

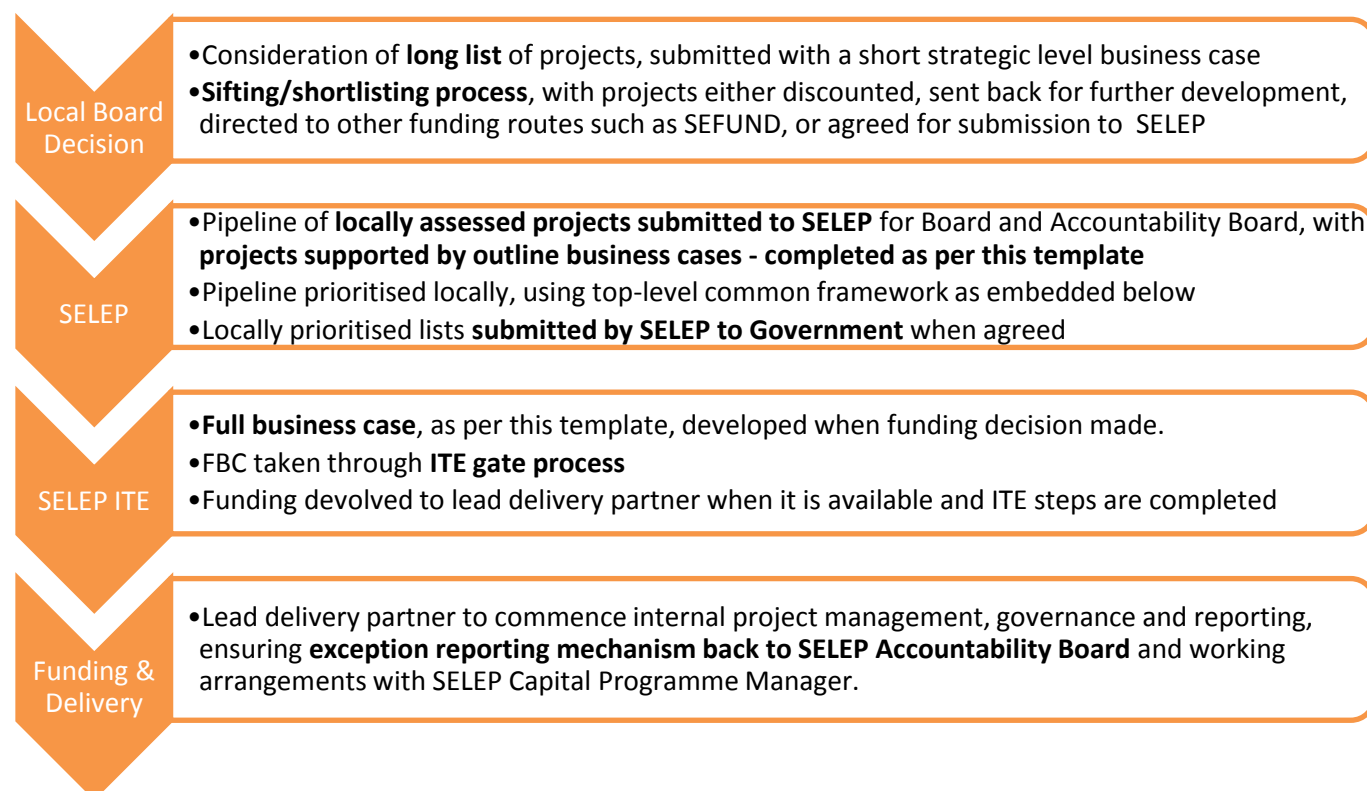
## The template

This document provides the template for non-transport project business cases for funding which is made available through the South East Local Enterprise Partnership. It is therefore designed to satisfy all SELEP governance processes, approvals by the Strategic Board, the Accountability Board and also the requirements of the Independent Technical Evaluation process where applies.

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

## The process

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



Version control	
Document ID	Gate 2
Version	02
Author	Krithika Ramesh, Justin Styles, Mott Macdonald
Document status	Draft
Authorised by	Paul Mathieson
Date authorised	

Applicants for funding for non-transport projects should complete the blue sections only

Applicants for funding for transport projects should complete both the blue and the orange sections

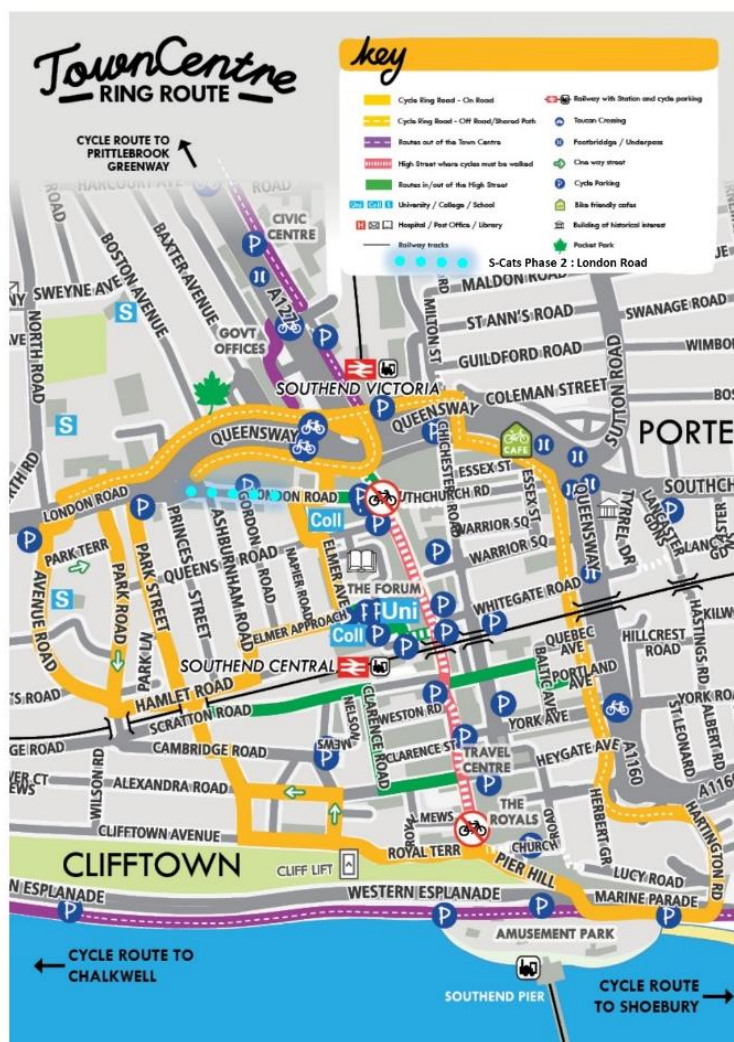
## 1. PROJECT SUMMARY

1.1. Project name	<b>Southend-on-Sea Central Area Transport Scheme (S-CATS) Phase 2- London Road area</b> S-CATS Phasing plan in <i>Appendix 1</i>
1.2. Project type	<b>Public Realm, walking and cycling infrastructure improvement</b> <i>Phase 2 of a 4 Phase Integrated Transport Package including junction improvements, public realm and walking/cycling facilities</i>
1.3. Location	<b>Southend-on-Sea Town Centre</b>
1.4. Local authority area and postcode location	<b>Southend-on-Sea Borough Council</b>  Southend Central Area (London Road area- London Road, College Way, Queens Road and Elmer Avenue)
1.5. Description	<p><b>Overview</b></p> <p>Southend Central Area Transport Scheme (S-CATS) represents a major opportunity to support the continued growth and regeneration of the Southend Central Area. It is the delivery mechanism for the policies set out in the <a href="#">Southend Central Area Action Plan</a> (SCAAP) Revised Proposed Submission Document that are aimed at strengthening and transforming the Town Centre sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourism attraction – an excellent place to live, work and visit. The SCAAP is part of the spatial planning strategy for the Borough, providing detail on the policies set out in the Core Strategy.</p> <p>If Southend Town Centre is to remain and develop as a destination for visitors, residents and businesses, the streetscape and public spaces must be improved to support the overall offer. If town and city centres across the UK are to continue to have a key economic role in the future, then they have to have quality streetscapes and public realm that can encourage people to visit, and businesses to invest. There is competition between towns and cities for visitors, and there is also competition for retail from out-of-town developments and online. Many Local Authorities have recognised this over the last few years and invested heavily in the place-making project of urban improvements as part of economic regeneration strategies. Southend Borough Council is determined to therefore continue the work that has taken place over the last few years to improve the public spaces across the Town Centre including City Beach, Victoria Gateway and Warrior Square Gardens.</p> <p>The scheme will be developed in four phase (See Phasing plan in <i>Appendix 1</i>):</p> <ul style="list-style-type: none"> <li>• Phase 1: Victoria Avenue Improvements</li> <li>• Phase 2: London Road Area</li> <li>• Phase 3: Stub end of London Road Area (between College Way and Victoria Circus)</li> <li>• Phase 4: Victoria Circus</li> </ul> <p>Phase 1 included a series of junction improvements along Victoria Avenue that better manages traffic into and out of the town centre. Access and public realm improvements along London Road, College Way, Queens Road and Elmer Avenue are the next steps to encourage more residents and tourists to visit and spend time in the Town Centre and for local businesses to flourish.</p>

## S-CATS Phase 2 (London Road area)

The scheme aims to improve the streetscape, public realm and walking/cycling facilities along the segment of London Road, College Way, Queens Road and Elmer Avenue that provide access to the high street, the main library (The Forum), College, University and other key destinations in the Town Centre.

### London Road (between London Road/Queensway roundabout and College way)



In addition to being an important retail area with one of the largest supermarkets (Sainsbury's) and a number of local shops and restaurants, London Road is also the missing link that completes the 'Town Centre Ring Route'.

'Town Centre Ring Route' is a network of on-road, off-road shared cycle paths that form the main cycle route in Town Centre. It connects key locations in the Town Centre to the two main cycle routes in the Borough, Prittlebrook Greenway and Seafront Cycle route. Please see map on the left for details of the cycle ring route.

Town Centre Ring Route Map

Improvement to the public realm and walking and cycling facilities along London Road will increase footfall and dwell times in this part of Town Centre, which is a key gateway to the high street, creating more opportunities for businesses and a vibrant social environment for residents and tourists.

### College Way / Queens Road / Elmer Avenue route between London Road and The Forum / South Essex College

This is a key route to the main library (The Forum) and South Essex College and the University of Essex from London Road. It has many local shops, cafes, restaurants and university accommodation, which along with the new Library facilities has led to an increase in the footfall and demand for better public realm.

S-CATS phase 2 (London Road area) will continue the improvements made to create a better environment for pedestrians, cyclists and public transport users in the London Road area. In 2011, the area started to transform with the completion of the Victoria Gateway scheme funded by the Community Infrastructure Fund. Improvements along London Road (between North Road and London Road/Queensway roundabout), Queensway and Victoria Gateway continued as a part of the Queensway Urban Realm and Cycle Improvements scheme. This scheme, funded by the EU Bike Friendly Cities project and Local Transport Plan (LTP), was completed in 2015. Alongside this scheme, the Pocket Places for People project, delivered in partnership with Sustrans, was a community led street redesign project that resulted in the creation of a pocket park along Queensway and greening of Victoria Gateway. It is essential to project these improvements to include the remaining London Road area for the full realisation of benefits to local community and economy.

Elements of these previous scheme designs (Photos provided on next page) including widening of the footways, surface treatments, planters and street furniture greatly improved the public realm in the area and will therefore be extended along London Road (between London Road/Queensway roundabout and College Way), College Way, Queens Road and Elmer Avenue as a part of S-CATS phase 2 (Scheme layout options in *Appendix 2*).

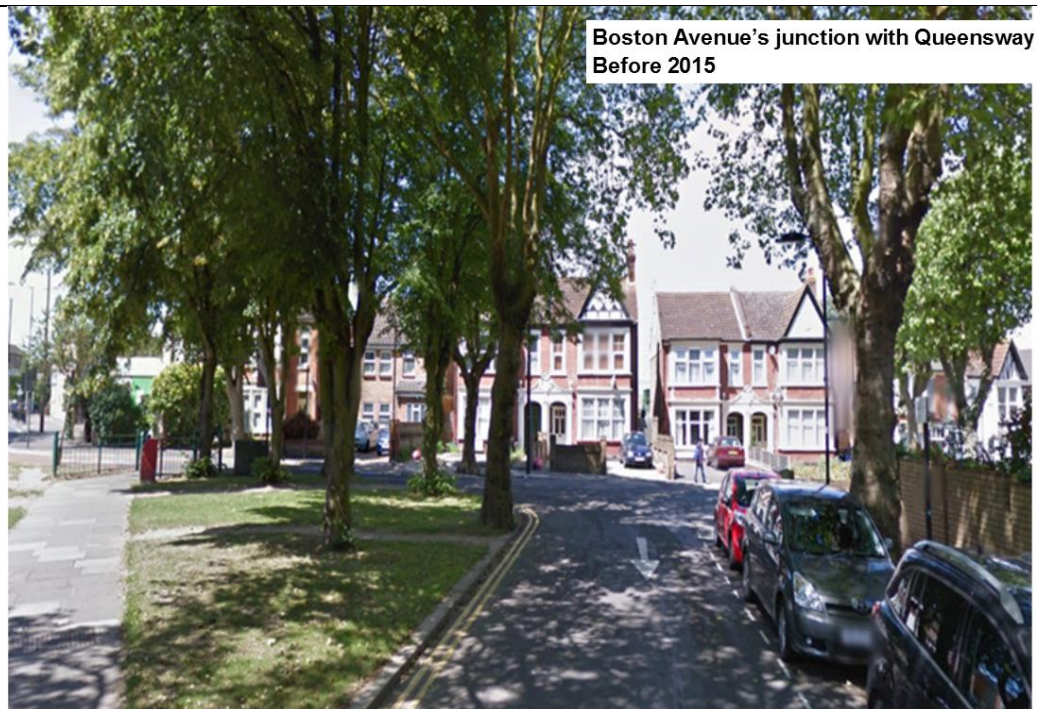
S-CATS Phase 2 also links to the on-going works along Victoria Avenue to improve walking and cycling as a part of S-CATS Phase 1 (Victoria Avenue).





Previous public realm improvement scheme around the London Road area





Boston Avenue's junction with Queensway  
Before 2015



Boston Avenue's Pocket Park  
2015

Previous public realm improvement scheme around the London Road area

1.6. Lead applicant	Southend-on-Sea Borough Council
1.7. Total project value	£2 m
1.8. SELEP funding request, including type (e.g. LGF, GPF etc.)	<p>£2m</p> <p>The S-CATS scheme is seeking funding of £7m from the South Essex Local Enterprise Partnership. The allocation is profiled across four years as set out below :</p>

	Financial Year	2016-2017	2017-2018	2018-2019	2019-2020
	Local Growth Fund	£1m	£2m	£2m	£2m
<b>1.9. Rationale for SELEP request</b>	<p>The economic growth potential of Southend has been recognised by Government in inviting the borough in early 2013 to negotiate a City Deal. This seeks to address the challenge to economic growth posed by the limited availability of land for development and constraints arising from a concentrated urban population.</p> <p>The purpose of S-CATS phase 2 scheme is to take forward improvements that are seen as necessary to improve access to, and sense of place in, the Town Centre and therefore key to Town Centre's continued role as a key destination and driver of the local economy. These improvements will carry forward the work done as a part of S-CATS Phase 1 (Victoria Avenue) to support the continued growth and regeneration of the Southend Central Area.</p> <p>Phase 1 included a series of junction improvements along Victoria Avenue that better manages traffic into and out of the town centre. Access and public realm improvements along London Road, College Way, Queens Road and Elmer Avenue are the next steps to encourage more residents and tourists to visit and spend time in the Town Centre and for local businesses to flourish.</p> <p>The London Road area has transformed in recent years into a vibrant area of cafés and restaurants that, together with the Sainsbury's, generate significant activity in the area including movements to and from the High Street. S-CATS Phase 2 will help increase permeability for pedestrians and cyclists at this key gateway and interchange to the town centre, including improved links to/from Queensway and rest of London Road.</p> <p>S-CATS Phase 2 (London Road) supports the objectives of the <a href="#">Southend Central Area Action Plan</a> (SCAAP) Revised Proposed Submission Document and is the delivery mechanism for the policies set out within it that are aimed at strengthening and transforming the Town Centre sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourism attraction – an excellent place to live, work and visit. The SCAAP, when adopted, will form part of the Southend-on-Sea Local Planning Framework, providing detail on the policies set out in the Core Strategy.</p> <p>S-CATS Phase 2 supports this vision by building upon existing successes and investment and unlocking the potential of significant regeneration opportunities. Developments within the Central Area will be supported by transport improvements to create a safe and vibrant atmosphere for communities and businesses and as a welcoming visitor experience.</p> <p>Any new road layout will include the following key features:</p> <ul style="list-style-type: none"> <li>• Realignment of the carriageway to include provision for cycling</li> <li>• Replacement of Sainsbury's' mini roundabout with simple junction that is at a raised level acting as a traffic calming feature simplifying movements for pedestrians at this location</li> <li>• Replacement of the mini roundabout junction at College Way with a simple junction that is also at a raised level acting as a traffic calming feature</li> <li>• Raised tables at London Road's junction with Ashburnham Road and Gordon</li> </ul>				

	<p>Road</p> <ul style="list-style-type: none"> <li>• Reduction in speed limit from 30mph to 20mph</li> <li>• Sustainable Urban Drainage System along the footway and cycleway</li> <li>• Improved street lighting</li> <li>• Block paving of footway, cycleway and parking bays</li> <li>• Improvements to landscaping including introduction of trees and planters</li> </ul> <p>These changes will require the reallocation of road space to provide a larger area for pedestrians and an improved street environment, while also maintaining essential access for delivery vehicles, taxis and cars.</p> <p>The scheme layout options are included within <i>Appendix 2</i> and key benefits document is in <i>Appendix 3</i></p>
1.10. Other funding sources	Southend-on-Sea Borough Council
1.11. Delivery partners	Not applicable
1.12. Start date	October 2017
1.13. Practical completion date	March 2018
1.14. Project development stage	<del>Inception, option selection, feasibility, preliminary design-detailed design, implementation</del>
1.15. Proposed completion of outputs	March 2018
1.16. Links to other SELEP projects, if applicable	<p>The scheme supports and compliments the improvements made to A127/A13 Victoria Gateway.</p> <p>Links to the junction improvement works and continues public realm/walking/cycling enhancements being undertaken along Victoria Avenue as a part of S-CATS phase 1.</p>



## 2. STRATEGIC CASE

*The strategic case determines whether the scheme presents a robust case for change, and how it contributes to delivery of the SEP and SELEP's wider policy and strategic objectives.*

### 2.1. Challenge or opportunity to be addressed

*Describe the key characteristics of the challenge to be addressed and the opportunity presented. Provide an overview of the evidence supporting this and the impact of not progressing the scheme.*

**S-CATS Phase 2 has a strong strategic policy context and builds on the successes of previous schemes, including S-CATS phase 1, to supports growth of housing, employment and local economy in the Town centre.**

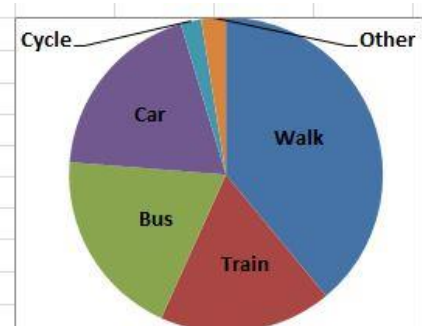
1. Southend's adopted Core Strategy makes provision for a large share of the Borough's employment and housing growth and associated regeneration to be focussed in the Central Area, this will be associated with an increase in the levels of traffic growth in the area.

The Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document will guide and promote all development and regeneration within the town centre area and central seafront until 2021. The document sets out the overall ambition for London Road policy area (See Policy Area map within the SCAAP executive summary attached as *Appendix 4*) to be an area of Town Centre that provides for high quality office space, shops, cafes/restaurants, and homes above street level. It also identifies the need for this to be complemented by high quality public realm enhancements to create a pedestrian-priority area and improvements for pedestrians and cyclists.

With considerable housing and commercial development planned for the London Road policy area in the near future, S-CATS will be a critical element of the wider approach for travel management in this area to support sustainable economic growth. Providing multiple travel choices, especially active travel options (walking and cycling), will reduce the pressure on the wider road network.

Southend Parking Survey Questionnaire survey carried out in March 2016 found that 39% of respondents reported that their main mode of travel to the Town street is walking (Modal split graph provided below, further details in Appendix 5)

Mode Of Travel	Total	%
Walk	92	39%
Train	42	18%
Bus	46	19%
Car	45	19%
Cycle	5	2%
Other	6	3%
<b>Total</b>	<b>236</b>	



Modal Split – Mode of Travel to the Town Centre

Due to its location and limited onward connectivity, this section of London Road is not an important vehicular 'through route' and, as such, vehicular flows during commuter times are not especially pronounced. Vehicular flows steadily increase through the morning, and remain at a fairly constant level from 10:30 onwards (*Appendix 6a*).

There are almost twice as many pedestrians along this section of London Road compared to vehicles, suggesting that any additional area allocated to pedestrians will support the predominant road user. Further, by completing the 'Town Centre Ring Route', the project area will also become a key route for cyclists to access destinations within the Town Centre.

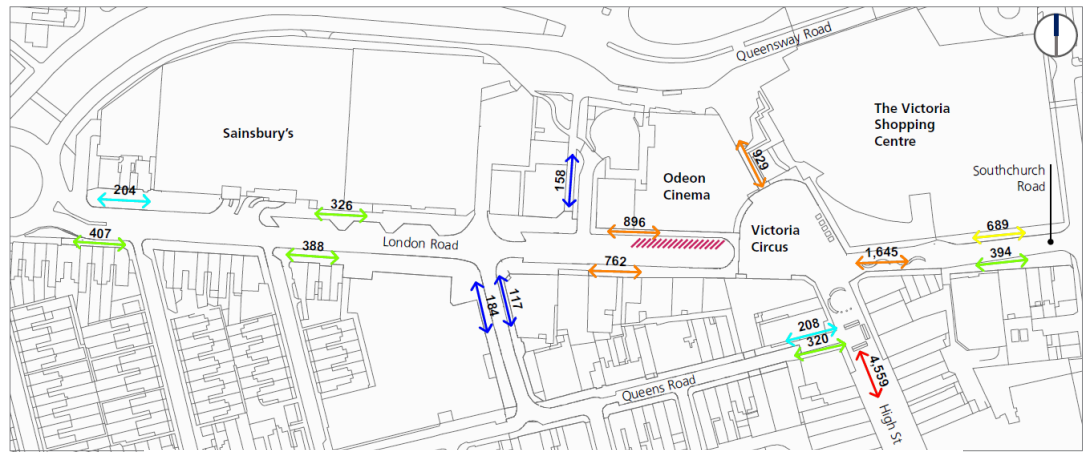
Through investment in public realm and improved walking and cycling infrastructure, S-CATS phase 2 will improve the quality of journey for pedestrians/cyclists, further increase the modal share of walking/cycling to the Town centre, and provide a more attractive Gateway into the Town Centre, along with contributing to tackling health and wellbeing issues resulting from physical inactivity.

2. Public and private sector investment in the Town Centre has led to London Road, College Way, Queens Road and Elmer Avenue emerge as an important Gateway to Town Centre.

Partnerships working across the Southend public and private sectors has seen significant investment and regeneration in Southend Central Area including: the UK's first integrated municipal-academic library with teaching space for both FE and HE students and the Focal Point Gallery (The Forum £27m – co funded by the Council, University of Essex and South Essex College together with contributions from the Arts Council in support of the Gallery); and the University campus development including £35m investment by the university for accommodation and a further £8m for the university square car park which enabled the Forum site to be released. This investment has helped draw more businesses, visitors and residents to the Town Centre and London Road, College Way, Queens Road and Elmer Avenue has become an even more important gateway to the Town Centre.

More investment from both the public and private sectors is needed in order for the growth area to meet its full potential and contribute fully to the South Essex and SELEP economies. S-CATS Phase 2 will contribute towards recognising this vision, building upon existing successes and investment in public realm around Queensway, London Road and Victoria Gateway. Public Realm improvements to create an attractive Gateway will support the on-going growth, and commercial investment stimulated by this project will help Southend continue to fulfil a primary role within the Thames Gateway as a hub for economic growth connected with continued improvements in community well-being.

A pedestrian activity study was undertaken between February-March 2016 to study pedestrian movements along London Road and Victoria Circus that revealed London Road as one of the key access routes to the Town Centre with high pedestrian movement (Image below shows pedestrian average flows on a Saturday (pph), full report attached as *Appendix 6b*). College Way and Queens Road were also found to be an important route to the high street.



London Road area- pedestrian average flows on Saturday (pph)

3. Southend's Economic Development and Tourism Strategy (2010) identifies **the potential of public realm improvement work to unlock investment opportunities** in the Town Centre as well as ease traffic congestion.

Southend's Economic Development and Tourism Strategy has a single vision of nurturing an innovative and resilient economy that attracts high quality businesses, growing a diverse and sustainable economic base. It highlights that tourism is the key sector and restrictions on public sector spending could put at risk the major development and regeneration plans.

It also recognises that car usage is high among Southend residents, leading to very bad traffic congestion. Improvements to key intersections, such as junction improvements made during S-CATS Phase 1 are identified as ways to ease pressure, as is the use of the town's extensive network of cycle paths as a viable alternative to car travel, but managing demand is seen as a long-term challenge. S-CATS Phase 2 completes and improves the 'Town Centre Ring Route' which is a network of cycle routes around the Town Centre.

Public realm improvements, including greening and street furniture that are introduced as a part of the scheme will also play an important role in changing the image and attractiveness of the Town Centre as a whole drawing in commercial investment. The quality of retail provision within Southend Town Centre is not as high or varied as the diverse population might justify. The proximity of Lakeside, Westfield and Bluewater shopping centres is a severe limiting factor, but a higher-end retail offer would help to capture greater visitor expenditure. Better quality public of realm and a welcoming access to the high street will improve the visitor experience in the Town Centre and encourage increased dwell time which contribute significantly more to the local economy.

4. Supports the delivery of Southend's Low Carbon Energy and Sustainability Strategy

Making improvements to the urban environment can help areas address the impacts of climate change, and can also support a reduction in carbon emissions. Southend Council has a Low Carbon Energy & Sustainability Strategy (LCESS) for 2015-2020 all of which relate to the S-CATS, particularly as there will be an emphasis on supporting walking and cycling (sustainable travel), as well as integrating Sustainable Urban Drainage Systems (SUDS) to reduce the ever increasing risk of local flooding.



	<p>The LCESS Six Focus areas are as follows:</p> <p>Focus Area One: Reducing our Carbon Emissions</p> <p>Focus Area Two: Policy and Regulation</p> <p>Focus Area Three: Delivering a Local Low Carbon Economy</p> <p>Focus Area Four: Supporting Low Carbon Communities</p> <p>Focus Area Five: Encouraging Sustainable Transport and Travel</p> <p>Focus Area Six: Adapting to Climate Change and Enhancing Biodiversity</p> <p>Southend-on-Sea has experienced multiple events of extensive flooding in recent years, causing widespread disruption across the Borough. In these instances, intense rainfall coinciding with high tidal levels has resulted in flooding from surface water, sewer and fluvial sources.</p> <p>The source of flooding is considered to be overland flow resulting from rainfall runoff from the impermeable surfaces of the town centre, including London Road area (Flood risk assessment of London Road area attached as <i>Appendix 7</i>). There are two distinct pathways; the first being overland flows following the topography and the second being via the subsurface drainage network.</p> <p>The improvements delivered as a part of the S-CATS scheme will incorporate sustainable urban drainage techniques including green areas, permeable surface treatments etc. to help mitigate the impacts of climate change.</p> <p><b>The impact of not progressing the scheme:</b></p> <p>S-CATS is a clearly defined part of a wider strategy for Southend, which was subject to widespread consultation during 2015/16. As a result the options have already been narrowed down to a subset of two design variations for the Phase 2 works. The design variations all contain a set of common components, including footway replacement, wide raised crossings, segregated cycle lanes, new LED lighting, seating, new cycle parking, and tree planting. Therefore, whilst they may vary in layout, the overall funding profile for either option remains the same.</p> <p>If the LGF funding was not available and scheme not progressed, it is likely that the measures would have to be delivered in a piecemeal fashion using other funding, as and when it becomes available, as improvements in this area are part of Southend's core strategy set out in the SCAAP. However, given the current environment where local authority finances are constrained, it is unlikely that Southend-on-Sea Borough Council would be in a position to prioritise enough funding to enable the delivery of the entire scheme; this would need to come from development contributions or external bids.</p> <p>This would reduce the contribution to supporting local health and wellbeing and restrict accessibility and local mobility, and potentially undermine business confidence and investment within this area. As previously outlined in this section, this scheme is a critical element of a wider improvement to support planned growth in Southend Central Area. Therefore if the scheme is not progressed there will be a greater impact from planned growth, including reduced highway capacity, increasing congestion and a lack of access to sustainable transport choices.</p>
<p><b>2.2. Description of project aims and SMART objectives</b></p>	<p><i>Please outline primary aims and objectives</i></p> <p><i>Please present the SMART (specific, measurable, achievable, realistic and time- bound) benefits and outcomes on the local economy that will arise following delivery of the</i></p>

*scheme in terms of numbers of jobs, new homes, GVA).*

Within the policy context described in section 2.1, the following objectives for S-CATS Phase 2 have been developed:

- To support and align with S-CATS phase 1 to provide a **welcoming Gateway** to the Town Centre.
- **Improve safety, accessibility and health and wellbeing** through improved provision for pedestrians and cyclists.
- To **encouraging more pedestrian footfall & cycling** through quality public realm improvements and enhancements to walking/cycling infrastructure.
- To **support the development of the centre** of Southend in terms of delivering new housing, increased local business and the improved offer for tourist;
- To integrate **Sustainable Urban Drainage Systems** where possible to mitigate impacts of climate change.
- To contribute to the wider **SCAAP ambition**.

National / Regional Objectives	Local Objectives	Scheme Objectives ✓✓✓ = high, ✓✓ = medium, ✓ = low
Releasing new investment  Investing in our growth corridors and growth sites  Boosting our productivity	A thriving and sustainable local economy in the Borough	✓✓✓  The scheme will enable delivery of area actions plans throughout the Borough, particularly the SCAAP and development around the Town Centre.
	Minimise environmental impact, promote sustainability for a greener Borough	✓✓✓  The provision of facilities for walking and cycling will encourage modal shift for local journeys.  Inclusion of SUDS will help mitigate impacts of climate change.
	A safer Borough	✓✓✓  Provision of raised tables, improved lighting, cycle facilities and reduction in speed limit to 20 mph will improve road safety for walkers, cyclists and the less mobile. Replacement of mini roundabouts with raised table will improve

			overall road safety.	
	Improving our skills	Reduce inequalities in health and wellbeing, and a more accessible Borough	✓✓✓ Improvement of public realm and increased permeability for pedestrians and cyclists will reduce the severance caused by London Road, improving residents' and visitors' access to important facilities and open up access to the High Street.	
		A thriving and sustainable local economy in the Borough	✓✓✓ Delivery of the SCAAP is an important objective for this improvement.	
<b>2.3. Strategic fit (for example, with the SEP)</b>	<p><i>Please detail the SELEP and local objectives/strategies/work programmes/ services which the investment will support</i></p> <p><b>SELEP Strategic Economic Plan (SEP)</b></p> <p>The South East LEP's Strategic Economic Plan (SEP) set the following growth objectives to 2021:</p> <ul style="list-style-type: none"> <li>• Generate 200,000 private sector jobs, an average of 20,000 a year or an increase of 11.4% since 2011;</li> <li>• Complete 100,000 new homes, increasing the annual rate of completions by over 50% compared to recent years.</li> </ul> <p>It recognised that delays on major routes in the LEP area had detrimental impacts on business costs and efficiency. The SEP focuses on the development of 12 growth corridors across the LEP area. One of these is the A127 London-Basildon-Southend Corridor and would unlock capacity to support the accelerated delivery of housing and employment.</p> <p>The SEP also highlights that Southend Central (including Victoria Avenue) is a major new town centre quarter for new offices, including the City Deal secured Growth Hub, and housing, and that realising much of the growth depends upon addressing the significant capacity issues along the A127. This would need a number of transport infrastructure investments for this corridor including highway improvements alongside measures to improve sustainable travel infrastructure.</p> <p>Therefore, S-CATS Phase 1 focussed on junction improvements along A127 Victoria Avenue that improves the traffic flow in and out of Southend Town Centre. It also includes public realm, walking and cycling infrastructure improvements to further mitigate traffic congestion. S-CATS phase 2 is the next step in the proposed programme of investment to support growth and regeneration within the Southend Central Area by extending the walking and cycling infrastructure to the heart of the Town Centre, completing the Town Centre Ring Route and creating an attractive gateway that encourages inward investment.</p>			



	<p><b>Southend Local Transport Plan (LTP 3) 2011 – 2026 (revised January 2015)</b></p> <p>An Area Action Plan (AAP) is an optional Development Plan Document (DPD) that forms part of the Local Development Framework (LDF). It is aimed at establishing a set of proposals and policies for the development of a specific area, such as a town centre or an area of new development.</p> <p>Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document covers the areas of Victoria shopping centre, London Road, High Street, Queensway and Southchurch Road, Elmer Square, Warrior Square, Clifftown, Tylers, Central Seafront and Eastern Esplanade, Western Esplanade and The Cliffs, and Victoria and Sutton Gateway Neighbourhoods. Its purpose is to provide details of how and where regeneration and growth can sustainably be accommodated in the town centre, central seafront area and surrounding neighbourhoods. The SCAAP makes provision for 2,000 dwellings and 6,500 jobs between 2001 and 2021.</p> <p>The key transport challenges identified in the SCAAP include the need for enhanced pedestrian and cycling connections and improved public realm. S-CATS Phase 2, with its focus on public realm and walking and cycling infrastructure, will contribute towards achieving the following LTP objectives set for the Southend Central Area:</p> <ul style="list-style-type: none"> <li>• Balance the need to keep traffic flowing on the main road network to minimise congestion, especially delays to buses, with greater opportunities for pedestrians, cyclists and people with disabilities.</li> <li>• Encourage the use of sustainable travel modes through smarter choices techniques and mobility management measures.</li> <li>• Continue the programme of pedestrian improvements and encourage development that supports complimentary public realm and access improvements, including at Queensway, Victoria Gateway, and London Road, and improving access from the surrounding gateway neighbourhoods to the town centre.</li> <li>• Capitalise on the reduction in general traffic circulation in the Town Centre to establish strong connecting routes for pedestrians to and from the car parks to the retail and leisure circuits in the Town Centre, including better lighting and public realm features.</li> </ul>
<p><b>2.4. Summary outputs (3.2 will contain more detail)</b></p>	<p>Southend-on-Sea's Core Strategy (2007) states that improvements to transport infrastructure and services will be sought to secure a 'step change' in provision that will be necessary to unlock key development sites for employment led regeneration and growth of Southend.</p> <p>As a stand-alone scheme S-CATS Phase 2 would not necessarily lead directly to new jobs, floor space, and housing starts. However, when combined with the previous and subsequent S-CATS phases, the public realm improvements proposed for S-CATS Phase 2 will support the regeneration and growth proposals in the Southend Core Strategy and emerging Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document.</p>
<p><b>2.5. Delivery constraints</b></p>	<p><i>High level constraints or other factored which may present a material risk to delivery</i></p> <p>The layout options developed for S-CATS Phase 2 (<i>Appendix 2</i>) require an agreement with Sainsburys' to reposition the exit from Sainsburys' car park to maximize the benefits for pedestrian and cyclist accessibility along London Road. If such an agreement is not</p>

	<p>reached, a modification will be made to the layout in discussion with stakeholders to allow the exit to remain at its existing location without compromising improvements for pedestrians and cyclists. A drawing of an alternative arrangement which is contained within <i>Appendix 8</i> shows an arrangement that maintains the existing position of the access and egress of the car park without compromising improvements for pedestrians and cyclists.</p>
2.6. Scheme dependencies	<p><i>Please provide details of any related or dependent activities that if not resolved to a satisfactory conclusion would mean that the full economic benefits of the scheme would not be realised.</i></p> <p>Benefits realisation will be maximised if recently improved junctions on the A127 Victoria Avenue (Carnarvon Road, Great Eastern Avenue and East Street) and on-going public realm, walking and cycling improvements along the service road on Victoria Avenue can be supported through the delivery of S-CATS Phase 2 followed by improvements to next segment of London Road (between College Way and Victoria Circus) and Victoria Circus.</p>
2.7. Scope of scheme and scalability	<p><i>Please summarise what the scope of the scheme is. Provide details of whether there is the potential to reduce the projects costs but still achieve the desired outcomes.</i></p> <p>Improvements to public realm and walking/cycling facilities on London Road, College Way, Queens Road and Elmer Avenue.</p> <p>Compromises on quality of surface treatment, planting and street furniture would prevent the scheme from tying into the improvements made in the area through previous scheme along London Road (between North Road and London Road/Queensway roundabout), Queensway and Victoria Gateway. It will also potentially undermine business confidence and investment within this area making it difficult to achieve the vision for the Town Centre as set out in the SCAAP.</p> <p>The very high BCR is indicative of the high impacts of these seemingly minor improvements.</p>
2.8. Options if funding is not secured	<p><i>Please summarise what would happen if the funding for the scheme was not secured - would an alternative solution be implemented and if so please identify how it differs from the proposed scheme.</i></p> <p><i>Is doing nothing an option?</i></p> <p>As described in section 2.1, S-CATS is a part of the wider strategy for Southend. Without this improvement, the wider improvements to the Town Centre as set out in the SCAAP, both completed and planned will not fully maximise their intended benefits. This will have on-going consequences for securing investment in Southend.</p> <p>This intervention will demonstrate a strong commitment to provide the infrastructure needed to support growth in the Town Centre. Whilst the development will be phased over the SCAAP period, it must be recognised that in order to encourage the investment and to revitalise the Town Centre, a clear funded route for infrastructure development must be put forward to support the SCAAP developments and further economic growth.</p> <p>If the LGF funding was not available and scheme not progressed, it is likely that the measures would have to be delivered in a piecemeal fashion using other funding, as and when it becomes available, as improvements in this area are part of Southend's core strategy set out in the SCAAP. However, given the current environment where local authority finances are constrained, it is unlikely that Southend-on-Sea Borough Council</p>

would be in a position to prioritise enough funding to enable the delivery of the entire scheme; this would need to come from development contributions or external bids.

This would reduce the contribution to supporting local health and wellbeing and restrict accessibility and local mobility, and potentially undermine business confidence and investment within this area. As previously outlined in this section, this scheme is a critical element of a wider improvement to support planned growth in Southend Central Area. Therefore if the scheme is not progressed there will be a greater impact from planned growth, including reduced highway capacity, increasing congestion and a lack of access to sustainable transport choices.

(Scheme Options Matrix within *Appendix 9*)



### 3. ECONOMIC CASE

*The economic case determines whether the scheme demonstrates value for money. It presents evidence on the impact of the scheme on the economy as well as its environmental, social and spatial impacts. For projects requesting over £5m of SELEP directed funding, a full economic appraisal should be undertaken and supplied alongside this application form.*

#### 3.1. Impact Assessment

*Please provide a description of the impact assessment of the scheme with some narrative as to why other options have been discounted.*

*This should include a list of significant positive and negative impacts and a short description of the modelling approach used to forecast the impact of the scheme and the checks that have been undertaken to ensure that the approach taken is fit for purpose.*

S-CATS Phase 2 represents the next step in a proposed programme of investment to support growth and regeneration within the Southend Central Area by improving the public realm and streetscape. Phase 2 focuses on London Road (between Queensway and College Way), which is the key western approach for pedestrians and cyclists into the town centre, continuing on from where the Phase 1 works were completed in 2015. Phase 2 also includes streetscape works on the College Way / Queens Road / Elmer Avenue route between London Road and The Forum / South Essex College.

S-CATS is a clearly defined part of a wider strategy for Southend, which was subject to widespread consultation during 2015/16. As a result the options have already been narrowed down to a subset of two design variations for the Phase 2 work. The design variations all contain a set of common components, including footway replacement, wide raised crossings, segregated cycle lanes, new LED lighting, seating, new cycle parking, and tree planting. In economic / environmental / social impact and appraisal terms there is little difference between the Phase 2 design variations. The Economic Case is therefore presented as a single option.

#### **Significant Impacts**

The full range of expected economic, social and environmental impacts are presented in the Appraisal Summary Table (AST) at *Appendix 10*. Key benefits are:

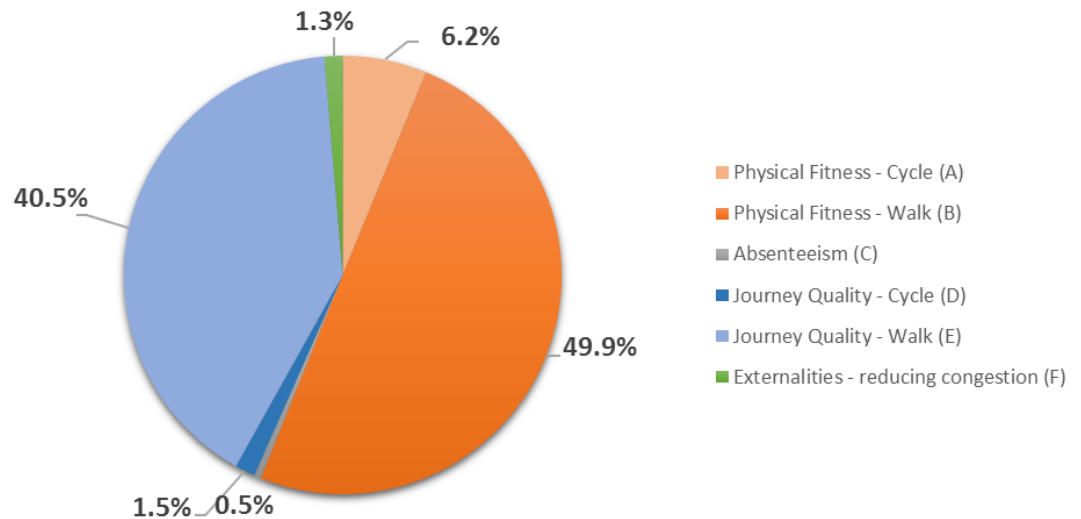
- An increase in the number of walking and cycling trips, leading to increased levels of physical activity. Approximately 40 additional cycling trips and 260 additional walking trips per day have been forecast. Increased cycling trips have been forecast using the 'disaggregate mode choice model' method set out in TAG Unit A5.1 (Active Mode Appraisal). Increased walking trips are based on a percentage uplift of observed pedestrian counts on London Road and College Way.
- Improved walking and cycling journey quality resulting from new on-road segregated cycle lanes, additional cycle parking, upgraded street lighting, reduced kerb level difference, renewed pavement, seating, directional signage, and tree planting. The monetary journey quality benefit has been estimated using the methods in TAG Units A4-1 (Social Impact Appraisal) and A5-1 (Active Mode Appraisal). Improved journey quality will benefit approximately 150 cycle trips and 8,100 walking trips per day (includes existing trips).
- Reduced severance for active modes on London Road, as a result of carriageway narrowing and new raised crossing areas.

Other benefits result from reduced private car use and the associated reductions in noise, accidents and congestion, as well as reduced greenhouse gas emissions.

The scheme is also expected to improve personal security for pedestrians and cyclists on London Road (due to upgraded street lighting), enable a sense of place to be restored

	<p>(townscape benefits), and reduce surface water discharge due to sustainable urban drainage system (SUDS) installation. Account will also be taken of safety of cyclists and pedestrians in light of the recent terrorist incidents.</p> <p>S-CATS Phase 2 is not expected to lead to any significant negative economic impacts, particularly as the scheme removes excess highway capacity only. Negative environmental and social impacts are also not expected to result from the scheme.</p> <p><b>Appraisal Methods and Checks</b></p> <p>Monetised benefits for physical activity, reduced absenteeism, journey quality, and marginal external costs, and the scheme BCR have been estimated in line with the principles and methods set out in TAG Units A1-1 (Cost-Benefit Analysis), A1-2 (Scheme Costs) A4-1 (Social Impact Appraisal), A5-1 (Active Mode Appraisal), A5-4 (Marginal External Costs), and the values contained in the March 2017 version of the WebTAG Databook.</p> <p>The appraisal has been undertaken using a spreadsheet developed specifically for S-CATS Phase 2 ('S-CATS Phase 2 London Rd Econ Appraisal.xlsx' in <i>Appendix 11</i>), which contains details of all assumptions and data sources. Local data has been used where available, including baseline pedestrian and cycle counts, mode share and mode shift statistics from previous studies, National Trip End Model (NTEM) growth factors, and walking / cycling average speeds. National Travel Survey and WebTAG default values have been used to supplement the local data as required, for average trip lengths, car occupancies, and cycling journey purpose splits.</p> <p>The largest proportion of monetised benefits is for improved physical fitness as result of increased walking and cycling. The values estimated in the spreadsheet have been checked using the World Health Organisation (WHO) Health Impact Assessment Tool (HEAT), with a variation of less than 1.5%.</p> <p>The BCR estimated using the spreadsheet has been checked using the DfT's Active Mode Appraisal Toolkit, with a variation of only 0.2.</p>
<p><b>3.2. Outputs</b></p>	<p><i>Identify jobs, floor space and housing starts connected to the intervention, quantify the outputs in tabular format and provide a short narrative for each theme (i.e. jobs/homes/floorspace) explaining how the project will support the number identified. <b>Please describe the methodology used for calculating jobs and homes numbers.</b></i></p> <p>As a stand-alone scheme S-CATS Phase 2 would not necessarily lead directly to new jobs, floor space, and housing starts. Jobs and house numbers have therefore not been assessed specifically as part of scheme appraisal for Phase 2. However, when combined with the previous and subsequent S-CATS phases, the public realm improvements proposed for S-CATS Phase 2 will support the regeneration and growth proposals in the Southend Core Strategy and emerging Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document.</p>
<p><b>3.3. Standards</b></p>	<p><i>Provide details of anticipated standards (such as BREEAM) that the project will achieve.</i></p> <p>TD 9/93 Highway Link Design,</p> <p>TD 27/05 Cross Sections and Headrooms</p>

	<p>TD 42/95 Geometric Design of Major/Minor Priority Junctions</p> <p>TA 57/87 Roadside Features</p> <p>TA 90/05 The Geometric Design of Pedestrian, Cycle and Equestrian Routes</p> <p>The SuDS Manual</p> <p>HD 49/16 Highways Drainage Design Principal Requirements</p> <p>HD 33/06 Surface and Sub-surface Drainage Systems for Highways</p> <p>HA 102/00 Spacing of Road Gullies</p> <p>HA 40/01 Determination of Pipe Bedding Combinations for Drainage Works</p> <p>HA 83/99 Safety Aspects of Road Edge Drainage Features</p> <p>HD 19/15 Road Safety Audit</p> <p>HD 24/06 Traffic Assessment</p> <p>IAN 73/06 Rev 1</p> <p>HD 26/06 Pavement Design</p> <p>HD 39/16 Footway and Cycleway Design</p> <p>Manual for Streets 2</p>
3.4. Value for money assessment	<p>S-CATS Phase 2 represents <b>Very High Value for Money</b> with a <b>BCR of 4.06</b>.</p> <p>The following Value for Money indicators have been estimated for S-CATS Phase 2:</p> <ul style="list-style-type: none"> <li>• Present Value of Benefits (PVB): £8.43 million (2010 prices with future benefits over a 60-year appraisal period discounted to 2010).</li> <li>• Present Value of Costs (PVC): £2.07 million (2010 prices with future costs over a 60-year appraisal period discounted to 2010).</li> <li>• Net Present Value (NPV): £6.36 million (2010 prices discounted to 2010).</li> <li>• Benefit Cost Ratio (BCR): 4.06.</li> </ul> <p><b>Present Value of Benefits (PVB)</b></p> <p>A breakdown of the £8.43 million PVB by benefit type is shown below.</p>



Present Value of Benefits- Breakdown by Benefit Type

- 56.1% (£4.7 million) of monetised benefits for S-CATS Phase 2 are forecast to arise from **increased physical fitness**. These monetised benefits are related to reduced mortality and reduced costs to the health service and wider society, due to increased levels of walking and cycling. The majority of physical fitness benefits for S-CATS Phase 2 are due to increased levels of walking, with approximately 260 additional walking trips per day attributable to the scheme.
- 42% (£3.5 million) of monetised benefits for S-CATS Phase 2 are forecast to arise from **improved journey quality** for pedestrians and cyclists on London Road, College Way and Elmer Avenue. Standard 'willingness to pay' monetary values (from WebTAG) have been applied in the appraisal to reflect improvements in the public realm that would be of benefit to existing pedestrians and cyclists. Namely the proposed on-road segregated cycle lanes, additional cycle parking, upgraded street lighting, reduced kerb / road level difference, renewed pavement, seating, directional signage and tree planting.
- A relatively small proportion of the monetised benefits (1.3%, £0.1 million) is attributed to **reduced marginal external costs of car use** (externalities), arising from mode shift to walking and cycling. The specific benefits that reduced car use will bring are reduced congestion in Southend and the associated environmental and social benefits (noise, greenhouse gases, road accidents).
- Benefits from **reduced absenteeism** from work make up 0.5% (<£0.1 million) of the expected monetised benefits of S-CATS Phase 2. Reduced absenteeism is expected due to improved health and well-being, linked to increased physical fitness of people who start walking or cycling to work.

In line with standard practice in public sector economic appraisals, financial contributions from businesses are removed from the PVB to represent the cost to the private sector, but excluded from the PVC (as these costs are not being paid by the public sector). The expected present value of private sector developer contributions to S-CATS Phase 2 (approximately £0.1 million) has been deducted, leaving a PVB of £8.43 million.

#### Present Value of Costs (PVC)

The PVC is estimated at £2.07 million (2010 market prices, discounted to 2010). The PVC includes all public sector costs associated with the scheme over the full 60-year appraisal period, including preparatory, construction, and site supervision costs, a quantified risk layer and allowances for future maintenance. Optimism Bias at 15% is also included in the PVC. This level of Optimism Bias has been selected as the scheme cost estimate has been prepared based on known unit rates.

	<p>Sensitivity analyses show that a four-fold increase in scheme costs would be required to reduce the BCR to 1.0. Sensitivity analyses also show that the BCR is not overly sensitive to small changes in the main assumptions.</p>
<p><b>3.5. Transport scheme assessment</b></p>	<p>The economic appraisal has been undertaken using a spreadsheet developed specifically for S-CATS Phase 2 ('S-CATS Phase 2 London Rd Econ Appraisal.xlsx' in <i>Appendix 11</i>), in line with the following guidance and standard monetised values:</p> <ul style="list-style-type: none"> <li>• TAG Unit A1-1 Cost-Benefit Analysis.</li> <li>• TAG Unit A1-2 Scheme Costs.</li> <li>• TAG Unit A4-1 Social Impact Appraisal.</li> <li>• TAG Unit A5-1 Active Mode Appraisal, including use of a disaggregate mode choice model approach to forecasting increased cycling demand.</li> <li>• TAG Unit A5-4 Marginal External Costs.</li> <li>• WebTAG Databook March 2017 version – for annual GDP deflator and GDP per person forecast parameters, HM Treasury Green Book discount rates (Table A1.1.1), indirect tax correction factor (Table A1.3.1), average value of prevention per casualty (Table A4.1.1), values of journey ambience benefits for cyclists (Table A4.1.6), and values of aspects in the pedestrian environment (Table A4.1.7).</li> <li>• Transport for London's Business Case Development Manual 2013, which contains more detailed information on monetising walking and cycling improvements (Tables E-22 and E-23).</li> </ul> <p>Observed local data from Southend has been used to ensure that the appraisal is based on a robust baseline:</p> <ul style="list-style-type: none"> <li>• Pedestrian counts undertaken in March 2016 for 8 hours on London Road and College Way.</li> <li>• Cyclist counts for London Road, undertaken in September 2015 as part of a manual classified turning count for the Queensway Roundabout (at the western end of the proposed scheme).</li> <li>• Cycling mode share for trips to Southend town centre, as reported in the S-CATS General Overview document (dated December 2016).</li> <li>• Mode shift from private car to walking and cycling as a result of personalised travel planning interventions, reported in an evaluation report in January 2015. This provides a general indication as to the proportion of new walkers and cyclists that would have transferred from the private car.</li> <li>• Average walking and cycling speeds in Southend, as reported in the Southend LTP3 Strategy Document 2011-2026.</li> </ul> <p>National data has been used where local data is not available:</p> <ul style="list-style-type: none"> <li>• National Travel Survey 2015 data for average walking and cycling trip lengths in England (NTS0306), cycle and walking journey purpose splits (NTS0409).</li> <li>• National Trip End Model forecasts for the change in walking and cycling trips over a 10-year period after scheme opening.</li> <li>• WebTAG Databook default values for average car occupancy (Table A1.3.3).</li> </ul> <p>The outputs of the bespoke spreadsheet model have also been compared to outputs using the WHO's Health Economic Assessment Tool (HEAT) for physical fitness benefits and the DfT's Active Mode Appraisal Toolkit spreadsheet. The physical fitness PVB forecast using the bespoke spreadsheet is within 1.5% of the value estimated using HEAT. The overall scheme BCR estimated using the bespoke spreadsheet is only 0.2 higher than the BCR estimated using the DfT's tool. However, it should be noted that the DfT's tool cannot be refined to the same level of detail in respect of the specifics of S-CATS Phase 2.</p> <p>S-CATS Phase 2 has been appraised on the basis of a 60-year appraisal period, as it is a</p>



	<p>capital infrastructure scheme which delivers a physical asset. The working assumption, built into the PVC, is that maintenance costs will equate to approximately 15% of the value of the physical asset over 60 years. For simplicity a residual asset value has not been assumed at the end of the appraisal period.</p> <p>The scheme 'opening year' is assumed to be 2018/19, with the benefits in the opening year dampened to 80% of a full year benefit value.</p> <p>All scheme benefits and costs have been assessed against a Do-Minimum in which only the current physical assets on London Road, College Way, and Elmer Avenue are maintained.</p>
<p><b>3.6. Options assessed</b></p>	<ol style="list-style-type: none"> <li><i>1. Assessment of options considered- including do nothing, do minimum etc</i></li> <li><i>2. Recommended option. How do its impacts compare with the other options considered?</i></li> </ol> <p><i>Transport assessment of options</i></p> <p><i>Please provide a description of at least 4 options (or choices) for investment, together with their relative advantages and disadvantages (a SWOT analysis):</i></p> <ul style="list-style-type: none"> <li><i>• Do nothing</i></li> <li><i>• Do minimum</i></li> <li><i>• Do something</i></li> <li><i>• Do optimum</i></li> </ul> <p><i>Please bear in mind that:</i></p> <ul style="list-style-type: none"> <li><i>• these options may differ in potential business scope, service solution, service delivery, implementation and funding, depending on the nature of the investment</i></li> <li><i>• the investment appraisal for each option should be contained as an appendix and prepared in accordance with the tools and techniques set out in the WebTAG, Capital Investment Manual and HM Treasury Green Book.</i></li> </ul> <p>S-CATS is a clearly defined part of a wider strategy for Southend, which was subject to widespread consultation during 2015/16. As a result the options have already been narrowed down to a subset of two design variations for the Phase 2 work. The design variations all contain a set of common components. In economic / environmental / social impact and appraisal terms this means there is little difference between the Phase 2 design variations. The Economic Case is therefore presented as a single option.</p> <p>The Do-Something has been assessed relative to a Do-Minimum in which only the current physical assets on London Road, College Way, and Elmer Avenue are maintained.</p> <p>The full range of expected economic, social and environmental impacts are presented in the Appraisal Summary Table (AST) at <i>Appendix 10</i>.</p> <p>The full set of background / baseline data and assumptions used in the economic appraisal are contained in a spreadsheet developed specifically for S-CATS Phase 2 ('S-CATS Phase 2 London Rd Econ Appraisal.xlsx' in <i>Appendix 11</i>). The resulting expected economic performance of the scheme is summarised in the Analysis of Monetised Costs and Benefits table.</p>

## Analysis of Monetised Costs and Benefits

Impact	Do Something (£)
Noise	1,092
Local Air Quality	-
Greenhouse Gases	3,650
Journey Quality	3,546,530
Physical Activity (incl Absenteeism)	4,778,688
Accidents	16,748
Economic Efficiency: Consumer Users (Commuting)	102,277
Economic Efficiency: Consumer Users (Other)	
Economic Efficiency: Business Users and Providers*	0
Wider Public Finances (Indirect Taxation Revenues)	-10,754
<b>Present Value of Benefits (PVB)</b>	<b>8,438,232</b>
Broad Transport Budget	2,076,831
<b>Present Value of Costs (PVC)</b>	<b>2,076,831</b>
Net Present Value (NPV)	6,361,419
<b>Benefit to Cost Ratio (BCR)</b>	<b>4.06</b>

\* For S-CATS Phase 2, the monetised business users and providers impact relates to developer contributions.

A BCR of 4.06, representing **Very High Value for Money**, is forecast for the scheme.

Sensitivity analyses show that the assumed decay rate and increase in walking trips attributable to the scheme are where the BCR is most sensitive to change, although the BCR is not overly sensitive to small changes in the main assumptions. The tests also demonstrate that significant cost increases would be required to reduce the BCR to 1.0.

The following non-monetised benefits are also forecast for S-CATS Phase 2:

- Beneficial impact on the continued growth and regeneration of the Southend Central Area, creating the right conditions for employment growth in the town.
- Slight Beneficial impact on local air quality as a result of mode shift from the private car to walking and cycling.
- Slight Beneficial impact on townscape through well designed environmental measures.
- Slight Beneficial impact on the water environment due to the inclusion of sustainable urban drainage systems (SUDS) in the scheme design.
- Slight Beneficial impact on personal security from upgraded street lighting.

Moderate Beneficial impact on severance, particularly for pedestrians crossing London Road.

### 3.7. Assumptions

*List all assumptions made for transport modelling and approach. WebTAG sets out assumptions that should be used in the conduct of transport studies.*

*In addition, please list any further assumptions supporting the analysis.*

A full list of assumptions is provided on the 'Inputs' tab in the appended economic appraisal spreadsheet ('S-CATS Phase 2 London Rd Econ Appraisal.xlsx' in *Appendix 11*).

Sensitivity testing has identified the following assumptions as having the greatest potential impact on the economic appraisal outputs:

#### GENERAL PARAMETERS

- Appraisal period: 60 years (as this is a capital infrastructure scheme which delivers a physical asset).
- Benefits decay rate: 0% per annum (with a capital asset delivered there is no reason to suspect that the benefits of the scheme will reduce over time).

	<ul style="list-style-type: none"> <li>Real cost construction inflation, above general background inflation: 1% per annum for 5 years from the 2015 price base year. The 'real cost inflation for construction' variable refers to the level of inflation that is forecast to occur beyond standard background inflation. For example, if background inflation is running at 2.5% then a real cost inflation value of 1% implies that construction costs are running at approximately 3.5%. We have undertaken additional sensitivity tests on the BCR as follows, to demonstrate that the appraisal is not particularly sensitive to inflation in the construction industry being higher than background inflation: <ul style="list-style-type: none"> <li>Real cost inflation at 2% = 3.94</li> <li>Real cost inflation at 3% = 3.86</li> </ul> </li> <li>Optimism Bias: 15% (as this scheme has been costed based on known unit rates.</li> </ul> <p><b>SOUTHEND AREA ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>Average walk trip length: 1.22km (the 2015 average for England, from the National Travel Survey).</li> <li>Average walking speed: 4.8kph (calculated from assumptions in the Southend LTP3 Strategy Document 2011-2026).</li> <li>Average number of days per week that pedestrians using London Road travel on foot: 4 out of every 7 days.</li> </ul> <p><b>PEDESTRIAN FLOWS</b></p> <ul style="list-style-type: none"> <li>Pedestrian numbers on London Road, conversion factor from observed 8-hour flow to 24-hour flow: 1.375 (11/8) to cover the 0700-1000 and 1800-2200 time periods when the main superstore on London Road is open.</li> <li>Increase in walking trips / footfall on London Road attributable to the scheme: 5%.</li> </ul>										
<p><b>3.8. Sensitivity tests</b></p>	<p><i>Set out your sensitivity tests considering risks, uncertainties and sensitivities associated with the project</i></p> <p>A wide range of sensitivity tests have been undertaken to check how sensitive the scheme appraisal is to changes in the main assumptions and to identify key performance thresholds.</p> <p>The tests demonstrate that, while the scheme appraisal is not overly sensitive to small changes in the main assumptions, the decay rate and increase in walking trips attributable to the scheme are where the BCR is most sensitive to change. The tests also demonstrate that significant cost increases would be required to reduce the BCR to 1.0.</p> <p>Central Case BCR = 4.06.</p> <p>Changes to Main Assumptions</p> <table border="1" data-bbox="384 1637 1469 2020"> <thead> <tr> <th>Change</th><th>Revised BCR</th></tr> </thead> <tbody> <tr> <td>Appraisal period 30 years</td><td>2.38</td></tr> <tr> <td>Benefits decay rate 5% per annum</td><td>1.68</td></tr> <tr> <td>Real cost construction inflation at 0% per annum</td><td>4.14</td></tr> <tr> <td>Optimism Bias higher at 44% (standard % for early stage scheme design)</td><td>3.27</td></tr> </tbody> </table>	Change	Revised BCR	Appraisal period 30 years	2.38	Benefits decay rate 5% per annum	1.68	Real cost construction inflation at 0% per annum	4.14	Optimism Bias higher at 44% (standard % for early stage scheme design)	3.27
Change	Revised BCR										
Appraisal period 30 years	2.38										
Benefits decay rate 5% per annum	1.68										
Real cost construction inflation at 0% per annum	4.14										
Optimism Bias higher at 44% (standard % for early stage scheme design)	3.27										

Optimism Bias lower at 3% (standard % for later stage scheme design)	4.52
Average walk trip length is higher at 2km	5.38
Pedestrians use London Rd on average 3 days per week	3.55
Pedestrians use London Rd on average 5 days per week	4.57
Pedestrian numbers conversion factor from 8-hr to 24-hr flow is 1.25 (10/8)	3.7
Pedestrian numbers conversion factor from 8-hr to 24-hr flow is 1.5 (12/8)	4.4
Increase in walking trips attributable to the scheme, lower at 2%	2.8
Increase in walking trips attributable to the scheme, higher at 10%	6.17

#### Performance Thresholds

The BCR would reduce to 1.0 (where monetised benefits equal scheme costs) in the following situations:

- A drop-off in benefits of 10-11% per annum occurred (e.g. increased footfall diminished over time perhaps because the high infrastructure quality was not being maintained).
- Scheme costs increased by a factor of 4 with the developer contribution remaining the same.
- If walking trips along London Road reduced by more than 2% as a direct result of the scheme.

### 3.9. Appraisal summary

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

Please see AST attached as *Appendix 10*.

### 3.10. Transport value for money statement – See guidance

	Present values in 2010 prices and values
PVB	£8,438,232
PVC	£2,072,913
NPV = PVB – PVC	£6361,419
Initial BCR = PVB/PVC	4.06

### 3.11. Value for money summary - worked example

*Please identify the category of VfM based on Benefit Cost Ratio (BCR) of the scheme using monetised impacts in line with WebTAG guidance.*

*VfM assessment should take into account qualitative and quantitative impacts in 2 stages:*

- I) Construct 'adjusted' BCR*
- II) Take into account all impacts that could not be monetised*

*VfM statement report should include:*

- I) VfM category
- II) PV of benefits, costs and range around BCR
- III) Summary of assessed benefits and costs, including assumptions that influenced the results
- IV) Assessment of non-monetised impact
- V) Key risks, sensitivities and uncertainties

	Assessment	Detail
Initial BCR	4.06	Based on standard monetised benefits as set out in the Analysis of Monetised Costs and Benefits table (section 3.6). The largest monetised benefits are associated with increased physical fitness and journey quality for pedestrians. Estimated in line with WebTAG.
Adjusted BCR	4.06	No additional monetised benefits to add.
Qualitative Assessment	Slight	Additional non-monetised benefits associated with regeneration, townscape, water environment, personal security, and severance. No negative impacts expected.
Key risks, sensitivities	Low Risk	Risk layer and 15% Optimism Bias are included in the economic appraisal.
VfM category	Very High	BCR is just above the Very High threshold, but qualitative assessments suggest a number of additional non-monetised benefits and no negative impacts.

#### 4. COMMERCIAL CASE

*The commercial case determines whether the scheme is commercially viable. It presents evidence on risk allocation and transfer, contract timescales, implementation timescales and details of the capability and skills of the team delivering the project.*

##### 4.1. Procurement

*Please provide details of the procurement route and strategy that will be used for the project. This should include details of the procurement mechanism to be used, details of whether it is an existing framework and contract, the timescales associated with the procurements and details of other routes that were considered for delivery and reasons why these were rejected.*

Southend-on-Sea Borough Council has procured a number projects through various different routes. The “Better Southend” projects, including the A127 Progress Road Junction Improvement, the A127/A1159 Cuckoo Corner Junction Improvement, A127/A13 Victoria Gateway and City Beach improvements, were procured utilising the Highway Agency’s East & South East Framework Contract. This Contract allowed Southend to undertake a mini Tender process with the five Contractors which had already been procured by the Highways Agency.

Southend-on-Sea Borough Council joined The Eastern Highway Alliance Framework (EHF1) in order to carry out projects such as the A127/B1013 Tesco Improvement. The EHF1 was an unincorporated Association by Agreement involving nine local authorities engaged in developing ways to provide highway services in a cost effective and efficient way. The EHF1 commenced on 18th June 2012 and expired on 17th June 2016. Southend joined the Framework due to the underlying EHA ethos which is that of collaboration and encapsulates:

- A flexible approach to the procurement of highway services and goods



	<p>based on an inter-authority strategy;</p> <ul style="list-style-type: none"> <li>• The further development of Best Value, VfM and construction best practice using the partnering approach for the procurement of private sector partners involving the whole of the relevant supply chains;</li> <li>• The rationalisation of systems and procedures enabling duplication of effort and administrative and support costs to be reduced for the EHA Members;</li> <li>• The opportunity to foster innovation within the EHA and to make financial savings;</li> <li>• The creation of more open processes and performance benchmarking partnerships through regional initiatives and with other highway authorities;</li> <li>• The development of skills to help implement and deliver best practices across the EHA.</li> </ul> <p>The Framework was based on the NEC3 Framework Contract June 2005. Each authority commissioning work were able use either direct award or mini competition to award work to the framework contractors.</p> <p>The A127 Kent Elms junction improvements were procured using the Eastern Highways Alliance Framework (EHF2) which is based on the NEC3 Frameworks Contract April 2013. This fostered the same principles as EHF1 and provides the users of the alliance access to six Contractors which enable members to place either a Direct Award Contract or Mini Tenders.</p> <p>Both the A127 Tesco Improvement and the A127 Kent Elms Improvements both utilised mini competition to procure the works to ensure a competitive costs was achieved for the works.</p> <p>S-CATS Phase 1 (Victoria Avenue) was procured utilising the Southend-on-Sea's Lot 2 New Works Contract. In 2015 Southend-on-Sea let the Highways contracts into five "Lots" which divide the work into distinct areas; Planned and Reactive Maintenance; New Works; Traffic system Control, Traffic system Maintenance, and Resurfacing. The procurement process has complied with OJEU with the new contracts based on the HMEP/NEC3 Term Service Contract commencing on 1st April 2015 for 7 years, extendable by 3 years to 10.</p> <p>Southend-on-Sea Borough Council appointed the successful tenderer for the Lot 2 New Works Contract in April 2015 to undertake all projects that are considered to be improvements the Councils highway network, such as highway, pedestrian, bus priority and cycling schemes. However there may be elements that involve works along footpaths, bridleways, in car park and on private land. This appointment has a duration of seven to ten year.</p> <p>The Framework is based on the NEC3 Term Service Contract April 2013 utilising Option A, priced Contract with price list. The work is commissioned via Option X19: Task Order. With Option A it determines the amount to be paid by the Contractor for carrying out a specified task. Option X19 provides the Council with the facilities to control work on a task-by-task basis.</p> <p>The procurement for the S-CATS Phase 2 London Road project will be made through Southend Borough Council Term Contract for New Works.</p>
4.2. Commercial	None

dependencies	
4.3. Commercial sustainability	<p><i>Please can you identify how the project will be commercially sustainable? Will the project require on going revenue support? If so how will this be funded?</i></p> <p>None</p>
4.4. Compatibility with State Aid rules	State aid declaration – not applicable.
4.5. Commercial viability	<p><i>Please provide:</i></p> <ol style="list-style-type: none"> <li><i>1. Evidence to show the risk allocation and transfer between the promoter and contractor and timescales identified in procurement and/or contract management strategy</i></li> <li><i>2. Definition of approach taken to assess commercial viability</i></li> <li><i>3. Arrangements for cost overrun</i></li> <li><i>4. Letter from S151 officer.</i></li> </ol> <p>The contract will be in accordance with Southend-on-Sea Borough Councils Lot 2 Term Service Contract for New NEC3 April 2013 Option A.</p>

## 5. FINANCIAL CASE

*To be completed in conjunction with the spreadsheet in **Part B***

<b>5.1. Total project cost and basis for estimates</b>	<p>£2.0m</p> <p>The total project cost have been produced from</p> <ul style="list-style-type: none"> <li>• Works estimates using 2015 prices from the Southend Borough Council Lot 2 New Works Contract</li> <li>• Costs Management Fees, Design Fees and Supervision costs</li> <li>• Estimates from Statutory Undertakers for plant diversions,</li> <li>• Calculation of risk utilising @risk software (Appendix 12)</li> <li>• The provision of a 15% Optimism Bias (WebTag Table 8). In addition to these have been included.</li> </ul> <p>The Works costs are based on 2015 prices within the Lot 2 New Works Contract. As the works will be constructed during the 2017/18 period inflation has been included within the financial case for yearly cost increases.</p>
<b>5.2. Total SELEP funding request</b>	£2.0m
<b>5.3. Other sources of funding</b>	Not applicable.

### 5.4. Summary financial profile

(£m)		16/17	17/18	18/19	19/20	20/21	Total
<b>Source of funding – List here the amount of funding sought</b>							
SELEP request			2.0				
Applicant contribution			0				
Third party & other contributions (specify per row)			0				
Borrowing			0				
Local contribution total (leverage)			0				
<b>Total</b>			2				
(£m)	Cost estimate status	16/17	17/18	18/19	19/20	20/21	Total
<b>Costs - List here the elements of gross costs, excluding optimism bias.</b>							
e.g.							
Procurement			0.02				
Feasibility			0.06				
Detailed design			0.13				
Management			0.10				

Construction			1.34				
Risk			0.11				
OB			0.25				
Other cost elements			0				
VAT			0				
<b>Total</b>			2.0				

<b>5.5. Viability: How secure are the external sources of funding?</b>	<p><i>Please provide evidence of the security of the specified third party contributions</i></p> <p>N/A</p>
<b>5.6. Is any of the SELEP contribution recoverable?</b>	<p><i>If this is the case, please insert a simple table laid out as above which indicates the repayment profile to cover the period of repayments</i></p> <p>No</p>
<b>5.7. Cost overruns</b>	<p><i>Please describe how cost overruns will be met by other funding sources given that SELEP contributions will be capped at the offer awarded</i></p> <p>Southend-on-Sea Borough Council has a track record in delivering projects on time and within budget. The “Better Southend” projects governance arrangements are being mirrored to ensure the delivery of S-CATS Phase 2. However should cost overruns be incurred these will be met by Southend-on-Sea Capital Programme.</p>
<b>5.8. Delivery timescales</b>	<p><i>What are the main risks associated with the delivery timescales of the project? Please identify how this will impact on the cost of the project</i></p> <p>See Risk Register in Appendix 13</p>
<b>5.9. Financial risk management</b>	<p><i>Identify key risks to the scheme funding and any mitigations</i></p> <p>The Council is committed to the proactive management of key external and internal risks and actively promotes the principles of effective risk management throughout the organisation. The Risk Management Strategy and Framework aims to apply best practice to the identification, evaluation and control of key risks and ensure that residual risks are monitored effectively. This will be achieved by:</p> <ul style="list-style-type: none"> <li>• Enabling senior management and Members to support and promote risk management;</li> <li>• Developing and embedding clear strategies and policies for risk;</li> <li>• Equipping and supporting staff and partners to manage risk well;</li> <li>• Establishing and promoting effective arrangements for managing risks with partners;</li> <li>• Developing effective risk management processes to support the business;</li> <li>• Ensuring risks are handled in a way which gives the Council assurance that risk management is delivering successful outcomes and supporting creative risk-taking; and</li> <li>• Using risk management to contribute to the delivery of improved outcomes.</li> </ul> <p>Southend Borough Council will achieve these aims by implementing and maintaining</p>

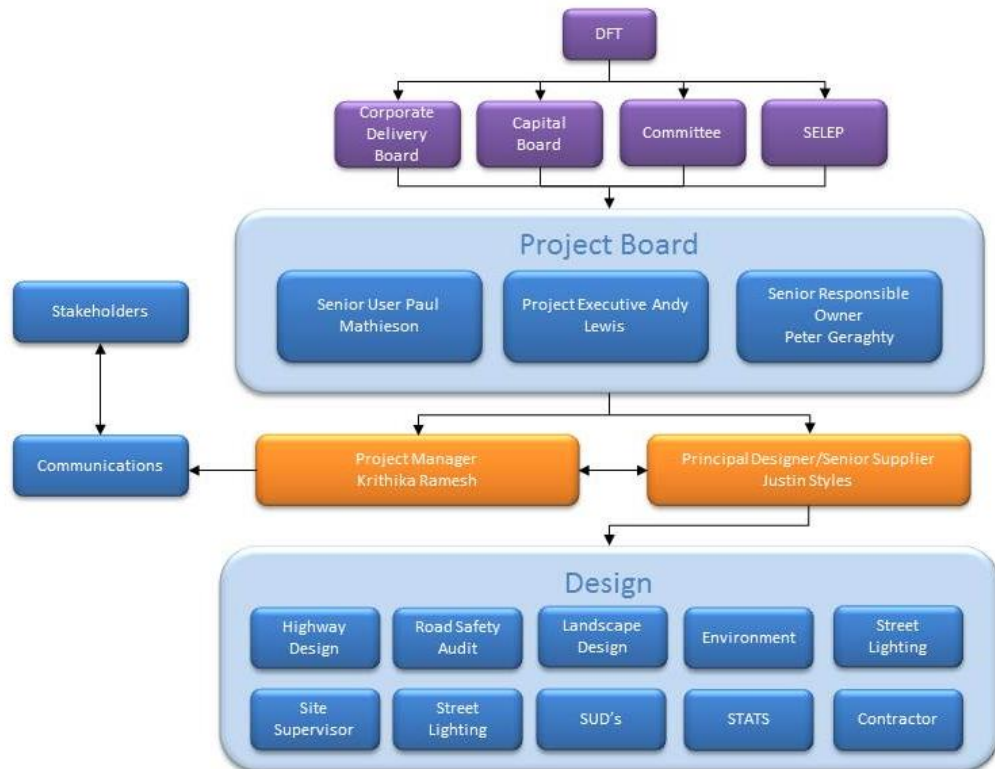
	<p>a Risk Management Framework, comprising this risk policy statement, the strategy and toolkit (Appendix 14). These documents will be reviewed regularly against good practice guidance to ensure that they are fit for purpose and continue to drive forward a robust approach to risk management.</p> <p>See Risk Register in <i>Appendix 13</i> and Risk Analysis in <i>Appendix 12</i></p>
<b>5.10. Alternative funding mechanisms</b>	<p><i>If loan funding is requested how will it be repaid?</i></p> <p><i>Do you anticipate that the total value of the investment will be repaid? If not, how much will be repaid?</i></p> <p>Not Applicable</p>

## 6. DELIVERY/MANAGEMENT CASE

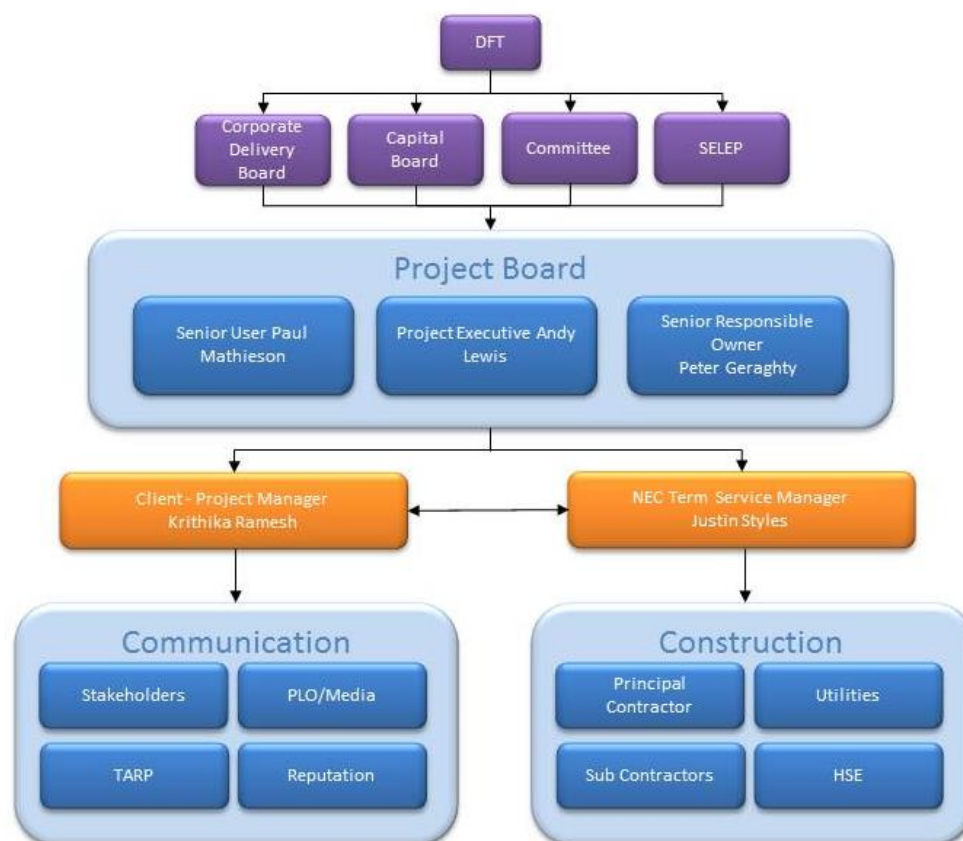
*The management case determines whether the scheme is achievable. It provides evidence of project planning, governance structure, risk management, communications and stakeholder management, benefits realisation and assurance.*

<b>6.1. Project management</b>	<p><i>Please provide details of who will be responsible for delivering the scheme and the different roles and responsibilities they will play. Please also detail the governance structure for the project identifying how key decisions have or will be made, how the scheme will be monitored and details of the contract management arrangements. Please provide an organogram if available.</i></p> <p>These improvements will build upon the delivery of the “Better Southend” Major Schemes (£25m package of CIF2 and DfT funded project and £5m Local Pinch Point Fund), LTP3 and LSTF projects. The project will be based upon PRINCE2 methodology with the Project Manager and Senior User PRINCE2 Practitioners. The following organisation chart shows the governance structure that is already in place and has worked well in delivering other schemes.</p> <p>The design shall be carried out in house and engage specialist support services i.e. geotechnical, environmental, Road Safety Audit, surveys, from consultants/contractors through existing frameworks.</p>
--------------------------------	---





S-CATS Phase 2 – London Road Design Stage



S-CATS Phase 2 – London Road Construction Stage

Southend-on-Sea Borough Council has a track record in delivering projects on time and within budget. The “Better Southend” projects, including the A127 Progress Road Junction Improvement, the A127/A1159 Cuckoo Corner Junction Improvement, A127/A13 Victoria Gateway and City Beach improvements, A127/B1013 Tesco Junction Improvement and more recently the S-CATS Phase 1 (Victoria Avenue) were all completed on time and within budget.

#### **Andy Lewis – Deputy Chief Executive (Place) – Executive**

Andy will be ultimately responsible for the programme and ensure that all elements are correctly focussed on achieving their aims, objectives and outcomes, and reports to the Corporate Delivery Board. Andy has been the Executive for all previous “Better Southend” projects. Andy’s strong Executive support for this project and his experience will ensure S-CATS Phase 2 is completed on time and to budget

#### **Dr Peter Geraghty – Director for Planning and Transport – Senior Responsible Owner**

Peter is the Director responsible for managing the strategic planning and transport functions. Peter will oversee the budgetary requirements and approve the resourcing and investment. Peter undertook the SRO role for the A127/B1013 Tesco Junction Improvement.

#### **Paul Mathieson – Senior User – Chartered Civil Engineer and PRINCE2 Practitioner**

Paul is responsible for the quality of the elements as delivered by the Project Manager and the team. Paul is responsible for ensuring alignment with strategic transport and planning policy and scheme objectives, co-ordination with other authorities and achieving value for money and delivering the benefits.

**Principle Contractor – Lot 2 Term Service Contractor - Senior Supplier**

During the construction stage the Principle Contractor will undertake the Senior Supplier Role and attend Project Board meetings.

**Justin Styles – Principal Designer / Senior Supplier**

Justin will be responsible directing design resources to ensure the Design stage and Procurement Stage is completed on time and to quality. Provide Project Assurance support and undertake the role of Principle Designer under the CDM 2015 regulations. Justin will also provide supervision in Chief support during the Construction Stage.

**Krithika Ramesh – Project Manager**

Krithika will be responsible for the project management of the Project, ensuring that the project is aligned with the project objectives, and that the appropriate monitoring is implemented to assess progress on the outputs and monitor the outcomes. Krithika was responsible for delivering the S-CATS Phase 1 (Victoria Avenue). Project Board meetings will be held regularly, which will consider project status against deliverables and cost, as well as reviewing the Risk Register and any exception reports and necessary actions.

<b>6.2. How will outputs be monitored?</b>	<p>The table below provides a summary of the proposed measurement and thresholds of acceptability that will be used to evaluate the benefits of the scheme.</p> <table border="1" data-bbox="395 241 1461 985"> <thead> <tr> <th>Monitoring Indicator</th><th>Measurement</th><th>Threshold</th></tr> </thead> <tbody> <tr> <td>Increased walking and cycling</td><td>Cycle counts and pedestrian activity study</td><td>40 additional cycling trips and 260 additional walking trips per day.</td></tr> <tr> <td>Safety benefits</td><td>Recorded no. of accidents Survey to assess the perceived safety – questionnaire/interview</td><td>Reduction in accidents within the junction 3 year period post implementation of scheme compared with existing 3 years previously.</td></tr> <tr> <td>Integration and accessibility- Pedestrian / cycle / disability impaired modal split</td><td>Combined % of pedestrian /cyclist/disability impaired trips along London Road</td><td>Increased number within 3 year period post implementation of scheme compared with existing data.</td></tr> <tr> <td>Scheme delivery</td><td>Main works completion date</td><td>By March 2018.</td></tr> </tbody> </table> <p>Southend Borough Council will conduct a full evaluation of the impact of the scheme in the period after it is completed. The Council will prepare evaluation reports one year and five years after scheme opening, using the information to be collected as set out above to gauge the impact of the scheme, and assess the success in meeting the scheme objectives. Unexpected effects of the scheme will be reported upon and, where appropriate, remedial measures identified.</p>	Monitoring Indicator	Measurement	Threshold	Increased walking and cycling	Cycle counts and pedestrian activity study	40 additional cycling trips and 260 additional walking trips per day.	Safety benefits	Recorded no. of accidents Survey to assess the perceived safety – questionnaire/interview	Reduction in accidents within the junction 3 year period post implementation of scheme compared with existing 3 years previously.	Integration and accessibility- Pedestrian / cycle / disability impaired modal split	Combined % of pedestrian /cyclist/disability impaired trips along London Road	Increased number within 3 year period post implementation of scheme compared with existing data.	Scheme delivery	Main works completion date	By March 2018.
Monitoring Indicator	Measurement	Threshold														
Increased walking and cycling	Cycle counts and pedestrian activity study	40 additional cycling trips and 260 additional walking trips per day.														
Safety benefits	Recorded no. of accidents Survey to assess the perceived safety – questionnaire/interview	Reduction in accidents within the junction 3 year period post implementation of scheme compared with existing 3 years previously.														
Integration and accessibility- Pedestrian / cycle / disability impaired modal split	Combined % of pedestrian /cyclist/disability impaired trips along London Road	Increased number within 3 year period post implementation of scheme compared with existing data.														
Scheme delivery	Main works completion date	By March 2018.														
<b>6.3. Milestones</b>	<p><i>Please identify the key milestones and projects stages relating to the delivery of this project in the table below. Please ensure a Gantt chart has been attached to this application form, clearly identifying the milestones for the project, the key construction stages, the critical path and all interdependencies.</i></p> <p>Refer to programme in <i>Appendix 15</i></p> <table border="1" data-bbox="418 1523 1372 1671"> <thead> <tr> <th>Project milestone</th><th>Indicative date</th></tr> </thead> <tbody> <tr> <td>Issue Task Order Documents</td><td>September 2017</td></tr> <tr> <td>Commencement of Main works</td><td>October 2017</td></tr> <tr> <td>Completion of Main Works</td><td>March 2018</td></tr> </tbody> </table>	Project milestone	Indicative date	Issue Task Order Documents	September 2017	Commencement of Main works	October 2017	Completion of Main Works	March 2018							
Project milestone	Indicative date															
Issue Task Order Documents	September 2017															
Commencement of Main works	October 2017															
Completion of Main Works	March 2018															
<b>6.4. Stakeholder management &amp; governance</b>	<p><i>Please provide a summary of the stakeholder management plan for the scheme. Include any governance arrangements which will materially impact on the delivery of the scheme.</i></p> <p><i>Provide brief description of how key statutory stakeholders will be managed and engaged, in line with Communication and Stakeholder Management Strategy.</i></p> <p><i>In broad terms consider: supplier, owner, customer, competitor, employee, regulator, partner and management. Specifically consider: local authorities, the Highways Agency, statutory consultees, landowners, transport operators, local residents, utility companies,</i></p>															

	<p><i>train operating companies, external campaigns, etc.</i></p> <p><i>Identify champion, supporter, neutral, critic, opponent and blocker</i></p> <p><i>Define stakeholder's involvement (response, accountable, consulted, support, informed)</i></p> <p>The consultation process for this project is based on the "Southend Together" toolkit which seeks to engage and inform residents businesses and key stakeholders throughout the life of the project.</p> <p>Cabinet approval received on 15th March agreeing consultation timetable and process for S-CATS, consultation has commenced and is ongoing. Proposals for consultation were contained within that report (<i>Appendix 16</i>).</p> <p>The Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document was subject to widespread consultation between 18th December 2015 and 15th February 2016 as a part of the statutory planning process. It included the vision and overall objectives for the London Road policy area. The feedback for the London Road policy area showed:</p> <ul style="list-style-type: none"> <li>• No negative comments on the proposed S-CATS elements of the SCAAP</li> <li>• Support for improvements to the urban environment</li> <li>• Support for improved accessibility</li> </ul> <p>Three potential stakeholder groups have been identified for S-CATS Phase 2:</p> <ul style="list-style-type: none"> <li>- <u>Partners</u>: Local organisations from the community, public and education sector which may be keen to partner with the Council to support or help to promote the concept of S-CATS. This group may also include local groups that are interested in place-making. Partner organisations may also have opportunities to engage residents or other interested parties through their own events and promotions etc.</li> <li>- <u>Core business</u>: Individual businesses or groups of business (Business Improvement District BID) which may not be directly impacted by the work but may want to kept involved</li> <li>- <u>Direct beneficiaries</u>: Residents, businesses, representative groups or organisations likely to be directly affected by the proposed S-CATS concept</li> </ul> <p>Consultation with partners and core businesses (as defined above) was started in November 2016. Stakeholder engagement with direct beneficiaries and other specific groups is due to commence in July 2017 will continue till October 2017.</p> <p>The Stakeholder engagement plan contained in the <i>Appendix 17</i> identifies interdependences with other projects in Southend Central Area, project support, communication objectives, tools &amp; techniques, timing of communication Activities and persons responsible.</p> <p>The principles of the Better Southend Transport Access Routeing Plan (TARP) will also be adopted, which seeks to minimise disruption and delay to road users. Investigation and consultation will continue during the design and construction process to determine the best way to maintain access to the businesses, residents and the town during the construction of the works.</p>
<p><b>6.5. Organisation track record</b></p>	<p><i>Please briefly describe the track record of the organisation in delivering schemes of this type, including whether they were completed to time and budget.</i></p>



	<p>The Council has successfully delivered the following DfT / government funded projects:</p> <ul style="list-style-type: none"><li>• London Road – Public realm improvements to the A13 corridor from Boston Avenue to North Road providing a continuous cycle route across the length of the scheme whilst undertaking modifications to junctions and side roads to accommodate the works. The scheme was delivered on time and within the available budget.</li><li>• Victoria Gateway – Public realm improvements for the ‘greening’ of Victoria Gateway through the provision of additional landscaping, utilising planters, paving and enhanced lighting. The scheme was delivered on time and within the available budget.</li><li>• Boston Avenue – A pocket park was created at Boston Avenue’s junction with Queensway which included realignment of the junction to create increased green space, improved pedestrian and cycling route, planting and street furniture. The scheme was delivered on time and available budget.</li></ul>															
6.6. Assurance	<p><i>Please provide s151 Officer confirmation that adequate assurance systems are in place</i></p> <p><i>Specify where the business case is subject to ITE assessment</i></p> <p><i>Attached as Appendix 18</i></p>															
6.7. Monitoring and evaluation	<p><i>Please explain how you will monitor and evaluate the project, referring to the use of key performance indicators as appropriate.</i></p> <p><i>Will an Evaluation Plan be put in place? Will it be standalone; how will it be disseminated; how will lessons learned be incorporated into future projects?</i></p> <p>The table below provides a summary of the proposed measurement and thresholds of acceptability that will be used to evaluate the benefits of the scheme.</p> <table><tr><th>Monitoring Indicator</th><th>Measurement</th><th>Threshold</th></tr><tr><td>Increased walking and cycling</td><td>Cycle counts and pedestrian activity study</td><td>40 additional cycling trips and 260 additional walking trips per day.</td></tr><tr><td>Safety benefits</td><td>Recorded no. of accidents Survey to assess the perceived safety – questionnaire/interview</td><td>Reduction in accidents within the junction 3 year period post implementation of scheme compared with existing 3 years previously.</td></tr><tr><td>Integration and accessibility- Pedestrian / cycle / disability impaired modal split</td><td>Combined % of pedestrian /cyclist/disability impaired trips along London Road</td><td>Increased number within 3 year period post implementation of scheme compared with existing data.</td></tr><tr><td>Scheme delivery</td><td>Main works completion date</td><td>By March 2018.</td></tr></table> <p>Southend Borough Council will conduct a full evaluation of the impact of the scheme in the period after it is completed. The Council will prepare evaluation reports one year and five years after scheme opening, using the information to be collected as set out above to gauge</p>	Monitoring Indicator	Measurement	Threshold	Increased walking and cycling	Cycle counts and pedestrian activity study	40 additional cycling trips and 260 additional walking trips per day.	Safety benefits	Recorded no. of accidents Survey to assess the perceived safety – questionnaire/interview	Reduction in accidents within the junction 3 year period post implementation of scheme compared with existing 3 years previously.	Integration and accessibility- Pedestrian / cycle / disability impaired modal split	Combined % of pedestrian /cyclist/disability impaired trips along London Road	Increased number within 3 year period post implementation of scheme compared with existing data.	Scheme delivery	Main works completion date	By March 2018.
Monitoring Indicator	Measurement	Threshold														
Increased walking and cycling	Cycle counts and pedestrian activity study	40 additional cycling trips and 260 additional walking trips per day.														
Safety benefits	Recorded no. of accidents Survey to assess the perceived safety – questionnaire/interview	Reduction in accidents within the junction 3 year period post implementation of scheme compared with existing 3 years previously.														
Integration and accessibility- Pedestrian / cycle / disability impaired modal split	Combined % of pedestrian /cyclist/disability impaired trips along London Road	Increased number within 3 year period post implementation of scheme compared with existing data.														
Scheme delivery	Main works completion date	By March 2018.														

	the impact of the scheme, and assess the success in meeting the scheme objectives. Unexpected effects of the scheme will be reported upon and, where appropriate, remedial measures identified.
--	---

## 7. RISK ANALYSIS

### Likelihood and impact scores:

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

See Risk Register Appendix 13

Risk	Likelihood*	Impact*	Mitigation

## 8. DECLARATIONS

8.1. Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?		<del>Yes</del> /No
8.2. Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors		<del>Yes</del> /No
8.3. Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?		<del>Yes</del> /No
If the answer is "yes" to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.		
<p>I am content for information supplied here to be stored electronically and shared in confidence with other public sector bodies, who may be involved in considering the business case.</p> <p>I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. I also declare that, except as otherwise stated on this form, I have not started the project which forms the basis of this application and no expenditure has been committed or defrayed on it. I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.</p>		
8.4. Signature of Applicant	Paul Mathieson	
8.5. Print Full Name	Paul Mathieson	
8.6. Designation	Group Manager Major Projects and Strategic Transport Policy	
8.7. Date	25 July 2017	