

A457 Dudley Road Delivery Plan

Project planning		
<i>List the key project development milestones, including local authority consents or statutory approvals needed for the project to proceed. Indicate which have been obtained and the timeline for obtaining the rest. Add / delete lines as appropriate.</i>		
Description	Planned / actual date	Details
Contract Award	October 2019	<i>Complete</i>
Pre-Construction Period	August 2020 to June 2021	<i>Complete</i>
Council's Full Business Case Approval	Western Road Phase 1 Delivery FBC Approved in March 2021 & Main Scheme FBC programmed for March 2022	<i>On Programme</i>
CPO – Land Negotiations and Acquisition	Completion September 2022	<i>On Programme</i>
GBSLEP Approval	October 2020 for OBC and March 2021 for FBC	<i>Complete</i>
Levelling Up Fund Bid Submission	June 2021	<i>On Programme</i>
Detailed Design	Western Road Completion March 2021 Main Scheme Completion July 2021	<i>On Programme</i>
Statutory Undertaker Works	Western Rd Junction Phase 1 is to be delivered from June 2021. The main scheme will be delivered following the Commonwealth Games starting in Autumn 2022 at the earliest (subject to funding confirmation) with completion in March 2024.	<i>On Programme</i>
Construction Period	Western Rd Junction Phase 1 is to be delivered from June 2021. The main scheme will be delivered following the Commonwealth Games starting in Autumn 2022 at the earliest (subject to funding confirmation) with completion in March 2024.	<i>On Programme</i>

Project delivery plan	
Task	Completion Date
Compulsory Purchase Order	March 2023
Land Acquisition	August 2021 & CPO March 2023
BCC Approval	FBC for Western Rd Junction Phase 1 Approved 16/3/21 with delivery from June 2021. The main scheme will be delivered following the Commonwealth Games starting in Autumn 2022 at the earliest (subject to funding confirmation) with completion in March 2024
Detailed Design	July 2021
GBSLEP Approval	October 2020 for OBC & May 2021 for FBC
Completion of Soho Loop s278 Agreement (Western Road Junction)	May 2021
Levelling Up Fund Bid Submission	June 2021
Scheme Construction	Western Rd Junction Phase 1 is to be delivered from June 2021. The main scheme will be delivered following the Commonwealth Games starting in Autumn 2022 at the earliest (subject to funding confirmation) with completion in March 2024
NWR Approvals	20-Oct-21
CRT Approvals	December 2021
Spring Hill	14-May-20
Demolition of necessary buildings	May 2022
Services	Start June 2021
TRO	May 2021
High level overview CPO and Land Acquisition	March 2021, with remaining land subject to CPO
Dudley Road improvement scheme programme (without public inquiry)	Following Commonwealth Games (Autumn 2022 at the earliest) with 18-month delivery programme

Critical path

Outline the key review and go / no-go decision points and what would happen at each point.

Critical remaining work:

- Western Rd Junction Phase 1 Scheme Construction, June 2021 to March 2022
- Canal and River Trust/BCC Structures Agreement in Principal for Lee Bridge Strengthening Works – Feb 2022
- Main Scheme Funding – “Levelling Up” Fund application/confirmation in Autumn 2021

Programme

An Outline Delivery Programme and detailed P6 Programme is included within this document.

Organisation

Track record

Recently, Council has completed a number of highway improvement projects supporting economic growth that have similar delivery models to the A457 Dudley Road Improvement scheme. Examples of this are listed below.

Selly Oak New Road

This scheme comprised of the construction of Selly Oak New Rd through existing Railway/Canal embankments to the south of University Station, Selly Oak. Two tender options were developed – a two bridge option & a tunnel option with the 2-bridge selected as the preferred solution. This alternative provided a more aesthetically pleasing design with substantial whole life cost savings and less risk to Rail and Canal. The project was successfully handed over to AMEY on completion with agreement of final account on completion. Public and stakeholder feedback was very complimentary. **The scheme won numerous industry awards.**

Ashted Circus

This was part of the “Pinch Points Ring Road” programme aiming to reduce congestion at key junctions on the Ring Road as well as enhancing facilities for pedestrians and cyclists and improving access to the Enterprise Zone in Birmingham. Total project cost of £8.1m, funded by Local Growth Fund (LGF) and Enterprise Zone (EZ) money. This removed existing roundabout and pedestrian / cyclist subway facilities and replaced them with traffic signal-controlled junction and at grade crossings for pedestrians and cyclists. It was procured using NEC3 Contract Main Option C and delivered as Design and Construct with McPhillips as Contractor and Jacobs as their Designer. Design commenced April 2017, construction commenced February 2018 and completed in February 2019.

The scheme was completed under the provided budget as an exemplar project.

Chester Road

Chester Road was delivered as a Design and Build contract and suffered from issues with delays to Statutory Undertakers and problems with Stakeholder Management. In the A457 Dudley Road Improvement scheme Tender Documents the Council will outline requirements for the contractors to appoint specific roles in their delivery team to manage Statutory Undertakers and a specialised Stakeholder Manager to co-ordinate and update parties affected by the works.

Lichfield Road / Aston Hall Road Junction Improvement

Completed to programme and within the £2.25m budget, the Lichfield Road / Aston Hall Road junction provides the main access to the 20 hectare Aston Regional Investment Site a key site within the Aston, Newtown and Lozells Area Action Plan (AAP). The Advanced Manufacturing Hub (AMH) is one of six economic zones in Birmingham, and falls within the Aston Regional Investment Site. The AMH is a major success story for Birmingham. The majority of the first phase is underway and the first occupier (Hydraforce) is operational. The new 11,000 square metres facility built by Hydraforce will create and safeguard 500 jobs.

Use of external consultants

List key consultants (individuals and organisations) involved and outline their track record.

Role	Name/Company	Further Description
Project manager	Robert Warner	
Initial concept design	SNC Lavalin	Formerly known as Atkins
Traffic Modelling (PRISM)	Jacobs	
D&B tender documents	AECOM and the Council	The Site Information and Pre-Construction Information by AECOM and the rest by the Council
Site Investigations (topographical surveys, ground investigation desk study, tree surveys, ground penetration radar surveys, drainage surveys, UXO, Envirocheck etc.)	Acivico	Primarily procured through 'finditbirmingham'
Transport and Highways Engineering	Jacobs	Alongside McPhillips
Structural Assessments and AIPs	AECOM	
Structural and Bridge Engineering	Jacobs	Alongside McPhillips
General Civil and Drainage Engineering	Jacobs	Alongside McPhillips
Lighting and Electrical Design	Jacobs	Paul Laythorpe
Cost Consultancy	Atkins/Faithful & Gould	
Principal Designer	Jacobs	From the Contract Award

NEC3 (Design) Project Manager	The Council	Seconded from Mott MacDonald
Principal Quantity Surveyor	The Council	Seconded from SNC Lavalin, formerly known as Atkins (Faithful and Gould)
Design Manager	The Council	Seconded from Waterman Aspen
NEC3 (Construction) Project Manager	The Council	Seconded from Mott MacDonald
Assistant NEC3 (Construction) Manager	The Council	Seconded from Waterman Aspen
Principal Quantity Surveyor	The Council	Christopher Brennan
Site Supervisors	The Council	The Council's construction team
Principal Designer	Jacobs	
Business Case	Jacobs	
Assurance	Local Partnerships Gateway Review 2	
CPO	BCC and appointed legal	

All companies are well established with long track record of scheme development and delivery.

In the above highlighted project, Ashted Circus, McPhillips and Jacobs worked with the client most recently to satisfaction and collaboratively for delivery. This project was delivered successfully and below the allocated budget.

In addition, McPhillips and Jacobs are working with BCC to deliver the Selly Oak Phase 2 currently.

Succession arrangements

Outline the arrangements in place to ensure continuity of resource and retention of organisational memory.

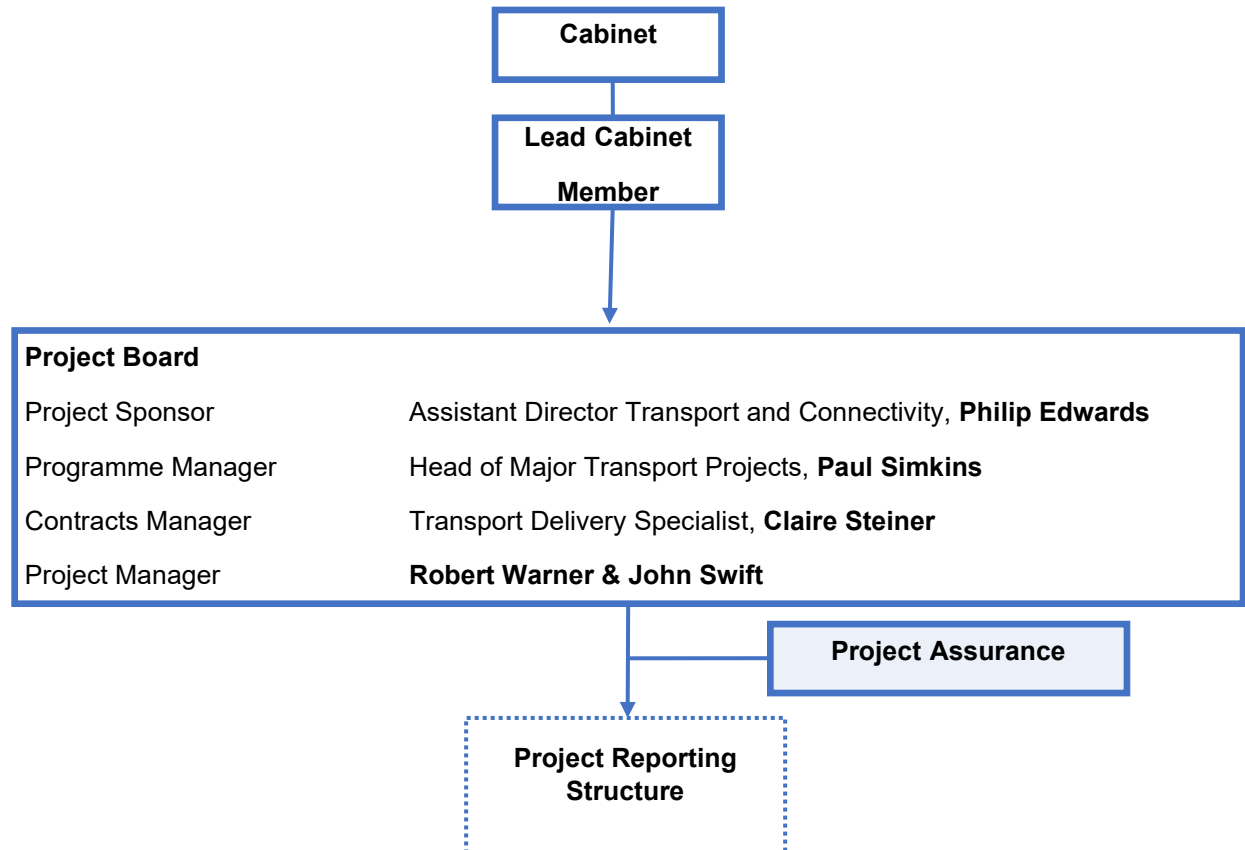
The following process will be followed by the Council:

- Detailed Designs/as built drawings and orders published will be recorded as part of the BCC procedures.
- Services and utility plans will be stored by service companies
- Signal plans and technology aspects will be retained by city council signals team
- Legal agreements will be stored by the council
- The approvals process will be stored by the council
- The M&E will be stored and followed up following the scheme completion through BCC programme of activities

Governance

Project Management

Outline the proposed project management structure including roles and responsibilities.



The A457 Dudley Road Improvement scheme will be managed in a similar way to Birmingham's LGF schemes. The scheme will be managed at senior level by a Project Board consisting of the Project Sponsor, Programme Manager, Contracts Manager, Project Manager, Principal Quantity Surveyor and Project Accountant. For the A457 Dudley Road Improvement scheme, the Project Sponsor will be Philip Edwards (Assistant Director Transport and Connectivity) and the Programme Manager will be Peter Parker (Head of Major Transport Projects). The Project Manager will be Robert Warner, while Finance will be represented by Andy Price (Finance Manager).

The Project Manager's responsibilities will include;

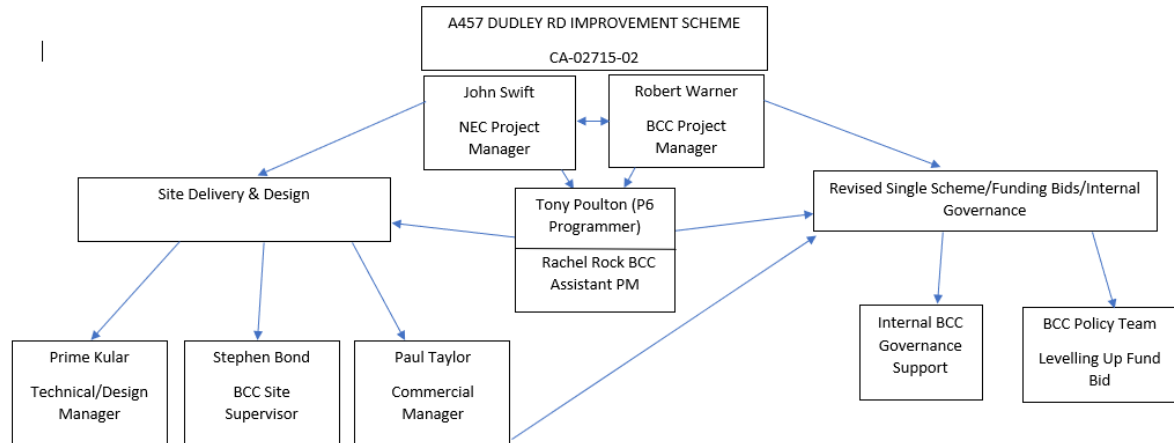
- Rigorous project monitoring throughout the life of the programme and reporting to the Project Board;
- Monthly review meetings will be held between the Project Manager, Framework Contract Manager and the appointed contractor, to ensure effective delivery against Key Performance Indicators (KPIs), Project Milestones, Objectives and Financial targets; and
- The Project Manager will ensure the detailed monitoring and reporting of any risks, issues or exceptions to the Project Board, throughout the duration of the scheme.

The Project Board will meet with pre-defined regularity and together they will be responsible for project control. They will make decisions within the scope of Cabinet approval and make appropriate decisions on any minor scope alterations. Any exceptional decisions, including decisions outside of the approved scope of the scheme, will be referred to the relevant Cabinet Member and if necessary, the full Cabinet.

Two well established officer groups within the authority, the Transport & Highways Group (THG) and Transport & Highways Board (THB), will provide project assurance. They will scrutinise delivery, finances and procedures, providing challenge to the Project Manager and Project Board and recommendations for improvements where appropriate.

Role	Key Areas of Responsibility/Activity	Progress Review
Tier 1 – Project Board	<ul style="list-style-type: none"> • High level strategy. • Monitoring progress against programme. • Strategic decision-making. • Setting forward work programme. • Provision of instructions for corrective/mitigating actions. 	<ul style="list-style-type: none"> • Review of key issues and decisions as raised by Project Board. • Monthly Project Board meetings where Project Management reports are reviewed, and relevant actions agreed.
Tier 2 – Project Management	<ul style="list-style-type: none"> • Day-to-day programme management. • Meeting Programme objectives. • Key link between the Project Board and Project Delivery Team. • Main point of contact for external stakeholders and partners. 	<ul style="list-style-type: none"> • Monthly progress meetings. • Preparation of progress reports to the Project Board. • Project Sponsor attendance at Project Board.
Tier 3 - Project Delivery Team & Theme Leads	<ul style="list-style-type: none"> • Day-to-day project delivery across the areas of design, construction, finance, approvals and engagement. • Public consultation exercises • Main point of contact for contractor. 	<ul style="list-style-type: none"> • Preparation and submission of monthly progress reports to the Project Management. • Regular progress meetings.

Delivery Team Structure:



Project Governance

Provide details on the proposed project governance and assurance, including:

- *decision levels;*
- *escalation arrangements;*
- *project board composition and terms of reference; and*
- *project board members' relevant experience (if not included at 5.2.1).*

The project will be managed in accordance with the council's standing orders, financial regulations and governance arrangements as set out in The Constitution. The project management arrangements will be in accordance with the Quality Management System which complies with the requirements of ISO 9001. The Transport Projects team within the Transport and Connectivity section of the Inclusive Growth Directorate will take the project management lead, and Transport Projects team holds Certificate Number: FS 506677 with the BSI for the "Provision of consulting and supervisory services for highway, road safety and transportation schemes, embracing design, project management and site supervision".

The accountability for the contract will be with the Project Sponsor, the Assistant Director for Transport and Connectivity who chairs the A457 Dudley Road Project Board. The contract will be managed operationally by Robert Warner (Project Manager). The Council's Project Manager will report monthly on progress to the Project Board 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 Project Board, with amendments agreed only in reasonable circumstances. Any changes to scope will be managed through formal change control procedures, as required by the contract.

Project Board

Project Sponsor: Assistant Director Transport and Connectivity, Philip Edwards

Programme Manager: Head of Major Transport Projects, Paul Simkins
 Capital Programme Manager: Transport Delivery Specialist, Gavin Maciel
 Contracts Manager: Transport Delivery Specialist, Claire Steiner
 Project Manager: Transport Delivery Officer, Robert Warner
 NEC Project Manager: John Swift
 Commercial Manager: Paul Taylor
 Project Accountant: Finance Manager, Andy Price

An internal 'Project Definition Document' has been approved by the Council, including the Section 151 Officer and the Head of Procurement. This confirms that the procurement strategy in place is legally compliant and is likely to achieve the best Value for Money outcome.

Full cabinet report can be provided upon request.

Change management

Outline the proposed change management strategy for the project, including escalation procedures and thresholds.

The arrangement for Change Management are set out in the Quality Management System, operated by Infrastructure Projects (the Project Management lead) which complies with the requirements of ISO 9001:2008.

This will be created by the contractor as part of the hand-over process following approvals.

Stakeholder management

Outline how the stakeholders will be involved and managed. Append a stakeholder management plan if available.

A list of stakeholders consulted as part of the Scheme development process is summarised below. It incorporates local and regional stakeholders, plus the regional offices of several national organisations. It also includes environmental interests, transport users and operators, as well as community representatives and local community groups.

Stakeholder	How stakeholder relationships will be managed
Local councillors	Informed of the project via email and regular updates.
City Council/ PFI contractor	Informed of the project via email and regular updates.
Department for Transport	Informed of the project via email and regular updates.
Sandwell NHS Trust - Birmingham City Hospital & Birmingham Treatment Centre	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.
WMCA, TfWM & National Express	Informed of the project via email and regular updates.
Push Bikes	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.

West Midlands Ambulance Service Public	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.
West Midlands Fire Service	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.
West Midlands Police	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.
Birmingham Taxi Co-operative Limited	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.
Birmingham Focus on Blindness	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.
Birmingham Institute for the Deaf	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.
Midlands Heart	Consultation event carried out to brief the stakeholders on the scheme. Comments provided have been taken into consideration. Informed of the project via email and regular updates.

Public consultation was undertaken in October 2018 and November 2021 with the findings reported in Council's internal Full Business Case reporting document, in accordance with normal practice. Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report. Questions were asked to assist in identification of adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.

Responses to the consultation were analysed in order to identify:

- Whether there is adverse impact upon persons within the protected categories;
- What is the nature of this adverse impact;
- Whether the adverse impact can be avoided and at what cost; and
- What mitigating actions can be taken and at what cost, if the above adverse impacts cannot be avoided.

5.4.3 Communications and marketing plan

The public consultations for A457 Dudley Road Improvement scheme was carried out during September 2018 and November 2020.

Following the feedback received a number of changes have been made to the proposals as set out below:

- Provision of segregated cycle lanes/footway throughout the corridor to address comments regarding the comfort, efficiency and continuation of the cycle route.
- Provision of priority crossings for pedestrians and cyclists at George Street junction, Ellen Street junction and College Street junction.
- New segregated cycle way/footpath to be constructed on the frontage of Birmingham City Hospital as a mitigation measure to retain 15 trees, following on from comments to liaise with Birmingham City Hospital and Highways England (land owners) to review the possibility of minimising removal of trees by acquiring some of their land.
- Introducing double yellow lines on Heath Street for a length of 160 metres to increase highway capacity following on from complaints received for heavy traffic cause by the on-street parking.
- Provision of new signals for right turn on Northbrook Street junction to address comments relating to traffic flow, particularly with traffic turning right into and out of junctions.

The Friends of the Earth submitted a petition to North Edgbaston Ward Committee on 9 May 2019, the Petition had a total of 181 signatures. The Petition raised concerns that the Scheme will result in heavier traffic, worse air pollution, cyclists sharing narrow footpaths with pedestrians and the removal of street trees that would undermine a vibrant local shopping centre. A detailed response to the Petition was provided in early June 2019 by the Cabinet Member emphasising the importance and benefits of the Scheme. Further updates on Scheme changes that were included following the consultation events and subsequent Key Stakeholder meeting (Pushbikes). The petition was discharged by the Cabinet Member for Transport and Environment on 10 June 2019.

The contractor and the Council will work together to further develop an ongoing Stakeholder and Communications Plan for this scheme. This will ensure that key messages about the scheme are relayed to the public through various forms of media and signing on the ground.

Monitoring and evaluation

See Monitoring and Evaluation Plan

Risk management

See Updated QCRA (June 2021)