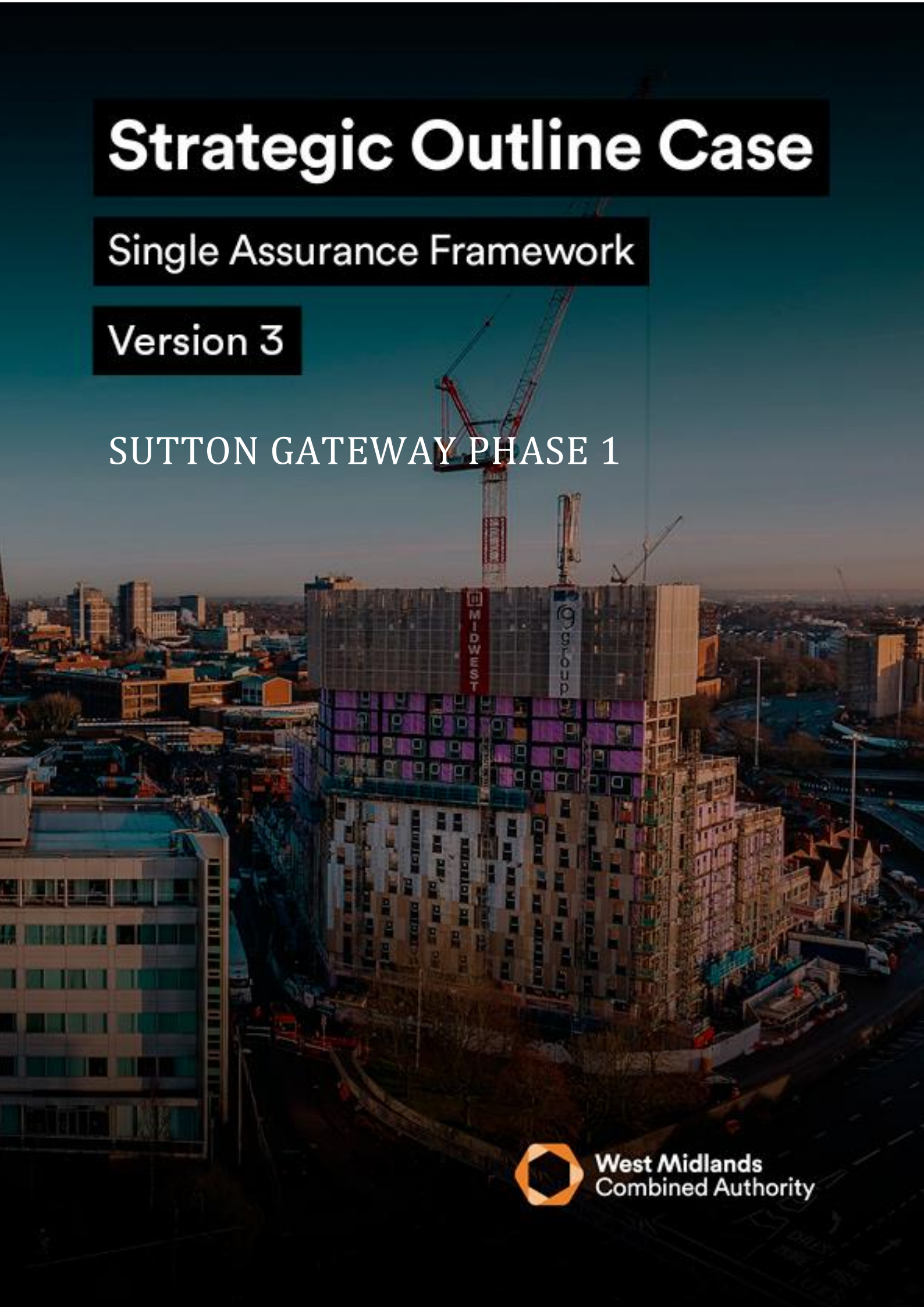
Strategic Outline Case

Single Assurance Framework

Version 3

SUTTON GATEWAY PHASE 1



West Midlands Combined Authority

STRATEGIC OUTLINE CASE VERSION 3.1

The **Strategic Outline Case (SOC)** is the scoping stage, its purpose is to:

1. Confirm the strategic context of the proposal and make a robust case for change and
2. provide stakeholders with an early indication of the Preferred Way Forward (PWF) having undertaken a SWOT analysis of a wide range of available options together with indicative costs.

It is a requirement that all SOC's submitted to the West Midlands Combined Authority (WMCA) for public funds must:

- Outline the initial case for change. This must be completed in full but may be revised at later stages of the business case development,
3. complete a long list of alternative options with a recommended short-list for further examination at the OBC stage,
4. address the fundamentals of any potential procurement and deal within the Commercial Case,
5. discuss the likely affordability of the proposed project within the Financial Case,
6. and outline how the project will be set up and managed within the Management Case.

GUIDANCE

- To support better spending, investment decisions and better procurement, this Strategic Outline Case should be written using WMCA guidance, which can be found here.
- In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found here.
- The input of key stakeholders must be detailed within Table 2, or the business case will be rejected until this information is provided.
- Mandatory appendices as listed in Section 6.0 of this business case must be submitted as supplementary documents.

Table 1

PROJECT DETAIL			
Project Name:	Sutton Gateway Phase 1		
WMCA Directorate:			
Delivery Team (if WMCA internal):			
Organisation (if WMCA external):	Birmingham City Council		
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?	May 2023 (programme entry) May 2024 (for submission of SOC only)		
VERSION CONTROL			
Version:	**V4**	**Date:**	**12/08/2024**
SOC Prepared by:	**Andy Chidgey**	**Job Title:**	**Project Manager**

Table 2

STAKEHOLDER INVOLVEMENT

Please provide the names and level of input of the stakeholders listed below. Note that some are mandatory and others are optional / dependent on the source of funding / nature of the project, this is made clear on the left of the table below.

	Role	Name	Input	Date
Mandatory	**Senior Responsible Owner (SRO):**	**Mel Jones**	**Signed Off**	**April 2024**
	WMCA Executive Director:		Choose an item.	
	Finance Lead:	**Azhar Rafiq (BCC)**	**Reviewed**	**April 2024**
	Legal Representative:	**Sushil Thobani (BCC)**	**Reviewed**	**April 2024**
	Procurement Lead:	**Haydn Brown (BCC)**	**Reviewed**	**April 2024**
	Digital and Data Engagement and Delivery: ***(if WMCA internal)***		Choose an item.	
Optional	**Programme SRO:** ***(if applicable)***		Choose an item.	
	Major Programme Finance: ***(if CRSTS/ Investment Programme funded)***	**Prepared by Harpreet Srai Reviewed by Carl Pearson Prepared by Ian Monks**	**Provided feedback that was incorporated**	**June 2023 June 2024**
	Human Resources:		Choose an item.	
	Transport Planning Assurance: ***(if CRSTS funded)***	**Liv Hockney**	**Provided feedback that was incorporated**	**June 2023 & March 2024**
	Cycling Team:	**Hannah Dayan Daniela Mitru**	**Provided feedback that was incorporated**	**June 2023 June 2024**
	Network Mitigations Forum:		Choose an item.	
	Inclusive Growth Team:		Choose an item.	

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES (MAX 500 WORDS):

- A BRIEF PROJECT DESCRIPTION AND WHY IT IS NECESSARY
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

Sutton Coldfield town centre is currently in crisis, experiencing a steady rate of decline for a number of years with increased pressure on the vitality of the town following the Covid-19 pandemic and changes to the retail sector.

Whilst the wider regeneration of the town centre remains the core outcome, improvements in connectivity and the attractiveness of public transport within the town centre are imperative to enabling and encouraging mode shift from private car use to more sustainable travel methods and bringing people back into the town centre. This relies on improved public transport, better cycling infrastructure and enhanced pedestrian facilities, as well as the consolidation of parking within the town centre to reduce the ease of which private cars can access the town centre, whilst maintaining essential access for those who still need to drive.

A key component to delivering improved active mode infrastructure is reducing the dominance of the highway network around the town centre, and the severance it causes, as well as providing high quality infrastructure for safer, more attractive travel options.

Sutton Gateway aims to provide improvements in public transport, walking and cycling infrastructure, to create a step-change in sustainable access to and through Sutton Coldfield town centre, whilst maintaining access for all modes. The scheme seeks to deliver a high-quality and safe environment for all users, reduce the severance to walking and cycling caused by the ring road and encourage a shift from private vehicles to sustainable transport modes.

The scheme works to deliver the supporting principles of the BTP: reallocating road space, prioritising active travel in local neighbourhoods and managing demand through parking measures. Additionally the scheme aligns with the transport and connectivity 'Big Moves' outlined in the Sutton Coldfield Masterplan SPD and works towards delivering CRSTS objectives.

Sutton Gateway delivers an integrated package of measures, including:

- Improved quality of bus infrastructure with optimised bus operations at Lower Parade/South Parade, including high quality shelters, RTI and CCTV;
- Enhancements to the wider Lower Parade and South Parade transport environment
- creating an attractive pedestrian-prioritised link between the railway station and The Parade, through improved footways, wayfinding and environment to prioritise walking and cycling;
- A ring road transformation package to reduce traffic speeds and dominance, creating new and wider pedestrian crossings and enhancing cycle access to reduce severance, including:
    - reduction in carriageway between Park Road and Mill Street and along Victoria Road, to reduce traffic speeds, reduce severance across the ring road and enable improvements to active mode infrastructure,

  - reduce traffic speeds to 20mph limit on ring road,
  - better quality and alignment of crossing facilities with key desire lines (upgrade of five crossings, relocation of two crossings, installation of two new crossings and improved connectivity across existing junctions),
  - reallocation of road space to enable dedicated cycle infrastructure within the town centre, and
  - enable greater active mode interventions and promote alternative cycle access through the closure of Lower Queen Street at the junction with Queen Street; and
- Consideration of parking supply to reduce the need for travel by private car, albeit facilitating those with essential access needs.

FINANCE SUMMARY

Table 3

Finance Summary	SOC (£)
Total Project Cost:	£26,198,246*
WMCA Funding Requested:	£750,000 (OBC costs)
WMCA Funding Source:	CRSTS
Funds Secured:	£160,000
Funds Not Secured:	£26,038,246*

The total project cost of £26.2m reflects the outturn costs for delivering the entire project. As part of the current SOC submission, a funding request to WMCA's CRSTS programme of £750,000 is made to cover OBC development costs only.

To date, the wider project has secured c. £160,000 of revenue funding from the CRSTS Capacity Fund. A residual £26.04m* of funding is required to meet the total projects costing, including £750,000 to meet the OBC development costs.

*It is expected that the detailed construction phasing of the interventions, as well as a value engineering exercise as part of the preliminary design at OBC, will be undertaken with the aim to reduce the total outturn costs to align with the £25 million funding envelope. Value engineering exercise/rescope of scheme could include consideration of materials as part of the improvements to the transport environment, to reduce costs, and the potential descope of the mobility hub at the railway station. These measures will be amongst the mitigation measures considered during design development as part of OBC. Additionally, ongoing discussions between BCC and WMCA will continue to take place at a strategic level during OBC development regarding programme and any opportunities for the rephasing of funding.

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 STRATEGY AND POLICY ALIGNMENT

Briefly explain how the project supports the existing policies and strategies of the organisation and other programmes and projects within the strategic portfolio. In addition, comment on how Local, National, Regional Policy and other organisations' strategies are supports. Attach relevant documents, if applicable.

This project supports the existing policies and strategies of the organisation, as well as other projects within the strategic portfolio. A full policy review has been carried out for Sutton Gateway as part of the accompanying Strategic Outline Case report (Appendix A - Baseline Report), which summarises the key national, regional and local policy and guidance that is relevant to this scheme. An overview of the strategic alignment is shown below.

BCC's Urban Centres Framework proposes Sutton Coldfield to be a focus for significant growth, delivering new homes, jobs and local services. Based upon the growth potential set out in the Birmingham Development Plan, Sutton Coldfield will play a role in delivering the city's inclusive growth agenda due to its size, location and scale of potential. Additionally, this works towards helping to deliver the wider agenda outlines in the WMCA's Strategic Economic Plan (SEP) and associated Strategic Transport Plan - Movement for Growth (MfG). A key pillar of the SEP and MfG is connectivity, with "*an efficient and resilient transport system underpinning future economic success".* It focuses on the importance of providing a balanced and effective transport system to improve connectivity of people and businesses to jobs and markets, as well as providing people with access to skills, education and training.

MfG recognises that the first phase of HS2 provides excellent local and sub-regional connectivity from across the West Midlands to HS2 stations. This ensures local areas such as Sutton Coldfield have improved access to opportunities in the wider West Midlands and nationally, particularly with further improvements to public transport connections by sustainable methods, such as improving walking and cycling links to bus and rail services. Sutton Coldfield will also benefit from the strategic West Midlands Bus Alliance, which aims to improve the quality, speed, and reliability of bus services, as well as improvements to quality and access to services.

MfG sets out its preferred approach, which is to provide a blend of highway improvements and higher quality public transport and active travel infrastructure provision across the region. This emphasises making better use of existing transport capacity/ infrastructure through the use of technology and better integration between different modes of transport. As the largest suburban town centre within Birmingham, Sutton Gateway plays a vital role as a local transport hub, with key connectivity to public transport, as well as opportunity for economic growth and revitalisation within the town centre.

Further, the BTP sets out a vision to build a sustainable, green, inclusive, go any-where network across Birmingham. This smart, innovative carbon neutral and low emission network will support sustainable and inclusive economic growth, tackle the climate emergency, and promote the health and well-being of Birmingham's citizens. The proposed scheme works towards helping to deliver three of the four supporting principles of the BTP which are: reallocating road space, prioritising active travel, and managing demand through parking measures.

The Sutton Coldfield Town Centre Masterplan SPD further builds on growth, with a vision to reinvigorate the town centre by capitalising on Sutton Coldfield's attractive green and historic assets and high degree of connectivity by, diversifying the town centre, increasing its accessibility, strengthening its distinctive identity by uncovering its true heart to create a vibrant, sustainable and welcoming place for all.

1.2 EXISTING ARRANGEMENTS

Provide a complete summary of the organisation's current service model referring to its Business as Usual (BAU) offer, this may also include elements of services provided within the organisation's external environment.

Provide a complete summary of the organisation's current service model referring to its Business as Usual (BAU) offer, this may also include elements of services provided within the organisation's external environment.

Sutton Coldfield town centre has good connectivity by rail and bus; however access to the town centre is currently dominated by highway infrastructure, which is causing severance both as a result of traffic volumes and road layout (carriageway widths with limited provision for pedestrian and cycle access). The attractiveness of travel by public transport (bus) is impacted by congestion and delays in peak periods, the quality of current infrastructure and waiting environments, as well as limited wayfinding and public transport information provision.

BCC's Urban Centres Framework proposes Sutton Coldfield to be a focus for significant growth, delivering new homes, jobs and local services. Based upon the growth potential set out in the Birmingham Development Plan, Sutton Coldfield will play a leading role in delivering the city's inclusive growth agenda due to its size, location and scale of potential. The role of the centre will become even more important over the coming years as the sustainable urban extension at Langley and the employment site at Peddimore, 6.5km from the town centre, will see 5,500 new homes and 71 hectares of employment land delivered. This will create further opportunities for the town centre to reposition itself and attract new investment. It is likely that sustainable travel demand from Langley will be using public transport services rather than active mode, due to the distance from the town centre. However active mode connections to public transport services will be important, both in the town centre, and within Langley.

Additionally, Sutton Park is a major amenity accessible from the town centre, only a 5-minute walk from the railway station. Sutton Park is a 2,400-acre National Nature Reserve, designated

Site of Special Scientific Interest and is one of the largest parks in Europe. Better connectivity between the town centre and the park, as well as neighbouring residential areas, the railway station and bus interchange, would enable more sustainable access around the town centre and support the reduction in carbon emissions and improvement in the health of Sutton Coldfield's residents.

The Sutton Coldfield Town Centre Masterplan SPD further builds on growth, with a vision to reinvigorate the town centre by capitalising on Sutton Coldfield's attractive green and historic assets and high degree of connectivity by:

- Diversifying the town centre;
- Increasing its accessibility; and
- Strengthening its distinctive identity by uncovering its true heart to create a vibrant, sustainable and welcoming place for all.

Without substantial investment in sustainable transport infrastructure and consideration of appropriate parking management within Sutton Coldfield town centre, the regeneration and revitalisation of the town centre outlined in BCC Urban Centres Framework and the Masterplan cannot be realised.

In summary, interventions are required because:

- Existing bus stop infrastructure in the town centre is dated, with limited information and wayfinding provision. The quality of the waiting environment, particularly along Lower Parade, is likely impacting on the attractiveness of bus use (particularly at night due to limited lighting etc). Additionally, waiting passengers crowd the relatively narrow footways, which impacts on the ability for pedestrians to access the town centre at peak times (particularly alongside Red Rose Centre).
- Poor mode share for journeys by bus, when compared to travel by car and rail (pre-Covid), both travelling within and externally to Sutton Coldfield, and a further decline in ridership prior to and as a result of the Covid-19 pandemic, with the network currently operating at 90-95% pre-Covid capacity. A sample from September 2022 shows that circa. 25,000 boarders per week use Lower Parade stops, which equates to 4,000-4,500 per weekday and 3,000 per Saturday.
- Location of key trip attractors are spread across the town centre, generating cross-town movements that are largely facilitated by the A5127. These cross-town movements currently contribute to the congestion experienced in the town centre, particularly on A5127 Birmingham Road and Lichfield Road. Better walking and cycling infrastructure provision and connectivity would provide increase the attractiveness of undertaking local trips by more sustainable methods.
- Whilst punctuality data (scheduled versus actual journey time data) shows delays to bus services are predominantly along sections of bus routes outside of the study area, TrafficMaster/Inrix (2019) data shows journey time reliability concerns for bus services due to congestion and delay to all traffic, particularly at peak times at key junctions. The constrained nature of A5127 Birmingham Road and Lichfield Road corridors within the study area provide limited opportunities for substantial bus priority measures. However, there remains potential opportunities for improvement to access and egress into and out of Sutton Coldfield town centre.
- Currently, there is minimal interchange between sustainable modes, with limited wayfinding between the town centre, bus interchange and the railway station. Data from TfWM suggests that there is very little interchanging between bus and rail services, which reflects Sutton Coldfield's purpose as a trip generator (i.e., trips originate from Sutton Coldfield to travel elsewhere, particularly for commuting) and as a destination for leisure (Sutton Park) and retail/ hospitality.

- Severance is particularly high due to the ring road around the town centre with limited pedestrian/toucan crossings along key desire lines, including across Brassington Avenue to Park Road, Victoria Road and Queen Street, Mill Street/Trinity Hill, and Lower Queen Street/Queen Street.
- Due to 2021 Census being conducted during the Covid-19 pandemic, journey to work and method of travel data is unlikely to be representative of the current travel patterns. Low cycle mode share (1% in both 2021 and 2011 census data), particularly when compared to trips made on foot (4% in 2021 and 34% in 2011), when considering commuting trips within Sutton Coldfield, which may reflect the limited availability of high-quality cycle routes and infrastructure linking residential areas with the town centre, railway station and other key trip attractors. Additionally limited secure cycle parking within the town centre may also play a part in the low attractiveness of cycling as an option for travel.
- The number of collisions within the scheme area involving NMUs remained consistent between 2015 and 2019 but has so far fallen between 2020 and 2022, which may be partially due to the Covid-19 pandemic and changes in travel behaviour. Between 2015 and 2019, over 40% of collisions (44) involved an NMU. Of these 44 collisions, 14 (32%) resulted in serious injuries. Three collisions on Lower Parade between 2020 and 2022 involving a bus or coach and a pedestrian.
- While speed limits are no more than 30mph on most roads in the study area, collision analysis has shown aggressive driving and vehicle speeds are contributory factors.
- The level of car parking supply is currently greater than demand, with parking charges in the majority of BCC operated off-street car parks undermining the competitiveness of public transport. Whilst parking will continue to be an important mechanism to support essential access to the town centre, the future regeneration of the town centre should focus on sustainable growth, with the management of demand through parking measures delivered alongside high quality public transport and active travel networks influencing travel choices and encouraging more sustainable travel within communities.
- There is no blue badge holder provision within off-street car parks and the on-street parking bays on Brassington Avenue are under-utilised and not well located for access to the retail core. Electric charging provision for vehicles is also limited within off-street car parks, reducing the resilience of future requirements for infrastructure.

A full baseline review has been carried out for Sutton Gateway as part of the accompanying Strategic Outline Case report (Appendix A - Baseline Report), which summarises the key bus, rail, active mode and car parking findings relevant to this scheme.

Should the proposed interventions not be delivered, it is likely this would constrain travel by more sustainable modes and substantially limit progress in tackling over-reliance on the private car – a key cause of local economic stagnation. There are a number of factors (transport and non-transport related) impacting the attractiveness of Sutton Coldfield town centre as a destination, particularly when compared to other locations such as Boldmere, Mere Green, Tamworth, Lichfield and Solihull. One of these factors includes the high levels of traffic travelling within (as local trips) and through the town centre, which results in congestion during peak periods and delays to buses and general traffic. Without any management of this demand, congestion and traffic levels are likely to increase further and continue to impact the attractiveness of the town centre.

Sutton Coldfield town centre would also become increasingly inaccessible by bus, on foot and by bicycle as high traffic volumes inhibit access by these modes, resulting in further reliance on private car for the majority of trips in the local area. The attractiveness and connectivity of

the town centre by sustainable methods are key elements of future proposals within the Masterplan, including the need for better permeability through the town centre for people wanting to walk and cycle.

PLANNED GROWTH

The accompanying SOC (Appendix A Baseline Report) outlines the consented, committed, and proposed development within the study area. These developments are relatively small in scale in their own right; however, they increase the population of Sutton Coldfield, and potentially improve the vitality of the town, which means more residents and visitors using the existing highway network (on foot, cycling, public transport or by car). This increases the pressure on existing infrastructure, which makes providing direct and safe multi-modal access to the town centre and all key facilities imperative.

Additionally, the proposed brownfield site on Brassington Avenue is subject to a planning application for a new Aldi, which is currently being determined. If consented, the site will be a major trip attractor and provide a key link for the proposed segregated cycle way, as part of the ring road transformation package, within this scheme.

The recent sale of Gracechurch shopping centre has led to its owners preparing a planning application for the redevelopment proposals. The developers are currently in pre-application discussions with Birmingham City Council and expected to submit an outline application during the OBC and FBC timescales of this scheme, as well as undertake engagement with the public.

Whilst the Sutton Town Centre Masterplan SPD is adopted policy; the document does not formally identify specific committed developments and is unfunded at this time. The wider aspirations and objectives of the Masterplan SPD have been considered as part of the policy context, but future proposals for increased permeability of the town centre resulting from redeveloping the Gracechurch shopping centre, Red Rose centre and Newhall Walk have not been considered as part of this SOC for the first phase of Sutton Gateway, unless stated. Therefore, the existing permeability of pedestrian and cycle access, particularly for east to west movements across the town centre, are included within the proposed scheme development. However consideration will be given to any forthcoming development proposals as part of the OBC, within the delivery timescales of CRSTS and the first phase of Sutton Gateway.

1.3 ORGANISATIONAL OVERVIEW

Provide a brief overview of the organisation(s) making the case for intervention and change.

In September 2021, WMCA submitted Sutton Gateway as a £50 million proposed scheme to form part of the West Midlands CRSTS funding bid. In April 2022, WMCA was awarded £1,050 million, of which £25 million has been initially identified for Sutton Gateway on submission of a full business case to WMCA Single Assurance Framework process and successful award.

BCC as the lead organisation sponsoring this scheme and SOC, endorsed the WMCA submission in September 2021. The Senior Responsible Officer (SRO) is Mel Jones – Head of Transport Planning and Network Strategy at BCC.

The proposal for improvements support and align with Birmingham Transport Plan, BCC Urban Centres Framework, Birmingham LCWIP and Sutton Coldfield Town Centre Masterplan SPD.

This SOC is also supported by key partners including:

- Transport for West Midlands (TfWM) as part of WMCA
- Royal Sutton Coldfield Town Council (RSCTC)

1.4 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Specify the spending objectives for the project. These should focus on the target outcomes for the intervention and be SMART (Specific, Measurable, Achievable, Realistic and Time-Dependent). Desired outcomes include: improved economy, efficiency, effectiveness, replacement and compliance.

Note, all projects need to consider Inclusive Growth and its contribution to Net Zero.

Following a review of key national, regional and local policy, six scheme objectives have been developed to align with the Sutton Coldfield Town Centre Masterplan SPD Big Moves for transport, they include:

- Enable public realm enhancements and development opportunities to come forward.
- Reduce severance and improve active mode infrastructure and connectivity across the town centre.
- Improve public transport infrastructure, reliability and connectivity across the town centre.
- Improve the pedestrian environment and public realm along Lower and South Parade.
- Improve links between the town centre, the railway station, bus interchange and Sutton Park.
- Facilitate the consolidation of parking and promotion of flexible solutions to reduce reliance on car demand in the town centre

These have been further developed as part of this Strategic Outline Case (SOC) into four scheme objectives:

- Improve the attractiveness of the pedestrian & cycling environment within the town centre;
- Reduce severance across the town centre, improving links to public transport services & key locations within Sutton Coldfield town centre;
- Improve bus passenger satisfaction within Sutton Coldfield town centre; and
- Reduce car demand in the town centre and encourage mode shift from car to public transport & active travel.

A logic map has been developed in line with the objectives of the scheme to illustrate the outputs, outcomes and impacts as a result of the interventions of this scheme. These objectives have been further developed as Specific, Measurable, Achievable, Relevant and Time-bound (SMART) spending objectives. Table 4 demonstrates each of the SMART spending objectives for this scheme, these are also summarised in section 2.3.1 of the accompanying SOC report including wider alignment to WMCA aims and objectives.

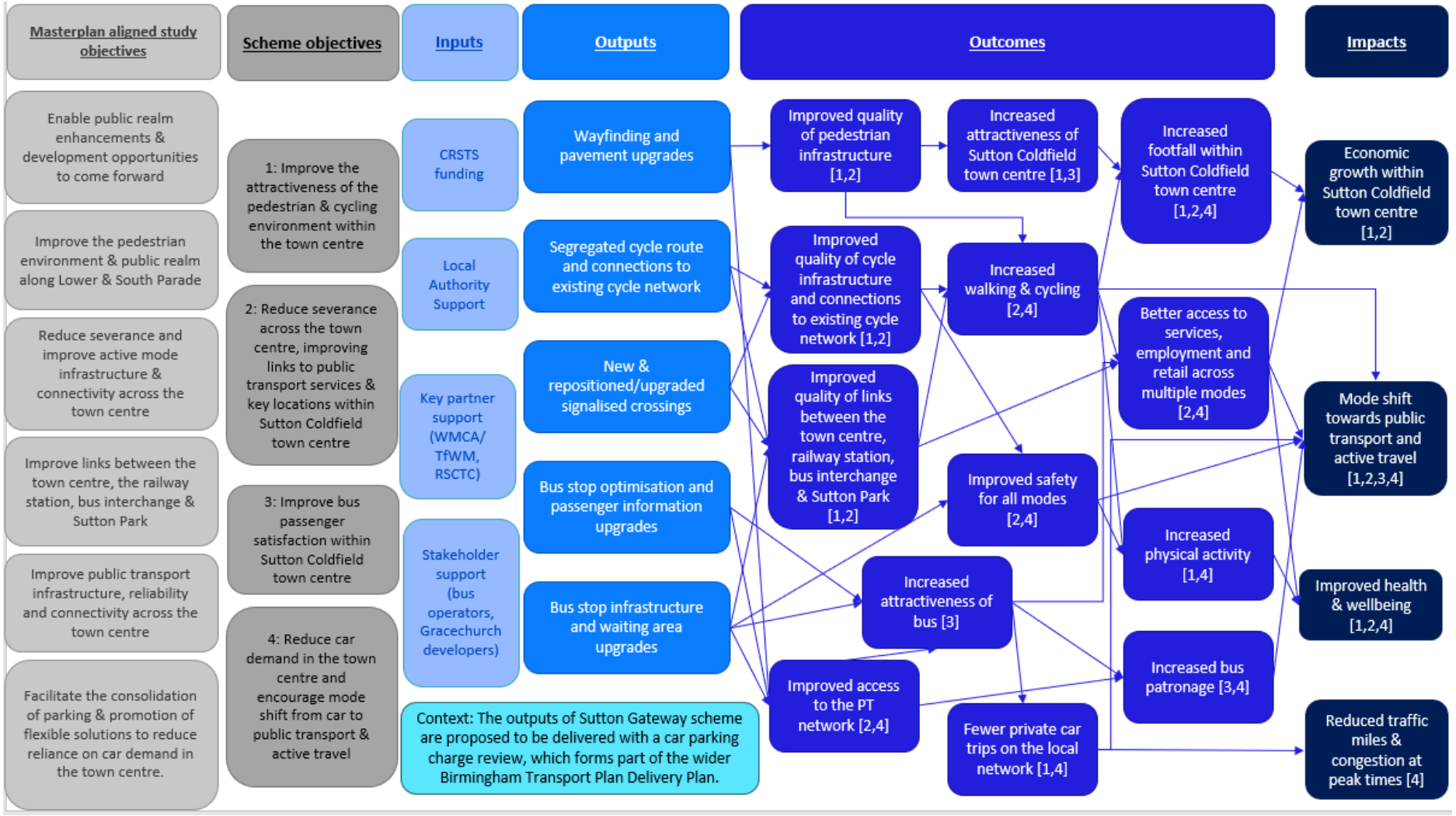

Masterplan aligned study objectives
Scheme objectives
Inputs
Outputs
Outcomes
Impacts
Enable public realm enhancements & development opportunities to come forward
Improve the pedestrian environment & public realm along Lower & South Parade
Reduce severance and improve active mode infrastructure & connectivity across the town centre
Improve links between the town centre, the railway station, bus interchange & Sutton Park
Improve public transport infrastructure, reliability and connectivity across the town centre
Facilitate the consolidation of parking & promotion of flexible solutions to reduce reliance on car demand in the town centre.
1: Improve the attractiveness of the pedestrian & cycling environment within the town centre
2: Reduce severance across the town centre, improving links to public transport services & key locations within Sutton Coldfield town centre
3: Improve bus passenger satisfaction within Sutton Coldfield town centre
4: Reduce car demand in the town centre and encourage mode shift from car to public transport & active travel
CRSTS funding
Local Authority Support
Key partner support (WMCA/ TfWM, RSCTC)
Stakeholder support (bus operators, Gracechurch developers)
Wayfinding and pavement upgrades
Segregated cycle route and connections to existing cycle network
New & repositioned/upgraded signalised crossings
Bus stop optimisation and passenger information upgrades
Bus stop infrastructure and waiting area upgrades
Context: The outputs of Sutton Gateway scheme are proposed to be delivered with a car parking charge review, which forms part of the wider Birmingham Transport Plan Delivery Plan.
Improved quality of pedestrian infrastructure [1,2]
Improved quality of cycle infrastructure and connections to existing cycle network [1,2]
Improved quality of links between the town centre, railway station, bus interchange & Sutton Park [1,2]
Increased attractiveness of bus [3]
Improved access to the PT network [2,4]
Increased attractiveness of Sutton Coldfield town centre [1,3]
Increased walking & cycling [2,4]
Improved safety for all modes [2,4]
Fewer private car trips on the local network [1,4]
Increased footfall within Sutton Coldfield town centre [1,2,4]
Better access to services, employment and retail across multiple modes [2,4]
Increased physical activity [1,4]
Increased bus patronage [3,4]
Economic growth within Sutton Coldfield town centre [1,2]
Mode shift towards public transport and active travel [1,2,3,4]
Improved health & wellbeing [1,2,4]
Reduced traffic miles & congestion at peak times [4]

Table 4

#	Objective	Baseline (Quantitative)	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e., Outcomes)	Alignment to WMCA Aims and Objectives
1.	Improve the attractiveness of the pedestrian & cycling environment within the town centre	Baseline number of pedestrians and cyclists and satisfaction surveys. No segregated cycle infrastructure and limited shared links for cyclists.	Increase footfall in Lower Parade and Station Street by 10%. Increase pedestrian and cycling crossing infrastructure and dedicated cycle way provision by over 100% in the town centre.	Baseline counts of pedestrians and cyclists and satisfaction surveys. Funding to improve active travel infrastructure and connectivity by: • Wayfinding and pavement upgrades • Providing improved quality cycle routes and connections • Providing improved pedestrian connections, infrastructure and new crossings. Providing improved transport environment and bus interchange waiting area upgrades Year 1, Year 3 and March 2037 post-scheme counts and satisfaction surveys.	Improved quality of pedestrian and cycle infrastructure between town centre, railway station, bus interchange and Sutton Park. Increase in walking and cycling and improved user experience. Make the town centre more attractive to residents and visitors, increasing footfall within the town centre.	Promote inclusive economic growth in every corner of the region
2.	Reduce severance across the town centre, improving links to public transport	Current rate of personal injury collisions (PICs). Currently limited (5no.) pedestrian	Increase pedestrian and cycling crossing infrastructure and dedicated cycle way provision by	Baseline assessment of collisions and crime over the last 5-year period. Funding to improve active travel infrastructure and connectivity by:	Reduced NMU collisions compared to baseline assessment. Improve safety for all modes.	Connect our communities by delivering transport and unlocking housing

	services and key locations within Sutton Coldfield town centre	crossings and no segregated cycle infrastructure and limited shared links for cyclists.	over 100% in the town centre. Increase footfall across the ring road by 10%. Reduce the number of collisions involving NMUs by 75%.	• Wayfinding and pavement upgrades • Providing improved quality cycle routes and connections • Providing improved pedestrian connections, infrastructure and new crossings. • Reducing severance caused by traffic levels across A5127 Year 1, Year 3 and March 2037 assessment of collisions.	Contribute to ensuring improved connectivity for visitors and residents within Sutton Coldfield addressing policy issues relating to severance and social exclusion, through better access to services, retail and employment.	and regeneration schemes
3.	Improve bus passenger satisfaction within Sutton Coldfield town centre	Baseline boarding/alighting counts and satisfaction surveys. Circa. 25,000 boarding passengers per week (sample taken in Sept 2022) at Lower Parade stops.	Increase number of passengers boarding and alighting within the town centre by 2037. Improve connectivity and perception of safety at Lower Parade. Increase footfall at Lower Parade by 10%.	Baseline counts of bus users and satisfaction surveys. Funding to improve public transport infrastructure, reliability and connectivity by: • Providing improved quality of bus stop infrastructure • Providing improved bus information provision and wayfinding • Bus stop optimisation and passenger information upgrades Year 1, Year 3 and March 2037 post-scheme counts and satisfaction surveys.	Increased uptake of bus and improved user experience. Improvements to transport environment and quality of bus infrastructure to make the town centre more attractive to residents and visitors.	Ensure everyone has the opportunity to benefit

4.	Reduce car demand in the town centre and encourage mode shift from car to public transport & active travel	Baseline traffic, pedestrian, cyclist and bus surveys. Limited connectivity around the town centre for active travel, with no segregated cycle infrastructure and limited shared links for cyclists.	Increase pedestrian and cycling crossing infrastructure and dedicated cycle way provision by over 100% in the town centre. Improve connectivity and perception of safety between railway station and Lower Parade/ town centre core. Increase footfall at Lower Parade and Station Street by 10%.	Baseline traffic, pedestrian, cyclist and bus surveys. Funding to improve active travel infrastructure and connectivity by: • Providing improved quality cycle routes and connections • Providing improved pedestrian connections, infrastructure and wayfinding between railway station, town centre and Sutton Park • Reducing severance caused by traffic levels across A5127 • Maintaining and improving reliability of bus journey times • Reducing congestion and delays, which impact bus journey times. Year 1, Year 3 and March 2037 post-scheme traffic, pedestrian, cyclist and bus surveys.	Reduction in private car trips, with increased mode share by sustainable transport methods. Contribute to ensuring improved connectivity for visitors and residents within Sutton Coldfield addressing policy issues relating to severance and social exclusion. Improved transport environment and connections make the town centre more attractive to residents and visitors.	Reduce carbon emissions to net zero and enhance the environment

1.5 INCLUSIVE GROWTH AND EQUALITIES

Explain how this project will contribute to inclusive growth and equality within the West Midlands. If WMCA internal, the WMCA's Inclusive Growth Framework can be found here. To add, state how health inequalities and equalities (protected characteristics as defined by the Equality Act) have been considered in the production of this business case, this can be done using the WMCA Health and Equity Impact Assessment (HEQIA) Tool found here for internal staff, or other tools available within Local Authorities. If you are external to WMCA but wish to use our HWQIA Tool, contact equalitiesteam@wmca.org.uk.

Inclusive growth in the West Midlands means that all citizens can shape, contribute and benefit from advancement of the region. This project contributes towards inclusive growth and equality in the West Midlands through 'connected communities' and 'health and wellbeing'.

The scheme aims to contribute to building a fairer, greener and better-connected region. A distributional impact appraisal and HEQIA will be undertaken as part of the OBC, when impacts of the scheme are better identified. This will include the consideration of health inequalities and equalities as part of the scheme development and business case production. An initial HEQIA has been completed as part of this SOC (Appendix H of the accompanying SOC report). As TfWM will be supporting the delivery of some aspects of the project, as part of the OBC BCC will engage with the Inclusive Growth team to ensure Inclusive Growth priorities are considered as part of the project going forward.

This scheme aims to improve inclusive access to key services, employment and education for residents and visitors (including those with protected characteristics) to Sutton Coldfield, through reduced car demand (whilst maintaining essential access needs), reduced severance, better quality transport environment (particularly the town centre) and continued public transport connectivity and bus passenger satisfaction.

Bus services are vital in achieving inclusive growth in the region and supporting WMCA's Local Industrial Strategy. They are flexible enough to adapt to changing travel patterns, improved integration and connectivity between jobs, housing and education. Maintaining and improving the accessibility and punctuality of buses enables greater access to education and employment opportunities and strengthening the region's economic success and productivity.

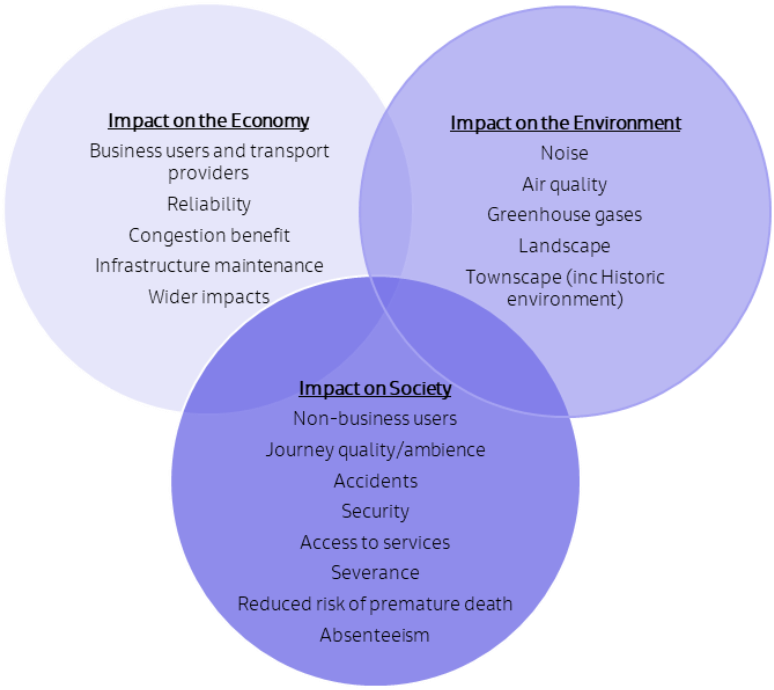
High-quality, direct active travel connections enables people living and working in Sutton Coldfield to walk, wheel and scoot in order to access employment and education. Encouraging people to walk and cycle increases physical activity, which contributes to improving health and wellbeing. Similarly improved access to high quality urban realm, green spaces and greater biodiversity also contribute to health and wellbeing, by providing outdoor environments to dwell and rest.

1.6 MAIN BENEFITS

Specify the main benefits associated with the achievements of the project's spending objectives by beneficiary. Distinguish benefits from outcomes.

Table 5 presents then main benefits that are likely to be realised as a result of this scheme. DfT's TAG Option Appraisal Framework has been used to identify the key benefits that could be realised with the introduction of this scheme. Further development of the main benefits, including how they will be measures, is outlined in sections 2.3.5 and 6.7 of the accompanying SOC report.

Due to the nature of the proposed scheme, anticipated benefits are associated with public transport, active travel and improvements to the transport environment. These benefits have been categorised into economic, environmental and social categories below.



Successful delivery of the objectives would mean improved sustainable transport connectivity and accessibility to town centre for residents, commuters and visitors, leading to increased footfall and reduced reliance on car trips to promote a more welcoming and appealing town centre. The improvement of sustainable transport connectivity and accessibility to the town centre is vital to enable the sustainable growth outlined within BTP objectives and the redevelopment opportunities and core outcomes of the Masterplan.

Note that the 'benefit type' selected in the table reflects the proposed approach to assessing benefits as the project moves into OBC and FBC stages.

Table 5

#	Benefit	Benefit Type	Beneficiary
1.	**Business users and transport providers** Journeys can be made in a reasonable time and at a reasonable cost, focused on end-to-end journey time improvements	Quantitative Benefit (Qual)	Business Trips and Commuters (car, public transport) Public transport operators
2.	**Reliability** Benefits to freight, business and commuting users and transport providers	Quantitative Benefit (Qual)	Business Trips and Commuters (car & bus) Residents and visitors Bus Operators
3.	**Congestion benefit** The value of reduced vehicle congestion due to a modal shift in travel preferences	Non Cash Releasing Benefit (NCRB)	Business Trips and Commuters (car & bus) Residents, businesses and visitors Bus Operators
4.	**Infrastructure maintenance** The value of upgraded and newly installed street, bus stop and road infrastructure	Non Cash Releasing Benefit (NCRB)	Pedestrians & cyclists Local Authority (BCC & TfWM) Public transport operators
5.	**Wider impacts** Impact on agglomeration and land value uplift	Quantitative Benefit (Qual)	Local Authority (BCC & TfWM) Residents, businesses and visitors
6.	**Noise** The value of reduced street noise from vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
7.	**Air Quality** The value of improved air quality brought about by the reduction in vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
8.	**Greenhouse Gases** The value of broader environmental benefits brought about by the reduction in vehicle use and therefore greenhouse emissions	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
9.	**Landscape** The characteristic and locally distinctive features of an area	Qualitative Benefit (QB)	BCC Residents & visitors
10	**Townscape** Townscape impacts apply to projects located in built-up areas	Qualitative Benefit (QB)	BCC Residents & visitors

Table 5

#	Benefit	Benefit Type	Beneficiary
1.	**Business users and transport providers** Journeys can be made in a reasonable time and at a reasonable cost, focused on end-to-end journey time improvements	Quantitative Benefit (Qual)	Business Trips and Commuters (car, public transport) Public transport operators
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5.	**Wider impacts** Impact on agglomeration and land value uplift	Quantitative Benefit (Qual)	Local Authority (BCC & TfWM) Residents, businesses and visitors
6.	**Noise** The value of reduced street noise from vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
7.	**Air Quality** The value of improved air quality brought about by the reduction in vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
	(which includes cities, towns and villages), or where a project will serve to reduce traffic flows in a built-up area and, in so doing, will facilitate improvements to the townscape		
11.	**Historic Environment** Establish known built heritage, archaeology and potential for archaeology. Does the option impact on a designated site	Qualitative Benefit (QB)	Residents, cyclists and pedestrians

Table 5

#	Benefit	Benefit Type	Beneficiary
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5.	**Wider impacts** Impact on agglomeration and land value uplift	Quantitative Benefit (Qual)	Local Authority (BCC & TfWM) Residents, businesses and visitors
6.	**Noise** The value of reduced street noise from vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
7.	**Air Quality** The value of improved air quality brought about by the reduction in vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
12.	**Non-business users** Impact of the scheme on, reliability and connectivity for non-work and non-commuting journeys	Non Cash Releasing Benefit (NCRB)	Public transport and car users (non-work and non-commuting) Cyclists and pedestrians
13.	**Journey quality/ ambience** The value to stakeholders of a more pleasant journey. Changes to the end-to-end journey experience of transport users (considering traveller care; travellers' views; and traveller stress)	Non Cash Releasing Benefit (NCRB)	Public transport users Pedestrians & cyclists Visitors, residents & businesses

Table 5

#	Benefit	Benefit Type	Beneficiary
1.	**Business users and transport providers** Journeys can be made in a reasonable time and at a reasonable cost, focused on end-to-end journey time improvements	Quantitative Benefit (Qual)	Business Trips and Commuters (car, public transport) Public transport operators
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5.	**Wider impacts** Impact on agglomeration and land value uplift	Quantitative Benefit (Qual)	Local Authority (BCC & TfWM) Residents, businesses and visitors
6.	**Noise** The value of reduced street noise from vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
7.	**Air Quality** The value of improved air quality brought about by the reduction in vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
14.	**Accidents** The value of a reduced number of road accidents	Quantitative Benefit (Qual)	Transport Users (All modes) Visitors & residents
15.	**Security** Change to the likely incidence of crime or fear of crime related to road users (including non-motorised).	Qualitative Benefit (QB)	Pedestrians & cyclists Visitors, residents & businesses
16.	**Access to services** Level of impact on people accessing the transport system, especially those households without a car.	Qualitative Benefit (QB)	Visitors, residents & businesses

Table 5

#	Benefit	Benefit Type	Beneficiary
1.	**Business users and transport providers** Journeys can be made in a reasonable time and at a reasonable cost, focused on end-to-end journey time improvements	Quantitative Benefit (Qual)	Business Trips and Commuters (car, public transport) Public transport operators
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5.	**Wider impacts** Impact on agglomeration and land value uplift	Quantitative Benefit (Qual)	Local Authority (BCC & TfWM) Residents, businesses and visitors
6.	**Noise** The value of reduced street noise from vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
7.	**Air Quality** The value of improved air quality brought about by the reduction in vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
17.	**Severance** Impact of the transport intervention on severance, and estimation of the indicative numbers of people who will be affected	Non Cash Releasing Benefit (NCRB)	Pedestrians & cyclists Visitors, residents & businesses
18.	**Reduced risk of premature death** The value of longer life expectancy brought about by regular exercise as stakeholders utilise the walking and cycling facilities.	Non Cash Releasing Benefit (NCRB)	Business Trips and Commuters (car, public transport) Public transport operators Visitors, residents & businesses

Table 5

#	Benefit	Benefit Type	Beneficiary
1.	**Business users and transport providers** Journeys can be made in a reasonable time and at a reasonable cost, focused on end-to-end journey time improvements	Quantitative Benefit (Qual)	Business Trips and Commuters (car, public transport) Public transport operators
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4.	**Infrastructure maintenance** The value of upgraded and newly installed street, bus stop and road infrastructure	Non Cash Releasing Benefit (NCRB)	Pedestrians & cyclists Local Authority (BCC & TfWM) Public transport operators
5.	**Wider impacts** Impact on agglomeration and land value uplift	Quantitative Benefit (Qual)	Local Authority (BCC & TfWM) Residents, businesses and visitors
6.	**Noise** The value of reduced street noise from vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
7.	**Air Quality** The value of improved air quality brought about by the reduction in vehicle use	Non Cash Releasing Benefit (NCRB)	Residents, businesses & visitors
19.	**Absenteeism** Reduced levels of absence from school and work as the local population is generally healthier	Quantative Benefit (Qual)	Business Trips and Commuters (car, public transport) Public transport operators

At SOC stage, only active mode, bus facility and amenity benefits have been quantified. Hence, based on current analysis, benefits 3, 4, 6, 7, 8, 12, 13, 17 and 18 have some element of quantification and have been identified as predominantly non-cash releasing benefits.

1.7 KEY RISKS

Specify the key risks associated with the achievement of the project's objectives, along with the key activity aimed at either managing the cause or mitigating the effects of each risk.

This should be aligned with the project Risk Register appended to this SOC.

Table 6

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	Failure to secure funding	5	3	Medium	BCC	**Reduce** - Birmingham City Council to ensure funding is available where required, as documented within the financial case for this study. Funding allocated as part of CRSTS, subject to SAF process.
2	Scheme cost inflation uncertainty leading to higher than expected outturn costs resulting in inadequate budget available.	4	2	Medium	All	**Reduce** - continue to monitor and ensure ongoing engagement with client and stakeholders/partners. Should funding to deliver the scheme be secured, the nature of the scheme (as package of interventions) can be rescoped to ensure budget is not exceeded. However, this could have implications on benefits

						realisation and scheme success.
3	Key stakeholder/project sponsor/political decisions affect programme delivery (e.g. amendments to scheme scope, delays in consensus)	3	3	Medium	All	**Reduce** - keep all stakeholders updated through regular project briefings, highlighting any potential risks to programme and scope. An agreed Position Statement has been signed by key partners.
4	Land ownership constraints	3	2	Low	BCC	**Reduce** - development of options has limited third-party land, where possible, by prioritising use of land within highway boundary. For any third party land-take required – discussion to be progressed to secure agreements at the earliest opportunity (subject to planning/funding).
5	Scheme costs greater than estimated due to benchmarked cost development and unforeseen issues such as drainage, topographical surveys, utilities etc.	4	2	Medium	BCC	**Reduce** - risk built into SOC costs to account for contingency and unknown cost increases. Preliminary design and QS costings to be undertaken as part of OBC to provide further cost surety.

1.8 CONSTRAINTS

Specify any constraints that have been placed on the project.

The potential scope, interdependencies (section 2.3.4) and constraints (section 2.3.7) of the proposed scheme have been identified in the accompanying SOC report, which have been summarised below.

AFFORDABILITY CONSTRAINTS

The funding earmarked for Sutton Gateway as part of CRSTS is £25 million, with the scheme to be delivered by 2027.
The DfT have also mandated that the scheme does not include any plans for a bus interchange building.

ENVIRONMENTAL CONSTRAINTS

Two Conservation Areas are located within the study area, both to the north of the town centre (A5127 Mill Street and Coleshill Street, and Anchorage Road). A small section of the Four Oaks conservation area also falls within the north-west extent of the study area but is not impacted by any scheme proposals.
There are 59 Listed Buildings within the study area, with most buildings located to the north of the town centre on A5127 Mill Street and Coleshill Street. There is a small cluster of Listed Buildings to the south of the A5127/ Queen Street roundabout.
Sutton Park is a National Nature Reserve, SSSI and a Scheduled Ancient Monument.
Plants Brook runs through the western section of the study area and through Sutton Park. It is culverted below the ring road, Newhall car park and under the railway towards Sutton Park. South Parade, routes south of Park Road and to the west of the ring road may be prone to flooding.

LAND OWNERSHIP

Proposed segregated cycle way along Park Road predominantly uses land within the highway boundary, however the improvements may require small land take from the verge area between Garrard Gardens and Clifton Road to facilitate a fully LTN 1/20 compliant cycle way.
The delivery of the proposed segregated cycle route, as part of the ring road transformation package, is dependent on third party land which is currently identified for active mode infrastructure connections as part of the planning application (not yet approved) for the proposed Aldi site on Brassington Avenue. This link is within the curtilage of the site's boundary and would limit the impact on cyclists from the Gracechurch shopping centre exit.

1.9 DEPENDENCIES

Specify any dependencies outside the scope of the project upon which the success of the project is dependent.

Dependency	Issue	Strategy
Land ownership	Potential for land required outside of the highway boundary.	The majority of interventions have been identified at this stage of scheme development for delivery within highway boundary or land owned by BCC. It is assumed at this stage of the scheme development that any land required can be secured by negotiation.

Dependency	Issue	Strategy
Successful procurement of contractor	Unsuccessful procurement would result in additional cost, programme delay and risk	Procurement strategy and contractor or market engagement will be involved as the scheme progresses to OBC.
Construction phasing	Construction of elements of the scheme may interact or are dependent on other interventions within the scheme being delivered first. Potential disruption to town centre resulting from construction of scheme and any forthcoming proposals from Gracechurch shopping centre.	Early engagement with BCC, TfWM, bus operators and Gracechurch developers to minimise the impacts through phasing of improvements.
New Aldi development	A planning application is currently being considered for a new Aldi site on Brassington Avenue. A section of the segregated cycle way, as part of the ring road transformation package, intervention depends on the delivery of Aldi proposals for shared cycle path within the site.	Early engagement with BCC planning officers and developer as part of OBC design development.

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

List the critical success factors i.e., what must this project achieve to be successful?

These are not outcomes or objectives, they are the attributes essential for successful delivery of the project.

Critical Success Factors (CSF) are defined as the attributes essential for successful delivery of a project and its objectives (Green Book, 2022). Table 7 outlines the CSFs that are relevant to Sutton Gateway.

Table 7

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	Make the town centre more attractive to residents and visitors.	**Strategic fit and agreed spending objectives** 1 - Improve the attractiveness of the pedestrian & cycling environment within the town centre; 2 - Reduce severance across the town centre, improving links to public transport services & key locations within Sutton Coldfield town centre; 3 - Improve bus passenger satisfaction within Sutton Coldfield town centre; and 4 - Reduce car demand in the town centre and encourage mode shift from car to public transport & active travel.
2.	Improve sustainable transport connectivity within Sutton Coldfield.	**Strategic fit, agreed spending objectives and distributional impacts** 1 - Improve the attractiveness of the pedestrian & cycling environment within the town centre; 2 - Reduce severance across the town centre, improving links to public transport services & key locations within Sutton Coldfield town centre; and 3 - Improve bus passenger satisfaction within Sutton Coldfield town centre.
3.	Encourage modal shift to sustainable modes of transport	**Strategic fit and agreed spending objectives** 4 - Reduce car demand in the town centre and encourage mode shift from car to public transport & active travel.

4.	Achievable within the funding allocation budget and programme	**Affordability, achievability and Value for Money** 1 - Improve the attractiveness of the pedestrian & cycling environment within the town centre; 2 - Reduce severance across the town centre, improving links to public transport services & key locations within Sutton Coldfield town centre; 3 - Improve bus passenger satisfaction within Sutton Coldfield town centre; and 4 - Reduce car demand in the town centre and encourage mode shift from car to public transport & active travel.

2.2 LONG LISTED OPTIONS

Determine the long list options and undertake SWOT (strengths, weaknesses, opportunities, threats) analysis to complete the table below. All supporting evidence informing the long list together should be made available if requested for reference and/or Assurance and Appraisal purposes.

Information provided for the short-listed options should also feature below.

A high-level long-list of options has been developed to address existing and potential future issues in line with the CRSTS objectives and TAG guidance. The proposed options for intervention have also been based on:

- Sutton Gateway study and BTP objectives;
- Consideration of previous/current studies and Sutton Coldfield Town Centre Masterplan proposals;
- Key viability and acceptability criteria to establish the appropriateness of each option; and
- Fit with existing local, regional and national programmes and policies.

The generation of the high-level, long-list of potential options has been broken down by mode, including bus, active mode and car parking interventions. Packages have been developed, based on different bus interventions, with additional complementary schemes for improvements to transport environment and necessary highway interventions required to deliver the bus or active mode proposals identified.

Section 3.2 of the accompanying SOC report (including Appendix B: Optioneering Report) provides details on option generation, interventions proposed and initial sifting. Seven options were identified to be taken forward for consideration through the DfT's Early Assessment Sifting

Option (Package of interventions)	Study Objectives	CRSTS Objectives	Objective delivery	Pass/ Fail (over 8)	TAG Feasibility Criteria	Pass/ Fail	Total	Taken through to EAST
Do Minimum	3.3	3.1	6.4	Fail	10.4	Pass	23.3	No
Option 1 - Lower Parade upgrade	4.4	4.0	8.5	Pass	10.5	Pass	27.4	Yes
Option 2 - Lower Parade/South Parade upgrade and optimisation	4.3	4.5	8.9	Pass	8.6	Pass	26.3	Yes
Option 2b - Lower Parade/South Parade upgrade and optimisation (southbound)	4.1	4.2	8.3	Pass	5.7	Pass	22.3	Yes
Option 2c - Lower Parade/South Parade upgrade and optimisation (northbound)	4.3	4.2	8.5	Pass	6.9	Pass	23.9	Yes
Option 2d - Lower Parade/South Parade optimisation + Active Mode interventions	4.6	4.3	8.9	Pass	8.8	Pass	26.6	Yes
Option 3 - Brassington Avenue	1.5	2.2	3.7	Fail	3.4	Fail	10.9	No
Option 3b - Brassington Avenue (bus gate)	1.1	1.8	3.0	Fail	2.6	Fail	8.5	No
Option 4 - Lower Parade/Parade upgrade	2.8	3.8	6.6	Fail	5.8	Pass	19.0	No
Option 5 - Newhall Walk transport hub	3.7	4.3	8.0	Pass	6.5	Pass	22.6	Yes
Option 5b - Newhall Walk transport hub (plus Victoria Rd reopening)	2.9	3.8	6.7	Fail	5.5	Fail	18.9	No
Option 5c - Newhall Walk transport hub (consolidation of Reddicroft)	3.6	4.2	7.8	Fail	5.5	Pass	21.1	No
Option 6 - Station Street transport hub	2.5	1.7	4.2	Fail	5.0	Fail	13.3	No
Option 6b - Lower Reddicroft transport hub	1.9	1.9	3.8	Fail	4.6	Fail	12.2	No
Option 6c - Station Street/Brassington Avenue transport hub (Masterplan+)	4.4	3.7	8.1	Pass	5.0	Pass	21.2	Yes

Tool (EAST), as they 'pass' both objective fit and feasibility criteria. These are summarised in Table 8 below.

Table 8

#	Option Description	Advantages (Benefits)	Disadvantages (Disbenefits)	Does this option meet the Objectives and Critical Success Factors of this project? (Y/N)
1.	**Business As Usual**	No changes	Does not deliver improvements to connectivity and reduction in severance. No impact to growth in active mode use. Worsening of bus journey times and general congestion Does not work towards delivering growth (Masterplan)	No
2.	**Option 1 - Lower Parade upgrade** **Upgrade of bus interchange and informal crossing improvements at Victoria Road and Lower Queen Street**	Modest impact to problems identified. Improves quality of bus interchange environment. Minor improvements to active mode connectivity and access to PT services. Potential for improved competitiveness of bus fares compared to parking charges. Deliverable within	Limited impact on consolidation of parking and reducing reliance on car demand. Limited impact to growth in active mode use. No step change in active mode provision. Limited improvement to bus journey times. Limited impact in overall reduction in carbon emissions Does not work towards delivering growth (Masterplan)	No

		timescales and budget		
3.	**Option 2 - Lower Parade/South Parade upgrade and optimisation** **Upgrade of bus interchange and optimisation of bus operations, improvements to Lower Parade and South Parade transport environment and new signalised crossings at Lower Queen Street and Victoria Road. Relocation of Brassington Avenue/Park Road signalised crossing.**	Modest impact to problems identified. Improves quality of bus interchange environment on Lower Parade. Minor improvements to active mode connectivity and access to PT services. Potential for improved competitiveness of bus fares compared to parking charges Reduction in severance across the ring road Deliverable within timescales and budget	Limited impact on consolidation of parking and reducing reliance on car demand. Some impact to growth in active mode use (mode shift). However no step change in active mode provision. Limited improvement to bus journey times. Limited impact in overall reduction in transport emissions and improvements to air quality Does not provide transformational changes to ring road, road space reallocation and active mode infrastructure. Limited impacts towards delivering growth (Masterplan)	No
4.	**Option 2b - Lower Parade/South Parade upgrade and optimisation (one-way southbound)** **Upgrade of bus interchange and optimisation of bus operations (one-way working of Lower Parade – southbound and extension of contraflow bus lane), improvements to Lower Parade and South Parade transport environment and new signalised crossings at Lower Queen Street and Victoria Road. Relocation of Brassington Avenue/Park Road signalised crossing.**	Modest impact to problems identified. Improves quality of bus interchange environment on Lower Parade. Minor improvements to active mode connectivity and access to PT services. Potential for improved competitiveness of bus fares compared to	Substantial impact to bus operations, including additional in-vehicle and excess wait times. Limited impact on consolidation of parking and reducing reliance on car demand. Some impact to growth in active mode use (mode shift). However no step change in active mode provision. Limited impact in overall reduction in transport	No

		parking charges Reduction in severance across the ring road. Deliverable within timescales and budget	emissions and improvements to air quality Does not provide transformational changes to ring road, road space reallocation and active mode infrastructure. Limited impacts towards delivering growth (Masterplan)	
5.	**Option 2c - Lower Parade/South Parade upgrade and optimisation (one-way northbound)** **Upgrade of bus interchange and optimisation of bus operations (one-way working of Lower Parade – northbound with reconfiguration of bus gate at Mill Street), improvements to Lower Parade and South Parade transport environment and new signalised crossings at Lower Queen Street and Victoria Road. Relocation of Brassington Avenue/Park Road signalised crossing.**	Modest impact to problems identified. Improves quality of bus interchange environment on Lower Parade. Minor improvements to active mode connectivity and access to PT services. Potential for improved competitiveness of bus fares compared to parking charges Reduction in severance across the ring road. Deliverable within timescales and budget	Substantial impact to bus operations, including additional in-vehicle and excess wait times. Limited impact on consolidation of parking and reducing reliance on car demand. Some impact to growth in active mode use (mode shift). However no step change in active mode provision. Limited impact in overall reduction in transport emissions and improvements to air quality Does not provide transformational changes to ring road, road space reallocation and active mode infrastructure. Limited impacts towards delivering growth (Masterplan)	No
6.	**Option 2d - Lower Parade/South Parade optimisation + Active Mode interventions**	Moderate impact to problems identified.	Limited impact on consolidation of parking.	Yes

	Upgrade of bus interchange and optimisation of bus operations, improvements to Lower Parade and South Parade transport environment and new signalised crossings at Lower Queen Street and Victoria Road. Relocation of Brassington Avenue/Park Road signalised crossing. Conversion of Park Street to one-way to accommodate improved walk/cycle link to Sutton Park. New parallel crossing on Clifton Road. **Improved wayfinding and pedestrian environment along Station Street.** **Conversion of Mill Street car park for blue-badge parking with improved crossing facilities at Mill Street. Relocation of taxi rank at A5127 Birmingham Road roundabout to facilitate improved bus access.** **Improved crossing at King Edwards Square.** **Car parking consolidation and tariff review.**	Improves quality of bus interchange environment on Lower Parade. Moderate improvements to active mode connectivity and access to PT services, particularly between town centre core, railway station and Sutton Park. Reduction in severance across the ring road. Does not preclude future development opportunities of surface car parking in Sutton Coldfield town centre Deliverable within timescales and budget	Some disbenefits to general traffic likely. Does not substantially deliver transformational changes to ring road, road space reallocation and active mode infrastructure.	
7.	**Option 5 - Newhall Walk transport hub** **Convert Newhall Walk car park into a bus interchange, pedestrianisation of Lower Parade with cycle lane and improvement to South Parade transport environment and new signalised crossings at Lower Queen Street and Victoria Road.**	Moderate impact to problems identified. Improves quality of bus interchange environment Facilitates repurposing of Lower Parade and upgrade of the transport environment. Moderate improvements to active mode connectivity and access to PT services, particularly	Not deliverable within budget, key deliverability issues with land ownership/leasing. Bus services located further from the majority of key attractors, with changes to end to end journey times of bus users Does not provide transformational changes to ring road. Loss of revenue from BCC car parks and some development opportunities.	No – key deliverability issues

		between town centre core, railway station and Sutton Park. Improves wayfinding and reduces severance.	Some impact to growth in active mode use (mode shift). However no step change in active mode provision, thus limited impact on reducing carbon.	
9.	**Option 6c - Station Street/Brassington Avenue transport hub (Masterplan+)** **Convert Station Street car park to bus interchange, with secondary bus location on Brassington Avenue. Associated highway works to facilitate the two-way working of the ring road and access to the bus interchange, including signalised junctions. Pedestrianisation of Lower Parade. Stopping up of Lower Queen Street and Park Road. Toucan crossings at Lower Queen Street and Victoria Road. Signalisation of Gracechurch shopping centre car park exit.**	Significant impact to problems identified. Improves quality of bus interchange environment Facilitates repurposing of Lower Parade and upgrade of the transport environment. Moderate improvements to active mode connectivity and access to PT services, particularly between town centre core, railway station and Sutton Park. Improves wayfinding and reduces severance. Works towards delivering growth (Masterplan)	Not able to be delivered within programme and budget Loss of revenue from BCC car parks and some development opportunities of surface car parking in Sutton Coldfield town centre. Limited impact on reducing carbon.	No - unable to be delivered within programme and budget

Further consideration has been given to the preferred way forward identified as part of the EAST appraisal. Discussions with key partners following the sifting of schemes outlined the need for additional transformative interventions, within the funding budget, to further deliver on BTP and Masterplan Big Moves, in the absence of being able to deliver the full Masterplan (6c) proposals due to funding and programme constraints. In particular, developing additional interventions that further work to delivering key themes from the BTP and Masterplan of road space reallocation, reducing severance for pedestrians and cyclists caused by the ring road and transformative active

mode provision, providing a step-change in dedicated cycle infrastructure provision and further improvements to connectivity between the railway station and bus interchange.

An Option 2d+ was initially developed as the preferred way forward, incorporating a ring road transformation package and additional interventions at station gateway link. These additional transformative interventions are summarised in the accompanying SOC report (Appendix B Optioneering Report).

During the development of Option 2d+ for SOC submission, ongoing engagement with key partners and the WMCA Mayor, as well as the sale of the Gracechurch shopping centre, provided further opportunities for synergies between the do minimum proposals, the preferred way forward and emerging Gracechurch proposals.

This has led to a **revised Option 2d+** for submission as the preferred way forward, further delivering on the BTP and Masterplan Big Moves, with greater road space reallocation and improvements to connectivity between the railway station, bus interchange and Gracechurch shopping centre.

The revised Option 2d+ and a new do minimum option have been identified to be taken forward as part of this SOC, with both options providing flexibility as packages of interventions, which will be further developed as part of future OBC consideration. In particular, if during the development of the OBC, there is a greater understanding of committed development opportunities forthcoming (in line with the Masterplan proposals) and any additional associated urban realm and transport proposals as part of the Gracechurch redevelopment, these interventions can be further assessed and potential refinements made to the preferred way forward option. A future OBC will include a more detailed assessment of transport impacts, distributional impacts, place-based impacts and social cost-benefit analysis.

These options identified to be taken forward as part of this SOC provide flexibility as a package of interventions, which will be further developed as part of future OBC consideration. In particular, if during the development of the OBC, there is a greater understanding of committed development opportunities forthcoming (in line with the Masterplan proposals) and any additional associated improvements to the transport environment and transport proposals, these interventions can be further assessed and potential refinements made to the preferred way forward option.

2.3 SHORT LISTED OPTIONS AND APPRAISAL

Describe the short list to be examined in further detail at the next business case stage. This should include a minimum of 3 to 5 options as listed below. Indicative Net Present Social Value, Net Present Social Cost and Benefit Cost Ratios should be provided for the proposed SOC short list.

Note, this information should align to the long-listed options outlined in Section 2.4 of this SOC.

The short-listed options for consideration within this SOC and as part of future OBC include:

- Business as usual (baseline) – do nothing
- Do-minimum
- Revised Option 2d+ - preferred way forward

The business-as-usual (baseline) approach is not considered compliant with the spending and scheme objectives, as problems identified within the Strategic Dimension of the accompanying SOC are likely to persist and potentially worsen as the population and traffic continues to grow.

Please note that all monetary values listed in Table 9 are presented in 2010 prices and values.

Further details on the derivation of the values listed in Table 9 are provided in the accompanying SOC report (section 3).

Table 9

Option Label	Business as Usual (baseline)	Do-minimum Option	Preferred Way Forward (if not Do-Minimum)
Description of Option	Do-nothing	Active mode improvements between station, Sutton Park and town centre. Enhancements at crossings.	Revised Option 2d+ Lower Parade/South Parade optimisation with ring road transformation package and station link
Indicative net present benefit value	-	£2,126,123	£24,061,300
Indicative net present social value (NPSV)	-	£279,427	£9,912,381
Indicative relevant present value public sector cost	-	£1,846,696	£14,148,919
Indicative benefit cost ratio (BCR)	-	1.15	1.70

It is expected that further assessment of benefits within the OBC, including accidents, improvements to severance, journey time changes for all users, end-to-end journey reliability benefits and wider transport and non-transport related impacts would increase the VfM category to 'High' for options.

The initial BCR for the Do Minimum is between 1.0 and 1.5 which is 'Low' Value for money category and revised Option 2d+ (preferred way forward) is between 1.5 and 2.0, which is a 'Medium' Value for Money category. Based on the balance of potential additional benefits (e.g. accidents, improvements to severance, journey time changes for all users, end-to-end journey reliability benefits, and wider impacts) and disbenefits (e.g. highway journey times as a result of road space reallocation), it is expected that the revised Option 2d+ could reach a 'high' BCR.

The accompanying SOC report outlines an adjusted BCR, including amenity benefits for both the Do Minimum and revised Option 2d+ (preferred way forward). The VfM categories for both the Do Minimum and revised (Option 2d+) preferred way forward for the adjusted BCR remain low and medium respectively.

Additionally it is important to recognise the step-change in active mode provision and connectivity that the preferred way forward (revised Option 2d+) would bring to Sutton Coldfield town centre, when compared to the do-minimum option. Currently the AMAT assumptions on demand uplifts resulting from the interventions are conservative in line with SOC. It is expected that future demand would increase further as a result of the holistic package of measures including wider sustainable transport measures and proposed changes through the car parking tariff review and consolidation of parking supply within the town centre. Baseline surveys and traffic modelling to be carried out at the OBC stage will further inform the more detailed options appraisal and assessment of benefits,

together with further design development, costing estimation and programme refinement, this will provide a revised benefit cost ratio and Value for Money category.

The benefits categories outlined in Table 10 have not been considered fully at SOC stage, therefore the table has not been completed. Some consideration of carbon emission impacts have been presented in accompanying SOC report (Appendix E).

However the 'jobs created' and 'homes built' likely provided indirectly via Land Value Uplift has not yet been considered as part of the qualitative assessment. At OBC stage, further consideration, and where appropriate, quantification of these benefits will take place.

Table 10

Item	Quantified benefit	Social benefit included in BCR
GVA	*£m increase in WM GVA over x years*	N/A
Jobs created	*Number created in WM over x years*	N/A
Houses built	*Number built in WM over x years*	N/A
Carbon emissions	*X tonnes saved over x years*	*Valued using latest HMT values*

2.4 PREFERRED WAY FORWARD

Outline the recommended preferred way forward as identified in the options appraisal above (scope, solution, service delivery, implementation and funding) for the project.

In developing a short-list of packages the revised Option 2d+ has been identified as the preferred way forward to be appraised as part of this Economic Dimension. Additionally a do-minimum scheme has been identified based on minimum interventions to begin to deliver on spending objectives.

The table and figure below summarise the integrated package of interventions proposed for the preferred way forward.

Intervention	Details of Scheme
Bus interchange at Lower Parade and South Parade Proposed interventions deliver high quality infrastructure to promote the use of public transport and active travel, making the waiting environment more attractive for bus users, providing better information and wayfinding, and improving the wider Lower Parade and South Parade transport environment. Aligning with Masterplan Big Moves – MT1, MT2, MT4 and EC1.	
Bus interchange	Renovation and improvement of bus stop infrastructure at Lower Parade and South Parade. Optimisation of stopping and layover arrangement of bus stops on Lower Parade and South Parade, making better use of South Parade and improving the waiting environment on Lower Parade. Replacement of existing shelters with high-quality shelters – CCTV, improved lighting, RTI and paper information provision. Transport environment improvements along Lower Parade, Parade and South Parade, including high-quality paving and street furniture, removal of pedestrian guard rails to elevate the urban realm within the town centre and provide enabling wider opportunities to come forward as part of Gracechurch redevelopment and for the greater use of public space as part of broader Masterplan proposals.
Integrated crossing	Introduce pedestrian crossing on Lower Parade, at junction with Victoria Road, linked to signalised junction and enables continuation of segregated cycle lane. Potential opportunities to simplify the layout of the junction with Victoria Road and incorporate changes to existing Victoria Road/Trinity Hill signalised crossing.
Ring road transformation package Proposed interventions deliver transformational change to the current ring road layout with high quality infrastructure that increases accessibility for pedestrians and cyclists, reallocates road space for active travel and reduces severance caused by the ring road. Aligning with Masterplan Big Moves – MT2 and MT3.	
Reallocation of road space	Reduce the carriageway between Park Road and Mill Street and along Victoria Road, to reduce traffic speeds, reduce severance across the ring road and enable improvements to active mode infrastructure. Relocation of retained contra-flow bus lane and redesign of Lower Queen Street and South Parade junction to enable improvements to active mode infrastructure.
Segregated cycleway	Two-way, on-road segregated cycle way, with connections to existing and proposed signalised crossings and town centre/station link/Park Road proposals. Links the NCN 345 through town centre, via a segregated route.
Improved crossing facilities – signalised crossings	Introduce additional signalised crossing on Lower Queen Street. Relocate Victoria Road crossing to be more in line with desire line with Trinity Hill. Improving existing crossing at Mill Street/Victoria Road/Brassington Avenue, including dropped kerbs and formalised crossing over bus gate. Redesign of Victoria Road and Queen Street junction, including signalised pedestrian/cycle phases. Relocate Brassington Avenue/Park Road/United Reformed Church signalised crossing, to better align in line with desire line from Park Road. New pedestrian crossing on Brassington Avenue to align with future connection through Gracechurch Shopping centre and providing access to proposed Aldi supermarket.

Intervention	Details of Scheme
	Potential opportunities for better pavement surfacing and wider environment improvements at crossing points.
Lower Queen Street changes	Closure of Lower Queen Street at the junction with Queen Street to enable greater active mode intervention and road-space reallocation for segregated cycle way. Potential to promote Lower Queen Street as a quiet road for cycle access as an alternative (via Holland Road) to Birmingham Road.
20mph speed change	Reduce ring road speed limit to 20mph
Town & Park Reunited: Park Road Active Mode Improvements Proposed interventions reallocate road space to deliver a high quality walking and cycling link that connects the town centre directly with Sutton Park and residential estates to the west of the town centre. Aligning with Masterplan Big Moves – MT3 and MT5.	
Park Road active mode link	Convert Park Road to one-way (eastbound) to accommodate improved walk/cycle link to Sutton Park. Surface treatment between Garrard Gardens and Brassington Avenue to improve the transport environment.
Additional parallel crossing	Install additional parallel/zebra crossing on Clifton Road closer to the junction with Park Road (closer to desire line).
Station Link Gateway and Railway Station to Lower Parade/Parade improvements Proposed interventions deliver a part pedestrianisation of Station Street, and improved footway between Park Road and Station Street, which improves the environment for pedestrians and cyclists arriving from the railway station. Complemented by the proposed intervention around the United Reform Church, this package would improve connectivity between the railway station and the town centre. Aligning with Masterplan Big Moves – MT2, MT3 and MT5.	
Station Link Gateway	Create an attractive pedestrian-prioritised link between the railway station and The Parade (servicing access to be retained to The Station Pub and Station Street car park) and closure of Upper and Lower Reddicroft car park access from Station Street. Better wayfinding/signage along Station Street and crossings from railway station to the town centre core (and bus stands on Lower Parade), improving the Station Street link to the town centre, including surveillance, and lighting Opportunities for further gateway and wider environment improvements along Brassington Avenue between Park Road and Station Street to enable a prospective boulevard-style road layout and expand links to Parade.
Station Street to Park Road link improvements	Station Street to Park Road link path improvements to level out the surface, provide handrails and maintain vegetation.
Footway improvements around United Reform Church	Footway widening and improvement around United Reform Church from Park Road assumes the relocation of parking for the church, in line with forthcoming Gracechurch redevelopment proposals. Linked to opportunities for further gateway and wider improvements along Brassington Avenue between Park Road and Station Street.

Intervention	Details of Scheme
Signal Junction Upgrades Proposed interventions deliver safer crossing points for pedestrians and cyclists across the town centre to reduce severance at a number of locations. Aligning with Masterplan Big Moves – MT2 and MT3.	
Upgrade existing signal junctions to improve signal phasing for people walking and cycling	Upgrade existing signal junctions to improve signal phasing for people walking and cycling, with the potential to include an early release signal for cyclists, where possible: • Coleshill Road/Riland Road • Victoria Road/Coleshill Street • A5127 Lichfield Road/Tamworth Road • Monmouth Drive/Somerville Road
Car Park Consolidation Proposed interventions make the most efficient use of road space and ensuring that public transport is competitive with the cost of using a car to access the town centre. Mobility hubs also provide better integration between transport modes. Aligning with Masterplan Big Moves – MT1, MT2, MT3 and MT6.	
Conversion of Mill Street car park	Convert Mill Street car park for blue badge only – relocation of blue-badge parking from Brassington Avenue (road space reallocation to facilitate the ring road transformation package).
Relocation of taxi rank	Relocate taxi rank from A5127 roundabout to facilitate bus movements, better pedestrian access and safety for taxi drivers/passengers.
Mobility Hub	Mobility Hub at the railway station Further opportunities for additional mobility hubs to be developed as part of a wider car parking consolidation proposal – including Newhall Walk and other BCC operated car parks. BCC is developing a strategy to set out plans for rolling out mobility hubs.
Further Bus Infrastructure Improvements Proposed interventions aim to maintain and improve bus journey time reliability. Aligning with Masterplan Big Moves – MT1, MT3 and MT5	
New signals to include bus priority technology	MOVA/SCOOT on all proposed signalised pedestrian crossings and signal junctions to ensure latest bus priority technology is installed.

Sutton Gateway aims to provide improvements in public transport, walking and cycling infrastructure, to create a step-change in sustainable access to and through Sutton Coldfield town centre, whilst maintaining access for all modes.

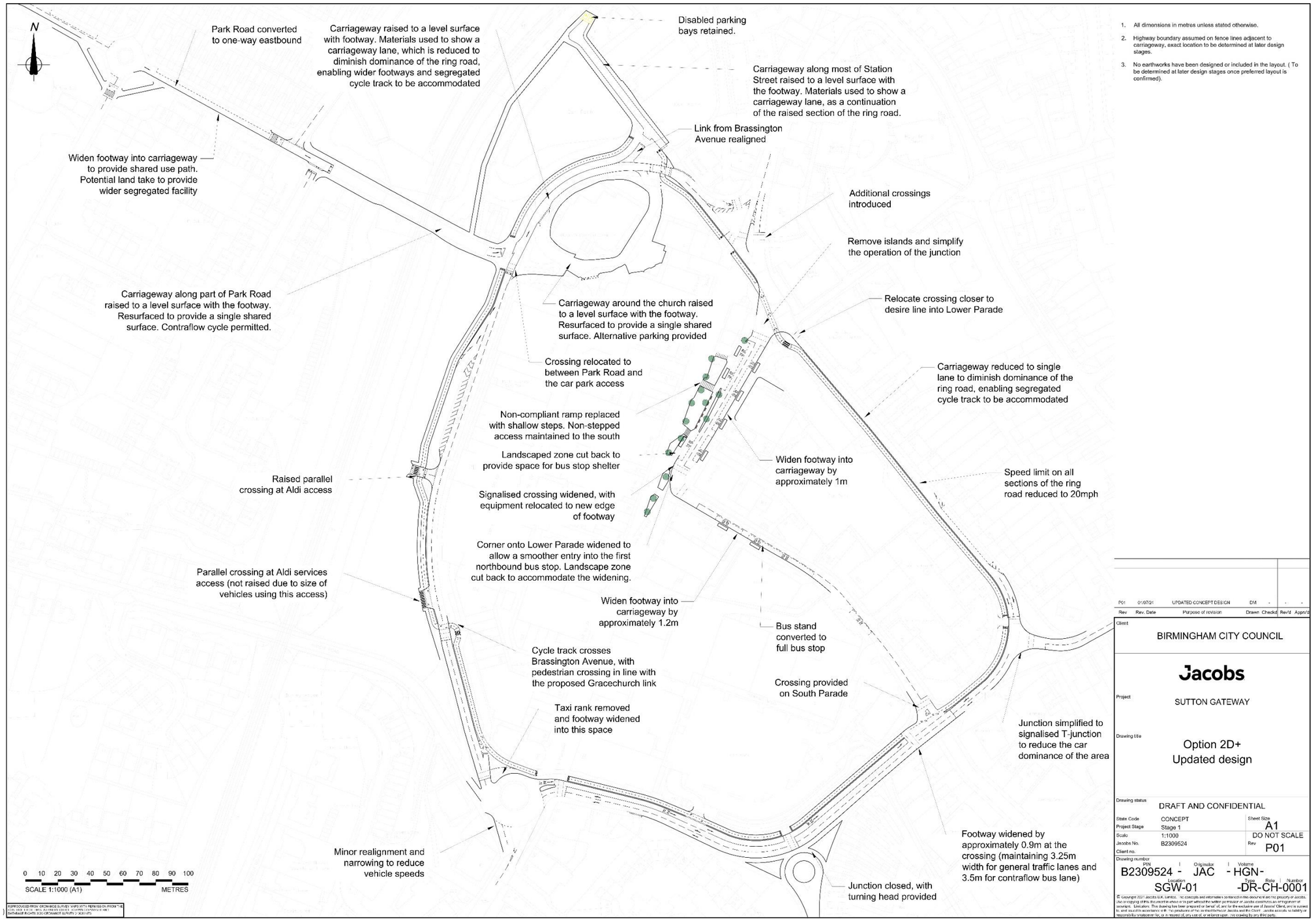
To summarise, the scheme includes:

- The alteration of the ring road to reduce traffic speeds and dominance, creating new and wider pedestrian crossings and enhancing cycle access to reduce severance.
- Create an attractive pedestrian-prioritised link between the railway station and The Parade, as well as improved access to the Park via Park Road.
- The optimisation of Lower Parade and South Parade bus interchange area to reduce the impact of buses and bus stops on the pedestrians and maintaining and improving the reliability of bus services.

The scheme seeks to deliver a high-quality and safe environment for all users, reduce the severance to walking and cycling caused by the ring road and encourage a shift from private vehicles to sustainable transport modes.

Additionally the forthcoming BTP: Delivery Plan and its associated strategies are considering a review of tariffs and standards for BCC car parks. Therefore it has been assumed this complementary intervention is delivered/funded outside of the preferred way forward.

The figure below outlines the initial concept design for the preferred way forward (revised Option 2d+), further information is available in section 3.4, Appendix B and Appendix G of the accompanying SOC report.


N
Park Road converted to one-way eastbound
Carriageway raised to a level surface with footway. Materials used to show a carriageway lane, which is reduced to diminish dominance of the ring road, enabling wider footways and segregated cycle track to be accommodated
Disabled parking bays retained.
Carriageway along most of Station Street raised to a level surface with the footway. Materials used to show a carriageway lane, as a continuation of the raised section of the ring road.
Link from Brassington Avenue realigned
Widen footway into carriageway to provide shared use path. Potential land take to provide wider segregated facility
Additional crossings introduced
Remove islands and simplify the operation of the junction
Carriageway along part of Park Road raised to a level surface with the footway. Resurfaced to provide a single shared surface. Contraflow cycle permitted.
Carriageway around the church raised to a level surface with the footway. Resurfaced to provide a single shared surface. Alternative parking provided
Relocate crossing closer to desire line into Lower Parade
Crossing relocated to between Park Road and the car park access
Carriageway reduced to single lane to diminish dominance of the ring road, enabling segregated cycle track to be accommodated
Non-compliant ramp replaced with shallow steps. Non-stepped access maintained to the south
Landscaped zone cut back to provide space for bus stop shelter
Widen footway into carriageway by approximately 1m
Raised parallel crossing at Aldi access
Signalised crossing widened, with equipment relocated to new edge of footway
Speed limit on all sections of the ring road reduced to 20mph
Corner onto Lower Parade widened to allow a smoother entry into the first northbound bus stop. Landscape zone cut back to accommodate the widening.
Parallel crossing at Aldi services access (not raised due to size of vehicles using this access)
Widen footway into carriageway by approximately 1.2m
Bus stand converted to full bus stop
Cycle track crosses Brassington Avenue, with pedestrian crossing in line with the proposed Gracechurch link
Crossing provided on South Parade
Taxi rank removed and footway widened into this space
Junction simplified to signalised T-junction to reduce the car dominance of the area
Minor realignment and narrowing to reduce vehicle speeds
Footway widened by approximately 0.9m at the crossing (maintaining 3.25m width for general traffic lanes and 3.5m for contraflow bus lane)
Junction closed, with turning head provided
0 10 20 30 40 50 60 70 80 90 100
SCALE 1:1000 (A1)
METRES
1. All dimensions in metres unless stated otherwise.
2. Highway boundary assumed on fence lines adjacent to carriageway, exact location to be determined at later design stages.
3. No earthworks have been designed or included in the layout. (To be determined at later design stages once preferred layout is confirmed).
P01 01/07/21 UPDATED CONCEPT DESIGN DM - - -
Rev Rev. Date Purpose of revision Drawn Checkd Rev'd Appv'd
Client
BIRMINGHAM CITY COUNCIL
Jacobs
Project
SUTTON GATEWAY
Drawing title
Option 2D+
Updated design
Drawing status
DRAFT AND CONFIDENTIAL
State Code CONCEPT
Project Stage Stage 1
Scale 1:1000
Jacobs No. B2309524
Client no.
Sheet Size A1
DO NOT SCALE
Rev P01
Drawing number
PRN B2309524 - Originator JAC - Volume HGN -
Location SGW-01
Type Role Number -DR-CH-0001

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

Athough the Commercial Case is not expected to be matured at SOC stage, the nature of work should be identified to inform the next stage i.e., sound out the market and inform the procurement process in the next stage (OBC). With this in mind, please complete the questions listed below to support the Commercial Case:

3.1 OVERVIEW OF COMMERCIAL CASE IN SUPPORT OF PREFERRED OPTION

State the ability of the marketplace to provide the required goods or services and the attractiveness of this proposal to potential service providers. Also include detail on how the respective procurement and legal teams have been consulted with regards to the impact of subsidy control on the project (including HR/IT personnel implications).

Within the accompanying SOC report, the Commercial Dimension addresses the key project risks and enables the development of the project to programme, whilst also ensuring effective procurement and cost confidence.

Key issues affecting the procurement strategy include the funding and its timeline and the multi-disciplinary requirements of the project scope.

The Commercial Dimension for this scheme considers the resources available to BCC and the risks associated with the project. It then goes on to assess the procurement routes to deliver the project in the most efficient way possible.

3.2 OVERVIEW OF THE COMMERCIAL STRATEGY

References the organisations Commercial Strategy and how public value will be achieved through economics of scale.

The Commercial Strategy is based on several key objectives and outcomes, against which alternative procurement options are assessed. These include:

- Achieving ‘cost confidence' that the project can be delivered within the available funding constraints.
- Delivering the project to support BCC and wider plans and policies
- Meeting the programmed construction completion date
- Minimising further preparation costs
- Including contractor input into the project design and construction to encourage innovation and reduce capital costs
- Including contractor input to the risk management strategy and appraisal process to reduce risk
- Minimising future maintenance costs
- Safety

The scope of the scheme comprises various interventions, which collectively are intended to provide a package of improvements to deliver improved connectivity and enhanced facilities for active travel and public transport within Sutton Coldfield town centre.

BCC has extensive in-house strategic and technical procurement expertise and a wealth of knowledge and experience, with a proven track record of delivery, with different types of contracts.

Having previously appointed contractors to deliver several local and strategic infrastructure projects, including Commonwealth Games infrastructure and A34/A38 cycle routes, BCC has recent and relevant market intelligence and commercial data to inform its decision-making and procurement plan. This is complemented by technical expertise from contractors, providing the breadth of both commercial and technical expertise required to prepare for and deliver the right contractual arrangements for the project. Market engagement specifically focused on this project will be included in the procurement programme.

TfWM is expected to deliver bus stop shelters and real-time information in line with their existing contracts. TfWM also has extensive in-house technical procurement expertise as the integrated transport authority. They have a proven track record of delivery, with different types of contracts and working within partners including BCC. Initial discussions have been held with the TfWM bus team to discuss interventions and identify initial costing of shelters. Further engagement with WMCA/TfWM procurement team will be prioritised as part of the development of the OBC.

A number of options are available to BCC to procure the project. In deciding the preferred option, there are a number of key considerations, these being:

- **Price Certainty** - ensuring BCC secures best value throughout the project and not just at tender award
- **Whole Life Cost** - balancing investment cost with future maintenance costs to achieve best value over the life of the project
- **Innovation** - improving value and reducing overall cost
- **Incentives** - encouraging the supply chain to seek continuous improvement and cost down initiatives throughout delivery of the project
- **Supply Chain Integration** - reducing potential for project delays with all suppliers working to one plan
- **On Time Delivery** - ensuring that disruption to road users and local communities is kept to a minimum
- **Lean Contract Management** - minimising project resource requirements through effective and efficient contract management with single points of contact
- **Risk Sharing** - ensuring the ownership of risk is apportioned in line with securing best value
- **Social Value** - optimising content against BCC's corporate priorities

Given the current level of market uncertainty regarding construct inflation and tender capacity, it would be inappropriate to decide on a preferred procurement option at this stage of business case development. BCC will consider the following range of procurement options, which will be developed further as part of the OBC.

BCC will engage with the market prior to deciding its procurement route (through early contractor involvement) and carry out a full risk assessment, taking into account market feedback to identify the best allocation of risk in the current market, seeking value for money and price certainty.

The contracting options that will be considered to deliver the services necessary to develop and realise the design and undertake construction of this type of project are further identified in section 4.1.3 of the accompanying SOC report.

BCC's likely procurement strategy will include consultants appointed to progress the preferred option(s) through Lot 2a (Multi-Disciplinary – Highways and Infrastructure) of the City Council's Professional Services Framework Agreement.

Working closely with TfWM as a key partner, the recommended procurement strategy for delivery will be identified within the OBC. The potential for risk transfer, and how the risk can be tied down in payment arrangements will be developed when the recommended procurement strategy has been identified and details will be included within the OBC.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case.

4.1 CAPITAL FUNDING AND REVENUE FUNDING STATEMENT

A summary of the overall affordability of the project and the funding that has been secured to date must be provided.

All secured funding identified below should be verified by a written confirmation attached to this SOC with details of any conditions etc. Note that any funding requested via this SOC is "unsecured" until approval of the Full business case (FBC).

Table 11

	Status ***(Secured / Not Secured)***	**£M**
Revenue	Secured	£160,000
Capital	Not secured	£26,038,246
Total	Not secured	£26,198,246
Development Funding within the above *(funding required to reach the next stage)*	Not secured, dependent on this SOC.	£750,000 for OBC development costs

Note that all costs presented in this section relate to the revised Option 2D+ as the identified 'preferred way forward' at this stage.

Assumptions for inflation and risk have been included in these costs, but VAT is not included due to the funding type being capital which is all recoverable. The OBC will provide more details regarding inflation adjustments, following prelim design and QS cost estimations.

Some c. £160,000 of revenue funding has been secured from the CRSTS Capacity Fund for project costs to date, including scheme and SOC development.

No revenue, maintenance or renewal costs have been identified within this SOC. At this time, it is expected that maintenance costs will become part of the wider BCC programme and existing revenue budgets.

Birmingham City Council issued a Section 114 notice on 5 September 2023. In order to progress with any spend (capital or revenue) within BCC, spend control approval must be sought. In order to submit this SOC to WMCA and spend the development funding when received, spend control has been requested and approved by our Section 151 officer. This process will be repeated, and future approval sought at each stage. We will also seek to minimise future maintenance costs through our choice of materials, as well as declutter unnecessary street furniture and signage in order to minimise maintenance costs.

Bus stop infrastructure and RTI maintenance and renewal costs are expected to become part of the wider TfWM programme and existing revenue budgets. However it is not anticipated to be a substantial amount over the existing maintenance regime, this will be further explored and discussed with TfWM as part of the OBC development.

Table 12

Funder	Amount	% of Total	Status *(Secured / Not Secured)*	Details of Funding Status / Timing / Conditions etc.
WMCA CRSTS Capacity Fund	£160,000	0%	£160,000 secured revenue funding utilised on project development to date	
WMCA City Region Sustainable Transport Settlement (Capital)	£26,038,246	100%	Residual £26.04m is capital funding inclusive of £0.75m being requested for OBC development through this SOC; not secured although committed allocation ringfenced subject to business case	An initial allocation of £25 million has been identified for Sutton Gateway scheme as part of the wider £1.05bn allocation. Subject to WMCA single assurance framework process.
Total	£26,198,246	100%		

It should be noted that £25 million has been identified for Sutton Gateway through CRSTS. It is expected that the detailed construction phasing of the interventions, as well as a value engineering exercise as part of the preliminary design, will be undertaken with the aim to reduce the outturn costs to align with the £25 million funding envelope. A mitigation for the

reduction in estimated gross costs could include the consideration of materials as part of the improvements to the transport environment and the potential descope of the mobility hub at the railway station. These would have limited impact on the current quantification of benefits and Value for Money of the preferred way forward, as the reduced PVC is likely to be greater than the reduction in benefits as a result of the descope and/or consideration of materials. Further programme phasing and profile of the scheme will be outlined in the OBC, in addition to preliminary design and detailed costing of the scheme.

Through discussions with key partners, other opportunities for funding or delivery of some interventions will continue to be investigated both as part of and outside of the OBC (i.e. wider redevelopment activities). However at this time, it is not currently expected that this scheme will be able to secure Local Contributions towards capital or revenue costs.

A residual £26.04m of capital cost, including £0.75m of OBC development costs and further FBC development costs, remain unsecured. The breakdown of OBC development cost is provided below, with further details in section 5.2 of the accompanying SOC report.

Expenditure Workstream	Revenue / Capital	2024/25	2025/26	2026/27	Total
Surveys: Walking, cycling, traffic and bus users	Capital	£50,000	£0	£0	£50,000
Modelling	Capital	£50,000	£0	£0	£50,000
Preliminary Design & QS costings	Capital	£175,000	£0	£0	£175,000
Production of a SAF compliant OBC – includes: Survey specification development Concept design development, significant stakeholder engagement, ES scoping, full appraisal of benefits (including embedded carbon as above £20m+ scheme), Production of OBC report and completion of OBC proforma CRSTS Transport Appendix & Associated Appendices (ASR, OAR, LMVR, MFR, SEP and Operations Plan) Programme and risk register updates RSA 1	Capital	£300,000	£0	£0	£300,000
Public Consultation	Capital	£40,000	£0	£0	£40,000

Expenditure Workstream	Revenue / Capital	2024/25	2025/26	2026/27	Total
Ground investigation and C4 estimates	Capital	£85,000	£0	£0	£85,000
Production of internal BCC Outline Business Case and BCC Project Management	Capital	£50,000	£0	£0	£50,000
Total		**£750,000**	**£0**	**£0**	**£750,000**

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

A written summary of the overall affordability of the project and the funding that has been secured to date must be provided. Where there is a shortfall in available funding, provide details of how this will be addressed, and the level of contingency included.

Complete the table below to provide an overview of the WMCA funding:

Table 13	
Funding Type *Grant / Cashflow (repayable) / Underwrite*	*Grant*
Funding Commencement Date	*01/10/2024 (subject to change dependent on the date of the funding agreement)*
Funding Completion Date	*31/11/25 (six months post expected date of the next business case submission, subject to change dependent on date of the funding agreement)*
Basis of Reimbursement *Quarterly in arrears of expenditure incurred (WMCA Standard)*	Quarterly in arrears of expenditure incurred
Any Conditions Precedent? *e.g., securing DfT funding. Include any spend deadline/s, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)*	Spend deadline is end of March 2027, as per CRSTS funding programme conditions.
Order in which WMCA Funding is to be drawn *1st/2nd/3rd*	1st (CRSTS funding)
Work streams for which WMCA Funding is available to be drawn against *e.g., all / workstream 1, 3 and 4 etc.*	All

4.3 CASHFLOW

Complete the cashflow table below setting out both income and expenditure. Amend fiscal year dates required and number of funding sources.

Table 14 presents the initial annual spend profile for income and expenditure for the Sutton Gateway scheme, in outturn costs, including contingency. It is expected that BCC will

reclaim expenditure per quarter from WMCA, as this is the current process for expenditure reimbursement. The spend profile below does not include the initial development costs of £160,000 from the CRSTS Capacity Fund (revenue).

It is recognised that currently the initial annual spending profile continues into 2027, ongoing discussions between BCC and WMCA will continue to take place at a strategic level during OBC development regarding programme and any opportunities for the rephasing of funding or additional funding sources.

Table 14					
Year (fiscal)	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**Total**
Income (£)					
Revenue	-	-	-	-	-
Capital 1 – [CRSTS]	£750,000	£5,610,165	£10,433,132	£9,244,949	**£26,038,246**
Expenditure (£)					
Revenue	-	-	-	-	-
Capital	£750,000	£5,610,165	£10,433,132	£9,244,949	**£26,038,246**
Net position	-	-	-	-	

5 MANAGEMENT CASE

CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS

5.1 MANAGEMENT AND GOVERNANCE

Provide an overview of the necessary management and governance arrangements both in the delivery phase and in operation i.e., include detail on:

- Governance and decision-making arrangements
- Change management arrangements (inc. reference to WMCA Change Process)
- Benefits realisation arrangements and plans, including benefits register
- Contract management arrangements
- Post evaluation arrangements

The delivery of improvements in Sutton Coldfield town centre as part of Sutton Gateway is a priority for BCC and its partners. The scope of the scheme is presented in the accompanying SOC report and includes public transport interventions, active travel infrastructure to help reduce reliance on car journeys, enhancements to the transport environment and parking rationalisation.

This section and the Management Dimension (section 6 of the accompanying SOC report) sets out how BCC proposes to deliver the Sutton Gateway improvements. It explains:

- The capability and capacity of BCC 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 planned to ensure that it is realistic and deliverable and aligns with the CRSTS 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.

Due to the scheme currently being at SOC stage, a proportionate approach to the Management Dimension has been undertaken, and where it is recognised that further detail will need to be presented at OBC level, this has been stated.

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 will be implemented to address the following key areas:

- Project organisation and responsibilities – involved parties and their roles
- Presentation of project – deliverables
- Project planning and control – technical approval, progress measurement and monitoring
- Communications plans – meetings, decisions and action logs

The accountability for the contract will be with the Senior Responsible Officer (SRO), who also chairs the CRSTS Steering Group. The contract will be managed operationally by the Project Manager, who will report monthly on progress to the CRSTS Steering Group and will raise any issues arising relating to actual and forecast costs.

To ensure the successful delivery of the contract within the available budget, an up-to-date scope for each stage of the commission will be agreed by the CRSTS Steering Group, with amendments agreed only in reasonable circumstances. Any changes to scope will be managed through formal change control procedures (as outlined in section 6.3.2 in the accompanying SOC report), as required.

5.2 PROJECT SCHEDULE FOR DELIVERY

List the key project milestones and ensure this information is fully aligned to the Project Schedule, which must be appended to this SOC. Include dates for future business case submissions (i.e., OBC) and a longstop date by which all monies for development of this SOC needs to be drawn by.

OBC submission to SAF is expected to be 31st May 2025, although this is subject to change dependent on the date of the funding agreement.

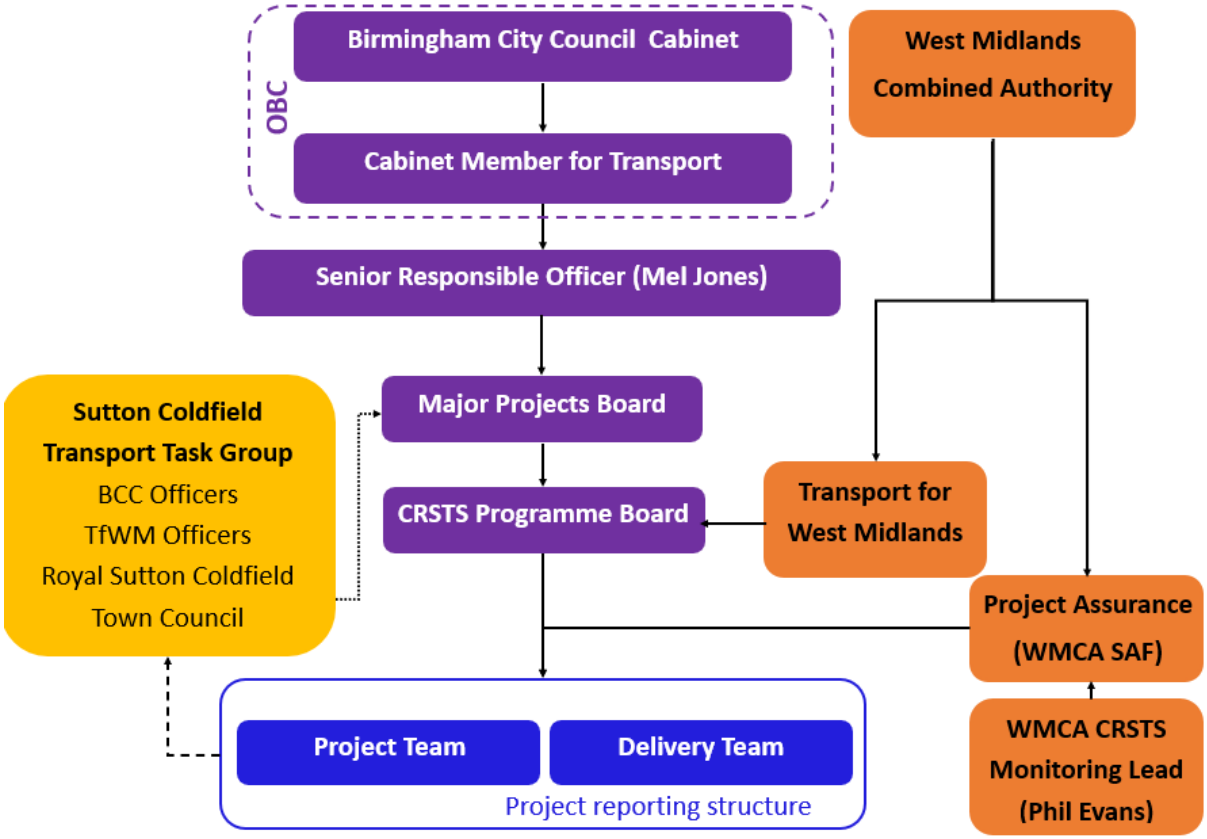
Table 15

#	Milestone	Start Date	End Date
1.	SOC production	Autumn 2023	Spring 2024
2.	Submission of SOC for consideration	Spring 2024	Summer 2024
3.	TfWM initial surveys	Spring 2024	Summer 2024
4.	SOC approval	Autumn 2024	
5.	Consultant procurement for OBC/FBC	Summer 2024	Autumn 2024
6.	Key stakeholder engagement and surveys	Autumn 2024	Winter 2024
7.	Further scheme development and preparation of OBC	Autumn 2024	Spring 2025
9.	Public Consultation	Winter 2024	Winter 2024
10.	BCC Cabinet report for OBC	Spring 2025	Summer 2025
11.	Cabinet approval of OBC	Summer 2025	Summer 2025
12.	Submission of OBC (SAF)	Summer 2025	Summer 2025
13.	Approval of OBC (SAF)	Summer 2025	Summer 2025
14.	Agree detailed design commission (FBC)	Summer 2025	Summer 2025
15.	Detailed design and costing	Autumn 2025	Spring 2026
16.	Statutory processes (assumes no CPO required)	Winter 2025	Winter 2025
17.	Procurement	Spring 2026	Spring 2026
18.	FBC development	Autumn 2025	Spring 2026
19.	BCC Cabinet Member report	Spring 2026	Spring 2026

20.	Cabinet Member approval of FBC (delegated approval)	Spring 2026	Spring 2026
21.	Submission of FBC (SAF)	Spring 2026	Spring 2026
22.	Approval of FBC (SAF)	Spring 2026	Spring 2026
23.	Construction	Summer 2026	Summer 2027
24.	Full scheme opening	June 2027	

5.3 PROJECT ORGANOGRAM

Insert a Project Organogram which includes distinguishes between full-time, part-time and fixed term staff. A Senior Responsible Owner (SRO) should be appointed and identified in the organogram.



Specific attention has been given to governance, to provide a well-defined structure and clear roles. BCC will consider further develop governance structure as part of the OBC. The proposed governance organisational structure is summarised in section 6.1 of the accompanying SOC report.

Key project roles

Member	Key Roles and Responsibilities
Birmingham City Council Cabinet	Overall responsibility
Cabinet Member for Transport	Portfolio holder and delegated responsibility

Member	Key Roles and Responsibilities
Major Projects Board	Major projects oversight (may include some CRSTS schemes)
CRSTS Steering Group/Internal Board	Day-to day oversight of CRSTS programme schemes including design and financial approval
BCC officers	Project Management and Project Team
Professional Services Consultant	Project Team Design and scheme development
Professional Services Construction Contractor	Delivery Team Construction
WMCA Assurance (SAF)	Project Assurance

The CRSTS Steering Group/Internal Board comprises Officers that hold responsibility for the development and delivery of the scheme improvements, as the scheme progresses to OBC stage, additional members may join the Steering Group and/or roles may change.

The Steering Group is well established, having played an active role in developing and approving the CRSTS funding bid. It will continue to oversee design development and project delivery and will have a key role in terms of governance, accountability and decision making.

CRSTS Steering Group members from a wide delivery team will play an active role in a number of scheme elements, including risk workshops, package sifting and public engagement as the scheme progresses. The group will meet regularly throughout the life of the project, including at key milestones.

CRSTS Steering Group meetings will be arranged to coincide with key decision points in terms of procurement, design and financial approval.

Membership of the CRSTS Steering Group/Internal Board

Role	Title	Member
Project Sponsor	Assistant Director of Transport and Connectivity	Phil Edwards
SRO & Programme Manager	Head of Transport Planning and Network Strategy	Mel Jones
Contracts Manager	Transport Delivery Specialist	Claire Steiner
Sutton Gateway Project Manager	Transport Planning Manager – Scheme Development	Andy Chidgey
Project Accountant	Finance Manager	Andy Price

5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITES

Classify the roles and tasks to determine who is Responsible (R) , Accountable (A) , Consulted (C) and Informed (I)

Table 16

	SG Project Manager	SRO	CRSTS Steering Group	Major Project Board	Cabinet Member for Transport
Further scheme development and preparation of OBC	R	A	C	I	I
Public Consultation	R	A	I	I	I
BCC Cabinet report for OBC	R	A	C	I	I
Cabinet approval of OBC	R	R	C	I	A
Submission of OBC (SAF)	R	A	C	I	I

5.5 LESSONS LEARNT

Detail how Lessons Learnt have been considered during the development of this proposal and plans for capturing Lessons Learnt during this project.

A benefits realisation plan will be developed as part of the OBC. The plan will provide details about processes to demonstrate whether the project was delivered on time and to budget, the predicted benefits were achieved and what lessons could be learnt for future BCC transport strategies.

BCC has extensive in-house strategic and technical procurement expertise and a wealth of knowledge and experience, with a proven track record of delivery, with different types of contracts. Lessons learned within previous project delivery have informed the development of the scope of the scheme, as well as the development of governance roles to ensure responsibilities for delivering the scheme are clear from the outset of the project.

5.6 MONITORING AND EVALUATION

Set out a summary of the initial Monitoring Evaluation arrangements for the project and milestones to progress towards completion of the next business case stage i.e., OBC.

Further steer is set out within the SOC guidance document and **Performance Team Intranet Page**. For additional support with completing the M&E template pleases contact the M&E team: **CorporateMonitoringEvaluation@wmca.org.uk**

A monitoring and evaluation plan will be developed as part of the OBC. The plan will provide details about the monitoring that will be undertaken by BCC to demonstrate whether the project was delivered on time and to budget and whether the predicted benefits were achieved.

The method and frequency of data collection will be set out within the plan, along with locations of data collection.

The monitoring and evaluation part of the plan will be developed using the WMCA monitoring and evaluation framework which is line with DfT guidance and associated HM Green Book Guidance. This details how the scheme is to be monitored and evaluated, including outcome monitoring, impact evaluation, process monitoring, process evaluation and economic evaluation.

Schemes are to be monitored in line with the monitoring and evaluation plan one year and three- or five-years post implementation to see if long term benefits have been delivered and maintained.

The monitoring and management of the project through OBC development will be carried out via the process set out in section 6 of the accompanying SOC, regarding governance, risk management and change control processes. In particular, the change control process will be managed through the CRSTS Programme Board. Significant issues can be escalated to Chief Officers (as part of Major Projects Board), Cabinet Member for Transport or ultimately Cabinet, based on a scheme of delegations and depending on the financial and other implications of the decision. Significant changes will also be sought through the WMCA Change Control process, where required.

The accompanying SOC report (section 6.7) also outlines the initial benefits realisation and contribution to scheme objectives.

6.0 MANDATORY APPENDICES REQUIRED FOR THIS SOC

Please provide each of the mandatory appendices listed below as a separate Word/Excel document – do not embed in the Business Case or provide PDFs.

If any appendices are missing, your business case may be rejected until missing appendices are provided.

Table 17

APPENDIX	PROVIDED (Y/N)
Risk Register and Issue Log (Appendix C)	Y
Stakeholder and Communications Strategy (Appendix D)	Y
Written Confirmation/s of Confirmed Funding	N
Project Schedule	Y
If Investment Programme, Project Delivery Plan on a Page (POAP)	N/A
If CRSTS, Additional Appendix	Y