

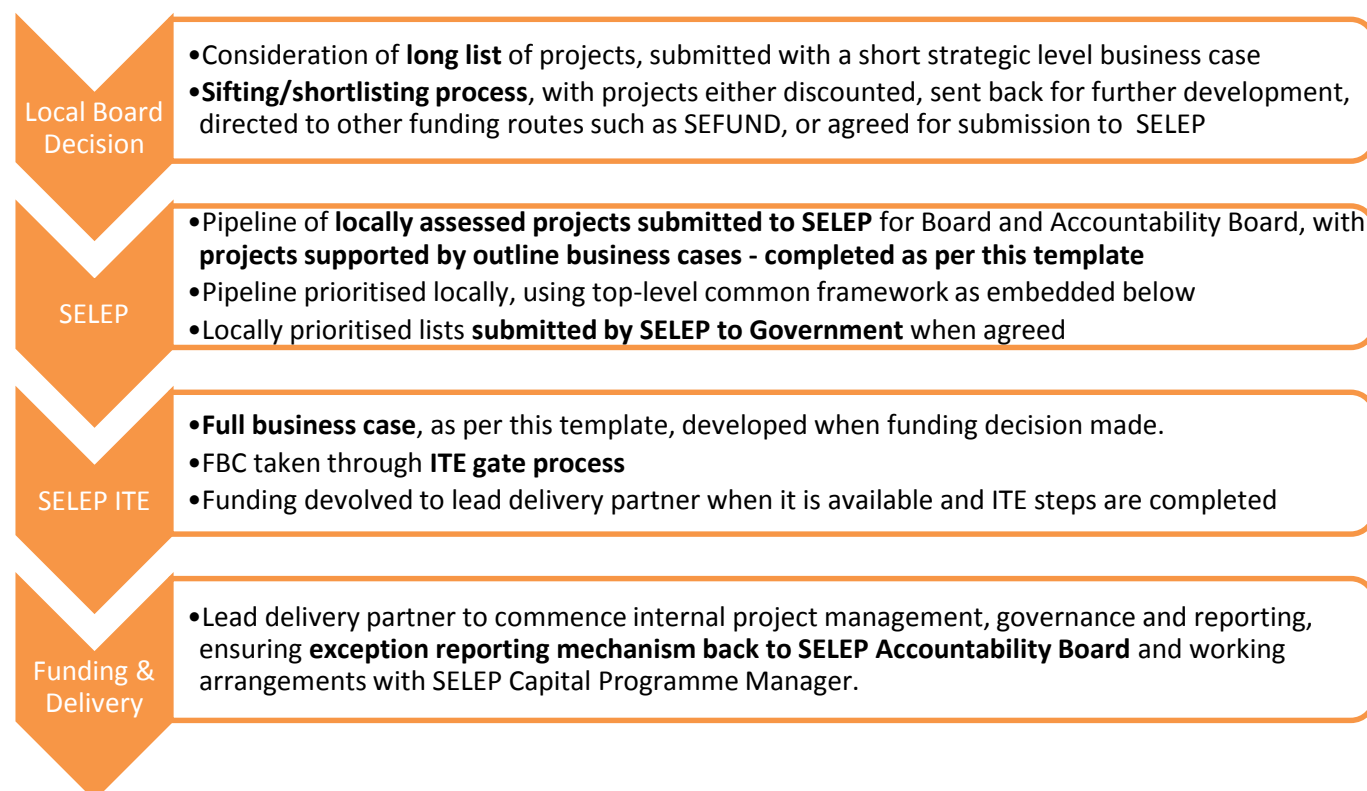
The template

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 applied.

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.



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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	Southend-on-Sea Central Area Transport Scheme (S-CATS)
1.2. Project type	
1.3. Location	Southend-on-Sea
1.4. Local authority area and postcode location	Southend-on-Sea Borough Council Southend Central Area (Victoria Avenue)
1.5. Description	<p>Overview:</p> <p>The package of transport measures includes junction improvements to support the wider objective of delivering an improved and appealing gateway to the centre of Southend-on-Sea for residents and tourists, and to unlock a housing site at the South East Essex College Site, and for the expansion of the library car park.</p> <p>This bid for funding is for:</p> <ol style="list-style-type: none"> 1. Carnarvon Road / Victoria Avenue junction improvement and to allow right turn movements onto Victoria Avenue. 2. Great Eastern Avenue / Victoria Avenue junction improvement and to allow right turn movements onto Victoria Avenue. 3. Extended right turn lane from Victoria Avenue to East Street. 4. Improvement of cycling facilities on the west side of Victoria Avenue. 5. Improved public realm. <p>Victoria Avenue has been blighted by derelict buildings for more than a decade. These have deterred investors, lowered confidence, triggered anti-social behaviour and been an unwelcoming gateway to the town centre for visitors and businesses alike. Recent investment and activity by the public sector has been the catalyst for private investment which will see some buildings brought back into use.</p> <p>These junction improvements are necessary to help deliver new housing to the east of Victoria Avenue at the former site of the South East Essex College site, deliver an expanded library car park, and to start the process of improving access to the centre of Southend delivering a welcoming gateway to the city.</p>
1.6. Lead applicant	Southend-on-Sea Borough Council
1.7. Total project value	£1.0m
1.8. SELEP funding request, including type (e.g. LGF, GPF etc.)	£1.0m
1.9. Rationale for SELEP request	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.

The Southend Central Area Transport Scheme (S-CATS) is a Local Growth Fund Scheme that has an allocation of £1.0m. The purpose of the scheme is to take forward aspects of transport that are seen as necessary to support both housing and employment growth in the Town Centre.

S-CATS supports the objectives of the Southend Central Area Action Plan (SCAAP). The SCAAP outlines the policy response to the challenges and opportunities presented within the Southend Central Area, as part of the spatial strategy for Southend set out in the Core Strategy. This makes provision for a large share of the Borough's new growth and regeneration to be focussed in the Central Area. The SCAAP, when adopted, will give site specific policies aimed at strengthening and transforming Southend Town Centre's sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourist attractive, and as a place to work and live.

S-CATS 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.

Carnarvon Road junction with Victoria Avenue

Objective – to provide a new right turn out of Carnarvon Road, to support the re-development planned at the college site.

The case for improving the Carnarvon Road-Victoria Avenue Junction

Remodelling the junction to allow a right from Carnarvon Road onto Victoria Avenue northbound to include:

- A right turn from Carnarvon Road onto Victoria Avenue northbound.
- Relocation of the pedestrian crossing to the south of the junction.
- Introduction of Sustainable Urban Drainage System (SUDS).
- Surface level pedestrian and cycle crossing facilities will be provided.

The scheme layout is included within Appendix 1

This scheme would significantly reduce rat running through the residential area to the north of the Civic Centre, which then has the effect of adding to west bound traffic on the East Street-Victoria Street junction. The scheme would also significantly reduce severance created by the Victoria Avenue stretch of the A127.

Great Eastern Avenue junction with Victoria Avenue

Objective – to provide a new right turn out of Great Eastern Avenue, to help facilitate the expansion of the library car park.

The case for improving the Great Eastern Avenue – Victoria Avenue Junction

Remodelling the junction to allow a right from onto Victoria Avenue northbound to include:

- A right turn from Great Eastern Avenue on to Victoria Avenue northbound.
- Pedestrian crossing of Victoria Avenue.
- Introduction of Sustainable Urban Drainage System (SUDS).

	<p>The scheme layout is included within Appendix 2</p> <p>This scheme would allow for the redevelopment of the library car park and reduce rat running through the residential area, via Great Eastern Avenue which runs behind the police station, to the north of the Civic Centre, which then has the effect of adding to west bound traffic on the East Street-Victoria Street junction. The scheme would also significantly reduce severance created by the Victoria Avenue stretch of the A127.</p> <p>Victoria Avenue junction East Street/West Street</p> <p>Objective – to provide an extended right turn from Victoria Avenue.</p> <p><u>The case for improving the -Victoria Avenue Junction with East Street/West Street</u></p> <p>Remodelling the junction to allow greater right turn movement from Victoria Avenue eastbound into East Street to include:</p> <ul style="list-style-type: none"> • An extended right turn from Victoria Avenue eastbound into East Street. <p>The scheme layout is included within Appendix 3</p> <p>This scheme would significantly reduce rat running through the residential area to the north of the Civic Centre.</p>
1.10. Other funding sources	Southend-on-Sea Borough Council
1.11. Delivery partners	Not applicable
1.12. Start date	June 2016
1.13. Practical completion date	March 2017
1.14. Project development stage	<i>Inception, option selection, feasibility, detailed design, implementation</i>
1.15. Proposed completion of outputs	March 2017
1.16. Links to other SELEP projects, if applicable	<p>A127 Corridor Package of measures.</p> <p>Within the boundary of Southend, A127 The Bell Junction, A127/A1015 Kent Elms and A127 Essential Bridge and Highway Maintenance package.</p> <p>The scheme enables the effective operation of recent junction improvements at A127/A1159 Cuckoo Corner, A127 Progress Road, A127/B1013 Tesco Roundabout, and A127/A13 Victoria Gateway</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.

What is the need?

Why now?

The South East LEP Strategic Economic Plan identifies the A127 as a key corridor for growth. The A127 links London with Basildon and Southend and Rochford. In Basildon, the A127 corridor is home to one of the largest single concentrations of advanced manufacturing companies in the South of England. It makes substantial contributions to the prosperity of the SELEP area and offers considerable growth prospects. London Southend Airport, now with scheduled air services to Europe and hub airports for onward global travel, and planned business parks, will prove attractive to a wide range of global companies and offers capacity for at least 4,200 additional jobs up to 2021 and a further 3,180 post 2021. Southend and Rochford have agreed the Joint Area Action Plan (JAAP) to unlock these opportunities and the Council has appointed a development partner.

To enable growth in Thames Gateway South Essex the A127 requires substantial improvement and a higher level of maintenance. The 'A127 Corridor for Growth Economic Plan', approved by Cabinet, sets out the rationale and supporting evidence in detail. The A127 Corridor for Growth package is a partnership project between Essex County Council and Southend-on-Sea Borough Council. The Southend element includes A127 Kent Elms and A127 The Bell junction improvements, and A127 Major Scheme Highway Maintenance.

Elements of the A127 Corridor for Growth package have been designated as a "retained" scheme which, subject to the approval of the business case, will be supported by the Local Growth Fund.

The SCAAP outlines the policy response to the challenges and opportunities presented within Southend Central Area, in response to the spatial strategy for Southend set by the Core Strategy, which makes provision for a large share of the Borough's new growth and regeneration to be focussed in the Central Area.

The SCAAP gives more detailed consideration to how and where employment led regeneration and growth can sustainably be accommodated in the town centre, central seafront area and surrounding gateway neighbourhoods, with site specific policies aimed at strengthening and transforming Southend town centre's sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourist attractive, and as a place to work and live. The Southend Central Area Growth Point Project will enable the mechanisms to be put in place to enable this vision to be recognised, building upon existing successes and investment and unlocking the potential of significant regeneration opportunities (such as the redundant office accommodation on Victoria Avenue). The delivery of key sites within the Central Area, such as Victoria Avenue, will be supported via the provision of Development Briefs that will further set out detailed design parameters for managing change and creating successful, sustainable communities and businesses. Both the development

	<p>management DPD and Community Infrastructure Levy (CIL) are now adopted planning policy.</p> <p>Partnership working across the Southend public and private sectors has seen significant investment and regeneration in Southend Central Area including: £25m of infrastructure and public realm works; 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 carpark which enabled the Forum site to be released. This investment has resulted in quicker journey times for businesses, visitors and residents, increased skill attainment levels and secured greater commercial investment. More investment from both the public and private sectors is needed however in order for the growth area to meet its full potential and contribute fully to the TGSE and SELEP economies.</p> <p>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 (detailed policies for which will be bought forward by the emerging Southend Central Area Action Plan (SCAAP)). The aim of the SCAAP Project is therefore to recognise the potential of Southend's Central Area (which includes the town centre, central seafront area, and Victoria Avenue Office Quarter) stimulating growth in the local jobs and housing markets, and in providing opportunities for training and up-skilling the local workforce, building upon the existing success of the higher/further education cluster centred around South Essex College and Essex University's hub in the town centre. Through the ongoing growth stimulated by this project Southend will continue to fulfil primary role within the Thames Gateway as a hub for economic growth connected with continued improvements in community well-being.</p> <p>Economic Development Strategy - 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. This highlights the key sectors of tourism and CCIs. The strategy also identifies the challenges of skills attainment levels in Southend, which are increasing but still below average.</p> <p>Low Carbon Energy and Sustainability Strategy – his strategy has six overarching ambitions, four of which this project delivers against: adapting to climate change, supporting low carbon communities, reducing our carbon emissions and delivering a low carbon community.</p> <p>It is against this background that these two schemes have been developed:</p> <ul style="list-style-type: none"> • They support and align with the wider improvements needed to the A127 to ensure it continues to function as a key access to and from Southend; • To support the development of the centre of Southend in terms of delivering new housing, and the improved offer for tourist at the Southend Museum and Planetarium at the library site; • To provide an improved gateway to Southend; and • To contribute to the wider SCAAP ambition.
<p>2.2. Description of project aims and SMART objectives</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 scheme in terms of numbers of jobs, new homes, GVA).</i></p>

	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	✓✓✓ Freer flowing traffic along the A127 and reduced rat running through residential areas north of Carnarvon Road will deliver positive environmental benefits. The provision of facilities for walking and cycling will encourage modal shift for local journeys.
		A safer Borough	✓✓✓ Provision of crossing points will reduce pedestrians crossing the road between traffic, improve road safety for walkers, cyclists and the less mobile. An improved junction layout will improve road safety.
	Improving our skills	Reduce inequalities in health and wellbeing, and a more accessible Borough	✓✓✓ Provision of crossing facilities will reduce the severance caused by the A127, improving residents' access to important facilities and open up access to the Town Centre.
	Building more homes	A thriving and sustainable local economy in the Borough	✓✓✓ Delivery of the SCAAP is an important objective for this improvement, including new homes on site of the former college.

<p>2.3. Strategic fit (for example, with the SEP)</p>	<p><i>Please detail the SELEP and local objectives/strategies/work programmes/ services which the investment will support</i></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"> • Generate 200,000 private sector jobs, an average of 20,000 a year or an increase of 11.4% since 2011; • Complete 100,000 new homes, increasing the annual rate of completions by over 50% compared to recent years. <p>The SEP identified its key growth sectors as advanced manufacturing, logistics and life sciences / med tech. These accounted to for 5.7% of total SE LEP employment, 4.2% of SE LEP businesses and 12.2% of the LEP's total GVA.</p> <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. The SEP makes reference to the fact that London Southend Airport, now with scheduled air services to Europe and hub airports for onward global travel, and its neighbouring business park, is proving attractive to a wide range of global companies and offers capacity for at least 4,200 additional jobs up to 2021 and a further 3,180 post 2021. It refers to the fact that one of Anglia Ruskin University's Med Tech campuses is being developed in Southend.</p> <p>The SEP states:</p> <p><i>"The A127 Corridor is vital to the economic growth of the SELEP area, connecting London to the manufacturing hub of Basildon, and to Rochford, Southend, London Southend Airport and surrounding employment areas."</i></p> <p>The A127 provides a gateway to Southend's Town centre which is currently blighted by unused buildings. Improving access around Victoria Avenue will help to solve the problem of rat running for local residences as a result of severance, improve accessibility public realm and options for more sustainable modes, and make the area more attractive for inward investment.</p> <p>At a more local level Southend Borough Council and Essex County Council have developed a joint "A127 Corridor for Growth" economic plan to identify, plan and coordinate investment decisions and manage the asset (Attached as Appendix 4). This is primarily to establish the conditions, in transport terms, to unlock growth in the key locations of Southend, Rochford and Basildon will see nationally significant growth in the advanced manufacturing and medical technologies sectors.</p>
<p>2.4. Summary outputs (3.2 will contain more detail)</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. This particularly includes improving the A127/A1159 east-west strategic transport and freight corridor including junction improvements at A127 Progress Road, A127/A1015 Kent Elms, A127 The Bell, A127/A1159 Cuckoo Corner, Sutton Road, Fairfax Drive, East/West Street and A127/A13 Victoria Gateway. Some of</p>

	<p>these improvements have been delivered, and others and planned, such as the provision of a high quality gateway to the town centre along Victoria Avenue, and also Kent Elms and The Bell junctions which key pinch points.</p> <p>The Core Strategy is supported by a suite of daughter documents, of which, two are particularly relevant: Southend Central Area Action Plan (SCAAP) and Southend Airport and Environs Joint Area Action Plan (JAAP).</p> <p>The SCAAP has a focus on development on the immediate area of the Town Centre, but it too is linked to the far end of the A127 which will be the main route for visitors to Southend arriving by road based transport. An A127 that does not work well, subjecting travellers to delays and congestion, will be a significant barrier to enticing people to Southend, irrespective of the attractiveness and inducements of the developed central area.</p> <p>New housing is planned for the former site of South Essex College and redevelopment of the mainly unused high rise buildings on the west of Victoria Avenue is a priority for Southend-on-Sea in order to create a welcoming gateway to the Town Centre.</p>
2.5. Delivery constraints	<p><i>High level constraints or other factored which may present a material risk to delivery</i></p> <p>The only constraint to be overcome is with regards to planning consent. Early discussions are underway with a view to submitting by mid-August.</p> <p>Planning consents will be required for the development of two car park sites- Library Car Park (along Great Eastern Avenue) and the Civic East Car park at the rear of the Civic Centre. No planning consents are needed for the S-CATS scheme itself. Allowing a right turn from Great Eastern Avenue on to Victoria Avenue will be a prerequisite for the planning approval of the library car park and the Civic East car park development which removes the access that currently divides the site</p> <p>The Council Capital Programme has allocated £10.9 million to support the development of the Civic East car park for new housing blocks and expansion of the library car park to compensate for the displaced of parking. The S-CATS scheme will supports this investment and provides an early intervention to unlock the site.</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 (A127/B1013 Tesco Roundabout, A127 Progress Road, A127/A1159 Cuckoo Corner and A127/A13 Victoria Gateway) can be supported through the delivery of the Kent Elms improvement followed by the A127 The Bell improvement and A127 Essential Bridge and Highway Maintenance package.</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>Three junctions are to be improved and there will be provision of cycling infrastructure along the west side of Victoria Avenue. Although the improvements are to different junctions, the scheme will work better as a package rather than piecemeal individual improvements. Please see the scheme options matrix contained in Appendix 5</p>

	<p>The very high BCR is indicative of the high impacts of these seemingly minor junction improvements on the wider road network.</p>
<p>2.8. Options if funding is not secured</p>	<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>Without this improvement, the wider improvements to the A127, both completed and planned will not fully maximise their intended benefits. This will have ongoing consequences for securing investment in Southend.</p> <p>This intervention will demonstrate a strong commitment to provide the infrastructure needed to support the employment and housing numbers. The modelling has been based on 2021 projections of traffic growth and whilst this is predicated on full development, it is considered that this is the most credible position to adopt at present given the urgency around boosting economic growth. Whilst the development will be phased over the SCAAP period, it must be recognised that in order to encourage the investment and increase the viability of the sites to the west of Victoria Avenue 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>

3. ECONOMIC CASE

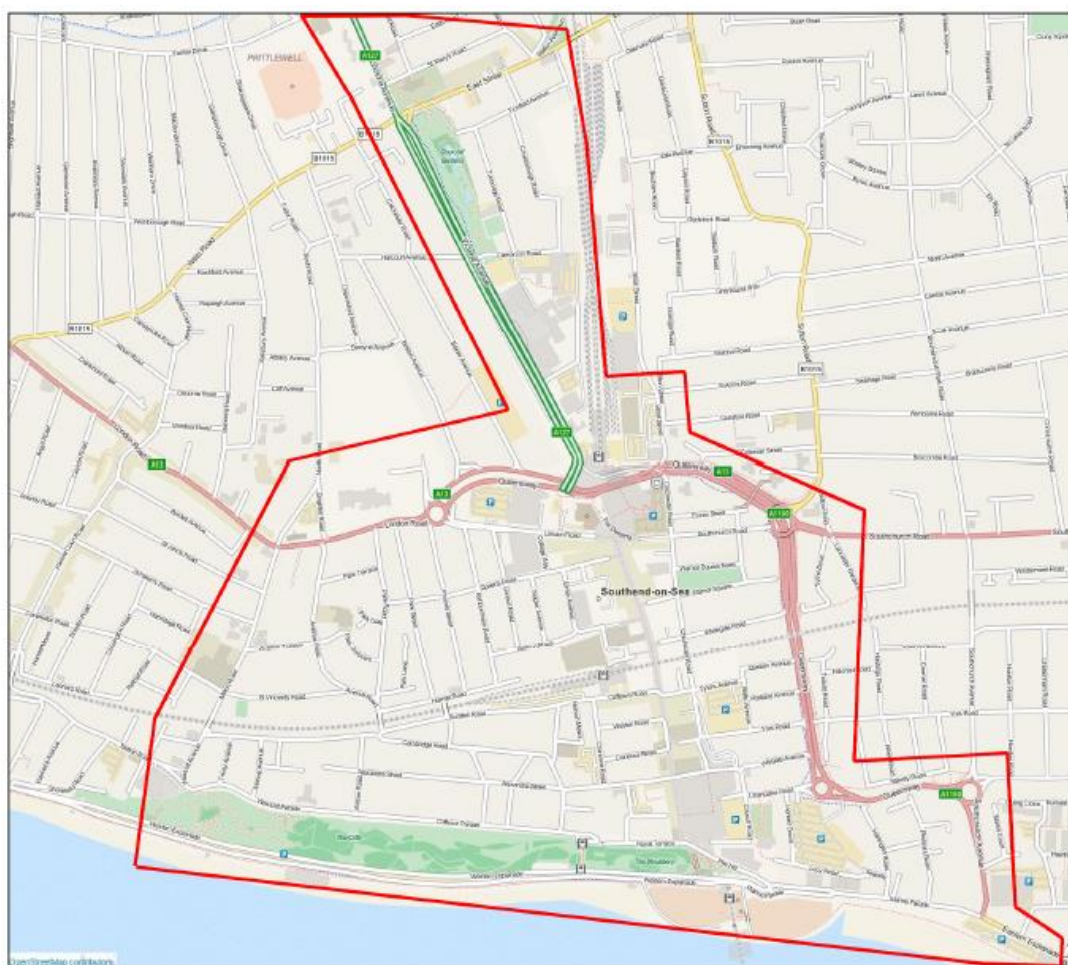
The economic case determines whether the scheme demonstrates value for money. It presents evidence on the impact of the scheme on the economy as well as its environmental, social and spatial impacts. For projects requesting over £5m of SELEP directed funding, a full economic appraisal should be undertaken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

Mott MacDonald was been commissioned by Southend Borough Council (SBC) to assess improvement schemes at the Carnarvon Road and Great Eastern Avenue junctions with Victoria Avenue on the A127. The assessment makes use of an existing VISSIM micro-simulation model originally developed by Atkins validated to a 2013 base. Further details of the existing model development and revalidation can be found in the Atkins 'Southend-on-Sea Town Centre VISSIM Model Local Model Validation Report' issued October 2014. A future modelling year of 2021 will be used in line with the A127 modelling. The network extent of the extended Town Centre VISSIM model is shown in the figure below.



The 2021 Do Minimum scenario utilised the 2021 forecast demand assigned to the existing road network.

The 2021 Do Something scheme provides 3 infrastructure improvements as follows:

- Victoria Avenue / Great Eastern Avenue – The right turn out of Great Eastern Avenue will be permitted within a single signalised junction and will include widening of Great Eastern Avenue to allow a flared 2 lane approach;
- Victoria Avenue / Carnarvon Road – Similarly the right turn out of Carnarvon Road will be permitted within a single signalised junction; and
- Victoria Avenue / East Street / West Street – The northbound right turn flare length will be increased to accommodate additional vehicles.

Improvements to the public realm along Victoria Avenue and cycle facilities to the west of Victoria Avenue will have a small benefit with respect to increasing walking and cycling in addition to providing access to the new developments and meeting of travel plan targets. Based on general uplift on cycling a 5% increase may develop over time but this aspect is not robust to model at this stage.

3.2. Outputs

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. Please describe the methodology used for calculating jobs and homes numbers.

Homes

SHLAA Update 2014

Potential Housing Supply in Southend on Sea

The NPPF requires planning authorities to be able to demonstrate a five year supply of housing plus an additional 5%.

The Core Strategy phased housing requirement for the next 5 year period (2013 to 2018) is 1,570. An additional 5% would equate to 1,649.

The implementation of all outstanding residential planning permissions would result in an additional 2,033 net additional dwellings, of which 1,608 are predicted to be delivered in the next five years, which falls slightly short of the 5 year housing supply target + 5% of 1,649. However, past performance and delivery of windfall sites indicates that a windfall allowance of 402 can be applied to the housing delivery in Southend for the next 5 year period, resulting in a supply of 2,010 net additional dwellings, providing sufficient supply of housing to meet the targets. This information demonstrates that Southend has a good supply of readily available housing sites to meet a five year housing supply and beyond.

According to the above results a 6.4 year housing land supply can be demonstrated for Southend. $[2,010 / (1570/5) = 6.4]$.

Applying the 5% buffer to the housing target results in a 6.09 year housing land supply $[2,010 / (1649/5) = 6.09]$

Summary of 15-year Dwelling Provision

	To date 2001/2014	5 Year Supply 2014/2019	10 Year Supply 2014/2024	15 Year Supply 2014/2029
Completions	4,237			
Outstanding Planning Permissions		553	582	582
SHLAA Sites with Planning Permission		1055	1451	1451
SHLAA Sites without Planning Permission		0	966	2106
Windfall (small sites)		402	892	1807
Total Completions/Projection for period	4,237	2010	4304	6359
Target for period*	4310	1570	3090	4590
minus overprovision 2001/2013	N/A	-73	-73	-73
Number of dwellings left to achieve phased target		1643	3163	4663
Cumulative overprovision/ shortfall	-73	367	1141	1696

Southend Core Strategy states:

Policy CP1: Employment Generating Development

Provision is made for not less than 6,500 net additional jobs by 2011, and not less than 13,000 net additional jobs by 2021, distributed⁶ as follows:

	2001-2021	Per Annum
Town Centre and Central Area	6,500	325
Shoeburyness*	1,500	75
Seafront**	750	37.5
Priority Urban Areas***	2,750	137.5
Intensification****	1,500	75
TOTAL	13,000	650

* Further detailed guidance into development in Shoeburyness will be provided in the "Shoeburyness SPD".

** 'Seafront': subject to the safeguarding of the biodiversity importance of the foreshore

*** Priority Urban Areas these comprise the District Centres of Westcliff and Leigh, the Southchurch Road shopping area and the West Road/Ness Road shopping area in Shoebury, together with the town's main industrial estates/employment areas as identified on the Key Diagram and listed at paragraph 2.4. Those Priority Areas falling within the boundaries of proposed Area Action Plans and Supplementary Planning Documents provide a jobs contribution towards these areas rather than the 'Priority Urban Areas' category.

**** In broad terms, intensification takes into account the modern forms of working such as home working and 'hot desking' as well as small scale employment generating mixed use development within the community.

The proposed Junction Improvement works will support the SCAAP and in the short term supporting Town Centre development:

	16/17	17/18	18/19	19/20	20/21	Totals
Commercial floorspace (sqm)		2,348	10,268	3,852	5,943	22,410
Gross Jobs (non-construction) (with 10% running void)		141	356	231	357	1,084
Net Additional Jobs (non-construction)		98	237	160	247	742
Net Additional GVA (non-construction) (discounted over 10 year period)						£372m

3.3. Standards	<p>Provide details of anticipated standards (such as BREEAM) that the project will achieve.</p> <p>TD 9/93 Highway Link Design,</p> <p>TD 27/05 Cross Sections and Headrooms</p> <p>TD 50/04 The Geometric Layout of Signal Controlled Junctions and Signalised Roundabouts</p> <p>TA 57/87 Roadside Features</p> <p>TA 90/05 The Geometric Design of Pedestrian, Cycle and Equestrian Routes</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>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>HD 19/15 Road Safety Audit</p> <p>LTN 1/95</p> <p>LTN 2/95</p> <p>The SuDS Manual</p>										
3.4. Value for money assessment	<p>The junction improvements in the DS scenarios result in a very high BCR of 24.0.</p> <p>The high BCR is a result of journey time savings in the DS over the DM, mainly in the AM peak compared to a relatively low construction cost.</p> <table><tr><th>Option / Variant</th><th>Construction Cost (£m)</th><th>Discounted Benefit (£m)</th><th>Discounted Cost (£)</th><th>BCR</th></tr><tr><td>Do Something</td><td>829,684</td><td>18,109,468</td><td>755,619</td><td>24.0</td></tr></table> <p>The junction improvements in the DS scenarios result in a very high BCR of 24.0. The very high BCR is a result of journey time savings in the DS over the DM, mainly in the AM peak compared to a relatively low construction cost.</p> <p>The sensitivity testing shows that minimal journey time savings still result in a BCR above 2 as the cost is low. Similarly, even if the cost increases by a further 1.5m the BCR is still above 2.</p>	Option / Variant	Construction Cost (£m)	Discounted Benefit (£m)	Discounted Cost (£)	BCR	Do Something	829,684	18,109,468	755,619	24.0
Option / Variant	Construction Cost (£m)	Discounted Benefit (£m)	Discounted Cost (£)	BCR							
Do Something	829,684	18,109,468	755,619	24.0							
3.5. Transport scheme assessment	<p>The Atkins base models were updated in 2014 to include the extended network including expanding the demand matrices to include the extended zones. It is understood that the models were updated to include the following junctions:</p> <ul style="list-style-type: none">• Victoria Avenue / Carnarvon Road (surveyed 10/2/15);• Victoria Avenue / Great Eastern Avenue (surveyed 10/2/15); and,• Victoria Avenue / East Street / West Street (surveyed 2/7/14).										

	<p>However, the models were not revalidated and the resulting journey times were no longer within acceptable thresholds. Therefore, the models required some recalibration in order to revalidate the journey times.</p> <p>The VISSIM modelling has been undertaken using VISSIM 5.40-13 as per the previous modelling undertaken by Atkins. The AM and PM peak periods have been modelled representing 7:00-10:00 in the morning peak and 16:00-19:00 in the evening peak respectively. A 15 minute warm-up period has been included to load the network before analysis.</p>																										
3.6. Options assessed	<p>1. <i>Assessment of options considered- including do nothing, do minimum etc</i></p> <p>2. <i>Recommended option. How do its impacts compare with the other options considered?</i></p> <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"> • <i>Do nothing</i> • <i>Do minimum</i> • <i>Do something</i> • <i>Do optimum</i> <p><i>Please bear in mind that:</i></p> <ul style="list-style-type: none"> • <i>these options may differ in potential business scope, service solution, service delivery, implementation and funding, depending on the nature of the investment</i> • <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> <p>The economic summary of the performance of the measures is summarised below – full details can be seen in the appended modelling report.</p> <table border="1"> <thead> <tr> <th>Criteria</th><th>Do Something</th></tr> </thead> <tbody> <tr> <td>Journey time benefits over assessment period (2010 market prices)</td><td>£52,807,303</td></tr> <tr> <td>Journey time benefits over assessment period discounted to 2010 (2010 market prices)</td><td>£18,109,468</td></tr> <tr> <td>DM Construction Cost</td><td>£0</td></tr> <tr> <td>DS Construction Cost (2016 Q1)</td><td>£829,684</td></tr> <tr> <td>Net Construction Cost (2010 prices)</td><td>£692,943</td></tr> <tr> <td>PRI Factor to 2010</td><td>0.835188762</td></tr> <tr> <td>Net Construction Cost (2010 Prices)</td><td>£692,943</td></tr> <tr> <td>Market Price Factor</td><td>1.209</td></tr> <tr> <td>Net Market Cost (2010 value at Market Prices)</td><td>£837,768</td></tr> <tr> <td>Discounted Benefit (2010 market prices discounted to 2010)</td><td>£18,109,468</td></tr> <tr> <td>Discounted Cost (2010 market prices discounted to 2010)</td><td>£755,619</td></tr> <tr> <td>BCR</td><td>24.0</td></tr> </tbody> </table>	Criteria	Do Something	Journey time benefits over assessment period (2010 market prices)	£52,807,303	Journey time benefits over assessment period discounted to 2010 (2010 market prices)	£18,109,468	DM Construction Cost	£0	DS Construction Cost (2016 Q1)	£829,684	Net Construction Cost (2010 prices)	£692,943	PRI Factor to 2010	0.835188762	Net Construction Cost (2010 Prices)	£692,943	Market Price Factor	1.209	Net Market Cost (2010 value at Market Prices)	£837,768	Discounted Benefit (2010 market prices discounted to 2010)	£18,109,468	Discounted Cost (2010 market prices discounted to 2010)	£755,619	BCR	24.0
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	The package of improvements results in a very high BCR of 24.0 as a result of network wide journey time improvement and a low scheme cost.																																								
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3.7. Assumptions	<p>List all assumptions made for transport modelling and approach. WebTAG sets out assumptions that should be used in the conduct of transport studies.</p> <p>In addition, please list any further assumptions supporting the analysis.</p> <p>Please see appended modelling report in Appendix 6.</p>																																								
3.8. Sensitivity tests	<p>Set out your sensitivity tests considering risks, uncertainties and sensitivities associated with the project</p> <p>The following shows the impact on the BCR of reducing the AM journey time savings in 2.5 second stages from 12.5s. It shows that the BCR remains in excess of 2 even if the journey time savings drop to one second.</p> <table border="1"><thead><tr><th colspan="2">JT Saving/Veh (s)</th><th rowspan="2">BCR</th></tr><tr><th>AM</th><th>PM</th></tr></thead><tbody><tr><td>12.5</td><td>1.2</td><td>21.3</td></tr><tr><td>10.0</td><td>1.2</td><td>17.4</td></tr><tr><td>7.5</td><td>1.2</td><td>13.6</td></tr><tr><td>5.0</td><td>1.2</td><td>9.7</td></tr><tr><td>2.5</td><td>1.2</td><td>5.9</td></tr><tr><td>1.0</td><td>1.2</td><td>3.6</td></tr></tbody></table> <p>The following table shows the impact on the BCR from increasing scheme costs in increments of £0.5m. It shows the BCR remains in excess of 2 even with a more than four-fold increase in scheme cost.</p> <table border="1"><thead><tr><th>Cost</th><th>BCR</th></tr></thead><tbody><tr><td>£934,557</td><td>21.3</td></tr><tr><td>£1,434,557</td><td>13.9</td></tr><tr><td>£1,934,557</td><td>10.3</td></tr><tr><td>£2,434,557</td><td>8.2</td></tr><tr><td>£2,934,557</td><td>6.8</td></tr><tr><td>£3,434,557</td><td>5.8</td></tr><tr><td>£3,934,557</td><td>5.1</td></tr></tbody></table>		JT Saving/Veh (s)		BCR	AM	PM	12.5	1.2	21.3	10.0	1.2	17.4	7.5	1.2	13.6	5.0	1.2	9.7	2.5	1.2	5.9	1.0	1.2	3.6	Cost	BCR	£934,557	21.3	£1,434,557	13.9	£1,934,557	10.3	£2,434,557	8.2	£2,934,557	6.8	£3,434,557	5.8	£3,934,557	5.1
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<p>Provide positive and negative impacts of the scheme in the table below. Please adhere to WebTAG guidance.</p> <p>Please see AST attached as Appendix 7.</p>																																									
3.10. Transport value for money statement – See guidance																																									
	Present values in 2010 prices and values																																								
PVB	£18,109,468																																								

PVC	£755,619
NPV = PVB – PVC	£17,353,849
Initial BCR = PVB/PVC	24.0

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	24.0 (BCR)	Very high BCR as a result of significant journey time savings and low scheme cost
Adjusted BCR		
Qualitative Assessment	Largely beneficial	
Key risks, sensitivities	Risks reflected in VfM conclusion	
VfM category	Medium/high	Very High

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	<p><i>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.</i></p> <p>Southend-on-Sea re-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 initially 7 years.</p> <p>Main Works</p> <p>The procurement for the completion of the project will be made through Southend Borough Council Term Contract for New Works.</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 so 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 2012 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>
4.2. Commercial dependencies	None
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.

<p>4.5. Commercial viability</p>	<p><i>Please provide:</i></p> <ol style="list-style-type: none"> <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> <i>2. Definition of approach taken to assess commercial viability</i> <i>3. Arrangements for cost overrun</i> <i>4. Letter from S151 officer.</i> <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>
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5. FINANCIAL CASE

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

5.1. Total project cost and basis for estimates	<p>£1.0m</p> <p>The total project cost have been produced from</p> <ul style="list-style-type: none">• Works estimates using 2016 prices from the Eastern Highways Alliance Framework (EHA),• costs Management Fees, Design Fees and Supervision costs• Estimates from Statutory Undertakers for plant diversions,• Calculation of risk utilising @risk software (Appendix 8)• The provision of a 15% Optimism Bias (WebTag Table 8). In addition to these have been included. <p>The Works costs are based on 2016 prices within the EHA. As the works will be tendered within this period there has been no inflation included within the financial case.</p>
5.2. Total SELEP funding request	£1.0m
5.3. Other sources of funding	Not applicable.

5.4. Summary financial profile

(£m)		16/17	17/18	18/19	19/20	20/21	Total
Source of funding – List here the amount of funding sought							
SELEP request		1.0					
Applicant contribution		0					
Third party & other contributions (specify per row)		0					
Borrowing		0					
Local contribution total (leverage)		0					
Total		1.0					
(£m)	Cost estimate status	16/17	17/18	18/19	19/20	20/21	Total
Costs - List here the elements of gross costs, excluding optimism bias.							
e.g.							
Procurement		0.03					
Feasibility		0.02					
Detailed design		0.07					
Management		0.08					
Construction		0.56					
Risk		0.055					
OB		0.085					
Other cost elements		0.1					
VAT							
Total		1.0					

5.5. Viability: How secure are the external sources of funding?	<p><i>Please provide evidence of the security of the specified third party contributions</i></p> <p>Not applicable</p>
5.6. Is any of the SELEP contribution recoverable?	<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>
5.7. Cost overruns	<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 A127 Kent Elms Junction improvement. However should cost overruns be incurred these will be met by Southend-on-Sea Capital Programme.</p>
5.8. Delivery timescales	<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 9</p>
5.9. Financial risk	<i>Identify key risks to the scheme funding and any mitigations</i>

management	See Risk Register in Appendix 9 and Risk Analysis in Appendix 8
5.10. Alternative funding mechanisms	<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

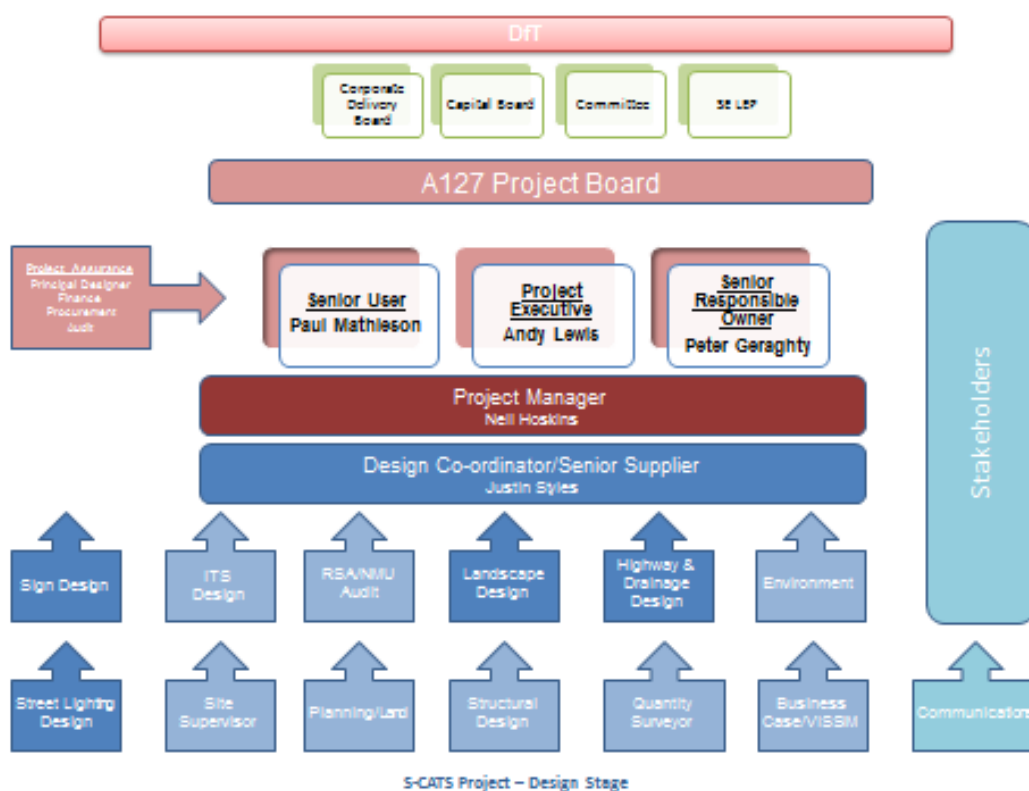
The management case determines whether the scheme is achievable. It provides evidence of project planning, governance structure, risk management, communications and stakeholder management, benefits realisation and assurance.

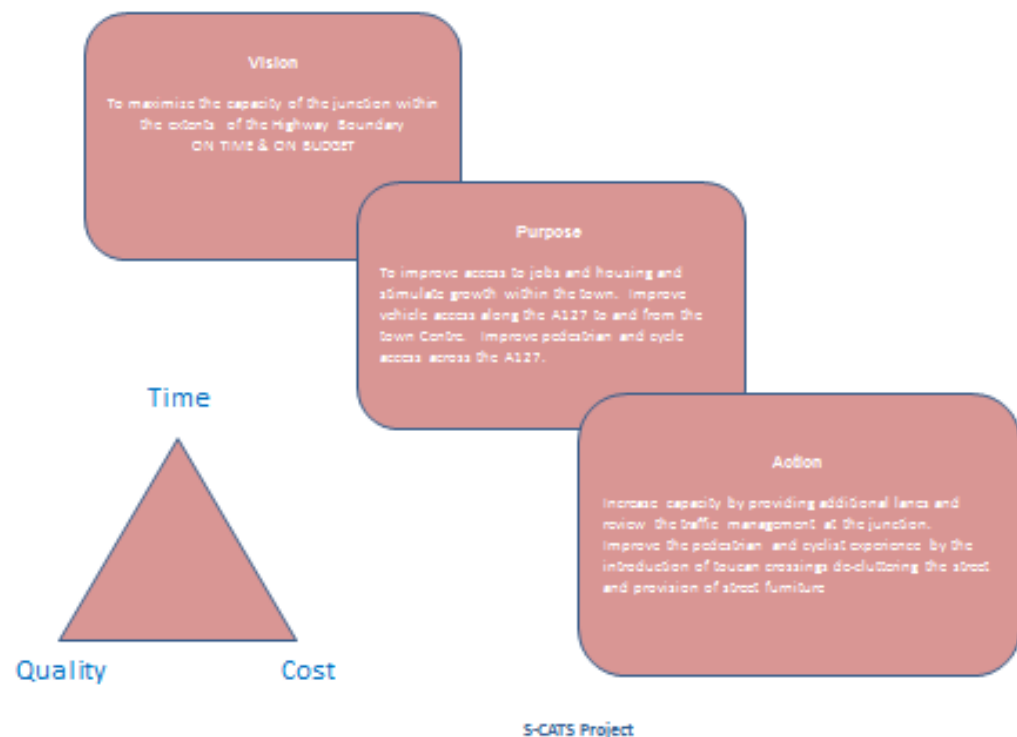
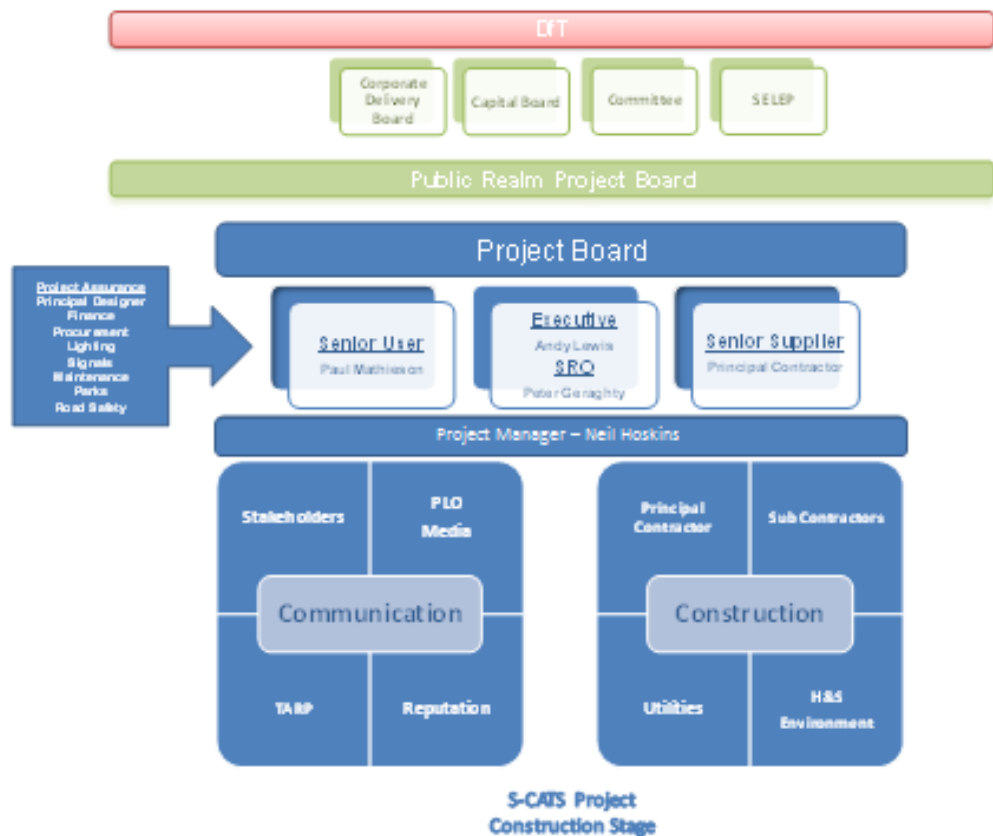
6.1. Project management

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.

These A127 junction 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 A127 schemes.

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.





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 and more recently the A127/B1013 Tesco Junction Improvement were all completed on time and within budget.

	<p>Andy Lewis – Corporate Director Enterprise, Tourism and the Environment – 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 Corporate Director and Executive for all previous “Better Southend” projects. Andy’s strong Executive support for this project and his experience will ensure A127 Kent Elms is completed on time and to budget</p> <p>Dr Peter Geraghty – Head of Planning and Transport – Senior Responsible Owner Peter is the Head of Service 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.</p> <p>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.</p> <p>Principle Contractor – TBA - Senior Supplier During the construction stage the Principle Contractor will undertake the Senior Supplier Role and attend Project Board meetings.</p> <p>Justin Styles – Senior Supplier / Design Coordinator & Principal Designer (CDM) Justin will be responsible directing design resources to ensure the Design stage and Tender 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.</p> <p>Neil Hoskins – Project Manager – Chartered Civil Engineer and PRINCE2 Practitioner Neil 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. Neil was responsible for delivering the “LSTF” programme. 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.</p> <p>Other Key Staff – Krithika Ramesh will be responsible for the project/programme management of the Project, ensuring that the project design is aligned with the bid objectives, and that the Project Design is delivered on time</p>									
6.2. How will outputs be monitored?	<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>Journey times</td><td>Improved Journey times</td><td>Reduction in journey time within 3 year period compared with pre implementation</td></tr><tr><td>Safety benefits</td><td>Recorded no. of accidents</td><td>Reduction in accidents within the junction 3 year period post implementation of</td></tr></table>	Monitoring Indicator	Measurement	Threshold	Journey times	Improved Journey times	Reduction in journey time within 3 year period compared with pre implementation	Safety benefits	Recorded no. of accidents	Reduction in accidents within the junction 3 year period post implementation of
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	Integration and accessibility- Pedestrian / cycle / disability impaired modal split	Combined % of pedestrian /cyclist/disability impaired trips within the junction	Increased number within 3 year period post implementation of scheme compared with existing data.								
	Scheme delivery	Main works completion date	By March 2017.								
	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.										
6.3. Milestones	<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 Appendix 10</p> <table><tr><th>Project milestone</th><th>Indicative date</th></tr><tr><td>Issue Tender Documents</td><td>May 2016</td></tr><tr><td>Commencement of Main works</td><td>June 2016</td></tr><tr><td>Completion of Main Works</td><td>March 2017</td></tr></table>			Project milestone	Indicative date	Issue Tender Documents	May 2016	Commencement of Main works	June 2016	Completion of Main Works	March 2017
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6.4. Stakeholder management & governance	<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, 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.</p>										

	<p>As part of the Victoria Avenue (A127) junction scheme development there was substantial stakeholder engagement as a part of the Planning application process for the former College site which provided feedback and petitions from local residents who complained about problems of traffic through quiet 20mph residential streets north of Carnarvon Road due to the absence of a right turn from Carnarvon Road on to Victoria Avenue, which means that all traffic from development would use these routes if no modifications are made.</p> <p>The Police Station In Great Eastern Avenue previously requested a “hurry call” push-button at the station that could control the traffic lights at Great Eastern Avenue’s junction with Victoria Avenue to enable emergency vehicles to make a right turn. The push-button was eventually removed because of maintenance issues but altering the junction to allow right turn will improve the efficiency of the Policy emergency response. See also comments below regarding consents. Discussion with asset management team and internal representatives of the Beecroft Art Gallery and The Hive Business Space have all expressed a desire for vehicles to be able to turn right out to improve access to their properties.</p> <p>Further Stakeholder consultation with specific groups will commence in May 2016 with a stakeholder meeting to explore key issues around the junction and along Victoria Avenue. The Stakeholder engagement plan contained in the Appendix 11 identifies interdependences with other projects in Southend Central Area, project support, communication objectives, tools & techniques, timing of communication Activities and persons responsible.</p> <p>Conversations will be held with local residents affected by the junction improvements.</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>6.5. Organisation track record</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"> • A127 Progress Road Junction Improvement £4.7m (HCA & SBC funded) A127/A1159 Cuckoo Corner Junction Improvement £5m (DfT & SBC funded) A127/A13 Victoria Gateway £6.7m (HCA & SBC funded) City Beach £6.7m (HCA & SBC funded). Collectively they were winners of the RTPi National Awards in 2011 for the Public Realm category. • The Council carried out Better Bus Area schemes during 2012/13 – 2013/14 funded by DfT. The main lesson learned was to consult the bus user groups, particularly elderly and disabled users, other road users and the bus companies before implementing any changes. Public involvement enabled participants to rightly claim that their contribution made a positive difference. Other lessons learned were; the need to monitor and evaluate progress throughout the implementation period. On completion, annually report on outcomes highlighting any key outcomes. • DfT’s Local Pinch Point Fund for Southend’s £4.7m A127/B1013 Tesco Junction Improvement scheme was completed on time and to budget. It has been a success as the Communications Plan included early contractor involvement and early public

	consultations. This project utilised PRINCE2 methodology, which has ensured good time management, control and organisation of the project.															
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 13</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>Journey times</td><td>Improved Journey times</td><td>Reduction in journey time within 3 year period compared with pre implementation</td></tr><tr><td>Safety benefits</td><td>Recorded no. of accidents</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 within the junction</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 September 2017</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 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	Journey times	Improved Journey times	Reduction in journey time within 3 year period compared with pre implementation	Safety benefits	Recorded no. of accidents	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 within the junction	Increased number within 3 year period post implementation of scheme compared with existing data	Scheme delivery	Main works completion date	By September 2017
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Journey times	Improved Journey times	Reduction in journey time within 3 year period compared with pre implementation														
Safety benefits	Recorded no. of accidents	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 within the junction	Increased number within 3 year period post implementation of scheme compared with existing data														
Scheme delivery	Main works completion date	By September 2017														

7. RISK ANALYSIS

Likelihood and impact scores:

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

See Risk Register Appendix 9

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?	Yes /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	Yes /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?	Yes /No
<p>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>		
<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	16 May 2016