

## **SMALL SCHEMES**

### **EXECUTIVE SUMMARY OF BUSINESS CASE**

**For**

#### **EASTBOURNE TOWN CENTRE MOVEMENT & ACCESS PACKAGE**

*Please note that this proforma is designed to collect key information about the project. The scheme promoters are encouraged to attach any additional supporting information to this business case proforma.*

**Project type (rail, road, LSTF, integrated package, maintenance etc.):** Integrated Package

**Type of bid:** Medium Project (total project cost is £6.25m, £3m LGF)

**Project Location:** Borough of Eastbourne

**Project start date:** 2015/16

**Project complete date:** 2017/18

**Project development stage (Detailed design and implementation):**

**Promoting authority:** East Sussex County Council

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## Strategic Case

### 1. Project overview and rationale

#### Eastbourne Town Centre Movement & Access Package

##### 1.1. Purpose

Problem Statement
<p><b>Strategic</b></p> <p>With <b>high levels of planned housing and commercial development</b> proposed within the strategic growth area of Eastbourne and South Wealden and the increased demand that this will place on the highway network, a package of measures to improve access and movement within Eastbourne town centre will be a critical element in supporting sustainable economic growth.</p>
<p><b>Local</b></p> <p>Terminus Road is located in Eastbourne Town centre; it accommodates a corridor of key retail outlets along with providing access to the Arndale shopping centre and transport interchange. The quality and safety of the public realm is currently poor and inaccessible for some members of the community, see figure 1.</p> <p>With the proposed improvements and extension of the Arndale Shopping Centre, which will provide a vibrant and sustainable retail and leisure offer, a crucial opportunity has arisen to deliver a longstanding project that will deliver a package of improvements for Eastbourne that will transform Terminus Road and Cornfield Road into an attractive gateway to the town centre. The package will include:-</p> <ul style="list-style-type: none"> <li>• public realm measures,</li> <li>• bus and rail integration, and</li> <li>• improved provision for pedestrians and cyclists in this corridor.</li> </ul> <p>This will maximise the proposed investment of the extended town centre shopping and leisure facilities, along with supporting the long term economic vitality and viability of the town centre for local people, businesses and visitors.</p> <p>If the Terminus Road/Cornfield Road scheme is not delivered as part of the Arndale shopping centre extension and to support the wider growth plans for the town centre as well as across the Eastbourne/south Wealden area, it is expected that:</p> <ul style="list-style-type: none"> <li>• the public transport interchange in Terminus Road will remain unattractive for public transport users and visually unappealing thereby discouraging visitors into the town centre by bus</li> <li>• the environment will continue to be cramped for pedestrians moving along Terminus Road</li> <li>• the overall environment in the town centre will undermine the retail offer that Eastbourne is striving to provide to meet growing demand and enhancing its status in the sub-regional retail hierarchy</li> <li>• undermine the wider regeneration plans for the town centre</li> </ul>

The package of measures will build upon the overall approach for transport in the Eastbourne and South Wealden strategic growth area, as set out in the East Sussex Local Transport Plan 2011 – 2026; the Local Plan for Eastbourne and the A22/A27 Eastbourne/South Wealden section of the South East Local Enterprise Partnership (SELEP) Strategic Economic Plan (SEP).

The overall programme for this area will support the delivery of sustainable economic growth by enabling jobs and homes and supporting the revitalisation of Eastbourne town centre. This will be achieved by delivering infrastructure which tackles congestion at key pinch points of the strategic and local road network, unlocking development sites and supporting access by active travel, and contributing to improving local health and wellbeing.

**This business case specifically relates to the release of £3m of the Local Growth Fund monies allocated for Eastbourne Town Centre Movement and Access Package allocated in the South East Local Enterprise Partnership (SELEP) Local Growth Deal. The scheme at an overall cost of £6.25m is programmed for delivery between 2015/16 and 2017/18. This will deliver the following package of measures:-**

**Table 1**

<b>Eastbourne Town Centre Movement &amp; Access Package (Terminus Road/Cornfield Road) – Scheme Elements</b>	
A complementary package of <b>integrated sustainable transport measures</b> , which will improve public realm and will provide a gateway to the town centre corridor of Terminus Road.	
<ol style="list-style-type: none"> <li><b>1. Bus Stops Relocation, bus shuttle lane, new bus stops integrating with Eastbourne rail station</b></li> <li><b>2. Footway widening, improved pedestrian crossing facilities and cycle provision</b></li> <li><b>3. Street Furniture/Signage, soft Landscaping and new street lighting</b></li> </ol>	

**Figure 1 – Terminus Road - Existing**



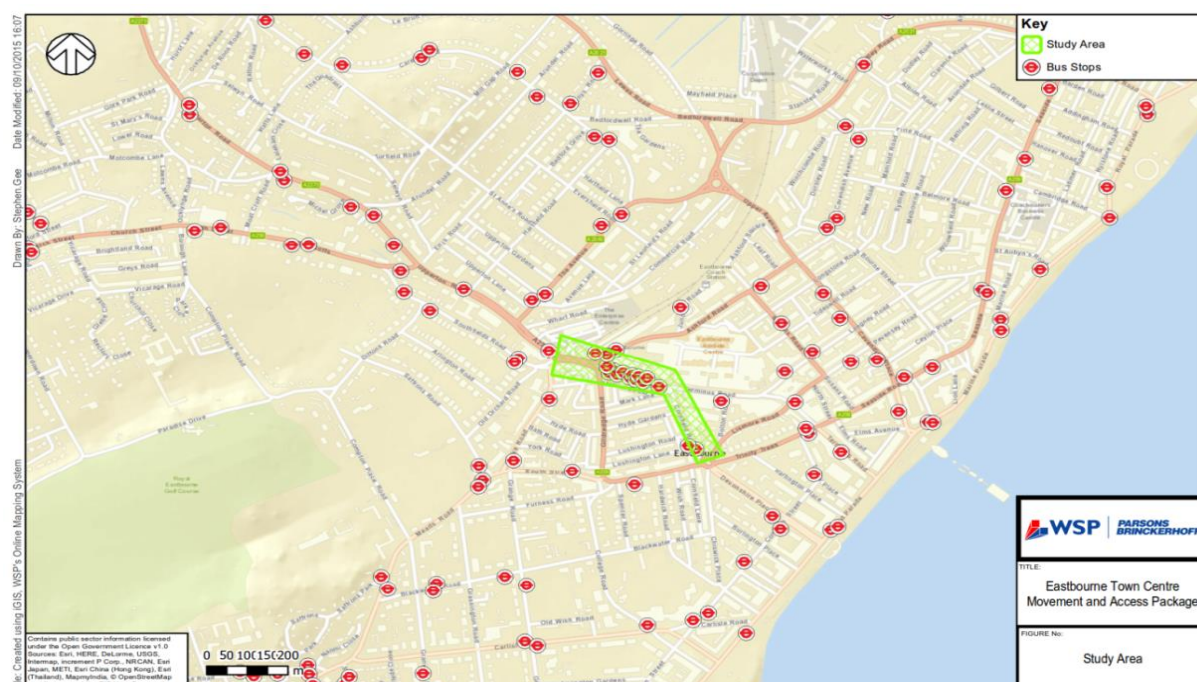
## **1.2. Brief description**

The proposed package of measures will be delivered in the town of Eastbourne; this is a large seaside town approximately halfway between Brighton and Hastings, and sits adjacent to the South Downs National Park. It is also the second largest district/borough in the County of East Sussex, with a population of just over 100,000, which will grow significantly in future years.

This phase of the Eastbourne Town Centre Movement and Access Package is specifically focussed on the key town centre corridor of Terminus Road and Cornfield Road, as indicated in Figure 2. They provides a main route for traffic through Eastbourne town centre, with access to all traffic on the section of Terminus Road adjacent to the rail station, with the remaining part of the corridor accessible to buses only. This section also includes a number of bus stops and retail frontages, and will complement the Arndale Centre extension by supporting the towns move to providing a stronger image and identity as a major retail centre.

This corridor's key function is as a retail hub for Eastbourne and for nearby settlements within South Wealden. It also provides connectivity to the seafront and other key destinations in the town centre. The provision for transport interchange is also a key element of this corridor, but it is currently constrained by the existing street layout.

**Figure 2 – Eastbourne Town Centre Movement & Access Package – Terminus Road/Cornfield Road phase**



## Key Problems

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

- **Ensuring Eastbourne retains and strengthens its retail offer** – There is a clear desire to ensure that in retaining and strengthening its retail offer, Eastbourne town centre can consolidate and enhance its position as a shopping destination with other nearby shopping destinations including Brighton and Tunbridge Wells. The primary retail core of the Town Centre is focused around the Arndale Centre (and its extension), Terminus Road and Sussex Gardens whilst are also important secondary, specialist and independent shops in Cornfield Road, Grove Road and South Street.

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

package of measures supports, will help to support the regeneration of the town centre and the wider growth planned across the Borough and in the South Wealden area.

- **Public Transport Interchange** - Between Terminus Road and the Ashford Road/Gildredge Road junctions, there is a two-way Bus Lane, with almost every bus service in Eastbourne stopping on this section of Terminus Road. This causes considerable vehicle congestion, with buses idling and causing noise and air pollution, together with impacting on bus journey times. The main rail station for Eastbourne is also located in Terminus Road, but currently there is no provision to access buses outside of the station. There is also limited opportunity for people to alight safely from vehicles and taxis, near to the rail station.

It is critical to ensure that the public transport interchange is functionally optimal in terms of the requirements of passengers and bus operators as well as being attractive and welcoming through its design and layout of the public realm. In order to accommodate any growth in passenger numbers and make public transport an increasingly attractive and viable alternative the design and layout of the public transport interchange. These improvements are being brought forward in association with the development proposals for the Arndale extension and support the wider development plans in the town centre, across the Borough and in south Wealden.

- **Pedestrian and Cycle safety** – The existing conventionally designed carriageway includes a number of footways and a number of bus stops and shelters on either side of the road; therefore there is a dominance of vehicular traffic, particularly buses. Provision for pedestrians crossing Terminus Road is limited, with the perception of safety being cited as a key issue, due to considerable vehicle and pedestrian conflict, along with access to cycles currently being prohibited.
- **Quality of public realm environment** – There are currently narrow sections of footways on Terminus Road that run alongside the retail outlets, which are also adjacent to bus shelters. This causes considerable pedestrian congestion and often inaccessible and challenging for some users. This means the experience of moving along Terminus Road is not as attractive as it could be. In addition the appearance of the key public transport interchange at Terminus Road adjoining the railway station does little to welcome visitors into the Town Centre. Therefore, although the location is operationally efficient the environment is cramped for pedestrians and visually unappealing.

### **Key Opportunities**

- **Arndale Shopping Centre extension** - It has been a longstanding ambition of the County Council and Eastbourne Borough Council, which is underpinned in the policies set out in the Eastbourne Town Centre Local Plan, to undertake improvements to the key town centre corridor of Terminus Road and Cornfield Road in Eastbourne. Following Legal & General's announcement of a proposed £85million investment to extend the existing Arndale Centre this became a viable option. The first phase of the works to extend the shopping centre commenced in 2015/16, and will be completed by 2017/18. As part of the shopping centre extension, which will front onto this section of Terminus Road, there is a requirement for the enhancement of the environment for pedestrians, cyclists and public transport users to be undertaken and completed in parallel with the extension opening, and in turn address the existing key problems highlighted above and support the wider regeneration plans for the town centre as well as the wider growth that will come forward in the Borough and south Wealden area over the next 5 – 10 years.

The extension of the Arndale Centre provides an opportunity to develop and deliver a project on this stretch of Terminus Road and Cornfield Road to enhance the attractiveness and quality of the pedestrian environment, to make it more accessible and welcoming, along with addressing the needs of bus operators, the train station and the provision for access to cycles.



- **Future scheme expansion** - It is proposed that this package of measures will provide a positive impact to the local economy by kick starting the re-development of the wider town centre and beyond, and will be a flagship scheme, that will provide design elements and infrastructure that can be delivered at other key town centre destinations to provide consistent public realm. There will also be the potential opportunity to expand elements of the scheme beyond the realms of Terminus Road and Cornfield Road, to nearby streets to enable and enhance sustainable access to the town centre retail hub.
- **A22/A27 Growth Corridor – Sustainable Development** -Planned growth for the Eastbourne and the South Wealden area, through the provision of new housing and commercial development, will place pressure on existing local services as well as providing opportunities to capitalise on attracting new shoppers to the town centre. A number of these developments particularly in the South Wealden area, where substantial growth is planned, have received their planning permissions and are expecting to commence construction in the next couple of years and therefore the greater retail offer in Eastbourne that the extended Arndale Centre will bring is necessary to support this demand.

There will be increasing economic benefits to the existing retail sector, along with the opportunities for future inward investment in the town centre area to accommodate the additional demand, and enhance its position as a shopping and leisure destination, to enable the town to compete effectively with other shopping destinations.

### Strategic Objectives

As outlined in table 1, the overall outcome of the Eastbourne Town Centre Movement and Access package, is to deliver a package of integrated transport measures that support sustainable economic growth within the town centre. It will enhance the pedestrian environment in Terminus Road and Cornfield Road, complementing this with bus and rail integration and provision for cyclists and safe drop off for pedestrians at the station, providing alignment to the new entrance of the proposed extension to the Arndale Shopping Centre, with the new frontage lining Terminus Road.

The overall package is underpinned by a number of strategic objectives. These have been developed to address the key problems and opportunities that have been identified, and they will contribute to delivering the following:-

**Table 2**

No.	Strategic Objectives
1	To support the economic vitality of the town by complementing the proposed works to coincide with the opening of the Arndale shopping centre extension.
2.	To support the wider regeneration plans for the town centre as well as the planned growth across the rest of the Borough/south Wealden area coming forward over the next 5 – 10 years
3	To support local economic growth by providing a step change in the quality of the environment for local residents and visitors to Eastbourne town centre.
4	Improve the physical environment of the town centre by reducing the impact of the buses whilst ensuring efficient operation
5	Support accessibility, health and improve road safety by increasing pedestrian priority in the town centre
6	To enable safe and sustainable access within the town centre, through provision for cycling.

The objectives are integral to the monitoring and evaluation of the scheme, and this is outlined in section 8, The Management Case.

### Scheme Objectives

To ensure that existing transport issues in the town centre are addressed and to complement the opportunities that the extension of the retail offer in the town centre, along with new services for entertainment and food and drink are maximised, the scheme design has been informed by the following detailed objectives:-

Table 3

Scheme Objectives
<ul style="list-style-type: none"> <li>Deliver Terminus Road/Cornfield Road improvements which supports and compliments the investment in the Arndale shopping centre extension</li> <li>Reallocate road space to pedestrians whilst ensuring that overall this does not impinge on the efficient operation of bus services into and out of the Terminus Road/Cornfield Road area</li> <li>Reduce conflict of buses and pedestrians</li> <li>Improve relationship and connection between Terminus Road and railway station</li> <li>Retain accessibility and visibility of buses on Terminus Road/Cornfield Road</li> <li>Coordinate the design of street furniture and signage which will be finished to a high standard providing a key gateway into the Town Centre</li> <li>Future proof design to aid a potential expansion of the shared space concept to other nearby streets</li> <li>Improve public realm and connections with wider town centre</li> </ul>

### Brief outline of Eastbourne Movement & Access Package scheme – Terminus Road/Cornfield Road

The overarching strategic objectives and the detailed scheme objectives have informed the development of the following package of measures, **as outlined in the plan in Appendices A -1A & 1B:-**

Table 4

No.	Scheme Element	Description of measures
1.	<b>Bus Stop Relocation, new bus shuttle Lane, new bus stops integrating with rail</b>	<p><b>Bus stops</b> moved within Cornfield Road closer to the centre of the shopping street incorporating improvements to the availability and reliability of real time bus information and the accessibility of the contemporary designed bus stops infrastructure.</p> <p>Incorporation of a <b>two-way shuttle bus lane</b> within Terminus Road, although only one bus will be able to use the lane at any one time, due to the reduced lane width, but priority will be given to buses travelling east along Terminus Road</p> <p>Provision of <b>new bus stops outside of the rail station</b> improving accessibility and integration of public transport.</p>



No.	Scheme Element	Description of measures
2.	<b>Footway widening, improved pedestrian crossing facilities and cycle provision</b>	<p><b>Widening of footways</b> on Terminus Road, to accommodate linear pedestrian movement and reduce pedestrian congestion, and the introduction of a narrowed carriageway to facilitate easier and shorter crossing to help improve pedestrian safety. (This is based around removal of kerbs creating a single level high street, with delineation provided by tactile paving and colour differentiation)</p> <p><b>Provision of improved crossing facilities</b> between bus stands and the railway station particularly around the Terminus Road/Ashford Road/Gildredge Road junction, with the provision of a simplified junction to allow pedestrians to cross the street in one phase thereby helping to improve safety</p> <p><b>Provision of improved cycle parking, signage and routing.</b> Cycling will also be introduced along Terminus Road between Ashford Road and Cornfield Road where it is currently prohibited. The scheme will also link to the Horsey cycle route which runs from Eastbourne Station eastwards for several miles to National Cycle Route 21. The combination of these measures will improve cycle safety within and on approaches into the town centre</p>
3.	<b>Street Furniture/Signage and soft Landscaping</b>	<p><b>Coordinated design of street furniture and signage</b>, providing a key gateway into the Town Centre.</p> <p><b>Trees and planted areas</b> will be introduced to soften the scheme, improve drainage and reduce pollution, as well as providing <b>seating</b> areas and new efficient street lighting.</p>

In order to ascertain the impact of the scheme not being funded through LGF, the following scenarios and corresponding outcomes are outlined:-

1. **Do nothing** – do not improve access to employment, housing and retail and leisure in Eastbourne town centre.
2. **Do something/optimum** – focus on improving road based access into the town with some improvements for pedestrians, cyclists and public transport users.
3. **Do maximum** – develop a package of measures, in accordance with the policies in the Local Plan, for improving traffic management, pedestrian, cycling and public transport access to both town centres which creates a sustainable and vibrant town centre.

The 'do maximum' was selected, and a number of **scheme options have been developed and appraised**, particularly in regard to the movement of the buses. These have helped inform the current scheme design elements, and can be referred to in **Appendix B**.

### Brief Outline of Scheme Phases

To demonstrate that the scheme is **ready to deliver**, a package of measures have been developed into a programme of phased works. Please note that Phase 1 recently commenced in September 2015. The timescales associated with the other phases are referred to in section **Appendix C**, which outlines the **programme of works**.



**Table 5**

<b>Phase</b>	<b>Measures</b>
1.	<b>Eastbourne Station – Terminus Road/Ashford Road</b> <ul style="list-style-type: none"> <li>• Resurfacing station forecourt</li> <li>• New enhanced Taxi Rank provision</li> <li>• Introduction of new bus stop</li> <li>• Installation of new cycle lane –Ashford Rd</li> </ul>
2.	<b>Terminus Rd (up to-Ashford Rd junction)</b> <ul style="list-style-type: none"> <li>• Carriageway &amp; Footway resurfacing</li> <li>• Removal of old street furniture</li> <li>• Installation of new bus stop/shelters/Real Time Passenger Information</li> <li>• Ashford Rd Junction</li> <li>• Soft landscaping</li> </ul>
3.	<b>Cornfield Rd</b> <ul style="list-style-type: none"> <li>• Carriageway and Footway works</li> <li>• Installation of soft landscaping</li> <li>• Installation of new bus stops/shelters/Real Time Passenger Information</li> </ul>
4	<b>Terminus Road</b> <ul style="list-style-type: none"> <li>• Terminus Rd- Shared Space Area</li> <li>• Carriageway and Footway works</li> <li>• Installation of soft landscaping</li> <li>• Removal of bus stops/shelters/Real Time Passenger Information</li> </ul>

### **Constraints**

There are no constraints which affect the ability to deliver the Terminus Road/Cornfield Road scheme. The scheme is being constructed within the existing highway boundary; there are no byelaws or TROs which will prohibit movements other than those which already occur and there is no requirement for planning permission.

### **Dependencies/Inter-dependencies**

The scheme will complement the schemes that will be funded through the other LGF monies allocated for the Eastbourne/South Wealden area – the Walking/Cycling Package, the Hailsham - Polegate – Eastbourne Movement & Access Corridor (formerly Sustainable Transport Corridor) and the remainder of LGF monies for the Town Centre Movement & Access Package. However, they are not dependent or inter-dependent with the delivery of the Terminus Road/Cornfield Road scheme.

The scheme will also compliment the wider regeneration and development opportunities in the town centre, including the extension to the Arndale shopping centre, as identified in the Eastbourne Town Centre Local Plan.

### **1.3 Strategic context**

#### **National**

The strategic objectives, set out in Table 2 for the Eastbourne Town Centre Movement & Access Package are in alignment with key government policy and reports focussed on supporting local economic growth, improving end to end journeys, improving public realm and enabling more walking and cycling. This includes the following:-

#### **1.3.1 Department for Transport - 'Creating growth, cutting carbon: making sustainable local transport happen' – January 2011**

The overall vision of the Transport White Paper, 'Creating growth, cutting carbon: making sustainable local transport happen', outlines the need to develop a transport system that is 'an engine for economic growth, but one that is also greener and safer and improves quality of life in our communities'. They also identify the need to encourage sustainable local travel and economic growth by making public transport and cycling and walking more attractive and effective, promoting lower carbon transport and tackling local road congestion.

#### **1.3.2 Department for Communities and Local Government - Re-imagining urban spaces to help revitalise our high streets – July 2012**

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

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

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

#### **1.3.4 Department for Transport – 'Door to Door Strategy' - A strategy for improving sustainable transport integration – March 2013**

The 'Door to Door strategy's main aim is to encourage local authorities to increase journeys made by sustainable transport, specifically public transport, supported by cycling and walking. It focuses on four core areas so that people can be confident in choosing sustainable transport, whether travelling for employment, education or leisure. A key focus of the strategy identifies the need to integrate train and bus infrastructure, and providing a high-quality cycling and walking environment, particularly close to train and bus stations.

#### **1.3.5 Get Britain Cycling – April 2013**

An All-Party Parliamentary Cycling Group published a report setting out how to 'Get Britain Cycling' in April 2013, these included a number of recommendations to government on how cycling should be delivered under five broad themes.

- A new priority for investing public funds
- Redesigning our roads, streets and communities
- Safe driving and safe speed limits

- Training and education
- Political leadership

### **1.3.6 Government's 'Ambition for Cycling' – August 2013**

As part of the Government's Ambition for Cycling, this paper recognises the recent investment in cycling infrastructure made available to local authorities including the Local Sustainable Transport Fund, Cycle Safety Fund and the Cycle Ambition Fund. As part of this there is a commitment to develop a cycle delivery plan that will encourage local authorities to 'cycle proof' roads, by encouraging local authorities to ensure that road design reflects the needs of cyclists, and makes greater provision for cyclists on the strategic road network. This is complemented by recognition of the need to increase the provision for access to cycle training for children and encouraging a culture of sharing the road amongst all road users.

### **1.3.7 Department for Transport Cycling Delivery Plan – October 2014**

Following on from the Governments Ambition for Cycling, the DfT published its draft Cycle Delivery Plan in October 2014. This proposes a 10 year delivery plan to achieve a 'step change' in cycling, and includes four themes that are required to achieve this. These include:-

1. Local leadership and ambition
2. Funding
3. Infrastructure and Planning
4. Safety and Perceptions of Safety

As part of the delivery plan Local Authorities have the opportunity to work in partnership with the government to develop a vision for cycling in their area. This has been further strengthened with the Infrastructure Bill becoming an Act. Walking and cycling have been included in this bill alongside roads, and there will be a requirement on the government to set out a strategy for cycling and walking infrastructure and the funding that will be required to deliver this.

### **1.3.8 Manual for Streets – August 2014**

The Manual for Streets guidance strongly advocates that 'the way that streets are laid out and how they relate to the surrounding buildings and spaces has a great impact on the aesthetic and functional success of a place'. They also outline the benefits and role that street design can have on accommodating a range of users, create visual interest and amenity, and encourage social interaction.

### **1.3.9 DfT - Emerging Cycling & Walking Investment Strategy – 2015/16**

The DfT has recently announced that they are developing a Cycling & Walking Investment Strategy, with a draft likely to be published in spring 2016. The key targets for this strategy will be to:-

- To double the level of cycling, and
- To increase the percentage of children aged 5 to 10 that usually walk to school from 48% in 2013 to 55%.

## **Sub regional**

### **1.3.10 South East Local Enterprise Partnership (SELEP) Strategic Economic Plan (SEP)**

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

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

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

For Eastbourne and South Wealden this will focus on the A22/A27 Eastbourne -South Wealden Growth Corridor. The A22/A27 Growth corridor straddles south Wealden, Lewes District and Eastbourne. The A27 corridor suffers from journey reliability and network resilience issues and needs to be fit for purpose for its function of carrying long distance strategic traffic.

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

## **Local**

### **1.3.11 East Sussex County Council – Council Plan 2015/16**

The Eastbourne Movement & Access Package is in alignment with the 2015/16 Council Plan and supports the key priority of 'driving economic growth', particularly in relation to improving accessibility for pedestrians and cyclists and public transport users, together with traffic movement into and within the town centre, which will improve sustainable access to the town centre services for employment, shopping and leisure and enable the town centre to thrive.

### **1.3.12 East Sussex Local Transport Plan 2011 – 2026 & Implementation Plan 2011/2012 – 2015/16**

The LTP recognises that investment in the integrated package of measures will support improvements to the town centre area and those accessing it by public transport or walking and cycling. This will contribute to the delivery of all its high level objectives. Therefore this scheme will provide the following benefits:

- **Improve economic competitiveness and growth** – Improving access to the town centre for public transport, walking and cycling will contribute to tackling congestion hotspots and make local road networks function more efficiently, which is good for journey time reliability and supporting local economic growth
- **Improve safety, health and security** –Delivering measures to facilitate safer pedestrian and cyclist access will contribute to local health and wellbeing. Walking is the most achievable and accessible alternative travel choice for the majority of people and cycling is a low-impact activity, which can significantly support health and wellbeing and create healthier communities. It can help to reduce the risk or improve a range of health problems, most notably heart disease, cancer, strokes, hypertension and mental health problems.

- **Tackling Climate Change** – Improving walking and cycling access along with the relocation of bus stops will contribute to reducing local levels of pollution and CO2 emissions.
- **Improve accessibility and social inclusion** – With public realm improvements and measures to facilitate safer pedestrian access, this will support independent mobility for many local people who choose not to drive, cannot drive or who do not have access to their own private transport, including children, people on low incomes, older or disabled people, to access shopping, leisure and jobs within the town centre.
- **Improve Quality of Life** – Improvements to the town centre public realm alongside improvements to the shopping area and town centre facilities has the opportunity to integrate the space for all road users, which can improve people's health and wellbeing, reduce local traffic congestion, reduce carbon emissions and improve air quality. This will all help to contribute towards improving people's quality of life.

The LTP identifies Eastbourne as a priority area for investment, and within the Implementation Plan 2016/17 – 2020/21, a range measures are included to deliver integrated transport measures within the town centre, including:

- improve accessibility for pedestrians, cyclists and public transport users as well as traffic movement into and within Eastbourne town centre,
- support a Quality Bus Partnership for Eastbourne focused on improving services and infrastructure on key bus corridors:
- focus on improvements to and safety of key walking routes and corridors of movement,
- Improving accessibility for cyclists,
- Developing a cycle strategy and implementing a network of routes which focus on the National Cycle Network routes and key routes into Eastbourne town centre and along the seafront, with links to residential areas in Eastbourne and neighbouring settlements in the South Wealden area, and

**The Implementation Plan is being reviewed during 2015/16 and a new five year plan is being developed that will span the period between 2016/17 and 2020/21 will be published for consultation. The provision for integrated sustainable travel will be a key feature of the plan for the Eastbourne and South Wealden growth area, and will be an integral part of the wider transport package to support economic growth in the area.**

### **1.3.13 East Sussex County Council's Growth Strategy**

The county growth strategy identifies the A22/A26/A27 Eastbourne-Polegate-Uckfield-Crowborough corridor as having the greatest capacity to unlock major new commercial and residential development in the county.

In terms of transport; whilst the strategy outlines the need for major transport investment, particularly to the A27, smaller scale transport interventions to address 'pinch points' combined with packages of sustainable integrated transport measures that improve travel choices, accessibility and safety and support the vitality of the key trip attractor of Eastbourne, are identified as being a key element. The Growth Strategy outlines these smaller scale interventions, are 'less costly, but can make important contributions to improving traffic flow and journey times across an integrated network'.

### **1.3.14 Healthy Lives, Healthy People – ESCC Health and Wellbeing Strategy 2013 – 2016**

These schemes are in alignment with the priorities of the County's Health and Wellbeing Strategy and will support the key focus areas of this key county council public health strategy, which include:

- enabling people of all ages to live healthy lives and have healthy lifestyles,
- enabling people to manage and maintain their mental health and wellbeing.



### **1.3.15 East Sussex Cultural Strategy 2013-2023**

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

### **1.3.16 Eastbourne Cycle Strategy**

Whilst cycle access is one aspect of the package of measures for this scheme, it is important in terms of the linkages to the wider cycle network in Eastbourne.

Eastbourne Borough Council (EBC) and East Sussex County Council (ESCC) have worked in partnership to develop a cycling strategy, which sets out the county councils overall approach to improving cycling in the town up until 2027.

In particular, the strategy focuses on identifying a borough-wide network of cycle routes to ensure that funding secured through the planning process from developer contributions, can be used as effectively as possible.

The key focus of the Strategy was the identification of a borough-wide network of priority and secondary cycle routes. This network of proposed routes was developed by a working group comprising officers from ESCC, EBC, the Eastbourne Community Environment Partnership and the local cycling campaign group (Bespoke).

Priority routes which are being developed and implemented first are defined as those that will improve the existing key strategic cycle routes into and within Eastbourne. They will provide an enhanced network of dedicated or signed routes that allow cyclists to move between principal areas of housing, employment and leisure. Some new priority routes are already programmed for construction but the remainder, which will be subject to feasibility studies.

Secondary Routes are those that (generally) link to the Priority Routes and provide locally signed or dedicated routes for cyclists to access places of education or work. These have already been identified but no specific feasibility work has yet been carried out and therefore they should be considered as aspirational routes that will require further analysis before being included in a list of future schemes for feasibility and delivery as funding becomes available

### **1.3.17 Eastbourne Borough Council – Local Plan & Infrastructure Delivery Plan**

The Eastbourne Core Strategy Local Plan's (2013) main aim for the town centre is to 'stimulate regeneration and renewal. It outlines that the Town Centre is currently under performing relative to many other similar sized towns, and that there are opportunities to increase the retail offer.

The key spatial objective for 'Town Centre Regeneration' includes the need to 'strengthen Eastbourne's Town Centre as a leading sub-regional shopping and leisure destination'.

Therefore any new retail development should ensure that it:-

- makes a positive contribution to improving the Town Centre's viability and vitality;
- supports the creation of a comfortable, safe, attractive and accessible shopping environment;

- improves the overall mix of land uses in the Town Centre; and
- strengthens the town's independent retail offer, and improves the integration between the primary shopping area and the seafront.

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

### **1.3.18 Eastbourne Town Centre Local Plan**

The Town Centre Local Plan (TCLP) is a formal Development Plan Document (DPD), and forms part of the **Local Plan** for Eastbourne. It establishes a planning framework for Eastbourne Town Centre.

The purpose of the TCLP is to set out a strategy and proposals for the regeneration of the Town Centre to 2027. The Eastbourne Core Strategy Local Plan has adopted a sustainable neighbourhood based approach to development within Eastbourne. The Town Centre is identified as one of fourteen neighbourhoods in Eastbourne.

#### **The vision for the Town Centre Local Plan is:-**

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

#### **The approaches for town centre re-development include:-**

- Establishing a stronger Town Centre identity and structure by reinforcing the interrelationship between key locations including the railway station, the primary and secondary retail areas, and the Seafront, and by identifying distinct character areas and making the Town Centre a more cohesive and legible neighbourhood.
- Improving and increasing the mix of uses in the Town Centre particularly retail, employment, community, residential, leisure, recreation, cultural and tourist facilities through maximizing development around key Development Opportunity Sites.
- Strengthening the pattern of existing land uses within the Town Centre, supporting existing functions, independent retailers and the resident community and proactively addressing locations where change is likely to happen during the lifetime of the TCLP.
- Preserving and enhancing the character of the Town Centre by delivering development, which has high architectural, urban design and environmental performance and sustainability standards.
- Making it easier and more convenient to move around and spend time in the Town Centre by identifying key public realm enhancements, opportunities for new public spaces and improving sustainable movement patterns particularly pedestrian, cycle and public transport provision.

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

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

The plan also outlines that there are five Development Opportunity Sites identified. These are (and shown in Figure 4):-

- **Development Opportunity Site One:** land at the junction of Terminus Road and Ashford Road.
- **Development Opportunity Site Two:** land adjoining the railway station and the Enterprise Centre.
- **Development Opportunity Site Three:** land between Upperton Road and Southfields Road.
- **Development Opportunity Site Four:** land at the south-eastern end of the Arndale Centre.
- **Development Opportunity Site Five:** land at the former Coop on Terminus Road.

This clearly demonstrates that this scheme is in alignment with the key policies to support economic development within the town centre.

#### **1.3.19 Wealden District Council – Local Plan & Infrastructure Delivery Plan**

Wealden's Local Plan seeks to discourage the need to travel by car, by making it easier to travel by more sustainable modes of transport, including by public transport walking and cycling to access key services locally and within the key centre of Eastbourne. The Local Plan also seeks to contribute to mitigating climate change by seeking to reduce carbon emissions and other greenhouse gases through the provision of sustainable transport.

#### **1.3.20 Eastbourne Seafront Local Plan**

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

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

Therefore this scheme will contribute to delivering the aims of this emerging policy document.

### **1.4 Powers and consents**

East Sussex County Council is the Highway Authority and has been working closely with Eastbourne Borough Council, the local planning authority, since the inception of this scheme due to its alignment to the extension of the Arndale Shopping Centre, which will co-incide with the delivery of the scheme. The need for planning consent has been explored due to the measures being on both highway and railway land, but the County Council has been advised that these can be delivered under its permitted development rights under the Highway Act.

## 2. Case for Change

### 2.1 *Business Needs/ Reasons*

#### 2.1.1 **Planned Growth A22/A27 Corridor**

East Sussex County Council, with Eastbourne Borough Council and Wealden District Council, commissioned the South Wealden and Eastbourne Transport Study (SWETS) to support the development and evidence base for the Eastbourne and Wealden Local Plans.

The SWETS transport modelling of development scenarios identified that increased demand arising from the expected or planned housing (10,000 new homes) and employment development (80,00sqm) in the Eastbourne and South Wealden area would require a package of interventions to increase capacity and enable economic growth in the Eastbourne and South Wealden area.

Wealden District Council is also currently consulting on their Wealden Local Plan – Issues and Options and Recommendations Document. This will extend the timescale of the plan to 2037, and it is proposing substantial growth in the south of the District, of around 11,640 additional dwellings, in addition to the 5,000 homes already allocated in the existing plan in the south of district. Further transport modelling will be undertaken to identify the impacts of this additional housing.

Whilst the original SWETS transport modelling outcomes identified the need for more significant investment in schemes to improve vehicle capacity on the strategic and local road network within the package of interventions, this also noted the need for complementary integrated sustainable transport measures.

This will enable more people to choose public transport or walking and cycling to access key services within Eastbourne town centre, particularly the retail offer and the additional employment that the expanded Arndale shopping centre will provide. Therefore this scheme forms part of the wider package of measures to support the release of growth in this part of the county.

#### 2.1.2 **Sustainable economic growth – Town Centre**

Eastbourne Borough Council and East Sussex County Council have had a longstanding ambition to see improvements to Eastbourne town centre to support economic growth in the town. This is outlined as a key priority in Eastbourne Borough Council's Local Plan, and states the need to **stimulate regeneration and renewal** within the town centre.

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

The town centre is also currently dominated by traffic, especially buses, which results in poor accessibility for pedestrians and cyclists, and limited transport integration. Following the announcement of Legal and General's proposals to invest £85million in the Town Centre with a proposed extension to the Arndale Centre, the two Councils have developed proposals for significant investment in a complementary public realm and traffic management scheme for Terminus Road and Cornfield Road.

The extension funded through private investment, will provide up to **24 new shops** between the existing Arndale Centre and Eastbourne railway station, and will also include the expansion of existing shops into larger units. There will also be provision for **seven new restaurants and a multiplex cinema** on the retail site.

Overall the expansion will **create 700 FTE new jobs** for the town, which the complementary public realm scheme will support. The unemployment rate in Eastbourne is at 1.9% (May 2015), and whilst this is lower than the national rate of 5.1% (August 2015), it is second highest in the county, and therefore the jobs that this will create will provide employment opportunities for many local people.

The current shopping centre is located next to areas where smaller independent shops are situated, with lower footfalls. The expansion to the retail offer within the shopping centre combined with the improvements to the public realm, has the opportunity to impact on adjoining streets and ripple outwards in the longer term, with people staying longer and spending more, supporting local business retention and future inward investment from new businesses to the area.

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

**Figure 3 - Artists impression of the proposed extension to the Arndale Shopping Centre and transport improvements to Terminus Road**



### **2.1.3 Existing town centre road network**

The improvements to Terminus Road and Cornfield Road are seen as the first stage of a multi stage approach, considering the operation of the wider town centre road network, with a particular emphasis on the town centre Ring Road.

The town centre ring road is formed by Ashford Road, Susans Road, Seaside Road, South Street and Gildredge Road, in part, and is a one way ring road around the heart of the town centre.

This arrangement brings through traffic into the town centre increasing flows. A one way Ring Road is predominantly about the movement of traffic and the segregation of different user groups and increases in vehicle speeds. This combination creates a collar around the heart of Eastbourne town centre, forming a



barrier to other parts of the town, such as the Seafront and the secondary shopping areas. It also creates difficulties in reallocating road space to improve facilities for pedestrians, cyclists and public transport.

Initial feasibility work is being undertaken to analyse the operation of the road network, to establish its role within the town centre and will review existing town centre traffic management, to ensure that it makes the best use of the existing road space and potential improvements to accessibility for pedestrians, cyclists and public transport users.

## **2.2 *What evidence is there of need for the project?***

### **2.2.1 Integrated transport for future growth**

As highlighted in section 1 of the business case, Eastbourne and South Wealden will see the most significant development in the county with over 5,022 dwellings (2006-2027) and 43,000sqm of employment floor space (subject to adoption of the emerging Employment Land Local Plan): (2012- 2027) in Eastbourne and over 5,000 dwellings (2006-2027) and over 25,000sqm of employment floor space (2006-2027) in South Wealden, with a potential additional 11,640 dwellings up until 2037. Since the adoption of the Wealden Local Plan in 2013, 50% of housing allocations and 60% of employment allocations identified in the Plan have already been given planning permission; therefore it is expected that this development will be coming forward early in the plan period.

With proposed development of this size, the need to provide packages of measures that support sustainable and accessible travel to key town centre services is paramount to mitigate the impact of the increased demand from users on the area highway network. Therefore this scheme will play a significant role in helping to reduce traffic congestion, bring significant health and environmental benefits and improve access to town centre services by providing greater travel choices.

### **2.2.2 Town Centre Growth**

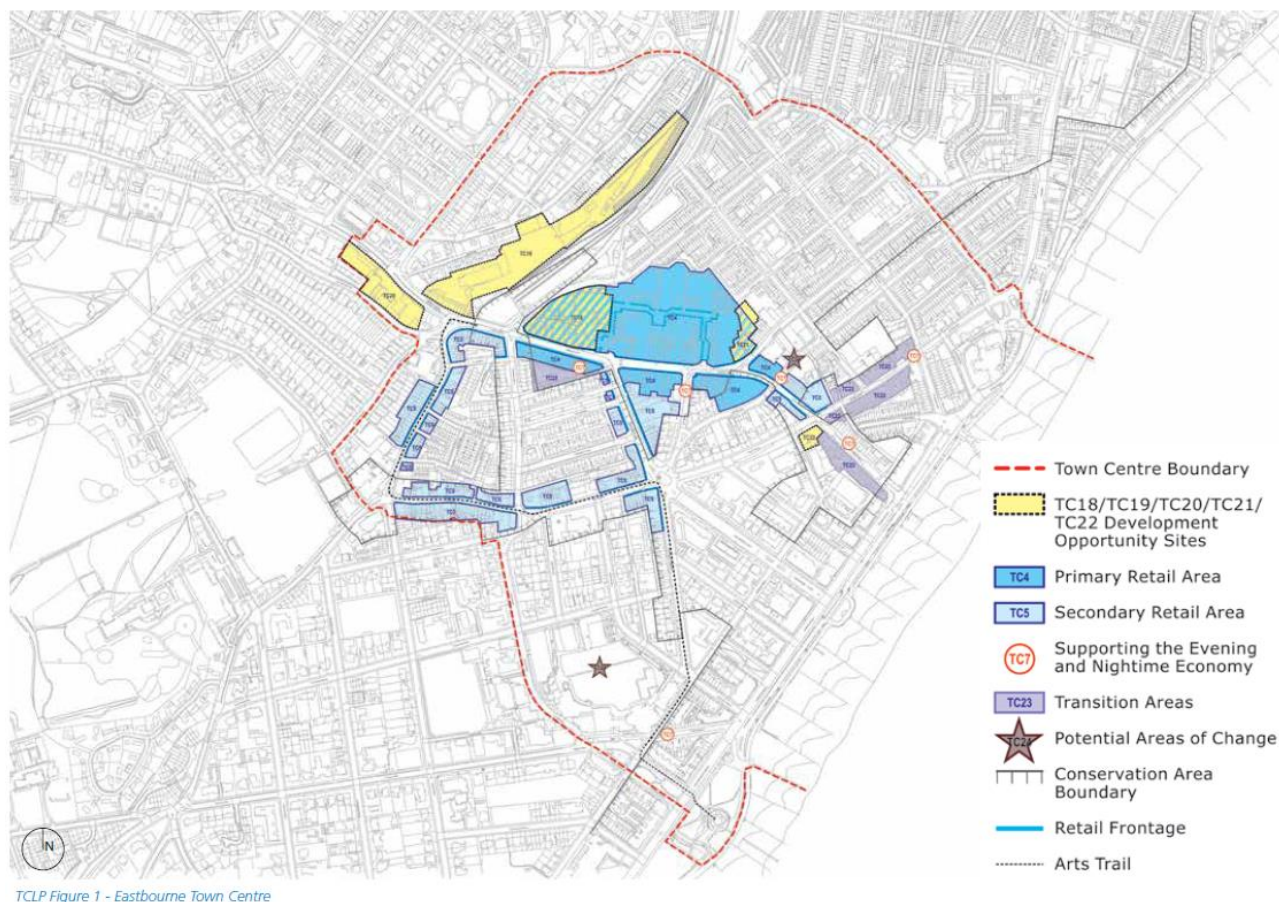
Supporting economic growth particularly within the town centre is identified within Eastbourne's Core Strategy Local Plan and Town Centre Local Plan (see section 1.3.18) as a key priority. It outlines that the Town Centre is currently under performing relative to many other similar sized towns, and that there are opportunities to increase the retail offer.

Therefore the Core Strategy Local Plan has included a key spatial objective that identifies the need to 'strengthen Eastbourne's Town Centre as a leading sub-regional shopping and leisure destination'. Figure 4 shows the spatial context for the study area in Eastbourne Town Centre including the existing retail provision and extension to the Arndale Centre (hatched green) as well as the development opportunity sites referred to in section 1.3.18.

As outlined in 2.1.2 Eastbourne's underperformance is reflected in the fact that Eastbourne residents are currently choosing to shop in neighbouring towns, with 25% of Eastbourne's available retail spend being leaked to Brighton and a total of 31% leaked to Hastings, Bexhill-on-Sea and Tunbridge Wells.

A combination of the £85m investment to extend the shopping facilities and the improvements to the public realm environment will provide a high profile shopping and leisure offer within a quality environment, which will support 24 new shops and the expansion of existing shops, providing additional job opportunities. Therefore this will encourage future inward investment into the town, as it transforms into a sub regional shopping and leisure destination.

Figure 4 – Town Centre Spatial Context –Retail provision (including Arndale Extension) and Development Opportunities (from Eastbourne Town Centre Local Plan, adopted November 2013)



### 2.2.3 Supporting access by sustainable travel

As part of the planning application for the extension to the Arndale Shopping Centre a travel survey was undertaken on current travel patterns by users of the shopping centre. This demonstrated that compared to the national average current shoppers in Eastbourne are using a range of travel options to access the town centre, and do not rely on the use of the private car, with a high proportion using bus or choosing to walk. The results of the survey are outlined in table 6.

Table 6

Mode	% Modal Split	
	National Travel Survey	2011 Eastbourne Shoppers Survey
Car/Van	65%	39%
Walk	22%	25%
Bus	9%	25%
Rail	1%	5%
Other	3%	6%

The town centre is also in close proximity to local populations that are located within a 2km walking distance and a 5km cycling distance. As outlined in the 2011 Census, in Eastbourne 5% of working people are cycling to work within a distance of 5km; in Wealden 3% of all working people resident in the district are cycling to work. This is above the national average of 2.8%.

As previously stated the town centre is currently dominated by traffic, especially buses, which results in poor accessibility for pedestrians and cyclists, and limited transport integration. The proposed package of measures will provide a transformed physical environment and an attractive gateway to the town centre and improve the overall experience of the town centre as a destination, primarily for those arriving by sustainable transport. Accordingly, with further housing and employment coming forward in the Eastbourne/South Wealden area, improving the public transport interchange will help make the use of buses to access the town centre more desirable and further increase the mode share shown in Table 6 using public transport. The improvements for pedestrians that will be introduced through scheme could similarly encourage a greater number of pedestrian journeys by shoppers into the town centre.

#### **2.2.4 Improving safety, health and wellbeing**

As part of the Transport Assessment for the proposed extension to the Arndale Shopping Centre, an assessment of the personal injury accidents (for the three years prior September 2013) was undertaken; the key junctions where accidents occur around the town centre are shown in Figure 5. The junctions within the study area for this business case are J3 (Terminus Road/Upperton Road) & J4 (Terminus Road/Ashford Road/Gildredge Road).

A total of nine accidents were recorded at the existing Terminus Road/Ashford Road/Gildredge signalised junction (J4), three of which were classified as serious and the others slight. Five accidents involved motor vehicles and four accidents involved pedestrians. Two of the accidents involving pedestrians were classified as serious and the other two slight. One of the serious pedestrian accidents was attributed to a pedestrian walking directly into the path of a cyclist; whilst the second resulted from an invalid carriage losing control and overrunning the kerb. One of the slight pedestrian accidents was attributed to a driver of a scooter travelling at slow speed on the pavement and hitting a pedestrian alighting from a bus; the second slight pedestrian accident resulted from a vehicle turning from Gildredge Road into Terminus Road bus lane, colliding with a pedestrian travelling along the road via a pedestrian crossing.

Therefore an integral element of the design of the scheme has been to improve safety for vulnerable road users at the junction of Terminus Road with Ashford Road for pedestrians from Eastbourne rail station into the retail areas of the town centre as well as the principal town centre bus stops, and then along the remainder of the Terminus Road corridor towards the seafront.

Enabling people to choose walking & cycling for everyday local journeys, or as part of longer journeys to access retail centres, can make a significant improvement to people's health and wellbeing by making healthier local communities that are fit to work and support the growth of their local economy.

Local evidence suggests that 26% of people aged 16 years and over are estimated to be doing less than 30 "equivalent" minutes of at least moderate intensity physical activity per week in Wealden District and 34% in Eastbourne Borough, the highest value of all East Sussex districts and boroughs, and 63% of adults are estimated to be overweight or obese in Wealden District and 65% in Eastbourne Borough.

With existing high levels of access to the town shopping retail services being by people choosing to walk, there are considerable opportunities to foster a greater proportion of people travelling by sustainable travel and realising the benefits to local health improvement.





Figure 5 – Principal locations for accidents in the Eastbourne Town Centre area



*What impact does the scheme have on releasing the growth or overcoming barriers to growth?*

## 2.2.5 Contributing to strategic growth in the A22/A27 Growth Corridor

As referred to in section 2.2.1, the most intensified development in the county will be taking place in the growth area of Eastbourne/South Wealden. In order for this growth to be realised the delivery of the measures to improve accessibility within the town centre in parallel with a wider package of transport interventions identified through the South Wealden and Eastbourne Transport Study (SWETS), and included in the Local Plan Infrastructure Delivery Plans, are required to support the proposed growth.

In particular this scheme will contribute to the wider measures being delivered to tackle congestion on the strategic and local road network in the A22/A27 growth corridor, which directly supports economic growth. Through the provision of improved access to the town centre by integrated travel, particularly by bus and the improvements to bus journey times and journey time reliability in the Terminus Road corridor, and more accessible and safer access for pedestrians and cyclists. This investment will support a more efficient use of the transport network.

## 2.2.6 Releasing town centre growth

The Eastbourne Town Centre Movement & Access package will support a significant contribution to the release of town centre growth, especially through its timely combination with the extension to the Arndale Shopping Centre, by raising the profile of the town as a sub regional shopping and leisure destination.

It will be a flagship scheme, providing a strong visual demonstration to potential future investors of the town centre's vitality and viability, of what could be achieved elsewhere in the town, along with providing a positive example of how the commercial sector and the public sector can work in partnership to achieve local outcomes focussed on releasing economic growth.

At a town centre level the package of measures will capitalise on the private sector investment and combined, will provide an 'uplift' in the quality of the local environment, which has the opportunity to create a higher spend in the town and impact positively on adjoining streets, increasing pedestrian footfall in the area, and supporting future inward investment.

Connectivity to the town centre from the wider town and South Wealden will also be greatly improved, together with improvements to accessibility for all modes of travel. With an increase in employment opportunities in the town centre, the scheme will support access to new jobs, which will increase local mobility and life chances, and reduce transport as a barrier for accessing the town centre for employment and leisure purposes.

The economic benefits will also be realised through the public realm elements of scheme, where extended space for public use will be created, providing a comfortable and attractive place for 'social interaction' and to provide a setting for activities, whether these be for additional retail or commercial use or for specific local events. This will result in local people and visitors spending more time in the area, and increasing financial spend in local businesses.

The scheme will also specifically link with the emerging LGF Devonshire Park Project, which is likely to include public realm improvements and links to the town centre from Cornfield Road and the seafront.

***What will happen if the proposed project is not funded from LGF?***

The problems and opportunities that the overall project can mitigate and support has been clearly outlined in sections 2.1 – 2.2, and the benefits listed in 3.3. This has further been demonstrated through evidence, needs and impacts that can be directly attributed to the package of measures and the redevelopment of the extension to the Arndale Shopping Centre.

With the planned future growth in Eastbourne and South Wealden there will be an additional need for high quality local services within the key centre of Eastbourne, to provide retail and leisure services, along with supporting the local visitor economy. Therefore the delivery of this scheme is a critical part of delivering the overall integrated package of sustainable and accessible transport measures to support local economic growth, within the town centre of Eastbourne.

**2.3 *Is there a potential to reduce costs and still achieve the desired outcomes?***

No; the proposed package has been designed following considerable local stakeholder consultation, and the proposed option meets with the required scheme outcomes. This is referred to in section 7 of the business case.

**2.4 *Have other opportunities for the scheme been identified?***

The scheme will be delivered alongside the extension to the Arndale Shopping Centre to co-incide with the opening of this, to maximise the benefits of the provision of a high quality streetscape and environment alongside improved retail and leisure facilities.

Whilst this scheme is not dependent on any other developments or transport schemes to be in place or committed before the scheme can come forward or be justified, this package of measures forms **part of** a wider **programme of schemes** identified and required as part of the A27/A22 Growth Corridor, to support the future planned housing and commercial development in Eastbourne and South Wealden.

**This includes:-**

- A22/A27 Junction Improvements
- Hailsham/Polegate/Eastbourne Movement & Access Corridor Scheme



- Eastbourne and South Wealden LSTF walking & cycling package

There is an emerging scheme to develop the Devonshire Park area of Eastbourne, which will include public realm improvements & links to the Seafront and Town Centre.

As outlined in paragraph 2.1.3 it will also facilitate the next stage of analysing the operation of the highway network in Eastbourne town centre, with a focus on the Ring Road, to ensure that it makes the best use of the existing road space and potential improvements to accessibility for pedestrians, cyclists and public transport users. These measures would utilise the remainder of the LGF monies towards the Eastbourne Town Centre Movement and Access package.

### **3. Benefits**

#### **3.1 *Estimate jobs and homes (direct, indirect, safeguarding, construction etc.)***

**Table 7 – Eastbourne**

	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	Total
Jobs	287	275	698	705	396	152	2513
Homes	152	290	95	278	200	263	1278

**Table 8 - South Wealden**

	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	Total
Jobs	0	0	50	0	50	50	150
Homes	380	440	260	180	220	130	1610

#### **3.2 *Describe the methodology of how the number of jobs and homes is estimated***

##### **Eastbourne**

The housing figures are based on the expected delivery per year based on the Five Year Housing Land supply. The estimation for housing numbers beyond 2019/20 is based on the expected delivery, so the target is based on the remaining target averaged against years remaining in the plan period. The number of jobs has been calculated by applying standard job densities depending on use class, and when developments are expected to come forward.

##### **South Wealden**

The housing figures are estimations based on Wealden District's knowledge of the housing market in this area. The number of jobs has been estimated based on the knowledge that the largest area of employment space to be provided as part of the Polegate/Willingdon Strategic site, is not likely to come forward until the end of the timeframe shown in the above table, hence the bias of increased job numbers towards the end of this period.

The current Wealden Core Strategy Plan timeframe, which is up until 2027, will see more development in the south, particularly 700 homes in Polegate and nearby villages.

Wealden District Council are currently consulting on their Local Plan – Issues, Options and Recommendations document. This plan will extend their local plan to 2037 and will incorporate the growth allocated in the Core Strategy and propose substantial growth in the south of the District, of around 11,640 dwellings in total (including 1,162 dwellings outstanding from the Core Strategy – shown in brackets). The details of these are as follows:-

- Hailsham – 9,380 (including 418 outstanding)
- Polegate - 1,000 (including 700 outstanding)
- Stone Cross – 500 (including 44 outstanding)
- Villages south of Hellingly – 760 dwellings (including 215 with consent/resolution to grant consent)
- Total 11,640 (including 1,162 outstanding)

Under the Duty to Co-Operate, the total growth includes around 2,500 homes that the district of Wealden, are proposing to accommodate on behalf of other authorities, predominantly Eastbourne, as they are unable to meet their housing need within their own boundary.

### 3.3 *List all main direct and indirect; quantitative and qualitative; cash releasing and non-cash releasing benefits associated with the investment*

A list of quantitative and qualitative benefits are listed below, with a cross reference to the economic appraisal, as outlined in section 5 and Appendix D.

#### 3.3.1 *Economic*

- Support improvements to the **vitality and viability of the town centre**; by **increasing pedestrian footfall** by **30%** and the impact on increased spend within the town centre.
- Support a development which creates **24 new shops**, the expansion of existing shops with **700 FTE new jobs** for the town.
- From the construction of the **highway scheme**, the total employment impact per year during construction will be **26 FTE jobs**.
- Support the growth of the **visitor economy**, by enabling the town centre to become a quality destination and **generating an additional £665k visitor income** per year.
- Support the creation of **18 FTE in the town centre tourism** industries.
- Increase the **value of local residential properties by £3,360,162, over a 15 year period**.
- Increase the **rateable values of commercial properties by £1,292,355, over a 15 year period**.
- Improve **connectivity** between the town centre and other key destinations in Eastbourne.
- Enhance the **quality of the public realm**, by creating **extended space for public use** and a setting for activities that support the local town centre economy.
- Support linked trips for shopping, food and entertainment and increase pedestrian dwell time, impacting on both the **day and night time economy**.
- Support the provision of an **enhanced retail offer**, raising the profile of Eastbourne as a retail centre within the county and beyond.
- Provide the potential to impact on adjoining streets supporting **local business retention** and future **inward investment** from new businesses to the area.
- Improve **accessibility** which will provide opportunities for existing business or services to expand or to attract new businesses to the area, where there is improved access for employees, customers and visitors.
- Longer term sustainability of the scheme achieved through the use of high quality materials in the construction phase of the scheme, combined with longer term maintenance.

#### 3.3.2 *Social*

- Improve accessibility and reduce transport as a barrier to accessing the town centre.
- Provide **attractive and a welcoming public realm**, with opportunities to develop places for public use in the future, supporting social interaction.
- Support access to new employment opportunities, supporting local **mobility** and an improvement to quality of life.
- Support the changing demographics of the town, with the increasing number of families residing in the town and a growing student population.
- Improve public transport journey time reliability on Terminus Road and journey experience.
- Improve **integration between bus, rail** and taxi in the town centre, improving journey quality and seamless movement through the Terminus Road corridor.
- Improvements to safety and security particularly through an increase in lighting, natural surveillance, and an increase in activity within Terminus Road.

### 3.3.3 *Safety, Health & Wellbeing*

- **Reduce conflict** between vehicles and pedestrians on Terminus Road.
- Increase levels of **walking**, providing a **health benefit valued at £13,832,000**, over a 15 year period.
- Increase levels of **cycling**, providing a **health benefit valued at £150,000**, over a 15 year period.
- Provision of public realm features enabling the **reduction of town centre vehicle speeds**.
- Reduce **personal injury accidents** on Terminus Road.

### 3.3.4 *Environmental*

- Provide a significant uplift in the **improvement to the environment** of Eastbourne town centre.
- **Reduce vehicle congestion within Terminus Road**, especially from public transport.
- **Support sustainable travel choices** to access the town centre.
- **Reduce air pollution and noise** resulting from traffic congestion.
- Provide complementary planting and vegetation alongside street furniture creating a high quality environment.
- Public realm improvements will complement the materials of the Arndale Centre building frontages, which will utilise bright and light materials.

## **4. Risks**

### **4.1 *Provide a summary of key risks to the delivery of the scheme (including financial, commercial, economic and management).***

The key risks associated with the Eastbourne Movement & Access package are as outlined below:-

#### **Financial:**

- Underestimation of design/build costs of scheme, and there being a shortfall of funding.

#### **Commercial:**

- Inter-relationship between the planned improvements in Terminus Road and Cornfield Road and the construction of the new extension to the Arndale Shopping Centre, and the need for timescales to be aligned.
- There are a number of private forecourts on site. Owners may be against proposals, which could cause delays.
- Cellars extending from private properties under the footway, may affect construction costs/implementation. There is also a danger this may cause damage to private buildings, leaving the Council open to litigation.
- Construction work on Rail land can hold significant risks inherent to the nature of the land usage. This represents a Health & Safety Risk and also has cost implications.
- Legal & General not proceeding, due to the Compulsory Purchase Order not being confirmed.
- The construction of the Arndale extension disrupting ESCC scheme construction schedule.
- Implementation could cause significant disruption and attract negative coverage.

#### **Economic:**

- Scheme does not support increase in footfall in town centre.
- Scheme does not increase access to town centre by sustainable modes of travel, which will have an impact on local economic benefits as congestion on road network increases thereby affecting road time reliability as well as health/wellbeing benefits.

#### **Management:**

- Design does not give suitable consideration to location/design of bus stops and shelters.
- Risk of Eastbourne Blind Society and Disability Groups changing their views on the proposals.



## 4.2 Risk Assessment

Table 9

Risk description	Likelihood	Impact	Likelihood x Impact	Mitigation
	1=Low, 2=Medium, 3=High			
Financial				
Underestimation of design/build costs of scheme	1	2	2	Appropriate consultation with key officers will be an integral part of the project management of the scheme. Therefore this will be undertaken at key stages of design and build of the scheme to identify any potential issues related to the costs early on in the scheme development.
Commercial				
Misalignment between construction timescales of Arndale Centre expansion and Terminus Road improvements	1	3	3	Regular meetings continue to take place with Legal & General and their contractor Kier who are delivering their first stage implementation.
Private ownership issues of forecourts	1	2	2	Owners of private forecourts have been contacted. Owners have signed licenses providing permission for ESCC to pave forecourts.
Cellars under the footway, affecting construction costs/implementation.	1	2	2	A condition survey has been carried out. The location, condition and extent of all basements have been mapped. This information will be included as part of the tender documentation.
Construction work on Rail land, Health & Safety Risk and also has cost implications.	1	2	2	Working in close coordination with Southern Rail has enabled us to utilise Southern Rail to carry out a competitive tendering process to appoint a contractor experienced on working on rail land.
Legal & General not proceeding, due to failure of the Compulsory Purchase Order not being confirmed.	1	3	3	Regular meetings with L&G take place.
Construction of the Arndale disrupting ESCC scheme construction schedule.	1	2	2	Regular meetings continue to take place with L&G and their contractor Kier who are delivering their first stage implementation.
Implementation could cause significant disruption and attract negative coverage.	1	2	2	Once detailed design is finalised- suitable consideration to PHASING of project will be undertaken.



Risk description	Likelihood	Impact	Likelihood x Impact	Mitigation
	1=Low, 2=Medium, 3=High			
Economic				
Scheme does not support increase in footfall in town centre.	1	1	1	Economic appraisal has been undertaken to measure this.
Scheme does not increase access to town centre by sustainable modes of travel.	1	1	1	Scheme designed to give priority to sustainable modes of travel.
Management				
Design does not give suitable consideration to location/design of bus stops and shelters.	1	2	2	The project team continues to meet regularly with bus providers and consult on the location/design of bus stops & shelters.
Risk of Eastbourne Blind Society and Disability Groups changing their views on the proposals.	1	2	2	Continue to consult with these groups throughout detailed design, although the EBS & the Disability Groups have agreed with the proposals. Assigned as Key Stakeholder.

## The Economic Case

### 5. Economic Appraisal

#### 5.1.1 Expected negative impact of the scheme

##### Transport Impacts and Environmental Consideration

- **Environmental** - we expect the proposals to be, at worst, neutral for environmental objectives as it is a location in a built-up urban area. A number of trees will be replaced as part of the scheme.
- **Townscape/heritage** – sections of the scheme and approaches to the town centre will be in conservation areas. Due consideration will need to be given to design, materials, street furniture, etc. to reflect local circumstances. In further developing the scheme, consultation is and will continue with Eastbourne Borough Council in order to ensure the proposals are acceptable are in keeping with the local area and meet the objectives set out in the Town Centre Local Plan.

#### 5.1.2 Benefit Cost Ratio – assessment of the value for money

The methodology followed for determining an appropriate quantification and monetisation of scheme impacts focused on the following:

- Utilising the Valuing Urban Realm (VUR) Toolkit to monetise the benefits of urban realm improvements; and
- Estimating the increase in the amount of cycling and walking resulting from the scheme, to which the WebTAG method for estimating mortality and absenteeism benefits was applied.

WebTAG version 2014 has been used for assessing value for money.

#### 5.1.3 Valuing Urban Realm (VUR) Toolkit<sup>1</sup>

The VUR Toolkit has been developed by Transport for London (TfL) and its partners to provide monetary values for proposed improvements to public space and provide objective, evidence-based justifications for investment. The toolkit is based on research carried out that establishes user willingness to pay for improvements to the Urban Realm and to establish a value from revealed price data (residential and commercial).

The VUR Toolkit is a spreadsheet-based tool which requires a number of inputs shown below.

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<sup>1</sup> <https://toolkit.urban-realm.co.uk/>

Table 10

Input	Data Source
Link Lengths	Measured in GIS
Retail Rents	Sourced from <a href="http://www.2010.voa.gov.uk/rli/en/basic/find">http://www.2010.voa.gov.uk/rli/en/basic/find</a> on 9/10/15.
Residential Property Sales	Properties adjacent to proposed works. Sourced from rightmove.co.uk on 9/10/15.
Pedestrian Footfall	Pedestrian footfall information provided by ESCC for Tuesday 4/3/14 at junction of Terminus Road and Ashford Road. 30 minute count also undertaken on 12/10/2015.
Pedestrian Dwell Time	Pedestrian dwell time counts were undertaken for a 30 minute period on 12/10/2015.
PERS Scores	Audits undertaken on 12/10/2015.

Based on case studies described in the full economic assessment report, pedestrian footfall was estimated to increase by 30% over the 15 year assessment scenario.

#### 5.1.4 Health economic assessment tool) HEAT assessment

The HEAT<sup>2</sup> tool is designed to help conduct an economic assessment of the health benefits of walking and cycling by estimating the value of reduced premature mortality that results from specified amounts of walking and cycling as exercise.

Sensitivity tests were run to determine the HEAT benefits against 3 scenarios:

- i) assuming 100% of new footfall is walking to the scheme from their origins;
- ii) assuming the existing modal share applies to the increase in footfall; and
- iii) assuming the existing modal share applies to: the increase in footfall less the predicted increase in pedestrians as contained within the transport assessment associated with the Arndale Centre extension. **[applied to central case]**

#### 5.1.5 Active Mode Appraisal

In March 2015 the Department for Transport released the toolkit and report on the evidence base to quantify the impact of investment in cycling and walking and make the case for investing in both<sup>3</sup>. The tool incorporates Health, Journey Quality and Decongestion benefits. The tool has been utilised to test the cycling elements of the scheme and the inputs and assumptions are shown below.

<sup>2</sup> <http://www.heatwalkingcycling.org/index.php>

<sup>3</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/416826/cycling-and-walking-business-case-summary.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/416826/cycling-and-walking-business-case-summary.pdf)



**Table 11**

<b>Cost Profile</b>	Costs have been taken from information provided by the client (market prices) and utilises the available allocations from the SELEP.
<b>Appraisal Period</b>	Costs and benefits have been appraised over a 15 year period.
<b>Journeys</b>	Tests have been undertaken utilising the results of the initial investigations and utilising the average increases associated with the Sustainable Travel Towns projects (27%).
<b>Journey Quality Impacts</b>	Journey quality impacts have been assessed utilising the TAG green book <sup>4</sup> . The rule of half has been applied.
<b>Decay Rate</b>	A decay rate of 5% has been applied to the economic assessment. This approach is consistent with all elements of the economic assessment.
<b>Background growth</b>	0.17% over 20 years taken from National Transport Model (NTM) TEMPro 6.2 <sup>5</sup>
<b>No of days in the year figures expected</b>	220 – Number of working days used in Active mode appraisal tool
<b>Discount rate</b>	3.5% (GDP deflator used for discounting– Green Book Discount Rates)

**Full details of the economic assessment can be found in the report included in Appendix D, and D1 – D4.**

<sup>4</sup> <https://www.gov.uk/government/publications/webtag-tag-data-book-november-2014>

<sup>5</sup> <https://www.gov.uk/government/collections/tempro>

### 5.1.6 Benefits

The benefits of the scheme are shown below split out by the different assessment elements.

Table 12

SOURCE	BENEFIT	15 YEAR PRESENT VALUE BENEFIT (2010 VALUES)
<b>VURT</b>	Residential Values (17% increase)	£3,360,162
	Rateable Values (12.8% increase)	£1,292,355
	PERS Link	£4,246,214
	PERS Space	£4,073,630
<b>HEAT</b>	HEAT Walking	£13,832,000
<b>HEAT</b>	HEAT Cycling	£150,000
<b>Absenteeism</b>	Absenteeism Cycling	£27,260
<b>Active Mode Appraisal – Cyclists only</b>	Noise	£220
	Greenhouse gases	£750
	Journey Quality	£31,030
	Accidents	£3,380
	Decongestion	£13,510
	Indirect Taxation	£-4,280
<b>Tourism</b>	<i>Not Included</i>	
<b>Construction Jobs</b>	<i>Not Included</i>	
<b>Accident Benefits</b>	<i>Not Calculated</i>	
<b>Total Benefits</b>	<b>£27,026,231</b>	

All values shown have been discounted to 2010 values and all but residential and rateable values include a 5% decay rate.

260 days was used in the cycle absenteeism calculation.

The scheme costs are estimated in 2010 values at £5,805,852. This includes a quantified risk assessment (QRA) value of £450,000 and a 15% optimum bias. No sunk costs have been included within the present value costs.

The overall benefits of the elements tested are shown below. The package scheme provides a BCR of **4.65** which is in the **very high** value for money category.

Table 13

<b>Present Value Benefits (a)</b>	<b>£27,026,231</b>
<b>Present Value Costs (b)</b>	<b>£5,805,852</b>
<b>Net Present Value (a – b)</b>	<b>£21,220,379</b>
<b>BCR (a/b) [Central Case]</b>	<b>4.65</b>

### 5.1.7 Sensitivity Tests

Sensitivity tests have been undertaken to assess the influence of key assumptions upon the benefits identified through the economic assessment.



**Scheme cost sensitivity:** scheme costs can rise to £6.75m (<16% increase) and the scheme would still produce a BCR of greater than 4.0 (*very high* value for money). If scheme costs rise to £13.5m (a 230% increase) the scheme would produce a BCR of less than 2 (*medium* value for money). A rise in costs of between 16% and 230% would result in a BCR of between 2.0 and 4.0 (*high* value for money).

**VURT benefits sensitivity:** should the assumed increase in pedestrian footfall in the scheme be reduced to 10% , the VURT benefits would reduce by £1,428,992 and result in a BCR of 4.4 which represents *very high* value for money.

**HEAT benefits sensitivity:** Scenario i) “all new footfall walked to Eastbourne Town Centre” results in a BCR of 17.1 which represents *very high* value for money. Scenario ii) ‘applying the existing modal split to new footfall’ results in a BCR of 6.0 which represents *very high* value for money. Scenario iii) has been applied to the central case BCR of 4.65.

The HEAT benefits due to walking trips represents the largest proportion of benefits, which is based upon assumptions regarding the distance being walked and how the town centre is being accessed, and from where. It is worth noting that if these benefits are entirely discounted then the BCR decreases to 2.27, which represents *high* value for money.

### **5.1.8 Additional Benefits - Job Creation**

New jobs to the construction industry and its supply chains resulting from the scheme have been calculated utilising the approach recommended in the LSTF employment impact document<sup>6</sup>. Based on a full programme spend the total employment impact per year during construction is 26 FTE jobs.

### **5.1.9 Additional Benefits - Tourism Benefits**

In 2011 in Eastbourne overall, an estimated 721,000 staying trips were spent in the Borough, of which around 661,000 were made by domestic visitors (92%) and 60,000 by overseas visitors (8%). Total expenditure by visitors to Eastbourne is estimated to have been in the region of £266,199,000 in 2011. By providing an improved town centre environment and attractive route between the railway station and seafront it is reasonable to expect that the scheme will have a positive impact on the town’s seafront attractions to visitors.

Attracting just 0.25% more tourists would, based on 2011 figures, enable the seafront scheme to generate an additional £665k visitor income per year. Given that one Full Time Equivalent (FTE) job is created in tourism services for every £36,114 (based on Tourism South East 2011 figures) this increase would enable the creation of 18 Full Time Equivalent jobs in tourism industries. If the 15 year present value benefits of an increase in tourism of £6,888,442 (2010 value) are included within the BCR calculations these result in an increase in the BCR to 5.81 which represents *very high* value for money.

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<sup>6</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/417702/lstf-employment\\_impacts.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417702/lstf-employment_impacts.pdf)

## Commercial Case

### 6. Procurement Route

#### 6.1 *Define the approach taken to assess commercial viability*

The Project Team has engaged with the Council's Procurement Category Specialist, to determine the most suitable procurement route for this scheme. The preferred route will involve securing a contractor through the South East 7 Regional Highways Framework (SE7) which commenced in April 2012.

The SE7 is a group of authorities that are formally collaborating in several different areas to bring about efficiencies and improvements to service provision. The authorities within the SE7 are: Brighton and Hove Council / East Sussex County Council / Hampshire County Council / Kent County Council / Medway Council / Surrey County Council / West Sussex County Council. The Contracting Authority for the Framework Agreement is Hampshire County Council, acting on behalf of the South East 7 ("SE7") group of authorities.

The SE7 utilises contract/ project management mechanisms engrained in the nationally recognised NEC (3) Engineering and Construction Contract (ECC) Contract Management Framework. The SE7 Framework puts particular emphasis on building a closer relationship between contractor and client. This joint approach is further enhanced by the use of Key Performance Indicators set for both the contractor and client, which also encourages competitiveness.

The Framework relates to improvement works and may include the delivery of Highways related Capital and Revenue schemes, any maintenance & improvement work to highway structures valued in excess of £50,000, including:

- retaining walls and culverts,
- work on new/reconstructed/replacement highways structures,
- routine footway maintenance & improvement works,
- routine highway maintenance & improvement works,
- carriageway surfacing,
- kerbing & paving installation, including special kerbs and high quality paving materials,
- drainage and ducting installation,
- sea defence and coastal works,
- installation of traffic signs,
- road studs & markings,
- installation of street furniture, including street lighting & traffic signal equipment,
- installation of specialist surfacing and anti-skid,
- construction of waste service facilities,
- installation of vehicle restraint systems,
- Soft Landscaping and vegetation clearance,
- earthworks and embankment stabilisation,
- car park reconstruction & surfacing and works to access roads and other external works to Public Sector property,
- traffic management & traffic management design,
- winter maintenance support,
- Early Contractor Involvement,
- contractor design and minor building works associated with civil engineering projects.

From 16 bidders, 10 contractors were selected. Each of the contractors within the framework has submitted a Schedule of Rates for standard items. Contractors on the current SE7 framework are:

- Mildren Construction Ltd
- Raymond Brown Construction Ltd
- Geoffrey Osborne Ltd
- Costain Ltd
- Interserve Construction Ltd
- Aggregate Industries Ltd
- Dyer and Butler
- Bam Ritchies
- Colas Ltd
- Tarmac

The selection of contractors for individual schemes will be made on the basis of cost and performance on previous schemes.

The Management and Governance Arrangements set out in section 8, provides additional detail on the Team's role in the project management structure.

**6.2 *Briefly describe the procurement strategy. Set out timescale involved in the procurement process to show that delivery can proceed quickly.***

From the inception of the project, ESCC Project Team has been determined to ensure a high quality approach to the design and execution of the procurement strategy. The design process has been undertaken by Consultants WSP-PB.

To ensure a high quality scheme is delivered, that will meet the expectations of stakeholders, the design process has incorporated a civil design package and landscape design package. This will enable both a high merit construction, whilst also delivering a distinct public realm, creating a welcoming and attractive high street, complementing the new modern shopping centre.

**To ensure that this package of measures is ready for construction from September 2016, the tender documents will be prepared in January 2016, so that they can be published in March 2016 to enable a contractor to be procured.**

A key objective of the procurement strategy is to provide the potential contractors, for the construction of the scheme, with as much relevant information as possible to ensure that the resulting tenders were based on a complete understanding of all the challenges to be faced during construction. In addition to a complete set of construction drawings including civil and landscape the tender information pack will include:

**Basement Condition surveys**

A condition survey of all private basements immediately adjacent to Terminus Road and Cornfield Road. These surveys also indicate which basements extend under the footway in Terminus or Cornfield Road and highlight the need for detailed assessment of construction methods to be utilised in these areas.

**Arndale Construction Plan**

A key challenge to the construction of this scheme is the need to ensure close coordination with the construction of the Arndale Shopping Centre. There is a potential that construction on the two schemes will be taking place simultaneously and the two construction sites will be adjacent to each other. The appointed contractor will be expected to show how they will coordinate with the Arndale Team, and provide a detailed assessment of the challenges this situation creates.

### **Historic Traffic Management information**

The scheme is taking place on part of the Eastbourne ring road and along Eastbourne's main high street. This means that a high amount of traffic will be affected by this scheme and that a thorough traffic management plan needs to be in place. Historically traffic management plans have been implemented in this area and a clear indication of what approach works best has been established. This information will be provided within the tender documentation.

In addition to the above information East Sussex County Council's expectations regarding site liaison will be clearly specified. Essential to the success of this scheme is the need to ensure that the public are kept well informed throughout the build. Specifically the requirements of adjacent businesses need to be respected. A flexible approach to the build will need to be adapted and liaison with businesses will be emphasised as a priority.

A pre tender evaluation has been carried out by the designer this has also been assessed independently by Hampshire County Council. This has provided the project team with a clear understanding of the financial implications of the project and will help to inform detailed financial monitoring.

During the period before and during construction, the project team will manage the engagement with the identified contractor. This process will include an Early Contractor Involvement (ECI) meeting with the contractor to advise them at an early stage of the scope of the scheme coming forward and to discuss issues such as construction methodology, and traffic management.

East Sussex County Council, who will be procuring the works, has considerable experience in procuring numerous capital funded transport infrastructure projects using a range of different contracts. Examples include:

- Bexhill Hastings Link Road (DfT/ESCC funded scheme)
- Uckfield Town Centre improvements (Development funded – approx. £3m)
- A259 Peacehaven – Newhaven cycle route (£0.6m)
- Ringmer – Lewes cycle route (£0.6m)
- Kings Road, St Leonards townscape regeneration scheme (£0.7m)
- Cliffe High Street, Lewes (£1m)

## Financial Case

### 7. Costs and Funding

#### 7.1 Total cost of the project

The table below outlines the cost elements of the £6.25m Eastbourne Movement & Access Package.

To date detailed designs have been undertaken to develop the package, therefore the costs are 2015 prices with no inflation allowance added and a contingency rate of 15% has been applied.

The construction costs have been developed from the detailed designs and costed by the consultants (WSP) undertaking the scheme design against market prices. These costs have then been independently assessed by Hampshire County Councils' Engineering Consultancy, who has extensive experience in the delivery of a range of transport schemes, to ensure they are robust and that adequate contingencies have been included.

**Table 14**

	* Cost Estimate status (E; F; D; T)	2014/15 £0	2015/16 £0	2016/17 £0	2017/18 £0	2018/19 £0	2019/20 £0	2020/21 £0
Procurement Cost								
Feasibility Cost		0	0	0	0			
Detail Design Cost		64,000	70,000	20,000	0			
Management Cost		50,000	55,000	70,000	70,000			
Construction Cost		0	408,000	2,040,000	2,524,713			
Contingency (15%)		0	72,000	360,000	445,537			
QRA – 15% of LGF								
Consultation & engagement		200	50	250	250			
VAT (if appropriate)								
<b>Sub-total Non-Works</b>		114,200	125,050	90,250	70,250			
<b>Sub-total Works</b>			480,000	2,400,000	2,970,250			
<b>TOTAL COST (ex VAT)</b>		<b>114,200</b>	<b>605,050</b>	<b>2,490,250</b>	<b>3,040,500</b>			

\* Listed is the total cost of the project for the Do Maximum Option



## 7.2 Source of funding

Eastbourne Town Centre Movement & Access Package will be delivered by using a blend of funding sources; this includes most notably an allocation of Local Growth monies (with approval being sought through the development of the business case), together with development contributions, ESCC parking surplus funding, ESCC Economic Regeneration Fund and funding from Eastbourne Borough Council.

The funding will be allocated to the elements of the scheme costs, to ensure the delivery of the four phases of the package are undertaken by 2017/18. The estimated allocation of the overall funding during the timescale for the delivery of the package is as outlined in table:-

**Table 15**

<b>Funding Source</b>	<b>2014/15 £0</b>	<b>2015/16 £0</b>	<b>2016/17 £0</b>	<b>2017/18 £0</b>	<b>2018/19 £0</b>	<b>2019/20 £0</b>	<b>2020/21 £0</b>
LGF			2,490,250	509,750			
Private Developers							
Borrowing							
Income/Development Contributions				300,000			
ESCC Parking Surplus	114,200			1,885,800			
ESCC Economic Regeneration Fund		500,000					
Eastbourne Borough Council		105,050		344,950			
<b>Local Contribution Total (leverage) –</b>	<b>114,200</b>	<b>605,050</b>	<b>2,490,250</b>	<b>3,040,500</b>			
<b>Other Funding</b> (ensure naming every institution; insert as many rows as required)							
<b>TOTAL FUNDING</b>	<b>114,200</b>	<b>605,050</b>	<b>2,490,250</b>	<b>3,040,500</b>			

In order to demonstrate the certainty of the funding and when this will be available, this is outlined in table 16.

Table 16

Type of Funding	Funding Source	Please identify how secure the funds are	When will the money be available
Public	LGF	Strategic business case agreed by DfT. Business Case for funding to be considered by the SELEP Accountability Board February 2016.	February 2016 The majority of the Funding will be spent 2016/17, with the remaining in 2017/18
	Income/Development Contributions	Development Contribution monies held by East Sussex County Council	This funding will be available to be spent on scheme construction by 2017/18
	Parking Surplus	Parking Surpluses from Eastbourne held by East Sussex County Council and jointly administered by ESCC and Eastbourne Borough Council	The funding is available now.
	ESCC Economic Regeneration Fund	Economic Regeneration Funding held by East Sussex County Council	This funding has been secured and will be allocated to deliver the first phase of the project during 2015/16.
	Eastbourne BC	Funding held by Eastbourne Borough Council from Legal & General	This funding is available and will be spent during 2015/16 and 2017/18.
	<b>Local Contribution Total (leverage)</b>	<b>£6.25m</b>	
Private	Please list all developers		
	Private Developers Total		

### 7.3 Programming

A **detailed programme** outlining the start and delivery milestones for the key activities to enable the delivery of the Eastbourne Movement & Access package, during 2015/16 through to 2017/18, is included in **Appendix C**.

Phase 1 of the package commenced from September 2015, and it is being funded through the ESCC Parking Surplus, as outlined in table 15.

### 7.4 Funding risks and constraints

As outlined in table 15 the level of risk associated with this funding can be attributed as low. This can be demonstrated because;

- the development contributions, the parking surplus funding and the economic regeneration funding are all currently held by East Sussex County Council, and approval for the use of the funding towards this scheme has been approved.
- Eastbourne Borough Council is also holding a contribution towards this scheme. The use of the funding towards this scheme has been approved, and will be secured by ESCC and allocated to their capital programme.
- an allocation of LGF funding has been allocated as part of the SE LEP Growth Deal, but final approval will be granted subject to the appraisal and agreement of the business case at SE LEP's Accountability Board in February 2016.

Please note there are no other funding constraints in regards to this package of measures. The first phase of the delivery of the scheme has commenced, and the parking surplus funding has been allocated to this, as noted above.

#### **7.5 *Non-capital funding mechanism***

In order to calculate the revenue costs associated with the design and delivery of the package of measures, these have been factored in as outlined in table 14. These are minimal because the scheme is being managed by the County Council through officer time, and additional costs will be covered by the County Council's existing revenue budgets. The revenue costs over the remainder of the project will up to £60,000 per annum (based on current project manager grade- local management grade 1) for two years (including inflation) to cover salary recharges and on-costs.

The future maintenance of the scheme will be integrated into the County Council's maintenance budget, following the completion of the scheme.

#### **7.6 *Affordability gap***

The capital elements of the scheme are affordable within the funds that are available, and those that are being sought through the SE LEP by East Sussex County Council.

The County Council is actively securing further development contributions, either through s106 contributions or Community Infrastructure Levy monies from Eastbourne Borough Council to maximise the capital investment towards this scheme, and to enable the expansion of the scheme to nearby streets within future years.

## Management Case – Delivery

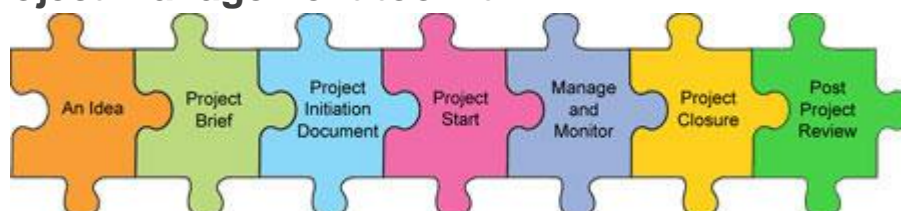
### 8. Delivery

#### 8.1 Provide high level information about arrangements that will ensure delivery of this project

In order to ensure the effective delivery of the Eastbourne Movement & Access Package, the County Council has effective project management and governance arrangements in place. These are applied to all County Council LGF projects, and are outlined below:-

- **Project management:** The County Council has an established project management toolkit based on PRINCE2 methodology. Information on the County Council's project management toolkit is published on the council's staff Intranet site.

#### Project management toolkit



The Project Management which has six clear aims:

- To standardise our approach to managing a project with specific additional requirements for certain projects (e.g. building or ICT projects); this equally can be applied to all projects.
- To set out some of the key responsibilities of managers who are sponsors of a project or are project board members.
- To provide practical guidance for anyone who needs to manage a project.
- To provide examples and templates of documents used in the process.
- To provide helpful checklists for managers and sponsors/board members at key stages of a project.
- Enable these processes to be applied to big or small projects and use them in a way that is most appropriate for the project

All LGF projects are following this process; along with additional reporting of the LGF programme to the CET Capital Board on a monthly basis and Team East Sussex on a quarterly basis.

**The organogram at Appendix E outlines the structure of the LGF project management and governance arrangements for East Sussex LGF schemes.** Table 17 details the roles of responsibilities for each responsible group or officer involved in the management and governance of East Sussex LGF projects.

The **programming of the package** and the associated monitoring of the delivery will be undertaken by the management and governance arrangements in place. The start and delivery milestones for this project are outlined in **Appendix C**.

The LGF Projects workstream is led by the Team Manager, Strategic Economic Infrastructure and for transport schemes is supported by staff in the Strategic Economic Infrastructure team and the Infrastructure, Design and Delivery team. Further activity will be supported from existing County Council staff resources and consultants where established arrangements exist.

The delivery of this scheme is currently being managed by a dedicated Project Manager, within the Infrastructure, Design & Delivery team with support from officers at Eastbourne Borough Council. The approval procedures for this specific project involve reporting to a joint Project Board, meeting every 6 to 8 weeks, comprising County Councillors and Eastbourne Borough Councillors who have, following the extensive consultation as set out in section 8.3, approved the final design for the scheme in September 2015 to enable construction of the works outside Eastbourne Station in Autumn 2015 as well as the procurement of the Terminus Road/Conrfield Road section of the scheme.

<b>Table 17 – East Sussex County Council’s key management and governance arrangements</b>	
<b>Responsible group or officer</b>	<b>Responsibility</b>
<b>Cabinet</b>	Member group that manages council business including high value/high risk procurement and projects including LGF projects. Cabinet meets approximately every month.
<b>Lead Member for Economy</b>	Lead Cabinet Member whose portfolio of responsibility includes the County Council’s representation on the South East Local Enterprise Partnership and delivery of the Local Growth Fund schemes. The Lead Cabinet Member sits on Team East Sussex.
<b>Team East Sussex</b>	<p>TES is a private/public body and is the East Sussex ‘sub-board’ of the South East Local Enterprise Partnership (SE LEP). TES aims to drive forward economic growth and prosperity in the county of East Sussex.</p> <p>In pursuit of these aims TES shall:</p> <ul style="list-style-type: none"> <li>• Approve, drive forward and monitor the Delivery Plan (or its equivalent) for East Sussex;</li> <li>• Provide an evidence based consideration of strategic economic investment priorities through funds such as the Local Growth Fund, European structural and investment funds and other public funding sources that may become available;</li> <li>• Consider and develop responses to new economic opportunities and challenges in East Sussex;</li> <li>• As appropriate, provide a strong voice at national, regional and SE LEP level on economic issues for East Sussex business and government;</li> <li>• Agree TES representation at SE LEP Board meetings;</li> <li>• Agree where possible an informed joint view or response in respect of East Sussex input to SE LEP Board meetings via the TES representatives.</li> </ul>
<b>LGF Project Board</b>	<p>Senior officer project management responsible for all LGF projects. Project Board includes:</p> <ul style="list-style-type: none"> <li>• Assistant Director, Economy</li> <li>• Head of Economic Development, Skills, Culture and Infrastructure</li> <li>• Team Manager, Strategic Economic Infrastructure</li> <li>• Team Manager, Infrastructure Design and Delivery</li> <li>• Head of Finance</li> </ul> <p>The Project Board has the authority to co-opt other officers onto the Board as</p>





**Table 17 – East Sussex County Council’s key management and governance arrangements**

	<p>and when required.</p> <p>The Project Board is responsible for the strategic management of the project and has authority to commit resources to the project in accordance with the Council’s Constitution. General tasks include:</p> <ul style="list-style-type: none"> <li>• appointing the project manager;</li> <li>• signing off the project brief and business case;</li> <li>• approving the PID;</li> <li>• agreeing project controls;</li> <li>• authorising project start;</li> <li>• authorising variations to expenditure;</li> <li>• managing key risks in the highlighted risk log;</li> <li>• and authorising project closure.</li> </ul> <p>The Board meets every 4 to 6 weeks.</p>
<b>Project Sponsor</b>	<p>Independent of the project and provides challenge to ensure project is delivered on time, within budget and achieving the anticipated benefits.</p> <p>For this project, the Project Sponsor is the Assistant Director, Economy.</p>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Responsible for delivering the project on behalf of the project board.</li> <li>• Leads and manages the Project Team within the Authority and responsibility to run the project on a day-to-day basis.</li> <li>• Delivers the right outputs, to the required level of quality and within the specified constraints of time, cost, resources and risk.</li> <li>• Prepare project information, including PID, Project Plan and Business Case.</li> <li>• Identify and evaluate risks, determine and manage actions, and maintain the risk log.</li> <li>• Manage and control changes to scope, requirements, personnel etc.</li> <li>• Ensure project’s resource plans and costs include sufficient, properly skilled support.</li> <li>• Monitor and report progress against plans, quality and costs.</li> <li>• Ensures governance arrangements and the County Council’s project management principles are adhered to.</li> </ul>
<b>Economic Development, Skills, Culture and Infrastructure service</b>	<p>This service within the Communities, Economy and Transport Directorate leads on the delivery of the County Council’s economic growth and regeneration priorities; strategic infrastructure planning including transport; skills and culture. The service is responsible for the delivery of the LGF projects and for facilitating Team East Sussex and its engagement with the South East Local Enterprise Partnership</p>
<b>Strategic Economic Infrastructure team</b>	<p>Part of the Economic Development, Skills, Culture and Infrastructure service, the Strategic Economic Infrastructure team is responsible for the development of the business cases required to unlock the LGF funding and the overall management of the delivery of the LGF projects, including engagement with external scheme promoters/delivery partners</p>

Table 17 – East Sussex County Council’s key management and governance arrangements	
<b>Infrastructure Design and Delivery team</b>	Part of the Highways Service, the Infrastructure Design and Delivery team is responsible for the delivery of the Local Transport capital programme which comprises local transport capital schemes including walking and cycling schemes.
<b>Section 151 Officer</b>	Responsible for signing acceptance of the grant and its attached conditions, overseeing financial transactions and challenging where necessary, sign off of financial statements requested from SELEP.
<b>Senior Category Specialist – Environment/Transport</b>	Responsible for providing contract and procurement advice and assistance including matters relating to Contract Standing Orders, contract frameworks and other local, national or European legislation in relation to procurement.

## 8.2 *Benefit realisation plan and monitoring*

Under the requirements of section 151 of the Local Government Act 1972, East Sussex County Council confirms the financial administrator has adequate project assurance systems in place to verify that the scheme is fit and able to be procured and delivered using East Sussex County Council’s procedures.

East Sussex County Council will seek to agree with the SELEP a collection of KPIs (Key Performance Indicators) for the Eastbourne Movement & Access Package, in order to monitor and measure the overall delivery and success of the project over the life of the LGF period.

The metrics that may form the basis of the KPIs are listed below, which cover key outcomes and outputs from the project. East Sussex County Council currently has monitoring arrangements in place to measure the majority of these indicators. **A detailed Benefits Realisation Plan is set out in Appendix F.**

## 8.3 *Stakeholder Engagement*

A key element of the development of the project has been consultation with key local stakeholders through the establishment of a working group and a consultation with the local community. An initial consultation was undertaken in October 2011, and a further consultation was undertaken in October and November 2013.

As part of the consultation process a number of alternative layout designs have been developed and considered by the Working Group which has resulted in a preferred layout. A layout similar to the proposed project was subject to public consultation in October 2011 when 88% of respondents either supported or strongly supported the proposal. Further consultation during October and November 2013 also indicated high levels of support for the current proposals. Eastbourne Borough Council also undertook a consultation in relation to the Arndale Shopping Centre in 2012, and a total of 83% of respondents were in favour of the proposed extension to the Arndale Centre.

The package of measures below and the potential options were presented as part of the consultation:-

- Improve the pedestrian environment through widening footways on Terminus Road and introducing narrowed carriageways to facilitate easy crossing. (This is based around removal of kerbs creating a single level high street, with delineation provided by tactile paving and colour differentiation)
- bus stops moved towards Bankers Corner and along Cornfield Road closer to the centre of the shopping street incorporating improvements to the availability and reliability of real time information.
- Incorporation of a shuttle bus lane

- provision of new bus stops outside the station enabling sustainable transport links
- Provision of improved crossing facilities between bus stands and the railway station particularly around the Terminus Road/Ashford Road/Gildredge Road junction.
- Coordinated design of street furniture and signage which will be finished to a high standard befitting a key gateway into the Town Centre.
- Provision of improved cycle parking, signage and routing.

In addition to the large public consultation events carried out in 2011 and 2013, a number of smaller consultation events with specific stakeholders have taken place and continue to take place as part of the stakeholder management plan.

Throughout the development phase of the scheme the project team have liaised closely with both national and local groups who represent individuals with vision impairment. Consultation included desktop exercises reviewing designs, review of video footage from other highway schemes deemed, site visits and physical exercises with the project team which mimicked vision impairment to enable a fuller understanding of the challenges faced by individuals with vision conditions.

Organisations consulted include:-

- National Federation for the Blind
- East Sussex Association for blind and partially sighted
- Eastbourne Blind Society
- Guide Dogs for the Blind
- Eastbourne Disability Involvement Group

**Appendix G outlines the results of the final consultation undertaken in October/November 2013, which determined the final design of the scheme.**

#### **8.4 *Independent Technical Evaluators' sign off***

The business case will be assessed by consultants Steer Davies Gleave, the Independent Technical Evaluator appointed by the South East Local Enterprise Partnership.

## **SE LEP Business Case – A22/A27 Growth Corridor: Eastbourne Movement & Access Package**



## **SE LEP Business Case – A22/A27 Growth Corridor: Eastbourne and South Wealden Walking and Cycling Package**