Local Sustainable Transport Fund 15/16 Revenue Application Form

Department for Transport

Applicant Information

Local transport authority name(s):
Southend-on-Sea Borough Council - LEAD
Essex County Council
Thurrock Council

Bid Manager Name and position:
Paul Mathieson - Group Manager for Strategic Transport and Planning

Contact telephone number:
01702 215321 / 07920 287539

Email address:
PaulMathieson@southend.gov.uk

Postal address: Department for Place
Southend on Sea Borough Council
Civic Centre
Victoria Avenue
Southend on Sea
SS2 6ZQ

Website address for published bid:
http://www.southend.gov.uk
http://www.essex.gov.uk
https://www.thurrock.gov.uk

SECTION A - Project description and funding profile

A1. Project name: A joined up approach to public transport in Thames Gateway South Essex

A2. Headline description:

This joint 2015/16 LSTF proposal seeks to provide an efficient and recognised bus and train network across Thames Gateway South Essex area. The project focuses on enhancing the best performing, frequent bus services and the existing dense train network that connect the sub-region, especially the growth areas of Basildon, Southend and Thurrock. These areas are critical locations for jobs and housing growth which require a comprehensive sustainable public transport network to enable this growth. We will therefore:

- Expand on the existing implementation of the Automatic Vehicle Location (AVL) system, to deliver accurate real time passenger information and provide traffic signal priority;
- Implement a phased introduction of smart ticketing measures to capitalise on AVL and on the smart ticketing readers already installed on the majority of the buses;
- Deliver seamless interchange;
- Dramatically improve public transport journeys; and
- Develop a strong and effective partnership with bus and train operators to establish a regionally recognised brand.

A3. Geographical area:

The geographical area covered by the 2015/16 joint LSTF proposals cover the Thames Gateway South Essex sub-area. Bordering London to the west, the Thames Gateway South Essex (TGSE) area stretches

along the north bank of the Thames, through Thurrock, Basildon and Castle Point to Southend-on-Sea and Rochford in the east. TGSE's excellent port and airport connectivity make it a key strategic gateway for London and the UK, enabling access to markets in Europe and across the World. With a mature and growing business environment, it contains: in Thurrock, one of the largest port clusters in the UK; in Basildon, one of the largest business agglomerations in the East of England; and in Southend, the only expanding airport in the south east.

A4. Total package cost: £6.19

A5. Total DfT revenue funding contribution sought: £0.59m

A6. Local contribution: £5.6m

The total local contribution breaks down as follows:

Source	Amount	Status
Single Local Growth Fund	£5,000,000	Uncertain as it depends on the outcome of negotiations the LEP will have with Government
Combined three authorities Integrated Transport Block	£400,000 (£133,000 per each authority)	Secured (Southend and Thurrock Councils have direct control over this funding source. Essex County Council would secure this through members at the Local Highways Panels.)
Developer s106 contributions	£100,000	Secured
Combined three authorities staff costs	£75,000 (£25,000 per each authority through revenue budget)	Secured
Business contributions (match funded grants for displays)	£25,000	Uncertain as depends on take up of match funded offer

In addition, we are confident that the bus operators will contribute significantly towards the proposal during 2015/16, mainly through upgrades to the vehicle fleet. Although their plans remain uncertain because they are still preparing their 2014/15 programmes (First Essex will be introducing 20 new buses later this year), their letters indicate their support and commitment and the investment from recent years has proved very significant (see Section A8 for examples)

Furthermore, we have had very positive responses from a number of businesses we have spoken with. For example, DP World is very keen to work closely with us (see letter appended).

A7. Equality Analysis

Has any Equality Analysis been undertaken in line with the Equality Duty?
☒ Yes ☐ No

High level assessment has identified potential equality issues around physical accessibility onto the vehicles using the network, and access to information for people with visual impairments. These will need to be mitigated in the detailed design of the proposals.

A8. Partnership bodies:

Delivery Partner	Delivery Area
South East Local Enterprise Partnership	Responsible for the Strategic Economic Plan, including key transport infrastructure improvements that are part of the proposal funded by the single Local Growth Fund and other funding sources
Thames Gateway Transport Board	Strategic support and steer
Bus operators (Ensign Bus, First Essex, Arriva)	• Branding and marketing • Station Travel plans • Smart ticketing

Delivery Partner	Delivery Area
	• Vehicle fleet upgrades • Service improvements
Train operators (Abellio Greater Anglia, C2C)	• Branding and marketing • Station Travel plans and interchanges connecting major centres • Smart ticketing • Fleet upgrades
DP World	• New bus interchange and complementary travel planning • Host RTPI displays
Lakeside Regional Shopping Centre	• Complementary travel planning • Host RTPI displays
London Southend Airport	• Complementary travel planning • Host RTPI displays

Letters from each partner confirming their commitment are appended.

Bus operators will be helping to deliver the proposal through improved and upgraded vehicle fleets and service improvements. The aim is to have defined agreed standards on these routes in terms of frequencies and vehicles. This proposal includes commitments from First Essex and Arriva (the main inter-urban bus operators) to continue improving their bus fleets. Arriva has renewed 50% of its bus fleet in Southend since 2011. In 2014/15 a further seven replacement vehicles will be introduced in Southend. The company has plans to continue a roll-out of investment in its vehicle fleet. First Essex has introduced 20 new vehicles this year which is part of a continuous upgrade of its fleet. The 100 service between Basildon, Grays and Lakeside now has 19 hybrid vehicles. Ensign has recently made the following investments:

- Volvo Double Deck 2008: £165,000 each (x16)
- Volvo Single Deck 2012: £105,000 each (x4)
- Volvo Hybrid Double Deck: £200,000 each (x6) after grant

A9. Local Enterprise Partnership

Southend-on-Sea Borough Council, Essex County Council and Thurrock Council plan to work with the South East Local Enterprise Partnership (SELEP) in the planning and delivery of the proposed package of measures (see Sections B7 and B9). The SELEP has considered the proposal contained within this bid and has prioritised it against other bids in the SELEP area. A letter of support for this LSTF project from the LEP is appended to this bid document.

The SELEP Strategic Economic Plan includes details of its ongoing support for this Local Sustainable Transport Fund proposal in Section 4.83 of the Strategic Economic Plan. Further details of LSTF schemes can be found in Appendix B of the Strategic Economic Plan.

The South East Local Enterprise Partnership is fully supportive of the need to make better public transport connections across TGSE. Investment in better public transport connections across the south of Essex improves connectivity along and between two key corridors that form the focus of investment in the SELEP SEP; the A13 London-Thurrock-Canvey Island corridor and the A127 London-Basildon-Southend corridor.

The SEP states that the A13 corridor through Thurrock to Basildon and Canvey Island is the largest single growth opportunity in the SE LEP area, with DP World's £1.5bn investment in London Gateway container port and logistics park and Lakeside, already Europe's largest retail complex. The A127 corridor links London with Basildon and Southend. In Basildon, the A127 corridor is home to one of the largest single concentrations of advanced manufacturing companies in the South of England. It makes substantial contributions to the prosperity of the SE LEP area and offers considerable growth prospects. 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. Southend Central (including Victoria Avenue) is a major new town centre quarter for new offices, including the City Deal secured Growth Hub, and housing. Comprehensive redevelopment plans for Basildon Town Centre are well advanced, including the relocation of South Essex College's Basildon Campus to the Town Centre. Currently, development is constrained by the limited capacity of the road network that will, in part, be addressed by this bid.

The South East LEP Strategic Economic Plan identifies investment in Local Sustainable Transport Fund projects as part of a wider commitment to sustainable transport within its South East Transport Deal (Section

3.1 p 43). Over the six year SEP funding period some £129.6m of Local Growth Fund (£247m total project value) will be focused on capital investment in sustainable transport measures showing a commitment that extends beyond £30m capital funding specifically related to LSTF revenue projects. These capital investments are included within the SE LEP Local Growth Fund ask of Government.

Appendix A of the SEP summarises the transport schemes which comprise elements that would meet the criteria for the capital component of the Local Sustainable Transport Fund (LSTF), which is part of the Single Local Growth Fund, and also those which directly relate to funding applications that transport authorities across the SE LEP area are intending to submit separately by 31 March 2014 for LSTF revenue funding, including this application.

SECTION B – The Business Case

B1. The Scheme - Summary

Objectives

- Improve the journey reliability and punctuality of strategic bus services
- Develop a comprehensive branding of the strategic public transport network
- Improve satisfaction with strategic public transport services and information
- Deliver a modal shift from car use to public transport use for inter-urban journeys
- Improve integration between sustainable modes of transport, especially between rail and bus
- Make better use of the under-utilised off peak train services

Introduction

This proposal is a major catalyst to deliver *sustainable* growth in the regeneration area of Thames Gateway South Essex (TGSE). It draws together all of the necessary components of an integrated door to door public transport network - information, ticketing, interchange and improved services.

The TGSE area comprises growth locations that strongly relate to each other economically. There are clear existing commuting patterns between them, mainly by car, and this is likely to be accentuated by the forecast levels of economic growth across the area, which is likely to result in increased car use, congestion on key inter-urban routes and increased carbon dioxide emissions. This is coupled with leisure trips across the area generated by sub-regional attractions, such as the Lakeside Shopping Centre and retail park in Thurrock and the seafront in Southend-on-Sea. Indeed, the South Essex Transport & Land Use Model (SETLUM) predicts increasing traffic congestion and longer journey times[1]:

- 20-25% slower traffic speeds on major roads by 2016
- 10-15% slower traffic speeds on local roads by 2016

However, there is an extensive and varied public transport network in the TGSE area, comprised of 27 rail stations, two train franchises and a number of longer distance inter-urban bus services. Despite this, and although London-bound trains in the morning peak and trains out of London in the evening peak are very well utilised, evidence shows that non-London related peak services and most off-peak services have considerable spare capacity. Furthermore, a number of highway pinch-points cause delays to buses and hinder the need to ensure good punctuality. There is a clear opportunity to promote better connectivity across the area through improved utilisation of public transport infrastructure and services, enabling people to gain access to employment, education and leisure opportunities using public transport.

The proposal seeks dramatically to improve the strategic public transport network across the TGSE area by fully integrating it and providing an efficient and recognised network. This will act as a vital catalyst to help achieve sustainable regeneration and growth, focusing on the provision of a comprehensive, accessible, connected and efficient public transport network. The project looks to focus on utilising the existing train network and the existing best performing, frequent express bus services that combine to make a complete public transport network connecting the sub-region, especially the growth areas of Basildon, Southend and Thurrock. It will build on the several million pounds already invested by the local transport authorities on the Automatic Vehicle Location (AVL) system - a technological platform that will enable real time information, bus priority and the resultant benefits they bring. Some measures have already been implemented, including on-street information displays and i-kiosks.

[1] Compared to 2010

However, there is a need to build on this to meet the demands of the growth agenda, fully capitalising on the potential of the AVL system to deliver a fully integrated network, pulling everything together from ticketing to information to service frequency and reliability.

Overall scheme

The proposal includes:

- Making use of the AVL system that is being implemented, to deliver accurate real time passenger information and provide traffic signal priority for late running buses;
- The phased introduction of smart ticketing to capitalise on the smart ticketing readers already installed on the vast majority of the buses thanks to significant investment by the bus operators and ourselves;
- A joint TGSE partnership with bus and train operators to establish a regionally recognised brand to market the network;
- Improvements to interchanges and the delivery of bus priority at key pinch points; and
- Investment by key bus operators in high quality and environmentally friendly buses, as well as frequency improvements.

The proposal will support all the growth points and corridors with access to high quality public transport. This joint initiative between the local authorities and transport operators demonstrates strong cross boundary partnership working.

Many of the necessary measures have already been, or are being, implemented, such as AVL. Other components are funded using capital from a number of sources, particularly the Local Growth Fund. The capital programme will be supported by the revenue measures that comprise this bid, including branding, marketing and promotion, Station Travel Planning, smart ticketing, and technological platforms such as web based portals and a smart phone application.

In combination, this will make the integrated strategic network a recognised high quality brand associated with an easy to use, attractive and reliable high quality bus and train network connecting people along key strategic corridors to the growth locations. The aim is to improve accessibility to job opportunities by public transport, new housing development, education and skills, to deliver a modal shift from car trips to public transport, and make better use of the off-peak train services which are currently under-utilised.

The network will connect the key growth and development areas across the sub-region, including Purfleet/ West Thurrock, Lakeside, Grays, London Gateway and Tilbury in Thurrock; Basildon, Canvey Island, Benfleet, Billericay, Wickford, Rayleigh, and Rochford in south Essex; and Southend-on-Sea as far east as Thorpe Bay and Shoeburyness. The programme will make full use of the existing rail and strategic bus network, and enable buses to connect seamlessly with the rail network. Local bus services will act as feeder services to the strategic network, but are not included within this proposal. Important bus routes and services will include:

- Service 100 between Lakeside, Grays and Basildon
- Service 28 between Southend, Benfleet and Basildon
- Service X30 between Southend, London Southend Airport and Rayleigh

We see this as not only delivering local objectives, but also as a way to help the Department for Transport get even better value from its rail franchises. Indeed, we have been working closely with the bidders for the Essex Thameside Franchise which will have been renewed by 2015/16.

Element 1: Realising the benefits of the AVL system

There is an existing partnership between the three authorities to develop AVL, which will be fully in place and operational by the start of the 2015/16 LSTF programme. This is more than just AVL and will drive this project forward. As the real time and bus priority system has been seen as such a crucial element of public transport improvement across the area, its development was a shared vision resulting in a joint effort between the local transport authorities, with the close cooperation of local bus operators. With the investment in AVL we now have the technological platform for a comprehensive real time passenger information and bus priority system.

The core system combines the vehicle and journey information held in the scheduled information with the live location information and distributes this comprehensive live departure information to websites, public transport display screens, smartphone apps, and information kiosks. It will also provide information to the Essex Traffic Control Centre and Southend Borough Council UTMC systems and so link to bus priority monitoring strategies and traffic signal control. The main benefits are:

- It enables the provision of up to the minute information about bus services and departure times;

- It will enable late running buses to be given priority at signalised junctions, either automatically or through manual intervention; and
- It enables automated fare payment systems and smart ticketing.

The system also provides operational benefits for our partners, the bus operators, such as accurate information to enable rapid response to breakdowns, accurate bus stop locations, rescheduling of late running services and optimising timetables for greater reliability, and generally better management and coordination.

All buses operating across the TGSE area will have Electronic Ticket Machines with smartcard readers fitted by the end of 2015. This is being achieved through investment by the main bus operators, and a one-off grant payment covering partial payment from the funding authorities, which has resulted in around 640 buses being fitted throughout Greater Essex, with 100% coverage already achieved in Southend. Ensign Buses alone has fitted 50 ticket machines at a cost of £1,000 each. Live departures are already being seen by the travelling public for Ensign Buses, who run services in Thurrock. As of February 2014 live departures for the 44 and 88 services are being shown on 7 on-street displays in Thurrock. Electronic Ticket Machines have now been fitted onto all of the buses of the following operators: Arriva Southend, Ensign Buses, First Bus, Stephensons of Essex, Acme Bus Company, Regal Busways, Hedinghams and H C Chambers.

However, the buses belonging to the smallest operators will need support and this will be achieved using s106 funding and other local funding sources. This will help ensure that 100% of the buses on the integrated network have Electronic Ticket Machines with smartcard readers installed. This is therefore part of the proposal, but not part of the revenue bid.

Southend Borough Council is planning a smartcard trial very soon. As part of the South East Flexible Ticketing (SEFT) programme, C2C have grant funding for a combined bus/ rail smartcard trial and will launch the ticket on their trains this year. Eventually if the trial is successful it could roll out which makes it even more important that all operators fit a smartcard accepting ticket machine rather than just a black box which would give live departures only.

The focus of the bid is therefore on delivering tangible benefits for people and businesses in TGSE, and launching this using the AVL technological platform.

The phased introduction of Smart Ticketing

The strategic integrated network will ultimately need be a multi-operator, multi-modal public transport ticketing solution. Multi-operator ticketing describes a system where the entitlement to travel is accepted on different transport modes or on services run by different operators. This is what we will start to introduce for TGSE as part of this LSTF proposal. The aim is to provide seamless travel for medium to longer journeys across TGSE, making it easier to use more travel options through a fully interoperable smartcard platform.

Different types of smart ticketing media will be promoted in the medium term by this proposal – ITSO compliant media (including smartcards), contactless bank cards (cEMV), and mobile phone ticketing (Arriva already have mobile phone ticketing in place). However, we will build on the all-operator bus ticket that already exists called Octopus covering Southend, Rochford, Rayleigh and Canvey. Although key to the success of this proposal in the medium term is a multi-operator Smart ticketing that enables onward transport on both bus and train services, and although we are involved in the SEFT programme[i], essential to our bid initially for 2015/16 is a multi-operator *bus* smartcard for the whole of TGSE which can then be integrated into the SEFT afterward to provide a multi-modal solution.

As explained earlier, all buses will be fitted with smartcard readers, and most already are. This has involved considerable investment by the operators and has been financially supported by the local transport authorities with grants made available to upgrade machines. Furthermore, Essex County Council already has its own Host Operator Processing System (HOPS, which is the central hub of the ITSO system and operates as the passenger journey database), and ITSO[ii] operator licence, and for minimal outlay can implement a fully operational smart solution capable of hotlisting (a way of identifying fraudulent card use) and reporting.

Smartcards will be able to be purchased at a wide range of outlets such as newsagents, post offices, colleges, and the Southend-on-Sea Travel Hubs that are being developed as part of its single LSTF bid. Season ticket and carnet products will be able to be purchased online or over the phone, or by scheduled bank transaction (direct debit, continuous card authority) to allow customers to buy tickets in their own time. Journey details will be available in the portal for customers to see their recent travel transactions. Furthermore we will link portal/SMS alerts to low credit, and e-mail real time travel alerts based on frequent routes or journey preferences. There is also the potential for commercialisation such as linking with supermarket/ retailer loyalty cards or promoting sustainable local businesses.

Smart ticketing will also provide excellent data that will allow us to track customer movements with much greater sophistication that we can currently. However, our ambition is to go further than this - integrating smartcard data with that gained through crowd sourcing and mobile phone app data. With this we will build a much more sophisticated tool that will enable us to tailor promotional materials and make better informed service decisions.

Smart ticketing moves us towards cashless buses, reducing journey times and delivering more dependable consistent timetables, and thereby improving reliability. However, other measures to ensure reliability are still needed.

Bus priority measures

Being a service that is underpinned by a timetable, reliability is a key facet of public transport. The AVL system will allow the application of technology to achieve a range of universal benefits across the whole of the TGSE area. Specifically, the AVL system will be integrated with the UTMC systems operated by the Essex Traffic Control Centre and Southend in order to provide bus priority at traffic signals for late running services. The target is to ensure that 150 signalised junctions will be capable of giving late running buses priority, and this will be delivered by adapting the Electronic Ticket Machines on all the buses by offering the bus operators a capital grant of up to £1,000 per vehicle[iii]. A small amount of revenue will be needed to implement the system.

This will be a cost-effective way of delivering bus priority. However, there are some locations where physical traffic management will be required. This will build upon recent similar projects and will mainly be improvements contained within the South East SEP and funded through the Local Growth Fund. The strategic focus will be on key economic corridors of movement within the key growth areas of Southend, Thurrock, Basildon, Castle Point and Rochford where persistent bus related congestion occurs and in particular where bus-related pinch points are hindering growth. Locations include:

- The A127 in Southend around the Southend/ Rochford Growth Area, such as at Kent Elms and The Bell junctions as part of wider route improvements[iv];
- The Daneholes Roundabout on the A1013 in Grays;
- The A176 in Basildon and its approach to the A13;
- Grays town centre, as part of wider traffic management and accessibility improvements; and
- Lakeside as part of its wider growth plans.

Furthermore, AVL will help to identify future bus priority locations which can feed into the on-going programme by the analysis of journey times achieved throughout the network.

The provision of Journey Information

Uncertainty, such as when the next bus will arrive, can be a significant barrier preventing people from using public transport. Users of public transport increasingly expect real time information to both plan their journeys and reduce uncertainty. Meeting passenger expectations is a key priority of both the bus operators and the three transport authorities within TGSE and the provision of more accurate real-time information about bus journeys increases the attractiveness and functionality of the public transport system.

Electronic displays at bus stops are being provided at strategic locations, with priority given to key routes, to inform waiting passengers. The signs are based alongside bus stops, providing details of the route, destination and accurate departure times. As well as at-stop displays, are also installing a number of information kiosks (i-kiosks) at major public places such as hospitals and we will work with major employers and educational establishments to install equipment in their premises, such as the reception area.

Although some more on-street facilities will be delivered using local funding and s106 funding, there will continue to be a shift towards delivering displays and kiosks at hospitals, retail areas such as Lakeside, and large businesses, most likely using a match-funding arrangement. We will work with these stakeholders to help deliver this programme and some LSTF revenue funding will be required for this. The capital funding will be provided from local authority sources. However, we will use advertising on the displays and kiosks to generate a self-funding system and so reduce the need for public funding once installed and operational.

Our strategy however is to move away from primary reliance on the provision of physical infrastructure to provide information, and move towards the greater use technology such as the internet and smartphone apps. This revenue bid therefore includes designing a local web based travel portal, with real time public transport information, online journey planning, and Facebook and Twitter integration. This will enable people to make informed decisions prior to leaving home or the workplace. This will be supplemented by smartphone app with essentially the same functionality to assist further with journey planning. One of the key outcomes of the revolution triggered by the implementation of AVL technology coupled with the internet has

been the capability of enabling people to find important, timely and accurate information at the touch of a button, allowing users to know exactly when services are running.

Element 2: Developing and Implementing a Branding and Marketing Strategy

Providing people with information and persuasive messages about sustainable travel, together with a range of incentives to use them, can be one of the most effective ways of reducing car travel, and is a key element of this revenue bid. The Sustainable Travel Demonstration Towns highlighted the importance of investing in a strong brand, with a clear local identity and a positive tone, as well as ensuring that information and publicity materials were widely distributed, using many outlets. We will build on the experience of the partners; Southend has developed the award winning Ideas in Motion brand whilst Thurrock has developed a Travel Thurrock brand. The best ideas and lessons learned will be put together to help develop a strong brand that resonates. The branding development will be carried out in partnership with the public transport operators and will be a priority once funding is available.

Once the branding has been established, it will form the basis of a robust, expansive and comprehensive marketing and communications exercise to be rolled-out in 2015/16. A communications strategy will be required to cover the whole TGSE and ensure consistent delivery of marketing activity. This will need to set out how we will ensure that materials are accessible for people with disabilities. The strategy is likely to include:

- Branding of promotional materials;
- Branding of infrastructure along selected priority routes;
- On-vehicle branding;
- Web based/ facebook promotions;
- Promotion of PlusBus to improve integration between bus and rail;
- Promotional working with key employers and educational establishments in the area, especially along the routes of the integrated strategic network[v];
- Working with the bus and train operators to promote bus trips and train services (especially off-peak services within TGSE), and the distribution of network 'tube style' maps; and
- A focused communications exercise will be undertaken to inform potential passengers of the integrated strategic network and to publicise the benefits of it.

We will create downloadable maps of the network. People have told us that they would like these to be as simple and clear as possible – so we'll build on national best practice to develop tube style maps. We will also work with estate agents to enable them to provide customers with maps as a way of showing them the accessibility of potential properties.

We will develop many outlets and uses for the materials. For example, as part of the Southend LSTF bid, Jobcentre Plus advisors will be trained as travel champions to give them the tools needed to provide jobseekers with travel advice for attending interviews and considering work opportunities. We will be able to provide the advisors with materials from this project, such as the tube-style maps. We will also seek to address travel cost as a barrier – working with the Jobcentre to explore opportunities for providing subsidised or free travel to jobseekers who have gained employment. This could link in well with our move to smart ticketing – which would allow us to load a certain credit onto cards for people newly employed.

Element 3: Station Travel Plans and Interchanges

A Station Travel Plan can bring together all the stakeholders with an interest in rail stations (rail industry, local authorities, passenger groups, bus and taxi operators, cyclists and others) to develop and agree common objectives and a coordinated approach to delivering them.

Station Travel Plans will be developed to encourage passengers to access the stations by walking, cycling, car sharing or bus rather than driving on their own. This is likely to include delivering Personalised Travel Planning to passengers. This will reduce congestion around the station and lessen the station's effect on the environment. It will also importantly keep some car parking spaces free for off peak journeys on the train within TGSE. This LSTF proposal aims to encourage people to make better use of the spare capacity on train services outside of the peak London-related journey times.

Some TGSE stations already have station travel plans:

- Benfleet has achieved significant modal shift through its Station Travel Plan;
- Southend Victoria and Southend Central have established plans;
- As part of the Thurrock Tranche 1 LSTF, Station Travel Plans have been produced for Grays, Chafford Hundred, Stanford-le-Hope, Ockendon, and Purfleet, with plans to produce station travel plans for Tilbury and East Tilbury in 2014/15.

The aim of this proposal will be to produce Station Travel Plans for a further five stations in 2015/16, as well as deliver key revenue funded components within them.

Infrastructure improvements will also be delivered at key interchanges, with priority for those bus/ rail interchanges which will help to serve new growth and development and make it more sustainable. Interchange improvements have already been delivered at a number of locations such as Laindon in Essex and at Leigh rail station and at Cliffs Pavilion bus interchange in Southend as part of the Better Bus Area programme. Furthermore Abellio, the train operating company for the Greater Anglia franchise, is rolling out a cycle hire scheme at its stations, including Southend. Physical improvements at stations, and indeed other interchanges such as key bus stops, have been included within the Strategic Economic Plan and should receive capital funding through the Local Growth Fund, supplemented by the Integrated Transport Block allocation, and funding from private sector sources.

Additionally, Thurrock Council, in partnership with Lakeside Shopping Centre, will be implementing a brand new bus interchange facility. A further new interchange is planned as part of the delivery of the Southend/ Rochford Joint Area Action Plan and funded by the developers.

The single LSTF proposals for Southend and Thurrock will also be implementing improvements to the local Walking and cycling networks with a view to, amongst other things, improving sustainable access to rail stations and other key interchanges and will therefore complement the interchange measures within this proposal.

B2. The Strategic Case

The LSTF revenue proposals described in Section B1 will make a significant contribution to the local economy and will positively impact on travel by reducing congestion, and consequently increasing capacity through modal shift to public transport and reducing journey times in order to facilitate economic growth and reduce carbon dioxide emissions from transport. More detailed quantitative and qualitative information about these impacts and the overall value for money of the LSTF proposals can be found in Section B3.

Overall, the joint LSTF proposal aims to:

- Improve integration between sustainable modes of transport, especially between rail and bus
- Improve the journey reliability of strategic bus services
- Deliver a modal shift from car use to public transport use
- Improve satisfaction with public transport services and information
- Make better use of the under-utilised off peak train services.

Strategic Economic Plan (see also Section A9)

Investment in sustainable transport improvements forms a golden thread underpinning the growth agenda across the South East Local Enterprise Partnership (SELEP) area. This 2015/16 LSTF proposal is clearly reflected within the SELEP's Strategic Economic Plan (SEP), which states (Section 4.83) that:

> *"There is a clear opportunity to promote better connectivity across the area through* ***improved utilisation of public transport infrastructure and services****, enabling people to gain access to employment, education and leisure opportunities using public transport. The focus of the joint TGSE LSTF application, supported by revenue measures, will be to continue the roll out of the bus real-time system and vehicle location, together with smart ticketing (linking with the Essex Thameside franchise) and associated marketing and promotion. This supports all the growth points and corridors with access to public transport. This joint initiative between the local authorities, transport operators and businesses/ education providers demonstrates strong cross boundary partnership working."*

It is therefore very clear that the SEP provides the commitment and levels of support required to deliver the 2015/16 revenue proposal for improving public transport across the Thames Gateway South Essex area. The proposed programme of LSTF measures for 2015/16 will build on the existing LSTF funded programmes across the strategic integrated network, recognising the need to develop a cross boundary, interurban public transport network across the sub-region, linking local communities to education, employment, health and leisure opportunities, as well as encouraging healthier lifestyles and improving travel choice for local residents.

As a result, the LSTF proposals will address the following SEP priorities:

- **Promoting innovation and smart specialisation:** Improved public transport links across the sub-region, which is home to several major existing, new and proposed transport and logistics operations should help to reduce congestion and free up road network capacity to support growth within the transport and logistics industry. It will also help to ensure that excellent sustainable access is available so that growth industries will have access to a wider pool of staff and skills across the sub-region.
- **Accelerating business starts and growth:** Encouraging a modal shift to public transport should help to reduce congestion across the sub-region, thus freeing up road network capacity in order to

facilitate growth, particularly in areas where transport has historically been seen as a constraint to employment growth and development.

- **Increasing trade and attracting investment:** Improved public transport links and reduced congestion across the sub-region should help to increase trade with and attract investment from our international partners.

Department for Transport's Door to Door strategy

The LSTF proposals will also contribute towards the Government's *Door to Door Strategy*. In particular, the proposed a smartphone application and real time passenger information will improve the availability and dissemination of sustainable travel information through current technologies to help residents better plan sustainable door to door journeys (Door to Door Priority 1). The introduction of a smartcard scheme to simplify passenger transport ticketing and payment options so that more people can travel with a single transaction across the public transport system throughout the integrated strategic network (Door to Door Priority 2). Making full use of the capabilities of the AVL system will enable real time passenger information and bus priority to improve connectivity and efficiency , in general improving connections between walking, cycling and public transport to increase choice (Door to Door Priority 3). Improved information, bus priority and real time passenger information, in addition to the match funding from the Local Growth Fund will provide for complementary capital measures, will improve transport interchanges between sustainable modes, particularly to bus and rail, to make it easier to change modes during a journey (Door to Door Priority 4).

The Essex Transport Strategy (LTP3)

The 2015/16 joint LSTF proposals will help to meet following *The Essex Transport Strategy* aims to:

- Provide connectivity for Essex communities and international gateways to support sustainable economic growth and regeneration
- Reduce carbon dioxide emissions and improve air quality through lifestyle changes, innovation and technology
- Provide sustainable access and travel choice for Essex residents to help create sustainable communities.

In particular, the proposal will assist in meeting the *Essex Transport Strategy* Thames Gateway priorities for:

- Providing for and promoting access by sustainable modes of travel to new development areas;
- Improving public transport links within and between the Thames Gateway towns
- Improving the availability of sustainable travel choices and raising public awareness of these through travel planning;
- Improving the attractiveness and ease of use of public spaces to support regeneration;
- Improving journey time reliability on strategic inter-urban routes including the A127, A129, A130 and the A13;
- Improving access to London Gateway port and Southend Airport.

Essex County Council's approach to improving the attractiveness of local bus services includes:

- working in partnership with operators to improve the punctuality of buses on routes, corridors or areas where there are particular issues, including the use of cost-effective bus priority measures (where necessary and practicable) to improve the reliability and punctuality of services;
- Ensuring that accurate, consistent and up-to-date information is available on local services through a range of media (including Real Time Passenger Information) and in a manner in which it can be clearly understood by all and
- Seeking to simplify ticketing arrangements, including the use of Smartcard technology.

Southend Local Transport Plan 3

The *Southend Local Transport Plan 3* (LTP3) aims to:

- Have a thriving and sustainable local economy.
- Minimise environmental impact, promote sustainability for a greener Borough.
- Create a safer Borough.
- Reduce inequalities in health and wellbeing and for a more accessible Borough.

With a focus on bus use, the Southend LTP3 looks to work with bus operators to:

- Encourage behavioural change through a wide programme of bus priority measures across the Borough, particularly to encourage non-car trips to the town centre.
- Make full use of technology to facilitate the shift to sustainable modes, such as ITS, VMS, and Real Time Passenger Information (RTPI).
- Implement Borough wide seamless smartcard ticketing for public transport that is integrated with other ticketing systems such as libraries and car parks.

In addition, Southend-on-Sea Borough Council will continue to work with bus and train operators to ensure regeneration is supported by an adequate provision of public transport. In the case of buses a programme of bus priority measures and, in the case of railway stations, the development of facilities to promote all sustainable modes carefully integrated with bus services and facilities.

Thurrock Transport Strategy: 2012 – 2026

The LSTF proposal will also help to meet several of Thurrock Council's LTP objectives, including:

- ACC1: To improve accessibility to services, especially education, employment and hospitals
- CON1: To encourage a modal shift away from the private car to walking, cycling and public transport, especially to work and school
- CON2: To encourage a modal shift for freight from Heavy Goods Vehicles onto rail and water
- CON3: To improve bus satisfaction
- CON4: To minimise traffic growth
- CON5: To increase public transport patronage
- AQ&CC4: To reduce carbon dioxide emissions from transport
- REG1: To promote economic regeneration by reducing congestion
- REG2: To promote social regeneration by delivering accessibility

The *Thurrock Transport Strategy* also looks to target initiatives which increase awareness of public transport use and opportunities by:

- Providing improved public transport timetables at boarding points;
- Working in partnership with others, especially public transport operators, especially to improve ticketing arrangements;
- Taking advantage of new technologies, building on real time passenger information already installed and focusing further enhancements at key interchanges and on interurban public transport routes;
- Taking advantage of smartcard technology to help improve ticketing arrangements.
- Improving public transport interchanges;
- Delivering public transport priority measures where possible and where necessary;
- Better and more bus shelters, with real time passenger information; and
- Improved public transport ticketing arrangements.

LSTF Fund Objectives

The LSTF proposal will meet the LSTF fund objectives by supporting the local economy and facilitating economic development by further reducing congestion through modal shift to public transport in the TGSE area. The reliability and predictability of journey times on strategic routes will be improved by facilitating a modal shift away from car use to public transport. Journey times and reliability will also be improved for public transport users, particularly through the application of real time passenger information, bus priority and smartcard integrated ticketing.

Finally, the LSTF proposals will work to reduce carbon dioxide emission from road transport by increasing the volume and proportions of journeys made by public transport through intensive marketing and promotion of and improvements to public transport journeys.

B3. The Economic Case – Value for Money

The assessment of value for money and outcomes is based on our proposed LSTF 2015/16 programme, as outlined in Section B1, which would be funded by contributions requested from the Department for Transport, as well as the local/third party contributions identified in Sections A6 and B4. In determining the outcomes and value for money of our proposed 2015/16 LSTF programme, a relatively simple spread sheet model was developed based on existing traffic and carbon dioxide levels across the programme area, coupled with the number of people likely to be reached by the proposal and the results of several public transport improvement evaluations. This model allowed us to calculate the likely reductions in vehicle kilometres and carbon dioxide emissions, which in turn allowed us to estimate the value for money of our LSTF proposal, using Department for Transport WebTAG valuations. More detail can be found in the appended *Economic Appraisal Report* and *Scheme Impact Pro Formas*.

Once this data was input into the model, Department for Transport WebTAG valuations were analysed to determine the financial benefits that would accrue from this reduction in vehicles kilometres for congestion, infrastructure, accidents, noise, local air quality and greenhouse gas emissions in 2015 prices. No optimism bias has been applied. The model is considered fit-for-purpose and the most appropriate method for analysing the value for money of this scheme as it reflects the most up-to-date evaluation data available for

each element of the programme and utilises Department for Transport pricing for marginal external benefits of decongestion schemes. The results of this analysis are provided in the tables below.

Post-Implementation Core Outcomes	
Carbon Dioxide Emissions Reductions (Tonnes per annum)	12,446
Traffic Reduction (Vehicle kilometres per annum)	60,126,258

Post-Implementation Value for Money Per Annum (2015 Prices)	
Congestion	£9,199,317
Infrastructure	£60,126
Accidents	£1,924,040
Local Air Quality	£ 60,126
Noise	£120,253
Greenhouse Gases	£871,229
Quantifiable Benefits Total	**£12,235,092**

Overall, the scheme is likely to provide a 3.7% reduction in traffic (vkm) across the Thames Gateway South Essex area and a 2.4% reduction in carbon dioxide emissions from transport on A-Roads. These reductions will provide a relatively significant contribution towards meeting the DfT LSTF programme's core objectives of facilitating growth by reducing congestion, improving the reliability and predictability of journey times and reducing carbon dioxide emissions from transport.

As there are also a number of benefits that were unable to be quantified (see below), a benefit to cost ratio (BCR) was unable to be calculated. However, a study commissioned by the Passenger Transport Executive Group (PTEG) in 2011[vi] indicates that small scale public transport schemes, such as those contained within this LSTF proposal, typically yield an average BCR of 3.5, with individual components relevant to this LSTF proposal falling within the following BCR ranges:

- Bus Priority – 2.0 to 11.4
- Interchange Improvements – 1.5 to 3.3
- Real Time Passenger Information – 9.5
- Bus Branding – 2.5

Given the level of integration and interdependency of the individual components of the proposal to make up the whole of the package, only some individual elements were able to be fully modelled and benefits quantified as shown above, including the introduction of smartcards, the effect of real time passenger information and marketing and branding on patronage levels. Further detail of the calculation of these benefits can be found within the appended *Economic Appraisal Report* and *Scheme Impact Pro Formas*.

However, in addition to these quantifiable benefits, the 2015/16 LSTF proposal will also provide a host of non-quantifiable benefits. Overall, the proposal will deliver *qualitative* user benefits in the form of journey time savings, resulting from providing a quicker means of accessing destinations compared to the existing bus services. These impacts will further encourage new users to use the public transport system, thus reducing congestion and carbon dioxide emissions.

Of particular importance is the benefit of reduced public transport journey times and increased bus punctuality that will likely arise from the implementation of bus priority measures. Evaluations of similar packages of public transport improvements have shown a reduction in AM peak journey times of 9% to 22%[vii].

More reliable journey times will make interchange smoother as contingency time for delays will be reduced. A significant improvement in service quality, journey experience and information through the use of real time information means passengers are better able to plan with less wait time at bus stops, whilst bus priority and smartcard ticketing will reduce boarding times and journey times, making public transport use a more viable and competitive option to the car.

Security for passengers will increase with the provision of real time passenger information, as they are likely to spend less time waiting at bus stops.

Access, particularly for those without a car, will also be significantly improved throughout the sub-region. The proposal will widen the transport choices available within the area by providing high-quality public transport services that are accessible to a larger number of users than previous and a wider range of destinations, linking up key current and proposed residential, educational, employment, leisure and health developments. The proposal will also increase access to and interchange between bus and rail for all sustainable modes, therefore increasing access through better multi-modal integration.

The proposal will also help to facilitate employment growth from the freeing up of road capacity through modal shift to public transport to enable economic development to come forward. Improved connections between new development sites, existing homes, jobs, health, retail and leisure will also help to manage growth and widen the pool of skills and employees that employers have access to across the sub-region.

For rail stations within the Thames Gateway South Essex area, the proposal will promote better interchange and integration between bus and rail, thus enabling modal shift to rail. Branding and marketing of rail services may also entice new passengers, particularly during off-peak times. Both of these are likely to lead to further reductions in congestion and carbon dioxide emissions.

The proposal is also likely to result in increased physical fitness, reduced obesity and morbidity, particularly for those who shift from driving to public transport, as they often have to walk to and from bus/rail stops.

In terms of distributional impacts, the proposal will improve connectivity and increase the opportunity those without cars have to existing and proposed residential, employment, education, health and leisure destinations.

No adverse impacts are anticipated to arise from the LSTF extension proposal. Key risks and uncertainties are identified in more detail in Section B8 and have been identified through a thorough Risk Assessment.

B4. The Financial Case – Project Costs

Figures should be entered in £000s (i.e. £10,000 = 10).

Table A: Funding profile (Nominal terms)

£000s	2015-16	2016-17	2017-18	2018 - 19	2019 - 20	2020 - 21	Total
DfT funding sought	590						590
Local Authority contribution	475	500	400	300	300	200	2175
Third Party contribution including LGF	5125	1500	3100	3000	U/K	U/K	12725
TOTAL	6190	2000	3500	3300	300	200	15,490

Beyond 2015/16 the three authorities will continue to work collaboratively. This will include committing on-going funding and identifying cost savings as the scheme progresses where possible. However, precise figures are unavailable at this time. Substantial funding may be allocated from the single Local Growth Fund for bus priority measures in future years. These are part of wider traffic management measures, and so a nominal amount has been assumed to cover the bus priority elements.

B5. Management Case - Delivery

Officers within Thurrock Council, Southend-on-Sea Borough Council and Essex County Council will be working on managing and delivering the programme for its duration. Promotion and marketing of public transport services will be undertaken internally within the partnership, through the various Passenger Transport Units and Communications teams, and in association with the public transport operator partners. Section B7 outlines the Governance arrangements and provides more detail on the specific resources that will be made available for the delivery of the 2015/16 LSTF programme. The table provided in **Appendix G** outlines the project plan for the 2015/16 LSTF revenue programme, identifying the key sub-tasks within each element of the project, key dependencies, implementation dates and key milestones. For each task, start of implementation is identified as a key milestone, except where tasks are carrying on from existing programmes. As can be seen from the table, many of the key dependencies will be carried out/confirmed prior to 2015/16, upon confirmation of a successful LSTF funding award.

A letter relating to land acquisition has not been appended, as land acquisition is not applicable to this LSTF revenue bid. A detailed construction programme and milestones are not able to be provided until capital funding is secured.

B6. Management Case – Statutory Powers and Consents

a) Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan.

Not applicable

b) Please list separately any outstanding statutory powers / consents etc, including the timetable for obtaining them.
Not applicable

B7. Management Case – Governance

The arrangements between the local transport authorities delivering the 2015/16 joint LSTF programme will be formalised through a joint working partnership agreement, notably in the form of an overall joint project board. This will set out the basis for governance of the project. The programme board will bring together senior officers of the three partner local transport authorities delivering the joint LSTF programme – Essex County Council, Southend-on-Sea Borough Council and Thurrock Council. The programme managers for the separate Southend and Thurrock LSTFs will be on the Project Board to ensure strategic and delivery synergies are realised. The project board will have overall accountability for the project and provide strategic guidance, make key decisions and provide programme assurance. This will meet monthly and it will be responsible for coordinating appropriate political engagement, such as reporting to the relevant Portfolio Holders on a regular basis following the business case sign off for each authority's programme from the respective executive.

Paul Mathieson, Group Manager for Strategic Transport and Planning at Southend-on-Sea Borough Council, will be the project sponsor, although a programme manager will be responsible for delivery and coordination. The programme manager, steered by the project board, manages overall priorities, agrees budgets with project delivery managers, and agrees programmes of work.

In addition, key delivery partners, such as the public transports operators and other external delivery agents, including a representative of the South East LEP, will comprise a Stakeholder Engagement Group. This will be managed by the Programme Manager and will have a remit of ensuring that key partners are fully engaged, able to influence and inform programme direction, and remain committed to the aims of the programme. It will also ensure that those elements being delivered by partners are coordinated with the delivery of other elements where necessary. This will meet quarterly.

Most workstreams will be joint authority and so coordinated and delivered by joint teams. The only exception is likely to be the development of Station Travel Plans at Essex County Council stations, which will be delivered by an Essex CC only team. Each workstream will have a project manager sourced by one of the three authorities. Project management involves agreeing the programme of work and budget with the programme manager for the year ahead, suggesting priorities, and coordinating day to day delivery on the ground, including managing contractors (contract management arrangements for such joint projects will depend on the nature of the project).

The three authorities have a strong history of joint working, particularly across the Thames Gateway South Essex sub-region. As well as strategic planning, this joint working manifests at the operational level. For example, the Head of Passenger Transport at Essex CC is also Head of Passenger Transport at Thurrock Council.

An organogram has been appended to this bid document (**Appendix H**).

B8. Management Case - Risk Management

The three authorities already have structures in place which have ensured the timely delivery of previous joint working projects. This now includes a robust approach to identify, evaluate and minimise the risks associated with the implementation of the proposal comprising the bid. A risk log has been generated to identify and record risks that have the potential to adversely impact the scheme delivery programme or costs. The most significant risks to delivery are set out in the table below.

Risk	Impact	Mitigation
Political: Loss of political support	• Delivery slows or stalls • Integrated Transport Block funding reduced, resulting in inability to deliver some bus priority	• Continued regular political reporting to relevant portfolio holders • Ensure executive for each authority signs off the annual programme
Professional: Loss of key staff, whether within	Delays to programme delivery resulting in underspend	• Ensure knowledge of projects is widespread, including through the use of

Risk	Impact	Mitigation
the authorities or partners		working groups for each workstream. • Draw on resources within the authority and our partners to fill temporary gaps
Professional: Difficulty deliver capital schemes in a timely way towards the front end of the project, resulting in the infrastructure being delivered towards the back-end of 2015/16	Beneficial impact of revenue funded promotional measures through integration with new infrastructure is reduced.	• Link revenue measures with the promotion of existing sustainable transport infrastructure as well as new infrastructure • Notification of some funding streams early on (such as the LGF in July 2014) should enable infrastructure project planning to begin early
Procurement: Services and expertise not secured on time to begin timely delivery in 2015/16	Programme is delayed, resulting in possible underspend	• Begin procurement preparation upon funding announcement in July 2014. Undertake the procurement of resources and expertise early on (summer 2014) • Development of detailed project plan.
Financial: Delivery costs for particular projects exceed estimates	Scaling back of ambition for those projects, which in turn dilutes impact	• Market test projects where appropriate. Establishing costs as part of the contractual arrangements. • Capital schemes have highest risk and so validation of costs at the design stage will be necessary and value engineering will be used.
Partnership working: Partners seek to withdraw their involvement	• Delays to programme delivery and dilution of impact. • Reputational damage to the LSTF • Marketing less effective	• Good stakeholder management strategy in place • Ensure partners are fully engaged, actively involved and integrated, such as through working groups and through actual delivery • Effective project management systems will provide an early warning if issues arise
Funding: Insufficient funding is secured from the Local Growth Fund	Reduced delivery of complementary capital measures, mainly bus priority. Capital works are scalable.	• Spread risk by also focusing revenue promotional measures on existing sustainable transport infrastructure, as well as new infrastructure.
Funding. LSTF funding secured is lower than the bid	Reduced delivery	• Prioritise measures • Ensure measures are scalable

The risk register will be updated as required through risk workshops within the following timescales:

Project Stage	Description
1	Prior to LSTF programme entry
2	On award of LSTF Funding
3	Commencement of Funding
4	During Delivery / During Construction (mid-point during programme)
5	Post scheme plan

B9. Management Case - Stakeholder Management

a) Please provide a summary of your strategy for managing stakeholders, with details of the key stakeholders together with a brief analysis of their influences and interests.
SEE BELOW

b) Can the scheme be considered as controversial in any way?
☐ Yes ☒ No

c) Have there been any external campaigns either supporting or opposing the scheme?
☐ Yes ☒ No

The objectives for Stakeholder Engagement include that it:

- Captures expressions of support, and establishes the basis for partnership and funding to implement the joint LSTF programme;
- Communicates and reinforces the branding, once established;
- Improves awareness and understanding of the proposals;
- Allows the Project Board to obtain timely feedback on proposals, so that the proposals may be refined if necessary;
- Helps gauge the level and nature of any opposition that may arise to the proposals and address these appropriately; and
- Enables the Project Team to explore the opportunities to establish a consensus, as the basis for successful implementation of the proposals.

Our overall aim is to involve key stakeholders as much as possible. We aim to actively involve key stakeholders in delivery and decision making through the Stakeholder Engagement Group. A number of partners will also be involved on LSTF project groups to help with actual delivery, whilst the programme manager and appropriate workstream project managers will have regular meetings with key stakeholders such as the transport operators. The table below sets out some of the detail, and based on this we will develop and implement a Stakeholder engagement and communications plan.

Key Stakeholder	Area of interest	Management
South East Local Enterprise Partnership	Responsible for the Strategic Economic Plan, including key transport infrastructure improvements that are part of the proposal	SELEP will have a key role on the Stakeholder Engagement Group. Furthermore, ty will be engaged via the SELTB
Bus users/ Bus User Groups	Users of buses. A feedback on priorities for investment and report on any operational problems/ issues arising	Hold regular Bus User Group meetings
Executive members and councillors	Ultimately seen to be responsible for delivery in their area or for their area of executive responsibility	• Regular updates to portfolio holder • Consultation and engagement with local members
Bus operators (Arriva Southend, Ensign Buses, First Bus, Stephensons of Essex, Acme Bus Company, Regal Busways, Hedinghams and H C Chambers)	• Key service provider and will be responsible for the provision of buses, service improvements and fleet renewals • Will need to agree to marketing and promotional materials, including network map and branding • Will need to support the delivery of smart ticketing delivery • Key consultee on bus priority measures	• Regular meetings and on-going informal contact and involvement • Stakeholder Engagement Group • Involvement with workstreams
Train operators (Abellio Greater Anglia, Essex Thameside franchisee)	• Station travel planning and interchange improvements • Smart ticketing • Branding and marketing • Network maps	• Regular meetings and on-going informal contact and involvement • Stakeholder Engagement Group • Involvement with workstreams
Basildon Council	• Relationship with growth agenda and planning applications	• Stakeholder Engagement Group • Consulted on key projects
Thames Gateway South Essex Partnership	• Strategic planning linked to growth and regeneration	• Stakeholder Engagement Group
Businesses and developers, including major developments such as DP	• Sounding board to understand priorities and concerns of	• Stakeholder Engagement Group • Involvement with workstreams • Regular meetings with business

Key Stakeholder	Area of interest	Management
World's London Gateway, Lakeside shopping centre, and Southend Airport and its related business park	businesses • Promoting the network to staff • Delivering related travel planning initiatives	groups and key businesses
Job Centre Plus	• Advise clients of network and service improvements and access to work opportunities	• Stakeholder Engagement Group

B10. The Commercial Case

Given the significant lead time between announcement of successful LSTF funding bids and the start of the 2015/16 programme in March 2015, there is likely to be more than sufficient time to mobilise each element of the proposal and begin to deliver at the start of the funding period.

In particular, much of the required background work for the proposal is already in place – Automatic Vehicle Location (AVL) and smartcard readers are already available on a number of buses as the result of expensive work by the operators over a number of years. The already installed AVL system will also allow the provision of real time passenger information to come online very quickly. It will also enable the bus priority systems to be delivered through an automated intervention.

Essex County Council already has its own Host Operator Processing System (HOPS, which is the central hub of the ITSO system and operates as the passenger journey database), and ITSO[viii] operator licence, and so already has all the necessary systems in place to roll out smartcards. Having these background system and works already in place significant increases the viability of the proposal.

Both Thurrock and Southend already have LSTF programmes and so much of the required internal background work and capacity for the proposal is already in place as they have been delivering their LSTF programmes for a number of years. Collaboration between the authorities will take place and indeed is already common practice. For example, expertise from Essex County Council has been helping Thurrock Council deliver its Station Travel Planning programme. This same expertise will be used to deliver the Essex programme.

For many packages requiring the procurement of external delivery capacity and expertise, the procurement has already taken place within the framework of current LSTF programmes for Thurrock and Southend. Where it is cost effective and performance meets agreed criteria then contracts will be updated and extended for 2015/16.

Where additional external support is required for delivery, Essex County Council will be able to exploit its framework contract with Ringway Jacobs and so can draw on their capacity and expertise without having to go through new procurement processes. If Southend or Thurrock takes responsibility for procurement, then the respective procurement strategies and standing orders for contracts will apply for both. Both authorities have similar rules and thresholds to determine the type of procurement process.

It is worth noting that we do not anticipate that any external assistance required will exceed the £172,514 services cost thresholds for EU wide tendering to be required, which will save significantly on procurement lead times. However, should this prove the case, these contracts will be formally tendered and advertised on the in the Official Journal of the European Union and in the local, national and trade press if appropriate. For those projects where we think this process will be applicable, we will begin the procurement process within one month of notification of a successful LSTF funding award given the longer lead in times.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

Due to the level of technological specification involved within the delivery of the proposals, the monitoring programme for the 2015/16 LSTF programme will be accurate, thorough and robust. All three councils are keen to monitor and evaluate all elements of the LSTF programme, in order to gain a more in depth understanding of the outcomes of the investment made and to help determine and refine future delivery of similar projects. In summer 2016, we will aim to amalgamate all the information outlined below, in order to gauge the overall impact of the 2015/16 LSTF programme, by analysing the monitoring data from each

element. General, high level indicators proposed for primary monitoring and evaluation will focus on four main elements:

1. **Public transport patronage and miles:** Overall bus patronage along the affected route corridors will be analysed, with specific reference to any changes apparent immediately after the introduction of each individual element of the LSTF proposals. The number of users of The introduction of the smartcard scheme for use on buses will enable accurate monitoring regarding the number of passengers using the scheme, the distances they travel, the days the travel and where they ascend and alight.

2. **Bus punctuality:** The bus priority system will automatically feed data back in terms of its use and application. In addition, we will continue to monitor bus punctuality along the route corridors covered by the 2015/16 LSTF proposals to determine the impact that the combination of measures has had on bus punctuality.

3. **Passenger transport user satisfaction:** Upon completion of the 2015/16 programme, we propose to undertake an extensive public transport survey with TGN public transport users to determine whether satisfaction levels have increased. The smartphone app and website will be developed so as to be self-monitoring, by providing us with a continual data feed as to the number of users and visitor to the site.

4. **Changes in area wide traffic mileage:** At the highest levels, we will continue to monitor traffic levels across the Thames Gateway South Essex area, with a particular emphasis on pre- and post-implementation traffic monitoring along the interurban bus corridors, as well as the A13 and the A127.

SECTION D - Declarations

D1. Senior Responsible Owner Declaration	
As Senior Responsible Owner for 'a joined up approach to public transport in Thames Gateway South Essex' I hereby submit this request for approval to DfT on behalf of Southend-on-Sea Borough Council, Essex County Council and Thurrock Council and confirm that I have the necessary authority to do so. I confirm that Southend-on-Sea Borough Council, Essex County Council and Thurrock Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: PAUL MATTHIESON Position: GROUP MANAGER	Signed:

D2. Section 151 Officer Declaration	
As Section 151 Officer for Southend-on-Sea Borough Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Southend-on-Sea Borough Council, Essex County Council an Thurrock Council: - have allocated sufficient budget to deliver this scheme on the basis of their proposed funding contributions; - accept responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties; - accept responsibility for meeting any ongoing revenue and capital requirements in relation to the scheme; - accept that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2015/16; - confirm that the authorities have the necessary governance / assurance arrangements in place and the authorities can provide, if required, evidence of a stakeholder analysis and communications plan in place.	
Name: IAN AMBROSE	Signed:

**This is only required from the lead authority in joint bids*