

## Management Case

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### 7.1 Background

The A38 in Bromsgrove is an important corridor on the Major Road Network (MRN). It acts as a key strategic link, providing access to the Strategic Road Network (SRN), as well as offering an important local function as an eastern bypass to Bromsgrove and providing access to housing, services and employment frontages.

This OBC seeks funding to deliver a major upgrade of the A38 corridor, between M5 Junction 4 to the north and the junction of the A38 with Worcester Road to the south which is approximately 7.5 miles (12 km) long. This corridor forms part of the strategic north south spine through Worcestershire, connecting Worcester, Droitwich, Bromsgrove to Birmingham to the North and Gloucester and Bristol to the south as an alternative to the M5 route. The study area is shown in as shown on Figure 7.1.

The A38 corridor is a multi-functional route serving a range of users which contributes to the problems and issues discussed later in this chapter. The key characteristics are:

- The route performs a range of different functions, acting as a link to the Strategic Road Network, as a bypass to Bromsgrove town centre, a distributor road for journeys that have an origin and/or destination in Bromsgrove and a local access route for residents and businesses that have direct frontages on to the corridor.
- The corridor comprises sections with differing speed limits, levels of frontage and access points in addition to varying levels of pedestrian and cyclist provision. In addition, the driving experience along the route varies due to the differing land uses along sections of the A38 from residential, open field to employment and retail.
- Congested corridor due to high levels of car dependency across Bromsgrove.

The A38 Bromsgrove Route Enhancement Programme (A38 BREP) comprises a package of schemes delivering targeted improvements to junctions and significant enhancement of facilities for active modes.

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Figure 7.1 – Scheme location



This situation is projected to worsen in the future as new housing and employment planned for the local area are delivered. The planned growth in housing will increase the demand for travel. The following points summarise the planned developments in the area:

- The Bromsgrove District Plan (adopted in 2017) includes major residential development sites around the edge of Bromsgrove, with Perryfields Road and Whitford Road being particularly relevant to the A38. Smaller residential allocations are also found in surrounding areas. In total the Local Plan identifies a need for 7,000 dwellings and 28 Hectares of employment land in the period 2011-2030. However, the adopted local plan only allocated land for 4,700 dwellings to 2023, noting that the remaining 2,300 would be subject to a Green Belt review and then allocated within a Local Plan Review. Subject to the ongoing Local Plan review, the scheme may further support delivery of additional homes and employment land. This review is intended to be completed by 2023.
- The Local Plan review will also identify development allocations for growth targets beyond 2030 and in its Issues and Options consultation put forward various scenarios. The consultation documents published in September 2019 proposed that the new Plan will have a likely start date of 2023 and an end date of 2040. Over this period the Plan will be required to provide for at least 6,443 dwellings and up to 90 Hectares of employment land.
- Within close proximity of the A38 corridor area there are significant cross-boundary allocations within the adopted Local Plan for Redditch. This includes an additional 3,400 dwellings on the border with Redditch but located within Bromsgrove District, to meet Redditch's housing need, as identified in their own Local Plan. The allocation at Foxlydate is particularly relevant to the A38.
- In addition, there are further allocations within the Redditch Local Plan (and sited within Redditch itself).

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Table 2.29 of the Strategic Case shows key development sites in the vicinity of the A38 identified within the adopted 2017 plans. The quantum of proposed development (housing and employment) within the adopted plans requires enhancements to transport infrastructure, including the A38. Whilst no individual development site currently has obligations that restrict development in advance of delivery of the A38 schemes, there are planning linkages between the A38 BREP and the delivery of allocations identified in existing Local Plans and this is reflected in the requirement for S106 contributions to the BREP scheme. Worcestershire County Council (WCC) has identified that the A38 in its current form is a key constraint to additional future development allocations through the District Plan review process. Therefore, in summary, the A38 BREP supports the delivery of 5310 homes and 13.45 Hectares of employment land based on the current plan. Subject to the ongoing Local Plan review, the scheme may further support delivery of additional homes.

To effectively support the future development of Bromsgrove and to deliver economic growth, significant improvements are required to the corridor itself, supported by targeted improvements for other modes.

The scheme for which funding is sought through this MRN bid is an important part of the overall approach to transport in Bromsgrove. It would support ongoing work that is aiming to enhance both the major and local road network, as well as encouraging walking, cycling and the use of public transport.

## 7.2 Introduction

The management case chapter sets out how WCC proposes to deliver the A38 BREP Package. It explains:

- The capability and capacity of WCC to deliver the scheme, drawing on evidence from other similar projects.
- The way in which the programme complements other schemes.
- Arrangements for project governance, including organisational structure and allocation of roles and decision-making powers.
- The project programme, which has been carefully planned to ensure that it is realistic and deliverable and aligns with the MRN guidance and process.
- The process being used to ensure that all the necessary assurance and approvals are obtained in a timely and efficient manner, and associated reporting.
- The strategy for effective communication and stakeholder management.
- The strategy and approach adopted to ensure effective risk management.

The A38 BREP Package is being delivered in three parts as described below:

- Part 1 (funded by WLEP, Greater Birmingham and Solihull Local Economic Partnership (GBSLEP) and National Highway's (previously called Highway England) Growth and Housing Fund (GHF)), provided for capacity upgrades at M5 Junction 4, M42 Junction 1 (completed in 2020/21) and the Barley Mow Lane junction with the A38 (completed in 2019). (Historically, this has been referred to as A38 Package 1, for this OBC submission, this will now be referred to as Part 1).
- Part 2 comprises of the early delivery elements of the A38 BREP Package presented at SOBC stage and submitted in November 2020. The early delivery schemes have been delivered using WLEP local contribution funding, and are referred to as Schemes 2a, 2b and 4. These works are an important part of the overall A38 BREP Package, contributing to the improvement of active mode facilities on the corridor. They have been delivered early to take advantage of the local funding availability.
  - Scheme 2a was identified in the SOBC as Scheme 2 and provides an active mode corridor between Harvington Road and Charford Road, the new scheme 2a also includes the connecting bridge to Charford Road that in the SOBC was included in Scheme C. Leading to an enhanced scheme 2a at an earlier stage.

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- Scheme 2b is a shared active mode corridor along the northern side of Charford Road, to connect scheme 2a to South Bromsgrove High School. This scheme was added further to public engagement in early 2020, and after the SOBC submission.
- Scheme 4 is a new toucan crossing as outlined in the SOBC, over the A448 Stratford Road and localised path improvements to facilitate walking and cycling.

Schemes have been developed as part of the overall strategic active modes upgrade as part of the A38 BREP Package.

- Part 3 includes a number of active modes, local public transport and highways improvement schemes which were originally included in the SOBC submission to DfT in 2019.

Part 2 and Part 3 form the overall BREP package, with Part 2 being delivered using local contribution, and Part 3 to be delivered with local and MRN funding contributions. The scheme comprises interventions which target all modes, including highway, sustainable mode schemes and public transport schemes. In brief the A38 BREP Package includes:

- Highways schemes, notated as Schemes A to G, targeting key junctions.
- Sustainable/active mode schemes, notated as Schemes 1 to 6.

As indicated above, of these, 3 schemes (schemes 2a, 2b and 4) have been taken forward as early delivery schemes, funded by WLEP which has its own FBC. Hence, the early delivery schemes are reflected in the do minimum scenario.

Construction of these schemes began on site at the end of 2020 and now have been completed. Schemes 1, 3, 5 and 6 are included within this OBC for MRN funding.

- Local public transport improvements, notated as schemes 7 (Real time information (RTI)) and 8 (the provision of select vehicle detection at New Road and Charford Road junctions to support buses in crossing the A38 corridor, on the primary routes between the Town Centre and Railway station). This scheme is accommodated within the works of the highway interventions hence not discussed separately.

Figure 7.2 provides an overview of the highway and sustainable elements of the A38 scheme while Figure 7.3 presents the locations of the RTI interventions included in scheme 7.

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Figure 7.2 – Highway and sustainable transport schemes

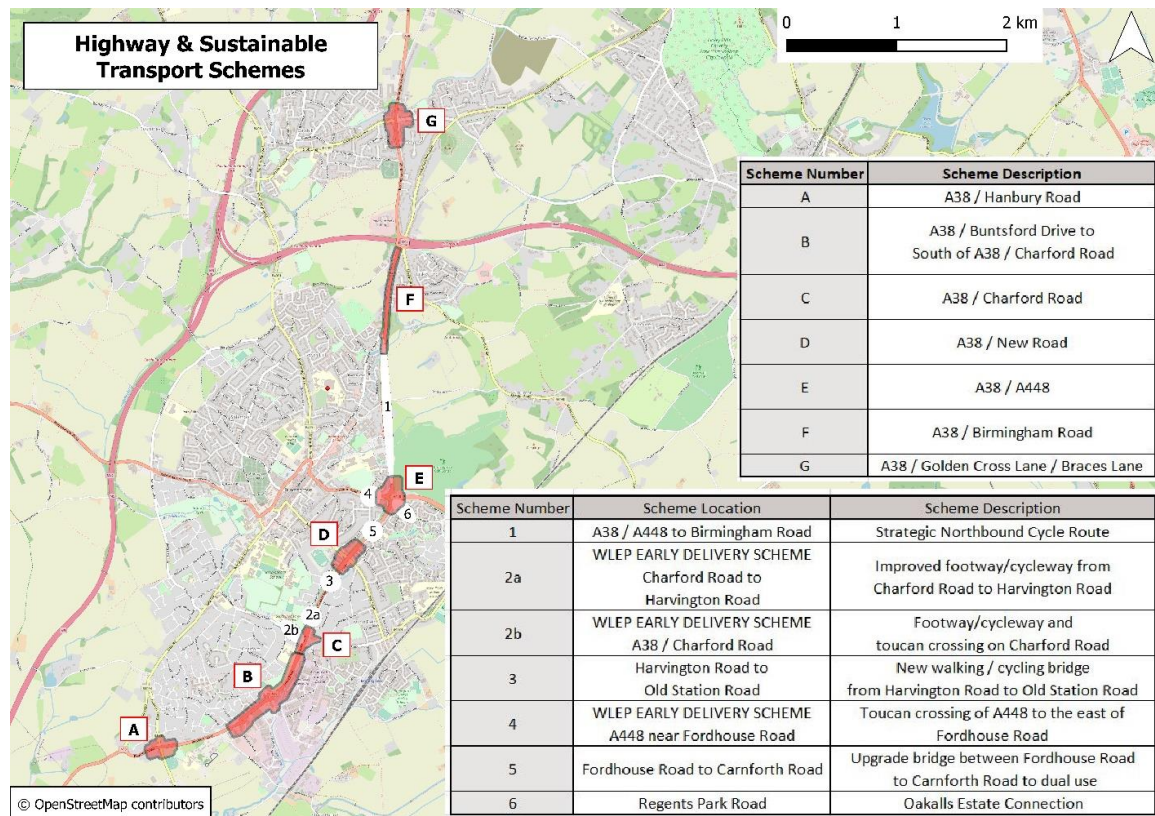
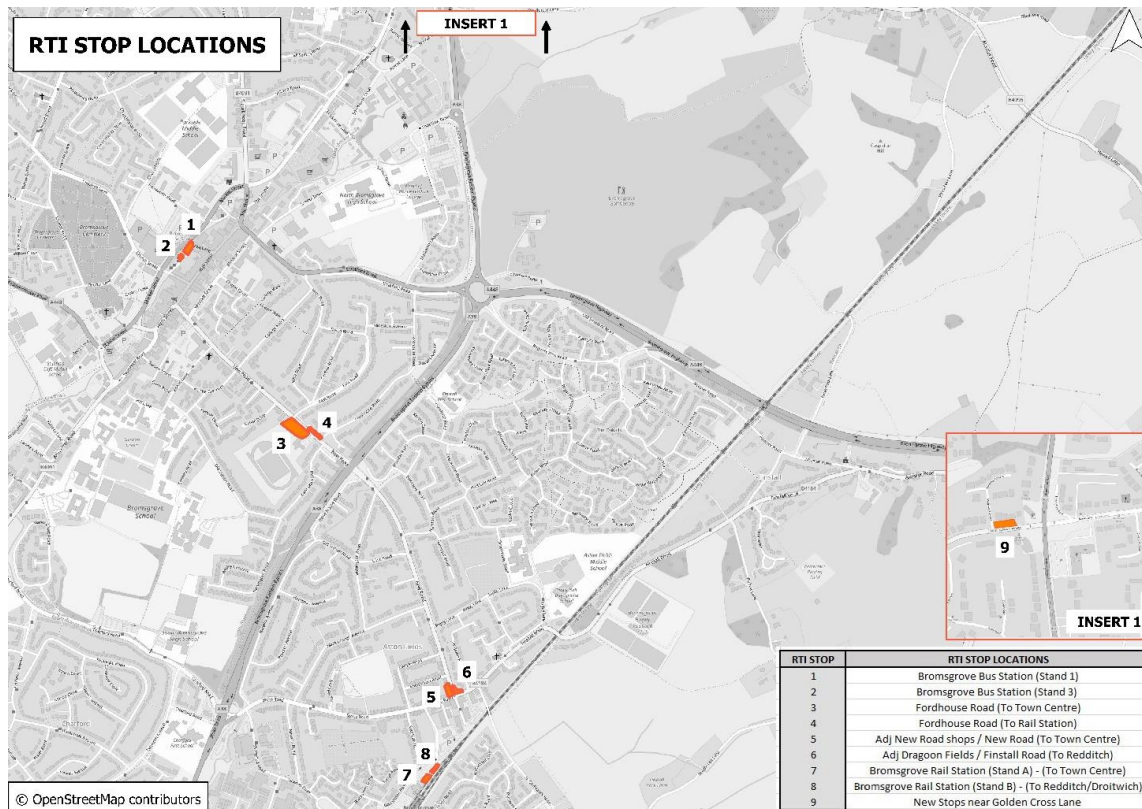


Figure 7.3 – Scheme 7/ RTIS stop locations



### 7.3 Evidence of similar projects

WCC has considerable experience of:

- Delivering major transport schemes on-time and on budget.
- Successfully obtaining consents for major infrastructure schemes and packages.
- Internal resourcing and governance requirements for major schemes & packages.
- Developing and maintaining good working relationships with key partners and stakeholders.
- Delivering schemes and packages via a suite of term contracts.

Examples of similar schemes successfully implemented recently by WCC include the following:

- **A38 Part 1** (Historically, this has been referred to as A38 Package 1) works to junctions of the A38 with M5 J4, M42 J1 (completed on site in early 2021) and Barley Mow Lane (completed in 2019).
- **National Productivity Investment Fund (NPIF)** – works continue to enhance nine walking and cycling routes across Bromsgrove.
- **The Worcester Southern Link Road (SLR)**, phases 1, 2, and 3 which have delivered dualling and significant capacity improvements to roundabouts on the A4440 between Ketch and Whittington, completed to programme. Construction of this scheme followed a successful business case submission to DfT following a similar process to this MRN bid.
- **SLR Phase 4** – this £62m scheme is in progress. Key elements are complete on site, including major widening of the Carrington Bridge over the River Severn and new walking and cycling bridges over Hams Way and Broomhall Way.



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- **Kidderminster Railway Station Building** – this £5m construction project successfully delivered a new glass-fronted enhanced station building, which opened in June 2020.
- **Worcestershire Parkway Railway Station** – this high profile project delivered the county's first new rail station for over 100 years and opened in February 2020. The project has won several awards for civil engineering including West Midlands top civil engineering project for 2020.

Additionally, in previous years WCC successfully delivered the following schemes, which have all contributed towards significant experience of delivering high profile transport interventions:

- **The Hoobrook Link Road (Phase 2)** in the South Kidderminster Enterprise Park. The £16m scheme included completing a link road to the south of the town centre, with a new bridge over the Worcestershire Canal and River Stour. The scheme was completed in summer of 2016.
- **The Worcester Transport Strategy (Phase 1) Major Scheme (WTS)**. This scheme comprised of a series of improvements to the network (walking, cycling, public transport and vehicular improvements) in and around the city of Worcester, including improvements to key corridors into Worcester city centre. The £19.65m package of work were successfully delivered in a timely manner and to budget.
- **Multi-Modal Corridor Enhancement Schemes**, along two key radial corridors in Worcester (both implemented in 2010/11):
  - **Newtown Road Corridor** funded through LTP2 & Section 106.
  - **Bromyard Road Corridor** funded through Communities Infrastructure Funding Round 2 (CIF2).

These projects were complex and demanding in nature, thus requiring new ways of working with partners and stakeholders to be established. The processes and working practices that contributed to the successful delivery of these projects will be used to the benefit of this scheme.

### 7.4 Relationship to other projects

The scheme proposed through this MRN bid complements a range of work recently implemented or currently being undertaken in the Bromsgrove area to enhance the A38 corridor, including:

- **A38 Part 1, Phase 1** – works north of the M42 to the Barley Mow Lane junction of the A38 were completed on site in 2019. This complement the A38 BREP Package by:
  - A new right turn lane into Barley Mow Lane within the existing road width.
  - Moving the signalised pedestrian crossing further north to allow for the right turn lane.
  - Slight relocation of the bus stops.
- **A38 Part 1, Phase 2** – works to M5 Junction 4 and M42 Junction 1 were completed in early 2021. This complements A38 BREP Package by supporting access to the strategic road network through:
  - Widening of the A38 Halesowen Road northbound approach to the motorway roundabout. Two lanes will be provided from around 100 metres in advance of the existing stop line, increasing to three lanes for the last 35 metres.
  - Widening of the A38 Halesowen Road southbound away from Junction 4 to 2 lanes, merging back to the existing single lane prior to Lydiate Ash Road.
  - The repositioning of the footway to accommodate the southbound widening.
- **National Productivity Investment Fund (NPIF)** – WCC was successful in securing funding for improvements to walking and cycling infrastructure on nine radial routes across Bromsgrove, including three routes that cross the A38 corridor. These works have been delivered. The A38 BREP proposals for walking and cycling link with, and address gaps in, the NPIF routes, contributing to an overall network of routes across Bromsgrove.

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- **WLEP funded early delivery elements of A38 BREP** – three walking and cycling enhancements from the overall A38 BREP Package (namely schemes 2a, 2b and 4) have been taken forward for early delivery funded by WLEP. Works began on site in early 2021, following a business case process endorsed by WLEP in late 2020. These schemes have been completed in autumn 2021 (Figure 7.4, Figure 7.5 and Figure 7.6), and they still form part of the local contribution towards the overall A38 BREP Package.
- **Bromsgrove Station** – the relocated and upgraded station for Bromsgrove opened in 2016. Since this time a key aspiration for WCC has been to improve walking and cycling routes to the station. The A38 BREP walking and cycling schemes, together with the NPIF improvements, help to enhance routes to the station.

Figure 7.4 – Early Delivery Scheme 2a (26/09/2021)



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Figure 7.5 – Early Delivery Scheme 2b (26/09/2021)



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Figure 7.6 - Early Delivery Scheme 4 (14/04/2021)



### 7.5 Project dependencies

Physical project dependencies are described in the Strategic Case. In the Management Case the relationship and third-party project dependencies are described.

There are a number of decisions and deliverables that are required from other parties in order for the A38 BREP Package to progress. These dependencies require permissions and/or legal processes in order to allow the project to progress. These issues are detailed in Table 7.1 below.

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Table 7.1 – Details of project dependencies to ensure the successful completion of the A38 BREP

Dependency	Issue	Strategy
Funding availability/securing DfT MRN funding	Insufficient scheme funding may prevent the scheme progressing.	Early liaison with DfT as main funding partner. This OBC has been developed in line with guidance and feedback from DfT.
Funding availability/local contribution	S106 required as a source of local contribution. If anticipated housing development does not come forward this would delay receipt of S106 funding and would result in a funding gap.	Continued liaison with development control is ongoing to understand position regarding S106 contributions. Realistic assumptions made about likely levels of contribution. Cabinet approval was gained in 2020 to forward fund S106 contributions.
	WLEP funding, used to progress the OBC and also to deliver the early delivery elements of BREP (delivered during 2020/21 in line with LGF funding deadlines) are a key source of local contribution.	WCC has previously sought guidance from DfT to ensure that WLEP funding spent before the submission of OBC can be counted as local contribution. DfT advised that this would be permitted.
Permitted development rights	A Screening Request for the full A38 BREP Package was submitted to WCC in summer 2020. The Screening Opinion provided by WCC in September 2020. This confirmed that, with the exception of Schemes 3 and 5, works do not require EIA. A revised Screening Request will be submitted in winter 2021 and is expected to further reconfirm the PD rights, as the previous 2020 screening decision.	Ongoing liaison with WCC and WRegs to ensure requirements for permitted development are fully understood and accounted for.
Planning permission	Schemes 3 (provision of a new footbridge) and Scheme 5 (provision of a replacement footbridge) will require planning permission.	Early discussions undertaken with WCC as planning authority. Pre application discussions will continue. Timely submission of planning application documents (planned November 2021) and realistic programme for determination have been factored into the programme for FBC stage.
Land ownership	The junction improvements and pedestrian and cycle schemes which make up the scheme have been developed with the aim of requiring works only within the highway boundary, with the exceptions are Schemes B and C.	It is assumed at this stage of scheme development that this land can be secured by negotiation. However, Cabinet approval given in October 2020

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Dependency	Issue	Strategy
		authorised the acquisition of land through a CPO if required. Negotiation with landowners has already started and is led by WCC.
Successful procurement of contractor	Unsuccessful procurement would result in additional cost, programme delay and risk.	Procurement strategy and contractor has been involved in development of early schemes.
Construction phasing	Construction of different elements of the scheme might interact with other schemes construction timeline causing distribution on the road network.	Early engagement with WCC as highways authority to minimise the impacts through carefully considered construction phasing of different elements of the scheme and the interaction with other schemes construction timeline in order to reduce the impact on the A38 and the wider network.

### 7.6 Governance, organisational structure and roles

The project management for the A38 BREP Package is based on the WCC Directorate of Economy and Infrastructure's Project Operating Model (POM) which is a PRINCE2 based project delivery framework. The POM is characterised by a clear governance process which provides a clearly defined structure and a robust gateway review process which controls each stage of project development.

The specific governance and organisational structure for this project has been tailored to meet the requirements of the scheme and its component projects. Project management procedures have been implemented to address the following key areas:

- Project organisation and responsibilities - involved parties and their roles.
- Presentation of project – deliverables, division into work units and time plan.
- Project planning and control – technical approval, progress measurement and monitoring.
- Communications plan – meetings, decisions & action logs, highlight reports and open issues log.

Specific attention has been given to governance, to provide a well-defined structure and clear roles.

Table 7.2 shows the key project roles.

Table 7.2 – Key project roles

Member	Key roles and responsibilities	Resourced
WCC Cabinet	Overall responsibility	Yes
Project Board	Design and financial approval	Yes
WCC	Project management	Yes
Consultant - Jacobs	Design and scheme development	Yes
Consultant (schemes 3&5) - Burroughs	Design and scheme development	Yes
Contractor (schemes 3&5) – Alun Griffiths	Construction	Yes

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### 7.6.1 Cabinet

WCC's Cabinet, shown in Table 7.3, has ultimate authority for the project and meets on a monthly basis.

Table 7.3 – Members of WCC Cabinet (as of September 2021)

Member	Responsibility
Simon Geraghty	Leader of the Council, Cabinet Member for Finance
Alan Amos	Cabinet Member for Highways and Transport
Adrian Hardman	Deputy Leader of the Council and Cabinet Member with Responsibility for Adult Social Care
Marcus Hart	Cabinet Member with responsibility for Education
Matt Dormer	Cabinet Member with responsibility for Communities
Tony Miller	Cabinet Member with responsibility for Environment
Marc Bayliss	Cabinet Member with responsibility for Economy and Skills
Andy Roberts	Cabinet Member with responsibility for Children and Families
Karen May	Cabinet Member with responsibility for Health and Wellbeing
Adam Kent	Cabinet Member with responsibility for Corporate Services and Communication

### 7.6.2 Project board

The Project Board comprises officers that hold the responsibility for the delivery of the A38 BREP Package. The Board is well established, having played an active role in developing and securing funding for the Part 1 schemes and is currently overseeing the delivery of the A38 early delivery (WLEP funded) walking and cycling schemes. It will continue to oversee design development and project delivery and will have a key role in terms of governance, accountability and decision making.

Project Board members from a wide delivery team play will play an active role in a number of scheme elements, including risk workshops, package sifting and public consultation. The group will meet regularly throughout the life of the project, including at key milestones. Project Board meetings will be arranged to coincide with key decision points in terms of procurement, design and financial approval. Membership of the Board is detailed in Table 7.4.

Table 7.4 – Membership of the Project Board.

Member	Title	Role
Rachel Hill	WCC/Strategic Commissioner of Major Projects	Senior Responsible Officer (Project Delivery)
Emily Barker	WCC/Head of Planning and Transport Planning	Senior Responsible Officer (Project Conception)
Karen Hanchett	WCC/Transport Policy and Strategy Team Leader	Planning and Development Control
Andy Maginnis	WCC/Programme and Commissioning Manager	Project Commissioner
Abhi Bhasin	WCC/Senior Transport Planner	Business Case Lead
Nick Secker	WCC/Project Manager	WCC Project Manager

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Mike Dunphy	Bromsgrove District Council & Redditch Borough Council/Planning Policy Manager	District Council Representative
Sherief Loutfy	WCC/Senior Finance and Business Partner	Finance Lead
Jonathan Elmer	North Worcestershire Economic Development & Regeneration	North Worcestershire Economic Development and Regeneration Representative
Lisa Smith	Senior Estates Surveyor	Land Negotiation and CPO

### 7.6.3 Senior Responsible Officer (SRO)

Emily Barker is the Senior Responsible Officer (SRO). Emily's role is to lead the management and delivery teams and provide the interface with the WCC Cabinet.

Emily has been involved in the project for some time and took over as SRO from Nigel Hudson (who was SRO at the time of the SOBC) in late 2020.

As SRO, Emily is responsible for:

- Reporting to and receiving feedback from the Project Board.
- Ensuring the appropriate resources, project management and technical expertise are in place for the project.
- Making decisions and approving changes within agreed tolerances or seeking authorisation if required.
- Monitoring and evaluating project progress against milestones and assess outcomes.
- Providing guidance, support and direction to the Project Manager and project team.

After OBC stage the SRO role will pass to Rachel Hill, who will oversee the project through the design finalisation and delivery stages. Emily and Rachel have undertaken similar roles on previous successful projects and bring strong experience in both project development and scheme delivery. Rachel has recently overseen the successful delivery of the A38 Package 1 schemes and also the BREP early delivery schemes.

### 7.6.4 Project manager

The WCC Project Manager for this project is Nick Secker. Nick will lead the management of delivery teams, providing an interface between the various approval boards and delivery teams, in accordance with the WCC Project Operating Model. The project will be managed in accordance with PRINCE2 principles with set tolerances, as agreed by the Project Board. The Project Manager leads the work of project teams and are members of the Project Board.

The role of the Project Manager is to:

- Lead and coordinate the project team and its work-streams;
- Procure consultants and contractors;
- Prepare and report project budgets and project programme;
- Manage project risks and issues;
- Report to and receive feedback from the responsible officer; and
- Produce periodic progress reports to relevant committees.

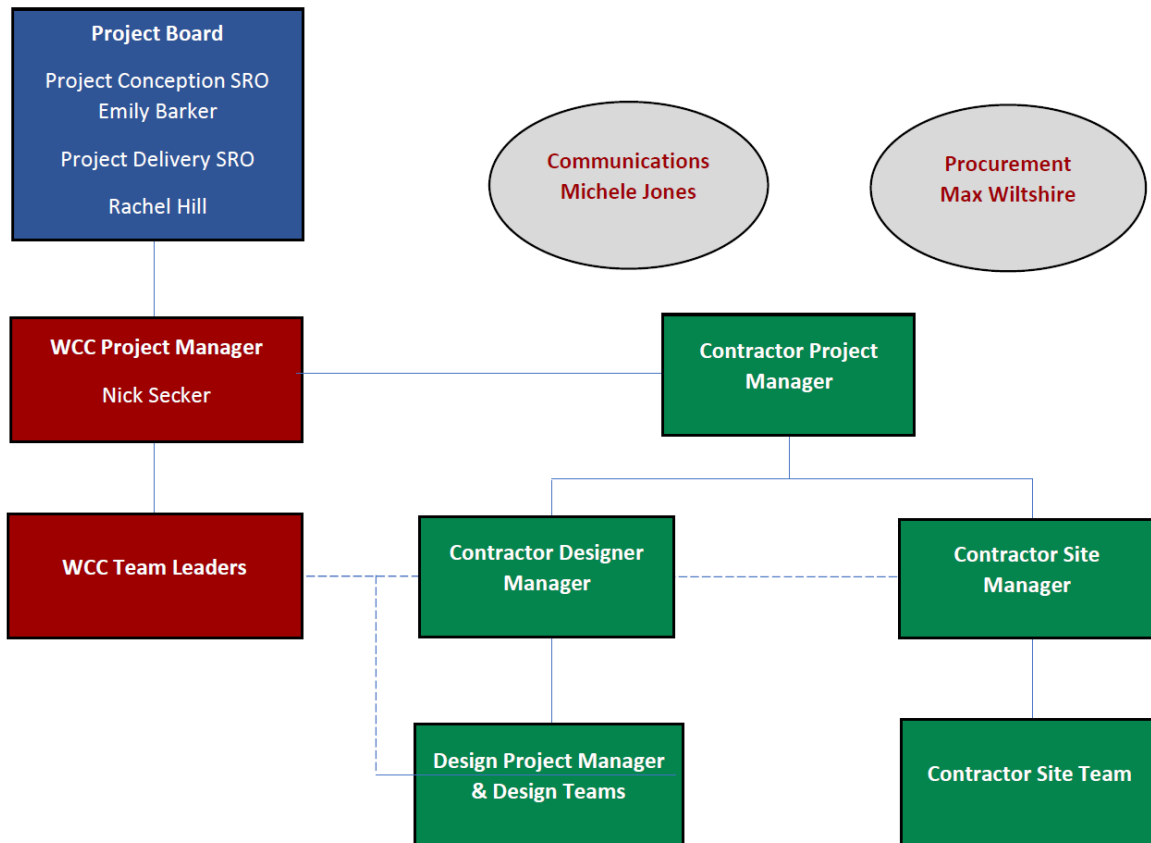


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### 7.6.5 Project teams

The Project Manager is supported by a project team covering all related disciplines. In most cases a discipline has a lead officer or consultant who is, where relevant, supported by a co-ordinator and wider team. The project team structure is summarised in Figure 7.7. A full organogram is included as Appendix M.1.

Figure 7.7– Project Organogram.



### 7.7 Project plan

A project plan has been developed for delivery of the A38 BREP Package setting out the main project stages between MRN programme entry and full scheme completion and their anticipated timescales. The plan (included as Appendix M.2) shows an initial programme for anticipated construction of the scheme and defines key milestones and dates.

A number of key principles have been determined, which provide the overall framework for the programme. These are the DfT approvals process, gateway review stages, scheme design, procurement processes and the construction period.

A high-level programme is included

Table 7.5, outlining the key dates leading to scheme opening. A period of three month is allowed in the programme for DfT review after OBC submission in November 2021. Meanwhile, work will continue to progress different elements of the designs, costing, submission of planning applications (schemes 3 and 5) and obtaining consents required from the planning authority and third parties involved, with a view to submit a fast-track FBC in June 2022. Early contractors' involvement and procurement is scheduled to start early to accommodate tender prices in the FBC submission for all elements of the A38 BREP

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Package, however, contract award will be after the FBC approval by DfT. After three months of DfT review of the FBC and approval, construction is expected to start November 2022 and to last three years.

Table 7.5 – Project programme.

Work stage	Milestone	Target date of completion
SOBC	Submission of SOBC for consideration by DfT under MRN process	June 2019
OBC	Further scheme development and preparation of OBC for MRN process	November 2021
	Submission of OBC	November 2021
	Approval of OBC	February 2022
FBC	Planning applications submission (schemes 3 & 5)	November 2021
	Planning application review & determination	March 2022
	Detailed design and costing	March 2022
	Procurement	June 2022
	Statutory processes*	June 2022
	FBC development	November 2021 – June 2022
	Submission of FBC	June 2022
	Approval of FBC	September 2022
Construction	Construction start	November 2022
	Full scheme opening	December 2025

\*Assumes no CPO required

## 7.8 Assurance and approvals plan

The Project Board is responsible for Project Assurance, ensuring that the project remains on target in terms of business, user and technical objectives. This includes conducting Gateway Reviews at key stages in the project life cycle to determine whether or not the project can proceed to the next stage. The council is following the guidance of Gateways Reviews set out by the Office of Government Commerce (OGC). Gateway reviews are undertaken at the following stages:

- Gateway Review 0 - Strategic Assessment. An internal review by the project board that investigates the direction and planned outcomes of the project.
- Gateway Review 1 - Business Justification. This first project review comes after the Strategic Outline Business Case has been prepared. It focuses on the projects business justification prior to the key decision on approval for development proposal.
- Gateway Review 2 - Delivery Strategy. This review investigates the Outline Business Case and the delivery strategy before any formal approaches are made to prospective suppliers or delivery partners.
- Gateway Review 3 - Investment Decision. This review investigates the Full Business Case and the governance arrangements for the investment decision. The review takes place before a work order is place with a supplier and funding and resources committed.

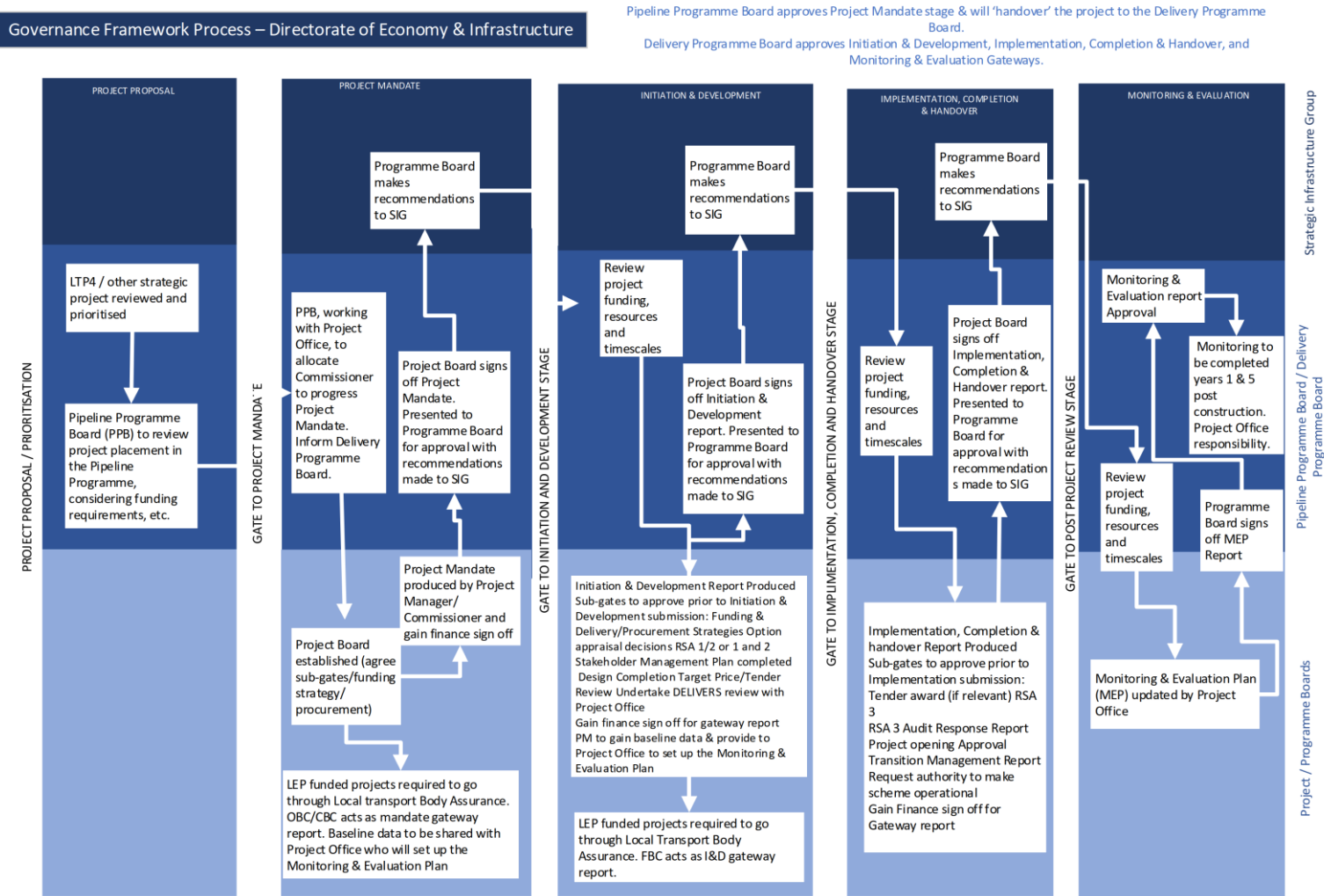
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- Gateway Review 4 - Readiness for service. This review focuses on the readiness of the organisation to go live with the necessary business changes, and the arrangements for management of the operational services.
- Gateway Review 5 - Operations Review and Benefits Realisation. This review confirms that the desired benefits of the project are being achieved, and the business changes are operating smoothly. The review is repeated at regular intervals during the lifetime of the new service/facility.

Gateway Reviews include a Stage Gate Assessment prior to Programme Entry submission. The key stages, illustrated in Figure 7.8, relate to the typical way in which WCC works (based on previous experience of working with the DfT).

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Figure 7.8 – Project governance, approval and funding stages for WCC projects.



Regular Project Boards and Major Project Reviews are held throughout the life of the project, with monthly highlight reports submitted and reported on at Programme Boards.  
 Project Team must follow the Project Checklist in provision of all project tasks throughout the life of the project.

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The key stages of the WCC process, shown in Figure 7.8 relate to the OBC stages as follows:

- Gate to mandate - Gateway Review 0. The mandate was approved at WCC's Strategic Infrastructure Group on 1st February 2017.
- Gate to initiation and development stage – Gateway stages 1 and 2. Gateway Stages 1 and 2 Review has been undertaken by Local Partnership on behalf of WCC. It has been based on a review of the full suite of OBC documentation. The review report is included as Appendix M.3.

Table 7.6 below presents key recommendations of the Stages 1 and 2 Review, which has been recently undertaken by Local Partnership on behalf of WCC, and WCC's responses to the recommendations.

Table 7.6 - Local Partnership review key recommendations

Ref	Recommendation	Critical /Essential /Recommended	WCC Response
1	WCC to put in place a robust risk management plan for the potential transition over from Jacobs to a replacement provider.	Essential  (within 3 months)	WCC are making arrangements across those projects / pieces of work that Jacobs, through the Term Professional Services Contract, are involved in. This includes consideration of arrangements beyond the period of the contract and appropriate transition details where needed. This is underway and will be confirmed for this programme of work in coming weeks.
2	WCC to include the impact of COVID-19 on benefits as a part of the project risk log and monitor through the delivery phase.	Recommended	The Risk Register is a live document and is regularly updated. Post OBC submission the risk register will be updated, and a detailed risk assessment will be undertaken prior to FBC submission.
3	WCC to review its current communications plan and ensure its implementation is appropriately resourced moving forwards.	Essential (within 3 months)	Post Local Partnerships review the communications plan was updated. It should also be noted that the engagement plan is a live document and is updated on a regular basis.
4	In view of the current price volatility in the construction sector, WCC should take specialist advice on its approach to the setting of a realistic target cost together with appropriately calibrated share percentages and share ranges (where used) in the Option C mechanism and that its planned approach be tested through early market engagement.	Essential  (ongoing)	The preparation of the cost estimate was undertaken on the basis of the most up to date guidance produced by the DfT as required to be part of the OBC submission. Price volatility, inflation and risk is covered within a mixture of contingency and risk assessment associated with the project. This will be continually

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Ref	Recommendation	Critical /Essential /Recommended	WCC Response
			reviewed, and the most current guidance will be used.
5	WCC to carry out a further risk workshop to ensure all risks are identified and risk owners and mitigation of risks with appropriate interventions are reviewed.	Recommended	Further risk workshops and updates of risk register will be undertaken on an ongoing basis between the development of the OBC and submission of the FBC. The risk register will remain a live document throughout and will feed into the FBC costs.
6	WCC to update the communication plan to explain how any potential downsides can be mitigated whilst emphasising the potential upsides in order to support the planning application process.	Recommended	On-going communications (in accordance with the updated communications plan) will be undertaken. Reasons and decisions will be explained as appropriate.

Project Board members receive regular Highlight Reports from the Project Manager e.g. to aid them in the decisions made at gateway stages. The scheme is also subjected to continuous peer review by the Directorate of Economy and Infrastructure Delivery Programme Board, which includes officers from a range of disciplines including business, user and technical officers.

The assurance process also included an independent cost review was undertaken by Gleeds Cost Management Limited on the costing produced at the OBC stage. In addition, the designs have been subject to Road Safety Audits (RSAs).

## 7.9 Communications and stakeholder management

### 7.9.1 Engagement undertaken to date

Consultation on the principle of the A38 BREP Package has previously been undertaken indirectly, via the Worcestershire LTP4. Consultation versions of the LTP included information on the A38 BREP Package which means that they have been subject to various high-level consultations as part of both Local Transport Plan (LTP)3 and LTP4 and endorsed by the County Council's Cabinet. In addition to this, references were made regarding the need for enhancements to the A38 in the Bromsgrove & Redditch Local Plans, demonstrating that the schemes have been subject to high level consultation and discussion through the Local Plan process leading up to the adoption of the plans in 2017.

As part of the development of the overall A38 BREP Package, and Part 1 specifically, there has been some targeted engagement with project partners, including with National Highways (previously called Highway England).

The Stakeholder Management & Engagement Plan, included as Appendix M.4, provides further details on these engagement activities.

### 7.9.2 Engagement undertaken to support this OBC

During the scheme development, a range of engagement has been undertaken. This has included:

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- A large public engagement exercise which ran for six weeks to 20th March 2020. This gave information on the full package of highways and sustainable schemes (as they stood at that time and as shown in Figure 7.9). During this period five public engagement sessions were held in public venues. These were promoted via the local press, social media and via the WCC website. Around 1,500 people attended. All engagement material was also available on the WCC website and in addition three unstaffed exhibition displays were placed in local libraries. 133 email responses were received.
- Regular meetings have been held with County and District Councillors.
- The scheme was presented to Cabinet on 22nd October 2020 and received endorsement.
- A further public engagement exercise was undertaken in early 2021 to specifically provide information on and discuss schemes 1 and 6 as these were identified following the initial 2020 engagement feedback and therefore had not been included in the previous exercise. Local walking and cycling groups were also invited to comment on these schemes. 10 respondents submitted 17 comments. The exercise did not involve community events due to COVID-19, but focused instead on media releases directing interested parties to the County Council webpages and a letter drop to residents and businesses close to the proposed schemes.
- A pre-planning separate engagement exercise was undertaken during July and August 2021 to share proposals for schemes 3 and 5. This exercise did not involve face to face events, due to Covid 19. However, residents in both local areas were letter dropped with supporting media releases directing people to the WCC website to respond.
- As part of the design development work, there has been ongoing liaison with WCC (as Planning Authority).
- The Screening Request was issued for statutory consultation to key environmental bodies, including the Environment Agency, Historic England, Natural England and Worcestershire Regulatory Services.
- As part of the design development work, there has been ongoing liaison with the Environment Agency on drainage and flooding related issues.
- There has been ongoing liaison with National Highways (NH), both on the Part 1 schemes and the progression of A38 BREP Package. This is discussed further in section 7.9.3.
- The scheme is supported by WLEP, Greater Birmingham & Solihull LEP (GBSLEP), Midlands Connect, Herefordshire & Worcestershire Chamber of Commerce and by 28 local businesses and developers in addition to NH and the MP for Bromsgrove with support letters included in the Strategic Case Appendix S.5.

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Figure 7.9 – Scope of 2020 engagement exercise

More details: [http://www.worcestershire.gov.uk/info/20679/a38\\_bromsgrove\\_improvements/2163/bromsgrove\\_route\\_enhancement\\_programme](http://www.worcestershire.gov.uk/info/20679/a38_bromsgrove_improvements/2163/bromsgrove_route_enhancement_programme)



### 7.9.3 Engagement with National Highways

Engagement with NH has been particularly important, given the role of the A38 in providing access to the Strategic Road Network (SRN). Table 7.7 summarises the key stages of engagement.

Table 7.7 – Stages of engagement with NH

Date	Activity	Outcome
2019	SOBC documentation was shared with NH.	NH raised no issues and provided WCC with a letter confirming their support for the scheme.
2019 to date	Ongoing discussion on A38 Part 1 schemes for M5 J4 and M42 J1.	NH has supported and part funded the Part 1 schemes.
March 2021	Meeting held to update NH on the overall scheme, and in particular to discuss Scheme F.	NH reviewed data from the latest model output setting out the anticipated performance of Scheme F.
April 2021	Meeting held to enable NH to feedback their opinion on Scheme F.	NH reviewed Scheme F modelling and concluded that the modelling and scheme is acceptable and will not impact on the safe and efficient operation of the SRN.
August 2021	Meeting held to agree dates and procedure to review in advance of the formal submission to DfT.	It was agreed to provide NH with drafts for review mid. October 2021.
October 2021	Drafts of the OBC documents have been provided to NH.	All comments provided have been addressed. Engagement with NH will continue to provide updates on the development of the scheme including the delivery programme and construction phasing.



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### 7.9.4 Future communications strategy

The proposed nature and frequency of future communication will vary from stakeholder to stakeholder and will involve:

- Continued regular liaison with and briefings for key stakeholders, including local Councillors.
- Liaison with the district councils and neighbouring councils.
- Sharing of information on the project at key dates during the scheme development.
- Dissemination of post-opening project evaluation studies, at the one-year and five-year stages after implementation.

### 7.10 Project reporting

For each phase of the project, a Project Summary (PS) is prepared and approved by the Project Board. This is a 'working document' which defines:

- What the project intends to achieve;
- Who is responsible;
- How it will be achieved; and
- When it will be delivered.

The PS includes a detailed project plan, which captures the 'key tasks' to be achieved prior to the project proceeding to the next stage.

The Project Board's role is to ensure that the project is developed and managed in accordance with the PS and to provide oversight and advice to the Project Manager to enable progress in a timely manner.

The Board typically meet every six weeks and its decisions are recorded and communicated to provide appropriate corporate governance for the project and its development. Project reporting is required throughout the life of the project in the form of monthly Project Board papers which include a general position statement report, finance update, risk log, organogram and project plan as well as quarterly finance reporting, weekly updates, highlight reports. These reports are prepared by the Project Manager for review by the Delivery Programme Board as well as ad hoc requests. The Project Board occasionally invites a wider audience to attend, when deemed beneficial to the current stage of the project. Whilst these bodies will not have responsibility for the project, their attendance and participation are key to the successful delivery.

Throughout the development of the scheme, various documentation will be provided to support the MRN bid process. These documents will reflect DfT guidance on the Business Case process.

We are aware that there is a requirement to complete Quarterly Monitoring Returns to demonstrate progress against key milestones and to record spend against budget. These returns are prepared by the Project Manager and submitted quarterly in line with DfT's request. From time to time, it may be appropriate for a verbal or face-to-face progress meeting with DfT. These will be arranged at a time of mutual convenience.

### 7.11 Implementation of the schemes

WCC will ensure, as the highways authority, smooth network operation during the construction of the A38 BREP through minimising the construction impacts on the A38 and the wider road network. This will be done through carefully considered construction phasing of different elements of the scheme and the interaction with other schemes construction timelines. In addition, engagement and communication will continue to provide updates on timelines and activities to all stakeholders involved including NH.

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The proposed construction phasing of major elements of the A38 BREB Package is shown in Figure 7.10. Schemes has been grouped into the following packages that consider the local physical constraints, optimised construction sequence and minimised impacts on the surrounding areas:

- Build Package 1 - Scheme 1 and 7;
- Build Package 2 - Scheme D, E and 6;
- Build Package 3 – Schemes B and C;
- Build Package 4 - Scheme F;
- Build Package 5 – Scheme G;
- Build Package 6 - Scheme A;
- Scheme 5 - Fordhouse Road to Carnforth Road replacement footbridge; and
- Scheme 3 - Harvington Road to Old Station Road new footbridge.



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Table 7.8 presents a high level estimates of potential traffic management during the construction of the main elements of the A38 BREP Package. Day time diversion routes will not be required as it is assumed only overnight closures at this stage.

Table 7.8 - Potential traffic management of main elements of the A38 BREB Package

Scheme	Duration (months)	Estim. start date	Estim. end date	Overview of potential traffic management/reduction in capacity during construction	Estim. duration of reduced capacity (months)
A	6	Apr-24	Sep-24	Localised lane with narrowing on A38 Northern section and Hanbury Road. Reduction in junction capacity due to lane narrowing. Closures only required overnight for resurfacing, lining etc.	6
B	18	Jul-24	Dec-25	Localised road width narrowing for duration of works (18 months). Closures only required overnight for resurfacing, lining etc.	18
C	18	Jul-24	Dec-25	Works in tandem with scheme B over same duration. Some localised lane width reductions and signal capacity reduction for duration of works. Closures only required overnight for resurfacing, lining etc.	18
D	12	Jul-23	Jun-24	Schemes D and E delivered together. Localised lane narrowing and junction capacity reduction due to lane width restrictions. Closures would only be required overnight for resurfacing, lining etc.	12
E	12	Jul-23	Jun-24	Schemes D and E delivered together. Localised lane narrowing and junction capacity reduction due to lane width restrictions. Closures would only be required overnight for resurfacing, lining etc.	12
F	12	Dec-24	Nov-25	Localised lane narrowing and junction capacity reductions (not including motorway junction) for duration of works. Closures would only be required overnight for resurfacing, lining etc.	12
G	10	Feb-24	Nov-24	Localised lane narrowing and junction capacity reductions for duration of works. Closures would only be required overnight for resurfacing, lining etc.	10
1	9	Nov-22	Jul-23	Short term junction capacity reduction at A38 / Slideslow Drive junction for 3 months during construction period. Closures would only be required overnight for resurfacing, lining etc.	9
3	6	Mar-23	Sep-23	A potential weekend closure of A38 required to lift bridge into place. Potential carriageway width reduced to allow construction of piers for 6 months (3 months either side of road) but 2 way traffic maintained. No other impacts in terms of TM in corridor	Narrow Lanes - 6 Months Road closure - 1 weekend
5	6	Oct-23	Mar-24	A potential weekend closure of A38 required to lift bridge into place. Potential carriageway width reduced to allow construction of piers for 6 months (3 months either side of road) but 2 way traffic maintained. No other impacts in terms of TM in corridor	Narrow Lanes - 6 Months Road closure - 1 weekend

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6	4	Mar-24	Jun-24	Narrow lanes or some temporary traffic signals on Regents Park Road for 4 months for construction	4
7	4	Dec-22	April 23	Minor localised traffic management	4

## 7.12 Planning strategy, consents and land take

### 7.12.1 Planning strategy

A Screening Request was submitted to WCC (in their role as County Planning Authority (CPA)) in August 2020. This followed discussions with WCC officers which had previously emphasised the importance of ensuring that the impact of the cumulative scheme was considered. The Screening Request reflected the schemes, as they were at the time of submission or at the time of the modelling information used for assessment. Notably the noise and air quality modelling information did not include scheme F and were based on based on the old OD model assessment.

The Screening Opinion, issued in October 2020, confirmed that the WCC as CPA considered that "the proposal would not create any significant effects on the environment by virtue of its characteristics, location and characteristics of its potential impact. Therefore, the CPA considers that the proposed development is not EIA development. An Environmental Statement would, therefore, not be required.

WCC have confirmed that all schemes, with the exception of Schemes 3 and 5, benefit from permitted development rights, falling under Schedule 2, Part 9, Class A of the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended).

Following some evolution of the scheme designs and refining the modelling approach, an updated Screening Opinion will be sought between the OBC submission and the preparation of the FBC based on the updated traffic model output and designs and is expected to further reconfirm the PD rights as the previous 2020 screening decision.

### 7.12.2 Environmental consents

An analysis of environmental issues has been undertaken as part of the scheme development process and is included within the Environmental Appraisal Report (Strategic case, Appendix S.3). This review has highlighted that some of the proposed highway works are in close proximity to watercourses and as such the following consents may be required:

- Environmental permit (previously known as a Flood Defence Consent) – required for works on or near a main river, on or near a flood defence structure or in a flood plain.
- Ordinary watercourse consent – for works on or near all other watercourses (not main river or sea). This is applied for by contacting either the Internal Drainage Board (IDB) or the lead local flood authority or the Environment Agency.

The works may also have a potential impact on species and may require a Protected Species Licence from Natural England for individual species (e.g. Great Crested Newts, Bats, Otters etc.).

The areas where specific environmental issues have been highlighted to date are noted in Table 7.9 below. Further investigation, survey and liaison with the appropriate stakeholders, will be required as scheme development is progressed.

Table 7.9 – Environmental licensing/consenting requirements

Scheme	Environmental license or consent required
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A	<p><b>TPOs</b> – Application for consent must be made to Bromsgrove District Council in advance of any works to trees designated as TPO; together with landowner consent. This must be in the form of written consent.</p>
B	<p><b>Watercourse</b> - Environmental permit for working within close proximity to the Sugar Brook, both designated as a Main River by the Environmental Agency.</p> <p><b>TPOs</b> – Application for consent must be made to Bromsgrove District Council in advance of any works to trees designated as TPO; together with landowner consent. This must be in the form of written consent.</p> <p><b>Bats</b> – Inspections (Bat Roost Assessments) and activity/emergence surveys are currently being carried out on trees with bat roost potential (BRP) within the scheme extents. If a bat roost is found then a Protected Species Licence from Natural England will be required if the roost is likely to be disturbed or damaged during the construction works.</p> <p><b>Otter</b> - If signs of otter are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p> <p><b>Water vole</b> - If signs of water vole are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p>
C	<p><b>Watercourse</b> -Environmental permit for working within close proximity to the Spadesbourne Brook (Main River at this point) and Sugar Brook, both designated as a Main River by the Environmental Agency.</p> <p><b>TPOs</b> – Application for consent must be made to Bromsgrove District Council in advance of any works to trees designated as TPO; together with landowner consent. This must be in the form of written consent.</p> <p><b>Otter</b> - If signs of otter are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p> <p><b>Water vole</b> - If signs of water vole are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p>
D	None Required
E	<p><b>Watercourse</b> -An ordinary watercourse consent will need to be applied for as the works are within close proximity to the Spadesbourne Brook (not a designated Main River at this point).</p> <p><b>Badger</b> (same sett as mentioned below in Scheme 1) - Potential requirement for a licence to disturb a main badger sett with sett monitoring required to inform licence application. Sett monitoring (e.g. using camera traps) could potentially be required to support a licence application.</p>

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	<p><b>Otter</b> - If signs of otter are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p>
F	<p><b>Bats</b> – Inspections (Bat Roost Assessments) and activity/emergence surveys to be carried out on trees with bat roost potential (BRP) within the scheme extents. If a bat roost is found then a Protected Species Licence from Natural England will be required if the roost is likely to be disturbed or damaged during the construction works.</p> <p><b>Water vole</b> - If signs of otter are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p> <p><b>Water vole</b> - If signs of water vole are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p>
G	<p><b>Bats</b> – Inspections (Bat Roost Assessments) and activity/emergence surveys to be carried out on trees with bat roost potential (BRP) within the scheme extents. If a bat roost is found then a Protected Species Licence from Natural England will be required if the roost is likely to be disturbed or damaged during the construction works.</p> <p><b>Otter</b> - If signs of otter are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p>
1	<p><b>Watercourse</b> –An ordinary watercourse consent will need to be applied for as the works are within close proximity to the Spadesbourne Brook (not a designated Main River at this point).</p> <p><b>Badger</b> - (same sett as mentioned below in Scheme E) Potential requirement for a licence to disturb a main badger sett with sett monitoring required to inform licence application. Sett monitoring (e.g. using camera traps) could potentially be required to support a licence application.</p> <p><b>Bats</b> – Inspections (Bat Roost Assessments) and activity/emergence surveys to be carried out on trees with bat roost potential (BRP) within the scheme extents. If a bat roost is found then a Protected Species Licence from Natural England will be required if the roost is likely to be disturbed or damaged during the construction works.</p> <p><b>Great Crested Newts</b> – A European Protected Species (EPS) licence from Natural England may be required.</p> <p><b>Otter</b> - If signs of otter are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p> <p><b>Water vole</b> - If signs of water vole are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.</p>
3	<p>Planning consent required for bridge structure</p>

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	<b>Otter</b> - If signs of otter are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.
5	Planning consent required for bridge structure  <b>Otter</b> - If signs of otter are found during pre-construction surveys and disturbance is likely as a result of the works then a Protected Species Licence from Natural England will be required.
6	None Required
7	None Required

### 7.12.3 Other consents and approvals

In addition to the environmental consents set out above a range of other statutory provisions will be required. These include Traffic Regulation Orders (TROs), Controlled Crossing Applications and procedures related to Public Rights of Way (PRoW). Table 7.10 provides an overview.

Table 7.10 – Other consents and approvals required

Scheme	TRO	Controlled crossing application	PROW issues
A	None	None	None
B	Yes	Yes	Yes (Temporary)
C	None	Yes	None
D	None	Yes	None
E	Yes	Yes	None
F	Yes	Yes	None
G	Yes	Yes	None
1	Yes	Yes	Yes
3	Yes	None	None
5	Yes	None	Yes
6	None	None	None
7	None	None	None

### 7.12.4 Land take

The package of measures has been developed with the objective of ensuring that works remain within the highway boundary, so as to avoid, where possible the need for land acquisition. For most of the schemes within the package this can be achieved. However, land is required for some elements, as shown in Table 7.11.

It is assumed at this stage of scheme development that this land can be secured by negotiation, but Cabinet approval is in place for CPO if required.

Negotiation has already started and is led by WCC. Head's of Terms for the acquisition have been drawn up but not yet agreed. As an additional measure, and for completeness should a CPO be required, WCC has produced Notices (16 Local Government, Miscellaneous Provisions, Act 1976). These notices have



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now been issued to each landowner/ leaseholder. These notices require the notice to respond within a specified period, confirming their land interest, which is expected to encourage engagement with the parties and ensure that the acquisition work moves forward at pace.

Table 7.11 – Land take required

Scheme	Permanent land take required	Temporary land take required for accommodation works
A	No	Yes, subject to confirmation of highway boundary
B	Small areas of land required at <ul style="list-style-type: none"> <li>- Morrisons</li> <li>- Aldi</li> <li>- John H King Limited (off Sherwood Road)</li> <li>- Land owners off Buntsford Drive (Bromsgrove District Housing Trust and Wyre Forest District)</li> </ul>	No
C	Small areas of land required at <ul style="list-style-type: none"> <li>- KFC</li> <li>- Brook Retail Park</li> </ul>	No
D	None	None
E	None	None
F	None	None
G	None	None
1	None	None
3	None	None
5	None	None
6	None	None
7	None	None

### 7.13 Contract management

By carrying forward the project team and governance structure already in place to deliver the Part 1 and early delivery schemes, and utilising WCC chain of suppliers, this bid benefits from an established process, with a clear process for assurance and approvals.

### 7.14 Risk management strategy

The accurate evaluation and pro-active mitigation of risk is critical to the success of the project. To ensure that all risks were captured a risk register has been maintained from an early stage and is included as part of the OBC.

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### 7.14.1 Risk register

The risk register has been further developed through the OBC development stage and in response to the advancing engineering designs. It is included as Appendix M.5.

Relevant owners have been allocated for each risk and progress on the management of the key risks is discussed at each Project Board meeting.

The risk register logs the full spectrum of potential risks to the planning and delivery of the scheme, covering the following categories:

- Strategic (issues relating to 'fit' with other schemes, and relationship with housing growth)
- Political
- Legislative and statutory powers
- Financial
- Design, construction and environmental.

The risk register will continue to be reviewed on a regular basis. As the project moves forward the scheme development, delivery and contractor teams will be responsible for managing their risks and reporting any newly identified risks to the Project Owner and Board. Risks escalated to medium or high, which could impact on the progress of the project, will be referred to the Senior Responsible Owner. The top 10 key risks are listed in Table 7.12.

Table 7.12 – Top 10 Key project risks and risk management strategy.

Key Risks	Mitigation
Adverse ground conditions after GI affecting scheme outturn costs.	Ground conditions to be re-evaluated during detailed design and managed where possible, through innovative design solutions.
Brexit impacts on worker availability, construction schedule and material prices due to change in UK status as part of EU, and/or fluctuations in exchange rate for commodities such as oil-based products used in road construction	To be considered during procurement of works
Streetworks lane rental may be introduced adding to the costs (could be £2.5k per day)	Ongoing engagement with client to understand potential implementation of lane rental scheme and programming works to minimise construction costs.
Scheme requires higher standard design than budgeted for, as a result of planning requirements, resulting in higher scheme cost (scheme 3 and scheme 5 new bridges)	Ongoing liaison with D&B contractors to manage cost through influencing design to align with available budget
Other major projects such as HS2 impact on worker availability, construction schedule and material prices	To be considered during procurement of works
Additional cost to move identified utilities	Utility clashes to be identified and managed through C3/C4 enquires and appropriate mitigation put in place to reduce impact of scheme cost.

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Key Risks	Mitigation
Scheme cost inflation uncertainty leading to higher than expected out-turn costs resulting in inadequate budget available.	Continue to monitor and ensure ongoing engagement with client. Due to nature of scheme, individual packages can be removed from programme to ensure budget is not exceeded
Assumptions made in preliminary drainage design may require redesign and possible design change.	Continue to review drainage assessment and complete further assessment at detailed design stage where applicable. Explore alternative design solutions should risk arise, keeping client updated.
Key stakeholder/project sponsor/political decisions affect programme delivery (e.g. amendments to scheme scope).	Keep all stakeholders updated through regular project briefings, highlighting any potential risks to programme and scope
Scheme preparation costs greater than estimated resulting in additional costs, due to scope variation	Design freeze to be implemented to ensure no further design iterations are included in overall programme.

### 7.14.2 Quantified Risk Assessment (QRA)

For this OBC stage the risk register has been used as the basis of a Quantitative Risk Assessment (QRA). The main purpose of QRA is to support the scheme costing by predicting the level of risk contribution, having a defined level of confidence, to cover the construction of the scheme. For the risk model the following were used as key inputs:

- Baseline capital expenditure estimated cost of circa £39.3 million.
- Risk register – developed via group consensus at various workshops
- Quantification of the risks – using impact estimates of cost and probability.

@Risk software was used to obtain a risk value. The P(mean) value of £6.3 million (£6.9 million including inflation) has been used in the Financial Case. It should be noted that this excludes early delivery schemes (schemes 2a, 2b and 4).

### 7.14.3 Risk management strategy

Using the risk register as a basis the risk management strategy will then look to avoid or reduce the risks. Risk management is embedded into the project delivery. The risk register will continue to be reviewed on a regular basis.

At later stages of the project, delivery and contractor teams will be responsible for managing their risks and reporting any newly identified risks to the Project Manager. Risks escalated to Medium or High which could impact on the progress or financial position of the project will be referred by the Project Manager to the Project Board.

The Council has an overall framework for managing risk. Primary responsibility for managing risk on a day-to-day basis rests with those operational/strategic/project managers who are closest to the service/project and responsible for its delivery. In projects and other specific areas of work, risk registers identifying key risks and mitigating actions are used as a record and tool for monitoring this work. At Assistant Director and Directorate level there are aggregated risk registers which identify the top risks at that level, and the actions in place to address these risks. From these is drawn a Corporate level Risk Register which identifies the top risks for the Council and actions in place. These top-level risk registers are reviewed on a quarterly basis, and a report on the Corporate Risk Register is taken to Cabinet and the Audit and Governance Committee twice a year.

### 7.15 Monitoring and evaluation and benefits realisation plan

A monitoring and evaluation and benefits realisation plan has been developed and is included in Appendix M. 6.

This plan provides details about the monitoring that will be undertaken by WCC to demonstrate whether the project is on time and to budget, whether the predicted benefits were achieved and what lessons could be learnt for future WCC transport strategies. The method and frequency of data collection has been set out within the plan, along with locations of data collection and information on the approach taken to project governance. Monitoring data will be collected on the following data sets:

- M1: Travel Demand;
- M2: Travel Times and Reliability;
- M3: Junction Performance;
- M4: Pedestrian and Cycle Counts;
- M5: Stakeholder Feedback;
- M6: Development Applications and completions;
- M7: Impact on the Economy;
- M8: Carbon;
- M9: Noise;
- M10: Air Quality; and
- M11: Accidents.

The monitoring and evaluation part of the plan sets out a methodology compliant with the DfT Monitoring and Evaluation Framework for Local Authority Schemes (2012)<sup>1</sup> and associated HM Government guidance. It proposed that monitoring be undertaken in line with the criteria for Tier 2 – Enhanced Monitoring, but with enhanced proposals for additional data collection (essentially a ‘Tier 2 Plus’ approach). This methodology was outlined in a note to DfT in April 2020, which DfT has accepted in principle in May 2021 pending the FBC submission.

The benefits realisation part of the plan sets out the approach taken to determine the projected benefits, impacts, objectives and monitoring of impacts. It incorporates the scale and type of the scheme plus the resources available.

Benefits realisation sections of the plan sets out an approach which is intended to:

- Profile all of the benefits and demonstrate how they are forecast to be realised from baseline to target, including baseline and measurement information, identified benefit risks and benefit realisation milestones; and
- Ensure that the scheme is delivering its objectives and intended outcomes, as well as that benefits are managed and monitored beyond project closure.

Monitoring outputs, outcomes and desired impacts have all been defined.

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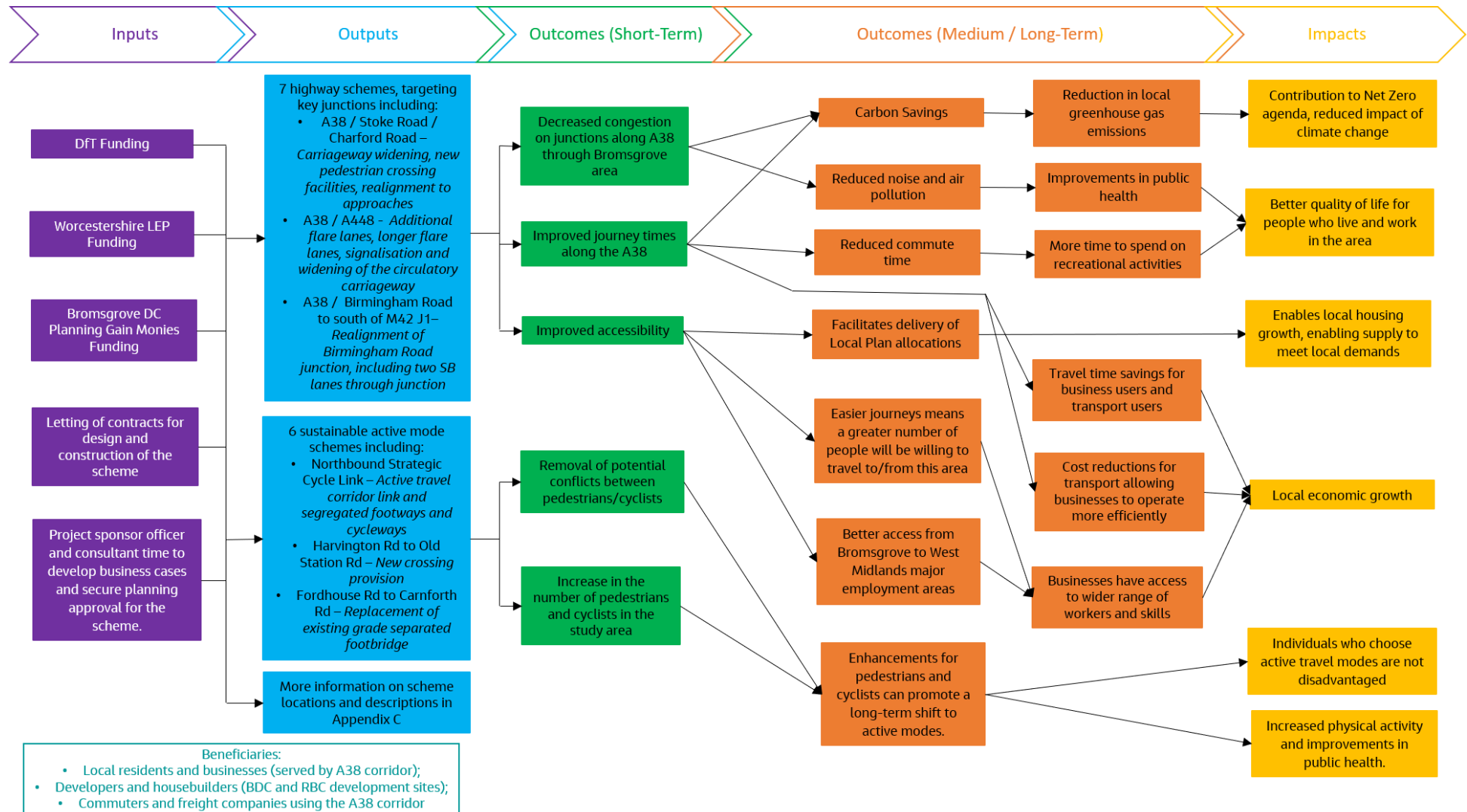
<sup>1</sup> [DfT Monitoring and Evaluation Framework for Local Authority Transport Schemes \(2012\)](#)

## Management Case

Figure 7.11 presents the logic map which identifies how inputs, outputs, outcomes and impacts are interlinked within the proposed scheme, as detailed in Appendix M. 6.

# Management Case

Figure 7.11 - Logic map of the A38 BREP scheme



## **7.16 Options**

The project management approach outlined in Chapter 7 is the only approach considered as it has been proven success to deliver the similar infrastructure schemes in accordance with the programme and budget.

## **7.17 Summary of management case**

The Management Case demonstrates that WCC has the necessary resources and proven expertise to deliver the scheme in accordance with the programme and budget. Indeed, by carrying forward the project team and governance structure already in place to deliver the Part 1 and early delivery schemes, this bid benefits from an established process, with a clear process for assurance and approvals. Furthermore, the project has a clear and achievable programme that aligns well with the overall timeframe of the MRN process. In addition, the project team demonstrates a good understanding of likely risks, reflecting the fact that the proposed schemes are at a good stage development.