination of vehicles travelling through the junction.

Accidents

Both accidents involving vehicles and cyclists have been analysed around the junction. Data has been obtained from SPECTRUM, a portal for traffic survey information across the seven West Midlands authorities.

Constraints

From the site visit and information provided by City of Wolverhampton Council, constraints were identified in the study area and reported in this section. These are to be considered during future steps. Public Transport

Public transport provision was detailed using publicly available data, including bus services routes and timetables from Traveline West Midlands and NaPTAN data provided by CWC. GIS was used to provide a geographical representation of the bus networks and demonstrate interactions along the Willenhall Road corridor.

2.3 Local Model Validation Report

2.4 Forecasting Report

2.5 Economic Appraisal Report

A full Economic Assessment Report has been produced outlining the monetised and non-monetised benefits and impacts of the scheme

Future year assignments have been undertaken for all time periods in 2026 and 2035. Networks represent firstly the Do-Minimum situation, which includes the City East Gateway Phase 1 and 2 scheme along the Willenhall Road. Secondly, the Do-Something 1 and the Do-Something 5 scenarios for the same time periods and modelled

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years have been modelled.

By examination of the future year SATURN outputs a defined Area of Influence was created specific to the City East Gateway Phase 3 Neachells Lane scheme, whereby a cordoned Local Area SATURN model was created in order to inform the economic assessment comparison of each Do-Something option in TUBA.

Economic Assessment shows that the DS1 scheme presents a BCR of 6.91 and the DS5 scheme presents a BCR of 10.96, which represents both schemes being very high value for money.

The level of user benefits experienced from DS5 vastly outweighs the benefits from the DS1 scheme. This is clearly the consequence of the scale of the interventions. Option 1 is a low cost scheme where the impact is concentrated on the Neachells Lane / Willenhall Road junction area. However, Option 5 has a wider impact across the whole area of influence as its significant capacity improvement accommodates extra trips alleviating all alternatives routes in the area.

Based on the above, it can be concluded that both schemes represent very high value of money. However their impacts on the ground are very different. Option 1 is a cheaper small scale scheme which will improve the performance of the junction for a limited time period and will not be able to accommodate much extra capacity in the future. On the contrary, Option 5 is much more expensive and a larger scheme which will not only improve the capacity at the junction for over a larger period of time than DS1 but it will also alleviate congestion in a much bigger area making the Willenhall Road Corridor the main corridor to access Wolverhampton City Centre.

2.6 Social and Distributional Impacts Assessment

Section 3 Management Case

3.1 Governance Structure

A Willenhall Road Phases 1, 2 and 3 Project Board has been set up.. The **Project Board** is responsible for driving the project forward and delivering the project outcomes and benefits in line with the operational plans and priorities of the organisation. Members of the **Project Board** are collectively and individually accountable to the Senior Responsible Owner for their areas of responsibility and delivery within the project. **Project Board** membership will include the Senior Responsible Owner and Project Manager. The Project Board will include the key people identified within this document and will also include other key stakeholders as appropriate.

Members of the **Project Board** are collectively and individually accountable to the Senior Responsible Owner for their areas of responsibility and delivery within the project as follows:

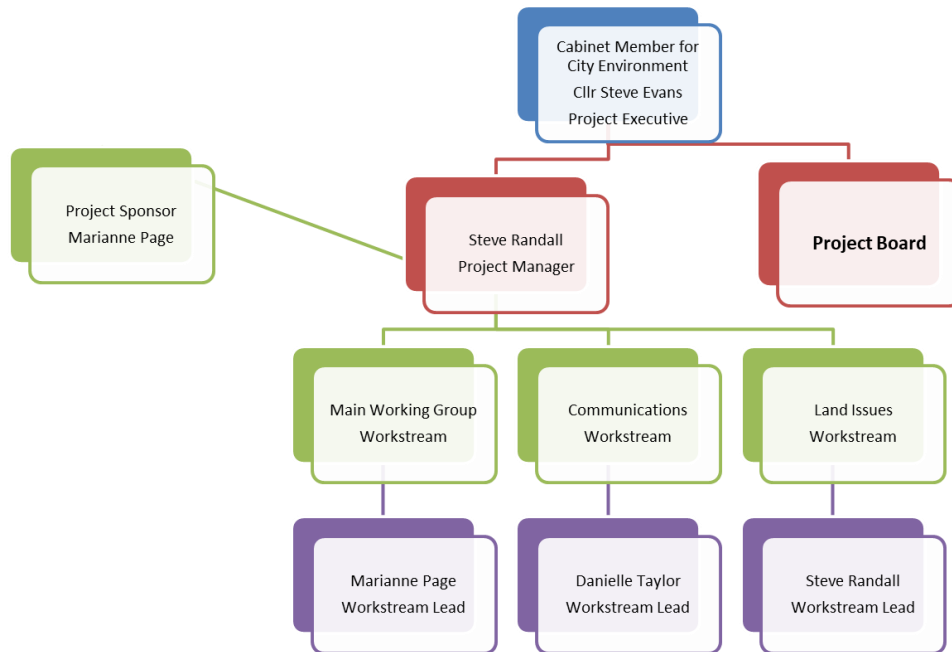
- Delivery of the project and the outcomes
- Defining acceptable risk profiles and thresholds for the project
- Ensuring the project delivers within agreed parameters (e.g. cost, time, quality, organisational impact, expected/actual benefits etc.)
- Resolving strategic and directional issues between projects which may impact the progress
- Ensuring integrity of the Benefits and there realisation
- Providing assurance for operational stability and effectiveness through the project delivery cycle
- Signing off all project products, documents and reports

In addition members (depending on the area they represent) provide and commit to:

- Benefits estimating and realisation
- Owning the resolution of project risks and issues
- Resolving dependencies
- Supporting the application of and compliance with operating standards, etc.

The Board will undertake any necessary decision to ensure the project delivery is attainable within the constitution. SEB and Member decisions will be sought as necessary.

Fig. X Governance Structure for the A454 Scheme



3.2 Project Plan

3.3 Risk Management

3.3.1 Risk Register

3.3.2 Risk Narrative

3.3.3 Risk Management Strategy

3.4 Project Assurance

3.5 Evaluation

Section 4 – Commercial Case

- a. Description of the preferred procurement strategy
- b. Rationale for the selection of preferred procurement route against possible alternatives
- c. Explanation of how costs and risks will be shared throughout the contract

Section 5 – Financial Case

- a. Cost Breakdown
- b. Inflation Assumptions
- c. Risk Assessment
- d. Evidence of Potential Third-Party Contributions

