

## SMALL SCHEMES BUSINESS CASE

for

### *Basildon Integrated Transport 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:** Integrated Package

**Type of bid:** Medium Project (total project cost is between £8m and £15m)

**Project Location:** Basildon Borough Area

**Project start date:** 1 April 2015

**Project complete date:** 31 March 2021

**Project development stage:** Detailed Design

**Promoting authority name:** Essex County Council

**Project Manager's name and position:** Beverley Gould, Principal Transport Strategy & Engagement Officer

**Project Manager's contact phone number:** 03330136697

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## The Strategic Case

### 1. Project Description

#### 1.1 Purpose

The purpose of this project is to provide an integrated package of traffic management and sustainable travel infrastructure improvements in and around the Basildon Borough area. This will support economic growth across South Essex and the regeneration of Basildon Town Centre. This also unlocks additional transport capacity, which would otherwise prevent economic growth and development.

This business case is for the first phase of the package. A further business case will be submitted, at a later date, once the details of the Basildon Town Centre regeneration project have been fully defined.

The objectives of this scheme are:

- To support housing and job growth
- To make best use of the existing highway network
- To reduce congestion at key points on the network
- To promote, encourage and support sustainable journeys within Basildon and along the wider A127 corridor
- To improve air quality and reduce carbon emissions.

The plan below shows the area included in this package. It is focused around the main town centres of Basildon, Billericay and Wickford.

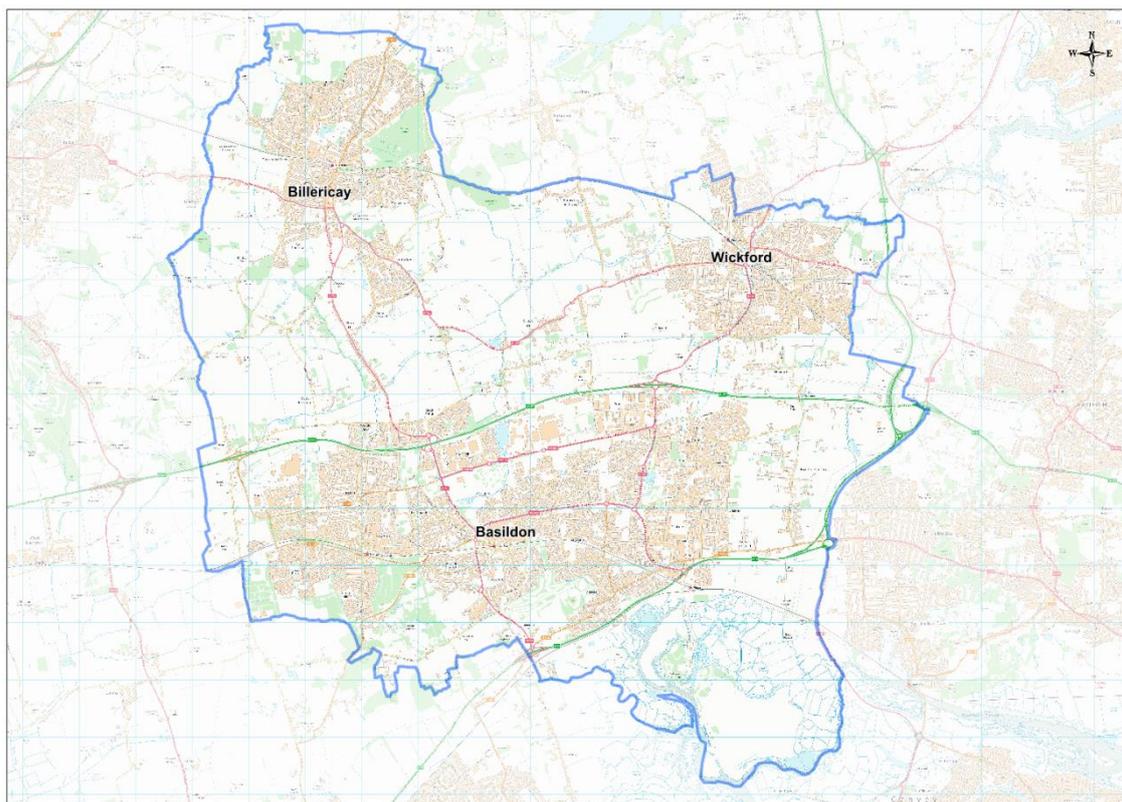


Figure 1: Billericay, Basildon and Wickford District

#### 1.2 Brief description

The Basildon Integrated Transport Package is part of the wider A127 Corridor for Growth Package.

Basildon is a major growth area for both jobs and homes, which will be supported by a scalable package of Integrated Transport measures over the next five years to 2021. This first phase for delivery, starting in 2015, will focus on the following schemes detailed below. Details of the schemes can be found in the appendices at the end of this document.

- Basildon and Thurrock Hospital: (**Appendix 1a**)
  - Access road widening, including widening of the shared cycle / pedestrian route
  - Secure cycle parking and real time bus service information
- Cycle Routes (**Appendix 1b**):
  - Gloucester Park, Broadmayne to Cranes Farm Road
  - Access to Laindon Station
  - South East access to Basildon Town Centre
- Wickford and Billericay Station Interchanges (**Appendix 1c**)  
Infrastructure improvements in partnership with Abellio Greater Anglia (AGA) to improve the transport interchanges and station environment with the provision of:
  - Cycle parking
  - Motorcycle parking
  - Revised layouts to station forecourts
  - Real-time bus service information boards
 These improvements will be joint funded with AGA.

A further business case will be submitted once the details of the Town Centre regeneration have been finalised.

### 1.3 Other Opportunities

Other schemes have been studied for inclusion in this package, including improvements to St Nicholas Lane, Endeavour Drive and Laindon Road. Although there are recognized problems with queuing traffic along St Nicholas Lane, there are major stats implications which would require funding in excess of the budget. So, in terms of proving value for money and maximizing benefits, the schemes listed in 1.2 were finally chosen.

### 1.4 Strategic context

The South East LEP's Strategic Economic Plan aims to :

- enable the creation of 200,000 sustainable private sector jobs over the decade to 2021, an increase of 11.4% since 2011;
- complete 100,000 new homes by 2021, which will entail increasing the annual rate of completions by over 50% by comparison with recent years; and,
- lever investment totalling £10 billion, to accelerate growth, jobs and homebuilding.

The SEP acknowledges that growth depends on planned investment in transport and other infrastructure focussed on 12 growth corridors in the entire SE LEP area and including the following corridors within Essex:

- A120 Haven Gateway;
- A12 and Great Eastern Mainline;
- M11 West Anglia Mainline: London-Harlow-Stansted-Cambridge;
- A127 London-Basildon-Southend;
- A13 London-Thurrock-Canvey Island;

This project is part of the overall A127 London-Basildon-Southend Corridor for Growth Package. The Basildon Integrated Transport Package scheme is identified in the SELEP SEP as being necessary to support the delivery of the SEP outcomes.

Basildon and its associated surrounding areas are served by the A127 and are highly reliant on, and fall well within, the A127 Corridor's sphere of influence. Basildon Town Centre is a growth area for both jobs and homes.

The South East LEP Strategic Economic Plan identifies the A127 as a key corridor for growth as the A127 links London with Basildon, Southend and Rochford. In Basildon, the A127 corridor is home to one of the largest single concentrations of advanced manufacturing companies in the South of England. It makes substantial contributions to the prosperity of the SE LEP area and offers considerable growth prospects. Comprehensive redevelopment plans for Basildon Town Centre are well advanced, including the relocation of South Essex College's Basildon Campus to the Town Centre.

At peak periods, the A127 carries traffic volumes which exceed those on many urban motorways elsewhere in the UK. Realising much of the growth depends upon addressing the significant capacity issues within the A127 corridor and creating space on our transport networks to accommodate growth in the main urban areas of Basildon,

Laindon, Wickford and Billericay. In the A127 corridor, there is potential to directly enable the creation of 8,775 jobs and 1,450 new homes by 2021, and a further 48,927 jobs and 32,655 homes through proposed transport schemes.

The Essex County Council Corporate Outcomes Framework 2014-2018 sets out the seven high level outcomes that ECC want to achieve to ensure prosperity and wellbeing for Essex residents. Securing these outcomes will make Essex a more prosperous county; one where people can flourish, live well and achieve their ambitions.

The seven outcomes are listed below:

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

Investment in the Basildon area is wholly compliant with the Outcomes Framework 2014-2018 and the aspirations of the Economic Plan for Essex (EPfE) that will be updated and incorporate the Greater Essex Integrated County Strategy (ICS) and the ECC Economic Growth Strategy. The package of improvements proposed supports the delivery of the Essex Local Transport Plan, and has the support of partner authorities.

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

- Our support for employment and entrepreneurship across our economy is focused on ensuring a ready supply of development land, new housing and the coordinated provision of appropriate infrastructure.
- To grow, the Essex economy depends on the efficient movement of people, goods and information, via effective and reliable transport and communications networks to provide access to markets and suppliers. It is therefore essential that we develop and maintain the infrastructure that enables our residents to travel and our businesses to grow. Delivery of the Basildon Integrated Transport Package scheme will drive economic growth in Essex, widening access to employment and improving the competitiveness of the Essex economy, driving sustainable economic growth for Essex communities and businesses
- Encouraging mode shift to rail will ensure that the people in Essex experience a high quality and sustainable environment, and improved access to travel via the bus corridor will ensure that the people in Essex can live independently and exercise control over their lives.

This investment in the Basildon District area is essential for the delivery of this ambition.

This package is complementary to other Basildon schemes under development eg Enterprise Corridor, Nethermayne etc. Jointly, they will respond to the objectives detailed above.

## Case for Change

### 2. Business needs / Reasons

- *Outline the rationale for making the investment with reference to the problems with the status quo.*

The South Essex transport network is a vitally important lifeline for the movement of goods and people. It is essential to ensure the area connects more efficiently with London, Basildon and Southend (including London Southend Airport). If improvements within this corridor are not provided, then the area will not see the appropriate levels of investment and growth which will be to the detriment of existing users of the transport network, businesses and residents. This scheme represents an opportunity to make changes to the transport network, and how people use it, which will act as the catalyst to support economic growth and development at a strategic level.

Basildon has developed as a car dependent area. To change this trend, robust, sustainable and accessible alternatives need to be provided and promoted. By making the improvements proposed in this first phase of the Integrated Transport Package, along with other major improvements provided through other SELEP funded projects, such as the joint LSTF project with Southend Borough Council and Thurrock Council, the A127 road safety and resilience project and the Pinch Point scheme for Nether Mayne, we can start to reverse this trend.

- *What evidence is there of need for the project?*

Transport network improvements to provide better access to the key strategic employment locations within Basildon are necessary to support significant economic growth and development in the area. Basildon is home to one of the largest single concentrations of advanced manufacturing companies in the South of England. It makes substantial contributions to the prosperity of the SE LEP area and offers considerable growth prospects. Comprehensive redevelopment plans for Basildon Town Centre are well advanced, including the relocation of South Essex College’s Basildon Campus to the Town Centre.

It is clear that, if these areas are to grow, additional new housing will be needed to support the increase in jobs, placing additional pressure on the road network. Without a credible alternative, growth will be stifled by high levels of car dependency. Improvements in journey times for public transport, as well as some additional road capacity, are required. This package of multi-modal schemes will provide the impetus and ability for businesses and housing to expand across the region, enabling a much improved flow of goods and commerce, through an efficient and accessible transport network, whilst, at the same time, facilitating a more strategically managed road network.

The South Essex population of approximately 345,000 is projected to increase by over 30,000 within the next seven years. South Essex plans for significant regeneration and growth, with an additional 19,300 homes and 16,000 jobs, all proposed by 2021. These figures are a further indication of the underlying need to improve the areas around the employment hubs to aid the growth in the most efficient way possible. This will provide improved access to employment, ensuring that South Essex is an attractive location to invest and for companies to grow, by providing easy access to potential employees, markets and suppliers, including London and Europe.

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

The current issues experienced within the strategic road network, which constrain economic growth and development within the SE area, include:

- Major congestion around the employment hubs in Basildon, especially during peak periods, which prevents the efficient movement of goods and people
- Significant constraints on general traffic and public transport services experienced through a number of pinch points on the strategic road network, which have exceeded levels of capacity and cause congestion on the road network
- An absence of alternatives to the private car, through an ineffective public transport and cycle network, has resulted in a car dependent culture. This package of schemes will enable the steps necessary to provide a joined-up sustainable transport network.
- Currently, there is little inter-modal opportunity or trip-chaining opportunities. Improvements will be achieved through this suite of measures, which will adopt an integrated travel approach by bridging the gap between bus, rail and cycling, so that there is an easy transition between these modes. It will also enable improved access for residents across the south Essex area to access medical treatment without the worry of being delayed and missing appointments.

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

Unless this first phase of the package is provided, the existing road and public transport networks will become even more congested and overcrowded than at present, and accessibility within South Essex will continue to decline. This will affect the ability for the area to attract investment and consequently limit growth.

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

This is a scalable package of measures and reduction in scheme funding will have a proportionate effect on delivery and, consequently, the benefits outcome.

**3. Benefits**

*3.1.1 Estimate jobs and homes (direct, indirect, safeguarding, construction etc)*

	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2025	Post 2025	Total
Jobs	275	275	275	275	275	1375	2750	5775
Homes	143	143	143	143	143	712	1425	2995

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

The forecast increase in jobs and homes has been well established through various studies and it has been assumed that the delivery of new jobs and homes is flat-rated over the period, as per above.

**4. Risks**

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

See risk assessment below

b. Risk Assessment

Risk description	Like-likelihood	Impact	Like-likelihood x Impact	Mitigation	Owner
Stakeholder / Partnership opposition or management issues, public and / or organisational issues	2	3	6	Develop robust plans for stakeholder management and communications. Establish joint governance arrangements and early partnership work	ECC
Statutory Processes: Planning, PI, Orders, CPO	1	5	5	There are unlikely to be any barriers of this nature affecting these proposals, however some traffic orders may be required	Ringway Jacobs / ECC
Finance: escalation of project costs	3	3	9	Project costs will be carefully monitored as projects progress. However, the entire package is scalable, if required	Ringway Jacobs / ECC
Programme overrun; delivery issues	2	3	6	All potential impacts will be reviewed regularly, but no significant issues are likely. Extensive use of existing delivery capabilities through term contracts etc.	Ringway Jacobs
Technical project risks	3	3	9	Impact of utilities on delivery – regular early discussions proposed	Ringway Jacobs
Tender prices at variance with estimates leading to re-design or scheme cancellation	4	4	16	Obtain other recent tender information for use in price base comparison	Ringway Jacobs / ECC
Weather hinders or delays the works	2	2	4	Introduce programme float to cover potential slippage	Ringway Jacobs
C3 prices at variance with estimates leading to re-design or scheme cancellation	4	4	16	Ensure C3 and C4 requests are issued with sufficient time to allow for modifications	Ringway Jacobs
Discovery of undeclared utilities during construction	4	4	16	Undertake GPR surveys and timely trial holes	Ringway Jacobs
Discovery of contaminated ground or material on site	3	3	9	Undertake timely site investigation	Ringway Jacobs
Unforeseen ground conditions - re-design required	3	3	9	Undertake timely site investigation	Ringway Jacobs
Claims from nearby residents on noise and vibration	3	3	9	Undertake pre-construction monitoring. Ensure contractor is aware of NVH responsibilities	Ringway Jacobs
Invasive species found on-site, additional cost for site clearance	1	1	1	Unlikely, but undertake site survey	Ringway Jacobs
Construction cost escalation	4	4	16	Undertake pre-construction monitoring	Ringway Jacobs

Unforeseen discovery of protected species.	1	1	1	Undertake surveys for protected species, early site clearance	Ringway Jacobs
Contractor fails on delivery timing resulting in programme overrun	3	4	12	Tender scheme using appropriate quality questions to identify potential issues	Ringway Jacobs
Cost and time overrun associated with mitigating Tree Preservation Orders	2	2	4	Survey trees and develop mitigation early	Ringway Jacobs / ECC
Construction industry is overstretched and unable to deliver the schemes due to lack of resource. Note that some contractors are already declining to bid for schemes due to lack of resource. Likely impact is cost escalation or scheme delay.	3	3	6	Monitor industry tender prices and scheme delivery.	Ringway Jacobs / ECC
Reputational Risk - Risk of not being able to deliver all schemes at once	2	3	5	Careful management of aspirations.	Ringway Jacobs / ECC
Statutory undertakers lack resource to design, procure and implement diversionary works. Likely impact is scheme delay.	3	4	12	Early consultation with Utility companies and confirmation of programme for diversion work	Ringway Jacobs
Design Change - increased ambition throughout feasibility phase of project - Increased cost and programme delay.	2	3	5	Careful management of aspirations.	Ringway Jacobs / ECC
Design - Scheme costs do not anticipate the appropriate level of inflation or recognises an overheated market.	1	4	4	Appropriate levels of risk to be allocated to ensure inflation is accounted for, and that market is monitored.	Ringway Jacobs
Stakeholder Engagement - Accommodation works required to satisfy adjacent properties - Additional costs	3	3	9	Early engagement with stakeholders to establish specific requirements.	ECC
Utilities - Required Diversion works above the original assumptions made prior to detailed design - Increased cost and delay to programme.	3	4	12	Early utilities involvement. Timely C3 and C4 estimates.	Ringway Jacobs
Environmental - Invasive species found on-site - additional cost for site clearance, delay to programme	3	4	12	Earlier site investigation to establish local environmental factors.	Ringway Jacobs
Environmental - Unforeseen discovery of protected species. Increase cost - Delay	3	4	12	Earlier site investigation to establish local environmental factors.	Ringway Jacobs

programme.					
Procurement - Route to construction is unclear due to insufficient framework options - Programme delays	1	4	4	Establish route to procurement as early as practical to ensure delays are removed.	Ringway Jacobs
Land Ownership - potential land required from adjacent developer to widen access road.	4	4	16	Early negotiations with developer are taking place. Low risk as developer is working with Basildon Hospital and ECC regarding providing alternative access into the Hospital site. An alternative option will be prepared avoiding land requirement. Obtaining written agreement from developer	Ringway Jacobs / ECC
Joint funding partners with draw funding	1	4	4	Close liaison and written commitments to projects and funding	Ringway Jacobs / ECC

**The Economic Case**

**5. Options**

- *Please provide description of the main options for investment, together with their relative advantages and disadvantages (a SWOT analysis)*

**Strengths:**

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

**Weaknesses:**

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

**Opportunities:**

- Fully utilise the sub-region’s exceptional land, labour and capital assets to achieve its economic and growth potential
- Potential for “smart growth” – growth delivered through higher productivity and by bringing more of the resident population into economic activity
- Potential to build business resilience and growth through SME diversification / internalisation in strong core sectors
- Potential to increase employment in knowledge-intensive sectors
- Important location for housing development
- Potential to capitalise upon economic and infrastructure assets of national and international importance
- Making east – west transport links more resilient to

**Threats:**

- Global challenge - increasing the region’s competitiveness in the face of intensifying international competition
- Vulnerability from high dependence on a relatively small number of major Foreign Direct Investment (FDI) companies
- Significant change at the next General Election may bring changes in policies and investor confidence
- Potential decline of London as a world financial services centre
- Prevailing economic conditions may discourage private sector investment, including bringing forward key development sites
- Continuing / increasing threat to town centre viability
- Failure to build an environment (skills, infrastructure, housing) that attracts high value-adding, innovative

<p>incidents and congestion</p> <ul style="list-style-type: none"> <li>• Fully realise the potential of economic links with London, including capacity to accommodate growth to the East of London</li> <li>• Scope for further improvements in the highway and rail network, as demonstrated by previous schemes, delivering major benefits</li> </ul>	<p>businesses</p> <ul style="list-style-type: none"> <li>• Continued growth of low value employment stunting economic growth and increasing the level of under-employment</li> <li>• Public concern that growth will lead to increased congestion as a result of failure to invest in adequate infrastructure improvement</li> </ul>
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*Do nothing*

Do nothing is not a viable option. The A127 wider corridor is vitally important for the South Essex area which connects the M25, Basildon and Southend (including London Southend Airport). It also provides access to the wider area such as Basildon, Brentwood, Billericay, Canvey Island, Rochford and Wickford. It has strategic links to the A130, A129 and A13. From the Fairglen interchange, it is the primary route east to / from the Southend Central Area.

If the County Council, Basildon Borough Council and Basildon and Thurrock University Hospital Trust do not work in partnership to provide these improvements, as outlined in the package of measures set out above, then South Essex, and specifically Basildon, will not see investment and growth and it will be to the detriment of existing businesses, road users and residents.

The Council and partners will incur a reputational risk in not taking this opportunity to provide improvements, and, in addition, the capacity problems associated with this wider corridor will not be overcome and will continue to affect the adjoining A127, A130, A129 and A13 networks.

*Do minimum*

Any ‘Do Minimum’ alternative would reduce the range of options within the package of schemes and will proportionately deliver less benefit.

*Do something (best and final option; least net present cost option; highest risk adjusted NPV option; etc)*

This is the first phase of a scalable integrated transport package of asset and capacity improvements in the Basildon area containing the following projects, as detailed above:

- Basildon and Thurrock Hospital Access Road Widening, including widening of the shared cycle / pedestrian route, along with secure cycle parking and real time bus service information
- Cycle Routes
  - Gloucester Park, Broadmayne to Cranes Farm Road
  - Access to Laindon Station
  - South East access to Basildon Town Centre
- Wickford and Billericay Station Interchanges  
Infrastructure improvements in Partnership with Abellio Greater Anglia (AGA) to improve the transport interchanges and station environment with the provision of
  - Cycle parking
  - Motorcycle parking
  - Revised layouts to station forecourts
  - Real-time bus service information boards
 These improvements will be joint funded with AGA.

**Recommended Option: *What is the preferred option – and why?***

The preferred option is the ‘Do something’. This is a scalable package of measures that can be delivered on an individual basis, dependant on available budget, and can be prioritised in order of greatest benefit. This will ensure improvements are made to the key locations that will improve journey time reliability, provide alternatives to the car and improve the resilience of the highway network in the Basildon area.

5.4 Transport scheme assessment approach

5.4.1 Provide a brief description of a (spreadsheet-based) modelling and appraisal methodology as well as detail of data source used

See Appendix B

5.4.2 List all assumptions made for transport modelling and appraisal

See Appendix B

5.4.3 Provide key positive and negative impacts of the schemes in the table below as described in the Appraisal Summary Table and Social Distribution Impact analysis, where it is appropriate, supported by evidence.

- GVA – 39,466,184 the average uplift per annum = £3.04 annual uplift for every pound spent

Category of impacts	Quantified/Qualitative impact	Large Beneficial to Large Adverse
<b>Economy</b>	Business users and providers Reliability Regeneration Wider Impacts	Large Beneficial Large Beneficial Large Beneficial Moderate Beneficial
<b>Environment</b>	Noise Air Quality Greenhouse gas Landscape Townscape Heritage Biodiversity Water Environment	Slight Beneficial Moderate Beneficial Moderate Beneficial Slight Adverse Slight Adverse Neutral Neutral Neutral
<b>Social</b>	Commuting & Other users Accidents Physical Activity Journey Quality Reliability Option and non-use values Security Access to Services Affordability Severance	Large Beneficial Slight Beneficial Large Beneficial Large Beneficial Slight Beneficial Moderate Beneficial Large Beneficial Neutral Neutral
<b>Public Accounts</b>	Cost to broad transport budget Indirect tax	Slight Beneficial

The scheme promoters are NOT required to use Tuba type appraisal analysis. If any scheme promoter is interested in estimating value for money then a spreadsheet based analysis should be undertaken.

Value for Money Statement

	Present Values in 2010 prices and values
PVB	£ 7,221,968
PVC	£ 3,228,721
NPV = PVB - PVC	£ 3,993,247

Initial BCR = PVB/PVC	2.24
Adjusted BCR	
Qualitative Assessment	
Key Risks, Sensitivities	The assessment did not benefit from formal modelling, but was based on standard, reasonable assumptions. Please see additional information in <b>Appendix B.</b>
VfM Category	High

## Commercial Case

### 6. Procurement Route

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

#### Procurement Strategy

The Eastern Highways Alliance and SMARTe and the Highways Agency Framework have all been used extensively in prior major projects eg A12 Junction 28, Army & Navy, Chelmsford and Roscommon Way, Canvey.

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

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

- Early involvement with the contractor
- Use of Supply Chain partners who are familiar with the delivery of smaller complex projects under tight deadlines.
- Flexibility and opportunity to accelerate the delivery of smaller elements through the ‘Walk, Talk and Build’ process, thus increasing confidence in project delivery timeframe.
- The utilisation of the Framework is endorsed by the ECC procurement team and the ESH Construction Management Group

#### Risk Allocation

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

#### Maintenance

Work will be carried out on the existing highway network. All highway improvement works will be inspected annually and maintained by the Highways Authority.

## Financial Case

- **Total cost of the project**

List here the elements of gross costs, excluding optimisation bias.  
Please provide the date the prices for the cost estimate is based on (e.g. Q1 2014)

	* Cost Estimate status (E; F; D; T)	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Procurement Cost }	D		■					
Feasibility Cost }	D							
Detail Design Cost	D		■					
Management Cost	D		■					
Construction Cost	D		■					
Contingency	D		■					
QRA	D		■					
Other - Stats	D		■					
VAT (if appropriate)	D							
Sub-total Non-Works	D							
Sub-total Works	D							
<b>TOTAL COST</b>	<b>D</b>		<b>2,046</b>					

\*E = Broad estimate, D = Detailed estimate, T = Tender price, F= Feasibility estimate

○ **Source of funding**

List here the amount of funding sought

Funding Source	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
LGF		1,000					
Private Developers		80					
Borrowing							
Income							
Other (insert as many rows as required)							
<b>Local Contribution Total (leverage)</b>		<b>670</b>					
<b>Other Funding</b>							
– Abellio Greater Anglia for station works		225					
– ECC		71					
<b>TOTAL FUNDING</b>		<b>2,046</b>					

Please note that the totals for funding should match with the total for project cost.

Type of Funding	Funding Source	Please identify how secure the funds are	When will the money be available
Public	LGF	Secure subject to Business Case	2015/16
	Borrowing	Secure in ECC budget for 2015/16	2015/16
	Income		
	Other (insert as many rows as required)		
	<b>Local Contribution Total (leverage)</b>	<b>0.6</b>	
Private	Please list all developers	S106 Land North of Station Avenue Wickford	2015/16
	<b>Private Developers Total</b>	<b>0.08</b>	

	<b>Other Funding</b> (ensure naming every institution; insert as many rows as required) Abellio Greater Anglia	0.225	2015/16
<b>a. Affordability gap</b>			
n/a			

## Management Case - Delivery

### 7. Delivery

a. Provide high level information about arrangements that will ensure delivery of this project  
Project plan (Gantt chart) – see attached chart at appendix 2

#### Project Management Arrangements and Governance

##### Background

This plan outlines the project structures and processes that will be used to govern activities.

##### Project Organisation

The organisation to deliver the scheme is indicated in Figure 1 below. The roles and responsibilities of the parties indicated in the figure are described in the following paragraphs.

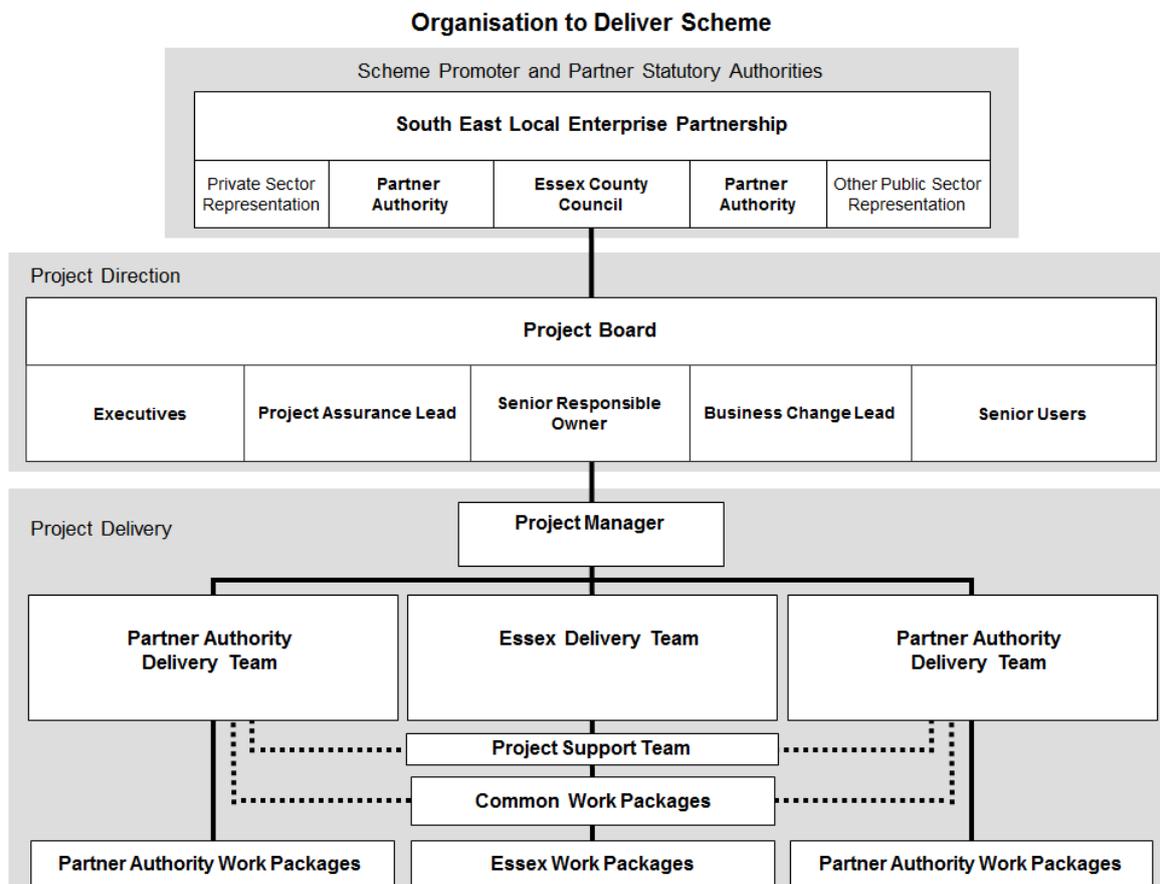


Figure 1: Arrangements for Scheme Delivery

#### Roles of Key Interested Parties:

**South East Local Enterprise Partnership Board (SELEP)** – brings together senior officers and transport portfolio

holders of the partner statutory authorities promoting the scheme. Essex County Council acts as the lead authority for the scheme and provides the project's Senior Responsible Owner.

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

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

- The responsibilities of the Project Board include:
- Setting the strategic direction of the project, in the context of local policies and the work of the SELEP
- Defining the scope and setting the timescales for major project milestones
- Approving the appointment of the Project Manager
- Providing the Project Manager with the strategy and decisions required to enable the scheme to proceed to programme and resolve any challenges
- Securing necessary approvals through the partner statutory authorities
- Approving the project scope of work, programme and budgets, as well as any subsequent changes
- Signing off completion of each stage of the project and authorising the start of the next stage
- Monitoring project risks and taking any appropriate action to mitigate risks.

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

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

#### Individual Roles:

**Senior Responsible Owner** (P Bird, ECC) – has ultimate responsibility and delegated authority for ensuring effective delivery of the scheme on time and on budget.

**Project Manager** (B Gould, ECC) – is the individual responsible for organising, controlling and delivering the scheme. The Project Manager leads and manages the project team, with the authority and responsibility to run the project on a day-to-day basis.

**Executives** – represent the group in each partner statutory authority with responsibility for obtaining funding for the scheme (C Stevenson, ECC) and securing resources to deliver it (D Stanesby, ECC). In Essex County Council this is the Transport Strategy and Engagement Group.

**Senior Users** (D Forkin, ECC) – represent the group in each partner statutory authority who will oversee the future day-to-day operation of the scheme.

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

**Business Change Lead** – is responsible for facilitating internal and external transition required to support the successful establishment of the scheme.

Resources to support this project will be prioritized to ensure efficient delivery at the earliest opportunity.

#### Stakeholders

There have been a number of stakeholder discussions, with BDC etc, primarily involved with Hospital access, but also discussing the other proposals contained in the scheme above. Additionally, within the last few years, ECC

has worked with BDC on a number of programmes connected with the Basildon Enterprise Corridor. Basildon District Council and Essex County Council have also worked together during the development of the Basildon Local Development Framework.

**Risk Management:**

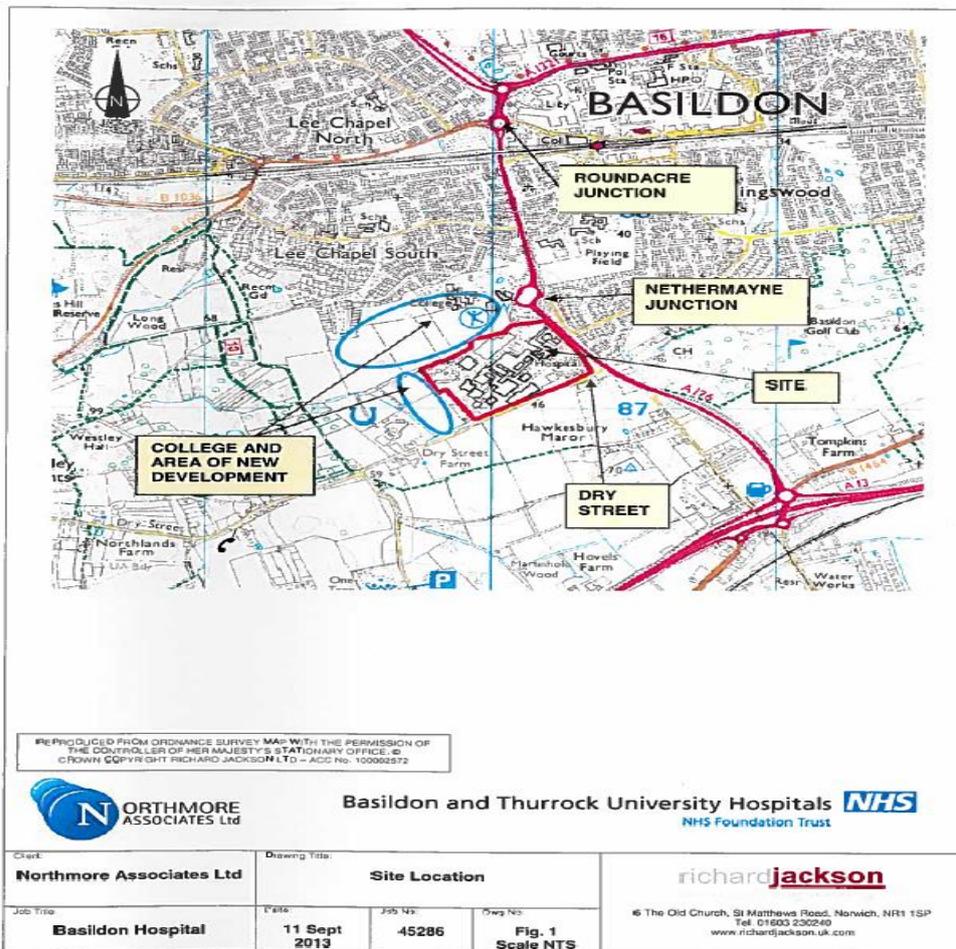
A proactive risk management procedure is in operation, including a quantified risk assessment approach, which ensures that risks are continuously identified, owners assigned and mitigation measures put in place. Regular reviews check the status of each risk and regulate their control and mitigation.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

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

- Project and programme risks related to delivery;
  - Consultation and stakeholder acceptance;
  - Reputational risks to the project partner authorities (and ultimately the contractors and service providers);
  - Statutory Processes; and
  - Financial and funding risks.
- 
- *Benefit realisation plan and monitoring* – See Appendix 2
  - *Contingency plans (if applicable)*
  - *Independent Technical Evaluators' sign off*

**Appendix 1a****• Basildon Hospital Access Improvements**

- Access road widening - working in partnership with the Basildon & Thurrock University Hospital NHS Foundation Trust.
- The plan below shows the location of the hospital in relation to key junctions and the adjacent major development.



- The hospital employs over 4,500 staff serving a population of 405,800 across South Essex. The hospital is also home to the Essex Cardiothoracic Centre.
- Basildon Hospital has one access road that serves the entire hospital. The multi-story car park exit goes from 3 lanes rapidly down to one. This continues to the main junction on the A176. In the PM peak, patients and staff experience significant delays, sometimes up to 1 hour 40 minutes from the time of leaving the parking space to entering the roundabout. This delay is affecting the performance of Basildon Hospital and its ability to retain and recruit staff, which constrains the employment growth of the area.
- In September 2013, a Traffic Impact Assessment was undertaken by Richard Jackson Ltd on behalf of the University Hospital Trust. The resulting report set out short, medium and long term proposals.

**The Short Term**

- Installation of part-time pre-signals on the north bound arm of the Hospital Roundabout on the A176 – work was funded and commissioned by the Hospital Trust and completed summer 2014. The signals operate in the PM peak to give traffic exiting the hospital site the opportunity to enter the main traffic flow.

The pre-signals were trialled for three days during October 2013. It was found that the two nearby Toucan crossings would need to be linked to the new signals to gain most benefit. This trial resulted in the longest exit journey time being 30 minutes.

- Work is progressing on the A176 Nether Mayne Pinch Point Scheme to widen the northbound carriageway to two lanes to the railway bridge and two lanes in both directions under the bridge. This scheme is programmed to be completed by April 2015. This scheme was already in design when the impact assessment was undertaken and was taken into consideration and included as one of the measures.

**The Medium Term**

Widening of the exit road is the next phase of this package. This will provide two lanes from the car park exit through to the A176 roundabout. As part of the widening, the current shared use cycle / pedestrian

route will be widened and tie in with the hospitals changes to the main entrance, forecourt and bus turning / interchange.

Land will be required from the neighbouring development site to enable the widening by the car park exit. Successful discussions have been had with the developer and current land owners who are willing to enter into an agreement for the Highway Authority, Essex County Council, to acquire a parcel of land. The widening of the section of the access road to the A176 roundabout will be accommodated within the highway boundary and land owned by the hospital.

The scheme is currently in detailed design and is programmed to be on site early summer 2015. The scheme will be procured through, and constructed by, the Essex Highways Partnering Framework Contract.

- The hospital is also refreshing its Travel Plan. To encourage cycling as a sustainable and healthy choice for travel to work, two sites have been identified within the hospital grounds for additional secure cycle parking which will be provided as part of this ITP.
- Real time bus passenger information will also be installed at key areas across the hospital site in addition to the information boards at the bus stop. The sites identified are the Café, Accident and Emergency reception area and the Cardiothoracic Centre.

### The Long Term

The Hospital Trust is currently reviewing its internal traffic movements and road network and intends to improve the existing bus turnaround point. [REDACTED]

### Consultation and Engagement

- This package of measures has been developed in partnership with Basildon and Thurrock University Hospital NHS Trust. ECC is working closely with the Estates team, through a project board, to ensure the package of measures, as set out above, will address the traffic management issues across the site. [REDACTED]

- A communication strategy is in its early stages of development. As the widening scheme develops, information will be provided to staff, patients and visitors on what changes are to be made, when and how it will affect them during construction and the resulting benefits.

### Outcomes

- These measures will directly support the County Council's Outcomes for the residents of Essex to
  - Develop and maintain the infrastructure that enables our residents to travel and our businesses to grow
  - Support employment and entrepreneurship across our economy
  - Improve public health and wellbeing across Essex

### By

- Improving exit journey times for staff, patients and visitors from the hospital site
- Staff retention and recruitment improved which, in turn, will improve the service for patients and hospital performance
- Improve sustainable transport choice facilities and encourage cycling, walking and the use of buses by staff, patients and visitors.

- **Cycling Infrastructure**

- Essex County Council (ECC) is aware that embedding convenient active travel methods into the lives of residents is the key to reducing congestion on the roads, helping people live healthier lives and connecting our communities.

We share the Department for Transport's ambition to double cycling trips between now and 2025, and also look to establish walking and cycling as the 'default' option for journeys of under 5 miles in Essex wherever practicable. Our programme plan will be based around five key priorities which contribute directly to achieving the Council's seven Outcomes for the residents of Essex.

These priorities are the motivations which underpin all of our cycling related activities as a council, with clear mechanisms as to how we can measure our progress against these outcomes as follows:

**Priority 1: Healthier and more physically active residents**

- Double the number of cycling trips in Essex from 2014 levels by 2025
- Increased percentage of school age children walking and cycling to school in line with national expectations.

**Priority 2: People choose to make journeys by bike as opposed to by car**

- Percentage of modal shift from car journeys to bike journeys, especially for journeys to work
- Increased number of journeys under five miles made by bike rather than car.

**Priority 3: Cyclists are safe, both on and off the road**

- Reduced cyclist KSI rates from 2014
- Increased Cyclist safety satisfaction surveys
- Increase number of Bikeability training courses provided to both children and adults

**Priority 4: People are engaged with cycling through Essex led events**

- Number of successful events hosted in Essex.
- Increased number of visitors to Olympic Hadleigh site

**Priority 5: Infrastructure in Essex is appropriate for active travel**

- User satisfaction with cycleway connectivity, as measured by NHT and supplemented by local surveys with partners.
- Increase miles of signed cycle routes

Essex is hugely proud of its cycling legacy, having successfully hosted the mountain biking during the London 2012 Olympics as well as the historic Tour de France earlier this year and we have worked with significant national partners to deliver many other successful cycling events. Events have included the Tour Series, Tour of Britain and the Women's Tour. The topography of Essex is well suited to cycling, being relatively flat in the majority of towns and villages, and existing cycling infrastructure is well used. To build on this, we have already implemented a variety of very successful cycling initiatives, gained the award winning Cycle Town Status for Colchester (2008-2011) and ongoing legacy. Following the success of the Colchester model, ECC has run similar initiatives including branding of existing infrastructure, training and promotions in other large Essex towns such as Harlow, Chelmsford and Basildon.

Through our strong links with the Basildon Borough Council we are committed to working locally to find the right sustainable travel solutions for the area. ECC work alongside a variety of voluntary cycling organisations to encourage participation in led rides, bike maintenance workshops and cycling festivals.

- Basildon is a new town and as such a cycle network was provided as part of the highway network when the development took place. This network has been improved upon in places over the years but is now in need of significant work to improve existing facilities to current standards and provide new links to new housing and employment sites if cycling is to become a practical and easily accessible mode of travel for Basildon residents.
- The first phase of this project includes the following routes
  - Gloucester Park – Broadmayne to Cranes Farm Road  
This route links the new development to the south of Gloucester Park to the employment and retail areas to the north of the town.
  - Access to Laindon Station

Laindon Station is on the C2C line to Fenchurch Street. It serves the west of Basildon and is the station of choice for some commuters from Billericay. Parking at the station is at a premium as with most stations on this line. The provision of an improved cycle route from north Laindon will encourage cycling as a means of travel and in turn reduce the demand for parking and reduce the use of the car.

- South East access to Basildon Town Centre and rail station  
Improvements to existing routes will enable access for cyclists to the town centre, the new relocated South Essex College Basildon Campus and rail station. C2C are upgrading cycle parking facilities at the station with secure parking on an area of land adjacent to the station access and booking office.

New routes and improvements to other existing routes will be identified once the proposals for the Town Centre regeneration have been finalised. ECC is working closely with Basildon Borough Council to ensure this is informed by the current and emerging local development plans. This will be taken forward in the new Basildon Cycling Strategy which is currently in development.

- Consultation and Engagement
    - This package has been developed in partnership with Basildon BC and supports the proposals for development and growth as identified in the LDP
    - The Basildon cycling strategy is being reviewed and updated. This will involve local cycling groups, Basildon BC and other stakeholders.
    - A communication strategy is also being developed alongside this.
  - Outcomes
    - These measures will directly support the County Council's Outcomes for the residents of Essex to
      - Develop and maintain the infrastructure that enables our residents to travel and our businesses to grow
      - Support employment and entrepreneurship across our economy
      - Improve public health and wellbeing across Essex
- By
- Improving the existing cycle network
  - Longer term provision of new routes
  - Linking housing areas to employment areas

- **Wickford and Billericay Station Interchange Improvements**

- The Rail line to Southend Victoria via London Southend Airport joins the Great Eastern Mainline (GEML) at Shenfield. London Southend Airport with scheduled air services to Europe and its neighbouring business park offers capacity for 7,200 new jobs within the Adopted Southend Airport Joint Area Action Plan (December 2014). Adjacent to Southend Victoria station, a major redevelopment promises a new town centre quarter and office development along Victoria Avenue that will be delivered as part of the newly secured City Deal. This line gives residents in the Basildon Borough area of Billericay and Wickford access to key employment areas to both the east and west including London.
- It is critical that passengers are able to access good quality public transport, and access other options like cycling, in order to journey to and from rail stations. Essex has recently launched '*Getting Around in Essex – A Bus and Passenger Transport Strategy*' which is intended to grow the bus network and passenger journeys. A key element of that strategy is partnership working. ECC is working in partnership regularly and constructively with Abellio Greater Anglia (AGA), the franchisee for the Southend Victoria line, to ensure an integrated approach to planning and delivery of improved station interchanges with the provision of
  - Improved Cycle parking
  - Improved Motorcycle parking
  - Revised layouts to station forecourts
  - Real-time bus service information boards

These improvements will be jointly funded with AGA. Work on Network Rail / AGA land will be procured and delivered by AGA. Works on highway will be procured through the Essex Highways Partnership Framework Contract.

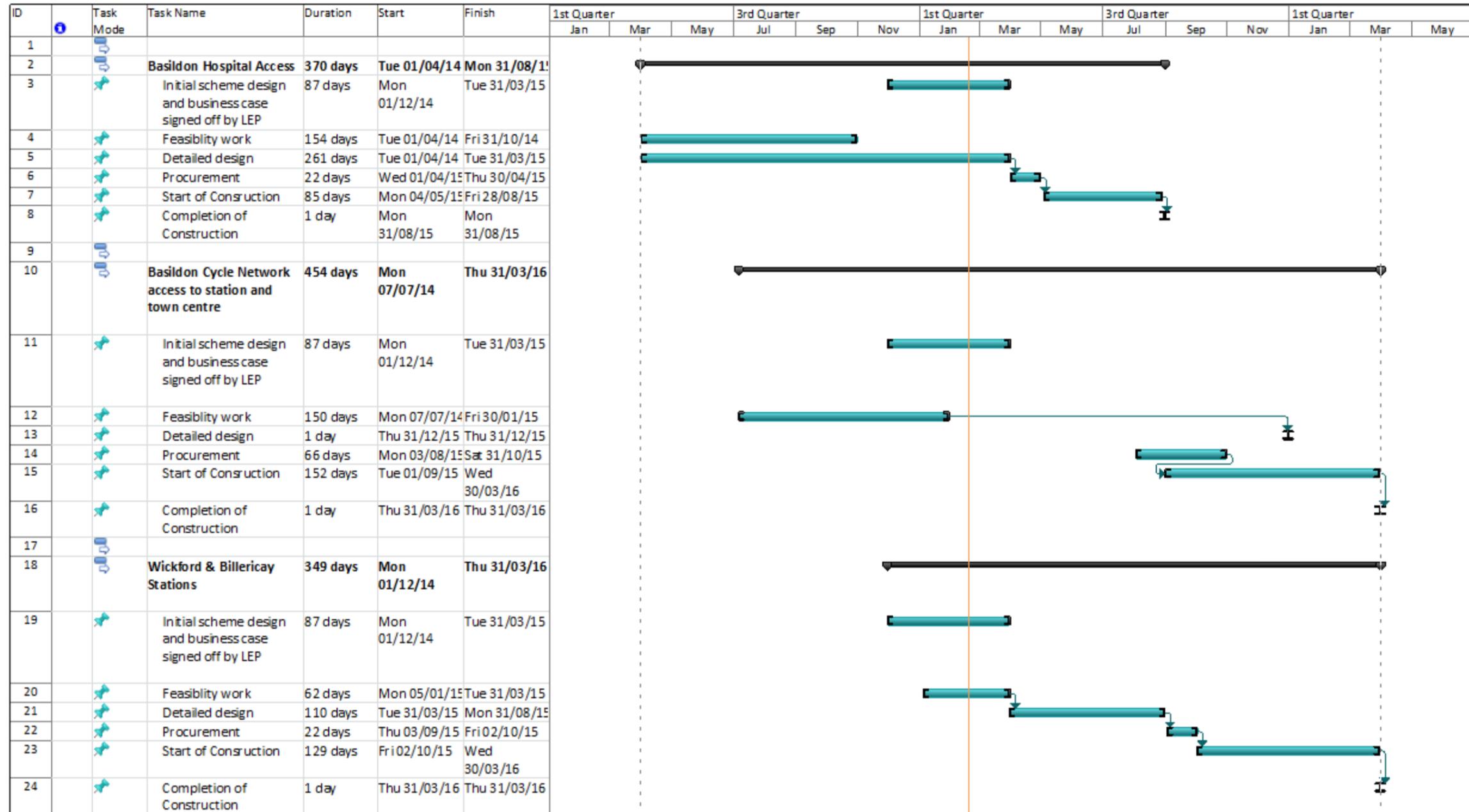
- Consultation and Engagement
    - Essex CC has been working in partnership with Abellio Greater Anglia in the development of these proposals.
    - A communication strategy is being developed which will set out how and when consultation and engagement will take place with other stakeholders such as bus and taxi operators and rail passengers.
  - Outcomes
    - These measures will directly support the County Council's Outcomes for the residents of Essex to
      - Develop and maintain the infrastructure that enables our residents to travel and our businesses to grow
      - Support employment and entrepreneurship across our economy
      - Improve public health and wellbeing across Essex
- By
- Improving the connectivity at rail stations for all road users, especially cyclists, pedestrians, bus and taxi users with revised layouts at station forecourts
  - Provision of additional cycle and motorcycle secure parking facilities
  - Reducing the need to travel by car to the station by providing facilities for alternative sustainable modes of transport.

## Basildon ITP

## BENEFITS REALISATION PLAN SUMMARY

	Benefits	Performance Indicator	Type*	When Delivered	Responsibility for Delivery	How Measured	Success Management
1.	<b>Economy:</b> Improve the economic efficiency and reliability of the local road network by reducing congestion on the main arterial roads.	SEP	DFB	Completion of full scheme	ECC / BDC Scheme Project Managers	Measure pre-scheme peak period traffic flows, journey times baseline figures compared to post-opening. After surveys within 3 months and then 1 year after scheme opening. Surveys on existing & new network.	Based on PRINCE II Project Management principles. Project team will use established best practices for this type of scheme.
2.	<b>Economy:</b> Encourage more people to use sustainable travel with improved bus services, improved pedestrian access and upgraded cycleway connections.	SEP	DFB	Completion of full scheme	ECC / BDC Scheme Project Managers	Measure pre-scheme peak period traffic flows, journey time baseline figures compared to post-opening – 3 months and 1 year after.	Based on PRINCE II Project Management principles. Project team will use established best practices for this type of scheme.
3.	<b>Sustainability:</b> Improve sustainability by encouraging people to use sustainable travel with improved bus services.	SEP	DFB	Completion of full scheme	ECC / BDC Scheme Project Managers	Measure bus usage pre and post scheme – 3 months and 1 year after. Conduct passenger surveys to measure levels of customer satisfaction – 3 months after.	Based on PRINCE II Project Management principles. Project team will use established best practices for this type of scheme.
4.	<b>Sustainability:</b> Improve sustainability by providing improved cycleway and pedestrian connections.	SEP	DFB	Completion of full scheme	ECC / BDC Scheme Project Managers	Measure cycleway usage pre- and post- scheme – 3 months and 1 year after. Conduct cycle surveys to measure levels of satisfaction – 3 months after. Similarly, conduct pedestrian surveys – 3 months after.	Based on PRINCE II Project Management principles. Project team will use established best practices for this type of scheme.
5.	<b>Economy:</b> Provide improved and cost effective access to town centre.	SEP	DFB	Completion of full scheme	ECC / CBC Scheme Project Managers	Measure car peak period traffic flows, journey time baseline figures. Surveys within 3 months and then 1 year after scheme opening.	Based on PRINCE II Project Management principles. Project team will use established best practices for this type of scheme.
6.	<b>Accessibility:</b> Facilitates access to town centre.	SEP	DFB	Completion of full scheme	ECC / BDC Scheme Project Managers	Conduct specific journey time surveys once scheme is complete – 3 months after.	Based on PRINCE II Project Management principles. Project team will use established best practices for this type of scheme.
7.	<b>Integration:</b> Integrate land-use, regeneration & transport policy by providing public transport infrastructure as part of the strategy for regeneration and growth.	SEP	DNFB	During design and on completion of full scheme	ECC / BDC Scheme Project Managers	Undertake before and 3 months after infrastructure comparisons.	Liaise with other Councils throughout scheme design to ensure seamless scheme integration. Project teams will use established best practices for this type of scheme.
8.	<b>Safety:</b> Address congestion and capacity issues to the town centre for residential, commuter and commercial traffic.	SEP	DNFB	Completion of scheme	ECC / BDC Scheme Project Managers	Pre-scheme accident baseline figures compared to post opening. After data collection within 1 year after scheme opening. Figures from ECC accident data base to be supplied by Essex Police.	Based on PRINCE II Project Management principles. Project team will use established best practices for this type of scheme.
9.	<b>Safety:</b> Flows will be improved as traffic is taken out of the network.	SEP	DNFB	Completion of scheme	ECC / CBC Scheme Project Managers	Pre-scheme accident baseline figures compared to post opening. After data collection within 3 months and then 1 year after scheme opening. Figures from ECC accident data base to be supplied by Essex Police.	Based on PRINCE II Project Management principles. Project team will use established best practices for this type of scheme.
10.	<b>Environment:</b> Ensure compliance with international, national, regional and local plans, policy and legislation.	ECC / CBC Locally Defined	IB	During design and on completion of full scheme	ECC / BDC Scheme Project Managers	All current and proposed legislation & policies will be adhered to. Full consultation with all key local stakeholders during process.	Project team will use established best practices for this type of scheme.
11.	<b>Environment:</b> Minimise project programme slippages and delays through the early identification of environmental / topographical issues.	ECC / CBC Locally Defined	DFB	During design and on completion of full scheme	ECC / BDC Scheme Project Managers	Monitor progress regularly (weekly) against programme until completion of scheme.	Undertake early Environmental and Topographical checks to avoid later issues. Project team will use established best practices for this type of scheme.

\*Types: Direct Financial Benefit (DFB), Direct Non-financial Benefit (DNFB), Indirect Benefit (IB)



Project: Basildon ITP Programme  
Date: Thu 19/02/15

Task		Project Summary		Inactive Milestone		Manual Summary Rollup		Deadline	
Split		External Tasks		Inactive Summary		Manual Summary		Progress	
Milestone		External Milestone		Manual Task		Start-only			
Summary		Inactive Task		Duration-only		Finish-only			