

Capital Project Business Case

Phase 2: Eastbourne Town Centre Movement & Access Package

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1. PROJECT OVERVIEW

1.1. Project name:

Eastbourne Town Centre Movement & Access Package – Phase 2

1.2. Project type:

Integrated Package

1.3. Federated Board Area:

East Sussex

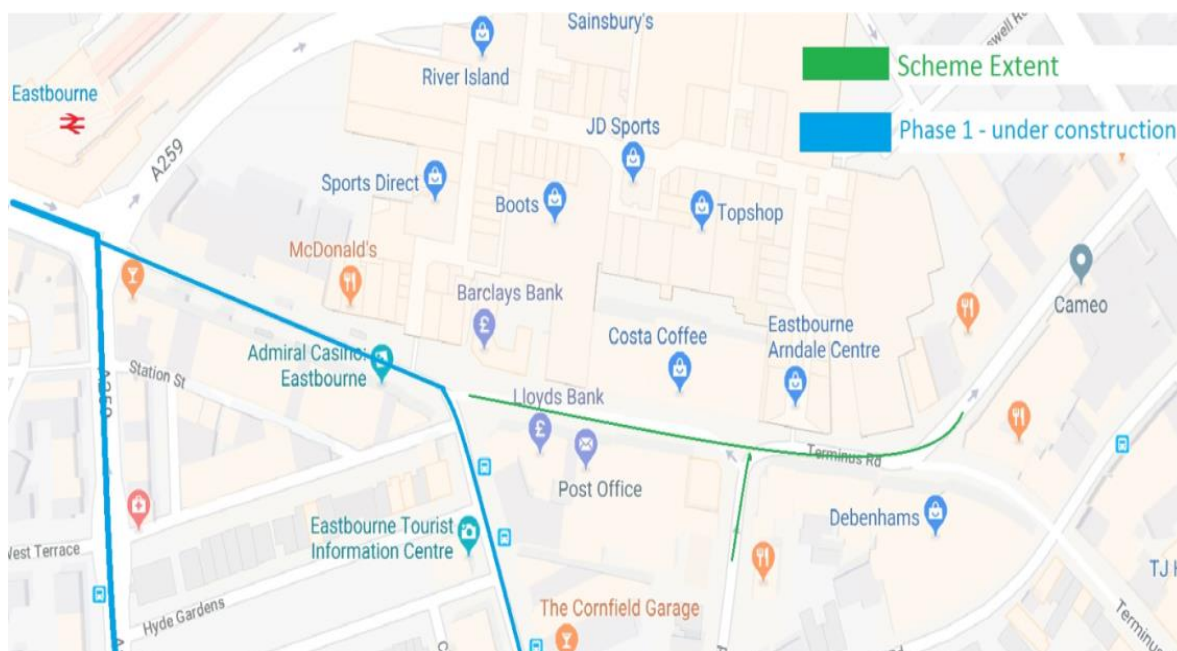
1.4. Lead County Council / Unitary Authority:

East Sussex County Council

1.5. Development location:

The geographic extent of the programme encompasses the middle section of Terminus Road from the junction with Gildredge Road - known locally as 'Bankers Corner' - through to the confluence of Langney Road and Bolton Road. The geographic extent of the programme is outlined below in *Figure 1*.

Figure 1.
Eastbourne Town Centre – Terminus Road / Bolton Road / Langney Road



1.6. Project Summary:

Project Purpose

In 2014 ESCC was successful in securing £6m of Local Growth Fund monies allocated towards the Eastbourne Town Centre Movement & Access Package in the South East Local Enterprise Partnership (SE LEP) Local Growth Deal.

Phase 1 of the package – *The Terminus Road Improvement Scheme* - costing £8.25m was developed to support the extension of the Town Centre's Arndale (now re-named 'The Beacon') shopping centre. This scheme, programmed for completion in June 2019 provides a complementary package of integrated sustainable transport measures, which will improve public realm and provide a gateway on Terminus Road, the main retail and movement corridor in the town centre, which links the railway station and to the seafront.

The business case for the release of the remaining £3m of LGF monies towards Phase 1 was approved by the LEP in April 2016. A further £2m of LGF monies was reallocated to the package by the LEP accountability board in February 2018.

This business case specifically relates to the release of the remaining £3m available from the Eastbourne Town Centre Movement & Access Package. The purpose of Phase 2 of the Eastbourne Town Centre Movement & Access Package is to ensure that Eastbourne can retain and strengthen its retail offer, improve pedestrian safety and accessibility and provide a quality public realm environment.

Summary of Programme


The scheme centres on continuing greater priority and accessibility for pedestrians along **the middle section of the town centre's Terminus Road corridor**. It will include:

- New upgrading of existing Terminus Road pedestrianised area known locally as 'Bankers Corner' (junction of Terminus Road with Cornfield Road) through to the junction with Bolton Road;
- new pedestrianisation and opening up to two-way traffic configuration at the lower end of Bolton Road; and
- new pedestrianisation and opening up to two-way traffic configuration at the lower end of Langney Road

The proposed package of measures **will create a civic space that continues the character, vibrancy and palette of materials used in Phase 1** and will be delivered in the town of Eastbourne; a large seaside town approximately halfway between Brighton and Hastings, which sits adjacent to the South Downs National Park. It is also the second largest district/borough in the County of East Sussex, with a population of just over 100,000, which will continue to grow significantly in future years. The town also serves the wider South Wealden area in terms of employment service, retail and leisure hub.

This pivotal extension phase of the package will not only ensure that Eastbourne will become a prosperous town centre where people live, shop, use services, and spend their leisure time, but will also help to **secure the future of the high street** and the retail and food sector businesses that support the town's local economy.

Table 1: Scheme elements will include:

Phase 2 - Eastbourne Town Centre Movement & Access Package (Terminus Road/Bolton Road/ Langney Road) – Scheme Elements	
A complementary package of improvements which creates a pedestrianised area at the eastern end of the primary retail corridor in Eastbourne town centre (Bolton Road/Langney Road) and high quality urban environment on the middle section of Terminus Road.	
1. Pedestrianise top end of Bolton Road, converting it into a two-way road and install of turning head	
2. Pedestrianise top end of Langney Road, converting it into two-way road and install of turning head	
3. Upgrade existing pedestrianised area from 'Bankers Corner' to junction with Bolton Road	
4. Furniture/Signage, soft Landscaping and new street lighting	'Bankers Corner'

1.7. Delivery partners:

The key delivery partners for this package are as follows:-

Table 2 – Delivery Partners

Partner	Nature of involvement (financial, operational etc.)
East Sussex County Council	Local Accountable Body for LGF and programme promoter.
East Sussex Highways – Jacobs/Costain	Highways Contract Joint Venture – will develop and deliver programme on behalf of East Sussex County Council.
Eastbourne Borough Council	Local Planning Authority and Local CIL Charging Authority – custodian of development contributions and CIL revenues.

1.8. Promoting Body:

East Sussex County Council

1.9. Senior Responsible Owner (SRO):

██████████ – Team Manager Strategic Economic Infrastructure – 01273 482212

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1.10. Total project value and funding sources:

The overall value of the project costs for Phase 2 of the Eastbourne Town Centre Movement & Access Package is **£3,486,000**. The overall value of package includes a contingency of £319,000 identified through the development of a QRA, as outlined in section 5, Financial Case

Development contributions of £100,000 have been allocated for this scheme and further contributions have been identified which could be used towards any cost overruns of the scheme.

These monies are held by the County Council and are available to spend on the design of the scheme over 2018/19, 2019/20 and 2020/21 to support the delivery of the scheme. This is outlined in Appendix E. A breakdown of the funding is set out in Table 3.

Table 3 – Project Value

Funding source	Amount (£)	Flexibility of funding scale or profile	Constraints, dependencies or risks and mitigation
Local Growth Funding	£3,000,000	At present the funding profile for LGF is £1m in 2019/20 and £2m in 2020/21. There is scope to potentially accelerate spend in 2019/20 and re-profile so £1.5m is allocated in both financial years. There is no scope to scale down the funding ask due to the overall cost of the project.	This funding is dependent on the outcome of the business case. A robust business case has been developed using a number of assessment tools including WebTAG, and the outcome of the assessment of this will depend on the funding available.
Total project value	£3,000,000		
ESCC Capital Programme	£386,000	N/A	
Development Contributions	£100,000	N/A	The development contributions outlined are currently held by ESCC.
Total project value	£3,486,000		

Funding Sources

In addition to the development contributions identified as 'held' above, ESCC also has a list of development contributions identified as 'potentially available'. This will support the mitigation of any increases in scheme costs following detailed design. Internal approval will also be sought.

Appendix E – Development Contributions - outlines details of the development contributions, which are both held and potentially available for this package.

Programme Elements – Project Costs

The construction costs for each link within the overall scheme are as follows: -

Table 4 – Project Value – Cost of scheme by link

Link	Description	With 30% Optimism Bias	Without Optimism Bias
Link 1	between Bankers Corner and Bolton Road	£1,557,500	£1,198,077
Link 2a	between Bolton Road and Langley Road	£1,610,000	£1,238,462
Link 2b	northern section of Bolton Road	£560,000	£430,769
Total		£3,727,500	£2,867,308

Constraints / Dependencies / Risks

The risks associated with spend of the SE LEP funding have been identified as part of the development of a risk assessment for the overall programme, which also includes mitigation measures required. This is outlined in section 2.11 and Appendix B.

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

ESCC is seeking £3m of Local Growth Funding (LGF) from the SE LEP to deliver Phase 2 of the Eastbourne Town Centre Movement & Access Package. As the project specifically involves the provision of general infrastructure, this will be adopted by the County Council.

It has been confirmed that on this basis the public sector investment of £3m in this infrastructure provision **would not in itself constitute State Aid**. This is because the infrastructure will be available to users on an open, transparent and non-discriminatory basis.

The second phase of this package will continue with the delivery of transport infrastructure schemes and public realm improvements within Eastbourne Town Centre, specifically on the middle section of Terminus Road, Bolton and Langney Road. It will support the long term economic vitality and viability of the town centre for local people, businesses and visitors as identified in the South East Local Enterprise Partnership (SELEP) Local Growth Deal, Round 1.

1.12. Exemptions:

ESCC confirms that **this business case is not subject to any Value for Money exemptions**, as the overall package has a BCR over 2.0 as demonstrated in Section 3 – Economic Case.

1.13. Key dates:

Phase 2 of the Eastbourne Town Centre Movement & Access Package includes a number of linked schemes, as outlined in Table 4. Table 5 below reflects a summary of each of the key programme delivery dates, associated with the expenditure. Appendix C sets out via gantt charts, the programme, including the key activities and timescales associated with the scheme.

Table 5 – Key Dates

Scheme element Link	Description	Commencement of Expenditure	Construction Start Date	Scheme Completion
Link 1	Between 'Bankers Corner' and Bolton Road	2018/19	Between 2019/20 - 2020/21	2020/21
Link 2a	Between Bolton Road and Langney Road	2019/20	Between 2019/20 - 2020/21	2020/21
Link 2b	Northern section of Bolton Road	2019/20	Between 2019/20 - 2020/21	2020/21

1.14. Project development stage:

The project development stages for the schemes are clearly summarised below in two separate tables:-

Table 6 – Project Development to Date

Project development stages completed to date		
Task	Description	Outputs achieved
Feasibility	ESCC procured Jacobs (formally CH2M) to develop a Transport Modelling Study for Eastbourne Town Centre to identify, model and select highway options for the town centre area in partnership with key stakeholders.	Report developed outlining potential schemes and recommendations for measures. Working with Jacobs assumptions in regards to these schemes have been developed to form the estimated costs.
Consultation – Key stakeholders	In the development of the transport modelling study, extensive consultation was carried out with key stakeholders across Eastbourne (including business community, EBC, walking, cycling and disability groups and transport groups).	This citizen-led and co-development approach ensured that stakeholders were at the forefront of the development of future schemes for their town centre. The transport modelling report and stakeholder engagement summary has been approved by the local stakeholders. See 6.4 Section 6 - Management Case
Option selection	Feasibility reports and consultation with local stakeholders, has been used to develop a prioritised list of schemes.	A programme of measures which forms Phase 2.

Surveys	Carried out in, Autumn 2018, Topographical and Ground Penetration Surveys.	3D image of existing highway, to develop understanding of utilities and structures beneath surface of scheme area and inform design.
Preliminary Design	Preliminary design work has been commissioned in 2018/19.	Preliminary design work is included in ESCC Capital Programme 2019/20
Detailed Design	Detailed design work will commence in 2018/19 – 2019/20.	n/a
Procurement	Assessed options and selected to commission East Sussex Highways (a joint venture between Costain and Jacobs) to design and deliver programme.	Early contractor involvement in programme detail to ensure available resource to undertake further design and deliver the programme between 2018/19 – 2020/21.
Business Case Development	The above stages have been undertaken to inform the development of the business case.	Robust business case using WebTAG

Table 7 – Project Development to Complete

Project development to complete	
Task	Description
Preliminary Design	Has been commissioned as part of ESCC Capital Programme for Local Transport Improvements, programmed for completion early 2019.
Public Consultation	To be undertaken with key stakeholders and the general public in Eastbourne in 2019/20
Approval	Seek approval from ESCC Lead Member for Transport and Environment 2019/20
Detailed Design	To be commissioned as part of ESCC Capital Programme for Local Transport Improvements, to commence 2018/19 through to 2019/20.
Construction/ Implementation	Scheme construction will commence in 2019/20 through to 2020/21.

1.15. Proposed completion of outputs:

The following outputs will be delivered in Phase 2 of the Eastbourne Town Centre Movement & Access Package:-

- Upgrading of the existing pedestrianised area known locally as 'Bankers Corner' (junction of Terminus Road with Conrnfield Road) to the junction of Bolton Road;
- New pedestrianised section of the top end of Bolton Road including opening up to two-way traffic configuration in Bolton Road;
- New pedestrianisation section of Terminus Road including Bolton Road and lower end of Langney Road, including opening up to two-way traffic configuration in Langney Road.

ESCC Local Growth Programme – previous phases

The package will support the investment in existing ESCC LGF projects, these include:-

Eastbourne Town Centre Movement & Access Package £8m

A complementary package of integrated sustainable transport measures, which will provide greater priority for pedestrians, improve the public realm and access to public transport, along with providing a gateway to the town centre corridor of Terminus Road (**£3m of Local Growth Funding towards this scheme was released by SELEP in April 2016, and a further £2m was reallocated in February 2018. The remaining £3m is being sought within this business case).**

Eastbourne & South Wealden Cycling & Walking Package Phase 1 - £2.6m

The Eastbourne and South Wealden walking and cycling package will deliver a number of routes and complementary measures that are interdependent and will support an expanding walking and cycling network. The package will focus on enabling walking and cycling for short local journeys, or as part of longer journeys, between residential areas to key trip attractors along Hailsham and Eastbourne corridor. A further business case to release the remaining £4m will be considered by SELEP at the Accountability Board Meeting in February 2019.

Hailsham/Polegate/Eastbourne Movement & Access Corridor Scheme - £2.1m

The Hailsham/Polegate/Eastbourne Movement and Access Corridor scheme is a fundamental element of the wider package for the A27/A22 Growth Corridor to mitigate the impact of planned growth from Eastbourne Borough Council's Local Plan and Wealden District Council's Core Strategy. This scheme will maximise the opportunities to improve junction capacity and deliver and enable greater access to high quality integrated sustainable transport infrastructure into Eastbourne. (£2.1m released by SELEP in March 2017.)

Investment Support

Redevelopment of Arndale Shopping Centre - £85m

The package will be pivotal in supporting access to the £85m redevelopment of the Arndale Shopping Centre in Eastbourne Town Centre. This is a partnership scheme between Eastbourne Borough Council and a private developer, and includes 22 new retail outlets, 7 restaurants and a multi-screen cinema.

Redevelopment of Devonshire Quarter - £54m

Devonshire Quarter provides a cultural, sporting and leisure destination in the town. This scheme will support the overall regeneration to the Devonshire Quarter which is part of the wider Eastbourne Town Centre area action plan, by adding to the overall town centre offer.

2. STRATEGIC CASE

2.1. Scope / Scheme Description:

Scope

With high levels of housing and commercial development planned for the strategic growth area of Eastbourne and South Wealden, establishing a stronger Town Centre identity that reinforces the interrelationship between key locations including the railway station, the primary and secondary retail areas, and the Seafront, will be critical in ensuring the Town Centre can become a more cohesive and economically sustainable neighbourhood.

With a move towards creating greater priority and accessibility for pedestrians and sustainable transport users, Phase 2 builds upon Phase 1 of the Eastbourne Town Centre Movement & Access Package, supporting local development and generating positive impact on businesses along the Terminus Road corridor.

On completion, **Phase 2 will continue the high-quality and accessible pedestrianised civic space**, one that makes it possible for pedestrians to walk from the junction of Terminus Road with Gildredge Road, by the railway station, all the way to Langney Road without meeting any road traffic. It will attract greater footfall into the town centre thereby helping to increase town-centre occupancy rates and as a result, employment in the retail and services sectors, and will encourage car users to switch to walking, moderately reducing carbon emissions.

Phase 2 will not only help to create a healthier and more prosperous town centre where people can live, shop, use services, and spend their leisure time, but also **help secure the future of the high street** and the retail and service sector businesses that support the town's local economy.

Scheme Description

Context

The proposed scheme will be delivered in the town of Eastbourne in East Sussex. This is a large seaside town approximately halfway between Brighton and Hastings, and sits adjacent to the South Downs National Park. With a population of just over 100,000, which will grow significantly in future years, the town also serves the wider south Wealden area in terms of an employment, service, retail and leisure hub.

Eastbourne Town Centre Movement and Access Package Phase 2

This scheme is the second phase of the Eastbourne Town Centre Movement and Access Package. It is specifically **focussed on the key town centre corridor of Terminus Road between the junction of Cornfield Road and Terminus Road (known locally as 'Bankers Corner'), extending down Terminus Road to Langney Road and Bolton Road**. This scheme will complement the first phase of improvements

undertaken as part of the Movement and Access Package, and part-funded with £5m of Local Growth Fund monies, which focussed on providing an enhanced environment for pedestrians and public transport users on the western section of Terminus Road, Cornfield Road and Gildredge Road.

The proposals for Phase 2 will consist of a complementary package of improvements which creates a pedestrianised area at the eastern end of the primary retail corridor in Eastbourne town centre (Bolton Road/Langney Road) and high quality urban environment on the middle section of Terminus Road.

The design and materials used in Phase 2 will be the same as those used in Phase 1. This means that once complete, pedestrians will enjoy a high-quality environment when travelling all the way from the train station to Langney Road – this section of Terminus Road forms a significant part of the town centre's primary retail offer and therefore would benefit from a consistency with character to avoid perceived 'vibrant / non-vibrant sections of the high street. Both Phases 1 and 2 will complement the £85m being made in the extension of the Arndale Centre thereby supporting the towns move to providing a stronger image and identity as a major retail centre.

For the purposes of this business case, the sections in the scheme area are treated as separate links (links 1, 2a and 2b) even though they are contiguous to each other and act as the Scheme, as currently these links are separated by intersections with other roads carrying traffic.

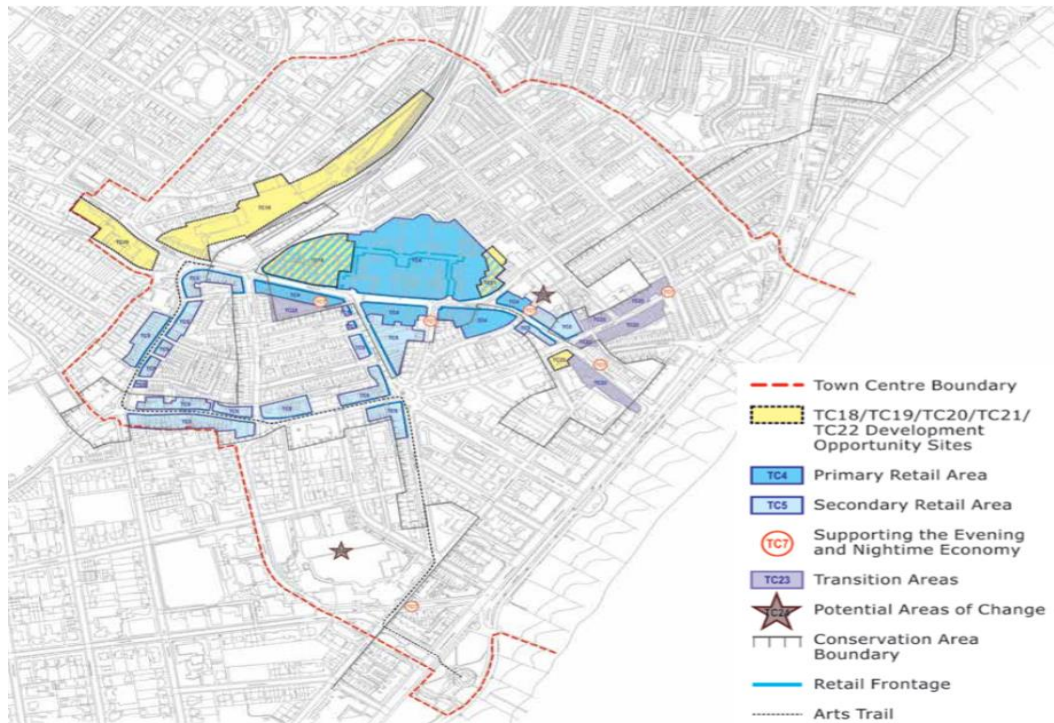
Issues being addressed

The Eastbourne Town Centre Local Plan adopted by Eastbourne Borough Council in November 2013 highlights the key problems and challenges that the package of measures is looking to mitigate. These include:-

- **Ensuring Eastbourne retains and strengthens its retail offer**

There is a clear desire to ensure that in retaining and strengthening its retail offer, Eastbourne town centre can consolidate and enhance its position as a shopping destination with other nearby shopping destinations including Brighton and Tunbridge Wells. The primary retail core of the Town Centre is focused around the Arndale Centre (and its extension) and Terminus Road whilst there are also important secondary, specialist and independent shops in Cornfield Road, Grove Road and South Street, an area known locally as 'Little Chelsea'.

Figure 2: Overview of Eastbourne town centre development opportunities (from Eastbourne TCLP)



An assessment of retailing in the Borough (The Eastbourne Shopping Assessment, May 2010) identifies the need to bring forward the regeneration of the town centre, to strengthen its position as the principal retail centre in the Borough and enhance the retail offer. The potential for enhancing this retail offer that the Arndale extension and improving linkages and accessibility across the Town Centre, which Phase 2 supports, will help to support the regeneration of the town centre and the wider growth planned across the Borough and in the South Wealden area.

- **Pedestrian safety and accessibility**

The existing conventionally designed carriageway through Bolton Road and into Langney Road includes footways on either side with a one-way road running through the middle. In addition, provision is made for disabled parking and loading. Whilst traffic flows are relatively low compared to pedestrian movements in the area, the road through the space still creates a vehicle dominated environment where pedestrians are restricted in their movement. There are only two dropped crossing points for pedestrians, and railings on either side of the road corralling pedestrians to the main crossing point near Debenhams. The street furniture, including bollards, and parked vehicles therefore makes the overall area uninviting and not practically accessible for pedestrians, especially factoring in inclusivity.



Figure 3 – Terminus Road towards Langney Road

- **Quality of public realm environment**

There is currently a poor pedestrian environment along the section of Terminus Road covered by Phase 2. For example, the materials used for the current pedestrian sections and pavements has been in use beyond their expected lifespan. This means the paving is now in poor condition with uneven surfaces prevalent along much of the route which can prevent those with mobility issues from accessing shops and services in the town centre. Additionally, much of the street furniture is poorly located which greatly reduces the space available to pedestrians thereby creating conflict between users.

- **Health inequalities**

Whilst Eastbourne does not have an Air Quality Management Area (AQMA), breaches in relation to WHO guidelines on air quality in regards to particulate levels, are sometimes breached. There is currently no annual objective in England for PM2.5. However the Governments Draft Clean Air Strategy and proposals thereafter may change this. The World Health Organisation (WHO) recommends a more stringent guideline of 10µg/m³ and in DEFRA's recent draft consultation (opened 22 May 2018) Clean Air Strategy 2018 the government announced: "*We will progressively cut public exposure to particulate matter pollution as suggested by the World Health Organisation. We will halve the population living in areas with concentrations of fine particulate matter above WHO guideline levels (10 µg/m³) by 2025*". Eastbourne Council, alongside other interested bodies and members of the public are really committed to continually improving air quality and are constantly looking at ways to reduce air pollutants.

- **Tourism**

There is a need to improve the overall retail offer and continue to attract more visitors to Eastbourne town centre. A recent study in November 2015, 'Eastbourne Arndale, Integrated Research 2015', outlined that Eastbourne residents are currently choosing to shop in neighbouring towns, with 25% of Eastbourne's available retail spend being leaked to Brighton and a total of 31% leaked to Hastings, Bexhill-on-Sea and Tunbridge Wells. Making it easier and more convenient to

move around and spend time in the Town Centre by identifying key public realm enhancements, opportunities for new public spaces and improving sustainable movement patterns particularly pedestrian.

Intended Benefits

Phase 2 of the Eastbourne Town Centre Movement and Access Package will generate the following intended benefits:

Table 8 – Intended Benefits

Issues Addressed	Intended Benefits
Strengthening Eastbourne's retail offer	<ul style="list-style-type: none"> This scheme will support local development and have a positive impact on businesses along Terminus Road as it will attract greater footfall into the town centre. It will thereby help to increase town-centre occupancy rates and as a result employment in the retail and services sectors.
Pedestrian Safety & Accessibility	<ul style="list-style-type: none"> The existing street lighting provision is poor and so the plans for this scheme include replacing current lampposts with modern units capable of producing higher levels of light output. This will serve to reduce crime and anti-social behaviours and improve perceptions of personal safety. Pedestrian users of Terminus Road will benefit from improved journey quality as this scheme will create more even walking surfaces and remove street furniture thereby reducing user conflict
Heath Benefits	<ul style="list-style-type: none"> This scheme will have a moderately positive impact on air quality as pedestrianising and upgrading Terminus Road may encourage car users to make their journeys by foot, thereby reducing emissions of nitrous oxides and particulate matter. Provide opportunities to walk as opposed to taking a car.
Tourism Benefits	<ul style="list-style-type: none"> Improved retail offer as a result of pedestrianisation has potential to attract more visitors.

2.2. Location description:

Phase 2 of the Eastbourne Town Centre Movement and Access Package is focussed on the section of Terminus Road between Cornfield Road and Langney Road (see Figure 3).

Terminus Road ('Bankers Corner' to Bolton Road)

Currently, the section of Terminus Road between Cornfield Road and Bolton Road is already pedestrianised serving a number of high street chain retailers (Boots, Waterstones, WHSmith etc) and access into the eastern entrance of the Arndale Centre (soon to become 'The Beacon' shopping centre).

Access is limited into this section of Terminus Road to between 6pm and 10am for deliveries; access in one way from Bolton Road and egress out onto Cornfield Road. The pedestrianised area was created in the early 1980's, in conjunction with the opening of the Arndale Centre, and is surfaced with setts and block paving across the overall area with a mix of trees and street furniture (benches) running parallel to the delineated route for vehicles. As a consequence the area is starting to look incredibly dated, with some areas where materials are not being replaced 'like-for-like', and black top material being used instead and other area where the paving materials is now in poor condition creating uneven surfaces. This prevents those with mobility issues from accessing shops and services in the town centre safely. In addition, the placing of street furniture and trees create a cluttered environment which a less conducive environment for users of the space.

Figure 4. Location and extent of scheme along Terminus Road, Bolton Road and Langney Road



Bolton Road/Langney Road

Bolton Road is a one way street off the Town Centre Ring Road with facilities for taxi pick up and drop off and loading. It serves a mix of uses including cafes and restaurants, a doctors surgery as well as a range of small independent retailers. The footways are surfaced in brick block paving.

Bolton Road runs one-way into Terminus Road, with disabled parking spaces available on the north side and loading bays on the south side. This section, which links to the existing pedestrianised area, serves a number of high street retailers including Debenhams, Marks and Spencer and Body Shop with footways surfaced in brick block paving. Despite the relatively low traffic flow compared to pedestrian movements in the area, the street furniture (railings and bollards) and cars travelling through from Bolton Road into Langney Road dominate the space thereby creating conflict with pedestrians moving between the numerous shops in this area of the town centre and along the wider Terminus Road corridor between the station and the seafront.

Langney Road is a one way street running north-east off Terminus Road with disabled parking, provision for taxis and off street parking on both sides of the road. The road serves a mix of uses – a cinema, a nightclub, fast food retailers and independent shops.

2.3. Policy context:

NATIONAL POLICY CONTEXT

DfT - Creating growth, cutting carbon: making sustainable local transport happen, January 2011

This sets out the government's vision for a sustainable local transport system that supports the economy and reduces carbon emissions. It identifies the need to encourage sustainable local travel and economic growth by making public transport and cycling and walking more attractive and effective, promoting lower carbon transport and tackling local road congestion.

MHCLG - Re-imagining urban spaces to help revitalise our high streets – July 2012

In 2012 the Portas Review highlighted the key challenges that high streets and town centres are facing, with the changing nature of shopping habits. This outlined the need for high streets and town centre shopping areas to evolve. One factor focuses on the role that shared space alongside shopping areas can play in supporting it as a venue, especially with the integration of space for all road users, traffic speed reductions, improved safety, seating and planters to enable people to enjoy the experience of the space.

NICE Public Health Guidance 41 – Walking and cycling: local measures to promote walking and cycling as forms of travel or recreation, November 2012

The main purpose of this guidance is to support commissioners involved in physical activity promotion or who work in public health, transport planning and leisure sectors, to integrate walking and cycling into policies and projects.

DfT –‘Door to Door Strategy’ - A strategy for improving sustainable transport integration, March 2013

The strategy's main aim is to encourage local authorities to increase journeys made by sustainable (public) transport, supported by cycling and walking. It identifies the need to integrate train and bus infrastructure, and provide a high-quality cycling and walking environment, particularly close to train and bus stations.

Manual for Streets, August 2014

The guidance advocates that the way that streets are laid out has a great impact on the aesthetic and functional success of a place. It also outlines the benefits and role that street design can have on accommodating a range of users, create visual interest and amenity, and encourages social interaction.

Housing White Paper, Fixing our Broken Housing Market, February 2017

The Housing white paper “Fixing our broken housing market” sets out a broad range of reforms that government plans to introduce to help reform the housing market and increase the supply of new homes. It includes measures to ensure:

- the right homes are planned in the right places
- homes are built faster and
- the diversification of the housing market
- infrastructure is provided in the right place at the right time

DfT - Cycling & Walking Investment Strategy, April 2017

This highlights Government's ambition for walking and cycling in England: to double cycling activity by 2025, and reduce each year the rate of cyclists killed or seriously injured on English roads, with a long term goal (up to 2040) for walking and cycling to be a normal part of everyday life, and the natural choice for shorter journeys.

DfT Transport Investment Strategy July 2017

This is a supporting strategy to the Industrial Strategy (referred to below), and outlines how the Department for Transport (DfT) proposes to ensure transport infrastructure is maintained and upgraded underpinned and integrated alongside the wider policies to support economic growth across the country.

Clean Growth Strategy October 2017

The Clean Growth Strategy focuses on the need to grow the economy, whilst reducing greenhouse gas emissions. One of the key aims is to ‘accelerate the shift to low carbon transport’. The strategy proposes a number of actions, including, increasing the take up of ultra-low emission vehicles, developing an electric vehicle charging network and making cycling and walking the natural choice.

HM Government – Industrial Strategy – White Paper – November 2017

The government's Industrial Strategy is a long term policy document focussed on increasing the productivity of the economy and living standards and driving growth across the whole country. The strategy includes five foundations to enable the delivery of the overall vision of a ‘transformed economy’. These include

1. ideas: the world's most innovative economy,
2. people: good jobs and greater earning power for all,
3. infrastructure: a major upgrade to the UK's infrastructure,
4. business environment: the best place to start and grow a business,
5. places: prosperous communities across the UK.

Clean Air Strategy May 2018 DRAFT

The draft Clean Air Strategy 2018 sets out actions to improve air quality by reducing pollution from a wide range of sources. It includes a number of themes which the delivery of sustainable transport infrastructure can contribute to, including protecting the nation's health; securing clean growth and innovation and reducing emissions from transport.

Inclusive Transport Strategy May 2018

This Strategy sets out the Government's plans to make the transport system more inclusive, and to make travel easier for disabled people. It is focused on the inclusion of disabled people, but many of the improvements include a wide range of measures, which will support people with both visible and less visible impairments. Improving physical infrastructure is a key theme within this strategy ensuring that vehicles, stations and streetscapes are designed, built and operated so that they are easy to use for all.

DfT and TfL- Updating Guidance on the Accessible Public Realm, July 2018

This report explores the extent to which the DfT's 2005 accessibility documents ***Inclusive Mobility*** and ***Guidance on the Use of Tactile Paving Surfaces*** are still relevant and might require updating; the broad scope of any updates; and what form any update might take.

DfT – Road to Zero Strategy, July 2018

Sets out new measures to clean up road transport and lead the world in the developing, manufacturing and using zero emission road vehicles.

REGIONAL POLICY CONTEXT

South East Local Enterprise Partnership (SELEP) Strategic Economic Plan (SEP), March 2014

The SEP includes actions to deliver key infrastructure projects to support business growth, create jobs and enable the delivery of new homes.

East Sussex County Council is part of the South East Local Economic Partnership. The government required the development of a Strategic Economic Plan (SEP), which outlines a multi-year local growth strategy and includes actions to deliver key infrastructure projects, to achieve the overarching aims of the Local Enterprise Partnership's (LEP's), which are to support business growth, create jobs and enable the delivery of new homes. The submission of this enabled the LEP to negotiate a local growth deal with the government.

The SE LEP SEP Programme for East Sussex focuses on four key components to achieve growth, which include:-

- Investing in Our Growth Corridors;
- Boosting Our Productivity with our Universities Driving Growth;;
- Enhancing Our Wealth;
- Improving Our Skills;
- Accelerating Our Housing.

The SEP includes actions to deliver key infrastructure projects to support business growth, create jobs and enable the delivery of new homes. For Eastbourne and South Wealden this will focus on the A22/A27 Eastbourne -South Wealden Growth Corridor. The A22/A27 Growth corridor straddles south Wealden, Lewes District and Eastbourne. The A27 corridor suffers from journey reliability and network resilience issues and needs to be fit for purpose for its function of carrying long distance strategic traffic.

The SEP includes a number of proposed transport infrastructure investments for this corridor including highway improvements alongside measures to improve sustainable travel infrastructure. This first tranche of schemes demonstrates that there is a need for the delivery of an integrated package of schemes that will support the release of economic growth and improve strategic access for all within Eastbourne/South Wealden. This includes the Eastbourne Town Centre Movement & Access Package.

South East LEP's Economic Strategy Statement – DRAFT October 2018

The development of the South East LEP's draft Economic Strategy Statement '**Smarter, Faster, Together**' (October 2018), has been developed to respond to recently published government strategy documents outlining the future vision for economic growth, namely the 'Industrial Strategy'.

This will replace the previous SEP, as referenced above. This document takes a long term view, looking forward to the next decade, and has specifically been framed as a 'strategy statement', in recognition of likely future work to develop a Local Industrial Strategy (LIS).

The three key objectives of the draft strategy statement are:-

- **'Together'** sets out the assessment of the opportunities and challenges that SE LEP face, and their ambitions for future of the economy and the priorities on which SE LEP will focus to achieve them.
- **Work 'smarter'** – translating SE LEP'S impressive jobs and business growth into a long-term increase in prosperity
- **Move 'faster'** – towards the delivery of the housing and infrastructure that the SELEP area needs, and to ensure the efficient connectivity that will underpin productivity gain.

LOCAL CONTEXT

Local Plans

East Sussex Local Transport Plan 2011-2026 & Implementation Plan 2016-2021

The schemes will help contribute towards the following high level Local Transport Plan (LTP) objectives of:

- Improving economic competitiveness and growth
- Improve safety, health and security
- Improve accessibility and social inclusion

It will also contribute towards the specific transport objectives identified in the LTP of:

- Improve strategic and local connectivity of communities to facilitate economic and physical growth and renewal through the LEP and LDF process
- Reduce congestion by improving the efficiency of the transport network and encouraging greater use of sustainable modes of transport
- Improve road safety for vulnerable road users
- Reduce the number of greenhouse gas emissions, local air pollution and noise from transport
- Improve access to jobs, services and leisure

Eastbourne Borough Council – Local Plan & Infrastructure Delivery Plan (adopted 2013)

These schemes have the opportunity to improve connectivity to and within Eastbourne town centre, and one of the key elements of Eastbourne's Core Strategy Local Plan (2013) for the town centre is to 'stimulate regeneration and renewal'. It outlines that the Town Centre is currently under-performing relative to many other similar sized towns, and that there are opportunities to increase the retail offer.

The key spatial objective for 'Town Centre Regeneration' includes the need to 'strengthen Eastbourne's Town

Centre as a leading sub-regional shopping and leisure destination'.

Therefore any new retail development should ensure that it:

- makes a positive contribution to improving the Town Centre's viability and
- vitality;
- supports the creation of a comfortable, safe, attractive and accessible
- shopping environment;
- improves the overall mix of land uses in the Town Centre; and
- strengthens the town's independent retail offer, and improves the integration between the primary shopping area and the seafront.

The Infrastructure Delivery Plan (IDP) recognises that Transport Infrastructure 'goes beyond' extra capacity on the network and that there will be a need to improve accessibility and packages of integrated sustainable travel, including walking, cycling and interchange between modes at key destinations.

Eastbourne Town Centre Local Plan (adopted 2013)

The Town Centre Local Plan (TCLP) is a formal Development Plan Document (DPD), and forms part of the Local Plan for Eastbourne. It establishes a planning framework for Eastbourne Town Centre. The purpose of the TCLP is to set out a strategy and proposals for the regeneration of the Town Centre to 2027. The Eastbourne Core Strategy Local Plan has adopted a sustainable neighbourhood based approach to development within Eastbourne. The Town Centre is identified as one of fourteen neighborhoods in Eastbourne.

The vision for the Town Centre Local Plan is:-

By 2027, Eastbourne Town Centre will be a place that attracts more shoppers, workers, residents and visitors to spend more time enjoying a vibrant and varied offer and mix of uses in a well-connected series of attractive streets and public spaces. Increasing investment in the town will bring wide-ranging benefits and will allow Eastbourne to respond positively to climate change.

The approaches for town centre re-development include:-

- Establishing a stronger Town Centre identity and structure by reinforcing the interrelationship between key locations including the railway station, the primary and secondary retail areas, and the Seafront, and by identifying distinct character areas and making the Town Centre a more cohesive and legible neighbourhood.
- Improving and increasing the mix of uses in the Town Centre particularly retail, employment, community, residential, leisure, recreation, cultural and tourist facilities through maximizing development around key Development Opportunity Sites.

- Strengthening the pattern of existing land uses within the Town Centre, supporting existing functions, independent retailers and the resident community and proactively addressing locations where change is likely to happen during the lifetime of the TCLP.
- Preserving and enhancing the character of the Town Centre by delivering development, which has high architectural, urban design and environmental performance and sustainability standards.
- Making it easier and more convenient to move around and spend time in the Town Centre by identifying key public realm enhancements, opportunities for new public spaces and improving sustainable movement patterns particularly pedestrian, cycle and public transport provision.

A number of policies have been developed to guide development, and these are grouped into themes:-

- Supporting a mix of uses which includes retail development, living and working in the Town Centre, and enjoying the Town Centre.
- Town Centre identity which sets out policies for achieving appropriate high quality development standards for buildings in the Town Centre.
- Town Centre public realm which considers design quality and public realm priorities.

Eastbourne Seafront Local Plan

The Seafront Local Plan is in the early stages of development; it recognises the seafront as a significant asset for Eastbourne. The Borough Council is developing the plan to maximise its contribution to the tourism economy.

The Seafront Local Plan will develop a strategy for the seafront area of Eastbourne and will provide a framework to guide planning decisions in the area. A key focus of the plan will be identifying how the seafront is used by local people, with access being a key element along with the linkages to the town centre and the visitor economy. Therefore these schemes will contribute to delivering the aims of this emerging policy document.

Eastbourne Town Centre Movement & Access Package

In 2014 ESCC was successful in securing £6m of Local Growth Fund monies allocated towards the Eastbourne Town Centre Movement & Access Package from the South East Local Enterprise Partnership (SE LEP) Local Growth Deal. A further £2m was reallocate to the package in 2018.

Phase 1 of the package, costing £8.25m (with £5m coming from the LGF) was developed to support the extension of the Town Centre's Arndale (now re-named 'Beacon') shopping centre. This scheme is programmed for completion in June 2019 and will deliver the following package of measures:-

Eastbourne Town Centre Movement & Access Package (Terminus Road/Cornfield Road) – Scheme Elements	
A complementary package of integrated sustainable transport measures, which will improve public realm and will provide a gateway to the town centre corridor of Terminus Road.	
<ul style="list-style-type: none"> ▪ Bus Stops Relocation, bus shuttle lane, new bus stops integrating with Eastbourne rail station ▪ Footway widening, improved pedestrian crossing facilities and cycle provision ▪ Street Furniture/Signage, soft Landscaping and new street lighting 	

East Sussex Cultural Strategy 2013-2023

These schemes are in alignment with the priorities of the County's Cultural Strategy, which proposes to create an environment which enables the cultural and creative economy to expand, including further enhancing the county's tourism offer. A key part of this scheme is the creation of a 'community square', which will be utilised to host a plethora of cultural activities including local crafts & arts, celebratory ceremonies, community drama and music performances. The scheme will also enhance public access to Eastbourne's key tourist attractions/businesses, meeting the dual aim of improving the overall visitor experience and supporting local cultural attractions and businesses.

Eastbourne Town Centre Transport Modelling Study 2018

To inform and support the development of the second phase of the Eastbourne Town Centre Movement & Access Package, a new Eastbourne Town Centre transport modelling study has been undertaken between October 2017 and June 2018.

The study featured:

- the development of a SATURN-based highway traffic model of the Eastbourne Town Centre area;
- the identification and development of highway options for the town centre area in partnership with key stakeholders;
- the modelling of a select number of preferred highway options; and
- the preparation of an evidence base to support (i) business case submissions to the South East Local Enterprise Partnership (SELEP) to unlock available Local Growth Fund monies associated with the Eastbourne Town Centre Movement and Access Package as well as (ii) a pipeline of further funding bids.

Following completion of the transport study, a number of the identified highway options for the town centre area have been prioritised for development and delivery, these can be found in Section 3 - 3.1 – Economic CASE. Option 3a is the focus of this business case.

2.4. Need for intervention:

There are no negative externalities associated with the implementation of the package of measures. This is because the package of measures proposed will support the ambitions of the Government, the SE LEP, ESCC, Eastbourne Borough Council and other key partners as set out in the policy documents outlined above. This is in relation to increasing local economic growth, supporting growth in housing and commercial development, reducing road congestion and emissions, along with reducing obesity, improving health and well-being and improving safety and reducing casualties.

Table 9 – issues and need for intervention

Issues	Need for intervention
Ensuring Eastbourne retains and strengthens its retail offer	<ul style="list-style-type: none"> ▪ Most significant growth planned for the County will be undertaken in the Eastbourne/South Wealden area, within the next 10 years.
Pedestrian safety & accessibility	<ul style="list-style-type: none"> ▪ Vehicle and pedestrian conflict ▪ Access to infrastructure inhibited or inconsistent, for people with both visible and hidden impairments
Quality of public realm	<ul style="list-style-type: none"> ▪ Outdated environment with mixed pedestrianised

environment	infrastructure and street furniture
Health inequalities	<ul style="list-style-type: none"> ▪ Limited access to walking infrastructure to support everyday journeys. ▪ Poor air quality
Tourism	<ul style="list-style-type: none"> ▪ Poor connectivity and ability to navigate between key services and cultural, tourist and leisure facilities, especially in Eastbourne Town Centre.

Ensuring Eastbourne retains and strengthens its retail offer

Eastbourne and South Wealden will see the most significant development in the county with over 5,022 dwellings (2006-2027) and 43,000sqm of employment floor space (subject to adoption of the emerging Employment Land Local Plan): (2012- 2027) in Eastbourne and over 14,228 dwellings (2013-2028). Since the adoption of the current Wealden Local Plan in 2013, a significant number of housing allocations and employment allocations identified in the Plan have already been given planning permission.

With the proposed development particularly in the south Wealden area, with Eastbourne becoming the key employment, retail, and leisure hub for residents in these developments, the need to provide packages of measures that support sustainable and accessible travel to key town centre services is paramount to mitigate the impact of the increased demand from users on the area highway network. Therefore this scheme will play a significant role in helping to reduce traffic congestion, bring significant health and environmental benefits and improve access to town centre services by providing greater travel choices

Pedestrian safety & accessibility

Whilst Bolton Road, the section of Terminus and Langney Road which traverses through the extent of phase 2 is one way and has a relatively low traffic flow compared to the pedestrian movements in the area, the area is dominated by vehicles and street furniture. This results in poor accessibility for pedestrians with pedestrians corralled to two dropped crossing points, one near the entrance to the Arndale Centre and the other on the axis between the two major retailers in this part of the town centre - Marks and Spencer and Debenhams.

Quality of public realm environment

The current town centre retail offer was developed in the 1980's and very little has changed, therefore the town centre feels outdated. A recent study in November 2015, 'Eastbourne Arndale, Integrated Research 2015', outlined that Eastbourne residents are currently choosing to shop in neighbouring towns, with 25% of Eastbourne's available retail spend being leaked to Brighton and a total of 31% leaked to Hastings, Bexhill-on-Sea and Tunbridge Wells.

This package of measures is in alignment with Eastbourne Borough Council's Core Strategy Local Plan and Town Centre Local Plan, which outline the need to ensure that the council promotes, 'the vitality and viability of the town centre by ensuring that everyone has good access within an attractive environment', and 'improves the connectivity within the town centre to encourage shoppers and visitors to embark on more expansive pedestrian routes, and to encourage integration between the town centre and smaller shopping destinations on the periphery'.

Health inequalities

There is a need to provide greater opportunities to incorporate physical activity into everyday journeys and reduce reliance of cars for trips into and around the Town Centre. This scheme will have a moderately positive impact on air quality as pedestrianising and upgrading Terminus Road may encourage car users

to make their journeys by foot, thereby reducing emissions of nitrous oxides and particulate matter. Therefore positive externalities experienced would be through improved public health associated with the implementation of the package of measures.

Tourism

Poor connectivity and ability to navigate between key cultural, tourist and leisure facilities, especially in the wider Eastbourne Town Centre area mean that there are significant townscape improvements needed to improve the overall visitor offer and experience particularly between the railway station which is a key gateway into the town and the seafront.

Stakeholder views on future of Eastbourne town centre priorities

In addition to the needs for intervention as identified above, there are key stakeholders within the town centre who recognise that there is a need to enhance the town centre offer. As part of the development of the second phase of the Movement and Access Package for Eastbourne Town Centre, a co-development and design approach has been undertaken with key stakeholders to identify a masterplan of improvements across the area. This approach comprised:

- The development of a town centre transport model
- A series of workshops with stakeholders from the business community, transport providers, local walking/cycling groups, disability groups and local politicians which considered
 - the issues and aspirations across the area;
 - the priority schemes for assessment and
 - the outcomes of the assessment/way forward.

This process identified that the continuation of the Phase 1 scheme centred around the western section of Terminus Road, Cornfield Road and Gildredge Road, into the section of Terminus Road between Cornfield Road and Langney Road was a prioritisation for local stakeholders. More information can be found in Appendix H 1a – Stakeholder Engagement Summary Report.

2.5. Sources of funding:

There are no other available funding sources for the schemes proposed as part of this funding bid available at this time, apart from a small proportion of development contributions which are 'held' by ESCC and available to spend during the LGF programme period and a modest amount of funding from the County Council's capital programme of local transport improvements.

If funding for this package of measures is not able to be secured, the second phase of the town centre improvements in Eastbourne are unlikely to be delivered.

If there is scope for delivery, this would be as individual links on a piecemeal basis, as and when other funding sources are available through the County Council's Capital Programme of Local Transport Improvements which includes approximately £3m of county council monies per annum; development contributions (CIL/s106); or other external funding which could potentially be secured.

Given the current environment where local authority finances are constrained, it is unlikely that ESCC would be in a position to prioritise enough funding to enable the delivery of the entire package.

Eastbourne Borough Council has introduced a Community Infrastructure Levy (CIL). **Eastbourne's CIL receipts over the life of their local plan is only likely to be £2-3m.** Although there will be opportunities to bid for CIL monies for projects, any project would have to bid against other infrastructure projects identified in their respective Regulation 123 lists. As the CIL charging authority, the Borough Councils will decide how CIL monies are spent. Therefore there are no guarantees that funding would be secured. CIL

has only recently been established in Eastbourne and there is currently no bidding rounds proposed as CIL monies need time to accrue.

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

This package of measures provides a vital element of a wider package of prioritised transport infrastructure schemes required to unlock and support sustainable economic growth within Eastbourne. With a focus on strengthening Eastbourne's retail offer by providing a quality urban realm environment that is safe and accessible for all users, this package will contribute towards overcoming some of the key issues identified within section 2.7 of this business case.

Section 2.10 also outlines the current and future large scale infrastructure projects and regeneration plans proposed for Eastbourne, which this package will positively contribute to. Alongside large scale planned housing, commercial development and regeneration projects, there is an increasingly diverse population being established, particularly in Eastbourne, with many younger families moving to the town. The provision of high quality shopping facilities and walking infrastructure will support this, and the move towards Eastbourne becoming a regional shopping centre, and a more significant cultural and leisure destination.

By not investing in these measures now, there is an increased likelihood of the primary retail areas within **Eastbourne becoming more polarised**. This would impact the quality of the environment, which could **ultimately lead to the creation of a 'two-tier' town centre**. One end of Terminus Road seeing the creation of new facilities supporting the extension of the Beacon Shopping Centre, as per Phase 1 of the Eastbourne Town Centre Movement & Access Package, the other, remaining unchanged since its development in the 1980's, hosting retail outlets and businesses that will need to ensure that they can complement and compete with the accessible major offerings and retail outfits that the Beacon Shopping Centre will hold.

A recent study in November 2015, 'Eastbourne Arndale, Integrated Research 2015', outlined that Eastbourne residents are currently choosing to shop in neighbouring towns, with 25% of Eastbourne's available retail spend being leaked to Brighton and a total of 31% leaked to Hastings, Bexhill-on-Sea and Tunbridge Wells.

It is therefore imperative that Eastbourne town centre can become the preferred destination for visitors and local residents alike, creating a strong retail offer now and in the future - one that provides a quality and consistent environment to support that shopping and leisure experience in a safe, functional, accessible and healthy way.

2.7. Objectives of intervention:

Project Objectives

Phase 2 of the Eastbourne Town Centre Movement & Access Package is underpinned by a set of strategic objectives. These align closely with SE LEP objectives focussed on:

Table 10 – Strategic Objectives

Project Objectives	Description
Objective 1:	Deliver Terminus Road improvements between Terminus Road and Bolton Road which supports and compliments the investment in Phase 1 of the town centre movement and access package and the Arndale shopping centre extension

Objective 2:	Reallocate road space to pedestrians in the section of Terminus Road between Bolton Road and Langney Road
Objective 3:	Improve relationship and connection between sections of Terminus Road as the spine route through the primary retail area of Eastbourne town centre.
Objective 4:	Coordinate the design of street furniture and signage which will be finished to a high standard in the Town Centre
Objective 5:	Improve public realm within the town centre

Problems or opportunities the project is seeking to address

As identified in section 2.1, the Phase 2 scheme is seeking to address the following problems:

Table: 11 – Problem / Opportunities to Address

Problem / Opportunity 1:	Ensuring Eastbourne retains and strengthens its retail offer
Problem / Opportunity 2:	Pedestrian safety & accessibility
Problem / Opportunity 3:	Quality of public realm environment
Problem / Opportunity 4:	Health Inequalities
Problem / Opportunity 5:	Tourism

Table 12 below assess the strength to which the strategic objectives relate to the issues, problems the phase 2 scheme is seeking to address.

Table 12 – Alignment of objectives with key Problems / Opportunities

Problems / opportunities identified in Need for Intervention section					
	Problem / Opportunity 1 Ensuring Eastbourne retains and strengthens its retail offer	Problem / Opportunity 2 Pedestrian Safety	Problem / Opportunity 3 Quality of public realm environment	Problem / Opportunity 4 Health & Wellbeing	Problem/ Opportunity 5 Supporting Tourism
Objective 1	✓✓✓	✓	✓✓✓	✓	✓✓✓
Objective 2	✓✓	✓✓✓	✓	✓✓	✓✓
Objective 3	✓	✓✓	✓	✓	✓✓
Objective 4	0	✓✓	✓✓	✓	✓✓
Objective 5	✓	✓✓	✓✓✓	✓✓	✓✓

2.8. Constraints:

There are no significant financial, environmental, legal or development constraints that may affect the suitability of the Preferred Option.

Due consideration will, however, need to be given to public acceptability of the potential re-locating of disabled and taxi parking provisions in the vicinity of the scheme area and also to the likely requirement to advertise traffic regulation orders in relation to changes to on-street parking, loading/unloading provision and traffic movements on Terminus Road, Bolton Road and Langney Road.

These constraints will be managed closely during the consultation, design and delivery stages of the project.

2.9. Scheme dependencies:

There are no overall related or dependent activities, which will result in the full economic benefits of this package of measures not being realised.

As outlined in Section 3.1 – Options Assessment, this scheme has been selected for a number of reasons. Firstly, given the LGF monies has already secured to fund, in part, the first phase of pedestrian and public transport improvements in Terminus Road, and construction on this section of road has already begun, the further pedestrianisation of Terminus Road from Cornfield Road onwards could be justified both on the grounds of cost and its potential to facilitate a continuous pedestrianised route from the train station to the sea front. This was identified as a high priority for delivery following the outcome of the Eastbourne Town Centre Transport Modelling Study and engagement with key stakeholders.

Secondly, an assessment was undertaken to identify which schemes could be delivered according to a number of key variables to develop the proposed package of schemes, including:

- maximising the support to local economic growth,
- delivery within the LGF timescale,
- existing stakeholder approval and support through the co-development approach that was undertaken in the identification of potential Phase 2 schemes, and
- low level risks, with a proposal for mitigation.

In relation to risk management, as outlined in Appendix B, a number of risks have been identified, which have the potential to impact on scheme deliverability, but a number of mitigation measures have been included. The overarching key risks which have been identified and which the scheme delivery will be dependent on include:

- Higher-than-expected costs mean that the scheme is redesigned, which has the potential to reduce benefits modelled in the economic case;
- Opposition to scheme from local groups means that scheme design is changed;
- Hidden utilities' under-ground require changes to the scheme design or re-alignment of services (e.g. water mains) which increases scheme costs; and
- Additional works outside of the original scheme design are added to the project, increasing costs and delay in completion.

2.10. Expected benefits:

Planned Development

The number of jobs and commercial floor space for Eastbourne is identified in Table 10, below. The package will indirectly support the delivery of these jobs and the employment space. The number of new homes identified below is as set out in Eastbourne's Local Plan and the package will indirectly support the delivery of these homes and the proposed employment floor space. The package will contribute to improving the relationship and connection between sections of Terminus Road as the spine route through the primary retail area of Eastbourne town centre, linking residents and visitors to key services, and offering greater accessibility into and around the town centre of Eastbourne.

Table 13 - Eastbourne – Jobs, Commercial Floor space and Homes

	2018/19	2019/20	2020/21	Total	Notes
Jobs	374	373	373	1,120	This is assuming 1 worker per 30sqm of employment floor space.
Employment Floor space (sqm)	11,206	11,206	11,206	13,182	This is the total amount of employment floor space that has planning permission, spread over 3 years.
Homes	211	218	213	642	

Economic Appraisal – Key Outputs

In relation to the economic appraisal, as highlighted in section 3, the schemes will generate a **BCR of 3.39**. Wider benefits can be found within the **benefits realisation plan** outlined in section 6.10.

2.11. Key risks:

The key risks associated with the programme are summarised in the table below and the risk management strategy, including mitigations, can be found in Appendix B.

Table 14 – Key Risks

Key Risks Before Implementation	
Financial	<ul style="list-style-type: none"> Projected scheme cost is at the limit of the funding available from the South East Local Economic Partnership (SELEP). Higher-than-expected costs mean that the scheme is redesigned, which the potential to reduce benefits has modelled in the economic case. Scheme costs are high for a project of this size, which offers the potential for value engineering during the design phase which could increase benefits (for example if it became possible to upgrade a larger area of the town centre).
Reputation	<ul style="list-style-type: none"> Opposition to scheme from local groups means that scheme design is changed, or leads to a delay in securing planning permission. For example pedestrianising Terminus Road may create severance issues for cyclists who may in turn oppose the scheme.
Quality	<ul style="list-style-type: none"> The scheme will create two large pedestrianised areas as the top of Bolton Road and the bottom of Langney Road, which could be developed into public squares potentially attracting greater numbers of visitors to the town centre than modelled in the economic case.
Key Risks During Construction	
Cost	<ul style="list-style-type: none"> Items of historical significance discovered, leading to additional archaeological surveys which increases scheme costs. Additional works outside of the original scheme design are added to the project, increasing costs. Hidden utilities' under-ground require changes to the scheme design or re-alignment of services (e.g. water mains) which increases scheme costs. This is more of a risk along the section of road which is to be newly-pedestrianised Additional storage costs incurred due to the need to store granite supplies in secure locations.
Environmental	<ul style="list-style-type: none"> Noise and air pollution from construction leads to disruption to traders leading to reputational damage.
Schedule	<ul style="list-style-type: none"> Adverse weather leads to longer construction times.
Key Risks Post-Implementation	
Quality	<ul style="list-style-type: none"> On-going maintenance by third parties (for example services) requiring access to sub-surface structures leads to damage to granite surface, which reduces benefits from the scheme. Vandalism to new pavement and street furniture

3. ECONOMIC CASE

3.1. Options assessment:

Long list of options considered:

The Eastbourne town centre local plan (TCLP)¹ sets out the council's vision for Eastbourne Town Centre, which includes an ambition to attract more shoppers, residents, workers and visitors into the town centre, through investing in the local urban realm.

As identified in the local plan, some parts of the town centre's urban realm are currently in use beyond their expected lifetime, and as a result are in poor condition. The poor quality of these elements of the town centre are thought to act as a barrier to further investment by private sector partners. This problem is a market failure (public goods and free rider issue) which can only be solved through Government intervention in the form of co-ordinated investment by the Local Authority.

The town centre local plan identified several key approaches, gateways, and streets which need investment to leverage further private sector investment. However, the cost of upgrading all these areas is currently unaffordable under the current funding settlement and for this reason the identified improvements works have been prioritised by Jacobs as part of the Eastbourne Town Centre Modelling Study.

This study looked at the following options for improving the urban realm in Eastbourne Town Centre: -

- **Option 1:** Relocate Ring Road to The Avenue & Cavendish Place
- **Option 2:** Pedestrianise Terminus Road between Seaside Road and Grand Parade
- **Option 3a:** Pedestrianise Terminus Road between Langney and Bolton Roads
- **Option 3b:** Option 3a with additional pedestrianisation over the whole length of Langney Road and the top portion of Bolton Road
- **Option 4:** Zebra crossings all-round Memorial Roundabout plus small kerb line changes
- **Option 5:** Simplify junction of Grove Road, South Street and Meads Road
- **Option 6:** Grove Road 20mph and reduced carriageway width
- **Option 7:** Pedestrianise area in front of Town Hall
- **Option 8:** Two-way operations on Ashford Road between Gildredge and Susan's Roads
- **Option 9:** Bus Hub & Interchange Under Existing Station Canopy
- **Option 10:** Two-way operations on Susan's Road between Ashford and Seaside Roads
- **Option 11:** Two-way operations on Seaside Road between Terminus Road and Cavendish Place
- **Option 12:** Town Centre Cycle Network
- **Option 13:** Pedestrianise South Street between Grove and Gildredge Roads 6-33

Options assessment:

The Town Centre Modelling Study examined the impact of all thirteen options on road capacity with the intention of ruling out any option which had a significantly negative impact on the smooth flow of traffic around Eastbourne. The results of the modelling study found that none of the options above had a significantly negative impact on traffic operations, and for this reason no option was ruled out on this basis.

¹ https://www.lewes-eastbourne.gov.uk/_resources/assets/inline/full/0/259253.pdf

However, the study also examined the logical sequencing of the completion of each of the options. In many cases, many of the benefits of a particular option cannot be realised until another option has been completed. This sequencing problem applies, for example, to the relocation of the town centre ring road from Grand Parade to the Avenue and Cavendish Place. In this instance, it would not make sense to do so until the full pedestrianisation of Terminus Road has been completed, as the latter scheme may require the introduction of zebra crossings where it meets the current ring road at Grand Parade.

Short list of options:

The analysis presented in the Eastbourne Town Centre Modelling Study concluded that, given the funding of a pedestrianisation scheme for Terminus Road from the junction with Ashford and Gildredge Roads and Cornfield Road has already been secured (and construction on this section of road has already begun), that further pedestrianisation of Terminus Road from Cornfield Road onwards could be justified both on the grounds of cost and its potential to facilitate a continuous pedestrianised route from the train station to the sea front, as well as the fact that this option could enable other options considered in the modelling study, for example the relocation of the town centre ring road.

On this basis, the following options have been considered: -

- **Option 1:** The pedestrianisation of Terminus Road between Bolton Road and Langney Road, and the upgrade of an already-pedestrianised section of Terminus Road between Cornfield Road and Bolton Road.
- **Option 2:** The pedestrianisation of Terminus Road between Bolton Road and Langney Road, and the upgrade of the already pedestrianised sections of Terminus Road between Cornfield Road and Bolton Road, and between Langney Road and Seaside Road.

The initial cost assessment of option 2 presented in the modelling study suggested that this option could be affordable at a cost of around £3.8m in current prices (with £3m of funding contributed by SELEP).

The Town Centre Modelling Study estimated option costs using top-down, high level cost estimates. Since this study was completed, we have refined our cost estimates for this scheme both by comparing our cost projections against outturn costs from the first phase of the town centre improvement works (i.e. the pedestrianisation works ending at Cornfield Road), and have revised our unit cost estimates upwards to reflect the fact that phase two should use high quality materials that are consistent with the phase one works, and to reflect higher-than-expected costs encountered during phase one, which are specific to the nature of this scheme (for example additional services relocation works which may need to be completed).

On the basis of this cost re-assessment and the funding envelope available from SELEP and ESCC, option 1 is the preferred option.

3.2. Preferred option:

The preferred option is option 1 - to pedestrianise the section of Terminus Road between Bolton Road and Langney Road, and to upgrade the already-pedestrianised section of Terminus Road between Cornfield Road and Bolton Road.

As defined by the TCLP, the objectives of this scheme (and the other improvement works considered in the Town Centre Modelling Study) are that: -

“By 2027, Eastbourne town centre will be a place that attracts more shoppers, workers, residents and visitors to spend more time enjoying a vibrant and varied offer and mix of uses in a well-connected series of attractive streets and public spaces. Increasing investment in the town will bring wide-ranging benefits and will allow Eastbourne to respond positively to climate change.”

The proposed scheme broadly aligns with the objectives set out above. We have already seen an increase in business investment as a result of phase 1 of scheme (for example through the commitment by Legal and General to invest £85m in an extension of the Beacon (formerly Arndale) shopping centre which runs along Terminus Road, and it is reasonable to expect new investment to continue as a result of the further pedestrianisation and street upgrades appraised in this business case.

There is a significant body of evidence (which is covered in more detail in the economic appraisal report in Appendix G) to suggest that urban realm improvement works have the potential to substantially increase pedestrian visitor numbers. For example, urban realm improvements in Sheffield resulted in a 35% increase in footfall across the Sheffield city centre, and in Coventry, urban realm improvements attracted a 25% increase in weekend pedestrian numbers. We therefore expect an increase in visitor numbers to Eastbourne because of this scheme.

While the scheme may sever access to the town centre for some transport users (for example cars users and cyclists) as, for example, it will no longer be possible to travel from Memorial Roundabout to Cavendish Road by car or bicycle, the scheme also reduces severance for pedestrians who are both travelling from the train station to the town's main shops along Terminus Road as well as to the seafront. As a result, it is reasonable to expect an increase in the number of people opting to move around the town on foot as opposed to by car. This could therefore have positive environmental impacts through a reduction in carbon emissions and air pollution.

There is significant local support for this and the other schemes set out in the TCLP. The TCLP was formally adopted by Eastbourne Borough Council on 20 November 2013 and before formal adoption was considered by an independent inspector as part of the formal Examination in Public (EiP) process. The EiP process allowed members of the public to give their opinions on the scheme through hearing sessions on 16 May and 17 May 2013.

3.3. Assessment approach:

The methodology followed to assess the value-for-money of the scheme broadly follows the methodology approved by SELEP's Independent Technical Advisors (ITE) for the first phase of the town centre improvement works. The following approach was used to calculate scheme benefits.

- **Townscape Improvements.** Consumers' willingness-to-pay for urban realm improvements, and the impact these improvements could have on property values, were monetised using the Valuing the Urban Realm Toolkit (VURT) which was developed by TfL.
- **Health benefits.** Benefits from improved health outcomes associated with higher levels of walking were calculated using the World Health Organisation's (WHO) Health Economic Assessment Tool (HEAT)².

² <https://www.heatwalkingcycling.org/>

- **Absenteeism.** Benefits from a reduction in lost economic output as a result of fewer working days lost to illness as a result of higher levels of physical activity have been calculated in line with WebTAG unit A4-1, which suggests that higher levels of physical activity could lead to a 25% reduction in short-term absenteeism.
- **Additional active mode benefits.** Where other, less sustainable forms of transport are displaced by walking because of this scheme, there may be wider societal impacts, such as reduced road congestion, infrastructure maintenance costs, accident rates, air pollution and noise. These have been monetised in line with the methodology set out in WebTAG unit A5-1.

In addition to the benefits above, we have also calculated the benefits that this scheme could have on tourism and employment. WebTAG does not provide guidance on how to value these impacts, and for this reason we have not included them in our central case BCR. Further information on these impacts can be found in the economic appraisal report.

We have also qualitatively assessed the impact of this scheme on the following areas: -

- Regeneration
- Physical activity
- Journey quality
- Accidents
- Security
- Severance

3.4. Economic appraisal inputs:

Table 15 – Appraisal Inputs

Appraisal inputs	Impact appraised	Details
Pedestrian count data	All	Supplied by East Sussex County Council. Weekday count data was taken on 30/08/2018 and 06/09/2018. Weekend count data was taken on 08/09/2018.
Pedestrian Environment Review System (PERS) scores	Urban realm benefits	This system was created by TfL to allow users of the VURT toolkit to assess the quality of the urban environment for a number of criteria both before and after intervention. Scoring of the current urban realm provision was completed on site on 31/08/2018.
Street link lengths	Urban realm benefits	Link lengths are an input in VURT. To calculate these, we used distances from Google Maps. These distances were checked against link lengths in SATURN.
Property rateable values	Urban realm benefits	These are used to monetise potential increases in the rateable values of business premises. Rateable values were sourced from the Valuation Office Agency on 16/08/2018
Residential property prices	Urban realm benefits	These are used to monetise potential increases in residential property prices. These inputs were sourced from HM Land Registry's price-paid database on 16/08/2018.
Study area	Health benefits	This is used in the WHO HEAT model to assess the

population		number of people who benefit from improved health outcomes. These were sourced from the ONS.
Trip rates	Health benefits	Sourced from the National Travel Survey (sheet 0409 and 0308); used to assess health in the do-minimum scenario.
Short-term sickness rates	Absenteeism benefits	Used to calculate absenteeism benefits. Sourced from the UK Labour Force Survey.
Average annual earnings	Absenteeism benefits	Sourced from East Sussex in Figures (ESIF).
Size of Eastbourne labour force economically active	Absenteeism benefits	Sourced from ONS.
Proportion of pedestrians walking 30 minutes or more per day.	Absenteeism benefits	Sourced from DfT cycling and walking statistics table CW0304.
Reduction in absenteeism rates.	Absenteeism benefits	Sourced from WebTAG unit 4.1 on 16/08/2018
Vehicle occupancy by mode	Active mode appraisal	Sourced from WebTAG unit 5.1.
Walking diversion factors	Active mode appraisal	Sourced from WebTAG databook A5.4.7. Diversion factors are assumed to be the same for walking as cycling in the absence of alternative robust evidence as per WebTAG guidance.
Average trip length	Active mode appraisal	Sourced from National Travel Survey (9910).
Car occupancy rates	Active mode appraisal	Sourced from WebTAG databook A1.3.3.
Marginal external costs (MECs)	Active mode appraisal	Sourced from WebTAG databook A5.4.2.

3.5. Economic appraisal assumptions and results

Table 16 – Appraisal Assumptions

Appraisal Assumptions	Details
WebTAG version	May 2018 update. This was the most recent version of WebTAG at the time the economic appraisal was completed (September 2018).
Opening Year, Final Modelled Year and Appraisal Duration	We have assumed that the scheme opens in 2020. In order to ensure consistency with the phase 1 economic appraisal, we have assumed a 15-year lifetime of the asset, and therefore a 15-year appraisal lifetime.
Price Base/GDP Deflator	To ensure consistency with WebTAG, £2010 prices have been used in this appraisal. Inputs not already in £2010 prices have been converted using the ONS RPI all items index.
Real Growth (i.e. above CPI or below)	Zero
Discounting	As the scheme lifetime is below 30 years, we have discounted all benefits and costs by 3.5% per year.

Table 17

	£m PV (2010)
Costs*	
Capital Costs	£3,099,453

Benefits	
Urban realm	£6,373,378
Health	£3,046,634
Absenteeism	£183,796
Active mode	£899,034
Appraisal	
Present Value of Costs (PVC)	£3,099,453 ³
Present Value of Benefits (PVB)	£10,502,842
Benefit Cost Ratio (BCR)	3.39

The improvements to Terminus Road covered in this economic appraisal form the second phase of the Eastbourne Town Centre Improvement Works. Work on phase 1 of the package (which is already underway) involves additional urban realm improvements and it is likely that improvements made to the town centre in phase 1 will also contribute to the increase the number of pedestrians visiting the town centre.

To avoid double counting benefits from new pedestrian users, we have assessed the proportion of users who travel from the phase 2 study area into the phase 1 study area, using count information taken on the 30 August 2018 at the junction between Terminus Road and Cornfield Road. This count data suggests that 24% of users typically move on from phase 2 into phase 1, and for this reason we have netted off 24% of users when calculating the benefits from phase 2.

3.6. Sensitivity tests:

Health and urban realm benefits make up most total scheme benefits. For this reason, we have run two sensitivities to determine whether the scheme's VfM classification would fall from at least the high VfM category into the medium VfM category.

The first sensitivity assumes that there are no health benefits associated with the scheme. The results below show that the scheme still offers high value for money, even with no health benefits.

Table 18 - Sensitivity Tests

	£m PV (2010)
Sensitivity Test 1	<i>No health benefits</i>
Present Value of Costs (PVC)	£3,099,453
Present Value of Benefits (PVB)	£7,456,208
Benefit Cost Ratio (BCR)	2.41

In the second sensitivity, we have assumed that the improvements to the urban realm are smaller than currently planned. This could be due to a necessary scheme re-design using lower quality materials because of higher-than-expected costs forecast at the scheme preliminary design stage. In this scenario we have assumed a lower specification scheme where all physical attributes post intervention are scored

³ Please note that these costs are in £2010 values. The total scheme costs are greater in present values, and therefore the funding application to SELEP is greater than the values presented above.

at 2 (3 is the maximum score in PERS, which has been assumed in the central scenario). In this sensitivity the scheme BCR falls to 2.73. In this scenario the scheme still offers high value for money.

Table 19

	£m PV (2010)
Sensitivity Test 2	<i>Lower PERS score (2 instead of 3)</i>
Present Value of Costs (PVC)	£3,099,453
Present Value of Benefits (PVB)	£8,458,545
Benefit Cost Ratio (BCR)	2.73

3.7. Environmental impacts:

We have appraised the following environmental impacts in the Appraisal Summary Table (AST).

Table 20 – Environmental Impacts

Environmental Impact	Assessment
Noise	NPV of £15,096. This scheme has the potential to reduce car trips by 27,112 and taxi trips by 13,225 per year which has the potential to reduce negative noise externalities.
Air Quality	NPV of £3,865. This scheme has the potential to reduce car trips by 27,112 and taxi trips by 13,225 per year which has the potential to reduce pollutant emissions.
Greenhouse Gases	NPV of £53,115. This scheme has the potential to reduce car trips by 27,112 and taxi trips by 13,225 per year which has the potential to reduce greenhouse gas emissions.
Landscape	There are no landscape impacts from this scheme as this investment is located in a town centre.
Townscape	NPV of £6,373,378. There are significant townscape improvements from this scheme. Pedestrianising and upgrading links in Terminus Road will offer benefits to several different groups - those transiting through the upgraded links who will experience more pleasant journeys, those travelling to the upgrade sections as a destination in their own right, as well as property owners along the route who will benefit from higher property prices and rateable values.
Heritage	This scheme has no impact on heritage.
Biodiversity	This scheme has no impact on biodiversity.
Water Environment	This scheme has no impact on the water environment.

3.8. Social impacts:

Table 21 – Social Impacts

Social Impact	Assessment
Accidents	NPV of £226,439. Pedestrianising and upgrading Terminus Road may encourage cars users to switch to walking. A reduction in car journeys because of this will lead to fewer accidents.
Physical Activity	NPV of £3,046,634. Our modelling assumes that pedestrianisation leads to an

Social Impact	Assessment
	increase in walking even once modal share and the impact of phase 1 have been taken into consideration.
Security	Positive / highly beneficial. The existing street lighting provision is poor and so the plans for this scheme include replacing current lampposts with modern units capable of producing higher levels of light output. This will serve to reduce crime and improve perceptions of personal safety.
Severance	Positive / highly beneficial. Pedestrianising the section of Terminus Road between Bolton Langney Road will impact on severance. For pedestrians it will now be possible to walk from the top of Cornfield Road to Langney Road without meeting any road traffic.
Journey Quality	Positive / highly beneficial. Pedestrian users of Terminus Road will benefit from improved journey quality as this scheme will create more even walking surfaces and remove street furniture thereby reducing user conflict.
Option values and non-use values	There are some non-use values which accrue to the owners of properties adjacent to the route. These are monetised elsewhere (within townscape benefits).
Accessibility	None. There is no impact on access to services.
Personal Affordability	None. This scheme does not affect affordability.

3.9. Distributional impacts:

We have qualitatively assessed the impact that this intervention could have on different stakeholder groups in the study area.

This scheme is likely to have a positive impact on groups facing mobility issues, such as wheelchair users, as it increases the number of areas in the town centre which can be accessed without encountering motorised traffic. Similarly, upgraded surfaces and dropped kerbs will have a positive impact on those with mobility issues.

This scheme may have a positive impact on the local employment market. While Eastbourne does not have unusually low employment rates, it is possible that the intervention may increase the number of jobs available in the service and retail sectors, which could lead to benefits for lower socio-economic groups, who may face a higher rate of unemployment on average.

This scheme may also have a positive impact on lower socio-economic groups who are potentially more likely to live in lower-quality housing in areas closer to traffic hotspots. As this scheme offers the potential to reduce traffic flows, this could reduce the amount of air pollution in these areas, which may have positive health impacts on these groups.

3.10. Wider impacts:

This scheme will have a positive impact on employment and the retail sector. However, wider economic benefits as defined by WebTAG are unlikely to be generated by this scheme. Therefore, these impacts have not been estimated.

3.11. Value for money:

On the basis of our central cost assumptions, we estimate this scheme to have a **BCR of 3.39**. We have also calculated a BCR using our conservative costs estimate which reduces the BCR to 2.99. In the

former scenario, the scheme offers very high value for-money and in the latter scenario the scheme offers high value for money.

Table 22: Summary of scheme costs, benefits and BCR

	Central Costs	Conservative Costs
Urban realm (£2010)	£6,373,378	£6,373,378
HEAT (£2010)	£3,046,634	£3,046,634
Absenteeism (£2010)	£183,796	£183,796
Active mode (£2010)	£899,034	£899,034
Total benefits	£10,502,842	£10,502,842
Costs (£2018)	£3,891,304	£4,405,797
Costs (£2010)	£3,099,453	£3,509,250
Benefit to cost ratio	3.39	2.99

We have assessed the sensitivity of the scheme BCR to changes in costs. For the scheme to be deemed to be medium value-for-money, costs would need to rise by 70% and 50% in the central cost scenario and the conservative cost scenario respectively.

Health and urban realm benefits make up most of the scheme benefits. We have therefore assessed the sensitivity of the BCR to changes in these benefits.

If this scheme offered no health benefits, the BCR of the scheme would fall to 2.41 and 2.12 respectively, meaning that the scheme would still offer high value for money in both scenarios.

Urban realm benefits have been calculated based on a high-quality specification, which is a reasonable assumption given the budget allocated to this scheme. The core BCRs are based on PERS scores of 3. We have tested the impact that a lower-specification scheme, where PERS scores post intervention are 2 instead of 3. This lowers the BCR of the scheme to 2.73 in the central cost case, and 2.41 in the conservative cost case.

This scheme offers a number of non-monetised benefits and costs which are explored further in an accompanying AST. There are negative impacts from this scheme on cyclists and motorists who will be required to take a less direct route when travelling from Memorial Roundabout to Cavendish Place. There are significant journey quality, severance and regeneration benefits from this scheme. On balance, non-monetised benefits outweigh non-monetised costs. This means that there should be no change to the value-for-money categorisation of this scheme on the basis of non-monetised impacts.

4. COMMERCIAL CASE

4.1. Procurement options:

Through an existing seven year contract, between ESCC and Costain/Jacobs (East Sussex Highways), ESCC has the option to directly commission East Sussex Highways to undertake works for this scheme. The contract includes the options to procure professional services, including highway design (feasibility, preliminary and detailed design) and infrastructure delivery.

In order to deliver the schemes included within this package, a **standard approach** to project delivery will be taken. This means that ESCC will use the East Sussex Highways Joint Venture with Costain/Jacobs to undertake both the design and construction of the programme measures.

Given the timescales associated with the delivery of this programme and the clear benefits that this will provide, the use of the existing East Sussex Highways Contract has been assessed as the most cost effective and reliable route to enable the delivery of this programme, within the funding timescales. The use of the East Sussex Highways Contract will also provide critical local scheme development knowledge, which will be fundamental in the LGF timescales to enable both scheme design and construction. This option is also in adherence with ESCC Contract Standing Orders for transport infrastructure projects.

In relation to lessons learned from previous procurement processes; it is important to note that this procurement option has been selected for other ESCC LGF Transport package projects, and this has proved an effective method in mobilising projects towards design and delivery and meeting with the LGF Programme timescales.

4.2. Preferred procurement and contracting strategy:

Procurement & Contracting Strategy - Standard Approach to Delivery (Design and Construct)

As outlined in 4.1 a standard approach to project delivery will be taken.

This will include the design and delivery (build) being undertaken through our East Sussex Highways joint venture with Costain/Jacobs. The various schemes identified for inclusion in the programme will be designed and delivered through Jacob's Infrastructure Design team located within the Ringmer office in East Sussex.

This team comprises of an overall Programme Manager alongside Scheme Project Managers, who lead the community engagement for the projects. This team also includes the Scheme Designers, who undertake the design and engagement with the contractor (Costain), who will be responsible for undertaking the construction of the schemes. This team all have extensive experience in delivering these types of schemes within East Sussex. If additional resource is required, due to the nature of the contract, Jacob's are able to source other staff from other offices across the country to support projects, if required.

Scheme Implementation – Costain/Jacobs

By using the East Sussex Highways Contract Joint Venture means that officers can ensure we are using an existing and effective procurement strategy, which will enable the following:-

Full project mobilisation within the funding period - As outlined section 1.14, the scheme has already been programmed into the contractor's overall work programme for the financial years as set out in the

Employers Service Requirement Plan, which is signed off by ESCC. This has enabled early engagement with Costain and Jacobs about the scheme types and the likely resource requirements, for both design and build of the scheme.

- Has clearly defined financial implications, which will be reviewed;
- Has clearly defined risk allocations, which will be reviewed regularly throughout the design and delivery of the scheme; and
- Specific project timescales including implementation timeframes.
- Programme and Financial Monitoring

As part of the Costain/Jacobs Quality Management System, there is ongoing dialogue between the professional services element and construction element of the joint venture, and as the client ESCC officers are an integral element of this. This process enables the discussion of issues such as construction methodology, traffic management, value engineering approaches, and communications with stakeholders before and during construction, to ensure effective programme management.

The contract has been let on a target cost basis. Therefore the risk allocation throughout the scheme will be costed partially upfront, based on the potential risks. As the detailed design process progresses a target cost will be agreed, in response to the Employers Service Requirement Plan.

A fully costed risk register will be prepared by the contractor as part of the overall project management process, and reviewed alongside the programme budget, by the ESCC Strategic Economic Infrastructure Team and East Sussex Highways Joint Venture, who meet on a monthly basis. If it is identified that there are likely to be any scheme cost overruns, the programme management approach will ensure that these are identified early and can be met by appropriate mitigation measures.

The County Council's Strategic Economic Infrastructure team who will manage the overall programme and Costain/Jacobs, our Highways Contract Joint Venture, who will manage the delivery of the package, has a proven track record of successful project delivery over a number of years, both in terms of delivering schemes on time and to budget. The Management and Governance Arrangements set out in Appendix F, provides additional detail on the various roles in the structure, to support programme management.

4.3. Procurement experience:

ESCC has an experienced Procurement Team, who are part of the Orbis Initiative, which is a formal shared service collaboration between East Sussex, Surrey and Brighton & Hove Councils. With specified procurement resource for the Communities, Environment and Transport (CET) Directorate, this ensures that the Strategic Economic Infrastructure Team are supported by Procurement Specialists who understand the procurement options and requirements related to the design and delivery of transport infrastructure schemes.

As outlined in section 6.1, ESCC has considerable experience of delivering similar programmes of works, especially infrastructure schemes, using the procurement approach of East Sussex Highways Joint Venture (JV) with Costain/Jacobs, in undertaking both the design and delivery of transport infrastructure schemes. This was the recommended procurement approach, by ESCC Procurement Specialists, supporting the CET Directorate.

The Joint Venture is managed by a dedicated ESCC Contracts Management Team, who were created to oversee the management of the new contract including commercial management, compliance and performance, asset management and service development. The contract management team is led by a Contract Manager.

The key benefits of the new contract is the introduction of efficiencies and savings delivered by the Joint Venture's (JV's) and particularly their ability to control end to end processes, supporting reliability in scheme delivery.

The ability to scrutinise this contract was paramount for ESCC, and therefore a robust client commercial and performance regime has been developed. This includes an ESCC Scrutiny panel where the JV has to report against the following specific outcomes:-

- to have the best road network condition for the funding available;
- to improve network condition; promote economic growth;
- reduce the level of third party claims;
- provide value for money;
- promote local engagement;
- improve customer satisfaction.

Alongside this, specific performance measures have been developed, these are linked to wider business measures to show delivery against the desired outcomes, as listed above.

This clearly demonstrates that a robust approach has been selected to deliver the £3m Eastbourne Town Centre Movement & Access Package.

In terms of lessons learned; this procurement option has been selected for other ESCC SE LEP LGF Transport Infrastructure Projects, and this is proving an effective method in mobilising projects towards delivery, during the LGF programme period.

4.4. Competition issues:

There are no competition issues with the supply chain due to the procurement approach that has been adopted.

4.5. Human resources issues:

ESCC recognises the importance of having a multi skilled team of staff at both ESCC and East Sussex Highways Joint Venture, to deliver a large programme of small to medium sized local transport infrastructure projects, such as the Eastbourne Town Centre Movement & Access Package Phase 2.

As outlined in section above, the human resource associated with the delivery of the package will include staff from ESCC Strategic Economic Infrastructure Team, who will undertake LGF Programme Management, alongside scheme design and delivery staff located within East Sussex Highways Joint Venture with Costain/Jacobs. The monitoring of the overall East Sussex LGF programme and outputs as well as reported back to SE LEP is undertaken by the Project Co-ordinator - East Sussex Growth.

To mitigate any issues associated with the availability of staff resource within East Sussex Highways, early contractor involvement with East Sussex Highways Joint Venture has been undertaken by the Strategic Economic Infrastructure Team during the development of the package for inclusion in the SE LEP Business Case. This has ensured that East Sussex Highways Joint Venture are aware of the proposed scheme to enable them to mobilise an appropriate level of staff resource with the correct skill set during the programme period.

This has also resulted with the Eastbourne Town Centre Movement & Access Package Phase 2 scheme being included in the draft Capital Programme of Local Transport Improvements and the Employer Service Requirement Plan issued by ESCC to East Sussex Highways; scheme design briefs being have also been written and submitted to East Sussex Highways by the Strategic Economic Infrastructure Team.

As outlined above the Strategic Economic Infrastructure Team have extensive experience of managing capital programmes of local transport improvement schemes, which are similar to the type of measures within Phase 2 of the Eastbourne Town Centre Movement & Access Package, which will ensure that the LGF schemes are monitored using ESCC rigorous project management framework. In addition to this, the principal cohort of staff resource from East Sussex Highways, are based locally, and these staff bring considerable local knowledge on scheme delivery.

4.6. Risks and mitigation:

As outlined in paragraph 4.3, the delivery of Phase 2 of the Eastbourne Town Centre Movement & Access Package, will be undertaken by East Sussex Highways Joint Venture, between Costain (contractor) and Jacobs (professional services including project management and design) with the ESCC Strategic Economic Infrastructure as, Scheme Promoter.

East Sussex Highways will be responsible for delivery and the risks associated with this. The detailed design and construction of Phase 2 of the Eastbourne Town Centre Movement & Access Package is currently on the East Sussex Highways 'Employers Service Requirements Plan' (ESRP) for 2019/20

This process allows the programme to pass through the design/consultation phases with progress and review of risks reported back to Scheme Promoters via the Monthly Progress Meetings attended by Strategic Economic Infrastructure (SEI) Team, East Sussex Highways, and ESCC's Contract Management Group (CMG). Once the final scheme design has been approved by SEI and a satisfactory target cost for construction provided by East Sussex Highways, SEI will formally instruct (via CMG) East Sussex Highways to proceed with construction.

At all of the above stages, East Sussex Highways is responsible for delivery and the risks associated with this and they are required to report this to the CMG, who use a range of KPI's to determine performance. Under the terms of the contract, in respect to under-performance, this is subject to penalties.

Through Early Contractor Involvement at the preliminary design stage, which is being undertaken at present, and into the detailed design stage it is intended that responsibility for risks once the scheme design and associated cost has been ascertained, should lie with East Sussex Highways (Costain/Jacobs).

4.7. Maximising social value:

ESCC is fully aware of the Public Services (Social Value) Act 2012 and the obligation that this places on the authority to ensure that the procurement of services over the European Union (EU) threshold provides an opportunity to improve the economic, social and environmental well-being of our area.

The selected procurement approach of using East Sussex Highways Joint Venture, to deliver Phase 2 of the Eastbourne Town Centre Movement & Access Package, provides the greatest opportunity to deliver far reaching social value, because this is an integral element of the East Sussex Highways Joint Venture contract.

A community benefits plan, identifying the benefits the contractor will deliver during the course of the contract has been developed. The monitoring and reporting of all benefits will be achieved through the performance of this contract.

The plan has focussed on acting as a catalyst for delivering non-statutory services which ESCC would like to fund but can no longer support, resulting in wider community benefit. These are often low cost measures, but provide great added value to ESCC.

Some examples of specific measures which have been developed to date include:-

- The development of an apprenticeship programme at East Sussex Highways
- Offering local business small contracts to support the delivery of highway maintenance and transport infrastructure delivery
- Community Match Scheme – provide funding to parishes to deliver small scale infrastructure improvements within their locality.

Therefore as part of the delivery of Phase 2 of the Eastbourne Town Centre Movement & Access Package, there may be the opportunity to provide contracts to local businesses to support the delivery of the transport infrastructure measures.

5. FINANCIAL CASE

5.1. Total project value and funding sources:

Total Project Value

The total project value for the second phase of the Eastbourne Town Centre Movement and Access Package, which will deliver improvements to the section of Terminus Road in the town centre between Bankers Corner and Langney Road including the part-pedestrianisation of Bolton Road, is **£3.486m**.

Cost Estimates – methodology

At present preliminary designs are being developed by Jacobs, who provide the professional design services element of the East Sussex Highways joint venture contract. Therefore costs for this scheme have been calculated using the concept-level designs developed as part of the Eastbourne Town Centre Phase 2 Study and are based on a top-down methodology.

As highlighted in the Economic Appraisal Report (Appendix G), cost estimates have been calculated on a per square metre basis and have been benchmarked against the outturn costs from several comparable schemes completed elsewhere in the country including the Phase 1 scheme in Eastbourne town centre which is currently being constructed using, in part Local Growth Fund monies.

For this scheme, a central cost estimate which assumes costs are £700/sqm has been used. It includes an optimism bias of 30% and a 10% allowance for services.

These costs have been benchmarked against other schemes in the country, and these costs are higher than similar non-London schemes. For example, completed pedestrianisation schemes in the North of England cost between £250/sqm and £400/sqm.

Therefore the two cost estimates are considered to be realistic and robust as the scheme proposed for phase 2 in Eastbourne Town Centre involves higher quality urban realm improvements than those completed in the comparator cases elsewhere in the country, and the current phase 1 scheme costs, which comprise tendered and actual construction costs, have been used as a further benchmark.

Funding sources

The table below sets out the proposed funding types for Phase 2 of the Eastbourne Town Centre Movement and Access Package.

Table 23 – Funding Sources

Eastbourne Town Centre Movement and Access Package Phase 2 - Spend Profile				
	2018/19 £000	2019/2020 £000	2020/2021 £000	Total £000
SELEP LGF (Construction)		1,000	2,000	3,000
ESCC – Local Transport capital programme	■	■	■	■
Development Contributions (HELD)		■		■

TOTAL				
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As identified in the table above the following funding sources will be used to deliver the Eastbourne Town Centre Phase 2 scheme:

Local Growth Fund

As highlighted above, the Local Growth Fund ask is **£3m**; this is the remaining £3m that is currently allocated to the Eastbourne Town Centre Movement and Access Package within the Local Growth Deal announced in July 2014.

In terms of the conditions associated with the funding sources, the LGF SE LEP funding is subject to the approval of the business case, by the SE LEP Accountability Board on 23rd February 2019.

East Sussex County Council

The design of the scheme is currently being funded by the County Council as part of its capital programme of local transport improvements. The 2018/19 programme is available on the county council website at <https://www.eastsussex.gov.uk/yourcouncil/about/keydocuments/councilplan/capital-programme/>.

To support the £3.486 funding requirement, funding has been allocated in the 2018/19 capital programme for local transport improvements towards the design of the Phase 2 scheme and additional funding will be allocated in 2019/20 and 2020/21 from the same programme towards the construction of the scheme. The medium term financial programme for the County Council, available at, identifies that £2.442m is allocated towards the countywide local transport improvement programme in 2019/20 and £2.819m in 2020/21.

The annual programme for each of these financial years will be considered by a cross-party member panel for their comment being to being presented to the County Council's Lead Cabinet Member for Transport and Environment in March 2019 and March 2020 respectively for approval. The development of the capital programme of local transport improvements is managed by the Strategic Economic Infrastructure team, who are also responsible for the delivery of the Town Centre Phase 2 package. The need to allocate funds from across the 2019/20 and 2020/21 capital programme of local transport improvements towards the Eastbourne Town Centre Movement and Access Package Phase 2 has subsequently been reflected in the County Council's financial planning programme for those two years.

Local Development Contributions

In addition, of £100,000 have been allocated from the following development contribution:

Table 24 – available contributions

Planning Reference	Total held - available to spend (includes interest and indexation)	S106 user	Amount allocated to Eastbourne Town Centre Movement and Access Package Phase 2
EB/1986/431	711,996	Permanent road improvements and associated works for public use to accommodate additional traffic generated by the Development excluding Pevensey Bay Road Improvement Works.	100,000

These monies are held by the County Council and are available to spend on the design of the scheme over 2018/19, 2019/20 and 2020/21 to support the delivery of the scheme.

Further contributions have been identified which could be used towards any cost overruns of the scheme. This is outlined in Appendix E.

Business Contributions

Phase 1 of the Eastbourne Town Centre Movement & Access Package secured £300k of private sector investment from Legal & General, which was part of the planning gain secured from the extension to The Beacon shopping centre and augments their wider £85m investment that Legal & General are making in constructing the extension which will significantly improve the town's retail and leisure offer.

Contributions from business located on the extent of phase 2 of the package have not been included as there is no appropriate mechanism to secure any contributions. However, an extensive stakeholder engagement process (which has led to the development of scheme options for Eastbourne Town Centre) has been undertaken with business stakeholders such as the Eastbourne Chamber of Commerce and Little Chelsea Traders Association stating their support for the scheme. Whilst there is no financial 'skin in the game' representatives from various stakeholder groups feel a sense of personal responsibility for the scheme, having been so closely involved and instrumental in creating the option that this business case is seeking to unlock.

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

The request from SELEP is for the remaining £3m to be released from the £6m initially allocated to the Eastbourne Town Centre Movement and Access Package announced in the July 2014 Local Growth Deal. The release of the initial £3m towards the Movement and Access Package was approved by the LEP in April 2016.

5.3. Costs by type:

The table below outlines the cost elements of the £3.5m Eastbourne Movement & Access Package per type:

Table 25 – Costs by Type

Cost type	Expenditure Forecast					
	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	Total £000
Capital						
Design costs						
Construction (based on cost estimates)						
QRA – as per Appendix B ⁴						
Optimism bias (30%)						
Total capital funding requirement (excluding optimism bias)						

⁴ QRA equates to £318,500 which has been rounded to the nearest £'000.

The scheme development and delivery costs for East Sussex County Council staff from the Strategic Economic Infrastructure team, who will act as scheme promoter for the project, have not been included in the overall ask for funding. These amount to approximately £50,000 per year during the programme period and will be funded through the County Council's capital programme of local transport improvements.

In addition to this, a nominal figure of **£10,000 is allowed for monitoring and evaluation**, where spend will commence during the final quarter following the delivery of the scheme and beyond the end of the LGF Programme, but this will be funded by ESCC existing budgets.

A reduced 30% Optimism Bias was used to reflect the fact that the whilst the scheme design is still at concept stage, our cost estimates are based on outturn costs for a similar scheme, using similar materials, in a neighbouring geographic area.

A sensitivity test was undertaken using cost estimates which included the full 44% optimism bias and an increased allowance for services; the associated BCR was 2.99.

5.4. Quantitative risk assessment (QRA):

A quantified cost risk assessment (QCRA), at Appendix B, has been undertaken to calculate the risk allowance provision deemed required for the Eastbourne Town Centre Movement and Access Package Phase 2.

The assessment was carried out by Jacobs based on the following principles:

- Identification and recording of discrete risks events at before implementation (Stage 1), during construction (Stage 2) and post-implementation (Stage 3) to assess qualitative terms;
- Identification of the mitigation to address the risk
- An assessment of the probability x impact (Pxl) for the individual risks before treatment to give an overall risk rating.
- Determining an expected quantified risk assessment monetary value based on the estimated costs impact for best, most likely and worst case scenarios and the level of probability of the risk occurring.

The following process has been undertaken between ESCC and external Consultant Jacobs, for the identification and assessment of the risk exposure:

- Risk Workshop - with ESCC & Jacobs team members. This involved:
 - Review and validation of assumptions / estimates
 - Risk identification brainstorming: The identified risks were based on the design, construction and post-construction of the scheme.
 - Development of a risk matrix: this involved defining the risks for each of the project objectives and the likely impacts from very low to very high as set out in the table below:

Table 26 – Risk matrix

Risks			Impact				
			Very Low	Low	Medium	High	Very High
Project Objectives	Safety		Increase of near misses to employee injury or property damage	One or more first aid cases to employee or minor property damage	One or more recordable injuries or property damage <\$100K	One or more lost-time injuries or property damage <\$500K	One or more permanent disabilities or property damage >\$500K
	Cost		<1% of contract value increase	1-5% of contract value increase	5-10% of contract value increase	10-15% of contract value increase	>15% of contract value increase
	Schedule		<1% of critical path duration or 1 week increase	1-5% of critical path duration or 1 month increase	5-10% of critical path duration or 2 months increase	10-15% of critical path duration or 3 months increase	>15% critical path duration or >3 months increase
	Environmental		No significant consequences, no impacts; low regulatory burden	Limited and correctable environmental damage; average regulatory burden	Correctable environmental damage; high regulatory burden; low to average enforcement penalties	Significant environmental damage; high enforcement penalties	Substantial environmental damage; remediation, enforcement, and/or litigation
	Quality (Technology)		Nuisances in end product	Minor deficiencies in end product	Major deficiencies in end product	End product does not satisfy all requirements	End product is unuseable
	Reputation		Internal negative attention	Special interest group negative attention	Local negative attention	National/regional negative attention	Global negative attention
Most Likely Probability	70-100%	Very High	Medium	Medium	High	High	High
	51-70%	High	Low	Medium	Medium	High	High
	31-50%	Medium	Low	Medium	Medium	Medium	High
	11-30%	Low	Low	Low	Medium	Medium	Medium
	0-10%	Very Low	Low	Low	Low	Low	Medium

- Run analysis – A spreadsheet based assessment to assess the potential outturn cost for each risk. The assessment considered the potential outturn cost for a best case, most likely case and worst case scenario, and the probability that the risk could occur to give a quantified value for each risk.
- Review and Validation of results – The overall risk exposure has been used to aid the definition of the overall project's risk allowances which has been factored into the expenditure forecast.

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

The overall capital and non-capital funding profile on a year by year basis, by funding source, is set out in Table 23 below.

Table 27 – Funding Profile

Funding source	Expenditure Forecast					
	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	Total £000
Local Growth Fund						
East Sussex County Council						
Development Contributions						
Total funding requirement						

The programme relative to the spend will mean the focus on delivery in 2019/20 of the section of Terminus Road between Bankers Corner and the junction with Bolton Road, with the section between Bolton Road and Langney Road being undertaken in 2020/21. The construction would be to complete in 2020/21 Q3 prior to Christmas. However, if there are delays in construction, the priority would be for the LGF monies to be spent by March 2021 with the development contributions and ESCC funding slipped to beyond March 2021.

5.6. Funding commitment:

A signed assurance from East Sussex County Council's section 151 officer is at Appendix A. This provides assurance that the County Council – as the lead applicant - will cover any cost overruns relating to expenditure and programme delivery (as also highlighted in section 5.1, and that the funding is assured or subject to future decision making (eg. funding allocated as part of the capital programme for local transport improvements which will be subject to approval by the County Council's Lead Cabinet Member for Transport and Environment).

5.7. Risk and constraints:

The key project and funding risks and constraints associated with the Eastbourne Town Centre Movement and Access Package Phase 2 have been identified as part of the Quantified Risk Assessment as outlined in Appendix B.

These include:

- Higher-than-expected costs mean that the scheme is redesigned, which has the potential to reduce benefits modelled in the economic case;
- Opposition to scheme from local groups means that scheme design is changed;
- Hidden utilities' under-ground require changes to the scheme design or re-alignment of services (e.g. water mains) which increases scheme costs; and
- Additional works outside of the original scheme design are added to the project, increasing costs and delay in completion.

The Quantified Risk Assessment outlines the mitigation measures, which can be delivered to reduce the likelihood and impact of these occurring.

As part of this, the quantified risk assessment has calculated the cost contingency provision for the project to demonstrate the chance or risk of achieving the baseline targets. The Quantified Risk Assessment is at Appendix B.

6. MANAGEMENT CASE

6.1. Governance:

The Governance structure for the delivery of the second phase of the Eastbourne Town Centre Movement & Access Package is outlined in Appendix F.

The **Project Sponsor** for this package is [REDACTED], who is the Assistant Director for Economy, who is supported by the **Senior Responsible Officer**, [REDACTED], Team Manager – Strategic Economic Infrastructure.

The governance structure is divided into three key elements, including:-

- **Financial Management**
- **Programme & Project Management**
- **Programme Scheme Delivery**

Whilst these elements are listed individually, they are intrinsically linked to ensure that a robust framework is in place to undertake financial monitoring, management of risks, identify package dependencies, alongside prioritising available resource to deliver the package.

In order to ensure that the package will be delivered within the LGF funding timescales, please see below a clear outline of the key resources available at ESCC and within East Sussex Highways, and their individual responsibilities.

Table 28 - Staff Resource ESCC

Staff Resource - ESCC	Responsibility
[REDACTED] Team Manager Strategic Economic Infrastructure	Senior Responsible Officer, LGF Transport Scheme Business Case Sign Off & Lead on Scheme Development, Delivery Management in liaison with East Sussex Highways
[REDACTED] Project Manager – Economic Development	Business Case Development
[REDACTED] Project Co-ordinator – East Sussex Growth	LGF programme monitoring
Project Manager – Major Transport Schemes (vacant – out to job advert in Jan 2019. ESCC also have ability to appoint a PM through the East Sussex Highways JV if required.)	Scheme promoter
[REDACTED] Transport Planning	LGF Transport Scheme & Manage Scheme Delivery in Liaison

Manager	with East Sussex Highways
Principal Transport Planners	Scheme Delivery Management in Liaison with East Sussex Highways

Table 29 - East Sussex Highways Staff Resource

Staff Resource – East Sussex Highways	Responsibility
Design Programme Manager x 1	Manage design and commission delivery of schemes in liaison with ESCC Senior Responsible Officer, Scheme Delivery Management
Design Team Manager x1	Manage overall scheme design and delivery
Project Managers x5	Project Manage scheme design and delivery, and stakeholder management, in liaison with Scheme Delivery Management ESCC
Senior Engineers x 3	Develop scheme designs
Engineer x 4	Develop scheme designs
CAD Technician x3	Support engineers

6.2. Approvals and escalation procedures:

Please see below a comprehensive table outlining ESCC robust reporting and approval process to support with the governance of all LGF projects at ESCC.

Table 30 - Approvals Process

Responsible group or officer	Responsibility
Cabinet	Member group that manages council business and meets monthly Lead Cabinet Member sits on Team East Sussex
Lead Member for Economy	Lead Cabinet Member – representation at South East Local Enterprise Partnership (SE LEP) and delivery of the Local Growth Fund schemes
Team East Sussex	East Sussex ‘sub-board’ of SE LEP, and aims to drive forward economic growth and prosperity in the county of East Sussex
LGF Project Board	ESCC Senior officer project management team responsible for all LGF projects. The Board is responsible for the strategic management of the project and has authority to commit resources to the project in accordance with the

Responsible group or officer	Responsibility
	Council's Constitution, and meets every 4 to 6 weeks
Project Sponsor	Independent of the project and provides challenge to ensure project is delivered on time, within budget and achieving the anticipated benefits. This is, [REDACTED] Assistant Director for Economy.
Senior Responsible Officer	Responsible for budget and overall delivery of scheme.
Project Manager (ESH)	Responsible for delivering the project on behalf of the project board.
Economic Development, Skills, Culture and Infrastructure service	Leads on the delivery of the County Council's economic growth and regeneration priorities, strategic infrastructure planning - including transport, skills and culture. The service is responsible for the delivery of the LGF projects and for facilitating TES and its engagement with SE LEP
Strategic Economic Infrastructure team	Responsible for the development of the business cases required to unlock LGF funding and act as scheme promoter / the overall management of transport infrastructure LGF projects delivered through the East Sussex Highways Joint Venture
East Sussex Highways Costain/CH2M	This joint venture is the term contractor for the East Sussex Highways contract. Jacobs provide professional design and project management services whilst Costain provide scheme construction services
Section 151 Officer	Responsible for signing acceptance of the grant and its attached conditions, overseeing financial transactions and challenging where necessary, and sign off of financial statements requested from SELEP
Senior Category Specialist - Environment, Transport & Waste	Responsible for providing contract and procurement advice and assistance including matters relating to Contract Standing Orders, contract frameworks and other local, national or European legislation in relation to procurement

In addition ESH has capacity within their parent professional design (Jacobs), and construction (Costain) companies to support the design and delivery of the programme.

6.3. Contract management:

The Strategic Economic Infrastructure Team has already commissioned the development of preliminary designs for this scheme.

As outlined in section 4 – Commercial Case, sub-section 4.1, a robust procurement strategy has been selected to enable the delivery of the second phase of the Eastbourne Town Centre Movement & Access Package, which will be closely monitored, to ensure factors including outputs are delivered in line with the contract scope.

The scheme briefs clearly outline the scheme context, aims, scheme scope, identifies any local or political issues, design considerations, constraints, key outputs, timescales and requirements around consultation. This ensures that East Sussex Highways are aware from the outset of schemes key outputs, and this supports the inclusion of the schemes within ESCC Capital Programme for Local Transport Improvements.

By using this approach it ensures that the scheme outputs, for each of the individual schemes are identified at an early stage, and are reflected throughout each stages of the project management framework.

6.4. Key stakeholders:

Citizen-led Engagement

Throughout 2017/18 and 2018/19 ESCC and Eastbourne Borough Council have been involved in extensive **citizen-led engagement to co-develop and co-design**, not only scheme options to be included within this second phase of the Eastbourne Town Centre Movement & Access Package business case, but also to prepare a pipeline of future master-plan schemes for the entire town centre to support accessible and sustainable transport measures that will enable the town centre to thrive.

Working in combination with key stakeholders from a variety of Eastbourne town centre community, transport and business groups, such local walking and cycling and disability groups, the feasibility of a number of preferred movement and access schemes have been developed and then tested within the town centre's new transport model - See Appendix H 1a – Stakeholder Engagement Summary and Appendix I - Eastbourne Town Centre Transport Model.

Continued Engagement & Support

Therefore considerable engagement has already been undertaken to date to support the prioritisation of schemes included in this package and continuing that level of stakeholder engagement will be prioritised throughout the life of the programme.

Stakeholder aspiration for a renewed Eastbourne Town Centre remains high, as does the level of support and interest in this business case, as evidenced in Appendix H 1b –Letters of Support. Through considered communications and engagement, ESCC have been able to 'bring to life' some of the prioritised scheme options stakeholders carefully considered during engagement and focus group workshops held throughout 2017/18 and 2018/19.

Using the recognised communications and engagement methodology, '*Identify, Analyse, Prioritise and Engage*' a high-level stakeholder engagement forward plan has been developed for this scheme and can be found in Appendix H.

Key Stakeholder Groups

Table 31 - The following table sets out who those key stakeholder groups are:

Stakeholder	Past Engagement	Frequency
ESCC Councillors	<ul style="list-style-type: none"> Updates through correspondence by email and meetings, as appropriate. 	2017/18 - 2018/19
Lewes District and Eastbourne Borough Council	<ul style="list-style-type: none"> Updates through correspondence by email and meetings, as appropriate. 	2017/18 - 2018/19

Afoot	<ul style="list-style-type: none"> ESCC Cycling & Walking Forum – provided detailed comments on proposed schemes to support scheme prioritisation Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Bespoke	<ul style="list-style-type: none"> ESCC Cycling & Walking Forum – provided detailed comments on proposed schemes to support scheme prioritisation Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Brighton & Hove Buses	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 	2017/18 - 2018/19
Compass Travel	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Cuckmere Buses	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Devonshire Quarter Re-Development	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 	2017/18 - 2018/19
Eastbourne Access Group	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Eastbourne Blind Society	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 	2017/18 - 2018/19
Eastbourne Can	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 	2017/18 - 2018/19
Eastbourne Chamber of Commerce	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Eastbourne College	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 	2017/18 - 2018/19
Eastbourne Enterprise Centre	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
ESCC Councillors	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Federation of Small Businesses	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Legal & General	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 	2017/18 - 2018/19
Little Chelsea Traders Association	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Stagecoach	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Stiles Harold Williams Partnership LLP	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 Focus Group held in November 2018 	2017/18 - 2018/19
Sustrans	<ul style="list-style-type: none"> Workshops held in January, February, May 2018 	2017/18 - 2018/19

6.5. Equality Impact:

A draft Equality Impact Assessment (EqIA) has been undertaken and will act as a 'living' document, reviewed and updated throughout the life of the scheme. This ensures that ESCC continues to recognise that this is an essential element of scheme development and that detailed scheme design remains inclusive throughout.

In terms of progress to date; as part of scheme identification ESCC has effectively adhered to the public sector duty within the Equality Act 2010, which requires the local authorities when exercising its functions, to have "due regard" to the need to 'Foster good relations between persons who share a relevant protected characteristic and persons who do not share it'.

Considerable engagement with key stakeholder groups including the Eastbourne Disability Involvement Group (DIG) and Eastbourne Access Group has been carried out during the development of the new town centre Transport Modelling Study to support Phase 2 of the Eastbourne Town Centre Movement & Access Package. Further engagement will be undertaken in accordance with the Equalities Act 2010 throughout the consultation, design and construction stages of this project.

Furthermore, as part of the development of ESCC's emerging Local Cycling, Walking Investment Plan (LCWIP), which has informed the package of work selected for the Eastbourne Cycling & Walking Package Phase 2, work has been undertaken with Eastbourne Access Group, to develop a policy to enable increased provision and greater consistency for the delivery of dropped kerbs. This has resulted in the development of a draft policy, which will enable dropped kerbs to be considered automatically as part of transport infrastructure project design. This will ensure that design work is more inclusive to the needs of people with mobility needs.

This policy will come into effect as part of the design work for this package, and ongoing engagement will be undertaken with the local access group to monitor transport infrastructure projects, to ensure that ESCC positively adheres to the Equality Act 2010. **This policy also reflects the recent Inclusive Transport Strategy**, and supports one of the overall aims to make it easier for disabled people to travel.

As stated above a draft EqIA has been undertaken in time for the SE LEP Accountability Board in February 2019 (please see **Appendix J**) but will be reviewed and updated as requested throughout the life of the scheme.

6.6. Risk management strategy:

ESCC have developed a Risk Management Strategy, which is focussed on the ability to spend the LGF by 2020/21. ESCC has focussed on undertaking early mitigation measures to reduce the likelihood and impacts of these risks, and this and the strategy are outlined in more detail in Appendix B.

The overarching key risks associated with this programme are in relation to the obtaining stakeholder and public support for the delivery of the schemes within the programme, potential for costs of the schemes included within the programme to increase, following detailed design, and potential for costs during construction to increase owing to factors such as hidden utilities' under-ground which could require changes to the scheme design or re-alignment of services (e.g. water mains).

The risk in relation to the inability to release funds from the capital programme for local transport improvements towards the Phase 2 package have been mitigated through early engagement with ESCC Finance to ensure that the required monies for 2019/20 and 2020/21 are reallocated against the project in

the financial planning programme. Therefore, the risk of ESCC's funding not being available for the scheme is low.

Monitoring of the overall risks associated with the programme will be the responsibility of the ESCC Project Co-ordinator - East Sussex Growth. This officer will ensure that the Risk Register is updated and the risks are being managed by the risk owners, as identified in Appendix B.

Powers and Consents

There are no powers or consents identified, as part of this package at this stage.

6.7. Work programme:

High- level work programme

Gantt charts setting out the work programme associated with this package, have been developed and are available in Appendix C. They have been developed to demonstrate the key tasks which will be required to be undertaken to enable the delivery of the package, to meet key milestones. They are both realistic and achievable, given the resources available and within the LGF timescale. In summary, the programme will mean the focus on delivery in 2019/20 of the section of Terminus Road between Bankers Corner and the junction with Bolton Road, with the section between Bolton Road and Langney Road being undertaken in 2020/21. The construction would be to complete in 2020/21 Q3 prior to Christmas.

It is worth noting, that although the overall programme appears fairly full, reassurance can be provided around the ability to mobilise work quickly. By using the existing East Sussex Highways JV, there is a smooth transition from prelim to detailed design and then into construction. Procuring further works through the same organisation (ESH) therefore provides further confidence in delivery.

Critical Success Factors

All tasks within the work programme will be treated as key in the successful delivery of the scheme, but critical tasks have also been identified.

These include:

- Approval of preliminary designs by key stakeholders and the public during consultation
- Approval of design and construction of the programme

If any delays are caused throughout this path, particularly by not being able to secure approval or agreement for the initial design work, delays will be caused, which will impact on the overall ability to construct the programme within the LGF timescale.

This has been identified as a risk, within the risk assessment in Appendix B. To mitigate this ESCC SEI team has invested in significant early engagement with local stakeholders in the development, to ensure local input has been included in the prioritisation of schemes, and the links have been identified to integrate the programme into the wider work being undertaken across Eastbourne, to support planned development and local economic growth. This will particularly support the public consultation stage.

Maximising Resources

Staff from the ESCC SEI team will work alongside ESH Joint Venture staff, to ensure previous knowledge, experience and existing working relationships are maintained, and used effectively, during these tasks. Section 6.1 refers in more detail to the resources available to support delivery of Phase 2 of the Eastbourne Town Centre Movement & Access Package.

6.8. Previous project experience:

The ESCC SEI Team has extensive experience in managing multi-million programmes of local transport improvements schemes. Similar types of projects include:

- LGF Phase 1 – Eastbourne Town Centre Movement & Access Package - £8.25m
- LGF Bexhill, Hastings Movement & Access Package - £9m
- Hailsham Town Centre Scheme - £3.3m
- Uckfield Town Centre Improvement Scheme - £2.5m
- Central St. Leonards Townscape Improvement Scheme - £1m
- LGF Eastbourne, South Wealden Walking & Cycling Package - £2.6m

6.9. Monitoring and evaluation:

ESCC recognises the importance of Monitoring and Evaluation, understanding that historically it can remain an afterthought in business case development, and more so after funding has been awarded.

Following guidance from SELEP, this business case will take a logical approach to the monitoring and evaluating of the Eastbourne Town Centre Movement & Access Package.

Inputs - what is being invested in terms of resources, skills and activities

The inputs which will be invested in the package relate to the staff resource from both ESCC and ESH. This is clearly highlighted in section 6.1, along with the staff employment roles and responsibilities, to provide an indication of their skill set.

In relation to this, the staff will invest time in undertaking the various activities required to enable the delivery of the package, these are highlighted in sections 1.14 and the corresponding gantt charts in Appendix C.

Outputs – what the scheme will deliver

The delivery of the package will provide the following outputs; these are linked to the strategic objectives, outlined in 2.7. The majority of the outputs are similar, but the degree to which they will impact on the objectives is outlined in 2.7.

The outputs will also be monitored by the County Council's Project Co-ordinator - East Sussex Growth. The scheme monitoring will be reported on a regular basis to SE LEP and Team East Sussex. This is the local federated board for the South East Local Enterprise Partnership. It is understood that SE LEP is developing a monitoring and evaluation framework, which ESCC will be willing to use to review any proposed monitoring as part of this package.

Table 32 - Outputs

Strategic Objectives	Outputs
<u>Objective 1:</u> Deliver Terminus Road improvements between Terminus Road and Bolton Road which supports and compliments the investment in Phase 1 of the town centre movement and access package and the Arndale shopping centre extension	Upgrade of existing Terminus Road pedestrianised area known locally as 'Bankers Corner' (junction of Terminus Road with Cornfield Road) through to the junction with Bolton Road.
<u>Objective 2:</u> Reallocate road space to pedestrians in the section of Terminus Road between Bolton Road and Langney Road	New pedestrianised area and opening up to two-way traffic configuration at the top end of Bolton Road and lower end of Langney Road.
<u>Objective 3:</u> Improve relationship and connection between sections of Terminus Road as the spine route through the primary retail area of Eastbourne town centre	Continuous pedestrianised route from railway station to Langney Road.
<u>Objective 4:</u> Coordinate the design of street furniture and signage which will be finished to a high standard in the Town Centre	Consistent look and feel of street furniture, palate of materials.
<u>Objective 5:</u> Improve public realm within the town centre	Consistent look and feel of street furniture, palate of materials. Town centre looking and perceived as a cohesive civic space.

Outcomes - resultant effects of the scheme /deliverable

Appendix D outlines some of the key indicators that will be used to collect data to monitor some of the key outcomes, these predominantly relate the monitoring of housing completions and employment space occupied and jobs created. The package will help indirectly deliver these. This data will be collected by Wealden District Council and Eastbourne Borough Council, and will be available on an annual basis.

Impacts – long term effects of the scheme

As outlined in sections 6.9 and 6.10, ESCC has clearly outlined the package outputs linked to the objectives, the resulting outcomes and how these will be monitored. This information will be utilised to develop a detailed benefits realisation plan, which will be monitored quarterly, with detailed monitoring data available on an annual basis. This will provide a framework to evaluate the impacts over the longer term, particularly as some of the data collection forms part of routine monitoring. As stated above, this will adhere to any new guidance, as provided by SE LEP, in relation to the evaluation of scheme impacts.

6.10. Benefits realisation plan:

A benefits realisation plan will be the responsibility of the Strategic Economic Infrastructure Team, and will form part of the monitoring of ESCC LGF Programme.

The first phase of the development of the benefits realisation plan will involve setting out the strategic scheme objectives, as explained in paragraph 2.7. These will be used to support the development of desired outputs and outcomes of the programme.

The desired outputs are the actual benefits that are expected to be derived from the scheme, and will be directly linked to the objectives. Some work has already been undertaken in regards to this, as outlined below in **Table 32** and in section 2, Strategic Case and section 3 Economic Appraisal.

In order to establish whether the benefits of the schemes are being realised, we will develop measurable indicators, some high level indicators are outlined in Appendix D, but programme specific indicators will be developed, alongside an indication of when the benefits will appear or are likely to be realised. ESCC is committed to undertaking this, as part of our wider work on the development of a standardised approach to monitoring and evaluation of all LGF and GPF schemes and packages, to provide a greater level of evidence to support future bids for investment.

This will be undertaken through the monitoring of the programme and the individual scheme elements, through the collection of quantitative data, and comparing pre and post scheme data. Alongside this we will also liaise with key stakeholders to undertake qualitative monitoring, and the development of programme case studies.

This will help inform a post implementation evaluation report, which will outline whether the package of measures has achieved the specified objectives alongside the corresponding outcomes.

Table 32 - Benefits Realisation Plan – Phase 2 Eastbourne Town Centre Movement & Access Package

Description of benefit	Indicator	Performance		Measurement	Assumptions	Responsibility	Review frequency
		Baseline	Target				
Health and absenteeism benefits.	Number of pedestrians visiting newly pedestrianised and upgraded sections of Terminus Road.	2018 shop footfall and tourist visitor numbers.	5% increase in pedestrianised section.	Visitor numbers from Visit Eastbourne and shop footfall data used as a proxy for increase in pedestrian numbers.	Improved urban realm will attract more visitors to the town centre.	ESCC [REDACTED]	1 year after scheme completion. Annually thereafter.
Property benefits.	Increase in rateable values of properties in scheme area compared with adjacent areas.	2018 rateable values.	2022 review of rateable values leads to higher increase in rateable values for scheme area than for neighbouring areas.	Rateable values from the Valuation Office Agency (VOA).	Improved urban realm will increase the rateable values of commercial premises.	ESCC [REDACTED]	In 2022 after next review of rateable values has been completed by VOA.
Tourism benefits.	Higher number of tourist visitors.	5.1 million visitors to Eastbourne.	Higher growth in tourism numbers than long-term trend growth rate for Eastbourne.	Tourist visitor numbers from Visit Eastbourne surveys.	Improved retail offer as a result of pedestrianisation has potential to attract more visitors.	ESCC [REDACTED]	After scheme completion and annually thereafter.
Pedestrian user benefits.	Higher number of static visitors (i.e. those who visit upgraded link and spend time there on leisure activities).	2018 shop footfall and tourist visitor numbers.	Increase in number of static users visiting study site.	Visitor numbers from Visit Eastbourne and shop footfall data used as a proxy for increase in static pedestrian numbers.	Upgraded links will attract more static users to the study location.	ESCC [REDACTED]	After scheme completion and annually thereafter.
Active mode appraisal benefits (reduction in congestion, noise, accidents, greenhouse gas)	Higher number of Eastbourne town centre visitors accessing shops and services on foot.	2018 Local Travel Survey on mode share.	Higher pedestrian mode share for visitors to Eastbourne town centre.	Local travel surveys	Improved pedestrian facilities will increase the number of people travelling to shops and services by	ESCC [REDACTED]	After scheme completion and annually thereafter.



emissions and air pollution).					foot.		
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7. DECLARATIONS

<i>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?</i>	No
<i>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</i>	No
<i>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?</i>	No

If the answer is “yes” to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer Davies Gleave, 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 6 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.

<i>Signature of applicant</i>	
<i>Print full name</i>	██████████
<i>Designation</i>	Team Manager – Strategic Economic Infrastructure