Runcorn Station Quarter

Full Business Case

February 2020

Halton Borough Council

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Contents

Introduction

This document presents the Major Scheme Business Case for the Runcorn Station Quarter (RSQ) strategic transport intervention. This document forms part of Halton Borough Council's (HBC) bid to the Liverpool City Region (LCR) Transforming Cities Fund (TCF) for funding of the RSQ scheme. This business case submission has been prepared according to the requirements of the TCF and the LCR Assurance Framework, as such this submission is in line with the Department for Transports (DfT) 5-Case Model. The transport economic appraisal section of this business case follows DfT's web-based Transport Appraisal Guidance (WebTAG) as appropriate for the specific needs of the RSQ scheme.

The remainder of this document is comprised of the following primary sections:

1. Strategic Case
2. Economic Case
3. Financial Case
4. Commercial Case
5. Management Case

The above listed sections of this document make up the business case for the Runcorn Station Quarter Scheme, in this revision, the Full Business Case.

1 Strategic Case

1.1 Strategic Case Overview

The Strategic Case comprises the following sections in line with the guidance from the Department for Transport (DfT):

1. The Scheme Background - Sets out a brief summary of the development of the Runcorn Station Quarter
2. Scope of the Scheme – Sets out the proposed interventions and scope of the scheme
3. Business Strategy – Sets out how the proposed interventions fit with the local, regional and central government objectives
4. Impact of Not Changing – Sets out the local challenges within Halton borough and the problems identified that the scheme seeks to address directly.
5. Internal Drivers for Change – Sets out why the scheme is needed now and what is driving the need for the change within Halton Borough.
6. External Drivers for Change – Sets out why the scheme is needed now and what external drivers are i.e. regional, sub-regional and national impacts that are driving the need for the scheme
7. Objectives – Sets out the objectives of the proposed scheme and how these objectives will be measured in order to demonstrate success.
8. Measures for Success – The section sets out how the success of the scheme will be measured.
9. Constraints – This section sets out both the internal and external constraints on the scheme and their significance.
10. Inter-dependencies – The factors upon which the successful delivery of the scheme is dependent are set out here.
11. Stakeholders – Sets out the main stakeholder groups and their contribution to the project.
12. Options – This section sets out the scheme options that were explored to meet the business strategy, challenges and drivers for change.

Although the Runcorn Station Quarter scheme is not seen as a national or regional strategic rebalancing intervention it does achieve elements of rebalancing in a local context and this is set out in the sections that follow.

The following table includes the business case guidance check list and provides reference to the relevant sections of this document.

Table 1: Strategic Case Check List

Description	Level of Development Required at FBC	Current Status in this Document	Section in this Document
Background	N/A	Complete	Section 1.2
Business Strategy	Complete	Complete	Section 1.4
Problem Identified	Complete	Complete	Section 1.5
Impact of not changing	Complete	Complete	Section 1.5
Internal Drivers for Change	Optional	Complete	Section 1.6

Description	Level of Development Required at FBC	Current Status in this Document	Section in this Document
External Drivers for Change	Optional	Complete	Section 1.7
Objectives	Complete	Complete	Section 1.8
Measures for Success	Complete	Complete	Section 1.9
Scope	Complete	Complete	Section 1.3
Constraints	Complete	Complete	Section 1.10
Inter-dependencies	Complete	Complete	Section 1.11
Stakeholders	Complete	Complete	Section 1.12
Options	Complete	Complete (refer OAR)	Section 1.13

Source: Department for Transport & HM Treasury

1.2 The Scheme Background

The prestigious Mersey Gateway project delivered a new highway crossing over the river Mersey and opened to users in October 2017. This new crossing will alleviate pressures on the existing Silver Jubilee Bridge (SJB) crossing and it is expected to see up to 80%[1] of traffic transferring from the existing SJB to the new Mersey Gateway. The re-configuration of the SJB bridge layout to promote sustainable travel including local buses, walking and cycling, coupled with the expected reduction in traffic, offers the unique opportunity to remove the highways structures on the approach to the crossing to re-connect Runcorn station to the old town and stimulate the regeneration of the town centre.

The strategically important Silver Jubilee Bridge crossing was accessed by a substantial road network that consisted of a range of significant highway structures in the area around Runcorn station, commonly known as the 'Trumpet Loop'. These structures sterilised and isolated a significant area of valuable town centre land and separated the old town from the rail station, making travel routes convoluted and inconvenient for users.

The removal of these now obsolete structures offers the opportunity to significantly improve integration of transport modes within Runcorn, including accessible solutions for non-motorised transport. The enhanced access and connectivity to the old town will breathe new life into the town centre, boosting the local economy and offering new employment opportunities.

Having identified this opportunity, the Council has developed the Runcorn Station Quarter Masterplan that sets out the Council's intention to create a new gateway into Runcorn and the Liverpool City Region. The interventions take a holistic approach to addressing poor connectivity, modal transfer and active transport connections within Runcorn and across the wider Liverpool City Region. The Masterplan will be delivered in 4 distinct phases;

- Phase 1 – This phase involves the removal of the 'Trumpet Loop' highway structures and the construction of a new roundabout on the A557. The Council has already directly funded these Phase 1 works and a contractor is currently on site. These works are described in more detail in Section 1.11
- Phase 2 – Works include the removal of an elevated walkway over the A557 and the construction of Cavendish Street Link which involves a number of highway improvements, including a new direct connection through to Shaw Street, an enhanced bus interchange and additional taxi stand facilities.

[1] Source: Silver Jubilee Bridge: De-linking Study, 2016

- Phase 3 – This phase will deliver a new 'Piazza' area outside Runcorn station that will offer inviting, high quality public realm helping to deliver an improved sense of place and facilitate modal transfer between the station, buses and taxis calling at Cavendish Street. A number of improvements to footways and cycleways will also be delivered in the third phase of works that will enhance active mode connections between the Station Quarter area and Runcorn town centre.
- Phase 4 - The Council aims to capitalise on the development opportunities presented through the delivery of the first three phases of the Masterplan. This will help to attract much needed business investment into the area and boost the regeneration of Runcorn town centre.

This Business Case submission seeks funding from the Combined Authority for Phase 2 and 3 only of the Masterplan. The Council has already committed to funding the Phase 1 works as part of our local government contribution to the implementation of the overall Masterplan. The financial implications of this commitment is set out more thoroughly in Section 3, the Financial Case. There is no further public funding required to deliver Phase 4, as this will be realised through private sector investment. For this reason, we have presented two BCR scores in the Value for Money Statement set out in Section 2.7**Error! Reference source not found.** of this document. The first BCR score demonstrates the overall scheme benefits for the transport interventions delivered up to and including Phase 3. The second BCR score presents the potential overall scheme benefits when accounting for the land value uplift when land plots are released for development.

The Runcorn Station Quarter Masterplan outlines a transformative programme of works that aims to reinvigorate the Trumpet Loop area and create a new transport hub by delivering a variety of transport interventions that facilitate greater mobility, affordable community connections and promote active, healthier transport options for residents and visitors.

The interventions outlined in the Masterplan will lead to a significant increase in transport users and visitors to the area, making Runcorn town centre and the surrounding Runcorn Station Quarter area a desirable investment opportunity for businesses that will lead to the regeneration of the town centre, stimulating the local economy and creating new prospects and opportunities for residents of Halton and the City Region.

1.3 Scope of the Scheme

As we have outlined above, this Business Case submission is an application for funding of Phases 2 and 3 of the RSQ Masterplan. It is the works within Phases 2 and 3 that are described in detail in this Section 1.3, Scope of the Scheme. For the purposes of the remainder of this business case submission, the scope of works described below are hereon referred to as The Scheme.

The interventions delivered by The Scheme will enhance modal interconnectivity between Runcorn Station and the surrounding areas of Runcorn Old Town and Runcorn Waterfront, helping to grow Runcorn's appeal both as an effective transport hub and as a destination of choice from within Halton Borough and across the wider City Region.

The approximate geographic extent of the RSQ scheme is illustrated **Figure 1** below, denoted by the red boundary line around Runcorn train station. It should be noted however, that some interventions extend towards Runcorn Old Town and along the Bridgewater Canal, beyond the boundary shown.

Figure 1: RSQ Scheme – Borough-wide Context

Source: 139 Runcorn Station Quarter Masterplan, We made That, 2018.

The Council has developed the scope of the RSQ scheme to enable new development opportunities that will support the realisation of a renewed sense of place for Runcorn and deliver significantly enhanced transport connections on a local, regional and national basis.

1.3.1 Sense of Place

The RSQ scheme will open opportunities for the Council to refresh Runcorn's identity and establish a sense of place as the old SJB highway structures are removed and the area is re-defined as Runcorn Station Quarter.

Greater accessibility to Runcorn Town Centre will entice more visitors to the high street, increasing the utilisation of existing amenities, supporting local businesses and regenerating the historic town centre. The Scheme will form part of a new gateway into Runcorn and the City Region, setting the tone for visitors and creating lasting first impressions of the region, ensuring a memorable experience for the right reasons.

Quality public realm will be used to create a pleasing, eye-catching public space with impressive landscaping, amenities and transport connections. The Scheme will enhance the ambiance of

the area with well-presented and inviting spaces that will present Runcorn in a new light, maximising the potential to attract visitors wishing to access the Mid-Mersey Park leisure routes. The ability to attract new visitors to the area is a central tenant in growing the local economy and ensuring the continued prosperity of Halton Borough. The creation of more open spaces and improved sightlines and lighting will help make walkway infrastructure feel more secure and appeal to users as a viable means of transport. The new walking facilities will be accessible to all, raising equality and accessibility to the town centre. Equally, the feel and ambience that will be generated around the proposed cycleways will make users feel safer and the proposed bicycle lockers adjacent to the Station will add to the security of the cycle facilities delivered through this scheme.

Better accessibility and increased demand will help attract new funding and investors to the area, creating new employment opportunities. New development opportunities enabled through the delivery of the RSQ Masterplan will be used to meet both existing and new residential demand, whilst seizing the opportunity to support new business and employment prospects within the area.

The new developments enabled by the Scheme will provide civic and leisure use buildings adjacent to Runcorn Station, including cafes. There will be commercial workspaces and residential buildings that will generate more visitors and users to the local area, offering amenities and making the Runcorn Station Quarter an effective transit interchange as well and a destination of choice for businesses, their employees and new residents in the area.

1.3.2 Transport Connections

The Council recognises the increasing awareness of climate change issues and acknowledges the need to play our part in reducing high pollution emitting activities. The RSQ scheme has been developed around the principles of providing sustainable, accessible and affordable transport connections. Improvements to the public transport network will help deliver viable mass transport alternatives to the private car.

The Council has identified that the existing highway infrastructure around Runcorn station could be improved by providing more direct links and clear wayfinding signage to reduce journey times and alleviate congestion currently affecting the local network. The high utilisation of private cars exhibited across the borough will be addressed by this scheme through the inversion of the transport hierarchy by prioritising active mode transport such as walking and cycling.

1.3.2.1 Public Transport

The Scheme will support the implementation of a new bus service timetable that will increase the number of buses calling at Runcorn Station from four per hour to 15 services per hour. The increase in services calling at the Station is will be brought about by the re-routing of existing local services. This increase in services represents a significant improvement in the penetration of local bus services into communities across the borough, connecting more residents and visitors directly with the Runcorn Station Quarter transport hub. Through our stakeholder engagement with local bus operators we can confirm that the bus operators are fully supportive of the scheme proposals. These proposed changes in bus service routing will open up affordable access to the rail station and town centre to a much wider area of the Borough, bringing significant changes in public transport mode integration.

The transport hub proposed as part of this scheme will include the construction of a new piazza between Runcorn Station and Cavendish Street to facilitate modal transfer and connectivity. The improved integration of transport modes will provide users with genuine public transport

alternatives to the private car by offering convenient services where barriers to multi-modal trips are greatly reduced and accessibility for all greatly increased

Although this scheme does not directly propose the introduction of new train services, there are a number of recent and forthcoming rail service improvements that this scheme aims to connect with. The Council expects to see an increase in users of Runcorn Station now that the Halton Curve has been opened. The services operating on the Halton Curve connects Runcorn with Chester and North Wales, improving the connections between Liverpool City region and additional labour markets and employment centres. The Council is also aware that the incoming West Coast Mainline franchise operator has confirmed their intention to operate a second hourly service between Liverpool and London, calling at Runcorn[2]. This is a major boost to the connectivity of Runcorn to the national transport network, the RSQ Scheme aims to ensure users are able access these new services whilst enticing visitors inwards through convenient transport links and a high-quality gateway to Runcorn town centre.

1.3.2.2 Highway Improvements

The Council has identified the need to improve the local highway network around the station area. The proposed highway works will provide an integrated highway network with the new A557 junction and deliver the additional capacity needed for the proposed increase in bus services. Additional taxi stands will be provided to improve access to the local taxi industry and enhance the ability of local taxi businesses to service the increased user demand to the area.

The highway works to Cavendish street will entail the acquisition of a small area of land currently under private ownership by [redacted] and occupied under lease by [redacted]. The extent of land take required from the [redacted] site has been rationalised so that the Cavendish Street Link highway works, ensure the optimal benefits are realised whilst minimising the impact on [redacted] business operations. We have worked hard to ensure that the proposed scheme results in no loss of amenity to the site to avoid potential loss of custom and therefore protecting the local jobs supported by [redacted].

The Scheme will also provide a direct link between Cavendish Street and Shaw Street and connect southern neighbourhoods to the station quarter, broadening the community connectivity. The removal of barriers to accessing transport services means more users will be able to realise the benefits of the transport connectivity offered by the RSQ scheme.

1.3.2.3 Active Mode Transport

The Council recognises that it is important that walking and cycling become a more significant part of transport in the Borough and are actively promoted as viable alternatives to the car for short journeys, given the positive health implications of increasing physical activity. The Scheme will increase accessibility to the Runcorn Station Quarter area and will facilitate direct access to the Runcorn and Widnes Waterfront regeneration areas by removing many of the physical barriers to walking and cycling that are currently experienced by users.

Walking

A significant element of local journeys within the borough are pedestrian based, and unusually, are in excess of those made by public transport modes. The RSQ scheme will aim to address the deficiencies in independent footway connectivity, particularly in Runcorn Old Town, and deliver suitable pedestrian infrastructure in the Runcorn Station Quarter area and Runcorn Old Town. Improved walkway facilities will encourage users to adopt active, healthier lifestyle

[2] https://www.bbc.co.uk/news/business-49341772

choices and support access to public transport modes. As part of the proposed works to walkways, an existing elevated walkway that currently spans the A557 expressway will be removed to simplify the network, remove sub-standard infrastructure and reduce on-going maintenance liabilities.

The previously completed Mersey Gateway scheme identified that "..once tolling was introduced on both the SJB and the new Mersey Gateway bridge, walking will gain a competitive advantage. Over the longer term, this is likely to be set against a background of rising fuel costs, making walking and cycling even more attractive to those who currently use their car. National Travel Statistics 2005 indicate that over 40% of car users would walk more 'if road user charging is introduced'. This factor may be more relevant in the Borough with its low car ownership levels and a significant proportion of its population living in deprived areas[3]". This was subsequently reinforced by the 2011 Census data showing an existing high level of walking journeys before road user charging was introduced with the opening of the Mersey Gateway.

Cycling

Given the high density of population, particularly in areas near the SJB and the comparatively low car ownership within the Borough, there is a significant opportunity to grow the mode share for cycle trips. The Scheme seeks to capitalise on significant improvements to cycle way facilities over the SJB deck by delivering better connections between the waterfront on the Widnes side of the Mersey, Runcorn Old Town and Runcorn Station.

One of the key aims for the RSQ scheme is to promote active travel. In doing so, The Scheme seeks to deliver a positive environment for pedestrians and cyclists with clear routes between the station and town centre. To support this aim, new high quality, fully accessible, cycle provisions will be made alongside the new highway layout proposed as part of The Scheme. Part of the proposed cycle route construction will involve upgrading the Bridgewater Canal tow path, between Waterloo Bridge and Leiria Way. This will require us to engage with and seek approval from Peel Ports Group to construct on their land.

The new piazza area will create an attractive environment for users and enable the prioritisation of active travel with pedestrian and cycle friendly areas, rest points, wide footways and paved areas. This will help to build the quality urban realm the Council desires, facilitating direct transport links between the Runcorn Station Quarter area and Runcorn Old Town.

1.3.3 Summary

The scope of the RSQ scheme will deliver a combination of clear wayfinding, a simplified highway network, substantially enhanced bus services with real-time information facilities, and well-connected pedestrian and cycling routes that will enhance user travel experience, reduce delays and congestion and create a healthier, cleaner transport network.

These measures will make the Runcorn town centre and West Runcorn more accessible, helping to regenerate the high street and support local businesses. The development opportunities enabled through this scheme will complement the residential and business needs of the Borough.

The intervention works to be delivered by the RSQ scheme are summarised into four discrete work 'Task' packages, as follows:

- Task 1 - Cavendish Street link

[3] Mersey Gateway Sustainable Transport Strategy, 2009

- Task 2 – Piazza construction
- Task 3 – Demolition of Elevated walkway
- Task 4 – Construction of connected walkways and cycleways

1.4 Business Strategy

The Council has developed the RSQ scheme in line with our planning policy framework to ensure a clear alignment of this scheme with our business strategy and the strategic direction of regional and national policy.

1.4.1 Scheme fit to The Council's Objectives

1.4.1.1 Halton's Core Strategy

The Council has prepared its Core Strategy which will replace the Unitary Development Plan (UDP) as the central document within the Councils planning policy framework. The new Core Strategy will guide development policy across the Borough to 2028 and beyond and will help shape the future of Halton, its built environment, communities and ultimately the quality of life for our residents.

Core Strategy – Strategic Objectives

The Council has developed the RSQ scheme to ensure that the proposals compliment 4 of the Strategic Objectives identified in the Core Strategy as follows;

1. Ensure all development is supported by the timely provision of adequate infrastructure, with sufficient capacity to accommodate additional future growth.

   The RSQ scheme will deliver a transformative change to the existing transportation offer around Runcorn Station. This scheme will provide better support to existing developments and businesses in Runcorn Old Town as well as opening up new opportunities to develop new sites in and around the existing 'Trumpet Loop' area that will provide employment opportunities for residents of Halton and the wider City Region.

   The newly opened Halton Curve line on the heavy rail network and planned improvements to West Coast Mainline services are likely to lead to an increase in visitors to the City Region for both business and recreational purposes. This scheme will help prepare the City Region for the coming demand and ensure Halton has a quality, well connected transport network to attract visitors and businesses to the Borough.

2. Provide accessible travel options for people and freight, particularly through the realisation of the Mersey Gateway Project, ensuring a better connected, less congested and more sustainable Halton.

   The RSQ scheme builds directly off the successful implementation of the Mersey Gateway project. The SJB was reconfigured as part of the Mersey Gateway project to inverse the transport hierarchy over the crossing to give priority to pedestrians, cyclists and local bus services. The RSQ scheme aims to enhance the connectivity of active transport modes from the Runcorn Station area to the SJB, this will help to promote the accessibility of the SJB both as a visitor attraction and as a means of active transport connections between Runcorn and Widnes.

   The highway network around the station area will be simplified to reduce congestion and additional bus service capacity will be introduced to encourage the use of public mass transport. The new highway layouts, walkways and cycleways proposed as part of the RSQ scheme will connect communities with an accessible, sustainable transport network.

3. Minimise Halton's contribution to climate change through reducing carbon emissions and ensure the Borough is resilient to the adverse effects of climate change

   The RSQ Scheme will deliver convenient transport connections that will encourage users to take up active and sustainable transport modes, helping to reduce the carbon emissions across the Borough through a reduction in congestion and reduced use of traditional fuel combustion engine transport options.

4. Improve the health and well-being of Halton's residents throughout each of their life stages, through supporting the achievement of healthy lifestyles and healthy environments for all.

   The RSQ scheme will deliver significantly improved walkways and cycleways that will provide priority for active travel users, making walking and cycling safer and more convenient than it has been within Halton. This will inherently encourage healthier lifestyles for visitors and residents and the anticipated reduction in congestion will help lower emissions around the Runcorn Station area, producing a healthier environment for all.

   The active travel aspects of the Scheme will also support our ongoing health focussed initiatives across the Borough including our Healthy Schools and Fit 4 Life programmes which aim to support Halton's communities in making simple changes that can have lasting effects on health and wellbeing.

Core Strategy– Key Area of Change 10: West Runcorn

The Halton Core Strategy sets out a number of areas that the Council has identified as key development areas, known as Key Areas of Change. One of these areas is West Runcorn. The West Runcorn area comprises Runcorn Old Town, Runcorn Waterfront and the Mersey Gateway Port (Weston Docks), as illustrated in Figure 2. The West Runcorn area presents a range of development and regeneration opportunities that will utilise the area's waterfront assets to help re-establish Runcorn Old Town as a vibrant centre, offer a new residential community and further exploit the Borough's freight and distribution potential. The transport connections, realised through the RSQ Scheme, to national transport networks and international gateways via Manchester and Liverpool airports, should attract global organisations to invest in the area and locate their operations within the Halton borough.

The Council has aligned the development of the RSQ scheme proposals to support the following aspirations for West Runcorn as set out in the Core Strategy;

1. Capitalising on the development and regeneration opportunities presented by the Mersey Gateway Project particularly associated with the removal of redundant infrastructure associated with the Silver Jubilee Bridge.

   The RSQ scheme aims to directly capitalise on the opportunity to revitalise the Runcorn Station area, by delivering a simplified, integrated transport connection hub between buses, taxis, heavy rail and active modes.

   The potential for development enabled through the SJB de-linking works and this scheme offers the opportunity to regenerate the town centre and re-define Runcorn's sense of place.

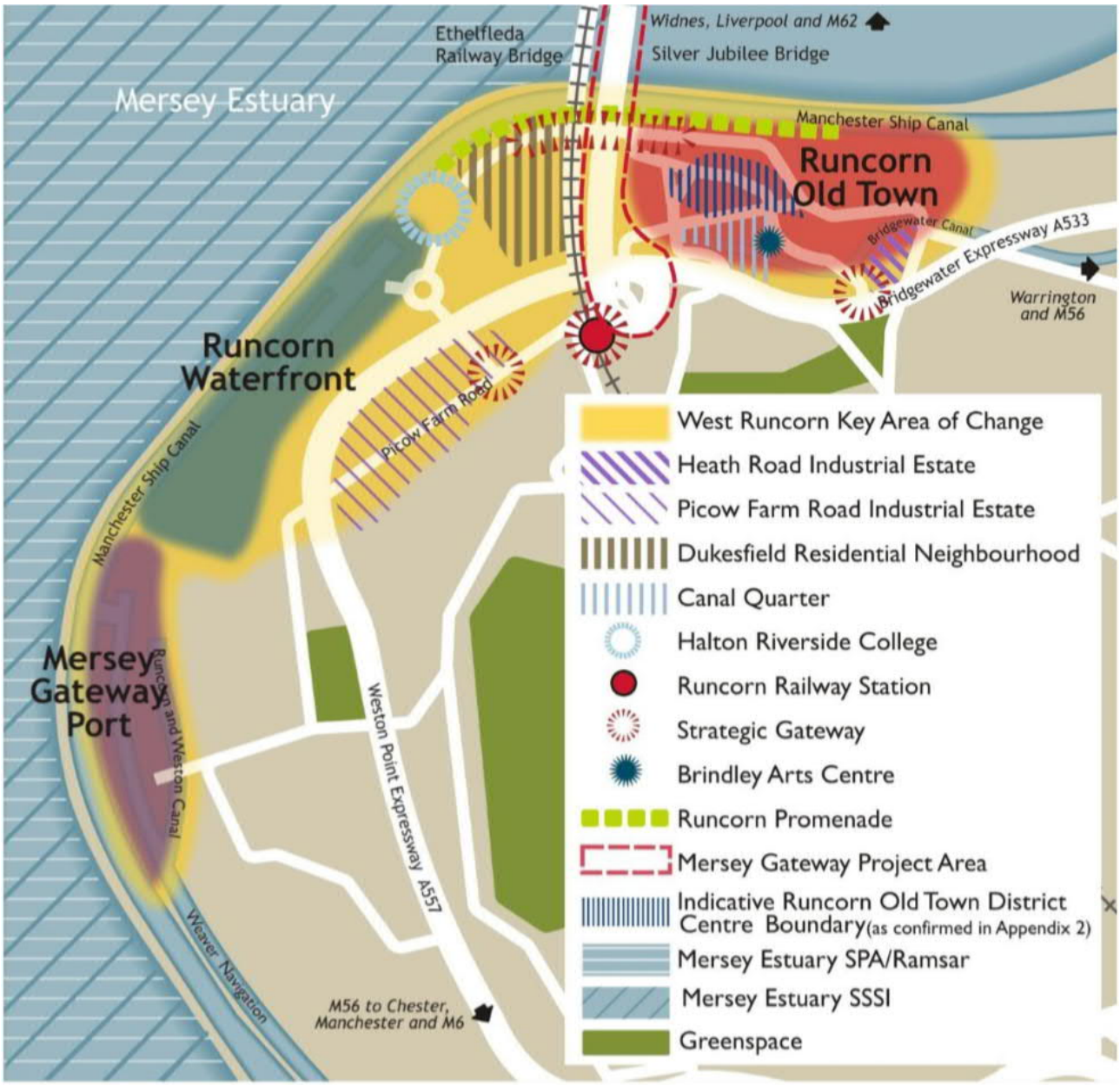
2. Developing Strategic and Local Gateways at key locations to ensure linkages across West Runcorn and surrounding areas.

   Figure 2 shows that Runcorn Station has been identified as a strategic gateway and the RSQ scheme will support the Core Strategy aspiration of developing gateways at key locations. The Cavendish Street highway works proposed as part of the scheme and the increased number of local bus services that will be delivered, will enhance transport linkages across Halton Borough and Liverpool City Region.

3. Improve accessibility and connectivity and support improvements to the sustainable transport network.

   The overarching purpose the RSQ scheme is to improve transport accessibility and connectivity across the Borough and the wider City Region. The promotion of walking and cycling as a means of providing viable transport linkages will enhance the sustainable transport network offering across the Borough.

Figure 2: Key Area of Change: West Runcorn



Source: Halton Core Strategy Local Plan, 2013.

Core Strategy CS 15: Sustainable Transport

The Core Strategy has set out Sustainable Transport as one of our core policies over the Core Strategy period. The Council regards the need to increase the proportion of passenger journeys

made by sustainable means that include walking, cycling and public transport as an important priority. The Council has developed the RSQ scheme to promote the many and varied advantages of using sustainable transport. The scheme will help reduce the number of private vehicles on the local highway network and hence reduce congestion and associated exhaust emissions. This will lead to an improvement in air quality, whilst simultaneously encouraging healthy lifestyles through walking and cycling and complement our Live Well campaign that support people living and working within the Borough to lead healthier lives through cleaner, healthier eating and increasing physical activity.

1.4.1.2 Halton Local Transport Plan 3

The Council recognises that a strong transport network can attract inward investment, new businesses and employment opportunities to Halton. Sustainable and active transport modes can also contribute to a healthier, more active and socially mobile Borough by providing well connected, easily accessible transport links for all. An effective transport network can help the Council attract an increased number of visitors to the area and the wider City Region. Improving health through active modes also helps reduce the associated costs of healthcare.

Although Halton is now recognised as being part of the Liverpool City Region (LCR), as a Unitary Authority, The Council is also the Transport Authority for Halton Borough and is required to produce a Local Transport Plan (LTP). Halton has published its third LTP which sets the transport strategy and The Councils implementation plan through to 2025/26.

The Council has established the following vision for the transport network across the Borough:

"To achieve sustainable, inclusive, accessible and fuel-efficient transport systems that improve the quality of life for people living in Halton by sustaining economic growth and regeneration, whilst addressing climate change, by reducing carbon emissions from transport"

Source: Transport: Providing for Halton Needs, Halton Borough Council, 2011.

The RSQ Scheme will help realise Halton's vision by providing a clean, low carbon transport network that will be inclusive and available to all. The proposed transport interventions will deliver clear and simplified highway links along Cavendish Street to Shaw Street to increase accessibility to the Station Quarter areas to more communities and reduce congestion and improve the resilience of the local highway network. The walkway and cycleway provisions give priority to active transport modes helping to create opportunities for healthier lifestyles and a better quality of life for people living in Halton by opening up access to services and employment opportunities. The reconfiguration of the road network, particularly the interventions on Cavendish Street will open up land for re-development and is part of the Borough's plan for creating employment, adjacent to existing high-density residential areas, removing the need for high emission travel.

The direct links from the station to Runcorn Old Town will help sustain the economic growth of the community by connecting people with employment as well as improving access to The Brindley arts theatre which will serve as a visitor attraction to the area, as well as improving access to recreational activities for nearby Borough residents.

The RSQ scheme will also support The Council in delivering against its objectives for three major transport modes:

- Buses - The new transport hub will integrate bus services with rail services and active transport modes. This will enhance the attractiveness of services by providing better connected transport options, reducing journey times and deliver more desirable 'door to

door' public transport trips for visitors and residents. The Scheme will deliver real time information screens, offering high quality information on bus services to support the efficient movement of users, ensuring the Runcorn Station Quarter becomes an effective transport hub.

- Cycleways - The RSQ scheme will provide connected cycle routes from Runcorn station to Silver Jubilee Bridge which will enhance the Borough's cycleway infrastructure and further build on the success of the Mersey Gateway, Sustainable Transport Strategy. The cycleway routes offer connections that will support the growth of Runcorn Old Town and cross-Mersey travel via the SJB that will enhance community links and access to local facilities.
- Walkways - The walkways delivered as part of the RSQ scheme will help deliver a strategic network of routes that facilitate transport connections and provide access to transport options for mobility impaired users through the provision of measures such as dropped kerbs, tactile paving and safe crossing points. The walking routes are integrated with public transport infrastructure to encourage walking as part of an end to end journey and promote healthier and more active lifestyle choices in the Borough.

1.4.2 Scheme Fit to Regional Objectives

1.4.2.1 Liverpool City Region Combined Authority – A Transport Plan for Growth

The Council recognises that this scheme compliments the Liverpool City Region's transport priorities;

- Growth - Supporting economic growth in the City Region, through increasing employment, levels of productivity and investment.
- Low Carbon - Travel in the City Region is in vehicles powered by alternatives to fossil fuels, and with increased active travel opportunities.
- Access to Opportunity - The City Region will support those who wish to access employment, training, education and further learning opportunities.

The RSQ scheme aims to directly address common transport related barriers to employment; affordability, availability and accessibility to create a mobile and active workforce able to capitalise on enhanced opportunities offered by The Scheme. By broadening the travel horizons, businesses would have access to a wider labour market, attracting investment and boosting productivity within the Borough and across the wider City Region. The Scheme will deliver better access to public transport and active transport modes for mobility impaired users, improving the inclusivity of the City Regions transport network.

The Council acknowledges that active travel initiatives can help tackle rising obesity levels, address mental health issues and issues of worklessness through ill health. The Council aims to address these issues with the active transport measures proposed in The Scheme which in turn, will help to support the LCR objectives of a healthy, active and engaged workforce.

A simplified highway network that will reduce congestion and measures that will discourage the use of a personal car, will help lower the Borough's transport related carbon footprint and help to create a cleaner, healthier environment for residents and visitors. The measures will support the LCR's focus on increasing active travel to contribute towards cleaner air across the City Region.

The RSQ scheme will enable a mobile workforce connected locally and regionally by a low emission and active transport network. Integrated transport infrastructure offered by the RSQ transport hub will help maximise the opportunities to access employment, training, education

and recreational facilities and encourage a behavioural change within the City Region, towards active transport options, healthier lifestyles and the use of public transport modes.

1.4.2.2 Transforming Cities Fund, Liverpool City Region Themes

The Transforming Cities Fund (TCF) aims to boost productivity by enhancing public and sustainable transport by supporting programmes of interlinking interventions that will transform sustainable transport connectivity in key commuter areas. The Council is aware that the Liverpool City Region has secured £172.5 million capital grant from the Transforming Cities Fund (TCF) and in 2018 the LCR CA agreed a commissioning plan to guide its approach to managing the TCF. The commissioning plan identified three priority 'Themes' for assessing intervention proposals, we are submitting this business case under Theme 1 – Improving and expanding the public transport network to meet new areas of demand.

We also note that the Scheme demonstrates a very good alignment with the other two LCR Themes for the TCF fund;

Theme 2 – Improving the appeal of public transport, and particularly bus, against private transport.

The Scheme will deliver additional bus service connectivity to the Runcorn Station Quarter area that will take the existing service provision from four to 15 services per hour. The additional services will increase the appeal of buses and enhance connectivity with the train services at the station, further promoting the use of public transport.

Theme 3 – Intervening for health and wellbeing.

There are clear benefits to the health and wellbeing of users of the transport interventions through the realisation of enhanced walking and cycling facilities, encouraging users to be more physically active and adopt healthier lifestyles.

1.4.3 Scheme Fit to National Government Objectives

The National Government objectives for transport are set out in the Transport Investment Strategy 2017. The main objectives of this strategy are as follows;

1. Create a transport network that works for users, wherever they live. We know that transport users – people and businesses - want a network that is reliable, well-managed, and safe. Journeys that are easy, fast, and comfortable, with the right connections in the right places. Our intensively-used networks are ageing and face increased demand. People's work and leisure patterns - and therefore their travel behaviour – are evolving.

   The proposed RSQ scheme sets out to meet this objective directly connecting people with places. The modal interconnectivity offered by the RSQ scheme will make journeys easier and more comfortable for users while simplified highway layouts will reduce trip times.

2. Improve productivity and rebalance growth across the UK - Reducing congestion and strengthening connectivity are both crucial for boosting our economy, through increasing local productivity and creating places in which people want to live and work. Our national productivity lags behind other countries and prosperity differs across the country.

   The RSQ scheme aims to deliver a simplified highway layout that is clearly signposted and easy to understand. The reduction in congestion will help keep the Borough moving and support the business activities and economic growth of area. The proposals will also open up land for redevelopment with the intention of creating local jobs adjacent to residential areas.

3. Enhance our global competitiveness by making Britain a more attractive place to invest - The transport sector makes trade possible. Investors need effective international connections to access new markets, integrate operations into their global supply chains and to conduct business efficiently. The UK is already well placed to meet these needs, but we are in constant competition with other countries to attract global business.

   The re-development opportunities opened up through the transport connection delivered by the RSQ scheme will be ideally situated with convenient access to the UK trunk road network and major cities including Liverpool and Manchester. Also, in very close proximity to the rail network with direct services on the West Coast mainline and potential HS2 services, the development area is ideally situated. These land parcels will appeal to national and global business investors due to site connectivity including easy access to Liverpool and Manchester Airports.

4. Support the creation of new housing - The housing market in the UK is not delivering the homes that people need. The Government's Housing White Paper set out a range of proposals to boost housing supply and create a more efficient housing market and transport investment should support this.

   The RSQ scheme will open opportunities for mixed-use development of existing brownfield sites. Some residential dwellings are to be offered as part the proposed development to help support the much-needed supply of housing in the Borough.

1.5 Impact of Not Changing

The Council faces a number of socio-economic challenges and transport features highly as one of the Council's primary tools to help manage and overcome these challenges. Halton Borough suffers from high levels of deprivation and it is evident from the national indices of deprivation that the Borough exhibits higher than average levels of deprivation.

The English Indices of Deprivation are based on 37 separate metrics covering seven distinct domains of deprivation which are combined with the weightings to calculate the Index of Multiple Deprivation. This is an overall measure of deprivation experienced by people living within an area. The most recent indices were calculated in 2015 where Halton was ranked as the 27th most deprived Local Authority nationally (out of 326). In 2010 Halton was also ranked 27th, indicating that there has been no comparative improvement since 2010 in reducing deprivation levels within the borough. In a regional context, the Borough is suffering from higher deprivation levels than the neighbouring areas of Sefton, Wirral and St. Helens and changing this is proving challenging; the borough needs investment that will deliver significant and lasting change.

The RSQ scheme demonstrates a clear alignment in tackling the most pressing challenges identified by The Council;

- Educational attainment and skills
- Unemployment
- Health and Wellbeing

1.5.1 Educational Attainment and Skills

Halton has lower than average levels of educational attainment and skills, the Borough is the 3rd most deprived district within the City Region by the Education Deprivation domain which provides a measure of the lack of attainment and skills in the population. The strategic purpose of the RSQ scheme is to provide a transport network that is convenient, affordable and accessible to all, so that the opportunity to access educational services and skills training are available to anyone in the borough.

A failure to deliver the RSQ scheme will limit the ability for local residents to access educational establishments to attain qualifications and improve skills, directly restricting life chances associated with opportunities for better jobs and higher education.

1.5.2 Unemployment

The Borough was ranked 21st most deprived nationally in the 2015 Employment Deprivation Index. The Employment Deprivation Index is a measure of the working age population within the Borough that are involuntarily excluded from the labour market and therefore, enhancing prospects for local residents to access employment opportunities is a key objective of the RSQ Scheme. The Scheme also aims to support an active and mobile workforce which will help to create an environment where employers want to invest and create jobs.

Although the Borough performs well relative to other areas in the City Region, there is a concern with regard to the supply of skilled labour. It is forecast that by 2030 there will be an increase in demand for employees of around 9,000 positions from 2019 demand levels, whereas the working age population is set to fall by around 1000 over the same period which is likely to result in a supply shortfall of 10,000 employees[4]. The potential inability to meet the skills demand from the local population of Halton implies there will be a need for substantial net commuting. If Halton are to realise their economic aspirations, then the transport measures set out in the RSQ scheme become extremely important for the area's development, given the evidence base suggesting a miss-match between local future employment demand and the local supply of skilled labour. The Scheme will be fundamental in opening up inward commuting opportunities through improved accessibility to both bus and train public transport modes.

1.5.3 Health and Wellbeing

Halton suffers from very poor health and wellbeing deprivation levels and is ranked the 17th most deprived local authority district in the Health domain of the 2015 indices of deprivation. The Health domain provides a measure of the risk of premature death and the impairment of quality of life through poor physical or mental health. It is essential that The Council addresses the underlaying issues leading to premature mortality within the Borough. The active transport proposals set out in the RSQ scheme will provide integrated and well-connected transport options that will actively encourage residents to adopt physically and mentally active lifestyle choices. The reduction in congestion offered by a simplified highway network within the station quarter area will lower toxic vehicle emission outputs, leading to cleaner air and a healthier community.

1.6 Internal Drivers for Change

The decision to change the Runcorn Station Quarter area is being driven by our desire to create better opportunities for our residents. The proposed scheme interventions will enhance the mobility of Halton residents through reliable, multi-modal transport connectivity that will connect people with places; making access to jobs, education and recreational facilities easier and more affordable.

As a Council, we are acutely aware of the current demands placed on our health care services. We have recognised the opportunities presented by this Scheme to get the local population moving and engaging regularly in physical activities through the prioritisation of walking and cycling. This will lead to the overall health of the Borough residents improving over time and subsequently reducing the strain of health services.

[4] Liverpool City Region LEP Economic Outlook, Oxford Economics, 2016.

1.7 External Drivers for Change

Through our connection with our residents we understand the demand for better access to employment opportunities. We want to continue to provide the services demanded by our residents, support their aspirations and help to make Halton an attractive and desirable place to live and work.

We are also aware of the opportunities offered by the RSQ scheme to enhance access to The Brindley arts centre and Mid-Mersey Parks leisure routes, this kind of access is being called for by local businesses to attract visitors into the area to sustain local businesses. We are also managing the needs of larger businesses who require better access to a skilled workforce when making investment decisions. The greater connectivity that will be delivered through this scheme will enhance the reputation and appeal of the Borough to bigger business through better access to a mobile and skilled workforce.

The Mersey Gateway has brought about enormous change to the Borough in recent years and has offered the opportunity to make further fundamental changes to our transport offer. It is important that we maximise the opportunities generated by the Mersey Gateway to ensure that the transport network continues to work effectively for local residents and communities and delivers safe, healthy and affordable transport connections.

1.8 Objectives

The RSQ Scheme is an ambitious programme of works that aims to revitalise the Station area support the regeneration of Runcorn Old Town. The scheme will enhance the interconnectivity of multiple low carbon and active travel transport options, to release the economic potential of the area, delivering an integrated scheme that is greater than the sum of its parts. The Council's objectives for the RSQ scheme are as follows;

- **Create a new gateway to Runcorn** – It is Halton's aspiration to create a new and inviting urban realm for visitors, ensuring access to high quality, multi-modal transport services and information, that provide a welcoming gateway into Runcorn, Halton and the wider City Region.
- **Develop a transport interchange hub fit for purpose** – Runcorn Train Station is a major transport asset for Halton Borough, it is situated on the strategically important West Coast Mainline providing frequent, fast rail services to Liverpool, London and Birmingham. The forthcoming second hourly service to London, the possible HS2 scheme and the recently completed Halton Curve suggest that usage of the station will noticeably increase in the future. The Council recognises the need to simplify the highway network to enhance ease of access for both motorised and non-motorised highway users. The Council also recognises the need to integrate bus and rail services more effectively and the RSQ scheme delivers on this objective.
- **Improve links to Runcorn Old Town –** Current access links between Runcorn Station and the Old Town are convoluted and confusing. Providing dedicated, and more direct access links will bolster the local economy by enticing visitors into the Old Town and enhancing access to employment opportunities for residents and commuters via improved transport connections. The scheme will also provide improved visibility of the Old Town through significantly improved wayfinding.
- **Promote low carbon and active travel transport modes** – The removal of the highway structures associated with the de-linking works offers the opportunity to re-model the highway network and inverse the transport priority hierarchy to favour the use of active transport modes. The Council also aims to encourage the use of mass transit systems such

as rail and bus services which offer a lower carbon footprint per user than private car transport.

1.9 Measures for Success

The measurement of success of The Scheme will largely be indirect, for example by monitoring and reviewing the state of the local Halton Borough economy. There are however, some areas where direct measurement of success for the scheme in achieving the defined objectives can be undertaken, these are:

- The delivery of significantly enhanced bus services to the Station Quarter both in terms of frequency and destination.
- Investment in the local area, including Runcorn Town Centre. This will be captured via the annual monitoring report (AMR)
- Increased numbers of walking and cycling trips. This will be monitored via local surveys to monitor actual change in use of walkway and cycleway transport corridors.

1.10 Constraints

There are a number of potential constraints on the RSQ scheme, none of which are unique to the scheme or particularly unusual across the transportation and construction sector. The Council has an experienced project delivery team who are well placed to manage the scheme constraints. The key constraints (separate to inter-dependencies which are discussed later) are listed as follows:

- Land purchase agreements – A small amount of land will need to be acquired to successfully deliver the full scope of the interventions proposed to enhance the transport network across the Runcorn Station Quarter area. Whilst the budget and programme can be tailored to make allowances for the purchases to be processed, ultimately the timely acquisition of land will be constrained by the level of engagement by current land owners and existing tenants.
- Agreement will be needed from Network Rail to release the Station Frontage to the Council. We have developed the scheme proposals to enhance the Station amenity and ease of access with a view to enhancing business potential of the Station through increased usage.
- In-house resource – Halton will need to ensure staff with the relevant skills, knowledge and experience are made available at appropriate times to manage the procurement process, develop contracts and manage the construction phase to ensure the scheme is delivered to programme, quality and budget. Halton also have in place a joint framework contract with Warrington Borough Council that will enable The Council to bring onboard appropriate professional assistance, if required, to assist with documentation, specifications, management and procurement if required.
- Some elements of the walkways and cycleways will be constructed on land owned by Peel Ports Group. We have a good working relationship with Peel Ports Group in relation to similar recent project work and we understand their submission and approvals process.
- Safety – The Council regards safety as its most important priority during any construction scheme. The delivery of the scheme will be constrained by the programming of works around safety considerations, particularly when working adjacent to live carriageways.

1.11 Inter-dependencies

The proposed RSQ scheme has a number of Inter-dependencies, as follows;

- Land purchase from [redacted]
- SJB de-linking works
- Runcorn High Street Regeneration

1.11.1 Land Purchase

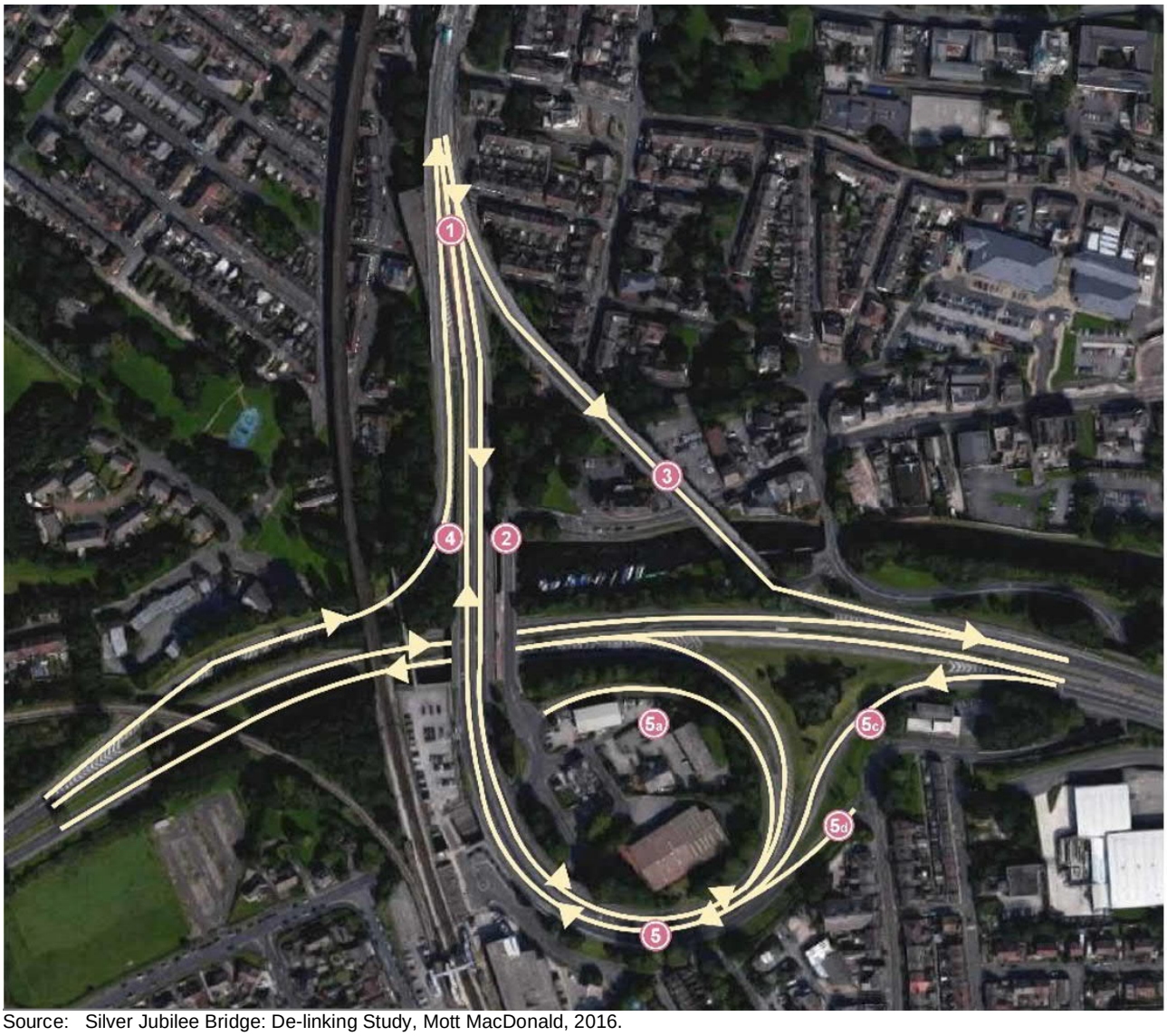
The Council will need to settle a land purchase agreement with [redacted] for the sale of a parcel of land on the [redacted] site to enable the Cavendish Street Link works to be constructed as part of the Scheme. Since submitting the Outline Business Case, we have now agreed a sale price with [redacted]. For the necessary land parcel. Permissions to proceed with the purchase have been granted by our executive board and our legal department are in the process of finalising the agreement.

1.11.2 Silver Jubilee Bridge De-linking Works

The SJB de-linking works are currently on-going and will fundamentally dictate the successful delivery of The Scheme. The RSQ scheme is dependent on the removal of highways and their supporting structures that were formally used to access the Silver Jubilee Bridge, prior to completion of the Mersey Gateway. The works also include the construction of a new highway layout and roundabout on the A557. The 'De-linking' and roundabout works are briefly set out below, although for the purpose of clarity it is emphasised that the works described are *not* part of the funding request for this business case submission; the works below constitute Phase 1 of the overall RSQ scheme, as set out in Section 1.2 and are funded through separate sources.

For ease of reference a summary of the existing highways and supporting structures to be removed as part of the 'De-linking' works are provided below:

Figure 3: Silver Jubilee Bridge – Approach Structures



Source: Silver Jubilee Bridge: De-linking Study, Mott MacDonald, 2016.

Figure 3 Key:

1. Silver Jubilee Bridge
2. Queensway
3. Runcorn Approach Viaduct
4. Runcorn Western Approach/Runcorn Approach Viaduct West
5. Queensway “Trumpet Loop”
6. Queensway “Trumpet Loop” Station Road Link
7. Queensway “Trumpet Loop” Western Point Expressway Link
8. Queensway “Trumpet Loop” Bridgewater Expressway Link
9. Queensway “Trumpet Loop” Greenway Road Link

- The ‘De-linking’ works will include the following;
  - De-linking of the Runcorn Approach Viaduct West from the A557 to the SJB;
  - Removal of the Runcorn Approach Viaduct West
  - Removal of the A557 Runcorn Western Approach (Structural Embankment)
  - Removal of Station Road Footbridge
- De-linking of the A533 Queensway Trumpet Loop, including links to Station Road, Weston Point Expressway, Bridgewater Expressway and Greenway Road:
  - Removal of Queensway Structural Embankment
  - Removal of Station Road Bridge
  - Removal of Station Road Car Park Bridge
  - Removal of Playground Retaining Wall
  - Removal of Playground Bridge
  - Removal of Picow Farm Road Bridge
- The Runcorn Approach viaduct and High Street Bridge will be retained although the highway layout will be modified to carry two-way traffic.
- New Roundabout on the Bridgewater Expressway
- Highway construction, including tie-ins with the A557, A533, Runcorn Approach Viaduct, B5155 towards Doctors Bridge, Greenway Road, and Shaw Street.

The Runcorn Approach Viaduct, denoted as item ‘3’ in Figure 3 will be retained to support the RSQ scheme and will be upgraded to support bi-directional traffic. This stretch of highway will enable local bus services, taxis and pedestrians to access the Silver Jubilee Bridge crossing via the new roundabout on the A557. The De-linking works are fundamentally linked to the successful implementation of the RSQ scheme, however it should also be noted that these works are directly funded and managed by The Council and therefore in practical terms, the Council has full control over the procurement and delivery of these works.

1.11.3 Runcorn High Street Regeneration

The Council intends to regenerate Runcorn high street, and a key dependency of the successful regeneration will be implementation of the Runcorn Station Quarter scheme. The Scheme will support opportunities for local businesses via the increased numbers of visitors to the high street brought about through the interventions of the RSQ scheme.

1.12 Stakeholders

In developing the RSQ scheme, The Council has actively engaged with a number of key stakeholders to ensure they stay well informed of emerging proposals. The Council will continue to involve stakeholders during the development of the scheme and particularly with regard to any contractual arrangements. The key scheme stakeholders are;

- Bus Operators
- The Taxi Forum
- Land Owners
- West Coast Mainline Franchise Bidders
- Network Rail
- Runcorn residents

The Council will keep the above organisations informed of developments during and after the submission of the business case. We have consulted with local bus operators, including Arriva and Halton Transport on a number of occasions to ensure the Scheme has been developed with bus service users in mind. We have met with the North West Routing Manager from Arriva, and the Operations Manager from Halton transport to discuss road layouts, bus service routing options and new bus service infrastructure. The bus operators are fully supportive of the opportunities this Scheme could bring to Runcorn and the wider City Region.

We have been actively engaging with Network Rail and First Trenitalia through the Office of Rail and Road's Station Change Process to develop the Scheme proposals immediately outside the Station. The Council has now reached agreement with Network Rail to release the station frontage to enable the RSQ scheme to be delivered. During the planning phase of the Scheme, the Council hosted two drop-in events to enable local businesses and residents to engage with the proposals. We have also issued information to the local community via local press releases, announcements on our social media accounts and letter drops. We also created a video to support the launch of the Scheme Masterplan to make the overall vision for the Runcorn Station Quarter more accessible and more readily understandable for the general public.

1.13 Options

The Council has previously commissioned work to identify options for the RSQ Scheme, the options considered are discussed in detail in the Options Appraisal Report in Appendix A, the preferred option is described in Section 1.3 of this document and the Do Minimum option is set out below;

1.13.1 Do Minimum

The Do Minimum option for the proposed Runcorn Station Quarter Scheme implies that no further investment is made towards delivering the objectives set out in this Strategic Case. This will result in a scenario where the transport infrastructure will remain the same as the existing infrastructure conditions following the completion of the De-linking works (see Option 2b, Appendix B).

The Council is conscious however that a failure to invest will miss the opportunity to transform and revitalise the Runcorn Station Quarter area. The un-realised potential of the Borough will have profound negative consequences on local businesses and the residents of Runcorn. If the transport connections into and across Runcorn are not improved, local businesses will continue to struggle and it is unlikely that the area will be able to attract significant levels of investment from new businesses, limiting potential future employment and residential opportunities.

If the Runcorn Station Quarter area is not transformed to offer a welcoming transport hub with accessible and convenient transport links for users, then the area will fail to realise its potential in attracting visitors to the area for both leisure and business purposes. Runcorn offers some valuable assets that will appeal to visitors from across the wider region, including The Brindley arts Theatre and the Bridgewater canal waterfront, however a failure to invest in the preferred scheme will risk these assets going underutilised to the detriment of Halton Borough and Liverpool City Region.

The Council actively pursues a policy of the timely provision of adequate infrastructure to support future growth and aims to provide a transport network that lowers congestion and offers sustainable modal alternatives to the personal car. The failure to deliver the Cavendish Street Link improvements as part of the RSQ scheme will evidently result in the existing, congested and confusing highway layout remaining in place, thus failing to address known congestion issues and the associated environmental impacts.

As part of the scheme development for Runcorn Station Quarter, the Council identified that active mode transport options were limited and the poor connectivity of existing footways in Runcorn Old Town could be improved to encourage users to make active decisions to adopt a healthier and more mobile lifestyle through the use of alternative, active transport options. Doing nothing to invest in a scheme that aims to improve and expand active transport options available to users will limit potential user health benefits whilst maintaining the high demand on health care experienced across the Borough.

1.13.2 Preferred Option

The preferred option includes works as described in the Section 1.3.

2 Economic Case

The Economic Case assesses the Runcorn Station Quarter (RSQ) scheme, its economic impacts, and the resulting value for money, and has been prepared to fulfil HM Treasury's requirements for appraisal and demonstrating value for money in the use of taxpayers' money. The Economic Case identifies what economic, environmental, social and distribution impacts the scheme is expected to deliver.

2.1 Economic Case Overview

The Economic Case comprises the following sections in line with the guidance from the Department for Transport (DfT):

1. Approach - Sets out a summary of the assessment of value for money for the Runcorn Station Quarter scheme.
2. Options Appraised – Sets out the various options that have been appraised.
3. Assumptions – Sets out the assumptions used to support the analysis.
4. Sensitivity and Risk Profile – Sets out the impact of changes to variables on the Net Present Value of the Scheme.
5. Appraisal Summary Table – Sets out WebTAG compliant Appraisal Summary Table.
6. Value for Money Statement – Sets out Value For Money statement following WebTAG guidance.

The following table includes the business case guidance check list and provides reference to the relevant sections of this document.

Table 2: Economic Case Check List

Description	Level of Development Required at FBC	Current Status in this Document	Section in this Document
Introduction	Complete	Complete	Section 2.1
Options Appraised	Complete	Complete	Section 2.2
Assumptions	Complete	Complete	Section 2.4
Sensitivity and Risk Profile	Complete	Complete	Section 2.6
Appraisal Summary Table	Complete	Complete	Appendix C
Value for Money Statement	Complete	Complete	Section 2.7

Source: Department for Transport & HM Treasury

As identified in the Strategic Case, the RSQ Scheme will be delivered through 4 discrete 'Task' packages as follows:

- Task 1 - Cavendish Street Link: Highway improvement works to Cavendish Street that will include the construction of new bus stops and a direct connection to Shaw Street via a new roundabout.
- Task 2 - Piazza: Construction of a new Piazza outside Runcorn Station. The Piazza will support transport mode interconnectivity and facilitate pedestrian and cyclist movements between the Station and Runcorn Old Town.

- Task 3 - Demolition of Elevated Walkway: An elevated walkway spanning the A557 between Station Car Park 2 and Dukesfield is to be removed.
- Task 4 - Connected walkways and Cycleways: A number of walkway and cycleway paths are to be constructed adjacent to highways between Runcorn Station and Runcorn Old Town.

The Economic Case underpins the intervention rationale demonstrating funding need for the Scheme. On this basis, the appraisal set out in this chapter focuses on the assessment of the benefits of the works delivered through the Scheme.

2.2 Options Appraised

In the economic assessment we have appraised the scheme option set out in the Strategic Case.

2.3 Approach

All demand estimates and the overall economic assessment have been undertaken in line with recognised Department for Transport (DfT) Transport Analysis Guidance (TAG) and Ministry of Housing, Communities and Local Government (MHCLG) Appraisal Guidance; these are set out below:

- **Cost benefit analysis** – TAG Unit A1.1 May 2018 - Cost Benefit Analysis
- **Preparation of scheme costs** – TAG Unit A1.2 July 2017 - Scheme Costs
- **Cycling/Walking scheme assessment** – TAG Unit A5.1 May 2018 - Active Mode Appraisal
- **Bus Interchange assessment** – TAG Unit M3.2 October 2013 - Public Transport Assignment Modelling
- **Cavendish Street Link assessment** – TAG Unit A5.5 October 2013 - Highway Appraisal
- **Modelling and Assessment Values** – TAG Databook July 2019
- **Land Value Uplift estimation** – MHCLG Appraisal Guidance 2016

Table 3 presents the approach taken to economic appraisal of each of the scheme elements.

Table 3: Economic Assessment Summary

Phase	Item	Approach undertaken
2	Cycle routes and walkways between Runcorn station and the town centre	Transport economic benefits calculated using TAG unit A5.1 active mode appraisal
2	Construction of a new piazza outside Runcorn station to provide a high-quality public realm	Public realm benefits calculated using TfL's Business Case Development Manual[5]
3	Land acquisition to facilitate construction of Cavendish Street Link	Cost included in appraisal
3	Construction of Cavendish Street Link, including highway layouts to tie-in with Station Road, Picow Farm Road and Shaw Street	Transport economic savings calculated based on an estimate of the journey time savings for cars and buses.
3	New bus interchange	Economic benefits assessed based on improved bus facilities

[5] It has been agreed with the Combined Authority that using TfL's Business Case Development Manual is best practice for assessing these elements.

3	Enhanced taxi rank	This has not been assessed due to the relatively small scale of the proposal
4	Development of land	Application of MHCLG methodology to appraise the land value uplift of the development sites linked to this scheme

2.4 Assumptions

In order to arrive at the economic benefits, a number of modelling and appraisal assumptions have been adopted. The standard TAG appraisal forms the basis of the approach with specific assumptions and simplifications made to allow best use of available local modelling data, the perceived nature of the schemes and the longevity of their impacts.

In addition to the standard TAG guidance, the Transport for London's document "Business Case Development Manual, May 2013" has been used in the public realm economic assessment. This manual has previously been used within the Liverpool City Region and has successfully acquired funding for schemes such as the Sustainable Transport Enhancements Package (STEP) and the Shakespeare North Rail Interchange, Prescot.

2.4.1 Assessment Period

Accounting for the nature and expected impact of the RSQ scheme, a 20-year appraisal period has been adopted. This value has been assumed from the relevant illustrative case study in TAG Unit A5.1.

2.4.2 Modelled Years

The scheme is due for implementation during the period 2020-2021. The economic assessment has been based on 2011 Census Journey to Work Data as well as 2017 and 2035 traffic modelling data where available, taken from the Liverpool City Regional Transport Model (LCRTM). In addition, 2017-18 annual boarding and alighting figures at Runcorn station, obtained from the Office of Rail and Road (ORR) have been applied in the modelling. Results have then been interpolated and extrapolated accordingly (in the modelling and appraisal tools) to obtain economic benefits for all other years, which are then discounted to 2010.

The assessment has used the model years of 2018, 2020, 2030 and 2040. The 2030 and 2040 future years have been chosen to tie in with the completion of developments

2.4.3 Time Periods

All assessments have been carried out at a daily level

2.4.4 Annualisation

A factor of 253 working days has been used to convert daily demand to annual demand. This will mean the total benefits are under-estimated as weekends have not been considered.

2.4.5 Model Inputs

Model forecasts have been developed for 2020, 2030 and 2040.

Background growth in demand has been taken from TEMPro 7.2, which forecasts a small decrease in demand for all modes except highway, as presented in Table 4.

In light of the negative TEMPRO growth in later years of the analysis, a sensitivity test has been undertaken using local growth factors from LCRTM. Future year demand when these factors are applied can be seen in Section 2.6, where a comparison and discussion of the difference between the national and local growth factors is also presented.

Table 4: TEMPro 7.2 Growth Factors, Halton 012

	2018-20	2018-30	2018-2040
Walk	0.993	0.970	0.961
Cycle	0.992	0.970	0.958
Highway	1.026	1.103	1.177
Bus	0.978	0.933	0.895
Rail	0.997	0.994	0.997

2.4.6 Active Mode Appraisal Between Runcorn Station and Town Centre

Census Journey to Work (CJtW) data for the area around Runcorn station has been used for the assessment of the walk/cycling improvements. The application of the TEMPro 7.2 growth factors to the relevant modal base demand for journeys between Runcorn station and the town centre is shown in Table 5.

Table 5: Forecast year demands (daily), Runcorn station to/from town centre

Mode	2018	2020	2030	2040
Walk	600	594	581	574
Cycle	71	70	69	68
Highway	2,206	2,263	2,433	2,597

It should be noted that a lack of certainty exists in regards to user profile and behaviour following the large-scale change in de-linking of the Silver Jubilee Bridge; as such, the accuracy of the future demand estimates shown in Table 5 are limited.

2.4.7 Public Realm Assessment

The total number of rail passengers boarding and alighting at Runcorn station has been forecast from the ORR estimates (2017-18). Growth factors established through LCRTM have been applied as these rail passengers will be either accessing or egressing the station via the proposed new piazza. In addition to the rail passengers, it has been assumed that 20% of all walk trips that are generated by the proposed scheme developments will also use the new piazza. The combination of these values are illustrated below, and are used in determining the benefits of the enhanced public realm. The demand illustrated in Table 6 does not account for transformational rail schemes such as Northern Powerhouse Rail or HS2.

Table 6: Forecast Usage of Station Piazza (annual to nearest ,000)

	LCRTM Growth Factors (National TEMPRO Scenario)	Forecast Usage of Station Piazza
2018	-	370,000
2020	1.089	402,000
2030	1.274	498,000
2040	1.082	448,000

2.4.8 Cavendish Street Link Assessment

The highway demand used in the assessment of the Cavendish Street Link was taken from a 2035 future year LCRTM, where the proposed infrastructure had been coded into the model. This variation of the LCRTM model provides peak hour demand for the future year 2035. A further process was required to annualise the demand, convert from passenger car units (pcu) to vehicles, before applying a TAG derived occupancy factor.

Table 7: Cavendish Street Link highway demand and volumes, taken from LCRTM

Period	Peak Hour Demand, 2035 (pcu)	Annual Demand, 2035 (pcu)	Annual Demand, 2035 (vehs)	Annual Demand, 2035 (pers)
AM	855	544,000	227,000	338,000
IP	703	1,066,000	444,000	662,000
PM	812	548,000	228,000	340,000
TOTAL		**2,158,000**	**899,000**	**1,340,000**

As the highway demand for Cavendish Street has been taken from a 2035 future year LCRTM, there is a need to re-establish the highway growth factors for the local MSOA through TEMPro 7.2. These factors and the result of their application on the 2035 modelled demand is shown in Table 8.

Table 8: Forecast Cavendish Street demand (annual to nearest ,000)

	2018 > 2035 (pers)	2020 > 2035	2030 > 2035	2035	2035 > 2040
TEMPro 7.2 growth factors, Halton 012	1.13	1.11	1.03	-	1.04
Highway demand (annual)	1,186,000	1,207,000	1,301,000	1,340,000	1,394,000

2.4.9 Bus Interchange Assessment

The base demand for bus usage at stops local to Runcorn station has been calculated from the mode share of rail passengers who would travel to or from the station by bus. A mode share value of 6% was calculated from TEMPro 7.2 trip ends for the MSOA Halton 012, which was applied to the rail station patronage figures.

The forecast demand for the patronage that is expected to use the new bus interchange was calculated using TEMPro 7.2 growth factors and the ratio of increased frequency of bus services that will serve the interchange, compared against the current frequency. With the proposed service frequency increasing from 4 to 15 buses per hour, the following bus usage has been estimated.

Table 9: Forecast bus interchange patronage (annual to nearest ,000)

	2018	2020	2030	2040
Total annual trips by bus	43,000	156,000	174,000	181,000

TAG Databook M3.2.1 provides segmented value of soft bus quality interventions. These values can be seen in Table 10, and provide reductions in generalised journey time for interventions such as real time information and CCTV, etc. The application of these values, along with a market price Value of Time for Public Service Vehicle passengers (£/hr) and an average wait time of 5 minutes, with the expected bus interchange usage provides the monetised benefits for this element of the Runcorn Station Quarter scheme.

Marginal External Costs have also been calculated (as per guidance in TAG Unit A5.1) to calculate the monetary impacts as a result of a reduction in highway kilometres. The calculation was completed using similar conditions to the active mode appraisal.

Table 10: Soft bus interventions[6]

Intervention	Value (generalised minutes)
Audio announcements	1.22
CCTV at the bus stop	3.70
CCTV on buses	1.66
Climate control	1.24
New bus shelters	1.08
New bus with low floor	1.19
New interchange facilities	1.27
On-screen displays	1.90
RTPI (at bus stops)	1.47
Simplified ticketing	0.84
Trained drivers	2.46

The calculation of bus revenues assumed a fare of £2.20 applied to each trip; which is half of the cost of a standard 'Day Saver' ticket offered by Halton Transport[7]. The assumption made is that bus patrons will undertake two trips per day, from their origin to their destination and vice versa, with the two trips halving the cost of the day saver ticket.

There is no user charge impact as the fares do not change between Do Minimum and Do Something, although there is an indirect taxation implication; a result of the users now spending their money on the bus fare which is not subject to VAT.

This indirect taxation figure is calculated by applying an **indirect tax rate of 19%**[8] against the calculated bus revenue benefits.

These revenue benefits have been calculated for the operators based on the number of new users and the fare. These benefits are included as a business benefit as the operator is a private entity. Increased operating costs incurred by re-routing 11 existing services to the proposed new bus interchange at Runcorn station have also been calculated.

Based on the shortest pedestrian walk distance between Runcorn station and the Runcorn town centre bus interchange on Public Hall Street, a re-routing distance of 1km has been assumed. Using this assumption, the increase in annual bus services shown in Table 11 and the PTEG operating cost of £1.75/km (taken from Table 12), the total operating cost of the re-routed services has been derived.

Table 11: Increase in Annual Bus Services at Runcorn station

	Hourly Services	Daily Services (12hr period)	Annual Services
Current service provision	4	48	12,144
Future service provision	15	180	45,540

[6] WebTAG Databook M3.2.1

[7] http://home.btconnect.com/haltontransport/tickets.htm

[8] Average final indirect tax rate, TAG Data Book - Table A 1.3.1

	Hourly Services	Daily Services (12hr period)	Annual Services
Difference	11	132	33,396

Table 12: Operating Cost Components (2020 discounted prices)

Breakdown of cost Components	Percentage	PTEG costs per km	DfT costs per km
Drivers wages and on costs	43.6%	£0.76	£0.96
Other labour and staff costs	13.9%	£0.24	£0.30
Insurance and claims	2.7%	£0.04	£0.06
Fuel	17.7%	£0.31	£0.39
Maintenance materials	4.6%	£0.08	£0.11
Vehicle depreciation	6.3%	£0.11	£0.14
Other operating costs	11.2%	£0.20	£0.26
Total	**100.0%**	**£1.75**	**£2.21**

Source: Liverpool City Centre Bus Routeing Strategy

2.4.10 Development Demand

[redacted][9]

[9] 139 Runcorn station quarter masterplan: MasterPlan and Delivery Strategy, October 2018

[redacted]

[redacted]

2.4.11 Combined Background Growth and Development Demand

The developments outlined in the previous section will also generate travel demand that will benefit from the public realm and transport enhancements to the west of the Runcorn Station Quarter scheme. From the information derived from the indicative development plots, it was possible to forecast the demand that will be generated by using TRICS, the national standard system for trip generation, to calculate projected trips from each development for highway, active travel and public transport modes.

Table 13 shows the combined background growth and development demand for the future years of this scheme, separated by scheme element.

Table 13: Combined background growth and development demand (annual to nearest ,000)

	Active Mode Appraisal Between Runcorn Station and Town Centre			Public Realm Assessment	Cavendish Street Link Assessment	Bus Interchange Assessment
	Walking	**Cycling**	**Highway**	**Rail**	**Highway**	**Bus**
2020	150,000	18,000	573,000	402,000	1,207,000	156,000

	Active Mode Appraisal Between Runcorn Station and Town Centre			Public Realm Assessment	Cavendish Street Link Assessment	Bus Interchange Assessment
2030	257,000	27,000	797,000	498,000	1,482,000	174,000
2040	321,000	29,000	955,000	448,000	1,692,000	181,000

2.4.12 Land Value Uplift

[redacted][10]

[redacted]

[redacted]

2.4.12.1 Current Land Use Values

Based on detailed knowledge of the site area and the land around Runcorn railway station, the current land use has been categorised as brownfield land. MHCLG appraisal guidance advises that brownfield land be valued using the Valuation Office Agency (VOA) values for industrial land[11]. VOA data provided by MHCLG does not include values specifically for Halton but does provide land values for both Liverpool and Birkenhead. To produce an appropriate value for industrial land use, an average value was taken of Liverpool and Birkenhead, resulting in an approximate land value for industrial land use for the LCR. This approach produced an average

[10] DCLG (2016) The DCLG Appraisal Guide

[11] MHCLG (formerly DCLG) Appraisal guide, 2016

land value for industrial land– deflated to 2010 prices, in accordance with WebTAG – of [redacted] per hectare.

2.4.12.2 Future Land Use Values

[redacted]

[redacted]

[redacted]

[redacted][12][redacted][13]

[redacted]

[redacted]

[12] MHCLG (formerly DCLG), Land value estimates for policy appraisal, 2017

[13] MHCLG (formerly DCLG) Land value estimates for policy appraisal, 2017

[redacted]

[redacted]

[redacted][14]

2.4.12.3 Changing Land Use and Associated Land Value Uplift

[redacted]

2.4.12.4 Reflecting Growth in Real Land Values

[redacted][15]

2.4.12.5 Additionality

[redacted]

- [redacted]
- [redacted]

[redacted]

[14] ONS, GDP Deflator, spring statement, 2018

[15] DCLG (2017) Appraisal Guide, C14, page 62

[redacted]

2.4.13 Scheme Costs for Appraisal

Table 18 presents the scheme costs in 2019 prices. A risk assessment has been undertaken and the figures for the most likely risks used. [redacted]

[redacted]

2.5 Economic Outputs

This section presents the results of the economic assessment for the scheme.

The Value for Money report provided as Appendix D provides full details of the methodology adopted in the economic assessment.

2.5.1 Transport Economic Efficiency (TEE)

The TEE for the scheme is presented in Table 19. As the scheme involves improvements to facilities, the only journey time improvements observed are as a result of decongestion – and the transfer of a relatively small number of trips from private motor cars to other modes.

Table 19: TEE (2010 discounted prices, to nearest £,000)

User benefits (£)	Cycle	Walk	Bus	Highway	Total
Travel time	243,000	135,000	296,000	407,000	1,081,000
Vehicle operating costs	-	-	-	-	-
User charges	-	-	-	-	-
During Construction & Maintenance	-	-	-	-	-
NET BENEFITS	**243,000**	**135,000**	**296,000**	**407,000**	**1,081,000**
Business	-	-	-	-	-
Private sector provider impacts	-	-	-	-	-
Revenue	-	-	5,560,000	-	5,560,000

Operating costs	-	-	-1,124,000	-	-1,124,000
Investment costs	-	-	-	-	-
Grant/subsidy	-	-	-	-	-
Subtotal	-	-	-	-	-
Other business impacts	-	-	-	-	-
Developer contributions	-	-	-	-	-
NET BUSINESS IMPACT	**-**	**-**	**4,436,000**	**-**	**4,436,000-**
TOTAL					
Present Value of Transport Economic Efficiency Benefits (TEE)	243,000	135,000	4,732,000	407,000	**5,517,000**

2.5.2 Public Accounts Impact

As shown in Table 20 below the total cost to the Public Account for the scheme is £6.7m, discounted to 2010 prices.

£1,015,000, arising from the indirect taxation impacts of a reduction in highway km and more significantly the expected modal shift to bus and the consequent increase in fares paid leading to a decrease in direct taxation.

Table 20: Public Accounts (2010 discounted prices, to nearest £,000)

Public Accounts	£
Funding	-
Revenue	-
Operating Costs	-
Investment Costs	6,717,000
Developer and Other Contributions	-
Grant/Subsidy Payment	-
NET IMPACT	6,717,000
Indirect Tax Revenues	1,015,000
TOTALS	
Broad Transport Budget	6,717,000
Wider Public Finances	**1,015,000**

2.5.3 Analysis of Monetised Costs and Benefits (AMCB)

The overall impacts for the scheme are shown in Table 21. The scheme has a Present Value of Benefits (PVB) of £11.9m against a cost to Public Accounts of £6.7m (in 2010 prices). The main benefits of the scheme are to journey quality, Mortality and the underlying Land Values of proposed development.

This gives a **benefit cost ratio (BCR) of 1.77** which represents **Medium Value for Money** according to DfT criteria.

As a sensitivity test of this scheme, the Land Value impact of the proposed developments have been calculated. The resultant test provides a PVB which is £14.1m, with the costs to Public Accounts remaining the same. This results in a BCR of 2.10 which represents a High Value for Money.

The majority of benefits are attributed to the bus interchange. Looking at this element of the RSQ scheme individually, it provides a High Value for Money; the only individual element to do so. It should be noted that the BCR of 1.37 for the public realm and station piazza does not include the demolition of the elevated walkway which currently links the station to the car park to the north of the site. This is because the demolition of the walkway provides no quantified transport-related benefits and does not dictate the introduction of the public realm and station piazza.

The overall benefits derived for the Cavendish Street Link and Bus Interchange have some limitations. It should be noted that certain expected benefits have been omitted from the calculations here, such as the reduction in journey time along Cavendish Street from the removal of two junctions and associated junction delay times. Also contributing is the lack of accurate data reflecting the current usage of the bus services operating to, from and through Runcorn station.

The full Value for Money report can be found in Appendix D.

Table 21: AMCB (2010 Discounted prices, to nearest £,000)

Costs and Benefits (£)	Cycleway between station and town centre	Walkway between station and town centre	Public realm and station piazza	Demolition of elevated walkway	Cavendish Street Link	Bus Interchange	Total
Ambience	29,000	49,000	-	-	-	-	78,000
MECS	269,000	149,000	-	-	-	296,000	714,000
Mortality	1,285,000	1,239,000	-	-	-	-	2,524,000
Absenteeism	6,000	11,000	-	-	-	-	17,000
Journey Quality	-	-	3,468,000	-	-	250,000	3,718,000
Travel time	-	-	-	-	407,000	-	407,000
Private Transport Provider Revenue	-	-	-	-	-	5,560,000	5,560,000
Private Transport Provider Operating Costs	-	-	-	-	-	-1,124,000	-1,124,000
Present Value of Benefits (PVB)	**1,589,000**	**1,448,000**	**3,468,000**	**-**	**407,000**	**4,982,000**	**11,894,000**
Broad Budget (inc. risks and optimism bias)	1,449,000		2,530,000	468,000	2,270,000		**6,717,000**
Present Value of Costs (PVC)	**1,449,000**		**2,530,000**	**468,000**	**2,270,000**		**6,717,000**
OVERALL IMPACTS							
Net Present Value (NPV)	**1,588,000**		**938,000**	**-468,000**	**3,119,000**		**5,177,000**
Benefit to Cost Ratio (BCR)	**2.10**		**1.37**	**-**	**2.37**		**1.77**

2.6 Sensitivity Test – Local Growth

This section of the report details sensitivity testing undertaken on the appraisal assumptions using local growth factors. The sensitivity tests have been undertaken due to the negative nature of TEMPRO growth, to provide an indication of the economic benefits if the local growth factors were used. Sensitivity testing has been undertaken on each element of the future year baseline demand using local growth factors from LCRTM.

The LCRTM forecasts are derived from the Strategic Housing Land Availability Market Assessment (SHELMA) and incorporate committed highway and public transport network schemes. Full details of the development of these forecasts can be found in the LCRTM forecasting report[16].

The following items have been updated:

- Baseline future year demand.
- Future year development demand.
- Economic calculations.

It has not been possible to update the base year demand that has been factored from 2011 to 2018 using TEMPRO as local growth factors are not readily available for this period.

2.6.1 Future Year Demand Comparison

Table 22 compares the growth by mode for the TEMPRO and local growth factors (equivalent to Table 4 above).

The local growth factors show an increase in demand for all modes except bus, in contrast with the TEMPRO factors that only show an increase for highway.

Table 22: Growth Factor Comparison

	TEMPRO Growth Factors			Local Growth Factors		
Mode	**2018-2020**	**2018-2030**	**2018-2040**	**2018-2020**	**2018-2030**	**2018-2040**
Walk	0.993	0.970	0.961	1.014	1.079	1.129
Cycle	0.992	0.970	0.958	1.014	1.079	1.129
Highway	1.026	1.103	1.177	1.028	1.164	1.286
Bus	0.978	0.933	0.895	0.992	0.953	0.906
Rail	0.997	0.994	0.997	1.031	1.101	1.111

2.6.1.1 Active Mode Appraisal Comparison

Table 23 compares the growth to journeys that would use the new walk/cycle infrastructure for the TEMPRO and local growth factors (equivalent to Table 5 above).

[16] LCRTM2017v1a_ForecastingReport_RevA

Table 23: Forecast year demands (daily), Runcorn station to/from town centre

	TEMPRO Forecast				Local Growth Forecast		
Mode	**2018**	**2020**	**2030**	**2040**	**2020**	**2030**	**2040**
Walk	600	594	581	574	608	646	676
Cycle	71	70	69	68	72	76	80
Highway	2,206	2,263	2,433	2,597	2,268	2,568	2,838

2.6.1.2 Public Realm Comparison

Table 24 presents the comparison of forecast usage of the station piazza by rail passengers (equivalent to Table 6 above). In both instances 2018 rail passenger numbers have been taken from ORR. The local growth factors result in an additional 71,000 and 91,000 users compared to TEMPRO in 2030 and 2040 respectively.

Table 24: Forecast Usage of Station Piazza (annual to nearest ,000)

Year	LCRTM TEMPRO Factors	Forecast Usage of Station Piazza	LCRTM Local Growth Factors	Forecast Usage of Station Piazza
2018	-	370.000	-	370.000
2020	1.089	402,000	1.151	425,000
2030	1.274	498,000	1.523	567,000
2040	1.082	448,000	1.415	536,000

2.6.1.3 Cavendish Street Comparison

Table 25 presents a comparison between the Cavendish Street demand when local and TEMPRO growth factors are used (equivalent to Table 7 above). As all the local growth factors are higher than the TEMPRO factors, this results in lower demand before 2035.

Table 25: Cavendish Street Demand Comparison (annual to nearest ,000)

Metric	2018 > 2035	2020 > 2035	2030 > 2035	2035	2035 > 2040
TEMPRO factor	1.13	1.11	1.03	-	1.04
Highway demand (annual)	1,186,000	1,207,000	1,301,000	1,340,000	1,394,000
Local growth factor	1.35	1.29	1.08	-	1.04
Highway demand (annual)	991,000	1,036,000	1,243,000	1,340,000	1,389,000
Demand difference	-195,000	-171,000	-58,000	0	-5,000

2.6.1.4 Bus Interchange Comparison

Table 26 below compares the forecast bus interchange patronage when local and TEMPRO growth factors are used. Bus patronage forecasts using the local growth factor are higher, but the difference is small compared to the overall number of trips.

Table 26: Bus Interchange Patronage Comparison (annual to nearest ,000)

			TEMPRO Forecast			Local Growth Forecast	
Mode	**2018**	**2020**	**2030**	**2040**	**2020**	**2030**	**2040**
Bus	43,000	156,000	174,000	181,000	159,000	177,000	183,000

2.6.1.5 Development Trips: Combined Forecast Comparison

Table 27 shows the future year demand for the local growth and the TEMPRO growth, combining background growth with the development demand.

Table 27: Combined Forecast Comparison (annual to nearest ,000)

		Active Mode Appraisal Between Runcorn Station and Town Centre			Public Realm Assessment	Cavendish Street Link Assessment	Bus Interchange Assessment
Factor	**Year**	**Walking**	**Cycling**	**Highway**	**Rail**	**Highway**	**Bus**
TEMPRO	2020	150,000	18,000	573,000	402,000	1,207,000	156,000
TEMPRO	2030	257,000	27,000	797,000	498,000	1,482,000	174,000
TEMPRO	2040	321,000	29,000	955,000	448,000	1,692,000	181,000
Local growth	2020	154,000	18,000	574,000	425,000	1,036,000	159,000
Local growth	2030	283,000	30,000	844,000	568,000	1,437,000	177,000
Local growth	2040	371,000	34,000	1,050,000	536,000	1,721,000	182,000
Difference	2020	4,000	0	1,000	23,000	-171,000	3,000
Difference	2030	26,000	3,000	47,000	70,000	-45,000	3,000
Difference	2040	50,000	5,000	95,000	88,000	29,000	1,000

The combined forecast comparison shows an overall increase in predicted traffic due to the local growth factors. The only traffic reductions compared to the TEMPRO factors are the 2020 and 2030 Cavendish Street link assessment.

2.6.2 Local Growth Sensitivity Test – Assessment Results

This section of the report presents the results of the assessment for the sensitivity test using local growth.

2.6.2.1 Transport Economic Efficiency (Local Growth)

The TEE for the scheme is presented in Table 28. As the scheme involves improvements to facilities the only journey time improvements observed are as a result of decongestion – and the transfer of a relatively small number of trips from private motor car to other modes. For a scheme of this nature the TEE table provides only a partial view of the full benefits of the scheme, that are expanded upon in the following sections.

Table 28: Local Growth TEE table (2010 discounted prices, to nearest £,000)

User benefits (£)	Cycle	Walk	Bus	Highway	Total
Travel time	269,000	149,000	300,000	407,000	1,125,000
Vehicle operating costs	-	-	-	-	-
User charges	-	-	-	-	-
During Construction & Maintenance	-	-	-	-	-
NET BENEFITS	**269,000**	**149,000**	**300,000**	**407,000**	**1,125,000**
Business	-	-	-	-	-
Private sector provider impacts	-	-	-	-	-
Revenue	-	-	5,638,000	-	5,638,000

User benefits (£)	Cycle	Walk	Bus	Highway	Total
Operating costs	-	-	-1,124,000	-	-1,124,000
Investment costs	-	-	-	-	-
Grant/subsidy	-	-	-	-	-
Subtotal	-	-	-	-	-
Other business impacts	-	-	-	-	-
Developer contributions	-	-	-	-	-
NET BUSINESS IMPACT	**-**	**-**	**4,514,000**	**-**	**4,514,000**
TOTAL					
Present Value of Transport Economic Efficiency Benefits (TEE)	**269,000**	**149,000**	**4,814,000**	**407,000**	**5,639,000**
Difference to TEMPRO Based Assessment	**26,000**	**14,000**	**82,000**	**0**	**122,000**

The higher level of future year demand when using the local growth factors leads to a marginal increase to the benefits compared to when TEMPRO is used.

2.6.2.2 Public Account Impact

As shown in Table 29 below, the total cost to the Public Account for the scheme is £6.7m, discounted to 2010 prices. The impact of the scheme on wider public finances is £1,027,000, arising from the indirect taxation impacts of a reduction in highway km and more significantly the expected modal shift to bus and the consequent increase in fares paid leading to a decrease in direct taxation. These values are the same regardless of whether local or TEMPRO growth is used.

Table 29: Public Accounts (2010 discounted prices, to nearest £,000)

	£
Funding	-
Revenue	-
Operating Costs	-
Investment Costs	6,717,000
Developer and Other Contributions	-
Grant/Subsidy Payment	-
NET IMPACT	**6,717,000**
Indirect Tax Revenues	1,027,000
TOTALS	
Broad Transport Budget	**6,717,000**
Wider Public Finances	**1,027,000**

2.6.2.3 Analysis of Monetised Costs and Benefits (AMCB)

The overall impacts for the scheme are shown in Table 30. The scheme has a PVB of £12.8m against a cost to Public Accounts of £6.7m (in 2010 prices). The main benefits of the scheme are to journey quality and private transport operator revenue.

This gives a BCR of 1.90 which represents Medium Value for Money according to DfT criteria. The use of local growth factors as opposed to TEMPRO growth leads to an increase in benefits of £858,000 and an increase in the BCR of 0.13.

Table 30: Local Growth AMCB (2010 Discounted prices, to nearest £,000)

Costs and Benefits (£)	Cycleway between station and town centre	Walkway between station and town centre	Public realm and station piazza	Demolition of elevated walkway	Cavendish Street Link	Bus Interchange	Total
Ambience	32,000	53,000	-	-	-	-	85,000
MECS	298,000	165,000	-	-	-	300,000	763,000
Mortality	1,416,000	1,364,000	-	-	-	-	2,780,000
Absenteeism	7,000	12,000	-	-	-	-	19,000
Journey Quality	-	-	3,930,000	-	-	254,000	4,184,000
Travel time	-	-	-	-	407,000	-	407,000
User Charges	-	-	-	-	-	-	0
Private Transport Provider Revenue	-	-	-	-	-	5,638,000	5,638,000
Private Transport Provider Operating Costs	-	-	-	-	-	-1,124,000	-1,124,000
Present Value of Benefits (PVB)	**1,753,000**	**1,594,000**	**3,930,000**	**-**	**407,000**	**5,068,000**	**12,752,000**
Broad Budget (inc. risks and optimism bias)	1,449,000		2,530,000	468,000	2,270,000		**6,717,000**
Present Value of Costs (PVC)	**1,449,000**		**2,530,000**	**468,000**	**2,270,000**		**6,717,000**
OVERALL IMPACTS							
Net Present Value (NPV)	**1,898,000**		**1,400,000**	**-468,000**	**3,205,000**		**6,035,000**
Benefit to Cost Ratio (BCR)	**2.31**		**1.55**	**-**	**2.41**		**1.90**
Change in NPV from TEMPRO scenario	**+310,000**		**+462,000**	**0**	**+86,000**		**+858,000**
Change in BCR from TEMPRO scenario	**+0.21**		**+0.18**	**-**	**+0.04**		**+0.13**

2.7 Value for Money Statement

The calculation of the BCR value is given in Table 31. The monetised transport economic benefits show that the scheme produces a **BCR of 1.77** from **Present Value of Benefits of £11.9m** (2010 prices, discounted to 2010) and a cost to **public accounts of £6.7m** (2010 prices, discounted to 2010).

Table 31: Assessment summary (in £000s, 2010 prices if not stated)

	£
Scheme Costs in 2018 prices	6,930
Scheme Costs including risk and optimism bias of 15% in 2018 prices	7,694
(All entries below are present values discounted to 2010, in 2010 prices)	
Scheme Costs (including risk and optimism bias of 15%)	6,717
Private Transport Provider Operating Costs	1,124
Private Transport Provider Revenue	5,560
Present Value of Costs (PVC)	6,717
Present Value of Benefits (PVB)	11,894
Benefit to Cost Ratio (BCR)	**1.77**

According to Department for Transport (DfT) guidance and criteria[17], the BCR of **1.77** for the Runcorn Station Quarter scheme represents **Medium Value for Money.**

It is worth noting that a **sensitivity test of the scheme**, which includes the **Land Value impacts**, the PVB would increase to £14.1m, with the costs to Public Accounts remaining the same. This results in a BCR of **2.10** which represents a **High Value for Money**.

A sensitivity test has been undertaken of applying local growth factors rather than TEMPRO growth factors. This adds an additional £0.9m to the forecast benefits and has a BCR of 1.90. This will not change the value for money category for either the base assessment or the land value sensitivity test.

It can be concluded, therefore, that the quantifiable transport-based benefits for Runcorn Station Quarter scheme produces a **Medium Value for Money** case.

It is important to note that there are certain mitigating circumstances which have resulted in the medium BCR ratio, such as the inclusion in this scheme of the demolition of the elevated walkway which is approximately 15% of the costs but produces no quantified transport related benefits.

Further limitations have directly and indirectly contributed to the BCR value. In addressing these, it would be expected to positively contribute to the calculation of benefits for this scheme, thereby adding an additional level of robustness to the economic case. A number of these limitations are:

- The lack of baseline data for active and sustainable travel modes to and from Runcorn station.

[17] Value for Money Assessment: Advice Note for Local Transport Decision Makers, Department for Transport https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/267296/vfm-advice-local-decision-makers.pdf

- The uncertainty regarding the specific size and profile of the proposed commercial and residential developments within the scheme.
- No account has been taken of transformational rail schemes such as Northern Powerhouse Rail or HS2.
- The lack of certainty regarding user profile and behaviour following the large-scale change in de-linking of the Silver Jubilee Bridge.
- The omission of junction modelling for Cavendish Street link

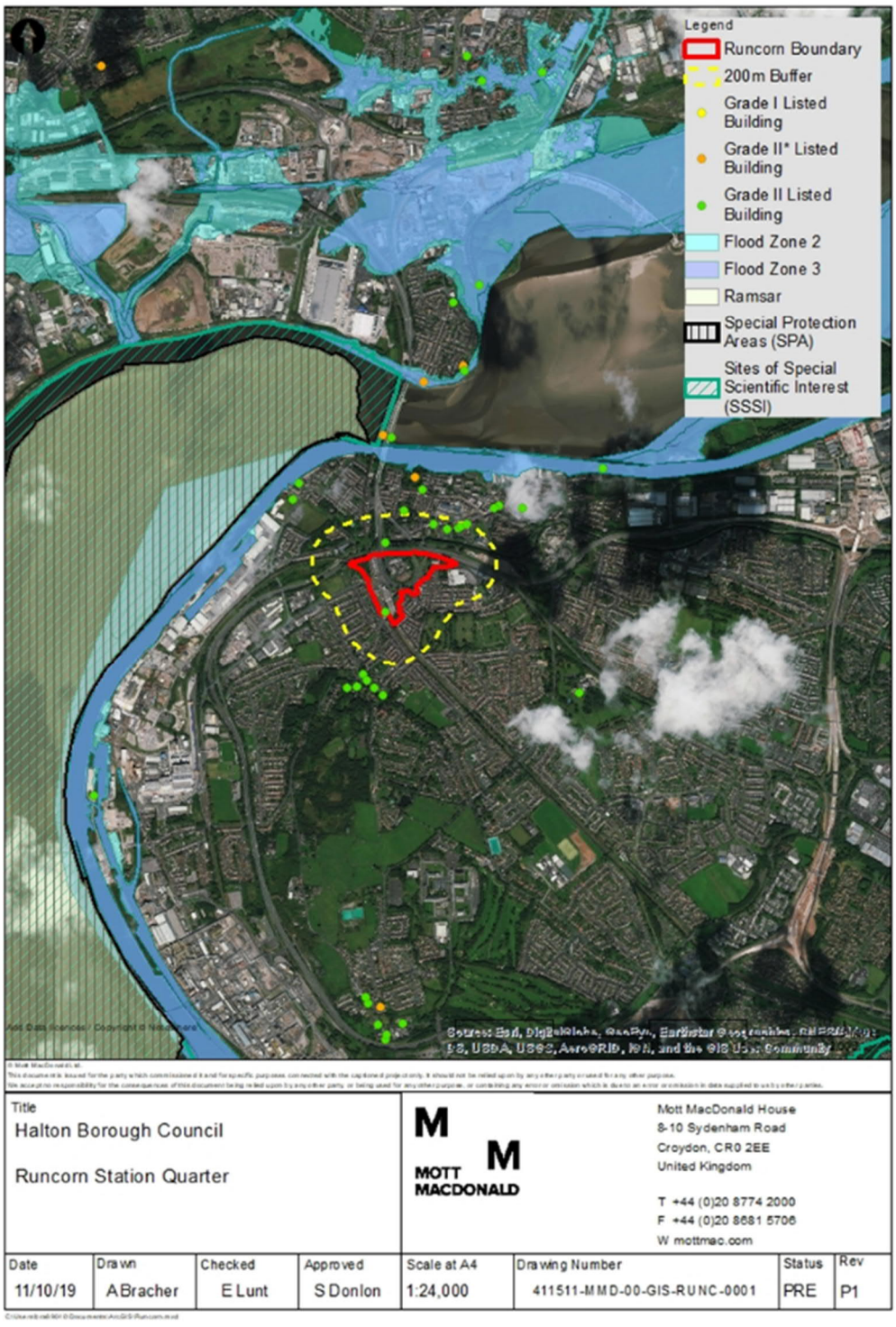
2.8 Environmental Impacts

An Environmental Appraisal Report has been prepared for this OBC. It includes the following:

- An introduction, stating the purpose of the report, overview of the scheme and the legislative and policy framework
- Environmental assessment methodology
- One section covering legislation, assessment methodology, study area, existing and baseline information, resources and receptors, assessment, conclusion for each of the environmental topics of;
  - Noise
  - Air Quality
  - Greenhouse Gases
  - Townscape and Visual
  - Historic Environment
  - Biodiversity
  - Water Environment

The constraints map detailing the scheme boundary, flooding extents, listed buildings as well as other environmental development considerations such as Special Protection Areas is set out in Figure 5.

Figure 5: Constrains map



Source: Mott MacDonald

The potential implications of the scheme on each of the corresponding topics is discussed below.

2.8.1 Noise

Operational noise impacts are based on changes in the baseline environment and traffic characteristics. It is assumed that there would be no increase to rail or traffic volumes as a direct result of the scheme (i.e. no divergence in traffic volume growth is expected in the intervention and non-intervention scenarios and, as such, there is limited potential for changes to noise and vibration impacts, either during the day or at night.

There are a number of receptors[18] within 200m of the scheme boundary. Exposure to noise can have a significant negative impact on health and damage to the natural environment. The receptors potentially sensitive to this scheme are the residential properties and schools within 200m of the scheme boundary. This includes; Victoria Road Primary School, Early Learners Nursery and New Shoots Pre-school. These receptors have the potential to experience either a reduction or increase in noise levels. However, it is assumed that overall the noise levels would be broadly similar to that which would be experienced without the scheme as the incremental traffic volumes (i.e. that induced by the scheme) are not predicted to increase. Detailed traffic modelling information is required to fully understand and predict any changes in noise.

2.8.2 Air Quality

As detailed traffic information is not available for this assessment, and on the assumption that there will be no increase to rail or traffic volumes (as a direct result of RSQ), significant changes in air quality are not anticipated.

The proposed scheme will encourage the use of other modes of transport from the introduction of cycling routes and walkway links between the railway station and town centre, and enhanced bus services, which could act to improve air quality locally.

2.8.3 Greenhouse Gases

Any changes in GHG levels will be linked to changes in traffic composition and flow, as it is assumed that overall the traffic levels would be broadly similar to that which would be experienced without the scheme and hence GHG emissions are likely to be similar. However, if there is a significant model shift from private vehicles to cycling, walking and public transport, a reduction in GHG emissions may arise.

2.8.4 Townscape and Visual

The scheme will involve changes to the current layout surrounding the Station within the overall townscape setting of Runcorn. The Piazza outside the station would provide a valuable meeting space for people contributing to the character of the area. The area is of moderate sensitivity as there are local receptors that bring value to the area. With the sensitive design and development of the Piazza the townscape setting could be improved without the loss of the characteristic features. Tranquillity immediately outside the station will be enhanced due to the road and building layouts linking to the town centre. Overall changes are likely to have a positive impact on receptors within and around the scheme boundary.

2.8.5 Historic Environment

Data sourced from Halton Borough Council Map, Historic England and Old Maps have identified two listed buildings within the scheme boundaries. Waterloo Bridge and Runcorn Signal Box are both Grade II listed. Within a 200m buffer surrounding the scheme there are four listed buildings: National Westminster Bank, Grade II listed; 58 High Street, Grade II listed; 71 High

[18] Receptors are in the residential and school properties within 200m of the scheme boundaries.

Street, Grade II listed and 53 and 55 High Street, Grade II listed. The listed buildings will not be physically impacted by the construction of the scheme and their settings are unlikely to be harmed.

As much of the archaeologic interest of the area would have been identified when the ground was disturbed for the current development, the likelihood of finding significant areas of archaeological interest are assumed to be limited.

2.8.6 Biodiversity

There are no conservation areas, Tree Preservation Orders or protected habitats within the scheme boundaries. However, a number of trees will be removed from site which may be used for breeding and nesting birds or may have potential to support populations of bats.

The SSSI and SPA are outside the 200m boundary of the scheme, and due to the nature of the existing environment and the scheme itself there are unlikely to be any indirect impacts on the features of the designated sites, however further consideration should be given in the next stages of the schemes' design and construction phases.

Consideration should be given to retaining as many of the mature tress as possible for the biodiversity value to help support the objectives set out in the Halton Biodiversity Action Plan. Overall the development is thought to have a neutral impact on biodiversity, with the inclusion of mitigation and enhancement measures if required.

2.8.7 Water Environment

The nearest water body is Bridgewater Canal, approximately 30m north of scheme boundary. The Bridgewater Canal was opened all the way to Runcorn in 1776, with locks down into the tidal River Mersey Estuary allowing barges to navigate easily between Liverpool and Manchester. The River Mersey is over 500m north of the scheme.

The scheme is not located in a source protection zone (SPZ) confirming public water supply is not abstracted within the scheme boundary. A search of the Environment Agency's open data source has confirmed that the scheme is not in Flood Zone 2 or 3. All water features within the 200m buffer zone and their extensions downstream, outside this of this zone for this assessment, are considered as receptors. The overall impact on the water environment is considered to be negligible.

2.9 Social Impacts

To support the development of the OBC for the RSQ Masterplan, a Social Impact Appraisal (SIA) has been carried out. The SIA assesses the human experience of a transport system and its impact on social factors not considered as part of economic or environmental appraisals.

The eight social impacts that should be considered as part of a SIA are:

- Accidents
- Physical activity
- Security
- Severance
- Journey quality
- Option and non-use values
- Accessibility

- Personal affordability

Methods prescribed in WebTAG Unit A4.1 have been used as a basis to determine any beneficial or adverse impacts relating to the scheme. In most instances, social impact appraisals are qualitative due to the lack of quantifiable data, though, for some impacts, quantitative data such as STATS 19 accident data is used.

Each SI is assessed on a seven-point scale of beneficial, adverse or neutral impacts, with a score then input into the Appraisal Summary Table (AST). The seven-point scale for SI is set out in Table 32.

Table 32: SI assessment scores

Assessment	
Large beneficial	✓✓✓
Moderate beneficial	✓✓
Slight beneficial	✓
Neutral	-
Slight adverse	×
Moderate adverse	××
Large adverse	×××

Source: Mott MacDonald based on WebTAG Unit A4.1

The results of the study are shown below in Table 33. It is expected that the scheme will bring about broadly beneficial social impacts. Due to constraints relating to data availability, time-constraints, proportionality of the schemes size as well as the works not warranting further social impact analysis as per WebTAG guidance, option and non-use value, accessibility and personal affordability impacts have been scoped out.

Table 33: Social Impacts Summary Scores

Impact Area	
Accidents	Moderate beneficial
Physical activity	Moderate beneficial
Security	Moderate beneficial
Severance	Slight beneficial
Journey quality	Large beneficial
Option and non-use values	Not included
Accessibility	Not included
Personal affordability	Not included

Source: Mott MacDonald

2.10 Distributional Impacts

A Distributional Impact Appraisal (DIA) has also been undertaken for all the Runcorn Station Quarter shortlisted options. DIAs consider the variance of a scheme's impact across different social groups and assess whether these impacts disproportionately affect certain social groups.

A DIA is comprised of three stages: an initial screening stage; assessment of impacts; and appraisal of the impacts. The eight distributional impacts are as follows:

- User benefits
- Noise

- Air quality
- Accidents
- Security
- Severance
- Accessibility
- Affordability

The social groups that will be assessed for each distribution impact are displayed in Table 34.

Table 34: Scope of socio-demographic analysis

Social group (tick indicated analysis required for each impact)	Distributional Impacts							
	User Benefits	Noise	Air quality	Accidents	Security	Severance	Accessibility	Affordability
Income distribution	✓	✓	✓				✓	✓
Children: proportion of population aged under 16		✓	✓	✓	✓	✓	✓	
Young people: proportion of population aged between 16 and 25				✓			✓	
Older people: proportion of population aged 70 and over		✓		✓	✓	✓	✓	
Proportion of population with a disability					✓	✓	✓	
Proportion of population of Black, Asian and minority ethnic (BAME) origin					✓		✓	
Proportion of households without access to a car						✓	✓	
Carers: proportion of households with dependent children							✓	

Source: Department for Transport (Dec 2015) WebTAG Unit A4.2 Distributional Impact Appraisal

WebTAG guidance suggests that where impacts of a scheme are localised and residential locations of users are not easily determined, a user benefit Distributional Impact appraisal is neither appropriate nor feasible. For this reason, some impacts have been scoped out of this appraisal.

Due to a lack of quantitative data in some instances, this has been a qualitative assessment. The following seven-point grading system was used to determine the distributional impacts. Variances that were +/-5% of the national average were assumed to be significant.

Adverse and the population impacted is significantly greater than the proportion of the group in the total population	Large adverse
Adverse and the population impacted is broadly in line with the proportion of the population of the group in the total population	Moderate adverse
Adverse and the population impacted is smaller than the proportion of the population of the group in the total population	Slight adverse
There are no significant benefits or disbenefits experienced by the group for the specified impact	Neutral

Beneficial and the population impacted is smaller than the proportion of the group in the total population	Slight beneficial
Beneficial and the population impacted is broadly in line with the proportion of the group in the total population	Moderate beneficial
Beneficial and the population impacted is significantly greater than the proportion of the group in the total population	Large beneficial

Table 35 below shows the summary scores of the distributional impacts for Runcorn Station Quarter.

Table 35: Distributional Impact Summary Scores

Impact Area	Score
User benefits	Scoped out
Noise	Scoped out
Air quality	Scoped out
Accidents	Moderate beneficial
Security	Moderate beneficial
Severance	Moderate beneficial
Accessibility	Scoped out
Affordability	Scoped out

Source: Mott MacDonald

As demonstrated in Table 35, due to the nature of the scheme, a number of impacts have been scoped out of the analysis. Where the screening table suggested that further appraisal should be undertaken, it has been found that moderate beneficial distributional scores will be experienced for accidents, security, and severance.

3 Financial Case

This section of the document sets out the Financial Case for the RSQ Scheme, identifying how costs and affordability for the Scheme have been established. The Financial Case sets out the funding arrangements and presents the financial profile of the Scheme, indicating the impact on Halton's and the Liverpool City Region's budgets and accounts.

3.1 Financial Case Overview

The Financial Case comprises the following sections in line with the guidance from the Department for Transport (DfT):

1. Costs – This section will set out the expected costs for the scheme as well as whole life costs over the 20-year appraisal period, including when costs will be incurred and details of risk allowances.
2. Budgets and Funding – The budget and funding streams, including matched contributions for the scheme are set out here.
3. Accounting Implications – This section sets out the expected impact on the Councils internal finances.

The following table includes the business case guidance check list and provides reference to the relevant sections of this document.

Table 36: Financial Case Check List

Description	Level of Development Required at FBC	Current Status in this Document	Section in this Document
Introduction	Complete	Complete	Section 3.1
Costs	Complete	Complete	Section 3.2
Budgets/Funding Cover	Complete	Complete	Section 3.3
Accounting Implications	Optional	Complete	Section 3.3.1

Source: Department for Transport & HM Treasury

3.2 Costs

The schedule of works proposed for this scheme have now been priced by our Contractor on the basis of rates taken from framework agreements the Council has access to.

The schedule of works is described and set out in Appendix E of this document. The works schedule sets out not only the works costs but also preparation and administration costs such as survey inputs, site supervision (where applicable), design or works specification costs and enabling costs such as traffic management and or access arrangements.

During our procurement exercise we challenged our supply chain through several iterations of proposed costs for delivering the Scheme. Initial estimates were scrutinised to identify any areas that had not been appropriately priced. Through this process we were able to challenge our suppliers to refine their prices to realise efficiencies in site setup and preliminary costs across the four Tasks given the close proximity of the works. We were also able to challenge suppliers on their risk allowances which were initially around 25% of the overall construction costs. We were able to examine these risk allowances and established that they could not be fully justified with expected costs identified for specific risks. We were able to negotiate with our

suppliers a more appropriate and accountable risk allowance of approximately 10% of the Scheme construction costs.

3.2.1 Quantified Risk Assessment

At Outline Business Case stage, the Council assessed the risk associated with each work task within the RSQ scheme and quantified the lowest, highest and most likely cost impacts of each risk. We have also estimated the likelihood of occurrence for each cost impact as well as applying engineering judgement to assess the likelihood of occurrence for each individual risk. Since receiving prices from our Contractor, we have updated our original risk schedule to reflect the transfer of risk between Halton and the Contractor for this Full Business Case submission.

Rationalisation of the risks has been undertaken using a straight forward probability analysis. Partly in line with DfT guidance, we have taken the likely costs for each risk and multiplied by the probability of occurrence for each cost impact to establish factored risk values for each risk. We have then multiplied through by the likelihood of occurrence to determine proportional risk value. Whilst our approach may appear conservative, a number of risks identified have low probabilities of occurrence but potentially significant cost impacts, such as land acquisition, hence a standard analysis of considering the mean risk value is likely to underestimate the full financial impact of risks should they materialise.

It is clear from the number of risks with low probability but potential disproportionately high cost, that most traditional risk analyses are largely meaningless without going to significant lengths for a scheme of this scale. The Council has considered how to manage these risks carefully and also how to account for them in financial and programme terms.

From an examination of the individual task risks, it is apparent that they broadly break down into three primary areas:

- Weather
- Unforeseen Scope of Works
- Utilities

3.2.1.1 Weather

The majority of the RSQ scheme tasks will entail outdoor civils related works and therefore have the potential to be affected by inclement weather. However, as we are aware of this, we have programmed works around expected seasonal variations to create programme certainty to the extent that it is practical to do so.

In addition, we do not consider the individual tasks within the scope to be particularly complex or unique. We have identified in our procurement strategy for this scheme, our intention to appoint experienced Contractors and it is not unreasonable to expect them to be able to manage the works around prevailing weather conditions to avoid incurring significant programme delay. All but exceptional weather risk has been transferred to the Contractor. This is industry standard practice and, therefore, the exposure of Halton to cost escalation risks will be limited to exceptional events only.

3.2.1.2 Unforeseen Scope of Works

The nature of the works within the RSQ scheme will require ground excavation and other sub-terranean construction activities. The reality of such works is that the full extent/scope of work and materials required are not fully understood until the Contractors are on site and the ground

has been opened. For this reason, there is a latent risk of unforeseen works which could lead to cost escalation.

We have provided background information to the Contractor and we know that the contractor already has a reasonable understanding of ground conditions in areas adjacent to the RSQ site due to their current involvement in the Phase 1 de-linking works. 100% of the risk for ground conditions has been passed to the Contractor.

3.2.1.3 Utilities

In the case of the utility related risks, the potential financial impact on overall scheme costs varies across the tasks. For example, the demolition of the elevated walk way does not require any significant below ground works and there are no services carried by the walkway so there is no utility risk associated with this task.

The Piazza construction, however, requires a significant area of land to be re-purposed for the RSQ scheme and there is a consequently higher risk of uncovering uncharted services and cable strikes which can lead to delays and incur additional costs for repairs and/or undertaking re-design work. We would expect an experienced Contractor to manage these risks through searches of the site with Cable Avoidance Tool (CAT) scanners. 100% of utility related risks has been passed to the Contractors. Again, this is standard industry practice and, therefore, the exposure of Halton to cost escalation will be limited.

3.2.1.4 Other Risks

Other remaining risks are relatively low in value and generally specific to the particular tasks. Because of this, we have taken the approach to include for 90% of the sum of the individual risks after multiplication by their probability, assuming that not all but most of these could occur. Some of these other risks include obtaining planning consents from the Local Highway Authority, Local Planning Authority and Peel Ports Group as needed for a particular scheme task. These risks have been passed to the Contractor.

3.3 Budget and Funding

To demonstrate our commitment to the Runcorn Station Quarter Masterplan, we have committed to directly fund the entirety of Phase 1 works which have a contracted value of [redacted]

The Council has already made arrangement to fund Phase 1 of the Runcorn Station Quarter Masterplan. The Council acknowledges that the Phase 1 works are not part of the Scheme set out in this business case, however, without the Phase 1 works, the Scheme subject to this application for funding could not be delivered; The Scheme is fundamentally dependent upon the Phase 1 works. We consider, therefore, that our funding of the Phase 1 works is a suitable local contribution to delivering the benefits of The Scheme set out in this business case and the benefits of the overall Runcorn Station Quarter Masterplan.

At the present time there are no appropriate third parties to contribute to the funding of the scheme.

A funding breakdown and an annualised cash flow projection are provided in Appendix F. Our funding request is for [redacted] in real prices.

Our works programme has been developed such that construction activities will largely be complete in year one of the funding period, with the final activities concluding in the first quarter of year two. There is a small ongoing cost through the remainder of year two and year three to

facilitate project management functions and monitoring activities over the contract and defect monitoring periods. Full details of our monitoring plan are set out in Section 5.11.We are requesting funding for the entirety of the scheme within the first two years, year one [redacted] in accordance with the Cash Flow shown in Appendix F, and year two [redacted] which includes the final retention and project administration costs for year 3. We are happy to discuss alternative approaches with the Combined Authority with regard to draw down of retention figures.

3.3.1 Accounting Implications

This application seeks funding wholly from the LCR for The Scheme (Phases 2 and 3 of the Runcorn Station Quarter Masterplan) and therefore, in relation to The Scheme as set out in this business case there are no financial implications incurred by Halton. The Council accepts that we are responsible for any costs over and above the LCR major scheme funding being requested, this is supported by the assessment of our Chief Finance Officer and outlined in a signed letter in Appendix J.

3.3.2 Risk and Optimism Bias

The nature of the works is such that by their definition there is a degree of uncertainty. Most of the uncertainty comes from one of two key risks; the weather and land acquisition. Weather risks is not in the direct control of The Council, although we have strategies in place to mitigate cost escalation exposure and our previous experience undertaking work at height on Silver Jubilee Bridge has demonstrated an ability to do this effectively. However, with current constraints on finance, the ability of The Council to absorb the cost of uncontrollable risks within its budgets is limited. We therefore consider it prudent that the current level of risk be carried through to scheme implementation on this occasion.

Where land acquisition is required by The Scheme, we have already entered negotiations to acquire land from the prevailing land owners and we have consulted expert advice on costs associated with the necessary acquisitions to begin the land purchase process. We currently have anticipated costs for these elements, however with the nature of land purchase we will not have firm commitment of costs until contracts are agreed. We will aim to achieve this before submitting a Full Business Case (FBC), which may enable the existing related risk and optimism bias in the costs to be removed at that time.

During the development of this Full Business Case submission, we have undertaken a detailed review of the risks associated with this scheme. We have included a robust risk allowance within the project financial plan that will cover our risk exposure during scheme delivery should any of the anticipated risks materialise. We have not applied any Optimism Bias within this submission, as we do not consider it necessary to include an allowance for optimism bias as we have obtained final prices for the works from our contractor and the prices are therefore unlikely to change, beyond realisation of risks.

3.3.3 Other Financial Considerations

A number of other typical financial aspects relating to funding applications are addressed below;

1. We confirm there are no third-party funders of this scheme.
2. Funding for the project does not involve borrowing by The Council.
3. A sensitivity analysis has not formally been undertaken as it would be disproportionate for a scheme of this size. However, sensitivity to change in certain costs has been reviewed, none of which individually pose a particular concern.

4. The scheme is not dependent upon third party income streams.
5. The scheme is considered to be on the public sector balance sheet as it is wholly Government (central or locally) funded.
6. There are no known state aid issues to address.
7. The funding is consistent with Managing Public Money and does not require Treasury approval.

4 Commercial Case

This section of the document sets out the Commercial Case for the RSQ Scheme, providing evidence on the commercial viability of the Scheme and the procurement strategy that will be used to deliver the works. This section includes details of risk allocation, contract and delivery timescales and capacity and skills of the delivery team.

4.1 Commercial Case Overview

The Commercial Case comprises the following sections in line with the guidance from the Department for Transport (DfT):

1. Output Based Specification – Sets out the requirement in terms of outcomes and outputs, supplemented by specifications.
2. Procurement Strategy – Details the procurement and sourcing options available to Halton, building on the factors discussed within the Economic Case and outlining key contractual terms for the procurement option.
3. Programme Implications & Risk – Presents an assessment of the types of risks that may be encountered in the scheme and how the risks will be apportioned, shared or managed.
4. Conclusion – Summarises the commercial viability of the Runcorn Station Quarter scheme and the procurement strategy that Halton Borough Council will use to engage the market.

This Commercial Case will demonstrate that the Runcorn Station Quarter (RSQ) scheme is deliverable and the developed procurement strategy provides the best value for money to the Council.

The following table includes the business case guidance check list and provides reference to the relevant sections of this document.

Table 37: Commercial Case Check List

Description	Level of Development Required at FBC	Current Status in this Document	Section in this Document
Introduction	Complete	Complete	Section 4.1
Output Based Specification	Complete	Complete	Section 4.2
Procurement Strategy	Complete	Complete	Section 4.3
Sourcing Options	Complete	Complete	Section 4.4
Payment Mechanisms	Complete	Complete	Section 4.5
Pricing framework and Charging Mechanisms	N/A	N/A	-
Risk Allocation and Transfer	Complete	Complete	Section 4.6
Contract Length	Complete	Complete	Section 4.7
Human Resource Issues	Optional	Not Included	N/A
Contract Management	Outline	Complete	Section 4.9

Source: Department for Transport & HM Treasury

The approach taken by The Council to assessing commercial viability has been to examine the proposed scheme works against our previous experience and knowledge, to seek out any

similarities or disparities. We have then looked to see how relevant experience can be used to address these issues and support the successful delivery of the works. Where delivery has previously worked well and delivered good value, similar approaches would appear appropriate for this scheme. Similarly, where this hasn't been the case, a new approach is needed and this scheme will seek to deliver this improvement by looking at best practice and the experience of others.

4.2 Outputs Based Specification

The Scheme is to be funded through the Transforming Cities Fund (TCF) funding mechanism from Liverpool City Region (LCR) Combined Authority. This business case submission requests funding for the delivery of four discrete works packages that form the RSQ Scheme proposal. The four Task packages, and the specification applicable to each package are as follows:

- Task 1 - Cavendish Street Link: Highway improvement works to Cavendish Street that will include the construction of new bus stops and a direct connection to Shaw Street via a new roundabout. This package involves highway works to improve the local road network. The Contractor will be responsible for ensuring the works comply with the Manual for Streets (MfS) and Manual for Streets 2: Wider Application of the Principles (MfS2). Where a conflict exists between the MfS and MfS2 documents and the requirements of the local planning authority, highway authority or any other relevant authority, then the requirements of the relevant authorities shall take precedence.
- Task 2 - Piazza: Construction of a new Piazza outside Runcorn Station. The Piazza will support transport mode interconnectivity and facilitate pedestrian and cyclist movements between the Station and Runcorn Old Town. Achieving a high quality of finished materials and products is one of the key measures of success for the Council in relation to the Piazza works. To this end and in conjunction with our landscape architect, we have developed a bespoke specification based on the National Buildings Specification in conjunction with Manual for Streets 2 and relevant British and European standards.
- Task 3 - Demolition of Elevated Walkway: An elevated walkway spanning the A557 between Station Car Park 2 and Dukesfield is to be removed. Demolition will be undertaken in accordance with BS6187 (current edition) to ensure safe removal of the structure in a controlled manner while managing safety and environmental risks appropriately.
- Task 4 - Connected walkways and Cycleways: A number of walkway and cycleway paths are to be constructed adjacent to highways between Runcorn Station and Runcorn Old Town. The Contractor will be responsible for ensuring the works comply with the Manual for Streets (MfS) and Manual for Streets 2: Wider Application of the Principles (MfS2) and Local Transport Note 02/08: Cycle Infrastructure Design. Where a conflict exists between these documents and the requirements of the local planning authority, highway authority or any other relevant authority, then the requirements of the relevant authorities shall take precedence.

The majority of works within the RSQ scheme are relatively straight forward civil engineering works that are well understood by The Council. The existing documents that we have specified as constituting the specification for The Scheme are well understood by the industry in terms of the quality of products and workmanship and have clearly defined outcomes.

The Council is conscious of the benefits that high quality construction can bring to improving the whole of life costs of maintaining public highways, footways and cycleways from an asset management perspective and our specification focuses on achieving a reduction in whole of life cost.

The use of quality products and materials, coupled with a high standard of workmanship should result in reduced maintenance and repair costs over the life of the assets. This not only reduces the on-going financial liability for The Council but it will increase the availability and reliability of the transport services to users. This will help improve the desirability of the transport links implemented through the RSQ scheme. The Council has sufficient experience to understand that quality of the works is paramount to delivery of value for money over the long term.

In summary, The Council's approach to outcome specification for the RSQ scheme is to take a robust and well understood standard and develop this in the context of the points made above i.e. enhancing the quality of products and materials where necessary to reduce the whole of life costs.

4.3 Procurement Strategy

Given the nature of the RSQ scheme works, we have undertaken a strategic review of potential procurement options based on a wide selection of criteria looking at the specific requirements of this scheme and also at standard measurement parameters such as likelihood of delivering to programme, offering value for money and providing certainty of cost.

At Outline Business Case stage, we had considered letting the works as 4 separate contracts; 1 contract per task as set out in section 1.3.3. However, given the nature of the site and proximity of the works, we consider a single contract to cover all four tasks to be the best approach for the scheme offering scales of economy to be realised and delivering better value for money.

To maximise the benefits and deliver the objectives of the RSQ scheme, The Council has evaluated the following common procurement options for suitability in delivering the works within the RSQ Scheme:

- Traditional / Employer Design
- Management Contracts
- Design and Build (Single Stage and Two Stage)

4.3.1 Procurement Assessment

We have assessed the different procurement options and compared each option in an Appraisal Matrix, provided in Table 38 below. The scoring mechanism used has been designed to score 3 as neutral with 4 or 5 as better than normal for that option, and 1 and 2 worse than normal. An average score would therefore be 15 with > 15 being beneficial to service delivery and <15 being an undesirable outcome.

The procurement options were assessed against the following criteria:

- Quality – contract options that are likely to result in higher quality outputs particularly for the urban-realm elements score higher. Higher quality is viewed in the context of maintenance durability, ease of removing or repairing damage e.g. graffiti etc.
- Time to Implementation – Higher scores are awarded for options that offer the shortest period to scheme implementation.
- Cost Certainty – Higher scores are awarded for options that offer the greatest cost certainty at the time of signing contracts.
- Risk transfer – Higher scores are awarded for options that enable the Council to transfer the highest appropriate degree of risk as practicable to a Contractor.
- Management Time – Higher scores are awarded for options that are less onerous for the Project Manager to administer the contract.

4.3.2 Contract Options

The following contract options have been assessed based on being appropriate for delivery of The Scheme works:

4.3.2.1 Traditional Procurement

Traditional procurement is the use of separate design and construction process. The first stage would be to undertake a detailed design with full construction specification and bill of quantities for subsequent tender by contractors / suppliers. This design element could either be undertaken in-house if appropriate skills and resources exist or could be contracted out under our professional services framework, minimising procurement time.

The second part of procurement would then be either a single or multiple construction contracts appropriate to the works involved. In this case it would probably be best value to employ a hard-landscaping contractor for the Piazza task, a civil engineering contractor for the Cavendish Street, walkways and cycleway works and a third specialist contractor to undertake the demolition works.

While this approach offers The Council maximum control over the design and specification of the finished works, it also involves significant management of a minimum of 3 contracts with associated project management costs. This is also not a favoured contract approach in the current marketplace.

4.3.2.2 Management Contract

The Management Contract approach would normally result in The Council employing a single management contractor with an appropriate contract (E.g. NEC Option F) who would then arrange for the procurement, management and delivery of the works using appropriate sub-contracts. They do not normally execute the works themselves although a number of civil engineering contractors also undertake management contracting. In this scenario the civil engineering contractor would probably seek to employ a specialist sub-contractor for the hard landscaping and demolition works only. In either scenario the cost of procurement via this method is likely to be 10-30% higher due to profits on profits required by having a management contactor.

There is no guarantee of quality other than by specification in the management contract and the actual quality delivered is highly dependent on the individual contractor. In terms of programme, this is likely to extend the overall programme for delivery as the management contractor is likely to require a period to procure the sub-contractors following the procurement period of the management contractor themselves by The Council.

The main benefits of a management contract would be to minimise the inputs of the Council once procurement of the management contractor has been achieved, and the performance specification determined. However, this potentially comes at a higher price and with longer programme for delivery.

4.3.2.3 Design and Build - Single Stage

This is the most commonly used form of contract in the market at the moment. The advantages are that the Council can determine the level of specification and design for each element of the works prior to tender. This gives increased control over elements that matter e.g. Piazza finishes but allows for flexibility and economies in areas where function and durability take precedence over form. The contractor may still choose to use sub-contractors where appropriate or carry out the works themselves where it's economic to do so. Because this is the

most common form of delivery, it is likely to be both a more competitive market place and open to a wider cross-section of both national and local contractors.

In terms of overall cost, because of the factors mentioned above, it is likely to deliver the most competitive price for the works and the best value balance of risk transfer. The level of design and specification development given to the tenderers tends to be reflected in the price for the works, so where much of the design is completed by the Council in advance, this will be reflected in the price of the design element and programme for completion. Importantly, the forms of contract most commonly used for design and build are well understood by both the client and the marketplace. This results in better risk management on both sides, along with better value for money in pricing. The main area where design and build can fail is in achieving the required quality. However, with a good understanding by the client and careful professional preparation of the scope of works, there is no reason why design and build should produce a lower quality product. Incorporating this design element in this option also allows for innovation both from a cost and maintenance perspective, allowing the marketplace to take full advantage of innovative products, rather than being constrained by traditional specifications or designs.

4.3.2.4 Design and Build – Two Stage

A two-stage design and build option consists of a second stage that is the same as the single stage design and build but with an initial stage of early contractor involvement or ECI. In this arrangement the contractor is engaged to influence the performance specification and other practical elements such as buildability, programme durations and to advise on construction and programme risk aspects. By engaging earlier with the contractor, it can be possible risk overall project time scales and reduce overall risks. It also tends to lead to a better understanding of the client's objectives and is more likely to deliver the quality required.

However, one of the key issues is the payment mechanism and how the contractor prices the works at such an early stage of appointment. Because of this challenge it tends to be used in conjunction with the target cost payment mechanism and has consistently been shown to offer lower value for money and higher out-turn prices overall.

Table 38: Procurement Option Appraisal Matrix

Procurement Options	Quality	Time to Implementation	Cost Certainty	Risk Transfer	In-House Resource Requirement	Total Score
Traditional Procurement	5	2	4	2	1	14
Management Contract	4	3	3	3	2	15
Design and Build (Single Stage)	3	5	3	4	4	19
Design and Build (Two Stage)	3	3	2	4	4	16

Source: Mott MacDonald, 2019.

4.3.3 Preferred Procurement Option

Following the appraisal of shortlisted routes to market, the Council identified the preferred procurement option as a single stage design and build. We believe this approach is likely to provide the best overall value for money in delivering the RSQ scheme

Following the acceptance of the Outline Business Case, we have executed our procurement plan. Our Project Manager and procurement team have ensured that the procurement has been completed in a timely manner, enabling the submission of this FBC document with confirmed prices and programme from the Contractor. The programme dates from the Contractor are within the overall scheme programme first submitted with the OBC.

4.4 Sourcing Options

The Public Procurement Contracts Regulations requirements and processes requires that OJEU processes apply to all schemes procured in the UK which exceed the following thresholds with effect from 1st Jan 2018. For completeness the thresholds are noted below.

- £181,302 Supplies and Services (others)
- £4,551,413 Works (all bodies)

Framework agreements are increasingly being used by public sector clients to commission work more quickly and with greater efficiency. The use of framework agreements would allow the Council to access prequalified supply chains on a call off basis. The repeated use of frameworks creates efficiencies in the selection of suitable delivery parties and minimizes exposure to risk by relying on an established risk allocation model.

There are Regulations compliant national and regional frameworks that the Council has identified as being suitable for this scheme. The Council currently has access to the following relevant frameworks:

- Landscape Pro Contract Dynamic Purchase System
- SCAPE Civil Engineering Framework

The Council considers the most appropriate sourcing option for the RSQ Scheme will be to procure the works using the SCAPE civil engineering framework, adopting a Design and Build contract option. We consider this route is likely to provide the most efficient route to market for the scheme works and all work tendered on the framework is on an open-book basis, with the aim of offering the best value for money. This sourcing option also enables our delivery team to following well-established processes that we are familiar with, helping to de-risk contract management elements of the scheme.

4.5 Payment Mechanism

To ensure value for money, we have considered a range of payment mechanisms appropriate to the type of work being undertaken, and to support the correct allocation of risk during the Scheme. Payment options we have considered include: cost reimbursement, Target Cost, Bill of Quantities and Schedule of Activities

4.6 Risk Allocation and Transfer

It is important that risks are allocated according to the ability of any particular party to manage and control those risks. Inappropriate allocation or transfer of risks will result in cost premiums and therefore the Council's objectives are to allocate risks appropriately. This will depend on the form of contract and the works being undertaken. As part of developing this business case we have undertaken a quantified risk assessment to identify and quantify the risks associated with both the RSQ development as a whole and the individual work packages. We have assessed the risks and whether it is appropriate to transfer these in part or whole to the Contractor based on the preferred procurement option set out above. The final risk allocation and transfer model is provided as part of the quantified risk assessment in Appendix G..

4.7 Length of Contract

We have procured the works using the SCAPE Framework which runs for the period January 2019 to January 2023 which covers the programmed period for this scheme.

The length of the contract will cover the distinct Task packages and will be dependent on the nature of the works being procured. In line with the programme, the length of contract will cover the individual task durations, as follows;

- Task 1 Cavendish Street link – 10 months for works, plus 2 year defects correction period
- Task 2 Piazza – 10 months for works, plus 2 year defects correction period
- Task 3 Demolition of Elevated Walkway – 5 months for works, plus 12 months defects correction period
- Task 4 Walkways and Cycleways – 9 months for works, plus 12 months defects correction period

This results in an overall programme of 13 months, excluding defects periods. The Contract will terminate following completion of all obligations under the contract including the defects correction periods. The defects correction periods have been set at 2 years for the Piazza works as the quality of finish is important and settlement to high quality finishes may take time to show up. Likewise, some road pavement surface defects can take more than a full year of seasons to become fully apparent hence the Cavendish Street link works also have a defects correction period of 2 years. For this reason, the Contract won't be discharged until two years after practical completion of the works, however Halton's liabilities should be minimal over this period. For the purposes of funding allocations, Halton would expect to claim the whole of the monies for the final account in the year of completing the works but make payment of any retention on completion of the contract.

4.8 Programme Implications and Risk

4.8.1 Programme

The Scheme programme is included in Appendix H. The necessary procurement processes commenced on approval of the OBC and the submission of this Full Business Case shows that we are still delivering to the Scheme programme

The programme has allowed the relevant procurement processes to take place in an appropriate time frame to ensure that a contractor can be appointed on confirmation of funding via this FBC, ahead of the start of the programme, permitting proper mobilisation periods. Experience has shown that not only does this permit the contractor time to organise resources properly making best use of the programmed time for construction but, it also allows engagement to review and refine any design details and opportunities for innovation and cost savings.

Our Scheme programme has been finalised on the basis that all project dependencies will be completed or in place by 27/03/2020. These dependencies will include;

- Completion of the necessary land acquisition and license procurements
- Completion of all dependent construction works – e.g. delinking works
- Funding approval

Our programme has been structured to start the construction phase with Cavendish Street Link works. Our approach enables the Piazza works to follow behind the highways works minimising risk of incurring damage to finished materials in the Piazza area.

The Walkway and Cycleway task will commence after the Piazza and Cavendish Street Link works are well advanced as these works require main carriageway construction to be complete before pedestrian walkways and cycleways can be installed. Similarly, any pedestrian walkway and cycleway wayfinding and signage on or adjacent to the Piazza will be installed after the main Piazza works are substantially complete.

The removal of the elevated walkway is not directly dependent on the start or completion of other works within The Scheme, save for the approval of funding. We have currently programmed this activity to start in April 2020 however, as can be seen from the programme, the activity is not on the critical path and there is plenty of float available to re-programme the work if it became necessary.

We are aware that, following our procurement strategy, some time will be required for design development and we have allowed for this in our programme. We have also allowed for scheme designs to be reviewed to secure the necessary approvals and we have allowed time for any necessary utility diversions to be undertaken before the main construction works begin. The sequencing of activities can be seen on the programme provided in Appendix H.

4.8.2 Procurement Risk

As the Scheme entails some elements of new build infrastructure, the scheme will carry some planning approval risk. The Council, however, has a well-developed masterplan for the overall Station Quarter Area and an outline design of the Cavendish Street Link highway works. Both the Masterplan and the outline highway design has been approved by the Council, so this will inform the detailed design and help mitigate the risk associated with securing planning approval.

We have ensured that the responsibility for integration of the tasks within the Scheme programme has transferred to the Contractor as the Contractor is undoubtably best placed to manage site activities and coordinate the completion of the Scheme tasks.

4.9 Contract Management

The expected completion dates for the various Task packages can be seen on our Scheme programme and summarised as follows:

- Task 1 - Cavendish Street Link: Practical completion and handover: January 2021. Final account settlement: November 2022
- Task 2 - Piazza: Practical completion and handover: January 2021. Final account settlement: November 2022
- Task 3 - Demolition of Elevated Walkway: Practical completion and handover: September 2020. Final account settlement: September 2021
- Task 4 - Connected walkways and Cycleways: Practical completion and handover: April 2021. Final account settlement: March 2022.

To ensure the Scheme meets our anticipated implementation dates, the procurement has been managed by our in-house procurement specialist [redacted] who is experienced in appointing works through the SCAPE framework. The works contract will be managed by our Project Manager, who will have a wealth of experience in managing civil engineering works. The works will be instructed by a single variation to an existing contract with our SCAPE Framework

contractor. The overall scheme delivery will be overseen by SRO [redacted]. Further details of our project management team are available in the Management Case, Section 5.4.

5 Management Case

This section of the document sets out the Management Case for the RSQ Scheme, providing evidence on the project planning, governance structure, risk management, stakeholder management, benefits realisation and project assurance that demonstrate the deliverability if the Scheme. This section includes details of set out our plan to ensure the benefits identified in the Economic Case are realised and how we will evaluate this.

5.1 Management Case Overview

The Management Case comprises the following sections in line with the guidance from the Department for Transport (DfT):

1. Evidence of Similar Projects – evidencing Halton Borough Councils ability in overseeing and managing projects of similar complexity, size and works.
2. Programme/Project Dependencies Strategy – sets out the deliverables and designs that are required from other schemes.
3. Governance/Organisational Structure & Roles – describes key roles, lines of accountability and how project tasks will be resourced.
4. Programme/Project Plan – details the key milestones, project activities and critical path in the delivery of the scheme.
5. Assurance & Approvals Plan – details the key assurances and approval milestones.
6. Communications & Stakeholder Management – details who the key stakeholder representatives are and how the communications and will be managed internally and externally.
7. Programme/Project Reporting – described the reporting strategy of the project progress and key milestones.
8. Risk Management – details the arrangements for the management of risks within the scheme.
9. Benefits Realisation, Monitoring & Evaluation – sets out the approach to quantifying and managing the realisation of benefits.
10. Options – summarises the outline approach for the project management for the Runcorn Station Quarter scheme.

This Management Case will demonstrate that the Runcorn Station Quarter scheme is deliverable, and that the Council has a clear understanding of what needs to be done, when and by who in order to ensure the scheme is delivered to programme and within budget.

The below table includes the business case guidance check list.

Table 39: Management Case Check List

Description	Level of Development Required at FBC	Current Status in this Document	Section in this Document
Introduction	Complete	Complete	Section 5.1
Evidence of similar projects	Complete	Complete	Section 5.2
Programme/Project Dependencies	Complete	Complete	Section 5.3.3

Governance, organisational structure & roles	Complete	Complete	Section 5.4
Programme/Project Plan	Complete	Complete	Section 5.3
Assurance & Approvals Plan	Complete	Complete	Section 5.6
Communications and stakeholder management	Complete	Complete	Section 5.7
Programme/project reporting	Complete	Complete	Section 5.8
Implementation of work streams	Optional	Not Included	N/A
Key Issues for implementation	Optional	Not Included	N/A
Contract Management	Complete	Complete	Section 5.9
Risk Management Strategy	Complete	Complete	Section 5.10
Benefits realisation plan	Complete	Complete	Section 5.11
Monitoring and evaluation	Complete	Complete	Section 5.11
Contingency plan	Complete	Complete	Section 5.12
Options	Complete	Complete	Section 5.13

Source: Mott MacDonald, 2019.

5.2 Evidence of Similar Projects

Halton Borough Council's Highways and Regeneration teams have extensive experience in delivering and managing similar, high value schemes including:

- 3MG road bridge and associated land assembly
- The Hive leisure and retail park
- Castlefields Regeneration programme

In addition, the council has delivered several interventions to the local transport network, including the delivery of over 20 km of new cycle and walking schemes over the last 5 years. Through the Local Sustainable Transport Fund (LSTF), a new cycle and walking link was introduced along the A56 connecting Halton with Warrington. The same funding mechanism was used by the Council to deliver cross boundary cycle and walking links, connecting Widnes to St Helens (Cranshaw link). We are also currently delivering new cycle and walking infrastructure within Astmoor Industrial Estate alongside the dedicated busway.

The delivery of these projects demonstrates the Council's ability to coordinate, manage and successfully deliver a range of civil engineering interventions of varying complexity, this will provide valuable experience that will support us in successfully delivering the RSQ Scheme.

5.3 Programme Plan

5.3.1 Methodology

The intervention works within the RSQ Scheme have been defined in 4 discrete works Task packages, these packages are more fully described in the Strategic Case but are repeated below for ease of reference;

- Task 1 - Cavendish Street Link: Highway improvement works to Cavendish Street that will include the construction of new bus stops and a direct connection to Shaw Street via a new roundabout.

- Task 2 - Piazza: Construction of a new Piazza outside Runcorn Station. The Piazza will support transport mode interconnectivity and facilitate pedestrian and cyclist movements between the Station and Runcorn Old Town.
- Task 3 - Demolition of Elevated Walkway: An elevated walkway spanning the A557 between Station Car Park 2 and Dukesfield is to be removed.
- Task 4 - Connected walkways and Cycleways: A number of walkway and cycleway paths are to be constructed adjacent to highways between Runcorn Station and Runcorn Old Town.

Our approach to identifying programme dependencies has been to review each Task individually and assess the scope of works for any dependent activities provided by other projects. This has been confirmed by the programme submitted by the Contractor.

5.3.2 Assumptions

There are a small number of assumptions that have been identified with the programme and dependencies between works and these are set out below;

- Approvals – that the necessary regulatory and funding approvals will be obtained within the timeframes indicated in the scheme programme.
- All associated dependent projects and tasks for the commencement of Runcorn Station Quarter construction proceed to current programme timescales. (See Programme Dependencies below).
- Project Resources - All key approvals, decisions and appointments by Halton Borough Council for the Runcorn Station Quarter scheme are made in a timely manner.
- Statutory Approvals - The planning application for the Runcorn Station Scheme is not contested by key stakeholders or the public and is approved prior to the works. The stakeholder management and communications schedule details how this risk will be mitigated.
- Weather – the assumptions are that weather conditions will be suitable for most tasks all year round to allow weather sensitive operations to be progressed without disruption.
- Utilities connections – current capacity of the existing utility services are suitable for implementation of the works as the changes are relatively minor in nature.

5.3.3 Programme Dependencies

The overall scheme programme of works is dependent upon the completion of other works and external constraints. For each of the work Tasks for the Runcorn Station Quarter scheme, the associated programme dependencies are set out below along with a description of the relationship to the scheme.

- Task 1 - Cavendish Street Link
  - Acquisition of Land – Land parcel purchase from [redacted] has now been agreed and approved by the Council executive board.
  - Commencement of highways alterations
  - Completion of consultation with Stakeholders (bus and taxi operators) to appropriately influence design requirements
- Task 2 - Piazza
  - Completion of delinking works
  - Land agreement with Network Rail
  - Commencement of highways alterations (mainly linked to Cavendish Street works)

  - Developing the detailed design of the Piazza for project brief (emphasis on quality of finish)
- Task 3 - Demolition of Elevated Walkway
  - Appropriate road closure orders in place (within the control of Halton Council as Highways Authority, subject to statutory consultation / notifications). Alternative routes will need to be in place during the closure.
- Task 4 - Connected Walkways and Cycleways
  - Commencement of wider highways improvement works

There are no other known programme dependencies at this time and the above interfaces will continue to be monitored and managed as the scheme progresses.

5.3.4 Key Milestones

This scheme is comprised of 4 discrete work tasks, that are related but not critically dependent upon each other, hence no specific milestones are defined as such. The key targets for The Council and the scheme overall, are to ensure delivery of the programmed tasks within the financial year in which they are shown.

5.3.5 Critical Path

The critical path is identified on the Scheme programme in Appendix H

5.4 Governance and Organisational Structure & Roles

The Council will ensure the delivery of this masterplan transport scheme by implementing a governance structure that operates on a number of levels, namely;

- Senior Responsible Owner (SRO)
- Project Manager
- Project Delivery Team
- Project Design Team

The Senior Responsible Owner for the scheme will be [redacted], as Project Director. [redacted] has extensive experience in managing the successful delivery of transport interventions across the Borough. As SRO, [redacted] will be responsible for seeking the necessary statutory approvals from the Section 151 Officer for the scheme, at the appropriate times throughout delivery of the scheme. The SRO will also be also be responsible for the submission of the Full Business Case to LCR SIF for approval and ensuring timely and appropriate reporting to LCR throughout the scheme development, delivery and monitoring period.

[redacted] in turn will be supported by [redacted] as Project Manager. [redacted] has over 30 years' experience in managing the delivery of highways related schemes for local government organisations. As Project Manager, [redacted] will assist our SRO by taking responsibility for the day to day management of the scheme, the contracts for delivery and generating all necessary reporting in respect of the requirements of the LCR SIF e.g. monitoring reports.

It is recognised that [redacted] will not be able to lead the various procurement exercises in addition to the delivery of the scheme; therefore, it is proposed to use the Council's in-house procurement team, headed by [redacted], to lead the appointment of the necessary contractors to deliver the scheme. The team structure for the delivery of the RSQ scheme is set out in our Project Management Plan.

Whilst the council's in-house team have the requisite experience to oversee delivery of the works, it is recognised that additional resources may be required. Therefore, where appropriate, the council will consider the appointment of external consultants and contractors with the necessary skills and experience to support HBC's in-house team in the delivery of the scheme, if resourcing levels dictate this is necessary.

5.5 Project Plan

The Council will implement thorough and effective project management processes throughout the scheme including adopting project management principles in line with the PRINCE2 system as appropriate to the RSQ scheme. The Council's procurement division will manage the procurement of the specialist contractors and suppliers required to implement the scheme.

Where practical, the Council will always seek to go above and beyond straight forward delivery of scheme objectives with a view to maximising value for money and improving our processes, knowledge and experience for the future. To this end, we will select delivery partners carefully through rigorous procurement processes to not just ensure acceptable cost management but also to deliver innovation and added value.

The project programme is explained in section 5.3 and shown in Appendix H.

5.6 Assurance and Approvals Plan

A range of approvals will need to be sought during the delivery of the Scheme; these can be summarised into four categories:

1. Funding Approvals
2. Statutory Approvals
3. Third Party Approvals
4. Internal Approvals

5.6.1 Funding Approval

The Council will ensure that it complies with LCR CA requirements to secure the funding needed for the delivery of works set out in this business case. The key funding approval milestones are:

- OBC submission to LCR – Dec 2019
- FBC submission to LCR – Feb 2020
- LCR formal approval – Apr 2020

5.6.2 Statutory Approvals

The following statutory approvals are required to deliver the scheme;

1. Permanent closure of footway to enable demolition of the elevated walkway
2. Temporary road closures to facilitate the demolition of the elevated walkway
3. Temporary diversion routes during the demolition works of the elevated walkway will need approval.
4. Temporary road closures of Cavendish Street to facilitate the highway works to realign the road
5. Planning approvals for the Piazza works

The Contractor will be responsible for securing these approvals in a timely manner that ensures the completion of the works in accordance with the Scheme programme.

5.6.3 Third Party Approvals

The footway improvements alongside the Bridgewater Canal will require approval from The Manchester Ship Canal Company owned by Peel Ports Group. We are aware that the Council will need to submit technical drawings and specifications to obtain approval, however we have an established working relationship with Peel Ports Group, and we understand the procedures that need to be followed to secure approval. The Council does not expect this process to pose a significant risk to the Scheme.

5.6.4 Internal Approval

The key internal approvals within Halton Borough Council that are required for the delivery of the scheme include:

1. Confirmation of the statutory approvals – as stated above.
2. Section 151 Officer Approval –The finance officer at Halton Borough Council has approved the scheme finance requirements.
3. Appointment of Contractors – We will need to ensure our internal authority level is secured to appoint the contractor.

5.7 Communications and Stakeholder Management

The Council will maintain active communications with a variety of interested parties throughout the delivery of the RSQ scheme. This will be both internally within the project team and externally with interested parties and stakeholders, to ensure a smooth delivery of the scheme and proper understanding of the benefits the scheme will bring to all.

This section provides an outline as to the means and frequency of communications between members of the project team and other interested parties, with the aim to ensure a common understanding of the communication requirements within the project. This section addresses the following aspects:

1. Responsible Parties
2. Internal Communications
3. External Communications
4. Freedom of Information
5. Communications Schedule
6. Stakeholders and Interested Parties

These will be managed by the staff set out in Figure 6 in a manner to ensure timely communication of relevant information to each party.

A detailed schedule of the Communication plan and Stakeholder engagement is set out in our Project Management Plan in Appendix I.

5.7.1 Responsible Parties

All members of the project team are responsible for ensuring accurate, appropriate and timely communication throughout the project. To ensure this is the case, the project team will establish a single electronic document store from the submission of the Outline Business Case that will be used for the storage of communication records and procurement information right through to

scheme completion and as-built records. The platform for this data storage will be determined by the Council's IT department as appropriate from time to time and will make use of existing systems where possible to minimise project cost, staff training time and make best use of proven and familiar systems.

The responsible parties will ensure compliance with the following sub-sections with regard to communications.

5.7.2 Internal Communications

Responsibility for appropriate communications within the project team rests with the Project Manager, including ensuring that the SRO is kept up-to-date with project developments. The SRO will be responsible for ensuring the Chief Executive and where relevant Members of the Council are provided with sufficient information and that they clearly understand the information in order to make any necessary decisions affecting the Council.

The SRO is responsible for ensuring the development of the scheme meets with the project objectives. The Project Manager shall provide the SRO with sufficient information and ensure the SRO is suitably involved in all decisions that affect performance of the scheme. If a deviation is required, the SRO will be responsible for overseeing adequate approval has been obtained from the relevant parties.

The Project Manager is responsible for leading the project team and ensuring that all parties are up-to-date with relevant information at each stage of delivery.

All documentation to be issued to external parties will be reviewed and approved by the Project Manager before publication or issue. The Project Manager will ensure that a suitable document control process is in place to track all documents and communications issued externally and that such processes are regularly audited to ensure compliance, in line with the Council's policies.

No public press releases will be made without both approval of the Project Manager and SRO.

The SRO will be responsible for ensuring that relevant Council Members are regularly kept up-to-date with the scheme, its progress and any relevant issues.

5.7.3 External Communications

It is essential that communications external to the Council are managed effectively and precisely to ensure that consistent and correct information is provided to the public. To this end, we have appointed a dedicated Communications Manager, [redacted] who will be responsible for reviewing and co-ordinating all external communications in relation to the Scheme. Specific external communications to be managed include;

1. Stakeholder management
2. Project/Council website information
3. Consultations where required
4. Newsletters/publications to help the public
5. Telephone information / help line information for the public
6. Media broadcasts on local radio and television as appropriate
7. Social media updates via the Council's existing facilities e.g. Twitter, Facebook

5.7.4 Freedom of Information

The Project Manager will nominate one person on the project team who has appropriate training to be the Freedom of Information officer for the scheme. They will be responsible for ensuring that all requests are dealt with in a timely and appropriate manner consistent with the Council's policies and relevant legislation throughout the scheme.

5.7.5 Communications Schedule

The following sets out the primary communications;

1. Chief Executive Briefings - the SRO will be responsible for providing the Chief Executive of the Council with quarterly reports on scheme progress and performance against objectives. Such reports will be produced within 2 weeks of the end of each quarter. The reports will be shared with the Project Manager but may be marked as not for distribution to the wider project team where this may affect the direction of the project or the performance of the delivery team. Any such decisions will be the sole discretion of the SRO.
2. SRO Meetings – The Project Manager shall be responsible for providing the SRO with at least monthly written scheme progress reports and for meeting with the SRO at least monthly to advise on progress against objectives, programme, cost and to ensure timely decision making, where required. The Project Manager will be responsible for recording the meetings and ensuring prompt issue of notes within 10 days of the meetings taking place.
3. Project Progress Meetings – The Project Manager shall ensure that project progress meetings take place with the project team at least monthly throughout the scheme or at such other times as may be appropriate. The Project Manager shall be responsible for ensuring that an accurate set of records is made of each meeting in a timely manner and issued to the project team and SRO not later than 10 days after each meeting. The minutes should include specific actions with dates for delivery. Any failings to meet dates for actions should be noted and a rectification plan put in place and explicitly noted in the minutes. Such minutes or records should seek to note non-compliances and exceptions to plans, programmes and budgets and do not need to record all details of discussions unless of particular relevance to the delivery team.
4. Quality Reports – The Project Manager will be responsible for ensuring that quality audits are undertaken in accordance with the quality requirements of the scheme and Council policies. The Project Manager will ensure that a quality compliance report is produced and presented to the SRO at frequencies as set out in the quality plan and at frequencies of no less than once per year. The report shall note any non-compliance by exception along with the appropriate actions to be taken to ensure compliance is achieved at the earliest opportunity. The Project Manager shall ensure that any non-compliance and the associated actions are communicated to the project delivery team in a timely manner such that actions are implemented quickly and effectively.
5. Stakeholder meetings – The Project manager will nominate a Stakeholder manager who will conduct frequent sessions with the key stakeholders throughout the project to inform them of key decisions, information and progress.
6. Public Consultation – As part of the planning application for the scheme, adequate public consultations will be undertaken to ensure public support of the scheme.

5.7.6 Stakeholders and Interested Parties

The Stakeholders and Interested Parties communication needs are diverse and are expected to range from interest in the general project to specific concerns relating to the party's interface with the scheme. The nominated Stakeholder Manager, [redacted], will be responsible for

all communications with the key stakeholders highlighted within section 1.12 of the Strategic Case.

The nominated Public Communications Manager, [redacted], will be responsible for establishing and maintaining a consultation / communication database and for managing all external communications relating to the project, for example, the website and social media, other than those managed by the Stakeholder Manager. All external communications will require approval of the Project Manager or SRO as appropriate.

A variety of methods will be used to ensure communication with these parties is effective including the development and upkeep of the Council's website, information and helpline, along with newsletters as appropriate. As per the communications schedule, public consultation meetings will be coordinated as appropriate to fit in with key stages of the planning application and scheme delivery programme.

5.8 Programme Reporting

The scheme programme is set out in Section 5.3. The reporting that will take place is as follows:

1. Monthly progress reporting against programme as part of Project Management monthly reporting.
2. Monthly and bi-monthly reporting via LCR project team and stakeholders meetings respectively as part of the LCR SIF scheme funding approval requirements.
3. Reporting on standard monitoring and evaluation framework required metrics as set out in the Department for Transports' guidance (Oct. 2013).
4. Monthly or quarterly updates to public website information on progress against scheme programme as appropriate; time period determined by level of deviation from planned programme.

The scheme programme will be reviewed and updated monthly in line with the description set out in Section 5.3.

5.9 Contract Management

The Project Manager will be responsible for contract management throughout the scheme programme in line with the principles set out in the Commercial Case, Section 4.9.

We have set out the detail of the contract management for this scheme within our Project Management Plan (PMP) in Appendix I. Our PMP sets out full details of controls and processes to be put in place to ensure successful scheme delivery.

5.10 Risk Management

Risk management is seen by the Council as a fundamental part of any scheme delivery from the early stages right through to delivery. The Council has considerable experience and knowledge of the risks involved in the type of works that make up the RSQ Scheme.

A combined risk schedule has been developed for all aspects of the works for this scheme and this is an inherent part of our works definition process. The Risk Register will be maintained and further developed through the risk management processes we will follow as the scheme progresses through delivery to ensure all probable risks are identified and understood, as well as setting out a clear process for interventions and escalation in the management of the risk.

The Project Manager will be responsible for active risk management throughout scheme delivery and will include risk in the regular reporting and management of the scheme. The Project Manager, in conjunction with SRO, will be responsible for managing and accounting for any draw-down of risk funding against the scheme.

The Project Manager has been actively involved in managing the delivery of a similar highways and civil engineering related schemes with the Halton team over the last few years and has first-hand experience of good risk management. Additional support will be provided by adequately experienced external consultants, where necessary.

5.11 Benefits Realisation, Monitoring and Evaluation

The Council will ensure that it can demonstrate value for money for the investment made in this scheme by implementing measures in line with DfT's guidance aimed at local authorities for the monitoring and evaluation of major schemes.

The measures implemented by the Council will be proportional to the size of this scheme, and as mentioned in the Strategic Case we shall be implementing Standard Monitoring[19] as set out by DfT. The Council will monitor 8 items that follow the Departments Standard Monitoring requirements to demonstrate value for money, as set out below;

Scheme Build

Delivery progress will be assessed against the scheme programme every three months and the Council will record the completion of activities scheduled for completion during each 3-month period. As part of our assessment we will review any action that may be required the Council to maintain or return to programme.

We will record all stakeholder consultation and engagement activities, the details of which can be found in our Stakeholder Management Plan.

The Council will assess the effectiveness of our risk management approach every 6 months alongside the programme review outlined above. We will review items on the risk register and assess the extent to which any risk may have materialised and assess how much of the budgeted risk allowance has been used to deliver the works at each review period. We will also review the delegation of risk management responsibilities and assess whether, for each materialised risk, the appropriate project stakeholder has been identified to manage the risk and that they have taken appropriate action in a timely manner to minimise the cost of the risk the scheme to deliver value for money.

As part of our review of Scheme Build, we will assess whether the Scheme is on track to deliver the benefits identified as part of the business case development. After completion we will have confirmed final expenditure in delivering the Scheme and one year after the completion, we will have data sets to assess benefit metrics including; travel demand, reliability and impact on the local economy. This will provide the Council with a much clearer indication of the scheme benefits are being realised. We will use all of the above processes and measures to monitor the Scheme Build and the results will be compiled and released by the Council in our 'One Year After' report.

Delivered Scheme

Following scheme completion, we will produce a full description of implemented scheme outputs and assess whether the scheme has reached the intended beneficiaries by monitoring user demand as this represents the most directly perceivable benefit to the local community. We will undertake local surveys of walking and cycling routes and monitor bus and rail usage to

[19] Monitoring and Evaluation Framework for Local Authority Major Schemes, Department for Transport, 2012.

determine increase in user trips as a result of the Scheme. The Council will also assess the Carbon impact of the scheme and impacts to the local economy.

We will also identify any changes made to the Scheme since funding approval and provide reasoning that explains why changes may have been made.

All of the above information will be set out in our 'One Year After' report.

Out-turn Costs

The Council will record final outturn costs for each of the scheme 'tasks' identified in the Programme. We will assess the extent to which the risk and optimism bias elements of the costs have been used to deliver the works. We will show where financial deviations or savings have been made on a task by task basis and provide descriptive reasons for these deviations or savings as appropriate.

The Council will comment on the likely ongoing maintenance costs of the Runcorn Station Quarter following the delivery of the works in our 'One Year After' report. A clear picture on the materialising maintenance costs are unlikely to be available until data is analysed for the Final Report which we will produce approximately five years after completion.

All of the above information will be used to monitor the outturn costs of the scheme and the results will be compiled and released by the Council in our 'One Year After' report

Scheme Objectives

The Council will evaluate the successful implementation of the 4 objectives of this scheme that are identified in the Strategic Case using the standard measures of monitoring and evaluation as outlined in in this section of the document. The successful realisation of the objectives may not present themselves immediately and may prove difficult to measure in the short term. The Council will record data counts for traffic modes, pedestrian movements and cyclists across the Runcorn Station Quarter area and Runcorn Town centre, we will monitor emerging changes in transport modes and local journey movements and report the findings in the 'Final Report'

Impact of Scheme on Travel Demand

The Council will assess post scheme implementation traffic count data and pedestrians and cyclist data against the same data sets recorded before the delivery of the scheme where records allow us to do so. In comparison to other transport modes, the Council is, however, expecting to see a relative reduction in private vehicle flows through the Station Quarter area and along Cavendish Street as a result of this scheme.

The council will also be monitoring the patronage of the public transport bus and rail system in the local area and the and numbers of the pedestrians and cyclists using the new Station Quarter facilities as these are also key measures in assessing the benefits of the Scheme.

Travel demand will be assessed as outlined above and the results will be released by the Council in our 'One Year After' report and further updates provided in our 'Final Report'

Travel times and Reliability

The Council will consider defining a Station Quarter cordon and use data recorded by local bus services with regard to bus service route times to assess the reduction in travel time in transiting into and out of the cordon with a stop at Runcorn station. This data may not have a directly comparable baseline pre-scheme implementation, however it could be considered against bus service timetables prior to implementation to assess journey times for similar routes.

The Council will monitor and record all partial and full closures of any element of the Runcorn Station Quarter, including associated walkways and cycleways, either planned or un-planned to determine the reliability of the new facilities to users.

Impacts on the Economy

In monitoring the impact on the local economy, the Council will monitor the following metrics;

- Travel times and travel demand (as outlined above)
- Employment Levels
- Commercial property rental values
- Residential property rental values
- Building occupancy/vacancy

For the above metrics we will utilise the annual data for the year before and after scheme delivery to understand the extent of the benefits that have occurred in the local area as a result of investing in this scheme. The results will be compiled and released in our 'One Year After' report

Carbon

The Council will assess the number and classification of vehicles using the Runcorn Station Quarter area before and after the scheme to understand the level of Carbon emissions in the local area. We acknowledge that we do not have detailed local traffic count data prior to the Scheme, however we undertake to monitor the post completion traffic levels and we will compare these against the transport modal forecast figures without intervention from the LCRTM. This should provide qualitative assessment of the impact the scheme has on the uptake of active mode transport options and the relative reduction in use of private cars.

During the construction phase we have set out in our Project Management Plan, the requirement for the Contractor to complete quarterly 'Carbon Returns' to provide transparency of the measure undertaken to reduce the Carbon impact of the construction phase of the scheme.

Carbon impacts will be assessed as outlined above and the results will be released by the Council in our 'One Year After' and Final Report documents.

5.12 Contingency Plan

The contingency plan consists of a number of stages, based on the primary risks to scheme delivery, namely weather and unforeseen works scope;

5.12.1 Programme Contingency

In the event of all primary risks occurring and incurring the maximum potential impacts in cost and programme terms, to an extent whereby delivery of all work tasks as defined in the scheme programme is unlikely to be achievable, we will review the programme and re-sequence works to meet the project objectives. Where this isn't possible, we would need to review delivery and funding of the scheme with the LCR CA and would do this well in advance wherever practicable i.e. the risk being known to us. As we have set out in the scheme risk assessment this is an extremely unlikely scenario and it would not be reasonable to account for this event permutation in any reasonable assessment of scheme risks, and we therefore propose to address this rare scenario through our contingency measures rather than direct financing of risk.

5.12.2 External Contingency

In the event of a total failure of the scheme part way through the programme, due to an extreme and unlikely event, such as commercial failure of a contractor, we would seek to reach agreement with the LCR CA about re-scheduling funding if possible. In the event this isn't practical, we would resort to a revised bid for future funding rounds as appropriate.

5.13 Management Case Summary

The Scheme set out in this business case submission aims to transform the Runcorn Station Quarter district and reinvigorate the Trumpet Loop area through the creation of a new transport hub offering a variety of modal connections that facilitate greater mobility, and promote active, healthier transport options for residents and visitors. The interventions realised through this scheme will enable new development opportunities that will accelerate the regeneration of Runcorn town centre and West Runcorn.

Table 40: Business Case Summary

Case	Runcorn Station Quarter Scheme
Strategic Case	The scheme demonstrates the importance of the proposed interventions to the local community of Halton and set out a very clear alignment of the scheme objectives with regional and national government policy.
Economic Case	The scheme demonstrates Medium value for money from the direct and wider economic benefits as well as offering a variety of additional non-transport benefits
Financial Case	The costs are appropriate to transport benefits delivered by this scheme. The specific scheme risks are quantified, well understood and processes are in-place to manage them.
Commercial Case	The scheme is commercially viable and Halton have a demonstrable track record of procuring schemes of a similar nature, risk and larger.
Management Case	The scheme is deliverable, and Halton have the necessary experience and demonstratable able to put measures in place to ensure successful delivery of the scheme on time and within budget.

The Council has described how we will approach the governance and management of this scheme to ensure the successful realisation of the identified benefits the transport interventions of the Runcorn Station Quarter scheme will offer to the economy, environment and social fabric of Halton Borough. Our Project Management Plan describes our management, quality and reporting processes in more detail.

Appendices

A. Options Appraisal Report

The following report sets out the options and appraisal process undertaken during the development of the RSQ Scheme.

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B. De-linking Options

The following report set out the options that were considered during the development of the de-linking works.

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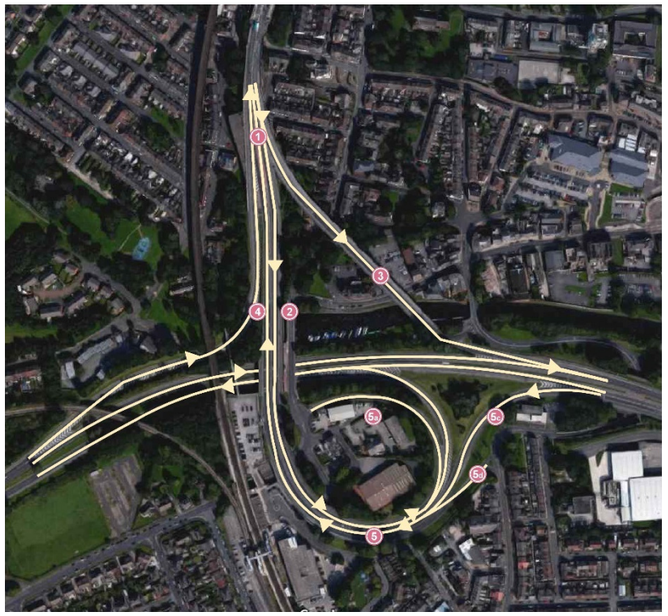
10. De-linking Options

Introduction

The analysis process and cross comparison of the individual structures has assisted in the understanding of the transport and land implications of the removal of different structures on the approach to the SJB. From this, a number of de-linking options have been developed.

This section covers a review of such options in greater detail. In total, four main delinking concepts have been developed with several variants or sub options to each.

The options are illustrated as high level schematic diagrams of the road network leading to and from the SJB which are similar in layout to the diagram below. The main component parts of the road network leading to and from the SJB have been numbered and for ease of reference are listed below.



1. Silver Jubilee Bridge
2. Queensway
3. Runcorn Approach Viaduct
4. Runcorn West Approach/ Runcorn Approach Viaduct West
5. Queensway “Trumpet Loop”

5a Queensway “Trumpet Loop” Station Road Link
5b Queensway “Trumpet Loop” Weston Point Expressway Link
5c Queensway “Trumpet Loop” Bridgewater Expressway Link
5d Queensway “Trumpet Loop” Greenway Road Link

In the review of each option the schematic diagram of the road network will indicate retained links and links to be removed as different colours. Any proposed new junctions or infrastructure will be highlighted as a green dashed line.

The diagrams are accompanied by a detailed description and a set of pros and cons associated with Transport and Land aspects specific to that particular option. A more detailed plan indicating the structures proposed to be removed and the likely traffic movements associated with that option follow each schematic diagram.

Study Objectives/ Assumptions

A workshop was held on the 1 July 2016 with representatives from Halton Borough Council, Mott MacDonald and BE Group. The purpose of the workshop was to present the findings of the baseline study and to generate discussion around a series of initial options.

During the workshop a number of objectives and assumptions or ‘givens’ were agreed which were considered key to the development of a preferred option. These are listed below and opposite.

Waterloo Bridge is a Grade II listed structure and is to remain in place as part of future option assessments.

Study ‘Givens’

- The SJB Remains open to two-way traffic
- The Weston Point/Bridgewater Expressway remains an East West through route
- The re-instatement of the canal is not prejudiced
- The road user hierarchy is reversed to give greater prominence to active travel and public transport
- All rail lines will not be affected as part of the proposals
- Bus services will continue to serve the Old Town
- Local links between the expressway and the Old Town area maintained
- The Waterloo Bridge is a Grade II listed structure and as such will remain in place

Study Objectives

- Localising the SJB Runcorn Bridge
- Maintaining the Bridgewater Canal alignment and future opportunities for its reinstatement
- Improving access and connectivity to:
  - Runcorn Old Town District Centre
  - Runcorn Mainline Station
  - Port of Weston
  - Port of Runcorn
- Enhancing the profile of the bridge
- Transforming the bridge deck
- Creating a sense of place
- Regeneration of Runcorn Old Town
- Maintaining strategic traffic movements
- Maximising development opportunities
- Overcoming key barriers to change
- Creating benefits for all modes of travel

Overview of de-linking options

A total of four options with several sub options have been developed through the cross comparison analysis process and after discussion at a study workshop. All options consider the removal of structures within the study area.

Option 1

Option 1a comprises the removal of the Runcorn Approach Viaduct, retention of the western approach and Runcorn Approach Viaduct West from the A557 Weston Expressway to the SJB, retention of the A533 Queensway and the trumpet loop. Removal of the links to Station Road and the Weston Point Expressway from the Trumpet Loop and the westbound link from the A533 Bridgewater Expressway are also included.

Option 1b is the same as option 1a but with the removal of the western approach from the A557 Weston Expressway also included.

Option 1c is the same as option 1b but with the provision of a new connection to the station.

Part of the Trumpet Loop

Option 2

Option 2a comprises the removal of the western approach and Runcorn Approach Viaduct West from the A557 Weston Expressway to the SJB, the A533 Queensway 'Trumpet Loop' and links between the Trumpet Loop and Station Road, A557 Weston Point Expressway, A533 Bridgewater Expressway, and Greenway Road.

Option 2b is the same as option 2a but with the provision of a new connection to the station.

Option 3

Option 3 comprises the removal of the A557 Queensway link, the 'Trumpet Loop' and links to the A557 Weston Point and A533 Bridgewater Expressways.

Links to the Expressway

Option 4

Option 4a comprises the removal of the Western Approach and Runcorn Approach Viaduct West from the A557 Weston Expressway to the SJB and the Runcorn Approach Viaduct, the 'Trumpet Loop' and links between the A557 Weston Point Expressway and A533 Bridgewater Expressway.

A new link would be provided for this option connecting the SJB directly to the Weston Expressway through the introduction of an at grade signal controlled junction.

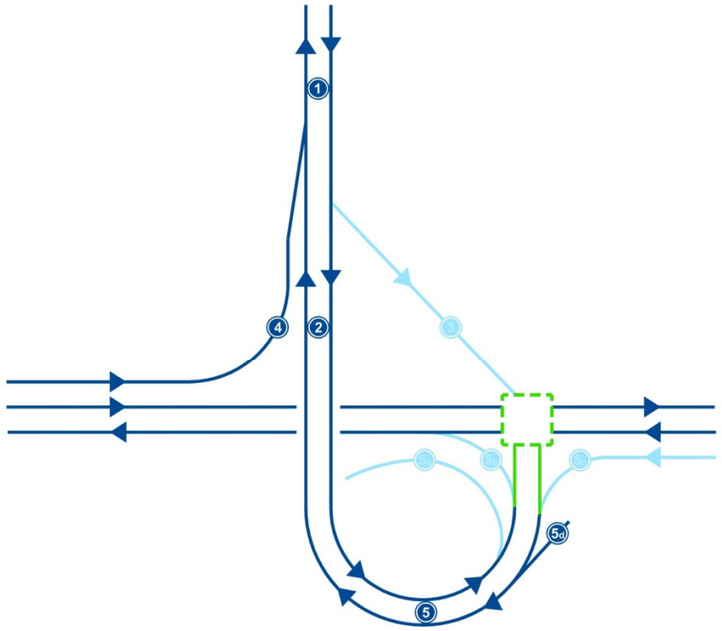
Option 4b is the same as option 4a but with the provision of a new connection to the station.

Both scenarios for option 4 would also require a new junction to be constructed further east along the Expressway to enable a connection to the Old Town to be provided. This is considered in more detail later in the report.

Western Approach to the SJB from the Weston Expressway

Runcorn Approach Viaduct

Option 1a



Option 1a comprises the removal of the Runcorn Approach viaduct. The western approach and Runcorn Approach Viaduct West from the A557 Weston Expressway to the SJB are retained along with the A533 Queensway and the trumpet loop. In addition, links to Station Road and the Weston Point Expressway from the Trumpet Loop and the westbound link from the A533 Bridgewater Expressway are removed.

In the absence of the link between the Bridgewater Expressway and the Trumpet Loop, traffic links to the SJB would be maintained through a new signalised junction (indicated by the green box) connecting the A533 Queensway to the A557 Bridgewater Expressway.

The tables opposite indicate pros and cons in relation to transport and land.

Transport/ Connectivity

Pros

- Improved connectivity to the Old Town from the expressway network.
- A new signalised junction opens up access opportunities to the 'Trumpet Loop'.
- Traffic movements between the SJB approaches and the expressway would be simplified.
- At grade junction would provide the opportunity to remove existing subways and the Greenway Road loop.

Cons

- Removal of the Runcorn Approach Viaduct structure would be a high cost.
- Services present within the Runcorn Approach Viaduct would require relocating at a high cost.
- Does not enhance connectivity between the rail station and the Old Town.
- Does not enhance links to the existing pedestrian or cycle network.
- Retaining the western approach and Queensway South retaining wall prevents the future extension of the Bridgewater Canal.

Land/ Regeneration

Pros

- Provides the opportunity to open up the western end of the High Street as a leisure and retail destination
- Reveals the Old Town to passers-by and encourages more visitors to the Old Town
- Reveals the Top Locks and encourages more visitors to the area.
- Provides the opportunity to open up the existing council car park for redevelopment.

Cons

- No development opportunities released in the southern and western parts of the study area.
- No opportunity to open up the station frontage and develop interchange potential with a relocated bus station.

Option 1a – Layout Plan

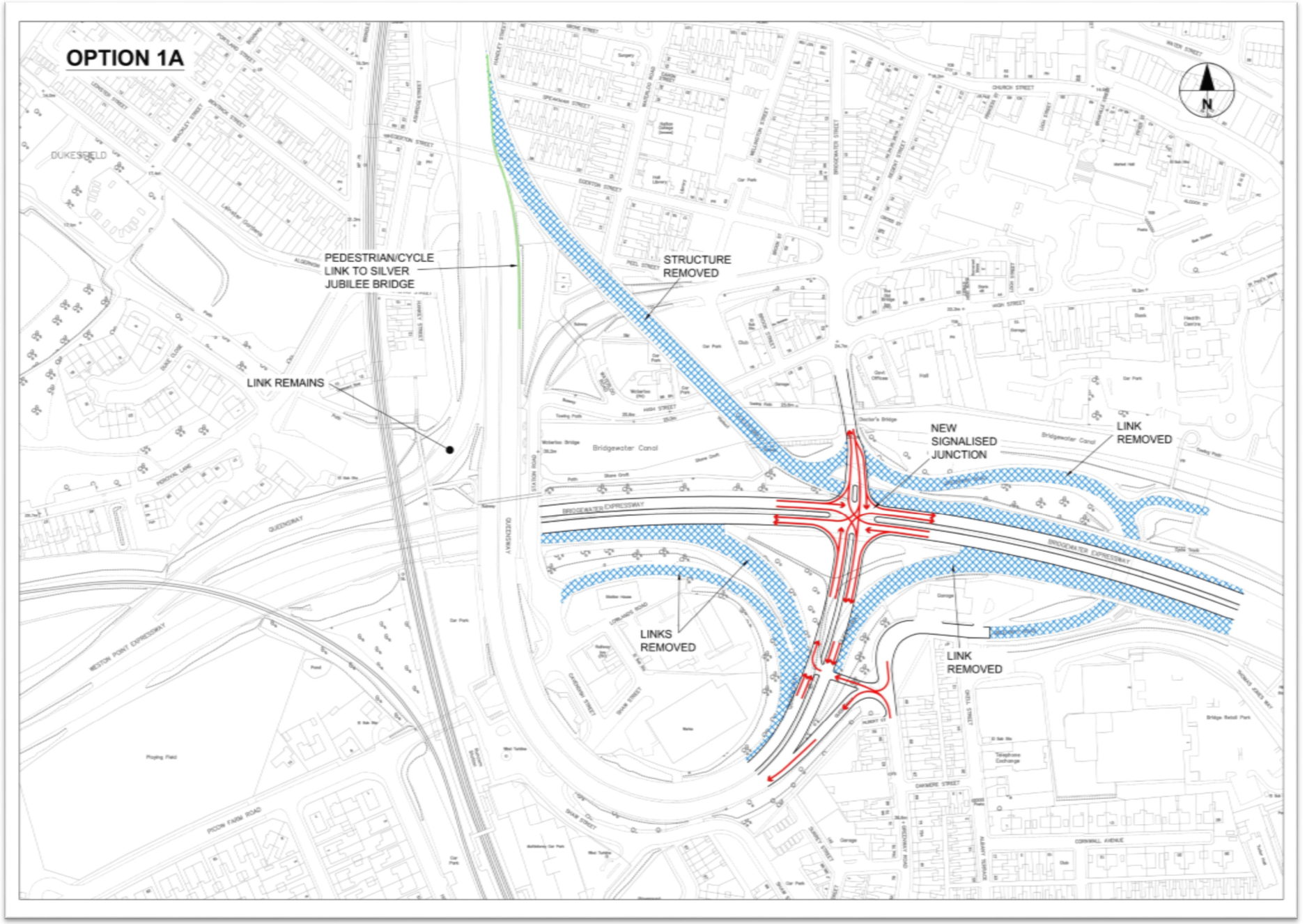
The plan opposite shows the removal of the Runcorn Approach Viaduct, Trumpet Loop links to Station Road, Weston Point Expressway, Bridgewater Expressway, and Greenway Road.

A new signalised junction is shown at the Devonshire Place and Greenway Road intersection re-instating a direct connection with Greenway Road.

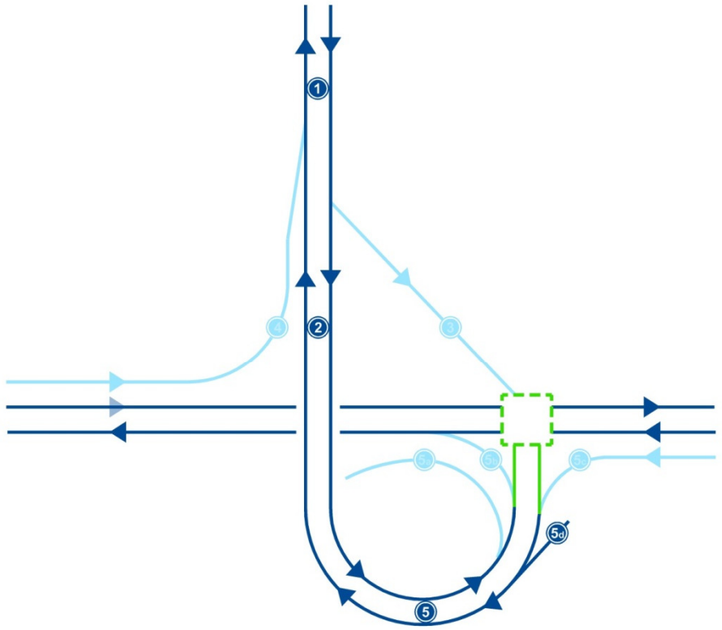
A secondary junction will enable traffic to exit to Greenway Road and access the Rail Station or for traffic to join the Bridgewater Expressway.

To cater for pedestrians and cyclists following the removal of the Runcorn Approach Viaduct, an alternative connection would need to be provided as users travelling to/ from the SJB do so via this link. A connection directly to Queensway from the SJB could be provided, however, this road does not lend itself to a safe pedestrian/ cycle environment. An alternative could be to provide a new connection to Waterloo Bridge. This option would need to be explored and could be costly.

Alternatively, to provide a quicker link to Runcorn town centre, lift/ steps could be explored as set out in options on page 45.



Option 1b



Option 1b comprises the removal of the Runcorn Approach Viaduct and the western approach from the A557 Weston Expressway to the SJB. The A533 Queensway and the trumpet loop are retained. In addition, links to Station Road and the Weston Point Expressway from the Trumpet Loop and the westbound link from the A533 Bridgewater Expressway are removed.

In the absence of the link between the Bridgewater Expressway and the Trumpet Loop, traffic links to the SJB would be maintained through a new signalised junction (indicated by the green box) connecting the A533 Queensway to the A557 Bridgewater Expressway.

The tables opposite indicate pros and cons in relation to transport and land.

Transport/ Connectivity

Pros

- Improved connectivity to the Old Town from the expressway network.
- A new signalised junction opens up access opportunities to the 'Trumpet Loop'.
- Traffic movements between the SJB approaches and the expressway would be simplified.
- At grade junction would provide the opportunity to remove existing subways and the Greenway Road loop.

Cons

- Removal of the Runcorn Approach Viaduct structure would be a high cost.
- Services present within the Runcorn Approach Viaduct would require relocating at a high cost.
- Does not enhance connectivity between the rail station and the Old Town.
- Does not enhance links to the existing pedestrian or cycle network.

Land/ Regeneration

Pros

- Provides the opportunity to open up the western end of the High Street as a leisure and retail destination.
- Reveals the Old Town to passers-by and encourages more visitors to the Old Town.
- Reveals the Top Locks and encourages more visitors to the area.
- Provides the opportunity to open up the existing council car park for redevelopment.
- Opens up land to the north west of the central bridge approach (in the Dukesfield area) for development.

Cons

- Mature woodland to the north west of the central bridge approach possibly holds amenity/leisure/nature value. Possible objections to redevelopment.
- Offers limited development opportunities around the rail station and the Old Town.
- No opportunity to open up the station frontage and develop interchange potential with a relocated bus station.

Option 1b – Layout Plan

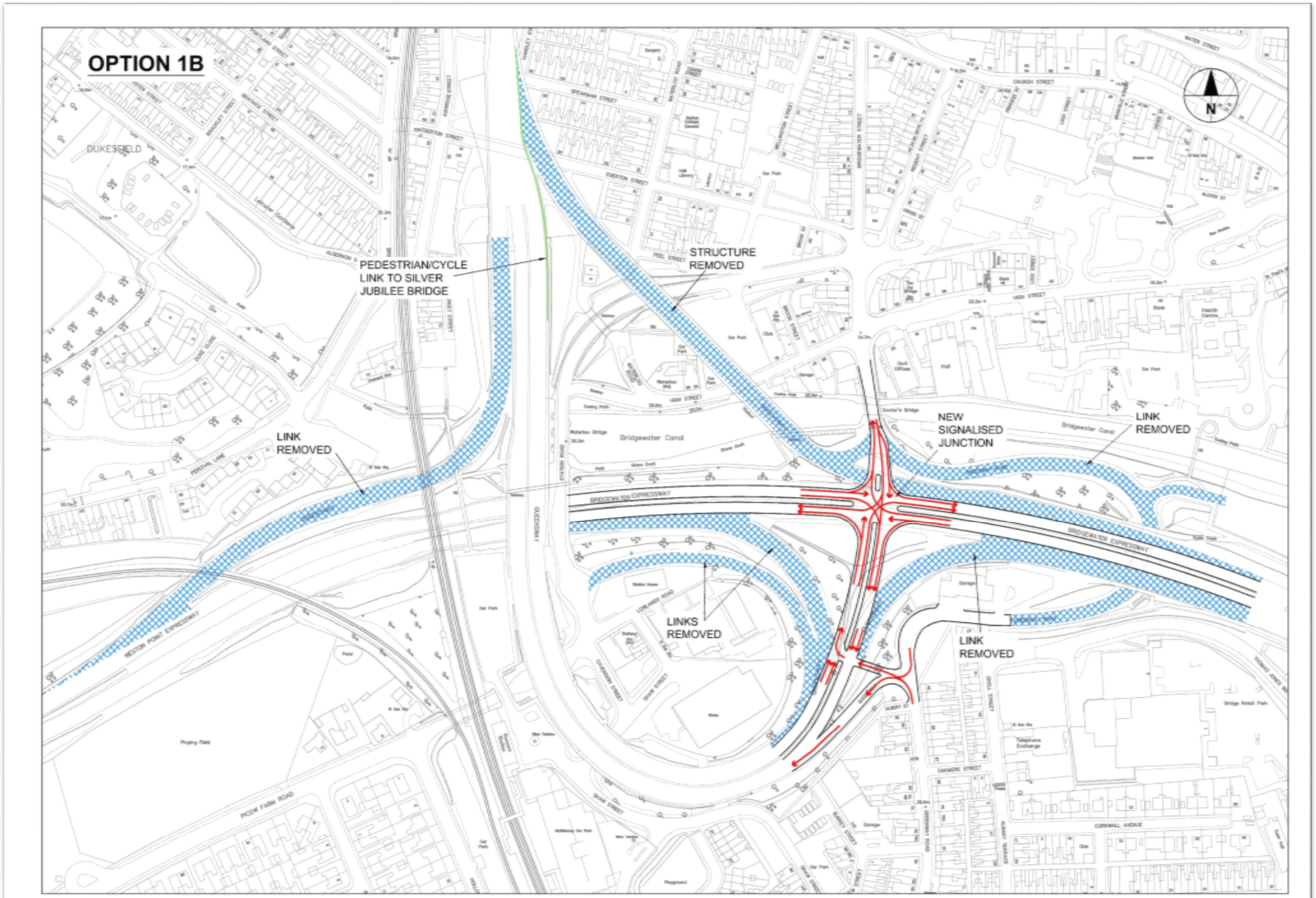
The plan opposite shows the removal of the Western approach, Runcorn Approach Viaduct, Trumpet Loop links to Station Road, Weston Point Expressway, Bridgewater Expressway, and Greenway Road.

A new signalised junction is shown at the Devonshire Place and Greenway Road intersection re-instating a direct connection with Greenway Road.

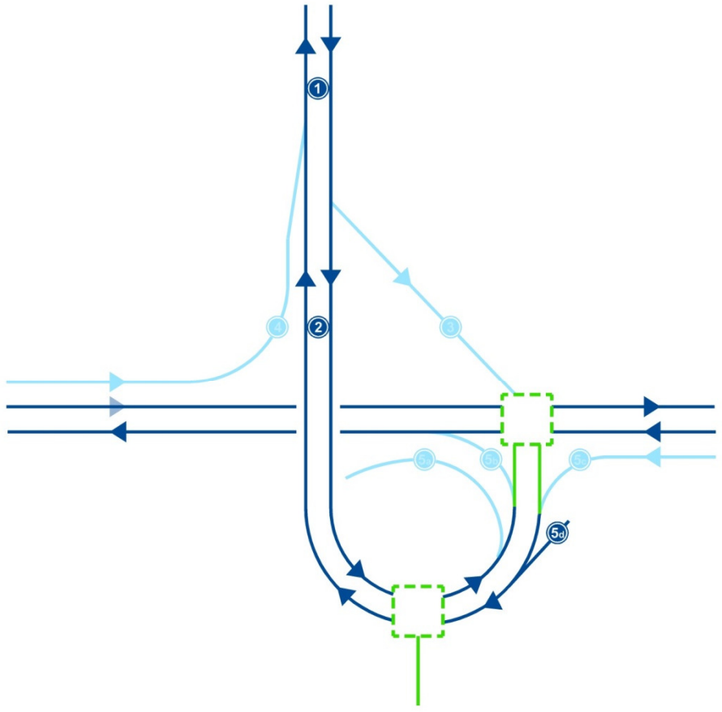
A secondary junction will enable traffic to exit to Greenway Road and access the Rail Station or for traffic to join the Bridgewater Expressway.

To cater for pedestrians and cyclists following the removal of the Runcorn Approach Viaduct, an alternative connection would need to be provided as users travelling to/ from the SJB do so via this link. A connection directly to Queensway from the SJB could be provided, however, this road does not lend itself to a safe pedestrian/ cycle environment. An alternative could be to provide a new connection to Waterloo Bridge. This option would need to be explored and could be costly.

Alternatively, to provide a quicker link to Runcorn town centre, lift/ steps could be explored as set out in options on page 45.



Option 1c



Option 1c comprises the removal of the Runcorn Approach Viaduct and the western approach from the A557 Weston Expressway to the SJB. The A533 Queensway South and the trumpet loop are retained. Links to Station Road and the Weston Point Expressway from the Trumpet Loop and the westbound link from the A533 Bridgewater Expressway are also removed.

In the absence of the link between the Bridgewater Expressway and the Trumpet Loop, links to SJB traffic will be maintained through a new signalised junction (indicated by the green box) connecting the A533 Queensway to the A557 Bridgewater Expressway.

An additional signalised junction between Shaw Street and the Trumpet Loop will provide a direct connection to and from Runcorn Rail Station.

Transport/ Connectivity

Pros

- Improved connectivity to the Old Town from the expressway network.
- A new signalised junction opens up access opportunities to the 'Trumpet Loop'.
- Traffic movements between the SJB approaches and the expressway would be simplified.
- At grade junction would provide the opportunity to remove existing subways and the Greenway Road loop.
- Direct link to Shaw Street would provide improved connectivity to the Rail Station.

Cons

- Removal of the Runcorn Approach Structure would be a high cost.
- Services present within the Runcorn Approach Viaduct would require relocating at a high cost.
- Does not enhance links to the existing pedestrian or cycle network.

Land/ Regeneration

Pros

- Provides the opportunity to open up the western end of the High Street as a leisure and retail destination
- Reveals the Old Town to passers-by and encourages more visitors to the Old Town
- Reveals the Top Locks and encourages more visitors to the area.
- Provides the opportunity to open up the existing council car park for redevelopment.
- Opens up land to the north west of the central bridge approach (in the Dukesfield area) for development.

Cons

- Mature woodland to the north west of the central bridge approach possibly holds amenity/leisure/nature value. Possible objections to redevelopment.
- Offers limited development opportunities around the rail station and the Old Town.
- No opportunity to open up the station frontage and develop interchange potential with a relocated bus station.

Option 1c – Layout Plan

The plan opposite shows the removal of the Runcorn Approach Viaduct, Western Approach, and Trumpet Loop links to Station Road, Weston Point Expressway, Bridgewater Expressway, and Greenway Road.

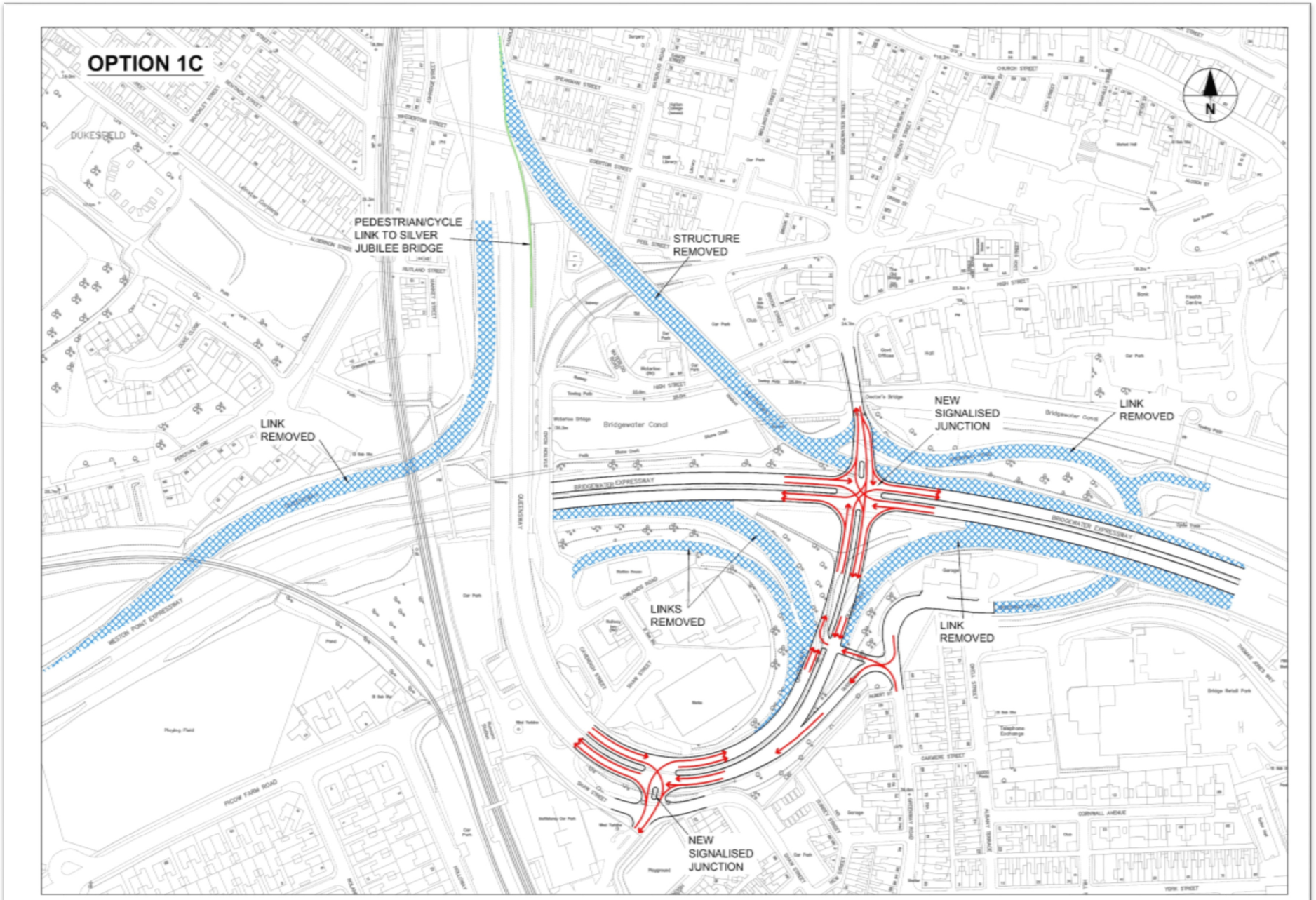
A new signalised junction is introduced at the Devonshire Place and Greenway Road intersection re-instating a direct connection with Greenway Road.

A secondary junction will enable traffic to exit to Greenway Road and access the Rail Station or for traffic to join the Bridgewater Expressway.

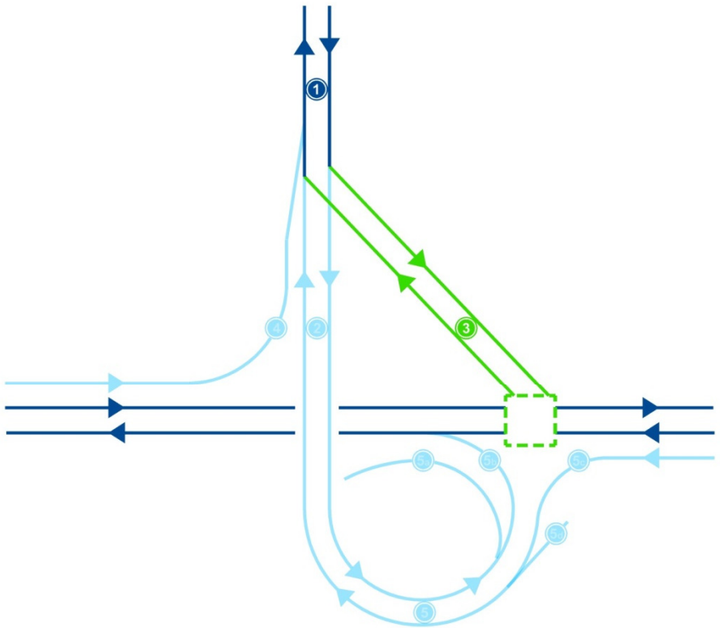
An additional junction will provide direct access to Shaw Street and the Rail Station from Queensway

To cater for pedestrians and cyclists following the removal of the Runcorn Approach Viaduct, an alternative connection would need to be provided as users travelling to/ from the SJB do so via this link. A connection directly to Queensway from the SJB could be provided, however, this road does not lend itself to a safe pedestrian/ cycle environment. An alternative could be to provide a new connection to Waterloo Bridge. This option would need to be explored and could be costly.

Alternatively, to provide a quicker link to Runcorn town centre, lift/ steps could be explored as set out in options on page 45.



Option 2a



Option 2a comprises the removal of the western approach and Runcorn Approach Viaduct West from the A557 Weston Expressway to the SJB, the A533 Queensway 'Trumpet Loop' and links between the Trumpet Loop and Station Road, A557 Weston Point Expressway, A533 Bridgewater Expressway and Greenway Road.

The Runcorn Approach Viaduct is retained and opened to two way traffic. A new signalised junction (indicated by the green box) to maintain access to the Bridgewater Expressway from the SJB is provided. This will also enable access to the Old Town.

The removal of the 'Trumpet Loop' will see a loss of direct access to the rail station. Vehicles would need to utilise the new junction, Greenway Road, and Shaw Street.

Transport/ Connectivity

Pros

- Improved connectivity to the Old Town from the expressway network.
- A new signalised junction opens up access opportunities to the 'Trumpet Loop'.
- Traffic movements between the SJB approaches and the expressway would be simplified.
- At grade junction would provide the opportunity to remove existing subways and the Greenway Road loop.
- The Council's maintenance liability is reduced with the removal of the western approach, Runcorn Approach Viaduct West, and trumpet loop.

Cons

- Removal of Queensway and Runcorn Approach Viaduct West would come at a high cost.

Land/ Regeneration

Pros

- Provides the opportunity to open up the western end of the High Street as a leisure and retail destination
- Opens up land to the north west of the central bridge approach (in the Dukesfield area) for development.
- Opens up land to the south of the expressway for development opportunities.

Cons

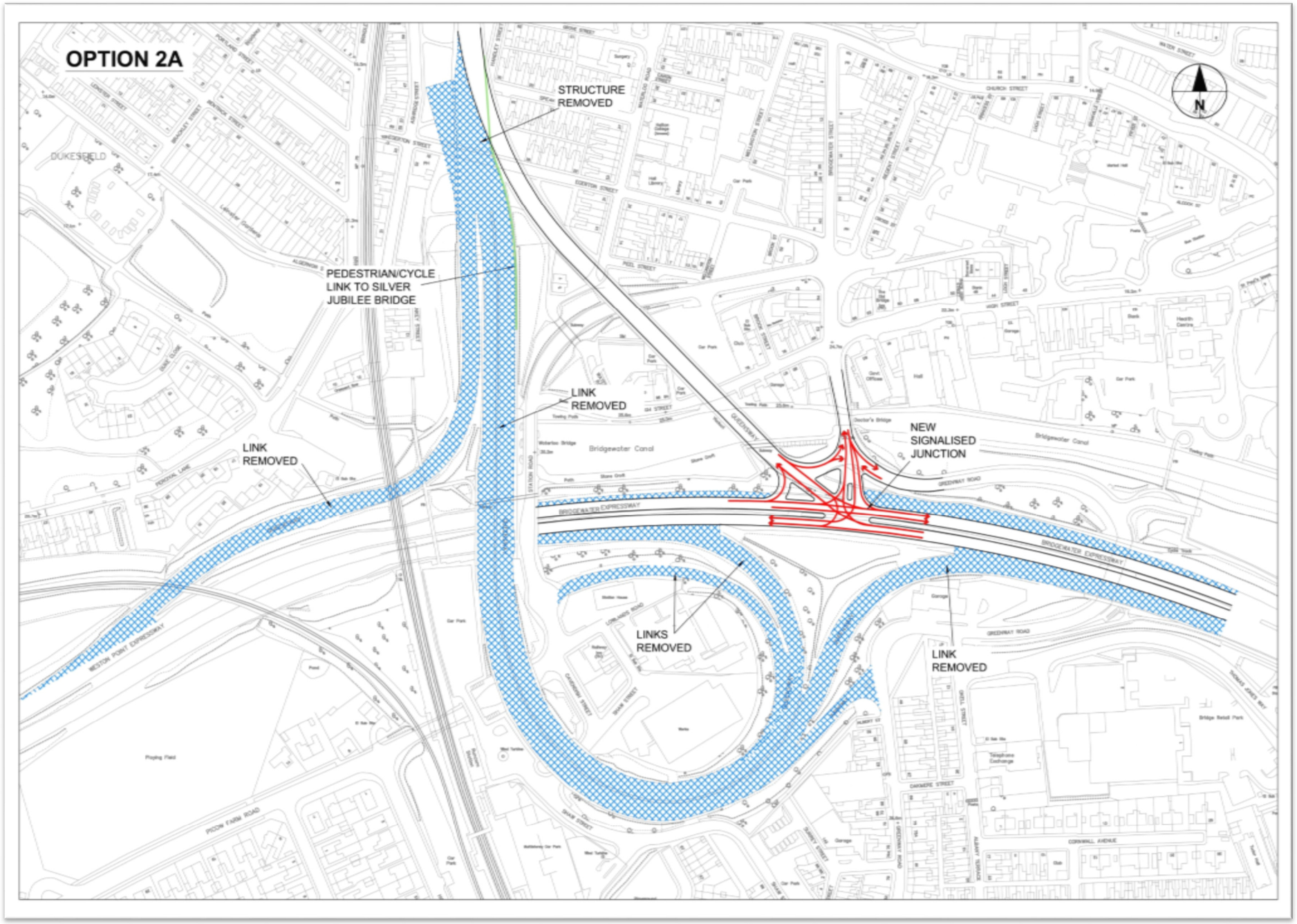
- Mature woodland to the north west of the central bridge approach possibly holds amenity/leisure/nature value. Possible objections to redevelopment.
- Offers limited development opportunities around the Old Town.

Option 2a – Layout Plan

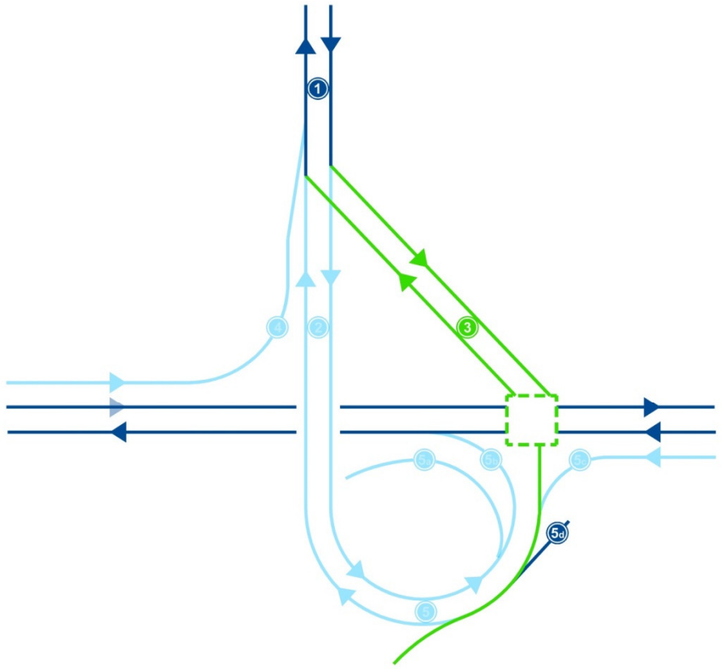
The plan opposite shows the removal of the Western Approach, Runcorn Approach Viaduct West, Queensway, Trumpet Loop and links to Station Road, Weston Point Expressway, and Bridgewater Expressway.

A new signalised junction would be provided to enable two-way traffic to operate on the Runcorn Approach Viaduct between the SJB and Bridgewater Expressway. This junction would also provide a route into the old town.

The existing pedestrian/ cycle route on the Runcorn Approach Viaduct would be retained as part of this option. Following the removal of Queensway there is an opportunity to enhance other routes for pedestrians and cyclists, especially between the station and the old town. Waterloo Bridge would provide an ideal route into the old town and with the potential to upgrade the canal basin this could become an attractive route.



Option 2b



Option 2b comprises the removal of the western approach and Runcorn Approach Viaduct West from the A557 Weston Expressway to the SJB, the A533 Queensway 'Trumpet Loop' and links between the Trumpet Loop and Station Road, A557 Weston Point Expressway, A533 Bridgewater Expressway, and Greenway Road.

The Runcorn Approach Viaduct is retained and opened to two-way traffic. A new signalised junction (indicated by the green box) to maintain access to the Bridgewater Expressway from the SJB is provided. This will also enable access to the Old Town.

To provide access to the station a new direct link is provided from the aforementioned signalised junction.

Transport/ Connectivity

Pros

- Improved connectivity to the Old Town from the expressway network.
- A new signalised junction opens up access opportunities to the 'Trumpet Loop'.
- Traffic movements between the SJB approaches and the expressway would be simplified.
- At grade junction would provide the opportunity to remove existing subways and the Greenway Road loop.
- The Council's maintenance liability is reduced with the removal of the Runcorn Approach Viaduct West, Queensway, and trumpet loop.
- Provides improved links between the Rail Station and the Old Town.

Cons

- Removal of Queensway, western approach, Runcorn Approach Viaduct West, and the trumpet loop would come at a high cost.

Land/ Regeneration

Pros

- Opens up land to the north west of the central bridge approach (in the Dukesfield area) for development.
- Opens up land to the south of the expressway for development opportunities.

Cons

- Mature woodland to the north west of the central bridge approach possibly holds amenity/leisure/nature value. Possible objections to redevelopment.
- Offers limited development opportunities around the Old Town.

Option 2b – Layout Plan

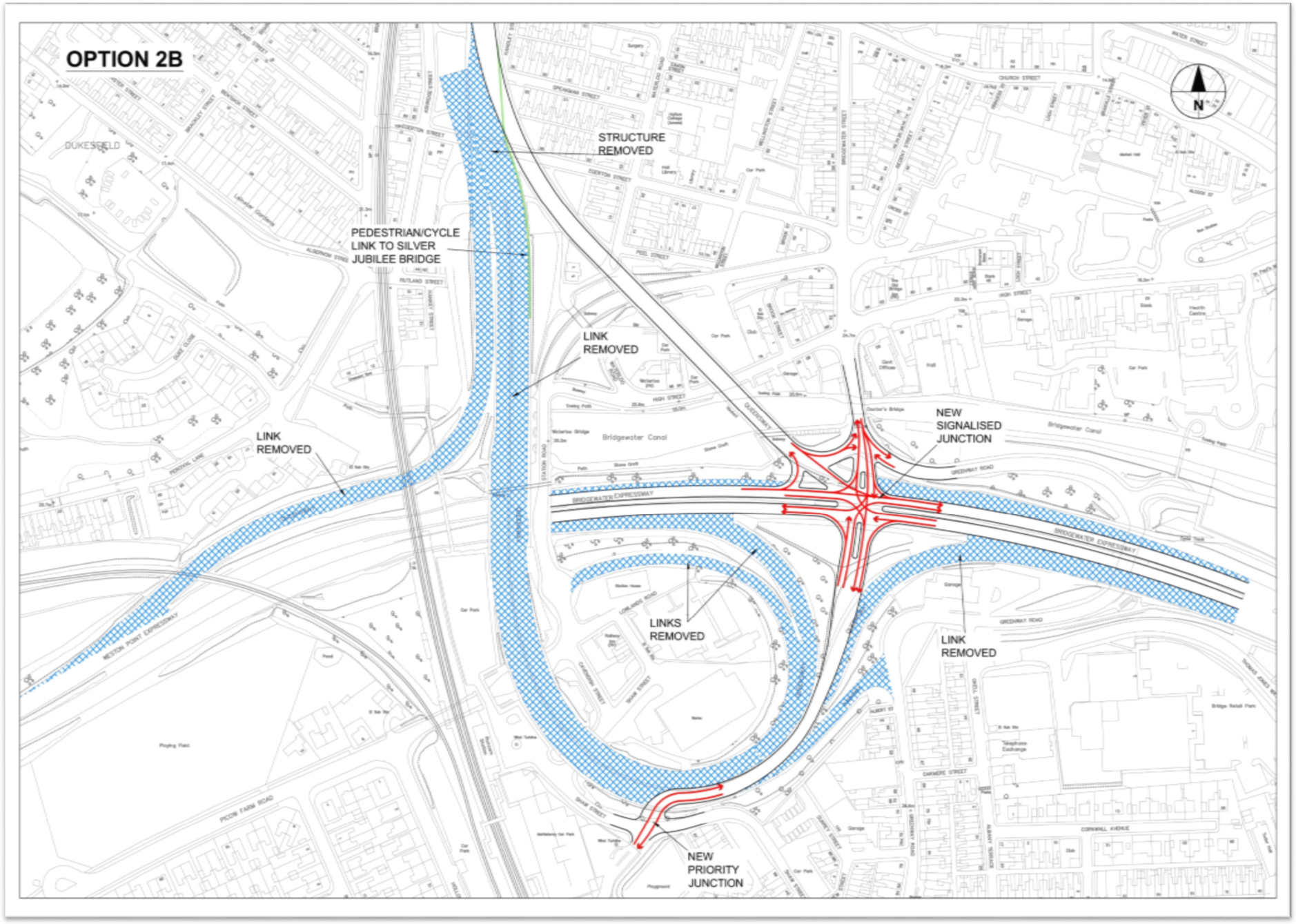
The plan opposite shows the removal of the Western Approach, Runcorn Approach Viaduct West, Queensway, Trumpet Loop and links to Station Road, Weston Point Expressway, and Bridgewater Expressway

The Runcorn Approach Viaduct is retained and opened to two-way traffic. A new signalised junction to maintain access to the Bridgewater Expressway from the SJB is provided. This will also enable access to the Old Town.

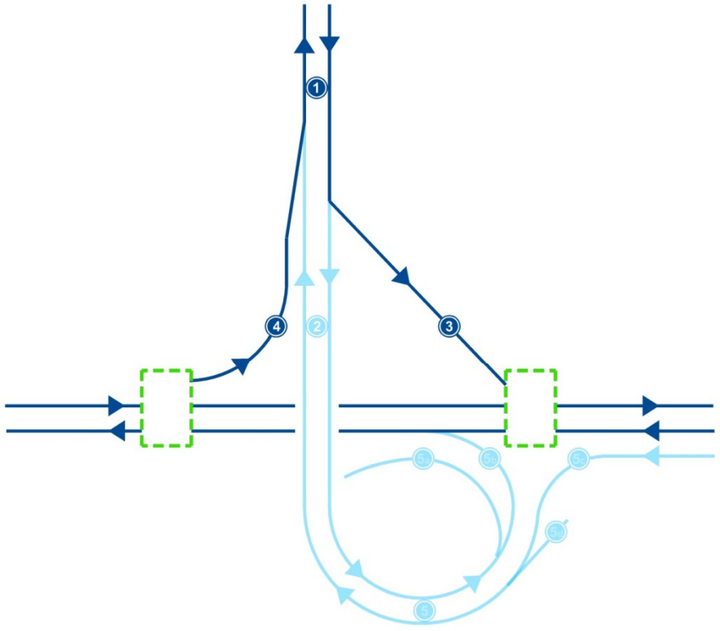
To provide access to the station a new direct link is provided from the aforementioned signalised junction.

The existing pedestrian/ cycle route on the Runcorn Approach Viaduct would be retained as part of this option. Following the removal of Queensway there is an opportunity to enhance other routes for pedestrians and cyclists, especially between the station and the old town. Waterloo Bridge would provide an ideal route into the old town and with the potential to upgrade the canal basin this could become an attractive route.

A new link between the station and the junction of Runcorn Approach Viaduct and Bridgewater Expressway could also cater for pedestrians and cyclists with crossing facilities provided at the junction.



Option 3



Option 3 comprises the removal of the A557 Queensway link, the 'Trumpet Loop' and links to the A557 Weston Point and A533 Bridgewater Expressways.

The western approach, Runcorn Approach Viaduct West and Runcorn Approach Viaduct are retained with one way northbound traffic (Western Approach) and one way southbound traffic (Runcorn Approach Viaduct).

Two new signalised junctions (indicated by the green boxes) will maintain access to the SJB from the Weston Point and Bridgewater Expressways.

The removal of the 'Trumpet Loop' will see a loss of direct access to the rail station, vehicles would have to access the Rail Station using the new eastern junction, Greenway Road and Shaw Street.

Transport/ Connectivity

Pros

- Improved connectivity to the Old Town from the expressway network.
- A new signalised junction opens up access opportunities to the 'Trumpet Loop'.
- Traffic movements between the SJB approaches and the expressway would be simplified.
- At grade junction would provide the opportunity to remove existing subways and the Greenway Road loop.
- Provides improved links between the Rail Station and the Old Town.

Cons

- Removal of Queensway and the trumpet loop would be a high cost.
- Loss of direct access to the rail station.
- Retaining the western approach prevents the future extension of the Bridgewater Canal.
- Maintenance liability of the Runcorn Approach Viaduct West would remain.

Land/ Regeneration

Pros

- Opens up land to the south of the expressway for development opportunities.

Cons

- It would be difficult to develop the west end of the Old Town and Canalside as a leisure or retail destination due to the presence of the Runcorn Approach Viaduct.

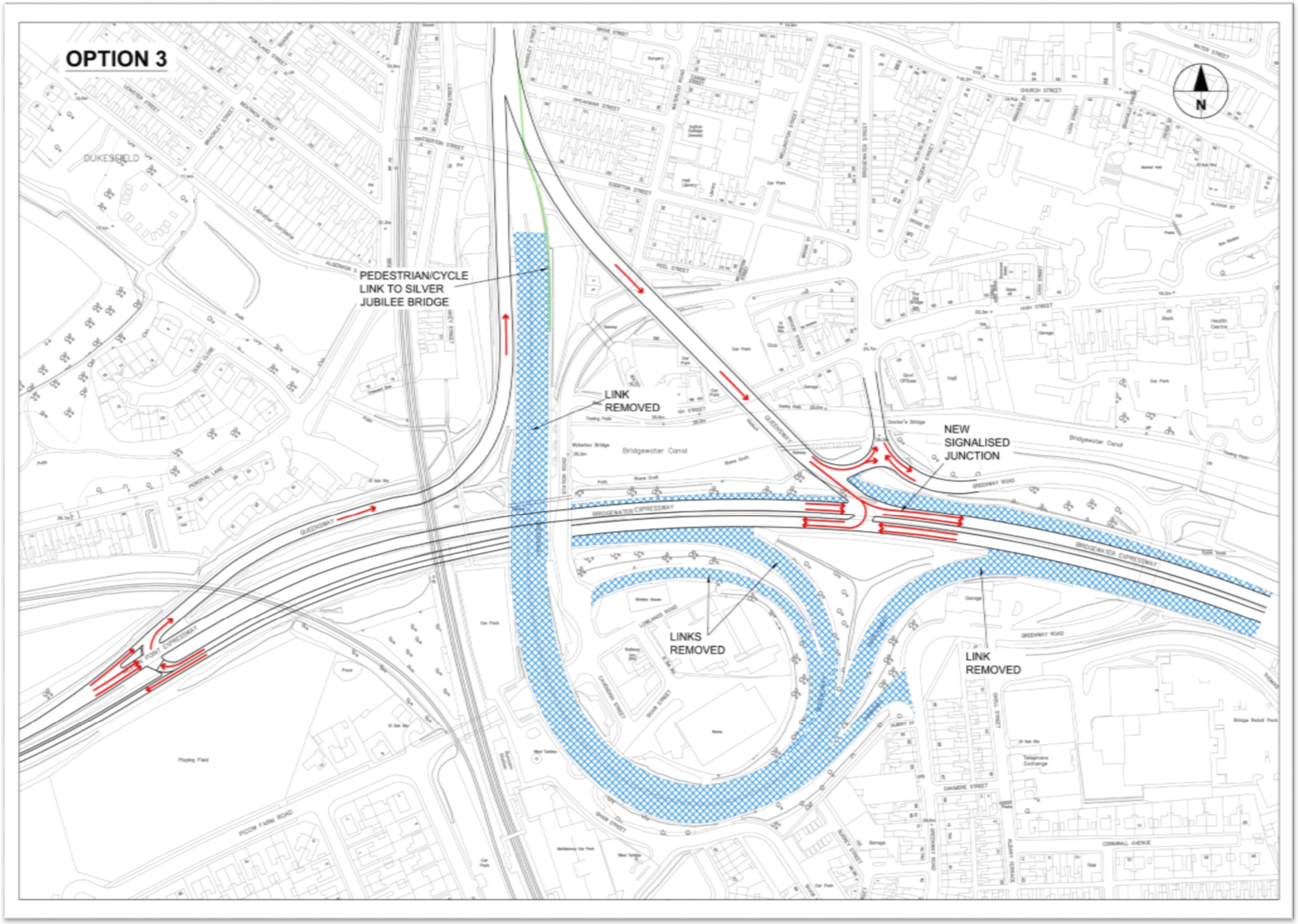
Option 3 – Layout Plan

The plan opposite shows the removal of Queensway, the Trumpet Loop and links to Station Road, Weston Point Expressway, and Bridgewater Expressway

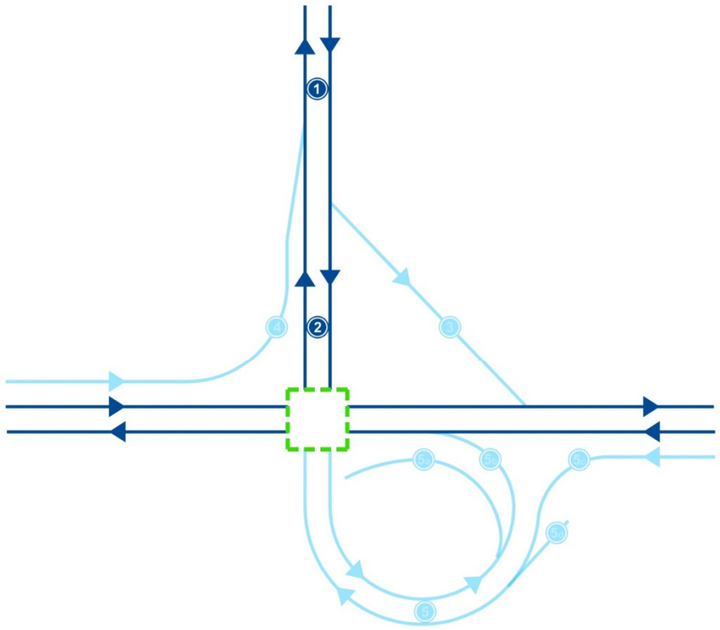
The Western Approach and Runcorn Approach Viaduct are retained with one-way operation introduced in a northbound direction on the former and southbound on the latter.

New signalised junctions are created between the Weston Point Expressway and the Western Approach and the Bridgewater Expressway and the Runcorn Approach Viaduct to allow traffic to access and exit the SJB.

The existing pedestrian/ cycle route on the Runcorn Approach Viaduct would be retained as part of this option. Following the removal of Queensway there is an opportunity to enhance other routes for pedestrians and cyclists, especially between the station and the old town. Waterloo Bridge would provide an ideal route into the old town and with the potential to upgrade the canal basin this could become an attractive route.



Option 4a



Option 4a comprises the removal of the western approach, Runcorn Approach Viaduct West, Runcorn Approach Viaduct, Runcorn High Street Bridge the 'Trumpet Loop' and links between the A557 Weston Point Expressway and A533 Bridgewater Expressway.

A new link is provided directly from the SJB to the Weston Point/ Bridgewater Expressway where a signalised junction is introduced.

The removal of the 'Trumpet Loop' will see a loss of direct access to the rail station, vehicles would have to access the Rail Station using either the Picow Farm Road Junction off the A557 Weston Point Expressway and Picow Farm Road or Leira Way and Station Road via the Old Town.

Transport/ Connectivity

Pros

- A new signalised junction opens up access opportunities to the 'Trumpet Loop'.
- Traffic movements between the SJB and the expressway would be simplified.
- At grade junction would provide the opportunity to remove existing subways and the Greenway Road loop.
- The Council's maintenance liability is reduced with the removal of the 'Trumpet Loop', Runcorn Approach Viaduct West and Runcorn Approach Viaduct.
- Provides an opportunity to improve links between the Rail Station and the Old Town.

Cons

- Removal of structures will be at a high cost.
- Poor connectivity to the Old Town for westbound and eastbound traffic.
- Loss of direct access to the rail station.
- A direct link from the SJB to the expressway would deter any future extension of the Bridgewater Canal.

Land/ Regeneration

Pros

- Provides the opportunity to open up the western end of the High Street as a leisure and retail destination
- Reveals the Old Town to passers-by and encourages more visitors to the Old Town
- Opens up land to the north west of the central bridge approach (in the Dukesfield area) for development.
- Opens up land to the south of the expressway for development opportunities.

Cons

- Mature woodland to the north west of the central bridge approach possibly holds amenity/leisure/nature value. Possible objections to redevelopment.

Option 4a – Layout Plan

The plan opposite shows the removal of Western Approach, Runcorn Approach Viaduct West, Runcorn Approach Viaduct, Runcorn High Street Bridge, Queensway Trumpet Loop and Links to Station Road, Weston Point Expressway, Bridgewater Expressway, and Greenway Road.

A new link is provided directly from the SJB to the Weston Point/ Bridgewater Expressway where a signalised junction is introduced. Access to the Rail Station is severed.

As Runcorn Approach Viaduct is to be removed a new route for pedestrians and cyclists would need to be provided and would most likely be in the form of a shared facility on the eastern side to tie-in with the existing route on the SJB.

A new junction connecting the old town to the station could also serve pedestrians and cyclists.

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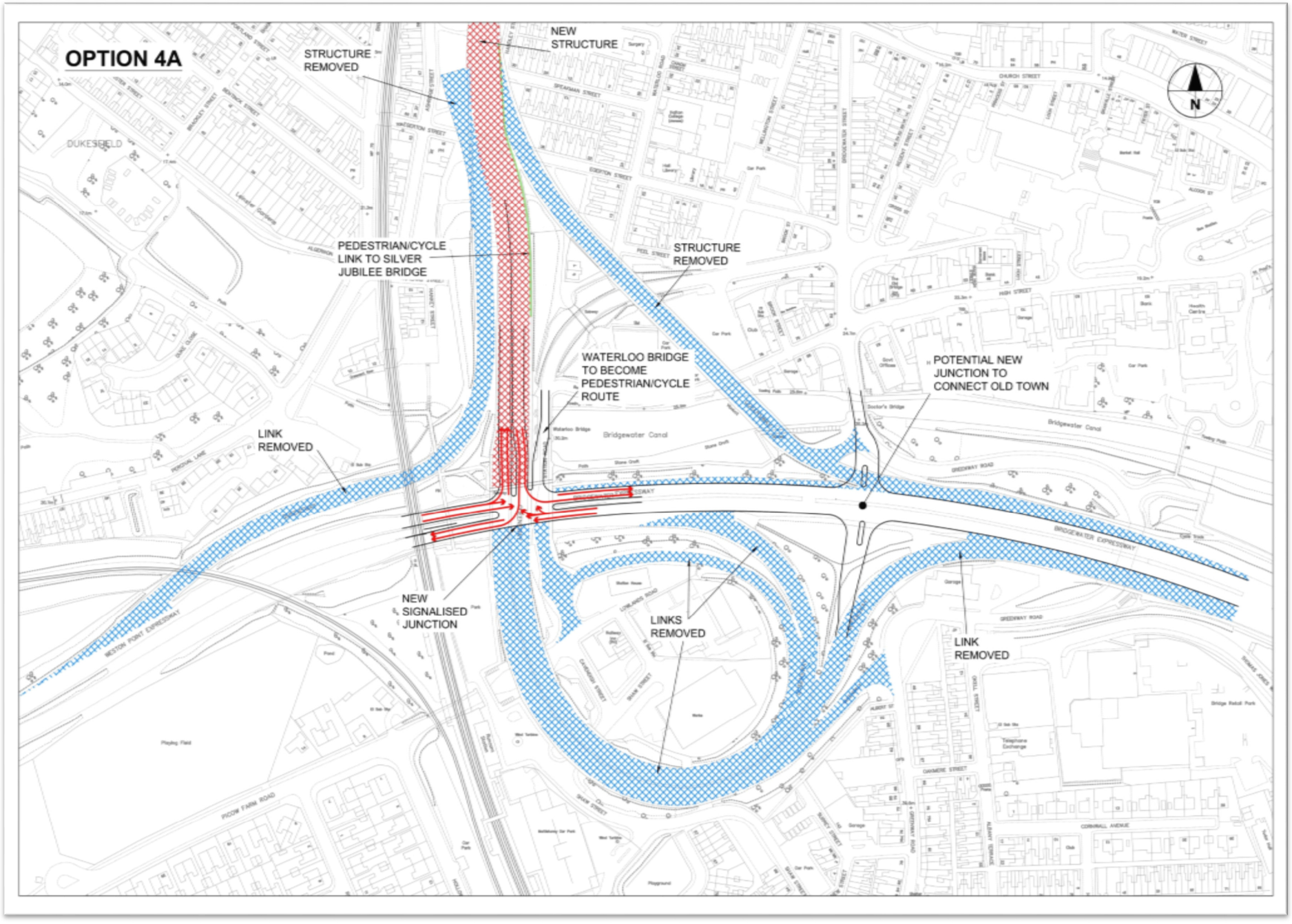
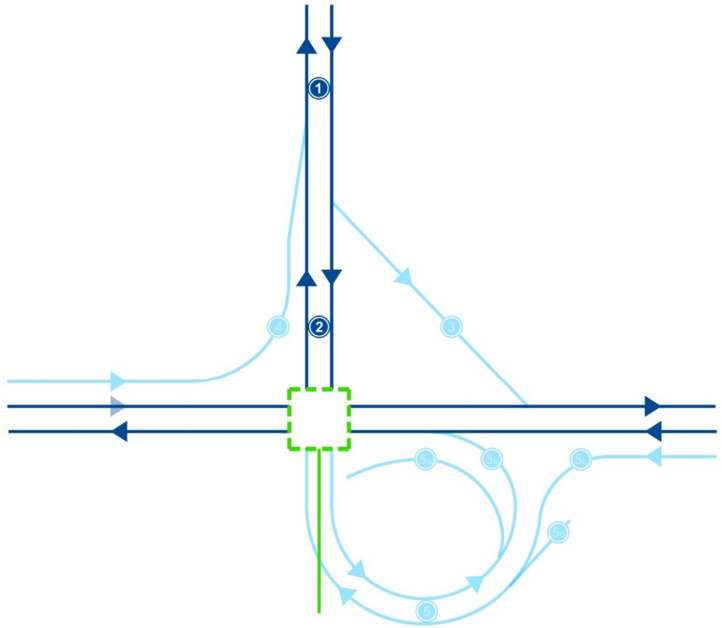


Option 4b



Option 4b comprises the removal of the western approach, Runcorn Approach Viaduct West, Runcorn Approach Viaduct, Runcorn High Street Bridge the 'Trumpet Loop' and links between the A557 Weston Point Expressway and A533 Bridgewater Expressway.

A new link is provided directly from the SJB to the Weston Point/ Bridgewater Expressway where a signalised junction is introduced. A new direct link is provided to the station from this junction.

Transport/ Connectivity

Pros

- A new signalised junction opens up access opportunities to the 'Trumpet Loop'.
- Traffic movements between the SJB and the expressway would be simplified.
- At grade junction would provide the opportunity to remove existing subways and the Greenway Road loop.
- The Council's maintenance liability is reduced with the removal of the 'Trumpet Loop', Runcorn Approach Viaduct West and Runcorn Approach Viaduct.
- Provides an opportunity to improve links between the Rail Station and the Old Town.

Cons

- Removal of Queensway and the trumpet loop is at a high cost.
- Poor connectivity to the Old Town for westbound and eastbound traffic.
- A direct link from the SJB to the expressway would deter any future extension of the Bridgewater Canal.

Land/ Regeneration

Pros

- Provides the opportunity to open up the western end of the High Street as a leisure and retail destination.
- Reveals the Old Town to passers-by and encourages more visitors to the Old Town.
- Opens up land to the north west of the central bridge approach (in the Dukesfield area) for development.
- Opens up land to the south of the expressway for development opportunities.

Cons

- Mature woodland to the north west of the central bridge approach possibly holds amenity/leisure/nature value. Possible objections to redevelopment.

Option 4b – Layout Plan

The plan opposite shows the removal of Western Approach, Runcorn Approach Viaduct West, Runcorn Approach Viaduct, Runcorn High Street Bridge, Queensway Trumpet Loop and Links to Station Road, Weston Point Expressway, Bridgewater Expressway, and Greenway Road.

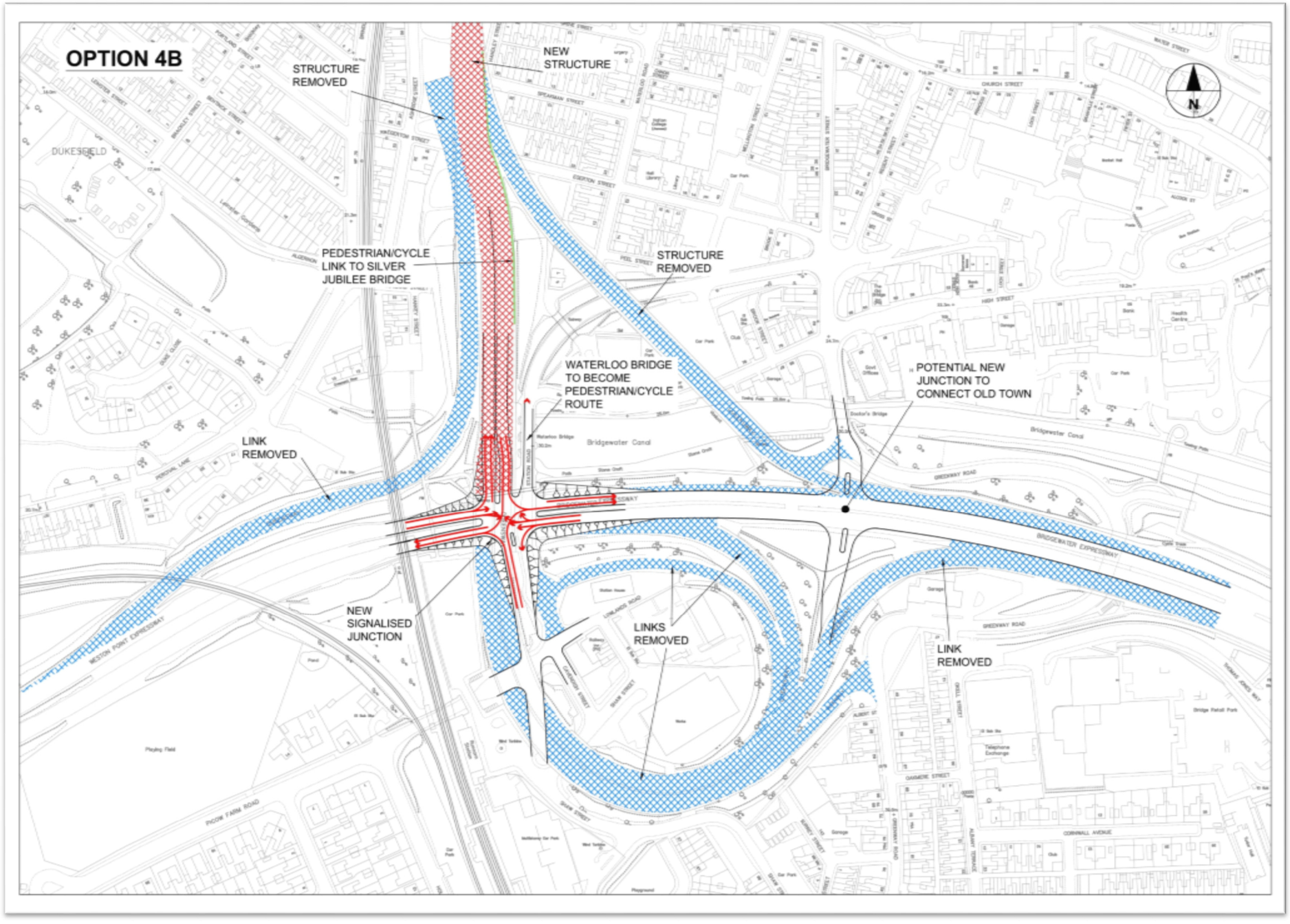
A new link is provided directly from the SJB to the Weston Point/ Bridgewater Expressway where a signalised junction is introduced.

A direct link to Shaw Street, Picow Farm Road and the Rail Station ensures that traffic can still access the area.

As Runcorn Approach Viaduct is to be removed a new route for pedestrians and cyclists would need to be provided and would most likely be in the form of a shared facility on the eastern side to tie-in with the existing route on the SJB.

The additional connection to the station would also make Waterloo Bridge an ideal route into the old town and with the potential to upgrade the canal basin this could become an attractive route.

A new junction connecting the old town to the station could also serve pedestrians and cyclists.



C. Appraisal Summary Table

The following table summarises the results of the economic appraisal of the Scheme in line with WebTAG.

Redacted.

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D. Value for Money Report

The following report provides the full value for money analysis for the Scheme.

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E. Schedule of Works

The following pages contain cost breakdowns of the Tasks proposed as part of the Scheme.

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F. Funding Breakdown and Annualised Cash Flow

The tables below provide a cash flow projections for the 2years of funding sought for the Scheme.

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G. Quantified Risk Assessment

The following worksheet provide a breakdown of the quantified risk assessment for the Scheme, including an indication of expected risk transfer between the Council and the Contractor.

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H. Scheme Programme

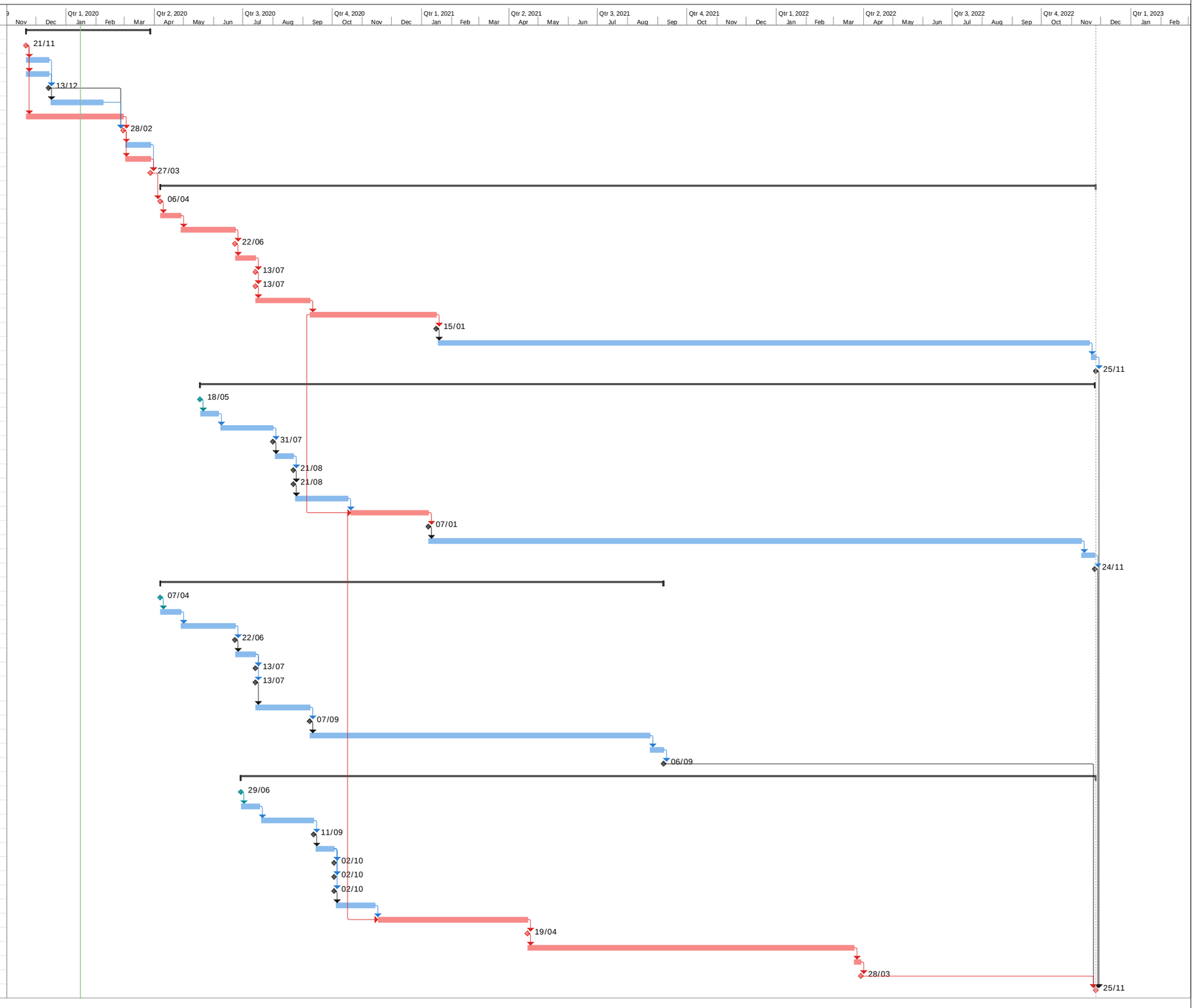
The programme below sets out the works schedule for the delivery of the Scheme.

[Return to Text - Programme]

[Return to Text – Critical Path]

[Return to Text – Project Plan]

ID	Task Mode	Task Name	Duration	Start	Finish
1		Funding Approval	82 days	Thu 21/11/19	Fri 27/03/20
2		OBC submission to LCR CA	0 days	Thu 21/11/19	Thu 21/11/19
3		LCR review of OBC	17 days	Thu 21/11/19	Fri 13/12/19
4		LCR External Investment Panel Review of OBC	17 days	Thu 21/11/19	Fri 13/12/19
5		LCR CA OBC Approval	0 days	Fri 13/12/19	Fri 13/12/19
6		Scheme Procurement	30 days	Mon 16/12/19	Fri 07/02/20
7		FBC development	62 days	Thu 21/11/19	Fri 28/02/20
8		FBC submission to LCR CA	0 days	Fri 28/02/20	Fri 28/02/20
9		LCR review of FBC	4 wks	Mon 02/03/20	Fri 27/03/20
10		LCR External Investment Panel Review of FBC	4 wks	Mon 02/03/20	Fri 27/03/20
11		LCR CA - FBC Approval	0 wks	Fri 27/03/20	Fri 27/03/20
12		Task 1 - Cavendish Street Link	679 days	Mon 06/04/20	Fri 25/11/22
13		Issue project brief	0 days	Mon 06/04/20	Mon 06/04/20
14		Contractor Appointment and mobilisation	3 wks	Tue 07/04/20	Mon 27/04/20
15		Design development	8 wks	Tue 28/04/20	Mon 22/06/20
16		Submit Planning Application	0 days	Mon 22/06/20	Mon 22/06/20
17		Planning Review	3 wks	Tue 23/06/20	Mon 13/07/20
18		Planning Approval	0 wks	Mon 13/07/20	Mon 13/07/20
19		Sign highways access agreement	0 days	Mon 13/07/20	Mon 13/07/20
20		Utility diversion works	2 mons	Tue 14/07/20	Mon 07/09/20
21		Construction Works	84 days	Tue 08/09/20	Fri 15/01/21
22		Handover	0 days	Fri 15/01/21	Fri 15/01/21
23		Operation / Use / Defects Monitoring	24 mons	Mon 18/01/21	Fri 18/11/22
24		Final Account	1 wk	Mon 21/11/22	Fri 25/11/22
25		Cavendish Street works Complete	0 days	Fri 25/11/22	Fri 25/11/22
26		Task 2 - Piazza	649 days	Mon 18/05/20	Thu 24/11/22
27		Issue project brief	0 days	Mon 18/05/20	Mon 18/05/20
28		Contractor Appointment and mobilisation	3 wks	Mon 18/05/20	Fri 05/06/20
29		Design development	8 wks	Mon 08/06/20	Fri 31/07/20
30		Submit Planning Application	0 wks	Fri 31/07/20	Fri 31/07/20
31		Planning Review	3 wks	Mon 03/08/20	Fri 21/08/20
32		Planning Approval	0 days	Fri 21/08/20	Fri 21/08/20
33		Sign highways access agreement	0 wks	Fri 21/08/20	Fri 21/08/20
34		Utility diversion works	2 mons	Mon 24/08/20	Fri 16/10/20
35		Construction Works	48 days	Tue 20/10/20	Thu 07/01/21
36		Handover	0 wks	Thu 07/01/21	Thu 07/01/21
37		Operation / Use / Defects Monitoring	24 mons	Fri 08/01/21	Thu 10/11/22
38		Final Account	2 wks	Fri 11/11/22	Thu 24/11/22
39		Piazza works complete	0 mons	Thu 24/11/22	Thu 24/11/22
40		Task 3 - Demolition of Elevated Walkway	360 days	Tue 07/04/20	Mon 06/09/21
41		Issue project brief	0 days	Tue 07/04/20	Tue 07/04/20
42		Contractor Appointment and mobilisation	3 wks	Tue 07/04/20	Mon 27/04/20
43		Develop demolition sequence details	8 wks	Tue 28/04/20	Mon 22/06/20
44		Submit Planning Application	0 wks	Mon 22/06/20	Mon 22/06/20
45		Planning Review	3 wks	Tue 23/06/20	Mon 13/07/20
46		Planning Approval (Halton)	0 wks	Mon 13/07/20	Mon 13/07/20
47		Sign highways access agreement	0 wks	Mon 13/07/20	Mon 13/07/20
48		Demolition Works	2 mons	Tue 14/07/20	Mon 07/09/20
49		Handover	0 wks	Mon 07/09/20	Mon 07/09/20
50		Operation / Use / Defects Monitoring	12 mons	Tue 08/09/20	Mon 23/08/21
51		Final Account	2 wks	Tue 24/08/21	Mon 06/09/21
52		Elevated walkway demolition complete	0 mons	Mon 06/09/21	Mon 06/09/21
53		Task 4 - Walkways and Cycleways	620 days	Mon 29/06/20	Fri 25/11/22
54		Issue project brief	0 days	Mon 29/06/20	Mon 29/06/20
55		Contractor Appointment and mobilisation	3 wks	Mon 29/06/20	Fri 17/07/20
56		Design Development	2 mons	Mon 20/07/20	Fri 11/09/20
57		Submit Planning Application	0 wks	Fri 11/09/20	Fri 11/09/20
58		Planning Review	3 wks	Mon 14/09/20	Fri 02/10/20
59		Planning Approval (Halton)	0 wks	Fri 02/10/20	Fri 02/10/20
60		Planning Approval (Peel)	0 days	Fri 02/10/20	Fri 02/10/20
61		Sign highways access agreement	0 wks	Fri 02/10/20	Fri 02/10/20
62		Utilities Diversions	6 wks	Mon 05/10/20	Fri 13/11/20
63		Construction Works	5 mons	Tue 17/11/20	Mon 19/04/21
64		Handover	0 days	Mon 19/04/21	Mon 19/04/21
65		Operation / Use / Defects Monitoring	12 mons	Tue 20/04/21	Mon 21/03/22
66		Final Account	1 wk	Tue 22/03/22	Mon 28/03/22
67		Walk and Cylceway works complete	0 days	Mon 28/03/22	Mon 28/03/22
68		Scheme Completion	0 days	Fri 25/11/22	Fri 25/11/22



Task | Milestone | Summary | Critical Task | Critical Milestone

HALTON BOROUGH COUNCIL

MOTT MACDONALD

I. Project Management Plan

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J. S151 Letter

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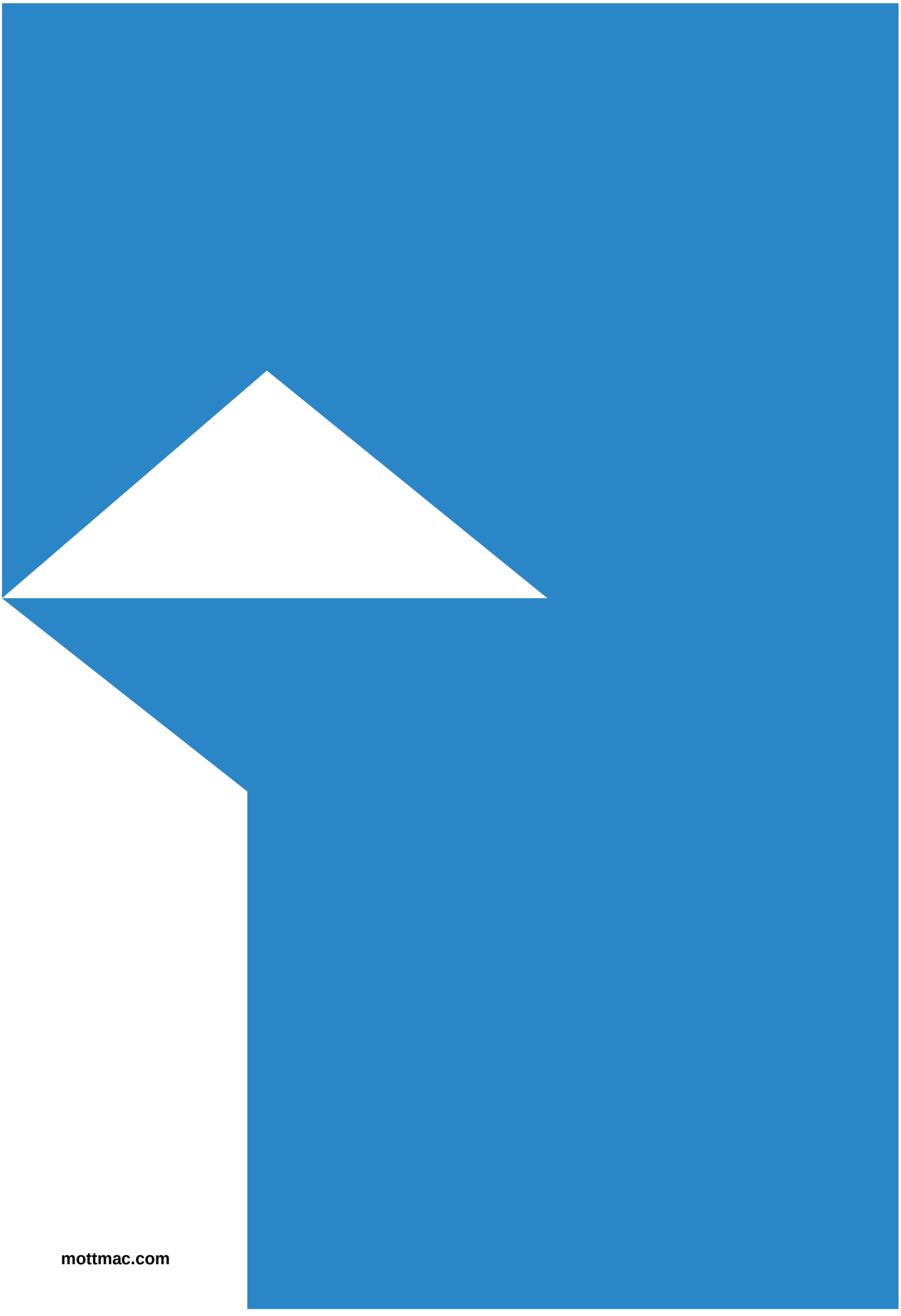

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