

The template

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

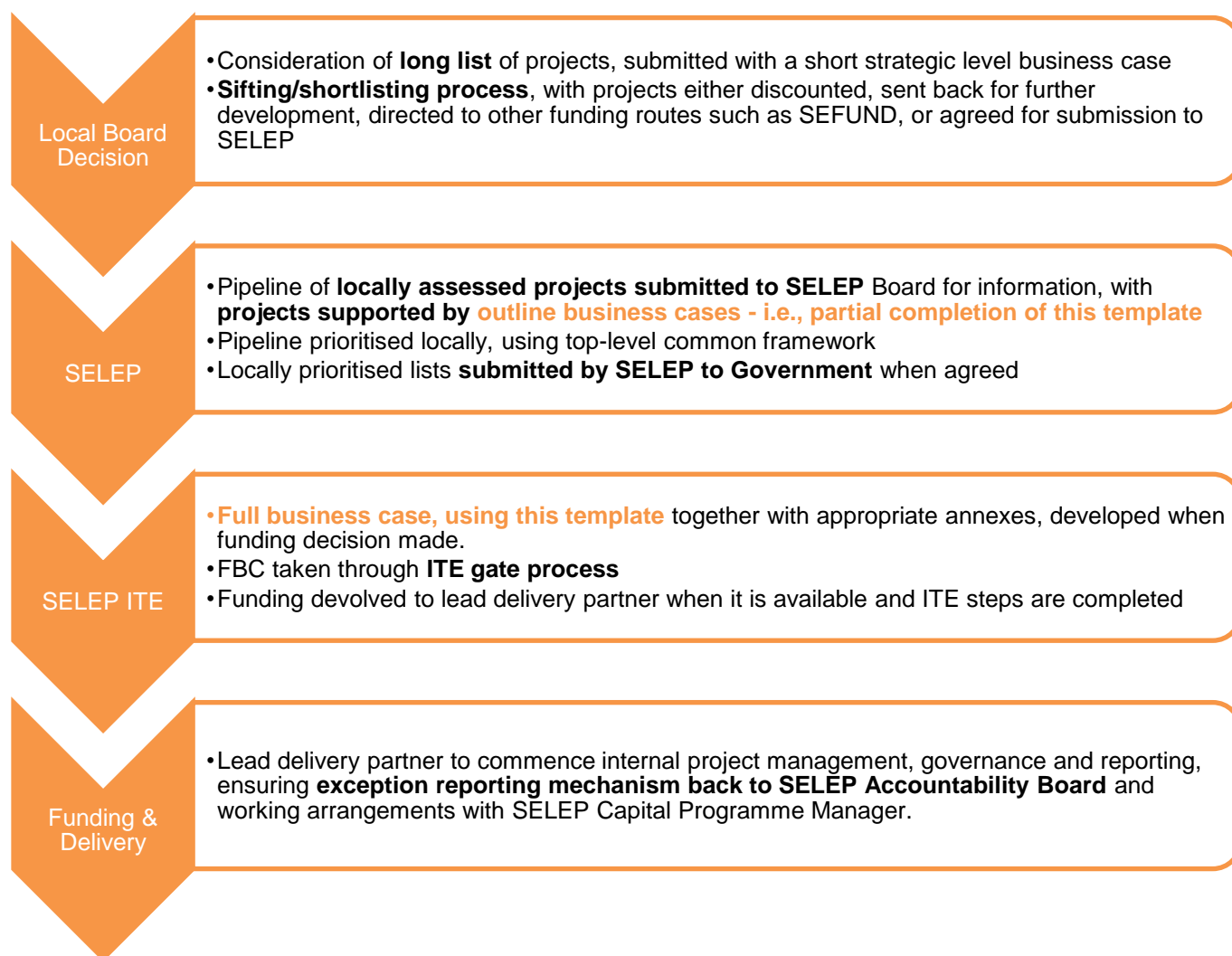
It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable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

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

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

The process

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



In the form that follows:

- **Applicants for funding for non-transport projects should complete the blue sections only**
- **Applicants for funding for transport projects should complete both the blue and the orange sections**

Version control	
Document ID	Basildon ITP Tranche 2 Business Case
Version	April 18, 2017
Author	D R Joy
Document status	Gate 2
Authorised by	G Macdonnell
Date authorised	April 18, 2017

1. PROJECT SUMMARY

1.1. Project name Basildon Integrated Transport Package (ITP) - Tranche 2

1.2. Project type Sustainable Transport Improvements – Rail Access, Bus Station Access, New Bus Link, Improved Cycling & Walking connections plus network improvements.

Please note that this is Tranche Two of the Basildon ITP programme and is highly supportive and pivotal to the success of the Basildon Town Centre Masterplan. The plan, led by Basildon Borough Council, aims to regenerate the town centre area, and, in support of this, Basildon BC has submitted a bid for funding for the wider scheme.

1.3. Location (inc. postal address and postcode) Basildon – Various locations

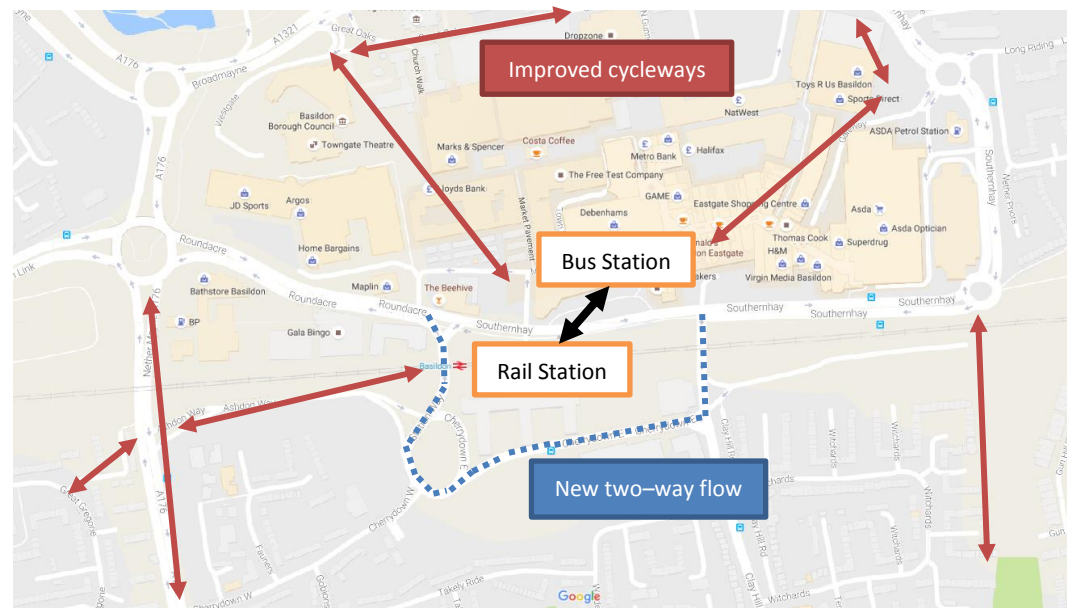


Figure 1: Basildon Town Centre Highway & Cycling Improvements

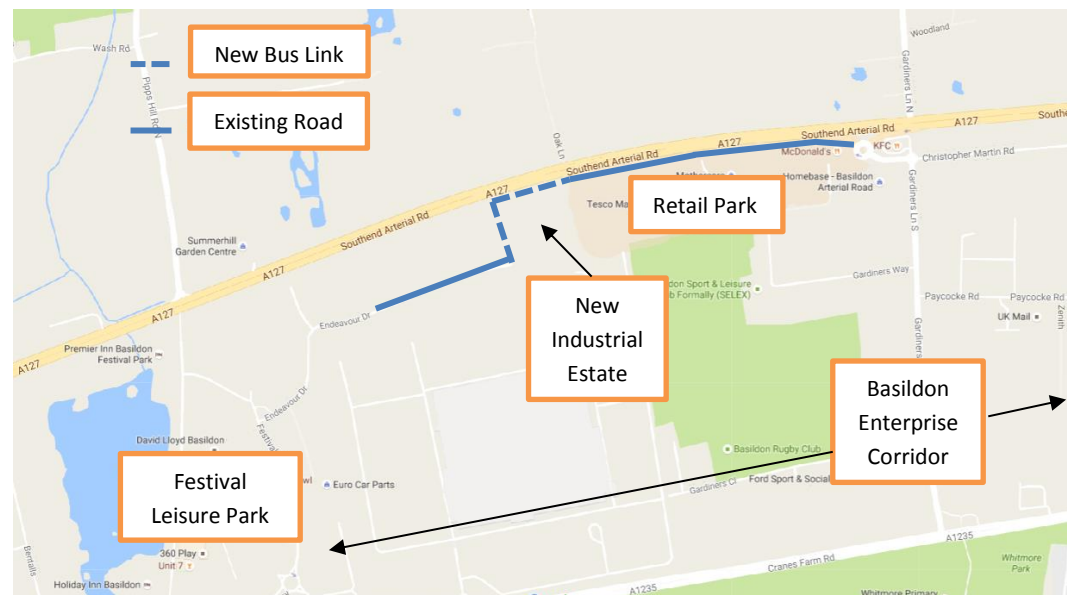


Figure 2: Endeavour Drive Bus Link

See overall map at Appendix A1.

1.4. Local authority area Essex County Council (ECC) / Basildon Borough Council (BBC)

1.5. Description Tranche 2 of the Basildon Integrated Transport Package builds on Tranche 1 work, funded

(max 300 words)	<p>by the LGF in 2015 through 2017, to deliver a scalable package of sustainable transport schemes providing bus, rail, cycling and walking improvements to Basildon.</p> <p>The overall scheme is highly supportive and pivotal to the successful delivery of the Basildon Town Centre Masterplan, which is simultaneously applying for Growth Funding to deliver significant improvements to regenerate the town centre and which will provide 130 new homes, 1,500m² new commercial floorspace and a minimum of 96 new direct jobs.</p> <ul style="list-style-type: none">• Town Centre Highway Improvements – This involves changes to the Bus Station layout, plus creation of a two-way flow on Cherrydown East, and modifications to the associated junctions around the station. The aim is to make the operation of the Bus Station more efficient and tie it in directly with the Railway Station by the creation of a ‘Transit Mall’. Additionally, it will improve the public realm by opening up the front of the station, provide additional cycle storage for rail commuters and positively link the relocation of South Essex College to the Town Centre. To improve traffic flows around the town centre, it is proposed to make changes to the wider network at key locations.• Cycling Schemes – To improve cycle links into the town centre, to the nationally recognised Basildon Sporting Village, Basildon Enterprise Corridor to the north and the hospital to the south west. It will complete the missing links to provide joined-up cycling access to the town centre from all major areas of Basildon.• Endeavour Drive Bus Link – To provide a bus link, including provision for cycling and walking, from businesses on Endeavour Drive and the Enterprise Corridor, through the adjacent Retail Park and onward to the outlying districts of Rayleigh and Wickford.																									
1.6. Lead applicant	Essex County Council																									
1.7. Total project value	£11.890m (Tranche 1 - £3.217m, Tranche 2 - £8.673m)																									
1.8. SELEP funding request, including type (e.g. LGF, GPF etc.)	<p>£6.400m of SELEP funding is requested from the LGF to support the Tranche 2 scheme.</p> <table><tr><th>(£m)</th><th>LGF</th><th>ECC</th><th>Other</th><th>Total</th></tr><tr><td>Tranche 1</td><td>1.634</td><td>1.433</td><td>0.150</td><td>3.217</td></tr><tr><td>Tranche 2</td><td>6.400</td><td>2.273</td><td></td><td>8.673</td></tr><tr><td>Total</td><td>8.034</td><td>3.706</td><td>0.150</td><td>11.890</td></tr><tr><td>NB: TC Masterplan</td><td>5.380</td><td>1.750</td><td>43.099</td><td>50.229</td></tr></table>	(£m)	LGF	ECC	Other	Total	Tranche 1	1.634	1.433	0.150	3.217	Tranche 2	6.400	2.273		8.673	Total	8.034	3.706	0.150	11.890	NB: TC Masterplan	5.380	1.750	43.099	50.229
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1.9. Rationale for SELEP request	<p>This request naturally follows-on from the Tranche 1 application that was successfully approved and delivered in the first round of Growth Fund Bids and, the assumption that there would be a further complimentary set of actions, was referred to in the original package. It complements the previously submitted bid and will complete the total package of sustainable transport improvements promised in the SEP.</p> <p>Additionally, the successful delivery of the Basildon Town Centre Masterplan is highly interdependent on the delivery of the highway works. Basildon have submitted a bid to deliver significant improvements to regenerate the town centre which will directly provide new homes, new commercial floorspace and new direct jobs.</p>																									
1.10. Other funding sources	<p>The bus station is located on land owned by the Basildon Town Centre Management Company and the opening up of the rail station frontage area uses land in the control of the train operating company c2c.</p> <p>Land acquisition is required from the developer for the delivery of the Endeavour Drive Bus Link. Discussions are already well advanced. As part of the conditions of the land sale by HCA, and the associated S106, the developer is required to transfer sufficient land to ECC for the link.</p>																									

1.11. Delivery partners	<table><tr><th>Partner</th><th>Nature and / or value of involvement (financial, operational etc)</th></tr><tr><td>Basildon Borough Council</td><td>Town Centre Masterplan improvements</td></tr><tr><td>C2C</td><td>Rail station improvements</td></tr><tr><td>Bus Operators</td><td>Town Centre and new Transit Mall New / Amended bus services – Endeavour Drive</td></tr><tr><td>Taxi and Private Hire Companies</td><td>Improved relocation</td></tr><tr><td>Developer / HCA – Endeavour Drive</td><td>Land for link road</td></tr></table>	Partner	Nature and / or value of involvement (financial, operational etc)	Basildon Borough Council	Town Centre Masterplan improvements	C2C	Rail station improvements	Bus Operators	Town Centre and new Transit Mall New / Amended bus services – Endeavour Drive	Taxi and Private Hire Companies	Improved relocation	Developer / HCA – Endeavour Drive	Land for link road																																				
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1.12. Key risks and mitigations	<p>Below is a summary of the key risks and their proposed mitigations:</p> <table><tr><th>Type</th><th>Description</th><th>Responsibility</th><th>Mitigation / Proposed Resolution</th><th>Probability</th><th>Impact</th></tr><tr><td>Developer</td><td>Developer for Endeavour Drive is not cooperative to release sufficient land for bus link</td><td>ECC</td><td>Conduct early discussions and continue to negotiate</td><td>Medium</td><td>High</td></tr><tr><td>Delivery Partners</td><td>Delivery partners cannot achieve required quality of outcomes</td><td>ECC</td><td>Maintain constant dialogue with partners and take action when outcomes appear unachievable.</td><td>Low</td><td>High</td></tr><tr><td>Rail Operator</td><td>Unable to get cooperation from train operator for improved access and cycling enhancements</td><td>ECC</td><td>Conduct early discussions and continue to negotiate</td><td>Low</td><td>Medium</td></tr><tr><td>Bus Companies</td><td>Lack of new services along new bus link</td><td>ECC</td><td>Early indications are that bus operators are keen and discussions have already taken place</td><td>Low</td><td>Medium</td></tr><tr><td>Bus Companies</td><td>Lack of agreement on new bus station layout</td><td>ECC</td><td>Early indications are that bus operators are keen and discussions have already taken place</td><td>Low</td><td>Medium</td></tr><tr><td>Taxi Companies</td><td>Lack of agreement on new bus station layout</td><td>ECC</td><td>Early indications are that taxi operators are accepting and discussions are scheduled to take place</td><td>Low</td><td>Medium</td></tr><tr><td>Project</td><td>Lack of capacity to deliver the programme in full</td><td>ECC</td><td>Ensure resources are allocated and identify potential contingency support</td><td>Medium</td><td>Medium</td></tr></table>	Type	Description	Responsibility	Mitigation / Proposed Resolution	Probability	Impact	Developer	Developer for Endeavour Drive is not cooperative to release sufficient land for bus link	ECC	Conduct early discussions and continue to negotiate	Medium	High	Delivery Partners	Delivery partners cannot achieve required quality of outcomes	ECC	Maintain constant dialogue with partners and take action when outcomes appear unachievable.	Low	High	Rail Operator	Unable to get cooperation from train operator for improved access and cycling enhancements	ECC	Conduct early discussions and continue to negotiate	Low	Medium	Bus Companies	Lack of new services along new bus link	ECC	Early indications are that bus operators are keen and discussions have already taken place	Low	Medium	Bus Companies	Lack of agreement on new bus station layout	ECC	Early indications are that bus operators are keen and discussions have already taken place	Low	Medium	Taxi Companies	Lack of agreement on new bus station layout	ECC	Early indications are that taxi operators are accepting and discussions are scheduled to take place	Low	Medium	Project	Lack of capacity to deliver the programme in full	ECC	Ensure resources are allocated and identify potential contingency support	Medium	Medium
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1.13. Start date	<p>Basildon Town Centre - Scheme development is well underway. Public Consultation is currently planned for summer 2017, with construction commencing summer 2018. Initial outline design work has already been undertaken.</p> <p>Endeavour Drive Bus Link – design is underway with construction programmed to start Spring 2018.</p>																																																
1.14. Practical completion date	<p>Town Centre Highway Improvements – March 2021</p> <p>Cycling Schemes – October 2018</p> <p>Endeavour Drive Bus Link – October 2018</p>																																																
1.15. Project development stage	<p>Town Centre Highway Improvements – Outline draft designs have already been produced. A VISSIM model has been developed and the proposals have been tested to ensure the scheme provides an efficient highway network operation. Detailed design and construction will be subject to a contract for a ‘design and build’ operation.</p> <p>Cycling Schemes – Outline draft designs have already been produced. Detailed design and construction will follow project approval.</p> <p>Endeavour Drive Bus Link – Availability of the land has been secured through S106 agreement. Once the land sale is finalised with the HCA, the designs will be finalised to ensure tie-in to the new development access road. The basic layout has already been established.</p>																																																
1.16. Proposed completion of outputs	<p>Town Centre Highway Improvements – March 2021</p> <p>Cycling Schemes – October 2018</p> <p>Endeavour Drive Bus Link – October 2018</p>																																																
1.17. Links to other SELEP	<p>Specifically, Basildon ITP (Tranche 1) which delivered:-</p> <ul style="list-style-type: none">Improved access to Basildon Hospital																																																

<p>projects, if applicable</p>	<ul style="list-style-type: none"> • Three new cycle routes • Station access improvements for Billericay and Wickford. <p>Also, the Basildon Town Centre Masterplan Regeneration, for which the application for funding has been submitted.</p> <p>Additionally, the following two schemes that involve, or are adjacent to, Basildon were included in SELEP bids:-</p> <ul style="list-style-type: none"> • A127 Capacity Enhancements (including A127 / A132 Nevendon Interchange, Basildon) • A127 / A130 Fairglen Interchange – Short Term Improvement Scheme • SE LSTP (including improved bus information, enhanced bus stops, additional cycle links, improved access to stations and additional cycle parking). <p>Also, the following scheme, that is close to Basildon, was included in the recent SELEP 3 bids:-</p> <ul style="list-style-type: none"> • A127 / A130 Southend Link Road - part of the A127/A130 Fairglen Interchange Scheme <p>And, the following two schemes, that are adjacent to Basildon, were included in the last round of the DfT Large Local Major Fund development bids, but were unsuccessful in securing funding:-</p> <ul style="list-style-type: none"> • A127 / A130 Fairglen Interchange – Long Term Scheme • Access to Canvey.
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2. STRATEGIC CASE

2.1. Challenge or opportunity to be addressed

Town Centre Highway Improvements – With the development and introduction of the Basildon Town Centre Masterplan to significantly regenerate the town centre, starting in 2017, and scheduled for phased introductions through to 2030, there will be increased pressure on providing sustainable transport links for rail, bus, cycling and walking.

The main purpose of the scheme is to provide an integrated and improved transport hub that enables both the bus and railway stations to cope with current and future passenger demand and opens up the connection between the two with a dedicated 'transit mall'.

The scheme, together with the Town Centre Masterplan improvements, will have a significant impact on local growth and investment and will provide Basildon with a fitting gateway to the town, creating a fully integrated, accessible and welcoming area, safeguarding the future of the town centre.

With Basildon Sporting Village, the nationally recognised centre for athletics and gymnastics training, to the north of the town centre, it is vitally important to improve the sustainable transport links from the town centre and station.

Additionally, there will be increased demand as a consequence of South Essex College campus being relocated from Nethermayne to the town centre. The campus will accommodate up to 2,000 students and 150 staff.



Cycle Schemes – With the increasing focus on cycling, within the context of sustainable travel, there is a need and a desire to complete the missing links in the cycling network to provide continuous cycling through and to Basildon town centre and the surrounding area as the demand for cycling steadily increases, including destinations such as the hospital, the sporting village and the enterprise corridor.

Endeavour Drive Bus Link – This link will provide a vital sustainable transport corridor through Basildon Enterprise Corridor. There is already latent demand for a bus link from employers established on Endeavour Drive and from people using the popular Festival Leisure Park.

- First Data (a major employer on Endeavour Drive) already provides its own dedicated bus service for employees twice a day. With the development of a further new industrial site, scheduled for completion in late 2017, and situated between the current employers and the Mayflower Retail Park, there will be increased demand for such a service.
- Additionally, Costa are building a large £38m 'Roastery' facility, along with training facilities and headquarters, to process coffee beans for distribution across the world to 31 countries in nearby Gardiners Lane.
- Also, to assist in the Government's drive to increase the rate of new housing builds, Swan Housing are in the process of opening a new modular housing factory on Prologis Park between Christopher Martin Road and Paycocke Road.
- Basildon's draft new local plan is proposing 600 new homes, along with 72,000sq.m of employment, in the Gardner's Lane South area adjacent to Endeavour Drive.

Essex County Council currently funds one bus service which would use this link and early conversations with bus operators have indicated that at least two other groups of bus services would benefit from this link.

2.2. Description

This is Tranche 2 of the Basildon Integrated Transport Package, and builds on work, funded

of project
aims and
SMART
objectives

by the LGF in 2015 through 2017, to deliver a scalable package of sustainable transport schemes providing bus, rail, cycling and walking improvements to Basildon, to complement work delivered as part of Tranche 1.

Tranche 1 included an improved access road to Basildon Hospital (in partnership with the Basildon and Thurrock NHS Hospital Trust), which has significantly improved journey times to / from the hospital for patients, staff and visitors; a new cycle link from Laindon centre to Laindon rail station; improvements to passenger facilities and better cycle parking at Billericay and Wickford stations (in partnership with Greater Anglia).

This scheme is highly supportive and pivotal to the success of the Basildon Town Centre Masterplan, which is simultaneously applying for Growth Funding to deliver significant improvements to regenerate the town centre of Basildon, and which will directly provide 130 new homes, 1,500m² new commercial floorspace and a minimum of 96 new direct jobs. Additionally, the South Essex College campus (which employs 150 staff and provides education for up to 2,000 students) will be relocated to the centre of town to occupy space currently used by the town centre market (which is being moved to a new purpose-built area close-by). The scheme will also facilitate the delivery of a further 900 homes in the town centre and will contribute towards the safeguarding of around 1,800 jobs.

- **Town Centre Highway Improvements** – In combination with a concurrent major redesign of the town centre, this package will involve changes to the Bus Station layout, plus creation of a two-way flow on Cherry Down East, and modifications to the associated five junctions around the station. The purpose is to make the operation of the Bus Station more efficient and tie-in the Bus Station more directly with the Railway Station by the creation of a 'Transit Mall'. Additionally, it will improve the attractiveness and accessibility of the Bus and Rail Station public realm by opening up the front of the station, provide additional cycle storage for rail commuters and positively link the relocation of the South Essex College to the Town Centre.

The package will facilitate and support the town centre Masterplan improvements and contribute towards a more desirable town centre retail experience which will ultimately lead to new additional retail units and incremental jobs, particularly, as Basildon wish to enhance the night-time entertainment and dining attraction of the town centre. Standard transport models, although relevant, cannot, on their own, justify the wider economic, strategic and regeneration impacts of the scheme.

To further improve traffic flows on the town centre network, it is proposed to improve junctions and links on the wider network. (See Appendix A2).

- **Cycling Schemes** – The package will also improve new cycle links into the town centre, through the town centre, between the town and Basildon Sporting Village, the Basildon Enterprise Corridor to the north and the hospital to the south west. Basically, it will complete the missing links to provide joined-up cycling access to the town centre from each major housing development within the town, plus the hospital, the major sporting facilities and the employment areas in the Enterprise Corridor. (See Appendices A4 to A7).
- **Endeavour Drive Bus Link** – To provide a bus link, including provision for cycling and walking, from the Business Estates on Endeavour Drive, through the adjacent Retail Park and onward to the outlying districts of Rayleigh and Wickford. This link will provide a vital sustainable transport corridor through the A127 Business Enterprise Parks Corridor. (See Appendix A3).

Outcomes will primarily be:-

- Journey time savings
- Increased bus patronage
- Increased levels of cycling and walking
- More cycle storage
- Improved connectivity between the town centre, rail and bus stations, business park and leisure facilities.

2.3. Strategic fit

Growth Deal

In July 2014, the 'Growth Deal', that was agreed with the Government, contributed to the LEP's *Strategic Economic Plan (2014)*, helping to renew the physical and intellectual capital of the South East of England. The Growth Deal focused initially on transport infrastructure and meeting the skills capital requirements identified by the LEP, but also laid the foundations for increased growth across the SELEP area. It gave renewed impetus to the delivery of new jobs and homes in the region and in other key growth locations.

The key features of the deal are:

- the creation of up to 45,000 new jobs
- the building of 23,000 new homes
- the potential to generate a further £700m public and private investment
- significant new investment along key road and rail routes
- improving journey times
- opening up new sites for jobs and homes
- development of new business parks
- investment in colleges and other training providers
- help to raise skill levels and ensure that local people can compete for jobs in a fast-changing economy
- support for the development of new and growing businesses
- provision of a simpler and more streamlined service to help businesses grow and prosper.

Within the Growth Deal, and in the associated *Strategic Economic Plan*, South Essex is identified as a federated area, where a significant proportion of the SELEP's growth is expected to be met.

Integrated County Strategy

The *Greater Essex Integrated County Strategy (ICS) (2010)* provides a shared vision for Essex, Southend-on-Sea and Thurrock to identify priorities needed to retain and increase economic growth. The ICS was prepared, on behalf of the Essex Chief Executives Association, with agreement of all 15 unitary, county and local authorities within Greater Essex. The ICS aims to ensure that available funding is invested towards priorities which are most likely to generate long-term economic growth.

Its priority themes are:

- Town Centres** – delivering regeneration of town centres in large urban centres, such as Basildon
- Neighbourhood Regeneration** – tackling significant regeneration needs in key neighbourhoods, improving housing quality, choice and encouraging growth
- Sustainable Growth** – creating a balanced pattern of development which promotes housing choice, provides affordable housing, and ensures housing is matched with jobs and services, with appropriate transport provision to create prosperous places
- Economic Base** – creating improved employment space at key locations in Essex, encouraging more Research and Development (R&D) companies, and providing more quality office space
- Skills** – equipping young people and adults with world class skills to meet business needs and enable growth of a sustainable economy
- Sustainable Connectivity** – improving connectivity within, and between, our main towns to support economic growth
- Key sectors** – supporting the growth of key sectors, particularly renewable energy, ports and logistics, creative industries, R&D, healthcare and advanced manufacturing.

Essex Local Transport Plan

The *Essex Local Transport Plan (2001,)* which includes the *Essex Transport Strategy (2011)*, set out the 15 year vision to improve travel in the county and underlined the importance of the transport network in achieving sustainable, long term economic growth and enriching the life of residents. It is supplemented by delivery strategies for public transport, highways, cycling and public rights of way.

The South Essex Policy Context

'Opportunities South Essex' (The South Essex Growth Partnership) is a business-led partnership which supports the delivery of regeneration and economic growth projects, as set out in the SELEP Growth Deal and associated *Strategic Economic Plan* in South Essex.

Underpinning the Growth Partnership, the unitary, county and local authorities in South Essex have a long history of working closely together on strategic planning and cross- boundary matters, due to their shared issues, transport links and associated spatial geographies. The revoked *East of England Plan (2008)* identified South Essex as a sub-region, and the authorities have continued to work jointly on strategic cross-boundary matters since that time, despite the dissolution of regional planning structures.

Work has been undertaken to identify and understand the inter-connectedness of South Essex's strategic planning issues, and determine appropriate actions which can be undertaken in partnership to address them.

Basildon Borough Council – Draft New Local Plan

During the preparation of the Basildon Borough Council Draft New Local Plan, there has been, and continues to be, ongoing dialogue, meetings and discussions with neighbouring Greater Essex and Greater London authorities. Some of the matters that have and will continue to require ongoing cooperation are:

- The impact of emerging initiatives and decisions taken by SELEP, the Department for Transport and Highways England, including the upgrading of the A13, M25 and the routing, with supporting junctions, of the Lower Thames Crossing proposal
- The challenges faced by the Mayor of London in accommodating London's future growth
- The expansion of the Lakeside Basin in Thurrock into a new mixed-use town centre
- Providing the right housing types and tenures to support sustainable development, including sustainable economic growth within the South Essex Strategic Housing Market Area
- Route management and investment in South Essex's strategic road network, including the A127, the A13, the A130, and their key junctions with local routes
- Strategic cross-boundary green infrastructure corridors, including the habitats and recreational areas in the Thames Estuary
- Securing the continued pro-active protection of a strategic Green Belt gap between Pitsea / Bowers Gifford and Thundersley / South Benfleet in Castle Point
- Joint working with local authorities, to the west of Basildon, to progress the provision of a cross boundary 'garden suburb' in the area around Dunton – 'Dunton Hills'.

As a replacement to the regional tier of planning which existed prior to 2013, all councils and specific consultation bodies must now collaborate on strategic cross-boundary issues; this is commonly called the "Duty to Cooperate".

Basildon Borough lies at the heart of South Essex, 48 kilometres, or 30 miles, east of the City of London, covering an area of approximately 110 square kilometres, or 42 square miles. Figure 3 illustrates this context alongside the immediate neighbouring authorities and the wider Essex, Kent and London areas.



Figure 3: Basildon Borough Sub-Regional Context Map

The urban areas of Basildon (including Laindon and Pitsea), Billericay and Wickford, and the three serviced villages of Bowers Gifford, Crays Hill and Ramsden Bellhouse, are surrounded by countryside designated as Green Belt. The Green Belt contains two unserved villages and thirteen plotland settlements.

Historic Context

Human activity in the Borough can be traced to around 10,000BC. The Medieval Period (1066-1537) laid the foundations for modern development with the establishment of local manors, parish churches and parish boundaries.

During the late 19th and early 20th century, the agricultural depression caused many Essex farms to become semi-derelict or abandoned, particularly on the heavy clay lands which were hard to farm. Entrepreneurs bought land at these farms, dividing and selling them off, as individual plots and small holdings, to many East Londoners and returning soldiers from the First World War. This created a generation of unregulated development which comprised houses that were little more than wooden shacks with no access to mains services, or sanitation, and accessible only by unmade roads. These areas became known as plotlands, remnants of which still exist today.

The main settlement in the Borough is Basildon; a Mark 1 New Town designated in 1949 and built in a number of phases over 50 years to create more regulated development, in place of the extensive plotlands, and to absorb the expanding population of London. The New Town Designated Area largely absorbed the villages of Basildon, Laindon, Nevendon, Vange and Pitsea.

Population and Demography

The Borough's population has dramatically increased since the 1950's, following the phased construction of Basildon New Town, and the gradual expansion of the older settlements of Billericay and Wickford. The 2011 Census identified a population of 174,500 in Basildon Borough. Of this, Basildon itself has a population of around 101,800, whilst Billericay and Wickford have populations of approximately 38,500 and 29,400 respectively. The serviced settlements have a population of around 2,100 and the plotlands around 2,700.

The *South Essex Strategic Housing Market Assessment (SHMA) (2015)* predicts that there will be an increase in the Borough's population of 26,766 people between 2014 and 2037.

Comparing the *2011 and 2001 Census data*, the main changes in the population, since 2001, have been the increasing proportion of residents aged between 60-64 (increased by 35%) and those aged 85 and over (increased by 44%). The majority of the residents describe themselves as being White British (89.5%), with other Minority Groups accounting for 11.5% of the Borough population, an increase of 6.4% from 2001.

Transport Connections

Figure 4 illustrates the connections the Borough has with national and regional strategic road networks; via the east-west A127, A13 and north-south A130 corridors. These connect the Borough with London and Greater Essex, including destinations such as Southend and Stansted Airport, the international ports of Tilbury, Felixstowe and Harwich and the new super container port of London Gateway.

The Borough is also served by two railway lines to the north and south. Access to these is via five railway stations: Basildon, Laindon, Pitsea, Billericay and Wickford. Rail services through Basildon, Laindon and Pitsea are on the Shoeburyness to London Fenchurch Street line. Services from Billericay and Wickford connect to Stratford City, enabling transfer to Eurostar Services at Stratford International, and terminating at London Liverpool Street. Together, the five rail stations handled 11.6 million passengers last year, of which nearly 3.0 million passed through Basildon.

From late 2018, Crossrail services will be fully operational from Shenfield, one stop east of Billericay, linking with Maidenhead and Heathrow Airport, via Central London. In the south of the Borough, rail services run between London Fenchurch Street and Shoeburyness with services to Lakeside Shopping Centre and Dagenham, via a junction at Pitsea.

The town centre Bus Station was originally built in 1966 and then improved in the early 1990s. It provides 20 angled bays, serving 59 bus routes and six different bus companies with 1100 bus movements per working day.

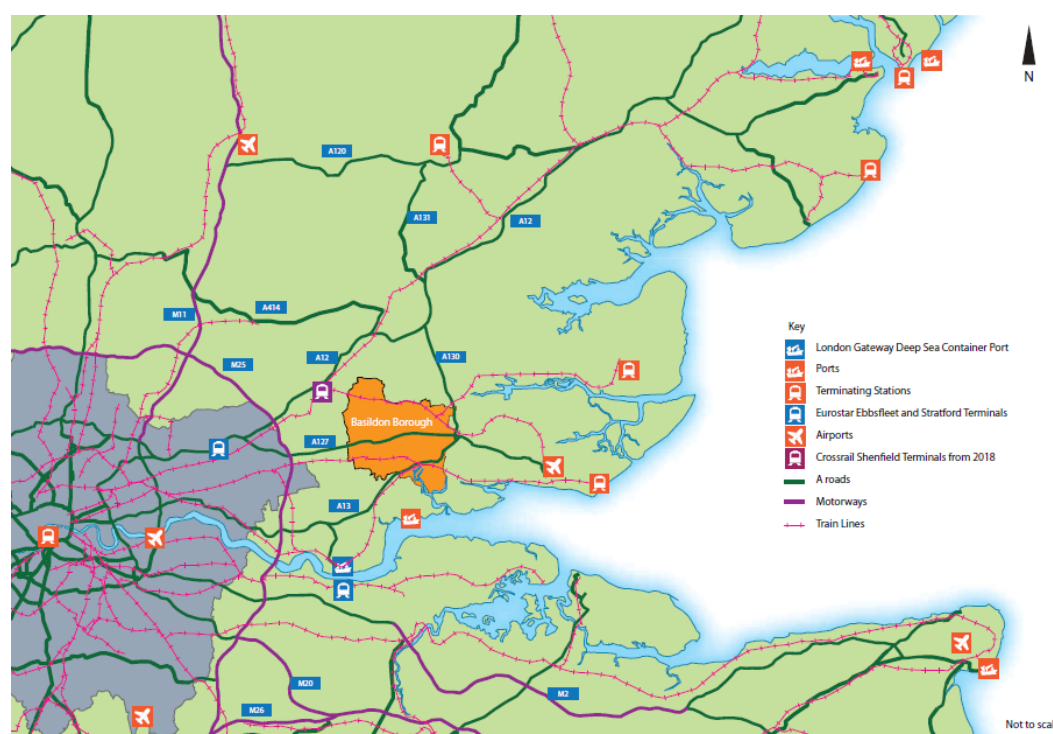


Figure 4: Strategic Transport Network

Economy

Essex County Council's *Economic Growth Strategy (2012)* identifies Basildon town as the largest employment centre in Thames Gateway South Essex (part of the wider Thames Gateway - a Government priority area for regeneration) and is home to the A127 Enterprise Corridor, the largest concentration of employment in Essex with some 35,000 people being employed. In total, there are over 6,500 VAT registered business enterprises trading in the Borough.

The *Basildon Employment Land and Premise Study (ELPS) (2013)* identifies that the Borough's working age population broadly matches that of the county and the region. However, the low resident skills base results in a high level of out-commuting (44%). The total employment in the Borough is 76,000 jobs, with an annual rate of growth of 1.4% over the period 1998-2011. The main business sectors in the Basildon Borough are wholesale and retail trade (21%), manufacturing (14%), human health and social work activities (13%).

Retail, Leisure and Provision

Basildon town centre is one of Essex's regional town centres, alongside Chelmsford, Southend-on-Sea and Colchester. There are four other town centres in the Borough; Pitsea, Laindon, Billericay and Wickford of varying size and function. The Borough has four out-of-town retail parks that all have at least one large supermarket providing convenience goods.

The Borough's centres are facing increasing competition from other retail locations including Lakeside, Bluewater, and Westfield at Stratford, as well as Southend-on-Sea and the newly expanded Chelmsford. The Lakeside Basin has approval, through the *Thurrock Borough Local Plan Core Strategy*, to be changed into a more mixed-use town centre, with further planned expansion of retail, residential, leisure and commercial uses.

Basildon Festival Leisure Park (to the north west) is the Borough's principal commercial leisure complex containing a multiplex cinema, bowling alley, wake boarding centre, nightclub, restaurants and hotels.

Demographic Change and Population Growth

The population of Basildon Borough is expected to grow substantially over the next 20 years. One significant driver of this growth will be the natural homogenous change in the population which alone gives rise to the need for an extra 550 homes per year within the Borough over the next few years. The Borough is also an attractive location for people moving out of London to raise families, which, given its history as a Mark 1 New Town, is not surprising, as it was designed for such a population. Migration from elsewhere in England, primarily London, gives rise to the need for around a further 220 homes per annum over the same period.

The number of older people within the Borough is increasing. The number of people, aged over 65, living in the Borough, is expected to increase by 19,000 through 2037. This has implications for the types of homes that need to be provided in the Borough, and the types of supporting infrastructure that have to be put in place.

Whilst the population of older people in the Borough is increasing, there will also remain a strong demand for family type accommodation, and the types of infrastructure that support families and young people, such as schools. Over this period, it is anticipated that the incremental population requirements will generate a need for seven new primary schools and a new secondary school.

The provision of homes for families and the supporting infrastructure, which makes the Borough an attractive place to live, is essential. Without this, new people will not be attracted to the Borough and the size of the labour force will decline alongside the ageing population, affecting the future success of the local economy.

Significant Projects in the Borough

There are some significant projects already underway within the Borough which will drive change over the plan period. These include:

A127 Enterprise Parks Corridor – Within Basildon Borough, there are over 8,000 businesses, including multi-national companies such as Ford Motor Company, Costa, Selex Galileo, First Data, MK Electric, Case New Holland and IFDS, all located within the A127 Enterprise Corridor. These businesses, in total, provide over 35,000 jobs. The *Basildon Economic Growth Strategy* envisages that the role of this corridor will continue to grow, as new investors are attracted to the corridor.

Basildon Town Centre – A Masterplan has been prepared and approved for the regeneration of Basildon town centre to enhance its role as a regional centre. The Masterplan envisages 65,300m² of commercial leisure and comparison floorspace, a new 2,000 student college

campus, a new purpose built market and residential development. This will be supported by enhanced public transport connections (rail and bus) and improved integration.

The Masterplan was approved in December 2012, by Basildon Borough Council, to guide future development, and ensure the viability of the town centre is secured for the future. It aims to provide a vibrant and popular town centre that people want to use, visit and live in, and support the needs of local residents and businesses.

The approved Masterplan includes a new 8-12 screen 'state of the art' cinema as the centrepiece of a re-modelled East Square, a development that will become a new focus for the town, attracting new shops, family restaurants and coffee shops with the intention of providing Basildon with a more thriving evening economy.

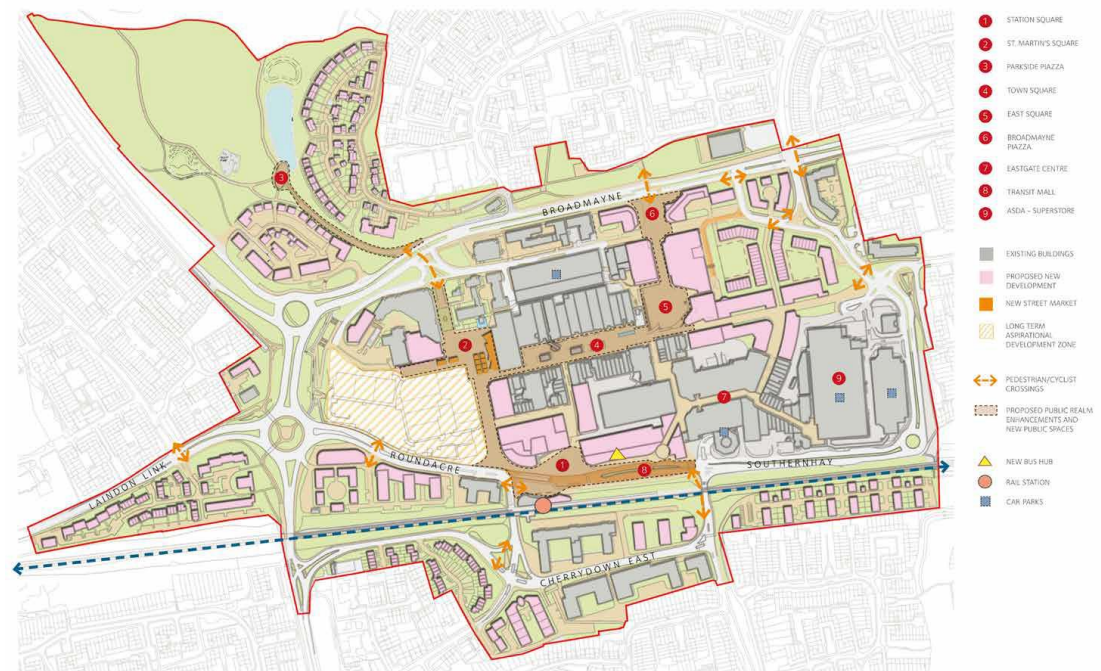


Figure 5: Town Centre Masterplan

Significant Projects in South Essex

There are a number of significant projects, elsewhere in South Essex, that will influence the Borough. Some of these projects will create new jobs, which will create different commuting patterns, opportunities in spin-off industries and enhanced skill requirements. Others will create new shopping and leisure opportunities for residents, that will need to be addressed, in order that the Borough's town centres continue to grow and thrive in order to serve local people:

London Gateway (DP World) – London Gateway is a development on the north bank of the River Thames in Thurrock, Essex, 30 miles (48 km) east of central London. It comprises a new deep-water port, able to handle the biggest container ships in the world, as well as one of Europe's largest logistics parks, and is connected to London and the rest of Great Britain by both rail and road.

The development significantly increases the capabilities of the Port of London to help meet the growing demand for container handling at Britain's ports. Construction began in February 2010, and is expected to take several years, with the port and logistics park being completed in stages. The first phase of the port opened for business on 6 November 2013. Once fully operational, it is expected that London Gateway will create 12,000 direct jobs and over 20,000 indirect jobs.

Southend Airport – Over the past four years, the runway at Southend Airport has been extended, a new train station has been opened and the airport has commenced operation of commercial flights to a number of destinations across Europe, including regional flights to Dublin that enable onward connection to destinations in the USA. The *London Southend*

Airport and Environs Joint Area Action Plan (2014) anticipates that the airport will be dealing with 2 million passengers a year by 2030, and that the surrounding area will be developed for airport related businesses creating around 6,000 jobs.

Lakeside Basin – The *Thurrock Core Strategy (2011)* plans for the future of the Lakeside Basin, including industrial parks, retail parks and the shopping centre. It is proposed that the transformation will bring up to 9,000 new jobs, primarily through the substantial expansion of retail floorspace (50,000m²) plus additional convenience, service retail, office and leisure floorspace. Expansion of retail and leisure provision at Lakeside presents a challenge to Basildon in identifying its own role and function within the retail hierarchy within South Essex.

The Lower Thames Crossing – Following a thorough assessment and evaluation, a new road crossing through a bored tunnel has been proposed, after consulting on three route options - one north of the river in Essex and two south of the river in Kent. The confirmed recommendation is for a dual carriageway, connecting the A2 to the M25, between junctions 29 and 30 that crosses under the River Thames just east of Gravesend and Tilbury.

The consultation for the proposed Option 3 closed in March 2016 and 47,000 responses were received which were reviewed prior to the announcement of the recommended route in April 2017.

This project has the potential to improve the accessibility of the Borough, and, in particular, the connection of the A127 Enterprise Corridor to the strategic road network. This, therefore, presents economic opportunities, but will need to be managed carefully in order to ensure it does not have negative consequences for the local highway network and / or land values.

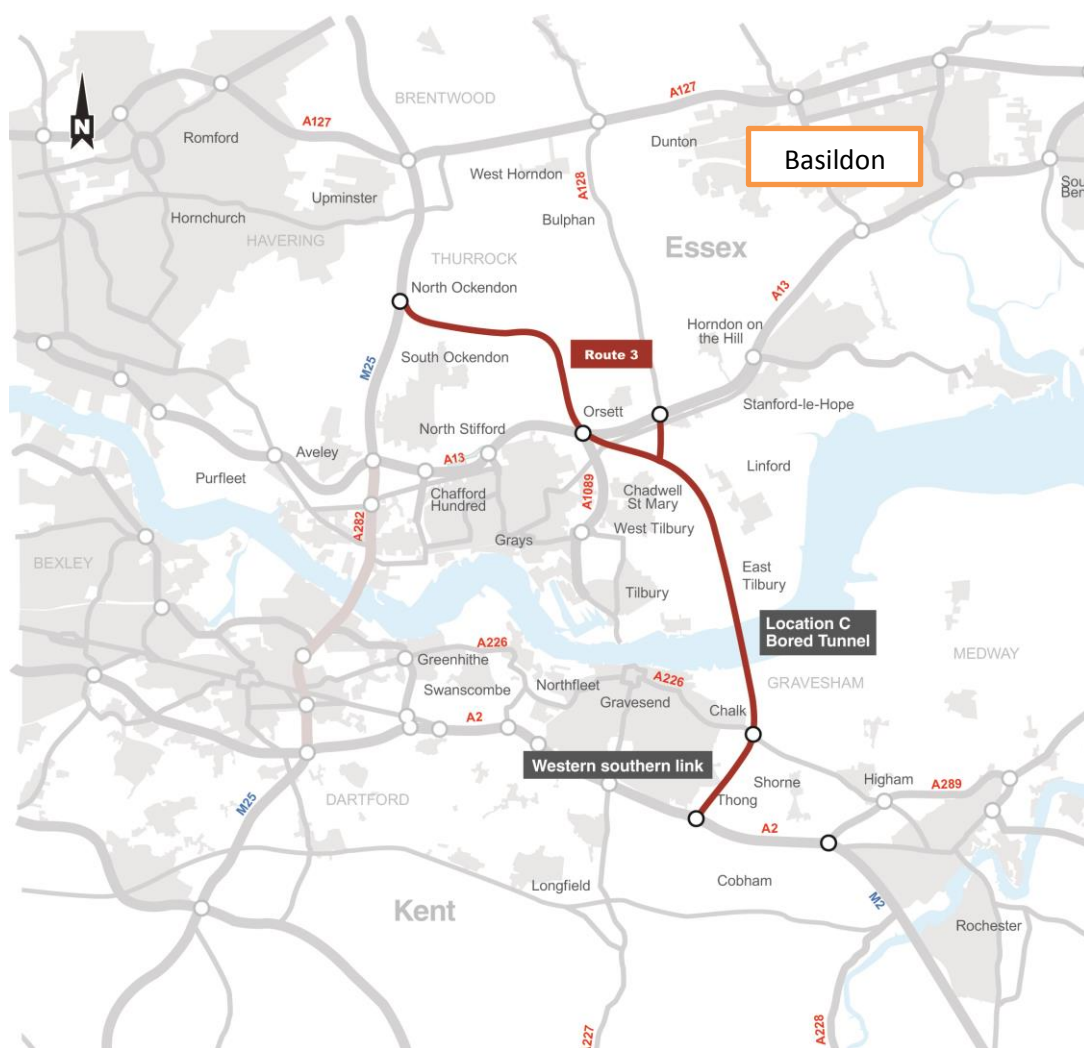


Figure 6: Lower Thames Crossing - route of the proposed option

Local Plan Vision

	<p>By 2034, the plan is to accelerate Basildon Borough's ambition by establishing a more prosperous economy providing employment for all residents, including higher value jobs. To complement this, more houses and a better range of housing is essential. The aspiration is to provide more vibrant town centres and higher educational attainment.</p> <p>Strategic Objectives</p> <p>There are ten main strategic objectives, which include the following:</p> <ul style="list-style-type: none">• Maintain Basildon Town Centre's role as a Regional Centre by ensuring it contributes to the Borough's overall growth targets and becomes the prime focus for new retail and leisure developments.• Improve the robustness of the local economy by ensuring there are opportunities to maintain and enhance business support programmes. Ensure access to early, primary, secondary, further & higher education and ensure that skills training is available to improve investor confidence in locating to, or remaining in, the Borough.• Ensure that all developments are in accessible locations to minimise the need to travel.• Promote a reduction in car use and out-commuting, where possible, and encourage the use of public transport, walking and cycling to minimise the impact of the Borough's growth on transport infrastructure.• Ensure all developments are supported by the necessary transport, utility, education, health and community infrastructure in an effective and timely manner to make the development sustainable and minimise its effect upon existing communities.																					
2.4. Summary outputs (3.2 will contain more detail)	<table><tr><th></th><th>17/18</th><th>18/19</th><th>19/20</th><th>20/21</th><th>2021 +</th><th>Totals</th></tr><tr><td>Jobs</td><td>120</td><td>178</td><td>369</td><td>369</td><td>802</td><td>1,838</td></tr><tr><td>Homes</td><td>90</td><td>90</td><td>312</td><td>180</td><td>360</td><td>1,032</td></tr></table> <p>Note: Jobs and homes numbers from Town Centre Masterplan paper.</p>		17/18	18/19	19/20	20/21	2021 +	Totals	Jobs	120	178	369	369	802	1,838	Homes	90	90	312	180	360	1,032
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Homes	90	90	312	180	360	1,032																
2.5. Planning policy context, consents and permissions	<p>For a summary of key dates, please see Section 6.4 Milestones.</p> <p>Town Centre Highway Improvements – Bus station plans are approved through the Town Centre Masterplan. Rail forecourt changes will be handled through c2c and Network Rail.</p> <p>Cycle Schemes – Approvals through BBC.</p> <p>Endeavour Drive Bus Link – The land is being provided as part of an HCA land sale, which reserves part of the development site for the new bus link. The business development site has planning permission, and is subject to S106 agreement signed in early 2017.</p>																					
2.6. Delivery constraints	<p>There are no known constraints for the Town Centre Highway Improvements, although it will be necessary to obtain agreement from stakeholders, including the Town Centre Management Board, bus companies and taxi operators, to the design of the new 'transit mall' layout.</p> <p>Additionally, the revised traffic flow operation of Cherrydown East will have to be submitted for public consultation, with an associated revision of traffic regulation orders.</p> <p>Changes to the rail station forecourt will be dependent on agreement between c2c and Network Rail.</p> <p>New Cycle Schemes will require approval from Basildon Borough Council.</p> <p>Land acquisition is required from the developer for the delivery of the Endeavour Drive Bus Link. Discussions are already well advanced as part of the land sale and associated planning permission / S106 agreement which secures the land for the link. Once operational, it will be necessary to enforce parking restrictions along the length of Endeavour Drive to ensure smooth, uninterrupted running of the buses.</p>																					
2.7. Scheme dependencies	<p>The developer for the Endeavour Drive industrial estate is required to release a suitable parcel of land to allow the bus link and associated street furniture to be built. This land has been secured as part of the S106 agreement in association with the planning permission.</p>																					

<p>2.8. Scope of scheme and scalability</p>	<p>Town Centre Highway Improvements – Whilst the Masterplan sets out improvements and changes across the wider town centre area, the highway changes and improvements included in this phase of works only focus on the south of the town around the station and bus station area. Therefore, the package has already been scaled down to what can realistically be accommodated at this time. Because there are a number of different elements to this phase of the scheme, which are interdependent, there is little opportunity to scale the scheme back further, or reduce overall costs, beyond ensuring that the scheme is delivered using ‘value for money’ principles or removing, for example, all cycleway improvements.</p> <p>Cycle Schemes – Clearly, it would be possible to defer one or more of the cycle schemes, but that would mean that the missing links to the town centre would not be complete and such an omission would not be looked on favourably by the public.</p> <p>Endeavour Drive Bus Link – The link would have to be completed from start to finish, including the bus gates, to make it function correctly and, therefore, there is little opportunity to scale the scheme back, or reduce overall costs, beyond ensuring that the scheme is delivered using ‘value for money’ principles.</p>
<p>2.9. Options if funding is not secured</p>	<p>Town Centre Highway Improvements – Because of the high costs, especially for the reconfiguration of the bus and rail station area to provide improved connectivity to the Town Centre through the formation of a ‘transit mall’, it is unlikely that the overall Town Centre Highway Improvements could proceed in full, as planned, without Government / SELEP support.</p> <p>Cycle Schemes – The cycle route improvements could be deferred, but the public and local cycling organisations would be critical of the council for not providing the missing links to complete the town centre cycling network.</p> <p>Endeavour Drive Bus Link – If Government / SELEP funding is not made available, then the bus link would not progress, even though the land has been secured. This would leave ECC with a reputational risk of not providing a much needed continuous sustainable transport link through the business / retail park.</p>

3. ECONOMIC CASE

3.1. Impact Assessment	<table border="1"> <thead> <tr> <th data-bbox="448 264 951 297">Positive impacts (inc. jobs & homes)</th><th data-bbox="959 264 1406 297">Negative impacts</th></tr> </thead> <tbody> <tr> <td data-bbox="448 309 951 342">Journey time improvements</td><td data-bbox="959 297 1406 353">Slightly longer car journeys around central Basildon</td></tr> <tr> <td data-bbox="448 353 951 409">Reduced level of cars entering the town centre area</td><td data-bbox="959 353 1406 409"></td></tr> <tr> <td data-bbox="448 421 951 454">Deter unnecessary traffic entering the area</td><td data-bbox="959 409 1406 465"></td></tr> <tr> <td data-bbox="448 465 951 510">Increased bus patronage</td><td data-bbox="959 465 1406 510"></td></tr> <tr> <td data-bbox="448 521 951 566">Increased rail patronage</td><td data-bbox="959 510 1406 566"></td></tr> <tr> <td data-bbox="448 577 951 622">Increased levels of cycling and walking</td><td data-bbox="959 566 1406 622"></td></tr> <tr> <td data-bbox="448 633 951 678">More secure cycle storage</td><td data-bbox="959 622 1406 678"></td></tr> <tr> <td data-bbox="448 678 951 734">Improved connectivity between homes, jobs, retail and leisure facilities.</td><td data-bbox="959 678 1406 734"></td></tr> </tbody> </table> <p>This package continues to focus on sustainable transport improvements in the Basildon area. Other highway schemes could have been included, such as St Nicholas Drive Junction Improvements etc, but it was considered that the Town Centre Highway Improvements would have the biggest positive effect, alongside the Masterplan work. It would provide the best sustainable outcome, along with improved or additional cycleways linking the town with key employment and leisure facilities such as Basildon Sporting Village, Basildon Hospital and the A127 Business Enterprise Corridor.</p> <p>Other options were already delivered in Tranche 1.</p>	Positive impacts (inc. jobs & homes)	Negative impacts	Journey time improvements	Slightly longer car journeys around central Basildon	Reduced level of cars entering the town centre area		Deter unnecessary traffic entering the area		Increased bus patronage		Increased rail patronage		Increased levels of cycling and walking		More secure cycle storage		Improved connectivity between homes, jobs, retail and leisure facilities.	
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3.2. Outputs	<p>Completion of the Town Centre Highway Improvements, in conjunction with the introduction of the Town Centre Masterplan will vastly improve public access, public realm and the overall appearance of the central core of Basildon. There are no specific jobs or incremental housing numbers associated with the Highway package of actions, but they strongly support and enable the wider proposals for the town centre (described in Section 2.4 above) and to improve connectivity between homes, jobs, retail and leisure as described earlier.</p> <p>The Endeavour Drive Bus Link will provide much improved sustainable connections through the Enterprise Corridor and adjoining Festival Leisure Park and will encourage a step change in transport from car to bus.</p>																		
3.3. Wider benefits	<p>Wider economic impacts is the term given for the additional benefits that can arise as the impact of transport improvements is transmitted into the wider economy, beyond those businesses and passengers that are directly affected by the transport change. They arise because the direct benefits do not capture all of the benefits associated with a transport investment.</p> <p>There is no question that the package of improvements described above will also have wider economic impacts relating to connectivity, land use, welfare and social enhancements – these are difficult to quantify at this stage, but they will be there.</p> <p>Specifically, there will be incremental jobs arising from the additional retail units, bars, restaurants, cinema etc in the town centre, as identified in the Masterplan, but these are yet to be defined in detail.</p>																		
3.4. Standards	<p>The new town centre ‘transit mall’ layout will conform to regular building and highways standards, as will the new Endeavour Drive Bus Link. The town centre improvements will also take account of ‘safety by design’ principals.</p>																		
3.5. Value for money assessment	<p>See below – Sections 3.12 and 3.13.</p>																		

3.6. Options assessed

Town Centre Highway Improvements – It would be possible to ‘Do Nothing’, but this would reduce the impact of the improvements on the town centre from the Masterplan work and, again, would be viewed by the public as a missed opportunity. A ‘Do Minimum’ package could be, for example, to redesign the bus station layout only, but the effectiveness would be lost, as there would still be no improvements to the connectivity of the rail and bus stations to the town centre. Not providing incremental bike stands, or leaving out cycling improvements could be construed as a ‘Do Something’, but would be viewed by the general public as not finishing the job off properly. ‘Do Optimum’ is the full scheme, as described above.

Funding would only be from two sources – SELEP and ECC, and there is almost certainly no opportunity for any additional funding from other sources, such as the College. However, c2c, the franchise operator for the rail line, is linking with the scheme to improve the station facilities, opening up the station forecourt and providing land for secure cycle parking.

Cycle Schemes – The cycle route improvements could be deferred, but the public and local cycling organisations would be critical of the council for not providing the missing links to complete the town centre cycling network.

Endeavour Drive Bus Link – The ‘Do Nothing’ alternative would be viable, but would be regarded as a real missed opportunity, as the land has been secured and is a vital link across the business retail area. There is no real ‘Do Minimum’ alternative, as once it has been agreed to proceed with a bus link, then signals, cameras and signs etc for the bus gates would also have to be provided to ensure it did not become a ‘rat-run’ for ordinary motorists. ‘Do Something’ and ‘Do Optimum’ would be the complete bus link scheme, as this is effectively an ‘all-or-nothing’ project.

Funding would ideally be from both sources, SELEP and ECC, with the land secured through S106 / planning.

Strengths:

- Recognised growth area of national significance – South Essex is a national priority for investment
- Well-established partnership working with a track record of delivery by both public and private sectors
- Strong and unique connectivity to London and South East markets, to Europe and other international markets via excellent ports and airports
- Committed major private sector investments – London Southend Airport, London Gateway, Lakeside expansion, etc.
- High employment rate, especially in a number of important sectors such as advanced manufacturing and engineering, transport & logistics, and retail
- High business birth rates
- Served by two major commuter railway lines with good connectivity to London.

Weaknesses:

- Major road congestion at peak times on principal roads, junctions and in town centres
- 50% of short trips by car
- East west access to M25 reliant on two strategic routes - A127 and A13
- Productivity below the national average
- Low business survival rates
- Pockets of deprivation / disconnected communities
- Poor quality industrial estates and premises
- Lack of land available for development in some areas
- Disconnected public transport links
- Poor public transport information provision
- Lack of connected cycleways
- External image / pre-conceived perceptions
- Lack of secure cycle storage at key railway stations
- Limited trip changing opportunities.

	Opportunities: <ul style="list-style-type: none"> Fully utilise the sub-region's exceptional land, labour and capital assets to achieve its economic and growth potential Potential for "smart growth" – growth delivered through higher productivity and by bringing more of the resident population into economic activity Potential to build business resilience and growth through SME diversification / internalisation in strong core sectors Potential to increase employment in knowledge-intensive sectors Important location for housing development Potential to capitalise upon economic and infrastructure assets of national and international importance Making east – west transport links more resilient to incidents and congestion Fully realise the potential of economic links with London, including capacity to accommodate growth to the East of London Scope for further improvements in the highway and rail network, as demonstrated by previous schemes, delivering major benefits. 	Threats: <ul style="list-style-type: none"> Global challenge - increasing the region's competitiveness in the face of intensifying international competition Vulnerability from high dependence on a relatively small number of major Foreign Direct Investment (FDI) companies Significant change following Brexit decision may bring changes in policies and investor confidence Potential decline of London as a world financial services centre Prevailing economic conditions may discourage private sector investment, including bringing forward key development sites Continuing / increasing threat to town centre viability Failure to build an environment (skills, infrastructure, housing) that attracts high value-adding, innovative businesses Continued growth of low value employment, stunting economic growth and increasing the level of under-employment Public concern that growth will lead to increased congestion as a result of failure to invest in adequate infrastructure improvement.
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3.7. Scheme assessment			
	Category of impacts	Quantified/Qualitative impact	Large Beneficial to Large Adverse
	Economy	Business users and providers Reliability Regeneration Wider Impacts	Moderate Beneficial Large Beneficial Large Beneficial Large Beneficial
	Environment	Noise Air Quality Greenhouse gas Landscape Townscape Heritage Biodiversity Water Environment	Slight Beneficial Slight Beneficial Slight Beneficial Slight Beneficial Moderate Beneficial Neutral Slight Adverse Neutral
	Social	Commuting & Other users Accidents Physical Activity Journey Quality Reliability Option and non-use values Security Access to Services Affordability Severance Option Values	Large Beneficial Moderate Beneficial Moderate Beneficial Moderate Beneficial Slight Beneficial Neutral Moderate Beneficial Slight Beneficial Large Beneficial Moderate Beneficial

	Public Accounts	Cost to broad transport budget Indirect tax	Slight Beneficial Slight Adverse
	<ul style="list-style-type: none"> For the modelling and appraisal methodology, see below. For a summary of the economic case, see below. 		

3.8. Transport KPIs

As a fundamental part of the contract between Essex County Council and Ringway Jacobs there are 60 measurable KPIs for the total contract. Of these, the following four are relevant to this scheme:-

KPI Ref No	KPI	Target	YTD
JTR3	95% of journeys on specified routes are undertaken within target time range	95.00%	94.4%
SC4	Percentage increase in average daily cycling trips	+ 2.5%	+ 2.7%
SE3	Number of people killed and seriously injured	593	621
SE4	Number of people slightly injured	3531	3732

3.9. Assumptions

For the appraisal, cost estimates were itemised and included risk allowance, development costs, inflation and maintenance profiles. In addition, for the appraisal, 44% optimism bias was added for all highway elements. For the four cycling schemes around the town centre, 15% optimism bias was allowed, as the designs are relatively simple and well advanced.

Census journey to work data was extracted for selected output areas.

Forecast jobs were based on the current preferred option in the emerging Local Plan for Basildon towards 2034. Gross Floor Areas were converted to number of jobs, based on densities offered in the Homes & Communities Agency (HCA) Employment Density Guide 2015.

The cost estimate for the town centre has been done as a whole, but, for user forecasts and assessing benefits, the scheme was viewed in separate components:

- Modelling and capturing changes for highway users on the network
- Improvements at the bus station, such as improved shelters, interchange facilities and real time information signs
- Improving pedestrian access between the town centre and the railway station
- Capturing pedestrian benefits for students of the proposed South Essex College, who are not included in any other surveys.

The benefits of the highway scheme were assessed against the total costs and the benefits of the other three components, using TAG guidance, determined separately, and added to obtain an overall BCR (Benefit Cost Ratio) and Net Present Value (NPV).

The highway aspects of the Town Centre proposals were modelled using a VISSIM model, with a forecast year of 2036. Do-minimum and Do-something scenarios for AM and PM peak hours were created for both the base year and the forecast year. Heavy vehicle, buses and "other" vehicles were modelled separately, and for the TUBA inputs, cars and light goods vehicles were split, using a cross section of available classified traffic surveys. TAG default values for vehicle occupancy etc. were used when no robust local data was available.

For the highway component, annualisation was taken over 253 weekdays per year and based on the patterns at a continuous traffic counter on a main road leading to the town

	<p>centre. The AM peak period was taken over 1.25 hours (8:00 to 09:15) and the PM peak over 2.25 hours (16:00 to 18:15), where the traffic flow pattern is near flat.</p> <p>The benefits of improvements to the bus station were assessed based on the benefits, expressed in generalised minutes from TAG databook Table M3.2.1, for new bus shelters, new interchange facilities and Real Time Passenger Information signs.</p> <p>Essex County Council's Bus City Project provided an average weekday number of 7,732 boarders per day at the bus station. This was simplistically linearly grown to 2034, the horizon in the emerging Basildon Local Plan by the estimated weighted average growth in forecast number of houses and jobs in the study area.</p> <p>For the students and staff of South Essex College, appraisal was undertaken using an update of the DfT's Active Mode Appraisal Toolkit, informed by a Travel Plan for the college. Benefits included from TAG databook Table 4.1.7 included lighting, kerb level, pavement evenness, information panels and signs.</p> <p>For cycling numbers, census data was taken as still representing the current situation. Assuming an unchanged modal split and similar trips per job, the forecasts indicate an average annual growth rate of 2.53%, for all modes, including cycling. Patterns from a continuous cycle counter on a route to the town centre were noted. Benefits were assessed using the DfT Active mode appraisal toolkit.</p> <p>For the Endeavour Drive scheme, a simple network was constructed with buses B2, 553 and 94, the only routes that serve the area, assigned on their current routes and schedules in the DM case and assigned to the new link in the DS case. Bus frequencies were increased with the growth in demand, assuming unchanged modal split from Census JTW data. Journey times on the routes were obtained from 2014/15 Trafficmaster GPS data, assuming that buses will travel at approximately the same speed as general traffic, except for stops, where it was assumed time will be equal in both scenarios. Adjustments were made by decreasing journey time on the DM route by 20% (approximately 30 seconds). Speeds on the new Endeavour Drive link and the existing dead end, where there was no GPS data and where parking is to be removed, was taken as 25mph, excluding stops.</p> <p>Since the Gate 2 submission, assumed access time to the services were refined by assuming specific bus stop positions and estimating walking distances from major employment sites and estimating number of employees at each site, with the total corresponding closely with 2011 Census results.</p> <p>For the Cycling component of the Endeavour Drive scheme, appraisal was also undertaken using an updated version of the DfT's Active Mode Appraisal Toolkit. It was only used to demonstrate benefits, as costs are captured in the estimate of the overall scheme.</p> <p>An estimate of the Gross Value Added (GVA) of the envisaged additional jobs in the study area was also undertaken. From the job numbers shown earlier, the values for the Town Centre, without deadweight applied, is £484million and an estimated value of £102million for jobs whose incumbents will find benefit from the scheme from their commute trips</p> <p>The same approach was applied to the Gardiners Lane / Cranes Farm Industrial Estate Area, indicating a value of £638million for the envisaged 4,966 jobs, and jobs worth £47million supported by their commuting trips.</p> <p>More details are provided in the Note on Economic Evaluation at Appendix C.</p>
3.10. Sensitivity tests	Sensitivity tests have not been undertaken at this stage.

3.11. Appraisal summary

Provide positive and negative impacts of the scheme in the table below. Please adhere to WebTAG guidance.

Category of impact	Impacts typically monetised	Impacts that can be monetised	Impacts currently normally monetised
Economy	PVB: Business users and providers: £2.383M	<i>Regeneration</i> Wider impacts: £238K	<i>Townscape heritage</i> <i>Biodiversity</i> <i>Water</i> <i>Security Access to Services</i> <i>Affordability</i> <i>Severance</i> Not assessed at this stage
Environment	Bus Link – minimal negative impact on noise and air quality – not assessed. Town Centre – traffic flows just re-routed so, no overall effect.	<i>Landscape</i> Not assessed at this stage	
Social	PVB: Commuting Users: £7.350M Other users: £5.117M Highway capacity enhancement scheme with positive, albeit low, expected benefit to safety and journey time quality – not assessed. Several sustainable transport elements.	<i>Reliability option and non-use values</i> Not assessed at this stage	
Public accounts	Broad Transport Business Cost: £8.697M		

3.12. Transport value for money statement – See guidance

	Present values in 2010 prices and values		
	Town Centre and Access	Endeavour Drive	Overall
PVB	13.572M	4.706M	18.278M
PVC	6.194M	2.503M	8.697M
NPV = PVB – PVC	7.378M	2.203M	9.581M
Initial BCR = PVB/PVC	2.19 (Adj 2.23)	1.88	2.10 (Adj 2.13)

3.13. Value for money summary - worked example

	Assessment	Detail
Initial BCR	2.10	Standard TAG assessment
Adjusted BCR	2.13	With the inclusion of Wider Economic Benefits
Qualitative Assessment	Largely beneficial	Based on improved sustainable transport and public realm improvements
Key risks, sensitivities	Forecast growth and bus patronage	Difficult to forecast growth in bus passenger numbers accurately
VfM category	High	High and is pivotal to supporting the Town Centre Regeneration

4. COMMERCIAL CASE

4.1. Procurement	<p>Essex County Council (ECC) are committed to delivering best value in the delivery of major highways schemes across the county. ECC has undertaken numerous procurement processes for major schemes.</p> <p><u>Procurement Strategy</u></p> <p>The Eastern Highways Alliance and SMARTe and the Highways Agency Framework have all been used extensively in prior major projects eg Sadlers Farm, Army & Navy Improvements, Chelmsford and Roscommon Way, Canvey.</p> <p>The Basildon Town Centre works will be delivered through a design and build contract, tendered through one of the frameworks outlined above.</p> <p>The benefits of procuring the scheme through this route are:-</p> <ul style="list-style-type: none"> • Early involvement with the contractor • Use of Supply Chain partners who are familiar with the delivery of smaller complex projects under tight deadlines • Flexibility and opportunity to accelerate the delivery of smaller elements through the 'Walk, Talk and Build' process, thus increasing confidence in project delivery timeframe • The utilisation of the Framework is endorsed by the ECC procurement team and the ESH Construction Management Group. <p>Design and supervision for the Cycle Schemes and Endeavour Drive Bus Link will be delivered through the Essex Highways Service Direct Delivery Framework using supply chain partners, with construction delivered through one of the frameworks outlined above.</p>
4.2. Commercial dependencies	<p>Town Centre Highway Improvements - Ringway Jacobs will be the delivery partner for the early development stages, with the final scheme being delivered through a design and build contract. This will be subject to tender process through the Eastern Highway Alliance (EHA).</p> <p>Cycling Schemes - Ringway Jacobs will be the delivery partner for the selected cycleway improvements, following on from the successful completion of the previous ones identified in Tranche 1.</p> <p>Endeavour Drive Bus Link - Ringway Jacobs will be the delivery partner for the design of the scheme. The construction will be subject to tender process through the Eastern Highway Alliance (EHA).</p> <p>ECC have a good track record of scheme delivery through this process. Use of the EHA ensures a ready supply chain / Contractors.</p>
4.3. Commercial sustainability	<p>The project will include an ongoing maintenance programme over the next 60 years, as is normal for all new road schemes.</p> <p>Apart from scheduled maintenance, there will be no requirement for cash flow injections post-completion.</p>
4.4. Compatibility with State Aid rules	<p>Funding for this scheme does not constitute state aid.</p>
4.5. Commercial viability	<p>Throughout the development of the scheme, risks will be identified, recorded and actively managed. Where appropriate, risk owners will be allocated and tasked with eliminating risks, where possible, or identifying mitigation measures for residual risks. The same ethos will be taken through to the delivery stages of the scheme.</p> <p>The quantified risk register will be updated as part of the procurement process to collate and cost, as accurately as possible, construction related risk. This process</p>

	<p>will inform a more competitive tendering process.</p> <p>The approach to risk transfer will be such that the management of a particular risk will rest with the party best placed to manage them.</p> <p>Any cost overrun will be met by ECC.</p> <p>The declaration from the S151 officer will be submitted by ECC as part of the final submission, once ECC governance processes have been completed.</p>
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5. FINANCIAL CASE

5.1. Total project cost and basis for estimates	Total Project Cost is £11.890m, and for this Tranche 2 work, the total cost is £8.673m. (For detailed cost estimates, please see Appendices E1a to E6a.)
5.2. Total SELEP funding request	£6.400m Capital funding is requested in the form of a grant.
5.3. Other sources of funding	ECC, land from the Endeavour Drive developer and from c2c.

5.4. Summary financial profile

(£m)		16/17	17/18	18/19	19/20	20/21	Total
Source of funding							
SELEP Request - Town Centre/Cycling				1.000	3.000	0.500	4.500
ECC Contribution - Town Centre/Cycling		0.075	0.400	0.552	0.500	0.400	1.927
SELEP Request - Endeavour Drive				1.800	0.100		1.900
ECC Contribution - Endeavour Drive		0.025	0.300	0.021			0.346
Total SELEP Request				2.800	3.100	0.500	6.400
Total ECC Contribution		0.100	0.700	0.573	0.500	0.400	2.273
Total		0.100	0.700	3.373	3.600	0.900	8.673
(£m)		16/17	17/18	18/19	19/20	20/21	Total
Costs							
Preliminaries			0.157	0.634			0.791
Site Preparation			0.036	0.054	0.060		0.150
Land			0.013				0.013
Barriers, Fencing			0.112		0.015		0.127
Scheme Preparation			0.169	0.393	0.452		1.015
Drainage, Earthworks				0.294	0.443		0.737
Footways, Kerbs				0.525	0.560	0.441	1.526
Signs, Lighting				0.461	0.404	0.130	0.995
Structures				0.025	0.400	0.201	0.626
Landscaping				0.025		0.060	0.085
Risk			0.070	0.330	0.406	0.043	0.849
Inflation			0.030	0.229	0.239	0.010	0.508
Stats			0.066	0.233	0.569		0.868
Management		0.100	0.046	0.170	0.052	0.014	0.382
Total		0.100	0.700	3.373	3.600	0.900	8.673

5.5. Viability: How secure are the external sources of funding?				
	Type	Source	How secure?	When will the money be available?
	Public	SELEP LGF	Dependent on this bid	2017
		ECC	Secure	2017
	Private	Developer	Land - Secure	2017
5.6. Cost overruns	ECC will bear any cost overrun risk for the project.			
5.7. Delivery timescales	The main risks associated with the delivery timescales of the project are as described above.			
5.8. Financial risk management	ECC will bear all risk for the project as part of its role as the Highways Authority.			
5.9. Alternative funding mechanisms	No loan funding is requested.			
	None of the investment will be repaid.			

6. DELIVERY/MANAGEMENT CASE

6.1. Project management

Project Organisation

The organisation to deliver the scheme is indicated in Figure 7 below. The roles and responsibilities of the parties indicated in the figure are described in the following paragraphs.

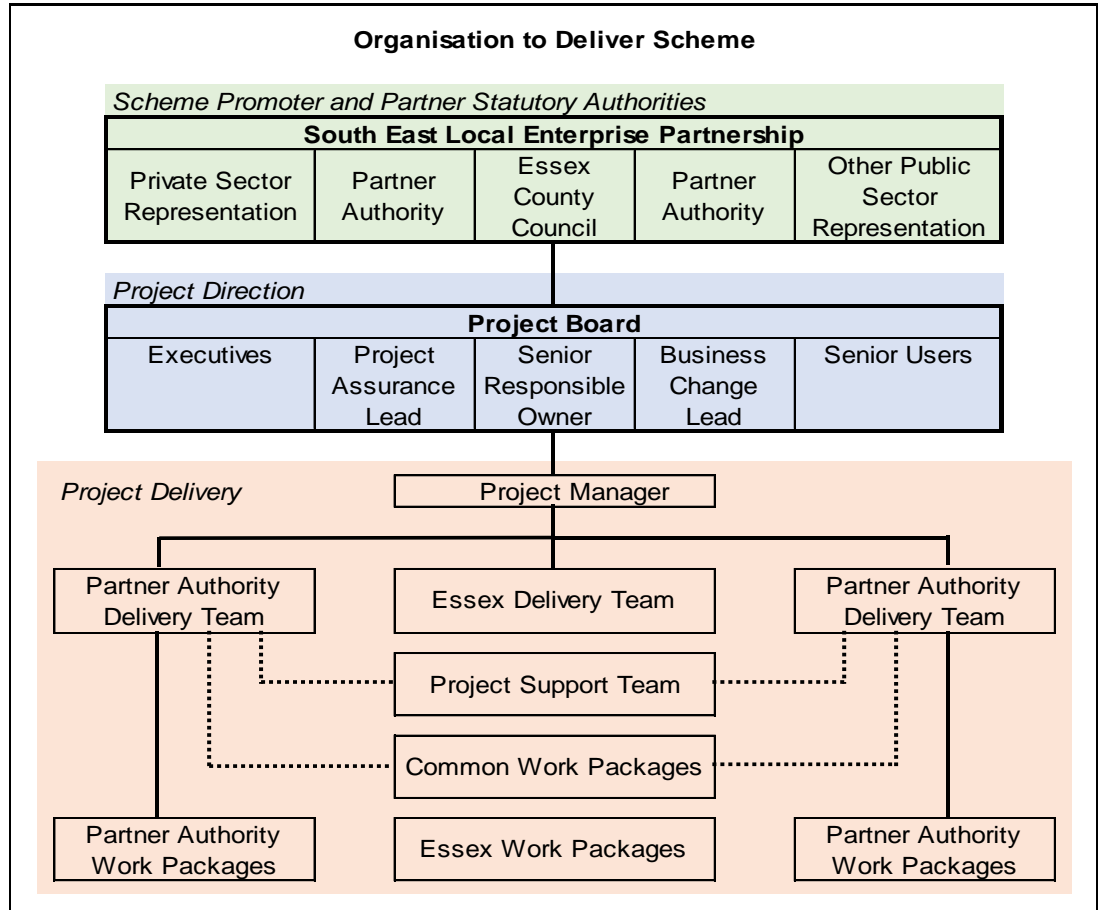


Figure 7: Arrangements for Scheme Delivery

Roles of Key Interested Parties:

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

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

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

The responsibilities of the Project Board include:

- Setting the strategic direction of the project, in the context of local policies and the work of the SELEP;

	<ul style="list-style-type: none">Defining the scope and setting the timescales for major project milestones;Approving the appointment of the Project Manager;Providing the Project Manager with the strategy and decisions required to enable the scheme to proceed to programme and resolve any challenges;Securing necessary approvals through the partner statutory authorities;Approving the project scope of work, programme and budgets, as well as any subsequent changes;Signing off completion of each stage of the project and authorising the start of the next stage; andMonitoring project risks and taking any appropriate action to mitigate risks. <p>Delivery Teams – reporting to the Project Manager, the Delivery Teams (one for each partner statutory authority) are responsible for organising and delivering work packages on the highways under the authority's jurisdiction. The Essex Delivery Team has the additional responsibility for common work packages.</p> <p>Project Support – this team is responsible for project administration, including document control, project team communications, arranging meetings, updating plans, and chasing up the completion of actions.</p> <p>Individual Roles:</p> <p>Senior Responsible Owner (Andrew Cook, ECC) – has ultimate responsibility and delegated authority for ensuring effective delivery of the scheme on time and on budget.</p> <p>Project Manager (Specific role to be appointed by ECC) – is the individual responsible for organising, controlling and delivering the scheme. The Project Manager leads and manages the project team, with the authority and responsibility to run the project on a day-to-day basis. He also is assigned the task of running and updating the risk register and organising the monitoring of the delivery of the programme objectives.</p> <p>Executives – represent the group in each partner statutory authority with responsibility for obtaining funding for the scheme (Chris Stevenson, ECC) and securing resources to deliver it (Ben Finlayson, ECC). In Essex County Council, this is the Transportation Strategy and Engagement Group (Beverley Gould, ECC).</p> <p>Senior Users (including David Forkin, ECC, Matthew Winslow, BBC) – represent the group in each partner statutory authority who will oversee the future day-to-day operation of the scheme.</p> <p>Project Assurance Lead (Erwin Deppe, Ringway Jacobs) – provides an independent view of how the scheme is progressing. Tasks include checking that the project remains viable, in terms of costs and benefits (business assurance), the users' requirements are being met (user assurance), and that the project is delivering a suitable solution (technical assurance).</p>																																																	
6.2. Outputs	<table><tr><th>Output</th><th>17/18</th><th>18/19</th><th>19/20</th><th>20/21</th><th>2021 +</th><th>Total</th></tr><tr><td>Direct jobs</td><td>120</td><td>18</td><td>48</td><td>48</td><td></td><td>234</td></tr><tr><td>Indirect jobs</td><td></td><td>160</td><td>321</td><td>321</td><td>802</td><td>1,603</td></tr><tr><td>Jobs safeguarded</td><td></td><td></td><td>1,000</td><td>800</td><td></td><td>1,800</td></tr><tr><td>Employment space (m²)</td><td></td><td>1,000</td><td>500</td><td></td><td></td><td>1,500</td></tr><tr><td>New homes</td><td>90</td><td>90</td><td>312</td><td>180</td><td>360</td><td>1,032</td></tr><tr><td>Learners supported</td><td></td><td>2,000</td><td>2,000</td><td>2,000</td><td>2,000</td><td>2,000</td></tr></table>	Output	17/18	18/19	19/20	20/21	2021 +	Total	Direct jobs	120	18	48	48		234	Indirect jobs		160	321	321	802	1,603	Jobs safeguarded			1,000	800		1,800	Employment space (m²)		1,000	500			1,500	New homes	90	90	312	180	360	1,032	Learners supported		2,000	2,000	2,000	2,000	2,000
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6.3. How will outputs be monitored?	<p>A detailed Benefits Realisation Plan will be produced and monitoring / evaluation will be undertaken at the appropriate points during scheme development. Monitoring activities will be aligned to those best placed to do so and to existing regular monitoring and evaluation work. Land use development related outputs are routinely monitored by planning authorities and this information will be tracked and linked to scheme completion where appropriate. (For a summary of the Benefits Realisation Plan, please see Appendix J.)</p> <p>Essex Highways will conduct traffic / bus counts and analyse Trafficmaster for journey time changes.</p>																																																	

	Using the concepts of the Pedestrian Environment Review System (PERS) and the Valuing Urban Realm Toolkit (VURT), assessments will be taken, before and after, to analyse the perceived improvements to NMUs and to judge the effectiveness of the public realm improvements.																																						
6.4. Milestones	<p>Town Centre Highways Improvements</p> <table border="1"> <thead> <tr> <th>Project milestone</th><th>Indicative date</th></tr> </thead> <tbody> <tr> <td>Preliminary design and modelling</td><td>November 2016</td></tr> <tr> <td>Detailed design</td><td>June to December 2017</td></tr> <tr> <td>Tender</td><td>May / June 2018</td></tr> <tr> <td>Start construction</td><td>March 2019</td></tr> <tr> <td>End construction</td><td>September 2020</td></tr> <tr> <td>Post construction monitoring, safety audit and remedial works</td><td>October 2020 to March 2021</td></tr> </tbody> </table> <p>Cycle Schemes</p> <table border="1"> <thead> <tr> <th>Project milestone</th><th>Indicative date</th></tr> </thead> <tbody> <tr> <td>Preliminary design</td><td>November 2016</td></tr> <tr> <td>Detailed design</td><td>June to September 2017</td></tr> <tr> <td>Tender</td><td>October 2017</td></tr> <tr> <td>Start construction</td><td>March 2018</td></tr> <tr> <td>End construction</td><td>October 2018</td></tr> </tbody> </table> <p>Endeavour Drive Bus Link</p> <table border="1"> <thead> <tr> <th>Project milestone</th><th>Indicative date</th></tr> </thead> <tbody> <tr> <td>Preliminary design</td><td>November 2016</td></tr> <tr> <td>Detailed design</td><td>June to September 2017</td></tr> <tr> <td>Tender</td><td>October 2017</td></tr> <tr> <td>Start construction</td><td>March 2018</td></tr> <tr> <td>End construction</td><td>October 2018</td></tr> </tbody> </table>	Project milestone	Indicative date	Preliminary design and modelling	November 2016	Detailed design	June to December 2017	Tender	May / June 2018	Start construction	March 2019	End construction	September 2020	Post construction monitoring, safety audit and remedial works	October 2020 to March 2021	Project milestone	Indicative date	Preliminary design	November 2016	Detailed design	June to September 2017	Tender	October 2017	Start construction	March 2018	End construction	October 2018	Project milestone	Indicative date	Preliminary design	November 2016	Detailed design	June to September 2017	Tender	October 2017	Start construction	March 2018	End construction	October 2018
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6.5. Stakeholder management & governance	<p>Stakeholders</p> <ul style="list-style-type: none"> Public consultation to secure public engagement and buy-in will also be required and any outcomes of this consultation will need to be taken into account in the design and construction process. Liaison with key stakeholders (such as developers, land owners, Basildon Borough Council, c2c, Network Rail, South Essex College) will be essential to ensure engagement and buy-in and also to ensure work programmes are suitably aligned. <p>The overall aim is to involve key stakeholders as much as possible. Key stakeholders will be actively involved in delivery and decision making through an effective stakeholder engagement process.</p> <p>The objectives for the Stakeholder Engagement Plan are that it:</p> <ul style="list-style-type: none"> Communicates and reinforces the branding of the overall plan; Improves awareness and understanding of the proposals; Allows the Project Board to obtain timely feedback on proposals; Helps gauge the level and nature of any opposition that may arise to the proposals and address these appropriately; and Enables the Project Team to explore the opportunities to establish a consensus, as the basis for successful implementation of the proposals. 																																						
6.6. Organisation track record	<p>Essex Highways / Ringway Jacobs have been responsible for delivering all non-HE highway schemes in Essex since April 2012.</p> <p>All schemes are run to tight budgets and timing constraints and this programme would be managed in the same way.</p>																																						

	<p>Essex County Council has, or is, in the process of delivering over £70m of transport improvement schemes through Pinch Point, SELEP LGF and LSTF funding. The majority of the following schemes are operational and were delivered on programme and to budget:</p> <ul style="list-style-type: none"> • Mill Yard, Chelmsford - £2.9m • A414 Maldon to Chelmsford - £4.0m • A414 Harlow Pinch Point Package - £15.1m • Colchester Integrated Transport Package (ITP) - £12.7m • A127 Resilience Package - £8.0m • Colchester LSTF - £2.0m • Colchester Town Centre - £5.0m • South Essex LSTF (ECC element) - £3.0m • Colchester Park and Ride £7.19m • Basildon ITP (Tranche 1) - £3.94m
6.7. Assurance	The S151 Officer confirms that adequate assurance systems are in place and evidence can be provided of financial performance over the last three years.
6.8. Equalities Impact Assessment	See Appendix H
6.9. Monitoring and evaluation	<p>A detailed Benefits Realisation Plan will be developed as part of further business case development to confirm the principal benefits of the scheme. Lessons learned from prior projects are automatically fed through to new projects on inception.</p> <p>A requirement of the SELEP Assurance Framework is that each scheme will have an evaluation plan produced prior to final approval, independently reviewed, and monitored in accordance with this plan. This monitoring will be done according to government guidance and will, where appropriate, include 1 and 5 year reports.</p> <p>A monitoring and evaluation plan for the scheme will be developed as an output of the full business case work. The plan would be informed by the quantitative and qualitative analysis undertaken for the key performance metrics and wider benefits anticipated.</p> <p>ECC is mindful of the need to review and monitor highway network performance at various stages of scheme implementation to manage and minimise any potential negative scheme impacts. A process of monitoring and evaluation will be implemented to support and inform ongoing wider monitoring activities that are in place, utilising, where possible, survey data which has already been collected.</p> <p>Surveys will capture volumes, patterns of movement and journey times for all modes of transport including private vehicles, public transport, and non-motorised users. Traffic volumes, speeds and journey times will be monitored at key locations within the area affected by the scheme.</p> <p>Road safety impacts will be monitored as part of routine county-wide annual monitoring programmes to verify future accident incidences, numbers and locations.</p> <p>The process evaluation will be ongoing throughout the life of the project and will be managed by the Project Executives and reported through the Project Board. Lessons learned as part of the development of the scheme will be reported.</p> <p>Process Evaluation Monitoring reports will be produced at key milestones. Impact Evaluation Reports will be produced in line with key scheme progression and delivery milestones.</p> <p>The management of risk in delivering to the monitoring and evaluation requirements will also been taken into account and mitigation measures set out in the risk register.</p>
6.10. Post completion	The scheme will remain in the control of ECC.

7. RISK ANALYSIS

Likelihood and impact scores:

5: Very high; 4: High; 3: Medium; 2: Low; 1: Very low

Risk Management

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

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

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

Risk Allocation

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

A summary of key risks is shown below:-

Risk	Likelihood*	Impact*	Mitigation
Developer for Endeavour Drive is not co-operative to release land for link road	3	5	Conduct early discussions and continue to negotiate
Delivery partners cannot achieve required quality of outcomes	1	5	Maintain constant dialogue with partners and take action when outcomes appear unachievable.
Unable to get co-operation from train operator for new access and cycling improvements	1	3	Conduct early discussions and continue to negotiate
Lack of new bus services along new link road	1	3	Early indications are that bus operators are keen and discussions have already taken place. One service, funded by ECC, will certainly use this link
Lack of agreement by bus operators on new bus station layout	1	3	Early indications are that bus operators are keen and discussions have already taken place
Lack of agreement by taxi operators on new bus station layout	1	3	Early indications are that taxi operators are accepting and discussions are scheduled to take place
Lack of capacity to deliver the programme in full	3	3	Ensure resources are allocated and identify potential contingency support

8. DECLARATIONS

8.1. Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?

No

8.2. Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors

No

8.3. Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?

No

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 and shared in confidence with other public sector bodies, who may be involved in considering the business case.

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. I also declare that, except as otherwise stated on this form, I have not started the project which forms the basis of this application and no expenditure has been committed or defrayed on it. I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

8.4. Signature of Applicant

8.5. Print Full Name

8.6. Designation

8.7. Date