

Capital Project Business Case Marks Farm Roundabout

The template

This document provides the business case template for projects seeking funding which is made available through the **South East Local Enterprise Partnership**. It is therefore designed to satisfy all SELEP governance processes, approvals by the Strategic Board, the Accountability Board and also the early requirements of the Independent Technical Evaluation process where applied.

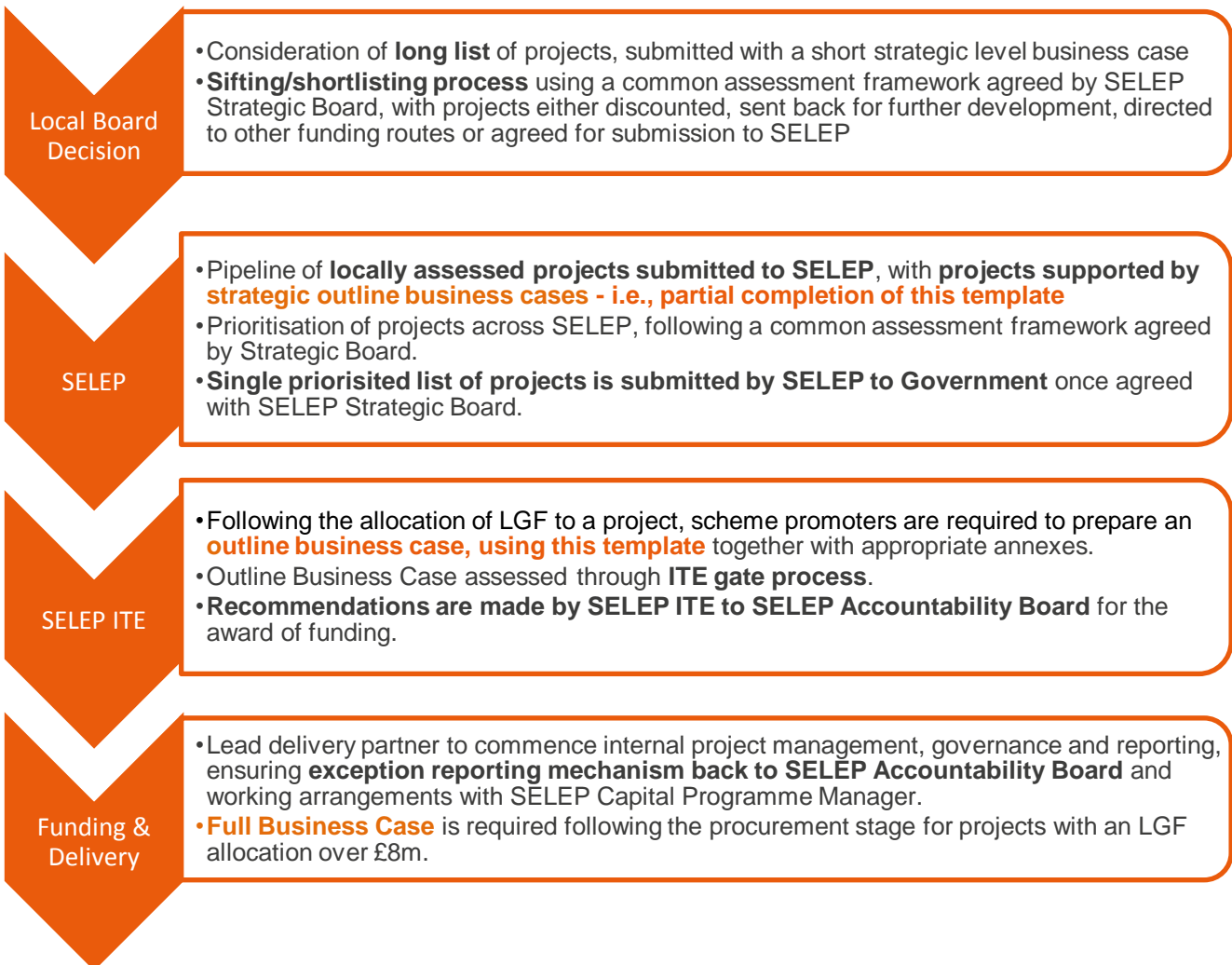
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable Body for a private sector final beneficiary. In those circumstances, the private sector beneficiary would complete this application and the SELEP team would be on hand, with local partners in the federated boards, to support the promoter.

Please note that this template should be completed in accordance with the guidelines laid down in the HM Treasury's Green Book. <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

As described below, there are likely to be two phases of completion of this template. The first, an 'outline business case' stage, should see the promoter include as much information as would be appropriate for submission though SELEP to Government calls for projects where the amount awarded to the project is not yet known. If successful, the second stage of filling this template in would be informed by clarity around funding and would therefore require a fully completed business case, inclusive of the economic appraisal which is sought below. At this juncture, the business case would therefore dovetail with SELEP's Independent Technical Evaluation process and be taken forward to funding and delivery.

The process

This document forms the initial SELEP part of a normal project development process. The four steps in the process are defined below in simplified terms as they relate specifically to the LGF process. Note – this does not illustrate background work undertaken locally, such as evidence base development, baselining and local management of the project pool and reflects the working reality of submitting funding bids to Government. In the form that follows:



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1. PROJECT OVERVIEW

1.1. Project name:

Marks Farm Roundabout Business Case

1.2. Project type:

Improvements to a key network junction where the A131 meets the A120 to the east of Braintree.

1.3. Federated Board Area:

Essex

1.4. Lead County Council / Unitary Authority:

Essex County Council

1.5. Development location:

The junction where the A131 meets the A120 to the east of Braintree as shown in Figure 1 below.

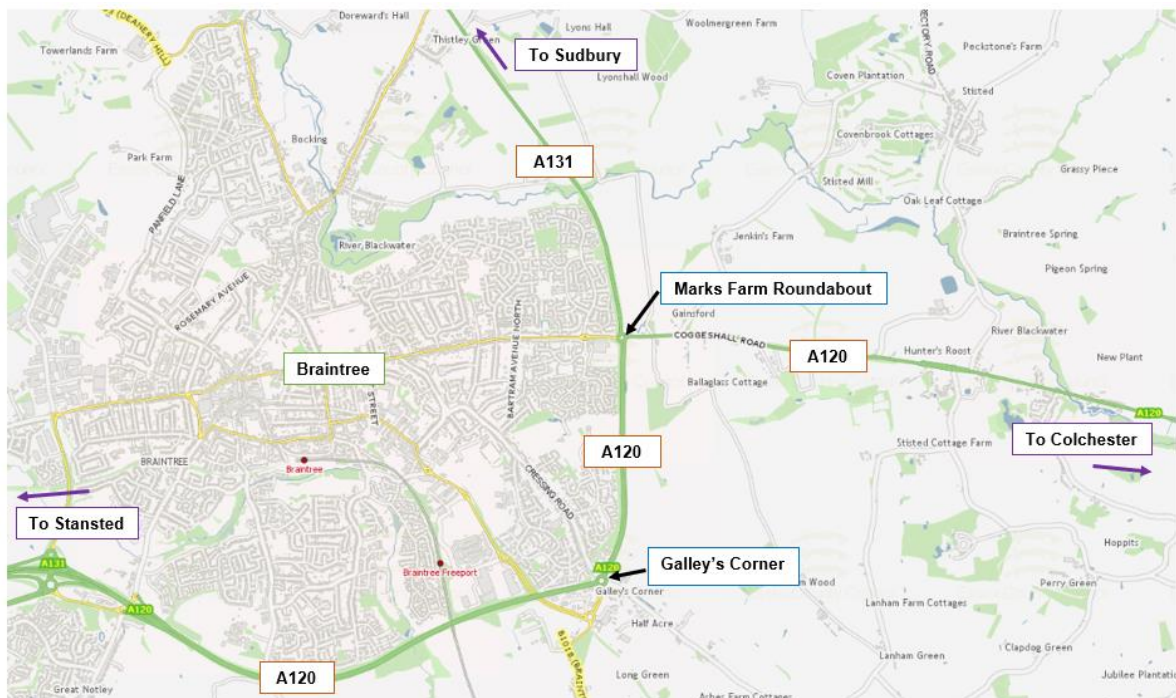


Figure 1: Marks Farm Roundabout

1.6. Project Summary:

The purpose of this bid is to deliver major improvements to the roundabout where the A131 meets the A120 and to significantly reduce delays at this location.

The A131 is the primary route from Braintree to Sudbury and the A120 is the primary east / west route from Puckeridge, Hertfordshire to Harwich, Essex. The A120 circumvents the south and east of Braintree, running from the direction of Stansted along the south of Braintree to Galleys Corner,

from where it turns north for 0.9 miles to Marks Farm Roundabout, before heading east again towards Colchester and the port of Harwich.

Braintree is undergoing significant growth and there is the potential for exponential growth in the area with the adoption of a new garden community to the west of Braintree.

Marks Farm roundabout is an important four-arm junction which provides a key link on the eastern side of Braintree, to the A131 northwards to Halstead and Sudbury, to the A120 southwards to Chelmsford, westwards to Bishops Stortford and Stansted, the A120 eastwards towards Coggeshall, Marks Tey and the A12, and the B1256 into Braintree.

Following an A131 Route Based Strategy review, that was conducted during 2015, a workshop was held with stakeholders in early 2016, from which twenty potential improvement schemes for the whole route were identified. After a sifting exercise, conducted using a tool based on the DfT East sifting tool, the options were prioritised and resulted in the following recommended improvements to Marks Farm Roundabout:-

- Widening of the entry flare and addition of a left turn slip for traffic travelling south and then heading east to Colchester along the A120.

During 2017, and after further, more detailed discussions with the client and with Essex County Council's Network Management, the content was modified to the following:-

- Widening of all four entry flares, introduction of a left turn slip from the A120 heading south and general improvements to the roundabout.

Particularly at this junction, there are serious capacity issues, which if not addressed, will only get worse with the impending local developments that are scheduled.

It should be noted that there is a strong link between this scheme and the Millennium Way Slips scheme approved through NPIF. This scheme will reduce traffic at Galleys Corner, although traffic approaching Braintree from the east or north will still have to pass through Marks Farm. It is expected that the Millennium Way Slips scheme will be completed before the Mark Farm junction improvements.

Drawings of the proposed improvements to the junction can be found at Appendix F.

1.7. Delivery partners:

Partner	Nature and / or value of involvement (financial, operational etc)
Essex County Council	Financial, operational, programme management and project direction
Essex Highways	Responsible for design, management and coordinating delivery of schemes
Ringway Jacobs	Responsible for constructing schemes

1.8. Promoting Body:

Essex County Council

1.9. Senior Responsible Owner (SRO):

Andrew Cook, Director, Highways & Transportation, ECC

1.10. Total project value and funding sources:

Funding source	Amount (£m)	Constraints, dependencies or risks and mitigation
SELEP	£1.800	Dependent on this bid
S106 Monies	£1.334	Agreed in principle
ECC	£0.009	Provisional agreement
Total project value	£3.143	

1.11. SELEP funding request, including type (LGF, GPF etc.):

£1.8m capital funding is requested from SELEP in the form of a financial contribution.

The funding will not constitute State Aid.

1.12. Exemptions:

This scheme, as defined, is not subject to any Value for Money exemptions.

1.13. Key dates:

Project milestone	Indicative date
Preliminary design	Now
Detailed design	October 2019
Tender	December 2019
Start construction	April 2020
End construction	March 2021

1.14. Project development stage:

Project development stages completed to date (for the Route Based Strategy)			
Task	Description	Outputs achieved	Timescale
Route Based Strategy	Detailed study	Completed – paper issued	Feb 2016
Workshop	Develop options	Completed – options identified	Feb 2016
Options Assessment Report	Detailed report	Completed – report issued	Mar 2018
Project development stages to be completed			
Task	Description	Timescale	
Business Case	Full Business Case – this bid	Jun to Sep 2019	
Design	Detailed design	Oct 2019	

1.15. Proposed completion of outputs:

Other geographically related projects funded by SELEP:-

- Chelmsford to Braintree RBS – £3.7m funding, approved at the November 2016 Accountability Board – preliminary work commenced in January 2018.

2. STRATEGIC CASE

2.1. Scope / Scheme Description:

Significant growth is occurring in the south east region and Essex, and the town of Braintree, in particular.

The section of road between Galley's Corner and Marks Farm Roundabout sees annual average daily flows of over 40,000. The A120 heading east from Marks Farm has flows up to 25,000 per day and the A131 heading north of Marks Farm sees flows in the region of 15,000 per day.

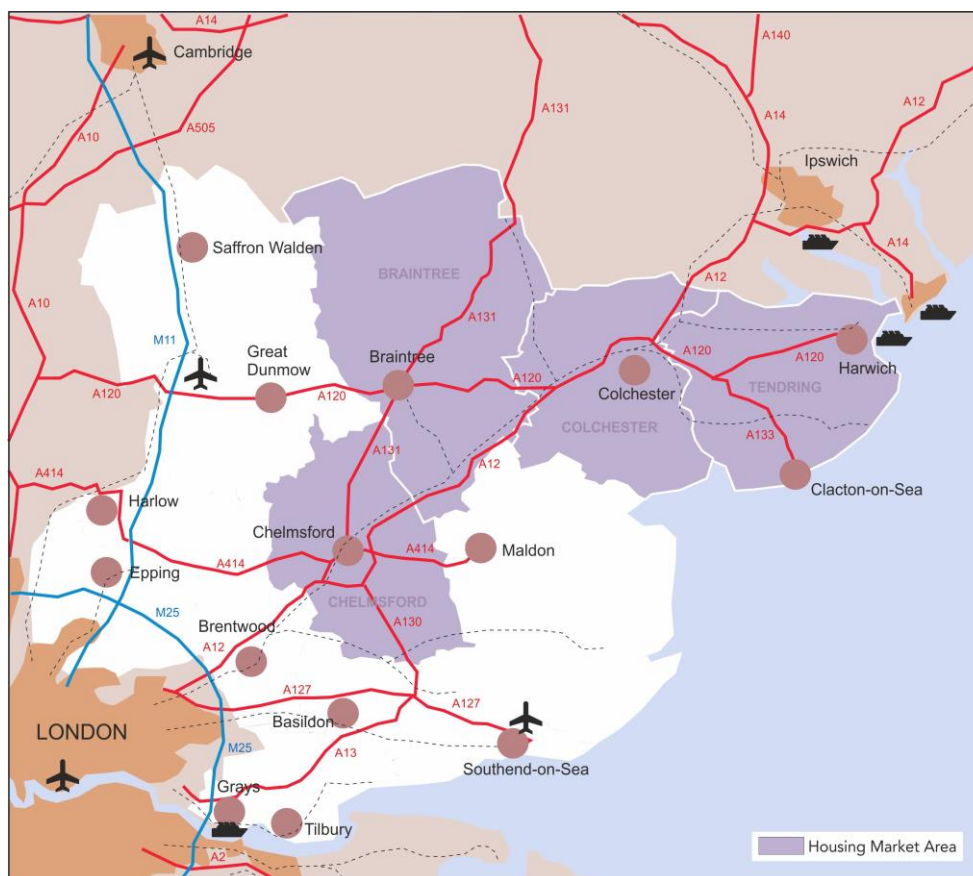


Figure 2: Strategic Transport Network and the Housing Market Area

North Essex - Housing

Provision of sufficient housing is critical to meet the needs of the growing population and for the effective functioning of the local economies.

The North Essex authorities are committed to plan positively for new homes and to significantly boost the supply of housing to meet the needs of the area, and provide a suitable sized workforce for the forecast number of jobs. To meet the requirements of national policy to establish the number and type of new homes required, the authorities commissioned an 'Objectively Assessed Housing Need Study' building on earlier work that was conducted.

Based on recent projections, the conclusion reached was that the objectively assessed need across the Housing Market Area was 2,999 new homes a year over the period up to 2037. For Braintree specifically, the 'Objectively Assessed Need for Housing per Annum' was assessed at 716, with a total minimum housing supply in the plan period up to 2033 of 14,320 homes and an annual incremental jobs forecast of 490.

Developments in Braintree

Braintree District Council (BDC) is currently developing a new local plan which is awaiting public examination. BDC are planning for a total of 14,000 new houses and 10,000 new jobs by 2033. Essex Highways have tested six options in terms of transport impact to inform a preferred option and it is noted that these developments will increase forecast usage in the area.

The following large developments, situated approximately one mile north of the junction and four miles west of the junction respectively, will have an adverse effect on the existing network:-

Table 1: Braintree LDP 2018-2033

Location		Dwellings	Employment	Approved
North Braintree	Straits Mill Gravel Pits, North of Marks Farm Roundabout	1,000	118	No
West of Braintree	West Braintree Garden Village	9,300	>400	No

Other Relevant Schemes

A120 Braintree to Marks Tey

Essex County Council (ECC) is leading a feasibility study to upgrade the A120 between Braintree and Marks Tey and has reviewed options through to preferred route status. This resulted in a preferred short list of options which has now been focussed down to one preferred option. The feasibility process is part of the second RIS period (post-2020) led by Highways England and an opening year of 2026 for the A120 schemes was initially envisaged, but it is now seen as much more likely to be 2030. The current option will divert A120 traffic away from the Marks Farm junction, and this was accounted for in the economic appraisal - See Appendix J.

The Fennes

The Fennes Estate, Bocking has submitted planning permission to build a new access road from the A131 at High Garrett to the Fennes Estate. The new road will follow existing tracks and join the A131 by a new mini-roundabout on High Garrett which will add further traffic to the A131.

Future Significant Transport Plans in Braintree and Essex

- Widening of the A12 (Highways England RIS)
- New A120 from Braintree to Marks Tey (A12)
- Introduction of Millennium Way Slips on the A120 prior to Galley's Corner.

2.2. Location description:

Location – Braintree

Braintree is a major town within Essex and is approximately 11 miles north of Chelmsford and 15 miles west of Colchester.

History – Braintree

As early as the 14th Century, Braintree was processing and manufacturing woollen cloth, a trade it was involved with until the late 19th century. The wool trade died out in the early 19th century and Braintree became a centre for silk manufacturing when George Courtauld opened a silk mill in the town. By the late 19th century, Braintree was a thriving agricultural and textile town, benefiting from a railway connection to London. The wealthy Courtauld family had a strong influence on the town.

Population – Braintree

At the 2011 census, the population of Braintree town was 41,650 and for Braintree District 147,100, which represents almost 11 percent of the total Essex County (excluding the unitary authorities).

Compared with the 2001 Census, the total population of Braintree District grew by 11.3% compared with an overall Essex increase of 6.3%.

Table 2: Census / Nomis summary statistics

	Braintree
Usual Residence (16-74)	106,700
Economically active (16-74)	74,700
No. of Jobs	57,600
Car/Van to Work (% of Usual Residence 16-74)	49%
Attraction (% working outside the Borough)	43%
Economically active (% of Usual Residents 16-74)	70%

Transport Connections – Braintree

Braintree has two railway stations, Braintree and Braintree Freeport (next to the Freeport shopping village area). Trains depart from Braintree station to Witham, where the Braintree Branch Line joins the Great Eastern Main Line to London Liverpool Street. Service frequency is approximately once an hour, during the daytime.

The 2017 / 2018 entries and exits for Braintree and Braintree Freeport stations are 747,000 and 78,000 respectively.

Regular bus services are run by First within the Braintree area, with additional services to neighbouring towns, including Chelmsford, Colchester, Halstead and Witham. There are, however, other operators in the area, including Arriva Shires & Essex, Hedingham Omnibuses, Regal Busways and the occasional service from Stephenson's of Essex. There is also a shuttle bus service to Stansted Airport that runs regularly through the town. Additionally, a regular bus service between Colchester and Stansted runs frequently through Braintree.

The main roads, into and out of Braintree, include the A120, which serves as the town's main bypass. It provides a quick link to the M11 and Stansted Airport, situated almost 16 miles to the west. It also leads to the town of Colchester and the A12 to the east. Other routes include the A131 southwards to Chelmsford and northwards to Halstead and Sudbury, and the B1018, which links Braintree to Witham.

Sustainable Transport – Braintree

Braintree Branch Line Improvements

In June 2011, National Rail produced a feasibility study to look at potential improvements to the Braintree branch line. There were four options, which included, a speed increase south of White Notley, a static loop south of White Notley, a static loop at White Notley station and a dynamic loop through White Notley. Currently, however, there are no commitments from Network Rail to advance any of these options.

Demand Responsive Transport (DRT) Service

The demand responsive transport (DRT) is a fully flexible service replacing the more rural services which only run once or twice per week. There are three DRT services, one of which is relevant to

this scheme – the DRT3. DRT3 operates in the area north east of Braintree and operates Monday to Saturday 6am to 8pm. With this DRT, passengers can travel to and from anywhere within and between the surrounding parishes.

2.3. Policy context:

SELEP Strategy

Improvements to the Marks Farm Roundabout will help unlock growth around Braintree, thereby supporting the SELEP Vision; to 'Create the most enterprising economy in England' and the single SELEP goal; to promote steady, sustained economic growth over the next two decades.

Essex Strategy

Investment in key junction improvements is wholly compliant with the aspirations of the Economic Plan for Essex (EPfE) that updates and incorporates the Greater Essex Integrated County Strategy (ICS) and the ECC Economic Growth Strategy (EGS). The proposed improvements also support the delivery of the Essex Local Transport Plan (LTP), and have the support of Braintree District Council.

Essex County Council has the stated ambition to make Essex the location of choice for business and to be a county where innovation brings prosperity:

- To grow, the Essex economy depends on the efficient movement of people, goods and information, via effective and reliable transport and communications networks to provide access to markets and suppliers. It is therefore essential that infrastructure is developed and maintained to enable residents to travel and businesses to grow
- Support for employment and entrepreneurship across the local economy is focused on ensuring a ready supply of development land, new housing and the coordinated provision of appropriate infrastructure.

The investment in this junction is essential for the delivery of these ambitions.

The Essex County Council Corporate Outcomes Framework set out the seven high level outcomes that ECC want to achieve to ensure prosperity and wellbeing for Essex residents. Securing these outcomes will make Essex a more prosperous county; one where people can flourish, live well and achieve their ambitions.

The seven outcomes are listed below:

- Children in Essex get the best start in life
- People in Essex enjoy good health and wellbeing
- People have aspirations and achieve their ambitions through education, training and life-long learning
- People in Essex live in safe communities and are protected from harm
- Sustainable economic growth for Essex communities and businesses
- People in Essex experience a high quality and sustainable environment
- People in Essex can live independently and exercise control over their lives.

Greater Essex Growth and Infrastructure Framework (2016-2036)

This report presents an overview of growth patterns and the infrastructure projects needed to support such growth in Essex.

Growth in Greater Essex over recent decades has created a deficit in existing infrastructure. In particular, the growth in journeys by road and rail has not been matched by sufficient government investment to enhance the network. The framework has identified that the listed major transport projects need to secure at least £26.5 billion (regional) and £5.5 billion (cross-boundary) funding.

Capacity within Greater Essex will also be affected by housing and economic growth in neighbouring areas. In particular, the influence and reach of the London City Region, and the overheating Cambridge economy will impact in different ways on localities within Essex. The emergence of the new London Plan is expected to displace housing and employment from London along strategic growth corridors into Essex.

Essex Local Transport Plan

The original *Essex Local Transport Plan*, which included the *Essex Transport Strategy (2011)*, set out the 15 year vision to improve travel in the county and underlined the importance of the transport network in achieving sustainable, long term economic growth and enriching the life of residents. It has since been supplemented by delivery strategies for public transport, highways, cycling and public rights of way.

Braintree District Council Local Plan: 2021 - 2036

Braintree has developed the following ten strategic policies:-

- Policy SP 1 – Sustainable Development
- Policy SP 2 – Spatial Strategy
- Policy SP 3 – Meeting Housing Needs
- Policy SP 4 - Providing for Employment and Retail
- Policy SP 5 – Infrastructure & Connectivity
- Policy SP 6 – Place Shaping Principles
- Policies SP 7 to SP10 – Development and Delivery of New Garden Communities.

Vision for North Essex

The plan is for North Essex to be an area of significant growth over the period to 2033 and beyond, embracing the need to build well-designed new homes, create jobs and improve and develop infrastructure for the benefit of new and existing communities.

Sustainable development principles are at the core of the strategic area's response to its growth needs, balancing social, economic and environmental issues. Green and blue infrastructure and new and expanded education and health care facilities will be planned and provided, along with other facilities, to support the development of substantial new growth, while the countryside and heritage assets will be protected and enhanced.

At the heart of the strategic vision for North Essex are new garden communities, the delivery of which is based on Garden City principles covered by policy SP7. The garden communities are designed to attract residents and businesses who value innovation, community cohesion and a high quality environment, and they will be provided with opportunities to take an active role in managing the garden community to ensure its continuing success.

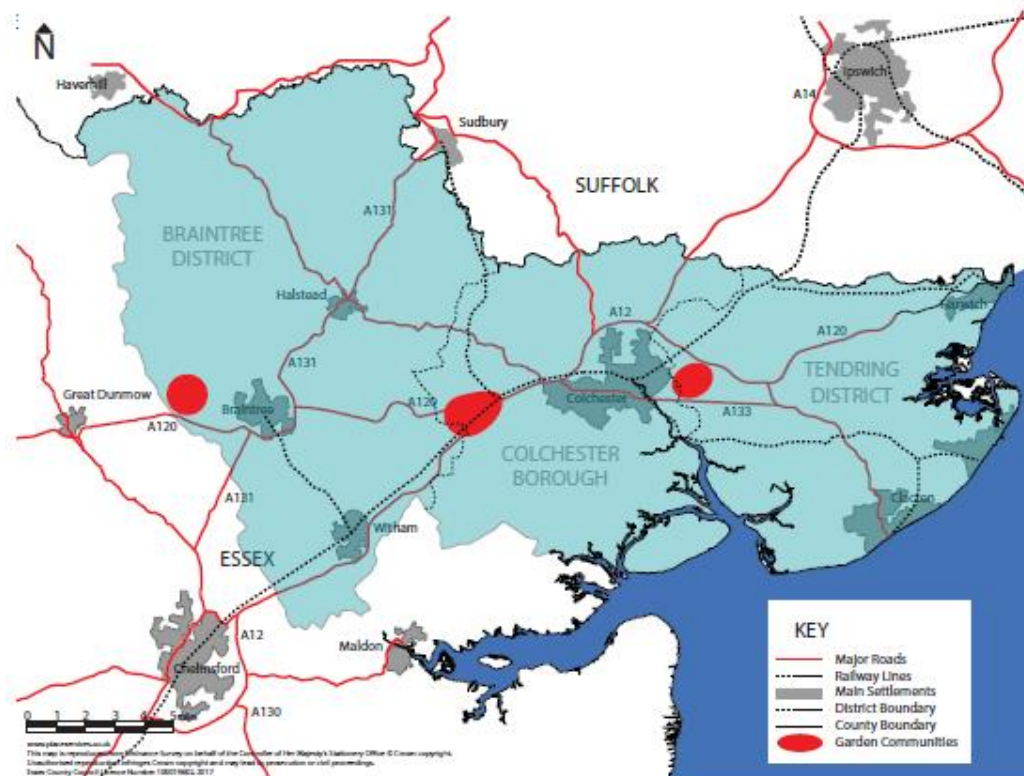


Figure 4: Map of the three new North Essex Garden Communities

The plan is for residents to live in high quality, innovatively designed, contemporary homes, accommodating a variety of needs and aspirations, located in well-designed neighbourhoods where they can meet their day-to-day needs. There will be a network of tree-lined streets and green spaces, incorporating and enhancing existing landscape features. It will also accommodate safe and attractive routes and leisure and recreation opportunities for both residents of, and visitors to, the garden communities.

The following strategic objectives are designed to support the vision for the area and provide a basis for the development of strategic topic-based policies that will help in achieving the vision:-

- provide sufficient new homes
- foster economic development
- provide new and improved transport & communication infrastructure
- address education and healthcare needs
- ensure high quality outcomes.

2.4. Need for intervention:

North Essex

North Essex has experienced significant population, housing and employment growth in recent years, and this is forecast to continue.

The local authorities and their partners (Braintree District Council, Colchester Borough Council and Tendring District Council) have agreed to work together to address some of the key strategic issues in North Essex and to get the best outcomes for current and future communities. In particular, they plan to work together to deliver sustainable development that respects local environments and provides new jobs and essential infrastructure.

North Essex borders a large number of other local authorities who will continue to be engaged and involved on an active and ongoing basis on strategic cross border issues.

The geographic and functional relationship between the authorities' areas is demonstrated by the fact that, with Chelmsford City Council, they form a single Housing Market Area (HMA) for planning purposes; and they are a major part of the Haven Gateway, an established economic partnership. Within this context, the forecast levels of future population growth, together with the geography of North Essex, means that any consideration for future growth will include options that have clear cross-boundary implications. These include both the expansion of existing towns and villages, as well as possible new communities.

Braintree, Colchester and Tendring

Consequently, Braintree, Colchester and Tendring have agreed to come together because of their shared desire to promote a sustainable growth strategy for the longer term; and the particular need to articulate the strategic priorities within the wider area and how these will be addressed. Central to this is the effective delivery of planned strategic growth, particularly housing and employment development, with the necessary supporting infrastructure.

Road, Rail and Air

The area's strategic road and rail network is heavily used, particularly, given the proximity to, and connectivity with, London. The principal roads are the A12 and A120, while the A130, A131, A133 and A414 also form important parts of the Strategic Road Network (SRN) and will form part of the new Major Road Network (MRN).

The Great Eastern Main Line provides rail services between London Liverpool Street and the East of England, including Witham, Chelmsford, Colchester and Clacton-on-Sea. It also carries freight traffic to and from Harwich International Port, which handles container ships and freight transport, to and from the rest of the UK. Harwich is also one of the major UK ports for ferry and cruise departures.

The growing demand for the use of airports, including London Stansted and London Southend, will create additional associated pressures on road and rail infrastructure. ECC, along with local and national agencies and other organisations, is working collaboratively with the Local Planning Authorities to ensure infrastructure meets demand for enhanced economic growth.

Employment and Economy

Braintree and Colchester are the major centres of employment within the North Essex strategic area. While there are high levels of commuting to London, many residents work and live within the local area, with significant commuting across borough and district boundaries, reflecting a functional economic geography.

The area has a mixed economy focused on the service sector, including wholesale, retail, business services, tourism, health and education, alongside manufacturing, logistics and construction.

Braintree District's employment is relatively focused on industrial-type sectors, including construction and manufacturing. London Stansted airport, in neighbouring Uttlesford, plays a significant role in employing residents of the District and encouraging the indirect economic benefits associated with proximity to such a large employment hub.

Retail is the second largest sector by employment and plays an important role in sustaining the District's three key town centres. The financial and insurance sector, where Braintree District traditionally had a relatively small proportion of employment, has seen strong growth in recent years.

Due to the extensive rural areas outside the urban settlements, agriculture and its related industries play an important part in the overall economy. This rurality also means that there are large areas of open countryside, including protected natural and historic landscapes. Areas of importance for

nature conservation are to be found particularly along the coast and river estuaries, while the villages and towns include many built heritage assets.

Growth

Due to its strong economic base, proximity to London and attractiveness as a place to live and work, North Essex has seen significant growth over recent years. As stated above, the area is well-placed and connected to key growth points in the wider region including London, Cambridge and Stansted Airport and, as a result, is likely to continue to be a successful location for growth. In particular, Braintree and Colchester have regularly exceeded planned house building targets and this is expected to continue.

Planning for, and managing, future population growth requires an appropriate response from the local authorities to ensure that sufficient homes, employment premises, land, and supporting social and other infrastructure are provided in a sustainable way.

In Braintree District, the growth will be mainly addressed via a mixture of urban extensions and new communities. Braintree town, as the largest service centre in the District, will have a number of new urban extensions and over 4,000 new homes will be allocated in this area. A new strategic scale garden community is planned to be located to the west of Braintree, on the boundary with Uttlesford DC.

Infrastructure and Connectivity

Infrastructure and connectivity strategies have been developed under the following headings:-

- Inter-Urban Road Network
- Route-Based Strategies
- Rail
- Bus, Walking and Cycling
- Sustainable Transport
- Major new developments
- Garden Communities.

Any new development must be supported by provision of infrastructure, services and facilities that are identified to serve the arising needs.

The following are the strategic transport priorities for infrastructure provision, or improvements:

- New and improved infrastructure required to support economic growth, strategic and site-specific priorities
- Substantially improved connectivity by promoting more sustainable travel patterns, introducing urban transport packages to increase transport choice, providing better public transport infrastructure and services, and enhanced inter-urban transport corridors
- Increased rail capacity, reliability and punctuality, coupled with reduced overall journey times
- Support changes in travel behaviour by applying the modal hierarchy and increasing opportunities for sustainable modes of transport that can compete effectively with private vehicles
- Prioritise public transport, particularly in the urban areas, by introducing new and innovative ways of providing public transport, including;
 - high quality rapid public transit networks and connections, in and around urban areas, with links to the new Garden Communities
 - maximising the use of the local rail network to serve existing communities and locations for large-scale growth
 - a bus network that is high quality, reliable, simple to use, integrated with other modes and offers flexibility to serve areas of new demand
 - promotion of wider use community transport schemes.
- Improved road infrastructure and strategic highway connections to reduce congestion and provide more reliable journey times along the main corridors to improve access to markets and suppliers for business, widen employment opportunities and support growth

- Improved junctions on the A12 and other main roads to reduce congestion and address safety
- A dualled A120 between the A12 and Braintree
- A comprehensive network of segregated walking and cycling routes linking key centres of activity, thereby contributing to an attractive, safe, legible and prioritised walking / cycling environment
- Develop innovative strategies for the management of private car use and parking, including support for electric car charging points.

Traffic Congestion

The following diagrams show the congestion flows based on recent Teletrac data.

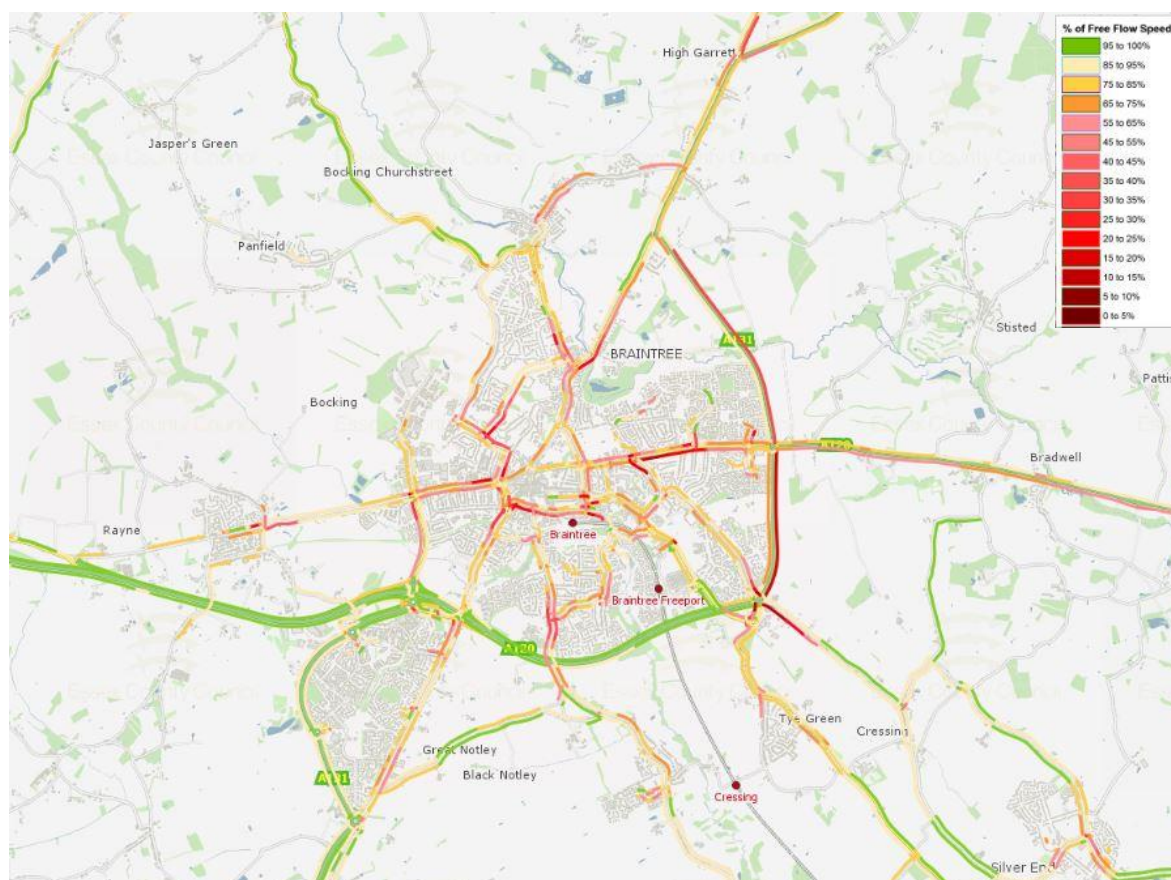


Figure 5: 2017 AM Peak Hour Congestion Indicator

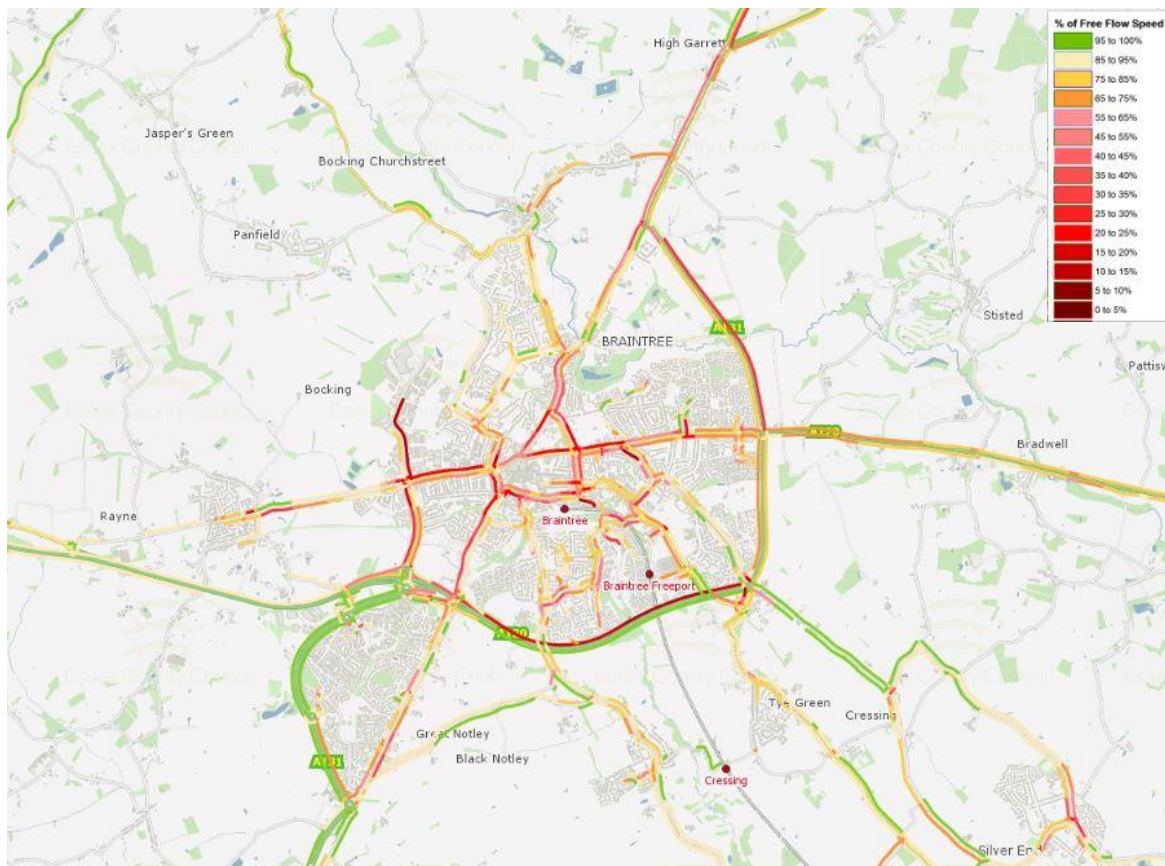


Figure 6: 2017 PM Peak Hour Congestion Indicator

It can be seen that the significant issues in the AM and PM Peaks are on the approaches to Galleys Corner and on all approaches to Marks Farm Roundabout to the east of Braintree.

Collisions

Personal Injury Collision data, has been analysed for the period January 2014 to December 2018. During this time, there were 35 collisions on the four approach roads to the roundabout. Of which, 8 collisions were classed as serious and 27 were slight. The proportion of serious incidents is 23% of the total, which compares to a ratio of 14% across Great Britain, most probably due to the higher speeds on the approach roads. Over the study period, the collision levels across the area have reduced, but the significant reduction in 2018 may be a one-off.

	2014		2015		2016		2017		2018		Total	
	Slight	Serious	Slight	Serious	Slight	Serious	Slight	Serious	Slight	Serious	Slight	Serious
A131		1	1		1						2	1
A120E	2	1	2		4		2				10	1
Roundabout	1								1		2	0
A120S	1		2	1	1	1					4	2
B1256	3		3	1	2	1	1	2			9	4
Total	7	2	8	2	8	2	3	2	1	0	27	8

77.1% 22.9%

2.5. Sources of funding:

If government funding for this package is not secured, it would not be possible for ECC / Braintree / S106 monies to fund all of the works without support.

Doing nothing is not an option, because all of the transport modelling indicates that, with the steady progression of developments in Braintree, the junction will be seriously constrained as demand continues to increase.

As the Straits Mill development approval is pending, the developer – Gallagher Estates – is not in a position, at this stage, to provide funding towards the junction improvements, although may later be able to contribute. So, for the moment, the only other opportunities for funding are through SELEP. There may also be a small amount of residual S106 money left over from the recent Tesco development that could be used towards the funding of the improvements.

2.6. Impact of non-intervention (do nothing):

A 'Do Nothing' alternative would clearly be viable, but unacceptable, as all arms of this junction are increasingly congested. Longer term, the new proposed A120 will alleviate some of the traffic, but vehicles travelling from the north of Braintree will still have to pass through the Marks Farm junction to head south or eastwards. The actions to improve this roundabout are judged as being complimentary to the main A120 scheme.

A 'Do Minimum' alternative, could be envisioned by restricting the improvements to one arm or another, but this would not have the required effect at this junction and would be regarded as a missed opportunity.

The 'Do Something' option would be the complete proposal on all four arms.

2.7. Objectives of intervention:

	Problems / Opportunities identified in Need for Intervention section		
	Support Growth	Congestion	Safety
Objective 1	✓✓		
Objective 2	✓✓✓		
Objective 3	✓✓	✓✓✓	✓✓
Objective 4	✓✓	✓✓✓	
Objective 5	✓✓	✓✓	✓✓

Objectives

The following strategic objectives support the vision for the area and provide a basis for the development of strategic policies that will help in achieving the vision:-

- Objective 1 – Provide Sufficient New Homes
- Objective 2 – Foster Economic Development
- Objective 3 – Provide New and Improved Transport Infrastructure
- Objective 4 – Reduce Network Congestion
- Objective 5 – Ensure High Quality Outcomes.

Outcomes will primarily be to:-

- improve journey times and reliability for all vehicles (JT flows etc)
- support completion of at least 10,300 new houses (new homes)
- support economic growth and businesses (jobs and new starts / builds)
- provide for incremental jobs associated with the new developments (new jobs).

2.8. Constraints (see appendix G for Powers and Constraints):

Clearly, the proposals for the new improved A120 will have a massive impact on the junctions close to Braintree. The junction to the south of Marks Farm, Galleys Corner, is now generally regarded as one of the worst pinch points on the Essex highways network with unacceptable levels of congestion

and there are high public expectations for any highway improvements around the area to alleviate the current problems. The improvements to Marks Farm roundabout will be implemented before the A120 improvements, and the introduction of the new Millennium Way Slips may not be judged to provide sufficient improvements on their own, but, when coupled with the other changes, will jointly make a significant difference to traffic flows and congestion.

2.9. Scheme dependencies (see Appendix H):

As stated above, only when the improvements are delivered on all four arms will there be a significant impact on traffic flows and congestion.

2.10. Expected benefits:

See Significant Developments listed above in Section 2.1.

- Homes – 1,000 new homes at Straits Mill, with up to 4,000 in and around Braintree, plus up to 10,000 in the new Garden Development, as listed above
- Jobs – over 500 new jobs at the two developments listed above, plus an annual incremental jobs forecast for Braintree of 490.

2.11. Key risks:

A summary of the key risks is shown below:-

Type	Description	Responsibility	Mitigation / Proposed Resolution	Probability	Impact
Design	Design and construction scope changes	Essex Highways / ECC	Clear communication and early confirmation of scope	Low	Medium
Utilities	Discovery of undetected utilities during construction	Essex Highways	Undertake early surveys with trial holes	Medium	Medium
Ground Conditions	Unforeseen soft spots and voids requiring redesign	Essex Highways	Undertake early surveys with trial holes	Low	Medium
Traffic Management	Potentially complex and costly with approvals required	Essex Highways	Consult early and work closely with Network Management	Low	Medium
Tender Prices	Tender prices at variance with estimates and client budget	Essex Highways	Obtain early estimates, compare with other recent information and work with suppliers	Low	Medium
Costs	Construction costs escalation	Essex Highways	Monitor regularly and develop alternative actions as necessary	Low	Medium
Stats Costs	C3 Prices at variance with estimates	Essex Highways	Timely requests, utility mapping and trial holes	Low	Medium
Approvals	Time consuming processes with legal and cost implications	Essex Highways	Commence approval process early	Low	Low
Weather	Adverse conditions could jeopardize programme timing	Essex Highways	Plan programme taking account of likely weather conditions and provide programme float	Low	Low
Project	Lack of capacity to deliver the programme in full	ECC	Ensure resources are allocated and identify potential contingency support	Medium	Medium

Scheme specific risks are summarized on Appendix B1 and a QRA can be found at Appendix B2.

3. ECONOMIC CASE

3.1. Options assessment:

The original Baseline RBS Review Report highlighted the following transport-related problems for the area around this junction:

1. **Congestion** – the route is congested in the southbound direction towards Marks Farm roundabout in both peak hours.
2. **Reliability** – the route is unreliable from the High Garrett junction to Marks Farm roundabout throughout the day (07:00-19:00) and less than 82% reliable in the PM peak period (15:00-18:00).
3. **Junction Capacity** – the Marks Farm junction is operating at or near capacity, with virtually no room for growth.
4. **Link Capacity** – the four arms experience high flow to link capacities in both the AM and PM peaks.
5. **Safety** – collision data has been analysed for the period 2014-18. This shows that 35 collisions had occurred (of which 8 were serious) – see 2.4 above. Of these, 1 collision was with a cycle, 3 with motorbikes, but 14 were attributable to young drivers, of which 4 were serious.

In line with the strategic priorities drawn from ECC's Third Local Plan (LTP3), a set of six specific objectives was established. These objectives formed the framework for the appraisal and evaluation of the transport options for this junction:

1. Providing the transport improvements needed to accommodate housing and employment growth
2. Improve safety at the junction and reduce the number of people killed or seriously injured
3. Tackling congestion
4. Improving journey-time reliability
5. Providing for, and promoting, sustainable forms of travel
6. Recognising the 'bigger picture' and overall fit with other schemes.

The purpose of the option generation process was to derive a broad range of measures or interventions, in a logical, transparent and auditable manner that address or ameliorate the problems on the corridor.

An initial set of potential improvement options was developed, informed by the following sources and approaches:-

- Baseline review and forecasting
- Recent studies
- Adjacent existing and proposed schemes
- Relevant policy and strategy documents
- Brainstorming
- Consultation and engagement.

With key representatives from the Client, Local Councils, Network Operations, Traffic Management, Passenger Transport, Safety Engineering, Intelligent Transport Systems and Development Control, an Options Workshop was held in February 2016 to:-

- ratify the study objectives
- confirm the problems and issues identified
- agree the potential options which should be considered.

The 20 options that emerged included a range of highway infrastructure, collision reduction and sustainable transport schemes aimed at resolving the identified problems. One of the main options identified was for improvements at Marks Farm Roundabout. All of the options were

judged against a range of criteria including costs, timeframe to deliver, impact assessment, deliverability, feasibility and affordability and then weighted versus the objectives.

3.2. Preferred option:

The Sifting Process for the Route Based Strategy rated Marks Farm as the second highest priority after improvements to sustainable travel – bus stops and bus services.

The project moved into the next, more detailed design phase and further meetings were held with the client and with Network Management that resulted in the number one priority being:-

- **Marks Farm** – widening of all four entry flares, introduction of a left turn slip from the A120 heading south and general improvements to the roundabout.

3.3. Assessment approach:

See Note on Economic Appraisal at Appendix J.

3.4. Economic appraisal inputs:

See Note on Economic Appraisal at Appendix J and Tables in 3.11.

3.5. Economic appraisal assumptions and results

Appraisal Assumptions	Details
WebTAG version	TUBA 1.9.12 was used for the appraisal with GDP values from TAG Databook May 2019 v1.12
Opening Year, Final Modelled Year and Appraisal Duration	Opening Year – 2021 Core Case: No growth to a final 2030 horizon, the likely opening year of the A120 and no benefits thereafter. Tests included a 2026 horizon only
Price Base / GDP Deflator	Prices were in 2019 values, inflated date of expenditure and deflated from that point to 2010 with deflator values from WebTAG Databook May 2019. For the purposes of economic appraisal for highway schemes, 44% optimism bias was added to the scheme costs.
Real Growth (i.e. above CPI or below)	Construction inflation was applied to 2019 Cost Estimates for the Financial Case. For the Economic Case, prices, including inflation, were deflated and discounted to 2010 values.
Discounting	Per WebTAG and Standard TUBA Economics File, discounting at a rate of 3.5% per year for 30 years and 3.0% thereafter.

Results for core case

Present Value of Benefits (PVB)	9.290million
Present Value of Costs (PVC)	2.964million
Net Present Value (NPV)	6,326million
Benefit to Cost Ratio (BCR)	3.134

3.6. Sensitivity tests:

The core scheme used in the appraisal already has assumptions erring on the side of caution, no growth and a relative short horizon to 2030 with no benefits thereafter.

A test with a shorter horizon to a possible 2026 A120 Braintree to Marks Tey opening year yielded a BCR of 2.12, NPV £3.419million.

A further test over a conventional 60 year appraisal period, i.e. if the A120 scheme does not happen, with no growth yielded a BCR of 13.19, NPV £30.93million.

A reduced scheme was also modelled and appraised but that yielded a BCR of 0.42, NPV - £9.63million.

3.7. Environmental impacts:

Environmental Impact	Assessment
Noise	Slight Beneficial
Air Quality	Slight Beneficial
Greenhouse Gases	Slight Beneficial
Landscape	Slight Beneficial
Townscape	Neutral
Heritage	Neutral
Biodiversity	Neutral
Water Environment	Neutral

3.8. Social impacts:

Social Impact	Assessment
Accidents	Moderate Beneficial
Physical Activity	Neutral
Security	Neutral
Severance	Neutral
Journey Quality	Moderate Beneficial
Option values and non-use values	Neutral
Accessibility	Neutral
Personal Affordability	Neutral

Social Impacts – See Appendix K1

3.9. Distributional impacts:

Not assessed

3.10. Wider impacts:

Not assessed.

3.11. Value for money:

Details can be found in Appendix J: Note on Economic Appraisal, while the Appraisal Summary Table can be found at Appendix L. Supporting TUBA files will be provided in a compressed folder to be separately provided.

4. COMMERCIAL CASE

4.1. Procurement options:

Essex County Council (ECC) are committed to providing best value in the delivery of major highways schemes across the county. ECC has undertaken numerous procurement processes for major schemes.

- Essex Highways will be the delivery partner for the design of the scheme
- The construction will be subject to tender process through the Eastern Highway Alliance (EHA)
- ECC have a good track record of scheme delivery through this process
- Use of the EHA ensures a ready supply chain / contractors.

4.2. Preferred procurement and contracting strategy:

The Eastern Highways Alliance and SMARTe and the Highways Agency Framework have all been used extensively in prior major projects e.g. Sadlers Farm, Army & Navy Improvements, Chelmsford and Roscommon Way, Canvey.

Construction will be delivered through the Essex Highways Service Direct Delivery Framework using supply chain partners.

The benefits of procuring the scheme through this route are:-

- early involvement with the contractor
- use of supply chain partners who are familiar with the delivery of smaller complex projects under tight deadlines
- flexibility and opportunity to accelerate the delivery of smaller elements through the 'Walk, Talk and Build' process, thus increasing confidence in project delivery timeframe
- the utilisation of the Framework is endorsed by the ECC procurement team and the ESH Construction Management Group.

4.3. Procurement experience:

Essex Highways / Ringway Jacobs have been responsible for delivering all non-HE highway schemes in Essex since April 2012. All schemes are run to tight budgets and timing constraints and this programme would be managed in the same way.

Since 2014, Essex County Council has, or is, in the process of delivering nearly £150m of transport improvement schemes with the support of SELEP LGF funding.

The following schemes are operational and were delivered on programme and to budget:

- A127 Resilience Package - £9.1m
- A414 Maldon to Chelmsford RBS - £3.9m
- Basildon ITP (Phase 1) - £2.0m
- Colchester Integrated Transport Package (ITP) - £12.7m
- Colchester LSTF - £2.0m
- Colchester Park and Ride - £7.2m
- Colchester Town Centre - £5.0m
- Mill Yard, Chelmsford - £2.9m
- South-East LSTF - £3.0m

Under construction:

- A414 Harlow Pinch Point Package - £14.9m
- Chelmsford to Braintree RBS - £7.3m

Construction about to commence:

- Basildon ITP (Phase 2) - £8.7m

Approved at the November 2017 Accountability Board:

- Colchester to Clacton RBS - £5.5m
- M11 J8 - £9.1m

Approved at the February 2018 Accountability Board:

- Chelmsford City Growth - £14.9m
- Gilden Way Upgrading - £12.3m

Approved at the February 2019 Accountability Board:

- Basildon Flagship Cycle Route - £0.95m
- Fairglen New Link Road - £9.8m

4.4. Competition issues:

The construction will be subject to a tender process through the Eastern Highway Alliance (EHA).

4.5. Human resources issues:

None identified.

4.6. Risks and mitigation:

Throughout the development of the scheme, risks will be identified, recorded and actively managed. Where appropriate, risk owners will be allocated and tasked with eliminating risks, where possible, or identifying mitigation measures for residual risks. The same ethos will be taken through to the delivery stages of the scheme.

The quantified risk register will be updated as part of the procurement process to collate and cost, as accurately as possible, construction related risk. This process will inform a more competitive tendering process.

The approach to risk transfer will be such that the management of a particular risk will rest with the party best placed to manage them.

Any cost overrun will be met by ECC.

4.7. Maximising social value:

During the development of the strategy, public consultations have been held with regard to the overall Braintree Local Plan which have allowed all interested parties and stakeholders to share their views on overall developments in the area. This will have ensured that any developments were considered against the economic, social and environmental well-being of the residents or persons affected.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

The total value of the project is £3.143m.

5.2. SELEP funding request, including type (LGF, GPF, etc.):

This bid requests £1.8m of capital funding from SELEP.

5.3. Costs by type (see Appendices M1 and M2 for details):

Cost type (£m)	Expenditure Forecast									
	19/20			20/21			Total			Total
	SELEP	S106	ECC	SELEP	S106	ECC	SELEP	S106	ECC	All
Capital										
Construction, Stats etc	0.374			1.005	1.031		1.379	1.031		2.410
Risk	0.076			0.175	0.178		0.251	0.178		0.429
Inflation	0.042			0.095	0.099		0.137	0.099		0.236
Management & Supervision	0.010			0.023	0.026		0.033	0.026		0.059
Monitoring and Evaluation - pre build			0.002						0.002	0.002
Revenue										
Monitoring and Evaluation - post build						0.007			0.007	0.007
Total funding requirement	0.502	0.000	0.002	1.298	1.334	0.007	1.800	1.334	0.009	3.143

NB: Optimism Bias has not been applied to the costs in the Financial Case.

5.4. Quantitative risk assessment (QRA):

The Quantitative Risk Assessment used can be seen at Appendix B2.

5.5. Funding profile (capital and non-capital):

Funding source (£m)	Funding Profile		
	19/20	20/21	Total
SELEP	0.502	1.298	1.800
S106		1.334	1.334
ECC	0.002	0.007	0.009
Total funding requirement	0.504	2.639	3.143

5.6. Funding commitment:

The S106 contribution has been provisionally agreed with the developer of Straits Mill.

Section 151 Officer sign-off is included at Appendix A.

5.7. Risk and constraints:

The Quantitative Risk Assessment used can be seen at Appendix B2.

Throughout the development of the scheme, risks will be identified, recorded and actively managed. Where appropriate, risk owners will be allocated and tasked with eliminating risks, where possible, or identifying mitigation measures for residual risks. The same ethos will be taken through to the delivery stages of the scheme.

The quantified risk register will be updated as part of the procurement process to collate and cost, as accurately as possibly, construction related risk. This process will inform a more competitive tendering process.

The approach to risk transfer will be such that the management of a particular risk will rest with the party best placed to manage them.

Any cost overrun will be met by BDC.

Risk Management

A proactive risk management procedure is in operation, including a quantified risk assessment approach, which ensures that risks are continuously identified, owners assigned and mitigation measures put in place. Regular reviews check the status of each risk and regulate their control and mitigation. Project procedures also require that, should the likelihood or severity of risks be identified as increasing by this process, responsibility for its mitigation is escalated upwards through the project management chain to ensure that this is achieved.

All risks are currently owned by the partner authorities. As the project develops, it is expected that some of these risks will be transferred to contractors constructing the infrastructure. In addition, Essex County Council uses a proprietary online Risk Register to assess levels of risk and to track the progress of the risk management strategy for the scheme. The §151 Officer also has access to this system. Risks are categorised into five main areas, i.e.:

- Project and programme risks related to delivery;
- Consultation and stakeholder acceptance;
- Reputational risks to the project partner authorities (and ultimately the contractors and service providers);
- Statutory Processes; and
- Financial and funding risks.

Risk Allocation

ECC will bear all risk for the project as part of its role as Highways Authority.

Further detailed risks are shown as part of the QRAs which can be seen at Appendix B2.

6. MANAGEMENT CASE

6.1. Governance:

The organisation to deliver the scheme is indicated in Figure 8 below. The roles and responsibilities of the parties indicated in the figure are described in the following paragraphs.

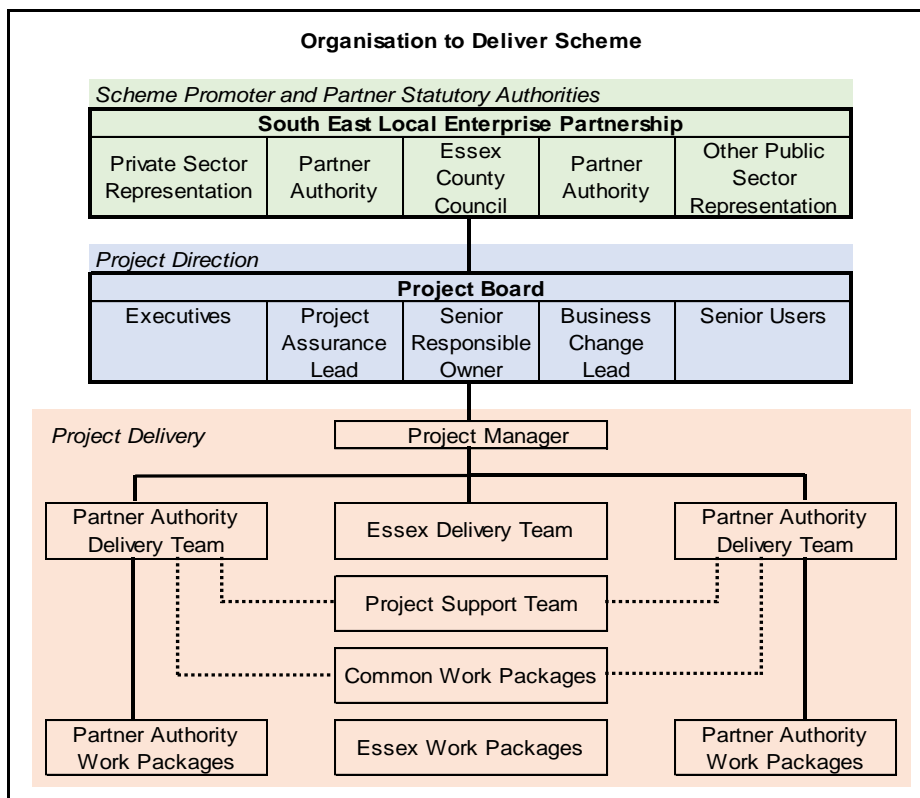


Figure 8: Arrangements for Scheme Delivery

Roles of Key Interested Parties:

South East Local Enterprise Partnership Board (SELEP) – brings together senior officers and transport portfolio holders of the partner statutory authorities promoting the scheme. Essex County Council acts as the lead authority for the scheme and provides the project's Senior Responsible Owner.

The arrangements between the statutory authorities promoting the scheme are in the process of being formalised through a joint working partnership agreement. This sets out the basis for governance of the project and for the financial contributions to be made by each party.

The Project Board – is responsible for the direction and overall management of the scheme. The Project Board is chaired by the Senior Responsible Owner and made up of the Executive and Senior User for each of the partner statutory authorities, the Project Assurance Lead and the Business Change Lead. These roles are defined below. Project Board meetings are normally held every six weeks. The Project Manager reports regularly to the Project Board, keeping members informed of progress and highlighting any issues or concerns.

The responsibilities of the Project Board include:

- Setting the strategic direction of the project;
- Defining the scope and setting the timescales for major project milestones;

- Approving the appointment of the Project Manager;
- Providing the Project Manager with the strategy and decisions required to enable the scheme to proceed to programme and resolve any challenges;
- Securing necessary approvals through the partner statutory authorities;
- Approving the project scope of work, programme and budgets, as well as any subsequent changes;
- Signing off completion of each stage of the project and authorising the start of the next stage; and
- Monitoring project risks and taking any appropriate action to mitigate risks.

Strategic Partnership Board – formed to be responsible for managing the scheme and handling of any issues. Essex Highways will also provide technical support and advice.

Delivery Teams – reporting to the Project Manager, the Delivery Teams (one for each partner statutory authority) are responsible for organising and delivering work packages on the highways under the authority’s jurisdiction. The Essex Delivery Team has the additional responsibility for common work packages.

Project Support – this team is responsible for project administration, including document control, project team communications, arranging meetings, updating plans, and chasing up the completion of actions.

Individual Roles:

Senior Responsible Owners (Andrew Cook, Director, Highways & Transportation, ECC and Jon Hayden, Corporate Director, BDC) – will have ultimate responsibility and delegated authority for ensuring effective delivery of the scheme on time and on budget.

Project Manager (Elliot Smith, Infrastructure Project Manager, ECC) – is the individual responsible for organising, controlling and delivering the scheme. The Project Manager leads and manages the project team, with the authority and responsibility to run the project on a day-to-day basis. They also will be assigned the task of running and updating the risk register and organising the monitoring of the delivery of the programme objectives.

Executives – represent the group in each partner statutory authority with responsibility for obtaining funding for the scheme (Braintree District Council) and securing resources to deliver it (Ben Finlayson, Head of Infrastructure Delivery, ECC).

Sponsor – the role of major sponsor is coordinated through the Transportation Strategy and Engagement Group (Alan Lindsay, ECC), working with BDC.

Commissioning Delivery Manager (Gary MacDonnell, Project Manager, Commissioning Delivery, ECC) - The Commissioning Delivery Manager will provide coordinated management of projects associated with change management activities to achieve the aims and objectives associated with external funding requirements.

Senior Users (including key members of Braintree District Council and David Forkin, Senior Manager, Head of Maintenance) – represent the group who will oversee the future day-to-day operation of the scheme.

Project Assurance Lead (Erwin Deppe, Client Services Director, Ringway Jacobs) – provides an independent view of how the scheme is progressing. Tasks include checking that the project remains viable, in terms of costs and benefits (business assurance), the users' requirements are being met (user assurance), and that the project is delivering a suitable solution (technical assurance).

6.2. Approvals and escalation procedures:

See above

6.3. Contract management:

A Benefits Realisation Plan has been produced (see Appendix P) and monitoring / evaluation will be undertaken at the appropriate points during scheme development. Monitoring activities will be aligned to those best placed to do so and to existing regular monitoring and evaluation work. Land-use development related outputs are routinely monitored by planning authorities and this information will be tracked and linked to scheme completion where appropriate.

6.4. Key stakeholders:

Key Stakeholders	Nature of involvement
Essex County Council	Support for scheme
Braintree District Council	Support for scheme
Gallagher Estates Ltd (Developer)	S106 Support for scheme

6.5. Equality Impact Assessment:

See Appendix N.

6.6. Risk management strategy:

A proactive risk management procedure is in operation, including a quantified risk assessment approach, which ensures that risks are continuously identified, owners assigned and mitigation measures put in place. Regular reviews check the status of each risk and regulate their control and mitigation. Project procedures also require that should the likelihood or severity of risks be identified as increasing by this process, responsibility for its mitigation is escalated upwards through the project management chain to ensure that this is achieved.

All risks are currently owned by the partner authorities. As the project develops it is expected that some of these risks will be transferred to contractors constructing the infrastructure. In addition, Essex County Council uses a proprietary online Risk Register to assess levels of risk and to track the progress of the risk management strategy for the scheme. The S151 Officer also has access to this system. Risks are categorised into five main areas, i.e.:

- Project and programme risks related to delivery;
- Consultation and stakeholder acceptance;
- Reputational risks to the project partner authorities (and ultimately the contractors and service providers);
- Statutory Processes; and
- Financial and funding risks.

6.7. Work programme:

See Appendix C.

6.8. Previous project experience:

Essex Highways / Ringway Jacobs have been responsible for delivering all non-HE highway schemes in Essex since April 2012. All schemes are run to tight budgets and timing constraints and this programme would be managed in the same way.

Since 2014, Essex County Council has, or is, in the process of delivering nearly £150m of transport improvement schemes with the support of SELEP LGF funding.

The following schemes are operational and were delivered on programme and to budget:

- A127 Resilience Package - £9.1m
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Under construction:

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Construction about to commence:

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- Gildea Way Upgrading - £12.3m

Approved at the February 2019 Accountability Board:

- Basildon Flagship Cycle Route - £0.95m
- Fairglens New Link Road - £9.8m

6.9. Monitoring and evaluation:

Inputs

Construction equipment and materials with appropriate management and supervision.

Outputs (delivering the scheme/project)

Teletrac and INRIX plots to show congestion, speeds and flows, together with Essex police collision statistics.

Outcomes (monitoring)

Traffic flows will be monitored (as above). Also, levels of new housing and businesses will be recorded. See Appendix D.

Impacts (evaluation)

As above - Traffic flows will be monitored on a regular basis and levels of new housing and businesses will be recorded on an annual basis.

The proposed improvements to Millennium Way Slips that are being sponsored through the recent DfT NPIF scheme are only just over one mile (and two junctions) away from Marks Farm and,

inevitably, there will be interaction between the two schemes (as stated earlier in the dependencies / interdependencies section – 2.9). The considered view is that both schemes will provide positive benefits to people travelling around Braintree.

A Benefits Realisation / Monitoring & Evaluation Plan has been developed and will be refined further as part of the business case development to confirm the principal benefits of the scheme. Lessons learned from prior projects are automatically fed through to new projects on inception.

A requirement of the SELEP Assurance Framework is that each scheme will have an evaluation plan produced prior to final approval, independently reviewed, and monitored in accordance with this plan. This monitoring will be done according to government guidance and will, where appropriate, include 1 and 5 year reports.

A monitoring and evaluation plan for the scheme will be developed as an output of the full business case work. The plan would be informed by the quantitative and qualitative analysis undertaken for the key performance metrics and wider benefits anticipated.

ECC is mindful of the need to review and monitor highway network performance at various stages of scheme implementation to manage and minimise any potential negative scheme impacts. A process of monitoring and evaluation will be implemented to support and inform ongoing wider monitoring activities that are in place, utilising where possible survey data which is already collected.

Surveys will need to capture volumes, patterns of movement and journey times for all modes of transport, including private vehicles, public transport, and non-motorised users. Traffic volumes, speeds and journey times will be monitored at key locations within the area affected by the scheme.

Road safety impacts will be monitored as part of routine county-wide annual monitoring programmes to verify future accident incidences, numbers and locations.

The process evaluation will be ongoing throughout the life of the project and will be managed by the Project Executives and reported through the Project Board. Lessons learned, as part of the development of the scheme, will be reported.

Process Evaluation Monitoring reports will be produced at key milestones. Impact Evaluation Reports will be produced in line with key scheme progression and delivery milestones.

The management of risk in delivering to the monitoring and evaluation requirements will also been taken into account and mitigation measures set out in the risk register.

6.10. Benefits realisation plan:

A Benefits Realisation / Monitoring & Evaluation Plan has been produced (see Appendix P) and monitoring / evaluation will be undertaken at the appropriate points during scheme development. Monitoring activities will be aligned to those best placed to do so and to existing regular monitoring and evaluation work. Land use development related outputs are routinely monitored by planning authorities and this information will be tracked and linked to scheme completion where appropriate.

7. DECLARATIONS

Has any director / partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts ?	No
Has any director / partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors	No
Has any director / partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme ?	No

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer, and other public sector bodies who may be involved in considering the business case.

I understand that a copy of the main Business Case document will be made available on the South East Local Enterprise Partnership website one month in advance of the funding decision by SELEP Accountability Board. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption, as stated in Appendix E.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix E), they should provide a separate version of the main Business Case document to SELEP six weeks in advance of the SELEP Accountability Board meeting at which the funding decision is being taken, which highlights the proposed Business Case redactions.

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Local Growth Fund must be compliant with the Grant Conditions.

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

Signature of applicant	
Print full name	
Designation	

8. APPENDIX A - FUNDING COMMITMENT

Dear Colleague,

In submitting this project Business Case, I confirm on behalf of Essex County Council that:

- The information presented in this Business Case is accurate and correct as at the time of writing.
- The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.
- The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.
- The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.
- The delivery body has access to the skills, expertise and resource to support the delivery of the project
- Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting
- The project will be delivered under the conditions in the signed LGF Service Level Agreement with the SELEP Accountable Body.

I note that the Business Case will be made available on the SELEP website one month in advance of the funding decision being taken, subject to the removal of those parts of the Business Case which are commercially sensitive and confidential as agreed with the SELEP Accountable Body.

Yours Sincerely,

SRO (Director Level)

S151 Officer